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Agenda item:	**7**
Report title:	**Digital Media Strategy update**
Report by:	**Stephanie McNamara**, Assistant Director, Strategy and Communications, stephanie.mcnamara@gmc-uk.org, 020 7189 5426 **Rachel Mooney,** Assistant Director – Information Systems, rachel.mooney@gmc-uk.org, 0161 923 6245
Action:	**To consider**

Executive summary

This Board received regular updates on the work of the Digital Media Strategy in 2016, and in our last paper we promised to provide our plans for 2017.

This paper provides the plan for further development on the Digital Media Strategy during year 2. This includes migrating and updating website content and collaborating with the business for a new website launch in Q3 2017. We ask this Board to agree to the high level plan for website delivery and to note the new governance and reporting requirements for the strategy.

Recommendations

The Performance and Resources Board is asked to:

a Agree the high level plan for the delivery of a new website in 2017.

b Consider the new governance and reporting model for the Digital Media Strategy.

Background

1   We have started year two of the Digital Media Strategy which runs from November 2016 - November 2017, and a key deliverable of this year is to launch a new website in Q3 2017. In year one, we successfully procured a new content management system, ran a continued campaign of internal communications and engagement across the business, provided training in new content principles, and ensured the business planning team prioritised time in all 2017 business plans for this strategy.

2   The Strategy will help us to transform the impact we have as an organisation by making our digital presence more customer focused, efficient and collaborative. It involves making a range of changes to the way we work internally, and to the way we think about and manage content generally. One key goal of the strategy is to help increase internal efficiencies, for example by reducing the amount of inquiries we receive via our various customer contact channels.

Website delivery plan

3   The Web Project Team, composed of staff from Information Systems (IS) and Strategy and Communication (S&C), have been working closely over the last few months to agree the best and most effective way to deliver a website in Q3 2017 with new content for our key user journeys. This has been set out in three main phases of work. Detailed information is at Annex A.

Phase 1 (Q1 2017 - Q3 2017)

4   Between January and February 2017 the team will hold initial workshops with each policy directorate to discuss the web project in detail, identify key website user journeys for their areas of work, and seek commitment for time and resources from staff to work on the project. They will then continue to work closely with staff in relevant directorates between February and June to review and improve 40-60% of the web content, focusing on priority user journeys and tasks where improvements can justifiably be made - as well as improving the List of Registered Medical Practitioners' (LRMP's) look and functionality.

5   Expected outcomes of Phase 1 include:

- new look and feel website

- 40-60% new/refreshed content based on key user journeys

- improved LRMP look and functionality

- upgraded look and feel for pop-up portals (GMC Online and Connect)

■ improved FTP complaints online procedure.

Phase 2 (Q4 2017 - Q2 2018)

6   Following launch in Q3 2017, work will continue to review and improve the rest of the website content, continuing to focus on user needs and internal efficiency improvements. This work will be supported by advanced analysis of the data gathered from the live website, and will also include a first review of microsites (e.g. Learning Disabilities, Good Medical Practice in Action (GMPiA), the intranet and GMC Online.

7   Expected outcomes of Phase 2 include:

■ ~100% of website content reviewed and improved

■ GMC Online fully integrated into website (i.e. not a separate pop-up window)

■ improvements to structure, contents and look and feel of microsites

■ content development consistently supported by data analysis/evaluation

■ plan for intranet improvements developed and partially implemented

Phase 3 (from Q2 18 onwards)

8   Work on the remaining microsites and the intranet will be completed and features of GMC Online and GMC Connect will be rebuilt as part of Phase 3. From that point onwards all content and systems will be continually developed and improved based on evidence from progressively more advanced user need/feedback evaluation practices.

9   Expected outcomes of Phase 3 include:

■ completion of improvements to intranet and microsites

■ functional improvements to GMC Online

■ evidence-based online content management and development model established and implemented from that point onwards

Other work streams

10 The Web Project will advance in tandem with other strands of the Digital Media Strategy to transform the digital culture across the GMC. Other key work streams of the strategy include internal communications, developing a community of content experts, developing innovative evaluation and audience insight frameworks,

developing cross-channel integration, and fostering external partnerships for the development of new digital content. Annex B provides a high level roadmap for the strategy as a whole.

Digital Media Strategy Organisation

11   The Web Project Team plans to work with a flexible project management approach, as is common in projects of this kind. This will allow more adaptable collaboration with directorates and faster content turnaround and testing, ensuring contents are fit for purpose and, importantly, tailored to directorate-related user journeys and priorities. In order to retain flexibility, and in particular to provide the right amount of dedicated support to directorates during this work, resourcing for this programme of work is being reviewed and additional resources may be sought where necessary.

12   The Web Project Team will report into the Digital Media Strategy Project Board, comprising Assistant Directors from across the business. The board will meet at least monthly, receive regular reports on progress and exercise oversight of all work streams under the Digital Media Strategy.

13   This Project Board will continue to report into the current S&C Programme Board, whose membership will change to Directors. The Programme Board will provide corporate management oversight of projects under the Innovation Portfolio such as the Digital Media Strategy, Customer Service, LRMP consultation and Communications and Engagement.

14   A chart depicting the overarching governance arrangements and the position of the Web Project within it can be found on slide 4 at Annex A, and updated terms of reference for the Programme Board and Project Board are at Annex C. The approach was communicated to the Senior Management Team and to Assistant Directors by Stephanie McNamara, Assistant Director, Strategy and Communications, on 22 December 2016.

ANNEXES

A – Web project approach and timelines
B – Digital media strategy high level roadmap
C – Terms of reference for the Project and Programme Board

Web Project Approach

Authors: Jono Jones, Neil Martin, Andy Danieli and Jodi Blanc

Working with doctors Working for patients

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Scope of the Web Project

- The **Web Project** encompasses all those elements/efforts that feed in to the GMC's websites, starting from the main GMC website and its ongoing evolution.

- The project will move on to cover the GMC's microsites in Phase 2, and the GMC Intranet during the course of 2018.

- The project will also look at re-writing some of the GMC Online portal as part of Phase 2

- It is a large project as part of the wider **Digital Media Strategy**

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Benefits & Approach

- The **main benefit** of this project lies in the creation of a **new website that better meets the needs of its users**; as we progress through the project, the same kind of improvement will be applied also to other parts of our web presence (GMC Online, GMC Connect, microsites, …).

- Another expected benefit of the project is a **reduction of the cost and time** necessary to produce content that works in many places/contexts, through the application of a **create once, publish everywhere (COPE)** approach that allows the delivery of the same content on various platforms (e.g. mobile, tablet, PC, …) with minimal effort.

- A key part of our approach to the project is the implementation of a **new Content Management System (CMS),** Sitecore, that will enable the adoption of a **Create Once, Publish Everywhere** (COPE) approach to content management and delivery across the organisation.

- Another key aspect of the approach is a **strong focus on priority user journeys** – the experiences/tasks that attract the majority of users to the GMC website (e.g. registration, making complaints, …)

- We will adopt a **phased approach** to the project, whereby we'll first focus on improving user experience in relation to priority user journeys, delivering a new website inspired by this philosophy by Q3 2017 – and then proceed to improve other aspects of the GMC web experience in Phases 2 and 3 (2017-2018)

- We will take an **Agile approach to delivery**: within a top level phased and time-boxed delivery, **we will *vary the scope* of our work as we proceed**, aiming to release the new website by the target delivery date.

- A new **web project team,** comprising colleagues in Strategy & Communications and Enterprise Systems, has been set up to drive the project. The team will work in close collaboration with the wider Business Teams.

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Governance

Programme Board (Directors)

Digital Media Strategy Project Board (Assistant Directors)

Web Project (Agile)

Neil Martin
Web Editorial Lead

Jono Jones
Web Product Manager

Co-Ownership of Management of the Agile Project

Jodi Blanc
Project Manager
(Top level Project Delivery)

Comms Team

Collaborative Digital Team

ES Team

Other Digital Media Strategy Projects

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Phase 1 Scope

Phase 1
Releasing end of Q3 (September) 2017

- **New Website released**
  - Establish Key User Needs and User Journeys
  - 40% -60% of content replaced with UX-driven/user-need-fulfilling content depending on the agile velocity of the team and business commitment. Existing content remains until Phase 2, unless it's deemed removable.

- **Replacement for LRMP + API**
  - A public facing evolution of LRMP as we know it (plus filtered 'spent sanctions' to fulfil Publication and Disclosure requirements).

- **Complaint Form**
  - New technology stack using new Enterprise Layer API, New Front End, Siebel Backend.

- **New Look Portal popups** (Open UI)
  - Same features, powered by Siebel, upgraded look

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Phase 2 Scope

Phase 2
Releasing Q2 2018

- **Finalise Website Content**
  - Establish wider User Needs and User Journeys
  - ~100% of content replaced with UX-driven/user-need-fulfilling content.
- Priority microsites and intranet work begins

- **Apply data analysis to content improvement as standard**

- **GMC Online Embedded in iFrame**
  - GMC Online made to look like part of the site not a popup

- **Smaller GMC Online features implemented in new technology**
  - Where there is a business case: e.g. Smaller features that can be re-used in Apps

Phase 3 Scope

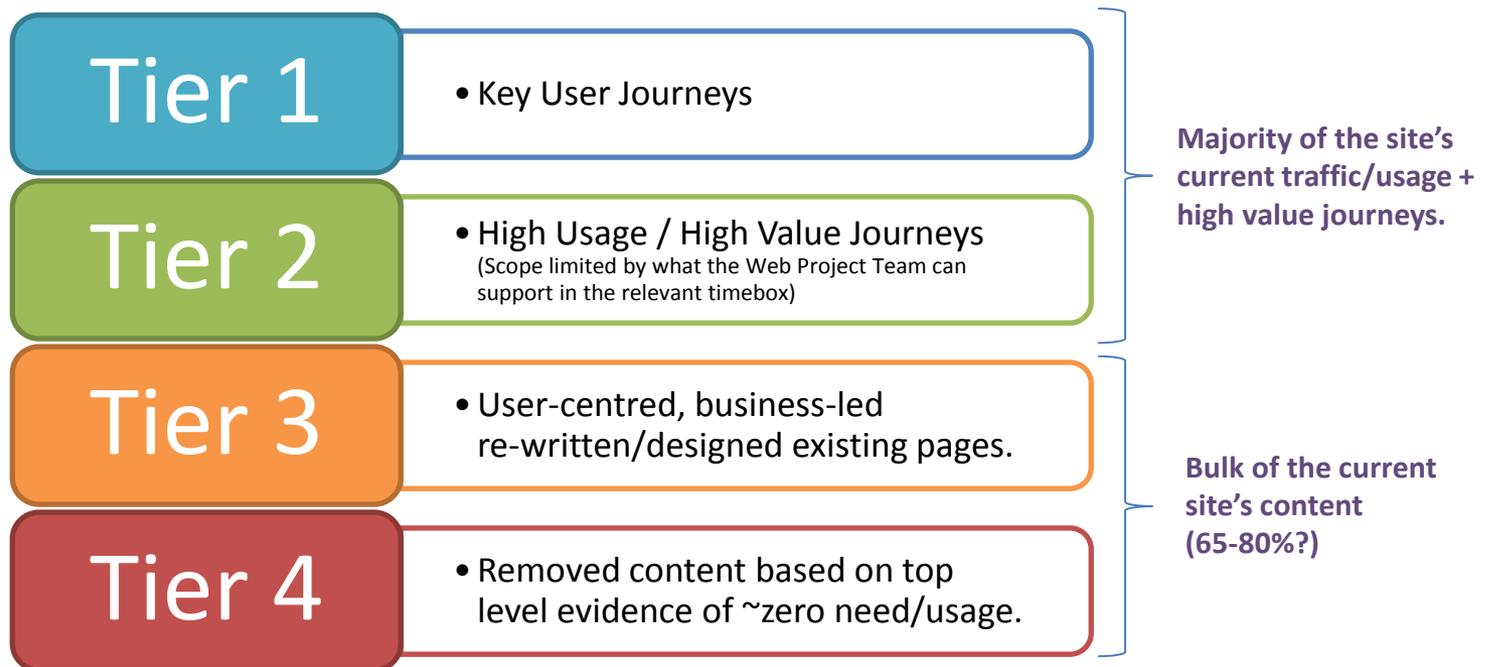<div style="border: 2px solid #c08080; background-color: #f5e0e0; padding: 1em;">

Phase 3

Releasing incrementally and iteratively through 2018 and beyond

- **Remaining microsites and intranet completed**
- **Iteration by iteration, assess features of GMC Online for rebuild**
  - In priority order, assess a thin slice of GMC Online to decide if there is a business case to rebuild in new tech.
- **New app or features in existing apps for doctors to interact with some of the portal features?**
- **Iteratively develop website as a whole**
  - Use data to drive improvements to fulfil user needs

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Four Tiered Approach to Journeys/Content

- We will classify User Journeys/Content into Tiers where more effort is placed on the UX treatment of Journeys and creation of Content the higher up something is in the Tier Structure.

- Precedent have established our **Key User Journeys**, **Tier 1**. For **Tier 2**, we will work with business areas to establish **High Usage / High Value Journeys** (those important journeys that aren't **Key User Journeys**).

- **Tier 3** represents the bulk of our current website. This will be worked on by the business, based on **User Centred Content Training** – with light guidance from the Content Design Team.

Tier 1	• Key User Journeys
Tier 2	• High Usage / High Value Journeys (Scope limited by what the Web Project Team can support in the relevant timebox)
Tier 3	• User-centred, business-led re-written/designed existing pages.
Tier 4	• Removed content based on top level evidence of ~zero need/usage.

Majority of the site's current traffic/usage + high value journeys.

Bulk of the current site's content (65-80%?)

Roadmap + Phases

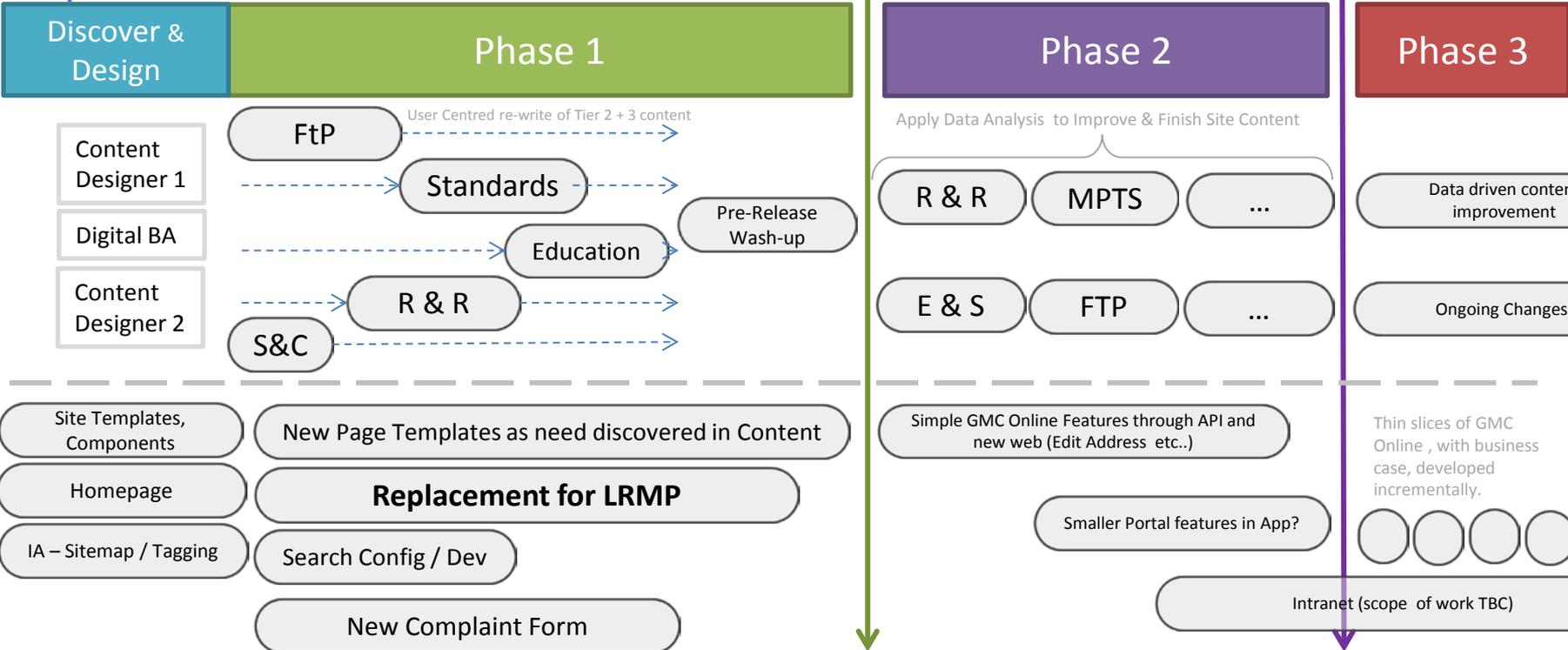| 2016	2017													2018				
Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May

Discover & Design callout:
- Sitecore Implementation
- Discovery
- Team formation
- Planning
- Branding
- Upfront Templates
- Content Strategy + IA
- Homepage

Phase 1 callout:
- **New Website Released** (40% -60% content complete)
- **Replacement for LRMP + API**
- **Complaint Form**
- **Pop-up Portals using Open UI.**

Phase 2 callout:
- **Website ~100% content complete.**
- **GMC Online Embedded iFrame.**
- **Smaller portal features rebuilt.**

Discover & Design | Phase 1 | Phase 2 | Phase 3

Content

Content Designer 1
Digital BA
Content Designer 2

User Centred re-write of Tier 2 + 3 content

- FtP
- Standards
- Education
- R & R
- S&C
- Pre-Release Wash-up

Apply Data Analysis to Improve & Finish Site Content

- R & R
- MPTS
- ...
- E & S
- FTP
- ...

- Data driven content improvement
- Ongoing Changes

Product

- Site Templates, Components
- Homepage
- IA – Sitemap / Tagging
- New Page Templates as need discovered in Content
- **Replacement for LRMP**
- Search Config / Dev
- New Complaint Form
- Simple GMC Online Features through API and new web (Edit Address etc..)
- Smaller Portal features in App?

Thin slices of GMC Online , with business case, developed incrementally.

- Intranet (scope of work TBC)

Discover, Design & Site Build + Phase1

2016 — 2017

| Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |

- **Sitecore Implementation**
- **Discovery**
- **Team formation**
- **Planning**
- **Branding**
- **Upfront Templates**
- **Content Strategy IA**
- **Homepage**

- **New Website Released**
  (40%-60% content complete)
- **Replacement for LRMP + API**
- **Complaint Form**
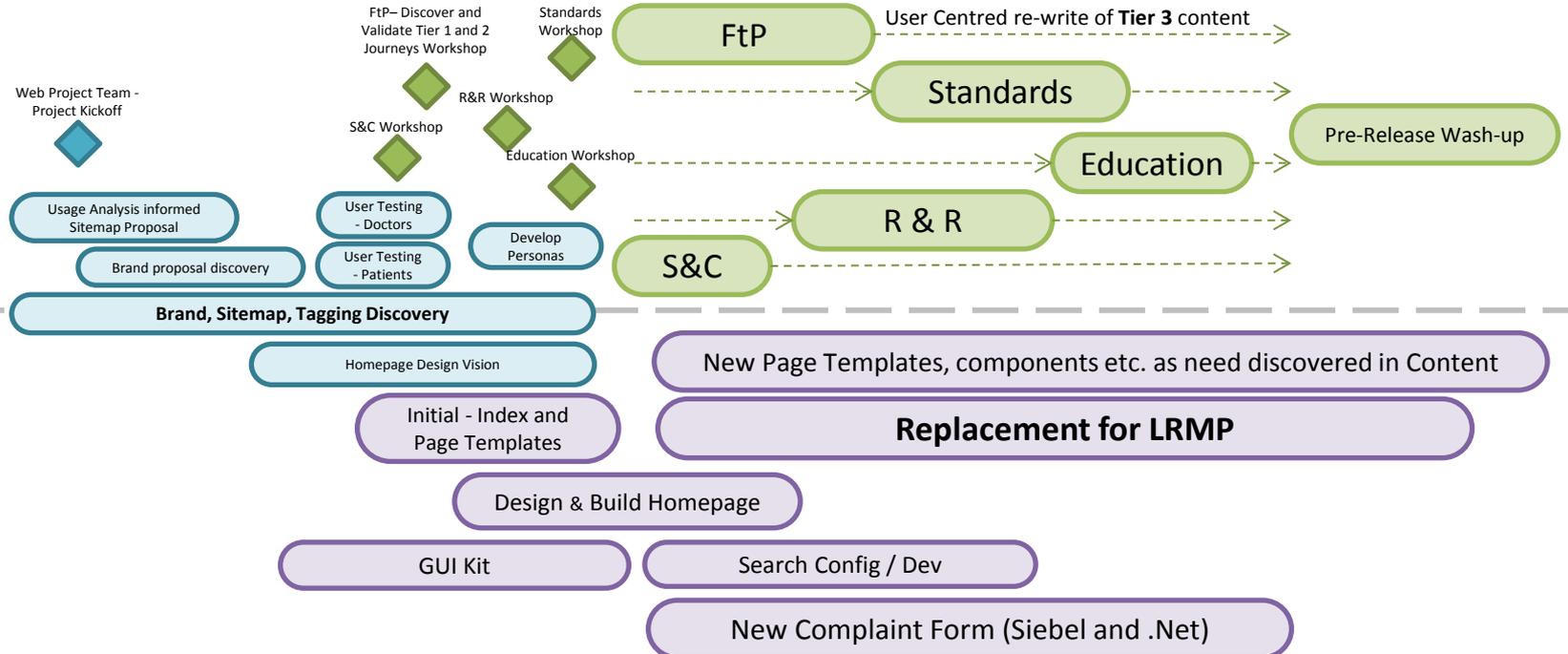- **Pop-up Portals using Open UI.**

Key

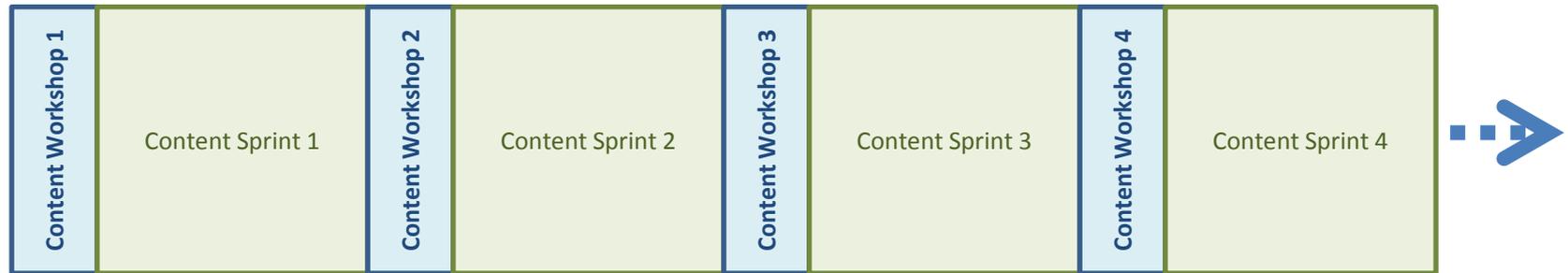- Design/Discovery
- Content Creation
- Feature Build

Discover, Design & Site Build | **Phase 1**

Content

- Web Project Team - Project Kickoff
- FtP– Discover and Validate Tier 1 and 2 Journeys Workshop
- Standards Workshop
- FtP — User Centred re-write of **Tier 3** content
- Standards
- R&R Workshop
- Education Workshop
- S&C Workshop
- Pre-Release Wash-up
- Education
- Usage Analysis informed Sitemap Proposal
- User Testing - Doctors
- R & R
- Brand proposal discovery
- User Testing - Patients
- Develop Personas
- S&C

Product

- **Brand, Sitemap, Tagging Discovery**
- Homepage Design Vision
- New Page Templates, components etc. as need discovered in Content
- Initial - Index and Page Templates
- **Replacement for LRMP**
- Design & Build Homepage
- GUI Kit
- Search Config / Dev
- New Complaint Form (Siebel and .Net)

One directorate, Tier 1 and Tier 2 focus

Content Workshop 1	Content Sprint 1	Content Workshop 2	Content Sprint 2	Content Workshop 3	Content Sprint 3	Content Workshop 4	Content Sprint 4

Content Workshop 1

- Our **Business Analyst (BA)** will frame the sub-section of User Journeys we're looking at within this sprint and present the UX thinking.

- One of our **Content Designers (CDs)** will focus on the relevant sub-section of the existing website, along with usage figures to support thinking in the session.

- Both the BA and the CD will co-run the workshop, presenting the above to relevant business representatives, to drive the workshop's discussion.

- The expected output from each workshop is a set of tickets, mapped against User Journeys, that represent what the CD will be working on with the business to create during a week long **Content Sprint 1**.

- Where special content is identified (e.g. video or infographics), it will be handled aside from these content sprints and developed and slotted into place in the following weeks.

- Where new technical development work is identified (e.g. a new template), the BA will take that in to the next product sprint to be created by ES developers within two weeks and then fed back in to be used on the site.

Content Sprint 1

- After establishing the work to be done by the business and the Content Designer within the workshop, work begins for a week (sitting in one area as a team).

- The Content Designer is the expert and leads the business representatives in creating high quality content.

- The BA keeps abreast of progress and monitors the pace we are moving through re-writing content to make sure we are able to get through the required content

- We must complete Tier 1 work in the timebox.

- Any Tier 2 work we don't complete is moved to Tier 3 for the business to re-write outside of this focus.

- In priority order, we'll complete ticket by ticket; creating new content to replace the old, producing new content where there's a gap in fulfilling a User Journey fully, and removing content where it is no longer required.

- Where more complicated content is required (images, infographics, videos, new components in Sitecore) this will be taken out from the sprint and be dealt with separately to keep the focus on written content and simple design/images.

7 – Digital Media Strategy Roadmap

7 - Annex B

Digital Media Strategy RoadMap

Year 1	Year 2
• Audit web content • Deliver user-centred "re-designed content" • Technology review including new CMS • Agency appointed for new site • Pilot project governance and workflows in place • Run first pilot projects • GMC engagement in relevant patient, doctor and student platforms	• Define content strategy and priority content for Phase 1 of Web Project • Define UX/IA and design for new website • Implement content strategy across priority and non-priority web content (Phase 1 of web project) • New website (not public) alpha • Launch new responsive website • LRMP (The register) changes implemented • Start work on Phase 2 of Web Project (processing contents not processed in Phase 1) • Training in SiteCore (new CMS) • Further user-centred content training • Actionable web analytics available on new website and website KPIs finalised and benchmarked • Develop new digital content governance model • Define social media strategy • Personalised e-comms trials • Pilot joint e-comms with Royal Colleges and other partners • Organisational engagement – (awareness of DMS, how people can be involved, timelines of delivery (Agile working) • Benchmarking success – seminars, policy case studies, open forum, progress update, dashboard • Scoping requirements and user need for Live Chat

Year 3	Year 4
• Complete Phase 2 of Web Project (processing contents not processed in Phase 1) • Implement social media strategy • Content partnership trials • Roll out joint e-comms with Royal Colleges • User insight and feedback report and recommendations on new website (Robust user testing following launch to lead refresh in year 4) • Website personalisation improvements (GMC Online, GMC Connect) • Digital customer service trials • Live Chat pilot / implementation (dependent on outcomes of needs analysis) • Intelligent FAQ trials • Analytics available throughout GMC digital estate • New offers identified and co-created with doctors • GMC module on doctors.net (cost permitting)	• Complete Phase 3 of Web Project (review and consolidate governance, work on developing new apps) • Review and refresh website • Content partnerships set up based on lessons from trials • More new offers identified and co-created with doctors. • Voice search, answered through natural language processing on phones, smart watches etc. (like SIRI). • Improved user experience on GMC third party sites (jobs, e-consultation)

ONGOING ACTIVITIES (milestones currently in development)

- Internal comms and engagement
- Changes in culture, processes and roles
- Developing community of practice
- Building and acting on user insights
- Continuous analysis and optimisation of experience and technical robustness of digital estate
- Reviewing and updating vision and roadmap during organisational strategic planning cycle

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7 – Annex C

Project Board terms of reference

Purpose

1   The purpose of this document is to outline the roles and responsibilities of the digital media strategy project board.

2   The ambition of the digital media strategy is to provide an easy, joined up, personalised experience of the GMC for medical students, doctors and other key audiences throughout their relationship with the GMC, across all GMC channels, and in particular online.

3   The strategy will help us transform our content to be simple to find, easy to use and understand, as well as being simple and cost-effective to create, publish, manage and optimise.

4   The strategy includes a recommendation to develop a new website and a review of the supporting technology to ensure our ambitions can be achieved, including steps to ensure that those who are not able to engage digitally are not left out.

Membership, Governance and Remit

5   The project board is a designated resource that will be available to provide advice and guidance on the implementation of the strategy.

6   The board is made up of Assistant Directors and is co-chaired by Stephanie McNamara, AD Communications, and Rachel Mooney, AD Information Systems. The board will include colleagues from directorates responsible for significant parts of the GMC website and other online communication channels/applications (education, standards, registration & revalidation, and fitness to practise).

7   The project board may identify the need for additional members, as work progresses. Members may step down or nominate another representative with the approval of the project board and chair.

The project is governed by the Programme Board serving as the central coordination and tracking the project's critical path, outputs and benefits. The Programme Board reports into the Performance and Resources Board. This Project Board will report on

8 The project is governed by the Programme Board serving as the central coordination and tracking the project's critical path, outputs and benefits. The Programme Board reports into the Performance and Resources Board. This Project Board will report on progress to the Programme Board and the Chairs are accountable to the Chair of the Programme Board.

9 Frequency: the project board will meet on a monthly basis. Other work, such as document reviews and updates may be requested at any time over email.

10 The project board is responsible for:

a monitoring the project plan, ensuring milestones are being met

b identifying and solving/mitigating issues/risks and escalating when necessary

c ensuring user needs are understood and accurately specified

d ensuring project plans, proposals and specifications are realistic and viable

e acting as an ambassador for the project within their area or directorate

f providing a forum for the parts of the business to tell success stories, share ideas about elements of the project

g understanding the level of engagement across the organisation and what people are saying/thinking about the digital strategy

11 Anna Jenkins will be providing project support to the board. The agenda will consist of work stream updates; however any member may add an item with five days' notice.

Work streams

12 The following are key deliverables for project implementation in Year 2:

- Define content strategy and priority content for Phase 1 of Web Project

- Define UX/IA and design for new website

- Implement content strategy across priority and non-priority web content (Phase 1 of web project)

- New website (not public) alpha

- Launch new responsive website

- LRMP (The register) changes implemented

- Start work on Phase 2 of Web Project (processing contents not processed in Phase 1)

- Training in SiteCore (new CMS)

- Further user-centred content training

- Actionable web analytics available on new website and website KPIs finalised and benchmarked

- Develop new digital content governance model

- Define social media strategy

- Personalised e-comms trials

- Pilot joint e-comms with Royal Colleges and other partners

- Organisational engagement – (awareness of DMS, how people can be involved, timelines of delivery – agile working)

- Benchmarking success – seminars, policy case studies, open forum, progress update, dashboard

- Scoping requiremrnts and user need for Live Chat.

Project objectives

13 The project has five strategic aims:

- Easy, joined up, personalised online and offline experiences for priority audiences throughout their relationship with us across our own channels and others.

- Content that is simple to find, understand and act on and cost-effective to create, publish, manage and optimise.

- Enhancing our relationships with, and delivering more value to, our key audiences by defining our offerings based on user needs.

- Working with strategic partners to create content for, and publish to, our priority hard-to-reach audiences.

- ▪ Becoming more efficient and effective, and providing excellent experiences by continuing to simplify and speed up processes for doctors, patients, partners and staff.

Strategic Communication Programme Board Terms of Reference

Purpose

14 This document outlines the roles and responsibilities of the Programme Board and the objectives for the project.

15 The Board's purpose is to support the delivery of the GMC's strategic communication projects. These projects, which constitute the bulk of the Innovation portfolio within the Change Programme, are interlinked and they require a large amount of cross-directorate work in 2016. The Board will provide consistency, help communications, ensure delivery and provide a forum for ensuring rapid progress.

The Programme Board

16 The Programme Board is established to review strategic communication projects through the organisation, focusing on the delivery of the programmes critical path, project outputs and benefits. The Board is made up of senior GMC colleagues from key directorates involved.

17 Frequency: the Programme Board will meet every two months. Papers will be submitted one week in advance of the meetings unless otherwise agreed by the Chair.

Reporting groups

18 This Programme Board will support the delivery of a number of projects under the Innovation Portfolio of the Change Programme, and will report into the Performance and Resources Board.

19 The strategic communications projects are governed by the Programme Board serving as the central coordination to track the projects' critical path, outputs and benefits.

Members

Name	Role	Directorate
Paul Buckley - Chair	Director	Strategy and Communications
Una Lane	Director	Registration and Revalidation
Anthony Omo	Director	Fitness to Practice
Colin Melville	Director	Education and Standards
Neil Roberts	Director	Resources and Quality Assurance

20   Members above as of 1 February 2017.

Responsibilities

21   The Board is responsible for:

   a   ensuring that project plans are being delivered on schedule

   b   removing barriers to progress

   c   assuring collaboration across directorates and projects

   d   identifying resources and priorities

   e   ensuring there is continued business justification

   f   ensuing the projects are working towards the realisation of benefits

   g   escalating issues as necessary to the COO and/or Performance and Resources Board.

Inputs

22   The Programme Board will be provided with:

   -   monthly highlight reports from each of the projects

   -   minutes from the project managers meeting

   -   project risk registers

   -   ad hoc requests for approval by the project managers

Outputs

23   The Programme Board may produce any of the following:

- approval of stages or requests made by project managers to move outside of their project scope

- requests for specific information from the project managers for the next meeting

- updates or concerns/risks escalated to the Performance & Resources Board

Projects

24 Subject to agreement it is proposed the Programme Board will oversee the following work-streams:

- ■ *Digital Media Strategy* – delivering digital first. A four year digital strategy to transform the way we communicate, engage and transact with our customers online.

- ■ *Customer Service Strategy* - to define our customers and provide framework to guide policy, processes and procedures and help share our communication and behaviour

- ■ *List of Registered Medical Professionals (LRMP)* – supporting the further development of LRMP including plans for additional content and functionality, ensuring there is a consistent approach across our digital estate.

- ■ *Communications Engagement Strategy* - to define our messages, channels and approach for engaging with all of our key audiences

Review

25 This Programme Board's terms of reference will be evaluated in six months.