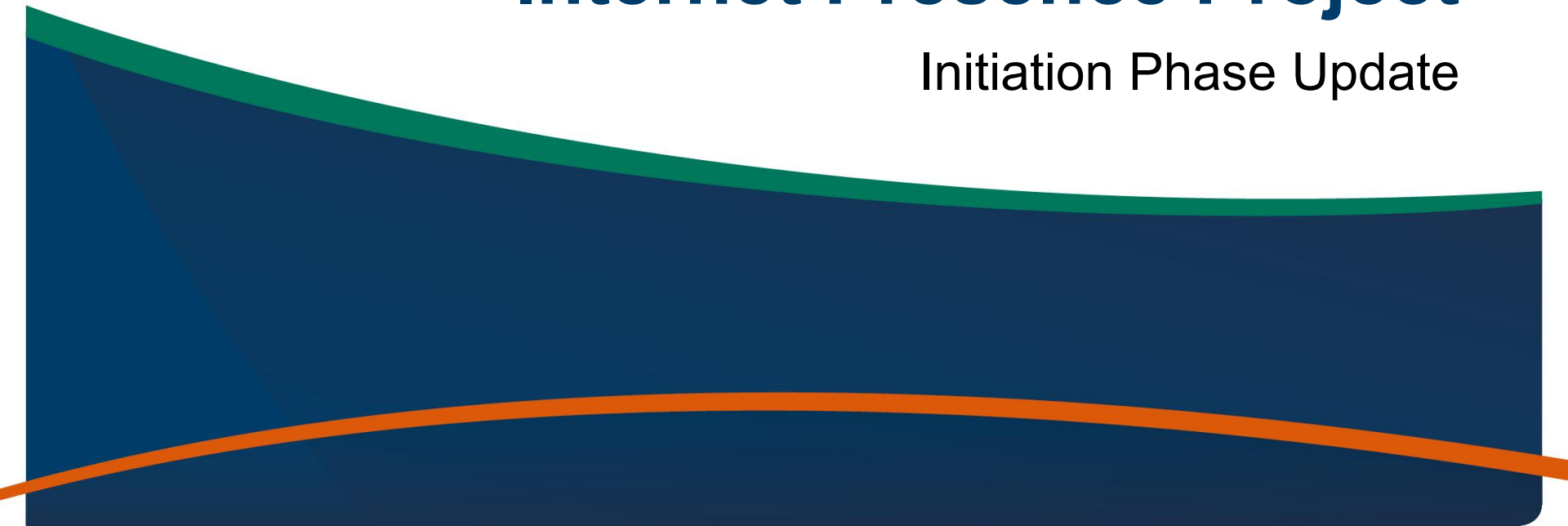




Department of
**Primary Industries and
Regional Development**

Internet Presence Project

Initiation Phase Update



Agenda

9:30	Welcome
9:40	Digital Strategy - Sandra
11:20	Coffee
11:30	Current Process – Mari
12:30	Lunch
13:00	Current Tools – Richard and Patrick
13:15	Change and Communications - Jo
13:30	Wrap-up and discussion of outstanding items
14:30	Close

Outcome and Expectation

Each Presenter to present to the following outline:

- **Present** – Presentation of current findings and identified themes from stakeholder engagement
- **Propose** – Propose direction based on recommendation and consultation
- **Discuss** – Discuss and agree with business owners
- **Plan** – Provide a plan for next steps to reach conclusion for PID and beyond



Department of
**Primary Industries and
Regional Development**

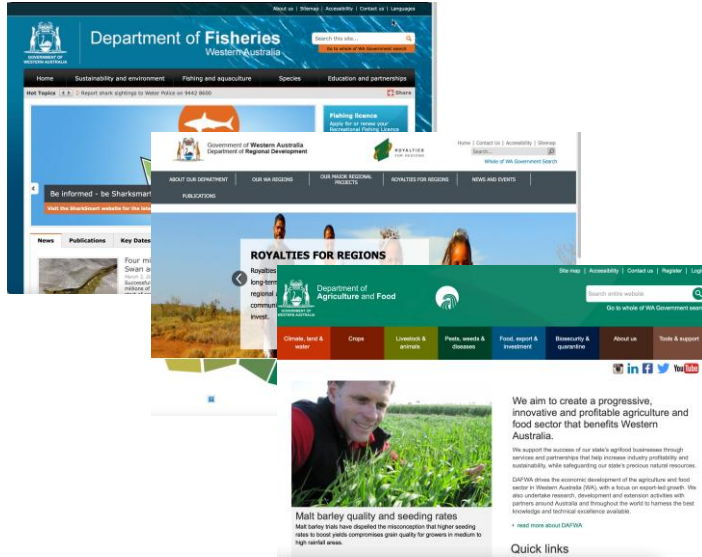
Digital Strategy

Findings



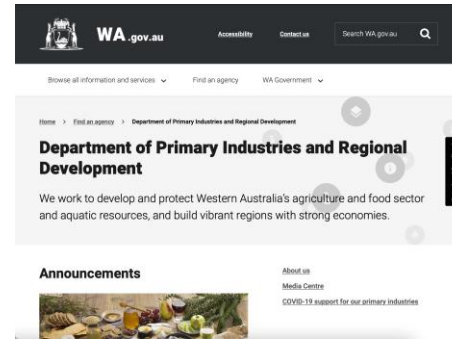
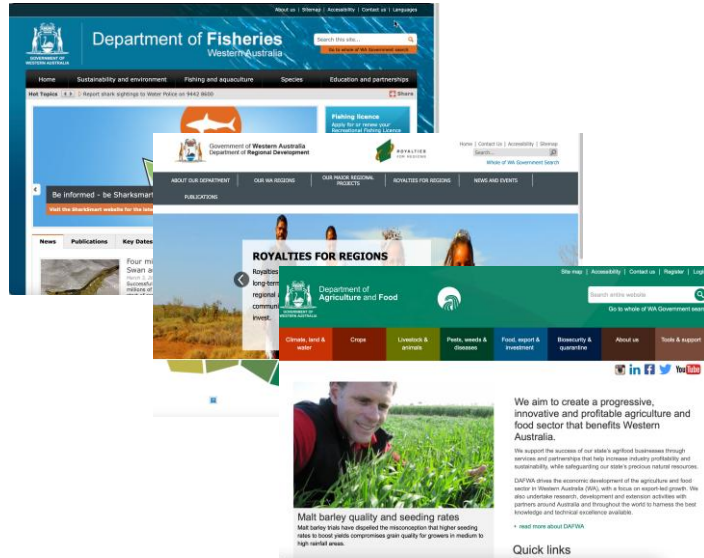
Current state

Where have we come from?



- Separate websites for separate Departments
- New website project was started in 2019

Where have we come from?

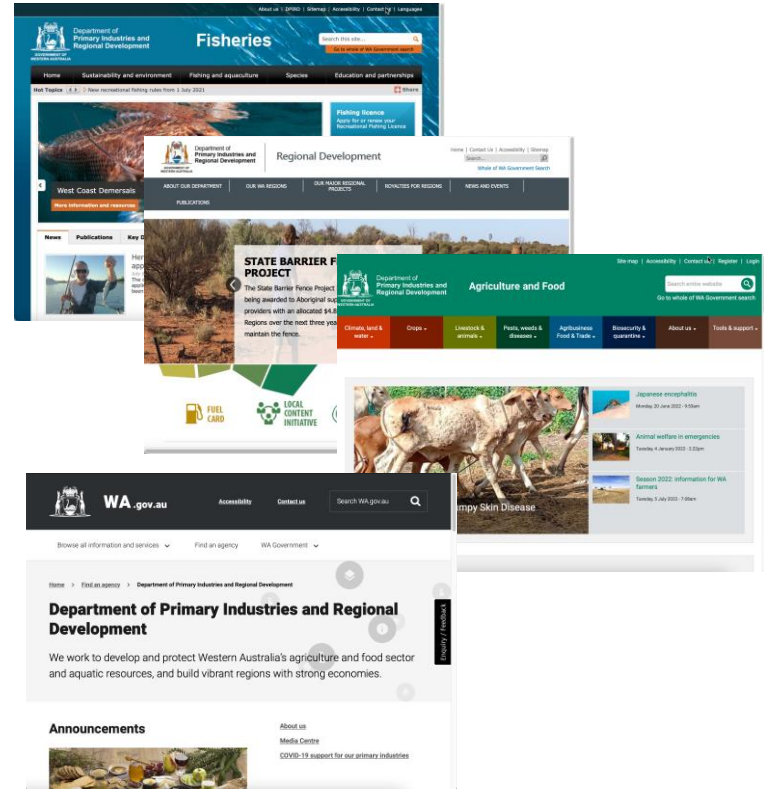


Goal:

- combine websites under one DPIRD identity and
- move to WA.gov.au

What has been done to date?

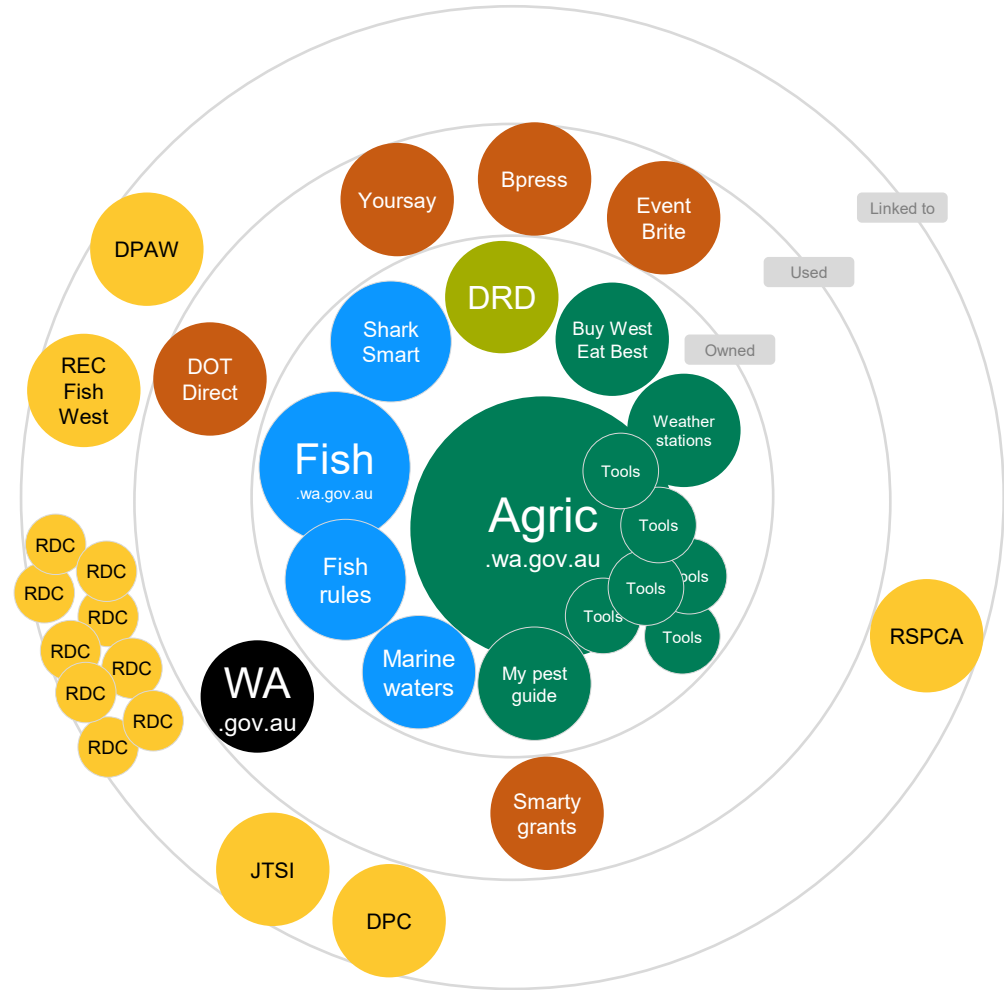
- Each website has DPIRD logo
- WA.gov.au presence established
- DRD will complete move to WA.gov.au



What's the opportunity?

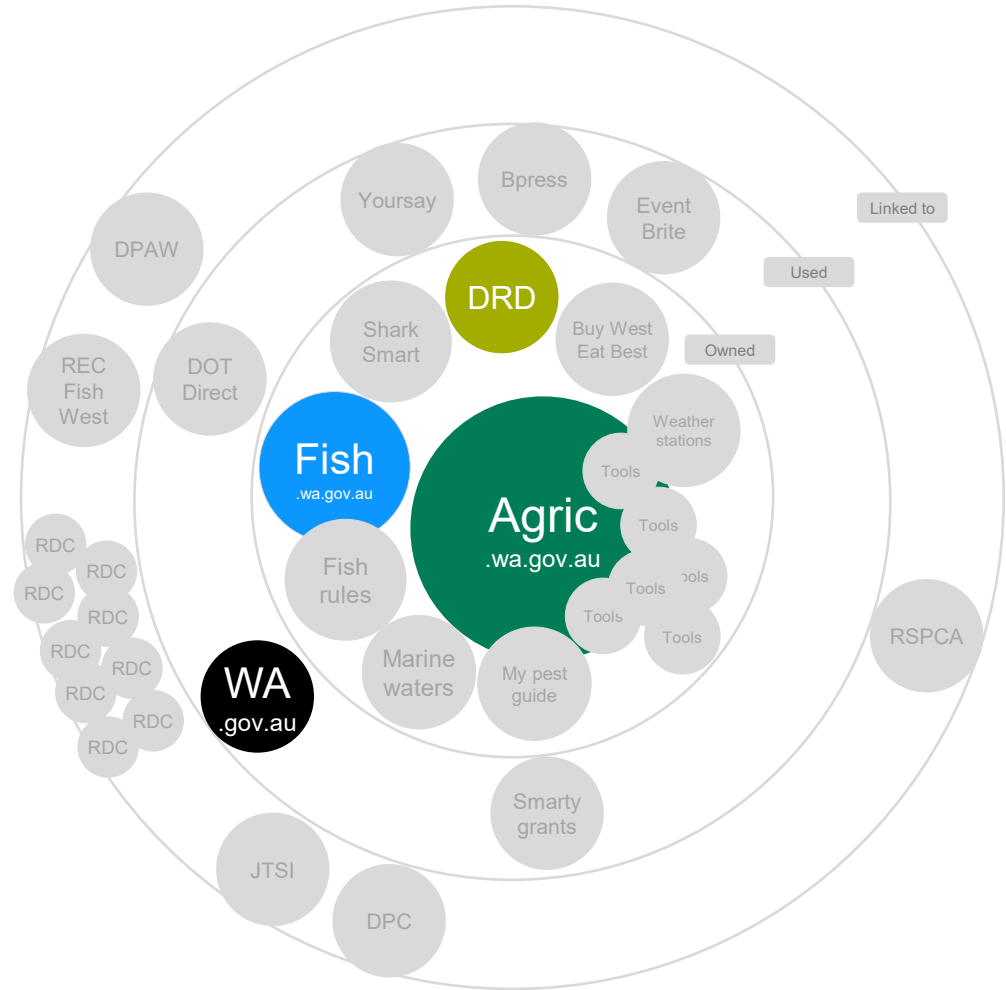
- **Engage business** areas and **stakeholders** to determine requirements
- Cater to **target audience** and stakeholder needs
- Improve the **User Experience**
- Determine **website governance** approach together
- **Holistic** view of long-term investment

DPIRD digital ecosystem



DPIRD digital ecosystem

Our focus for today



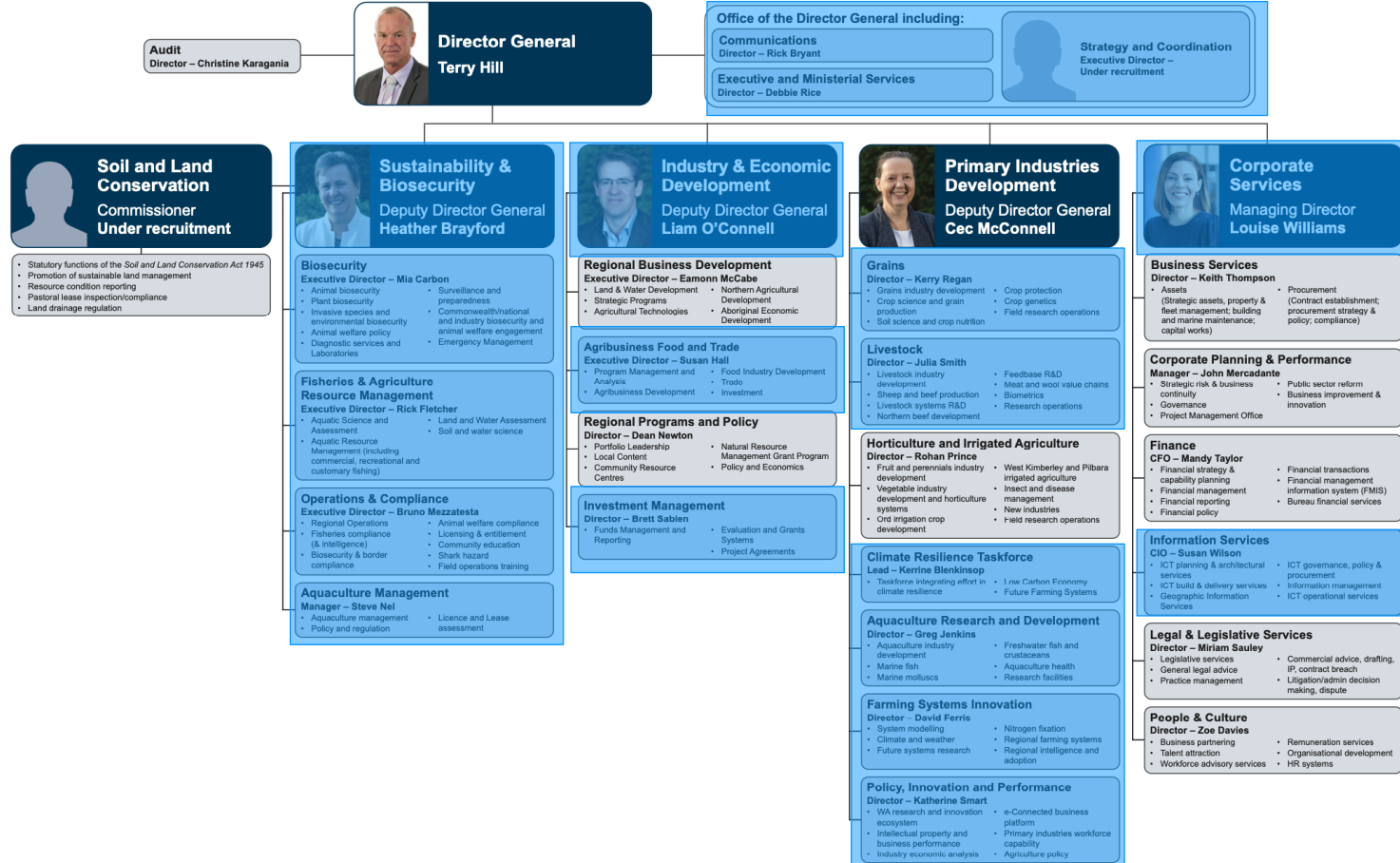
Business needs

Methodology

- Held three workshops between 15-25 August with 17 **EDs** and **Directors** from across the business
- Met with two **DDGs**, **MD** and **CIO** between 15-29 August
- The purpose of the workshops and the meetings was to gain an understanding of the **role of the Digital Presence for DPIRD**
- Spoke to the **Strategy and Coordination** team for an understanding of DPIRDs strategic framework
- Reviewed key **strategic documents** for understanding of corporate strategic direction



Who did we talk to



Role of the digital presence for DPIRD

Identity

Promotion of
DPIRD work and
business

Research/advice

Repository of
all information

Service/transact

Platform for
regulatory
functions

Role of the digital presence for DPIRD

Identity

Promotion of
DPIRD work and
business

Research/advice

Repository of
all information

Service/transact

Platform for
regulatory
functions

“No one **knows**
DPIRD”

“Brand is **REALLY**
important”

“This is **hugely**
important, it can’t be
underestimated”

“**Promote** why
we are here”

“There is **SO**
much that we do”

“What we are the **lead** on
from a whole of gov
perspective”

“**Advertise** our work
and R&D”

Role of the digital presence for DPIRD

Identity

Promotion of
DPIRD work and
business

Research/advice

Repository of
all information

Service/transact

Platform for
regulatory
functions

“**Legacy** work is
important”

“**Reliable** and
respected
source of info”

“This is the **exciting** part”

“Vehicle for
transfer of
knowledge”

“Source of
general industry
knowledge as
well as paddock
specific”

“Key role is info source to
help make **decisions**”

“Farmers will talk to
consultants and
neighbours, but we play
an important **role** in that”

Role of the digital presence for DPIRD

Identity

Promotion of
DPIRD work and
business

Research/advice

Repository of
all information

Service/transact

Platform for
regulatory
functions

“**Grant**
management
and provision”

“**Huge** amount of
forms!!!”

“**Labs** and
registrations”

“**Manage** licences,
transferring
entitlements”

“This is the
dry part”

“**Applying** for
things, licensing
and payments”

“Every form
is **different**”

“**Data** is transcribed into
one or more systems,
like import paperwork”

Role of the digital presence for DPIRD – key themes

Identity

Promotion of DPIRD work and business

Role and
responsibilities

Linking and
partnerships

Stories

Research/advice

Repository of all information

Service/transact

Platform for regulatory functions

Role of the digital presence for DPIRD – key themes

Identity

Promotion of DPIRD work and business

Role and
responsibilities

Linking and
partnerships

Stories

Research/advice

Repository of all information

Single source of truth

Timely & current

Formal & informal

General & specific

Compliance &
best practice

Findability

Service/transact

Platform for regulatory functions

Role of the digital presence for DPIRD – key themes

Identity

Promotion of DPIRD work and business

Role and responsibilities

Linking and partnerships

Stories

Research/advice

Repository of all information

Single source of truth

Timely & current

Formal & informal

General & specific

Compliance & best practice

Findability

Service/transact

Platform for regulatory functions

Transaction ability

Service visibility

Data collection & processing

Stakeholder & Customer needs

Methodology

- Met with 6 **customer facing staff** across the business, including Education, PADIS, customer service and licensing
- Met with 6 **comms** and **research** staff including relationship managers, comms and social media and SADA
- Ran a **website survey** on Fish and Agric websites
- Reviewed website **statistics** – Google Analytics
- Reviewed **social media** activity
- Reviewed **email** campaign activity

- **RISK**: did not meet with end-customers or stakeholders
- **Mitigation**: this will be addressed in the next phase of the project

Who are our customers and stakeholders?

DPIRD Audience groupings

Stakeholders



Government:

- Federal
- State
- Local

Industry:

- Industry bodies
- Associations
- Partnerships
- Universities

Investors:

- Local
- National
- International

A **small** number of people (hundreds)

Personal relations are possible and largely established

Customers



Producers:

- Fisheries
- Aquaculture
- Broadacre cropping
- Livestock & products
- Horticulture
- Forestry

Supply chain:

- Vets
- Processors
- Transporters
- Exporters
- Resellers

A **medium** number of people (thousands)

Some personal relations, many are anonymous

Community



Proactive:

- Fishers
- Regional pensioners
- Schools
- Gardeners
- Small landholders
- Prospective employees

Reactive:

- Householders
- Travellers
- Swimmers

A **large** number of people (hundreds of thousands)

Mostly anonymous

DPIRD Audience groupings

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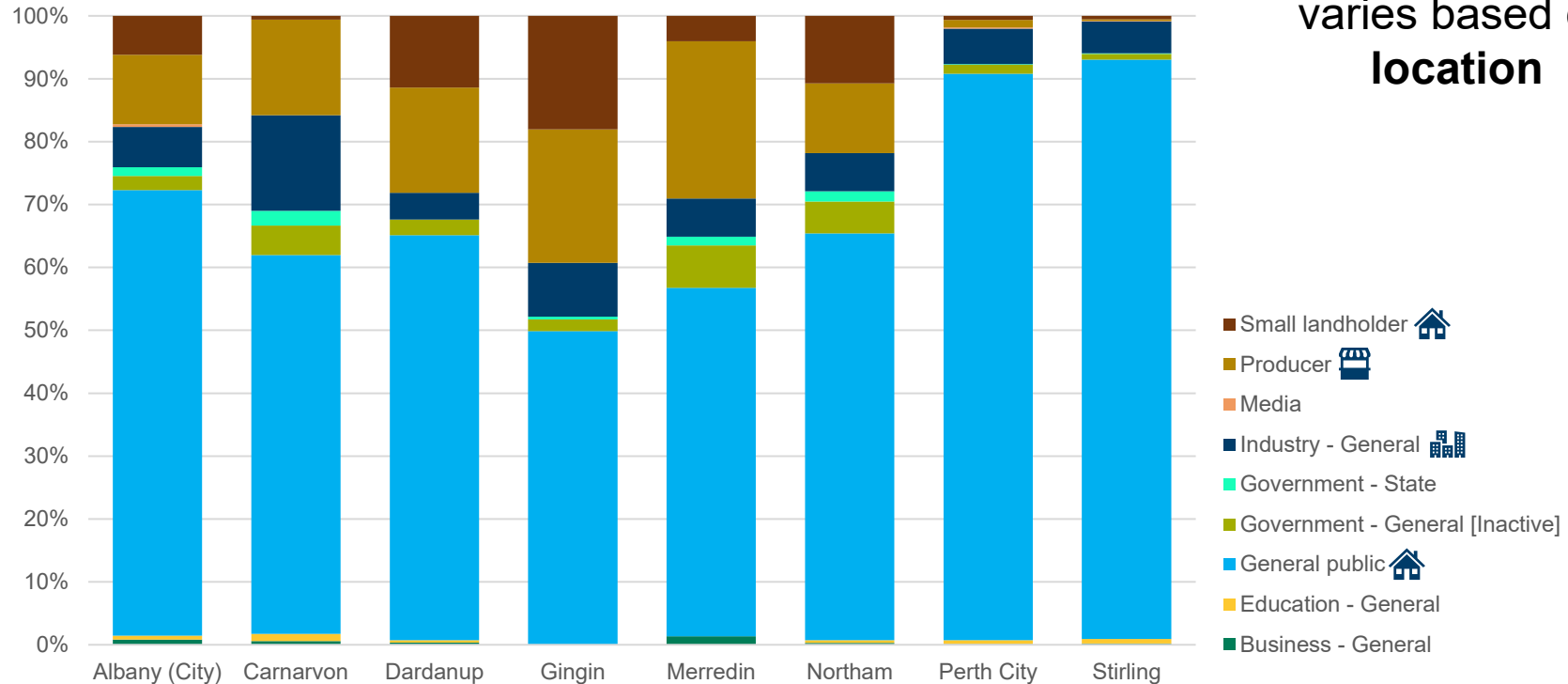
Each business area talks to all three audience groups

But to different sections

For different parts of their role

PADIS Enquiries - Stakeholder category by LGA

The audience mix varies based on **location**



Note: showing selected locations (LGAs) only. Removed all stakeholder categories with a total of less than 50 for ease of reading the chart. Blanks are excluded.

What do they need from us?



▼

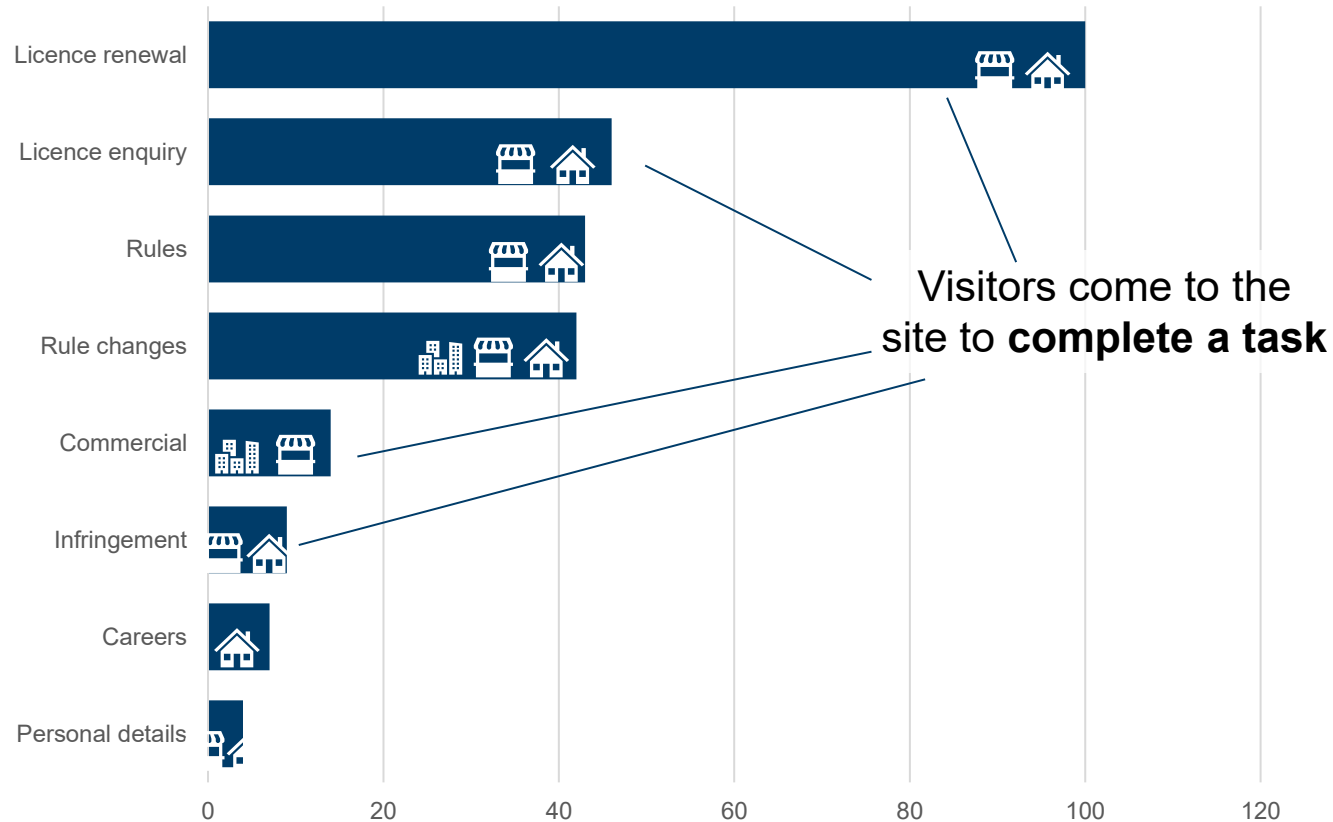
What have you come to the website for?

Please type here...

Next

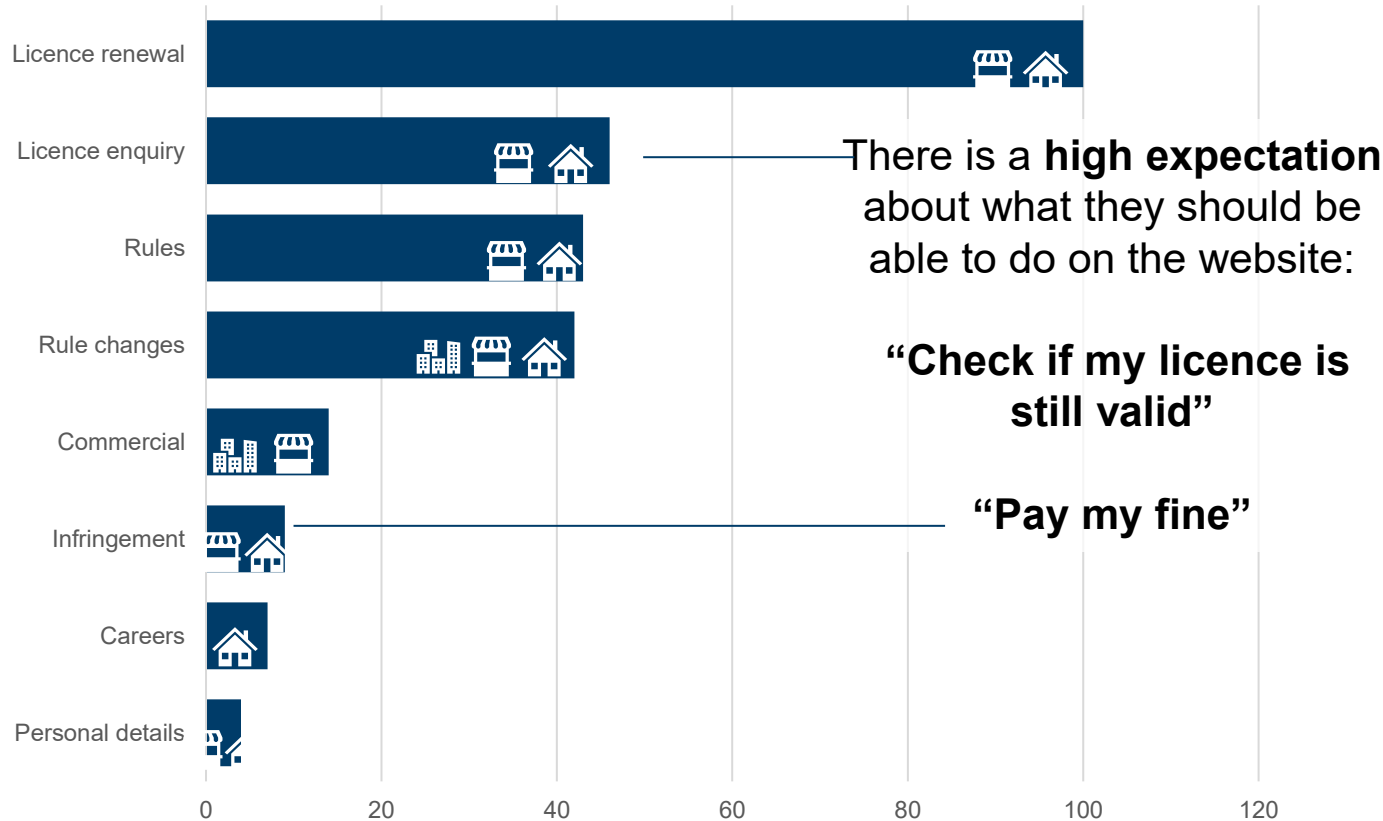
Source: Website survey – 1 question, targeting all visitors, 5-27 Aug 2022, 357 responses, tagged and categorised, excludes 'Other' and 'Unknown' categories

Website survey: Reasons for visiting Fish website



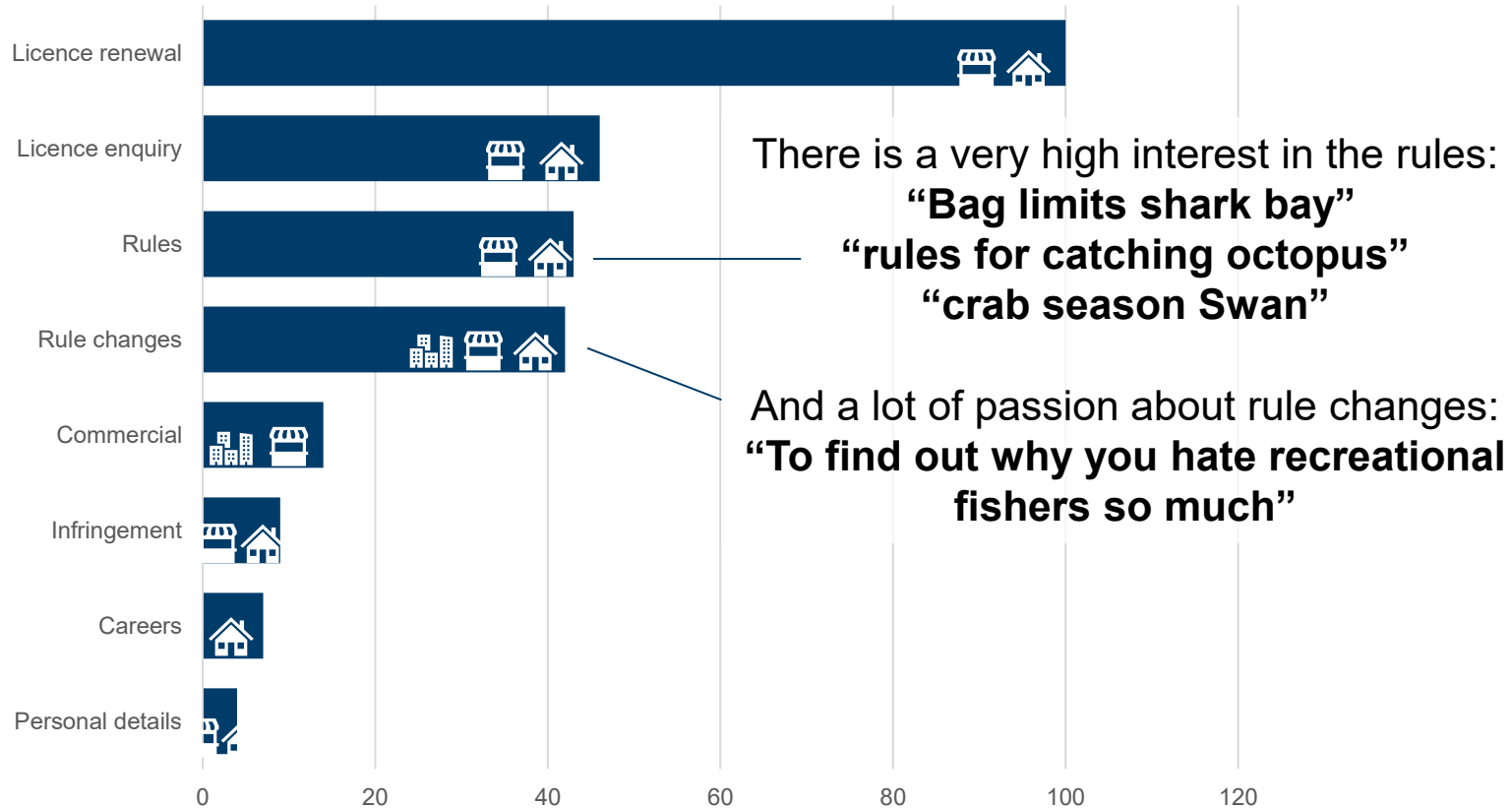
Source: Website survey – 1 question, targeting all visitors, 5-27 Aug 2022, 357 responses, tagged and categorised, excludes 'Other' and 'Unknown' categories

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Website survey: Reasons for visiting Fish website



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Staff feedback – what customers ask us

“They are generally aware of hot topics”

“Why haven't you processed my application, **how long** will it take”

“**Fee** and quota enquiries”

“They are **advocates** for sustainability”

“Fish licencing in summer, when there are **website issues**, but we can't really help”

“**clarification** on **rules**, like mixed bag limits. There is a lot of complexity in wording”

“Equipment **rules**. They don't understand it. shops can sell the 'wrong' equipment”

“Conversations can be **heated**”

“**Sharks** - what are you going to do about it. A lot of people still want to have them killed”



▼

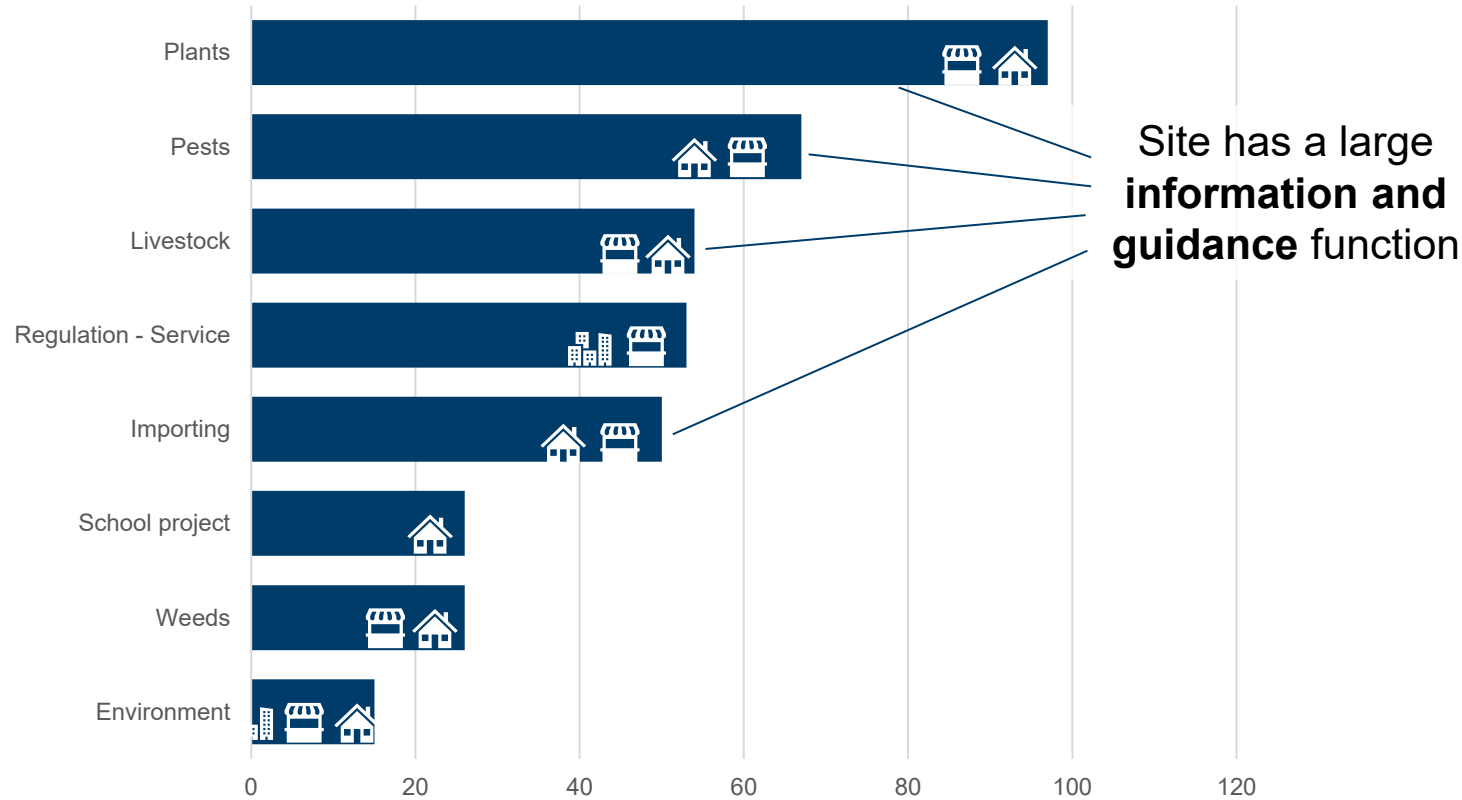
What have you come to the website for?

Please type here...

Next

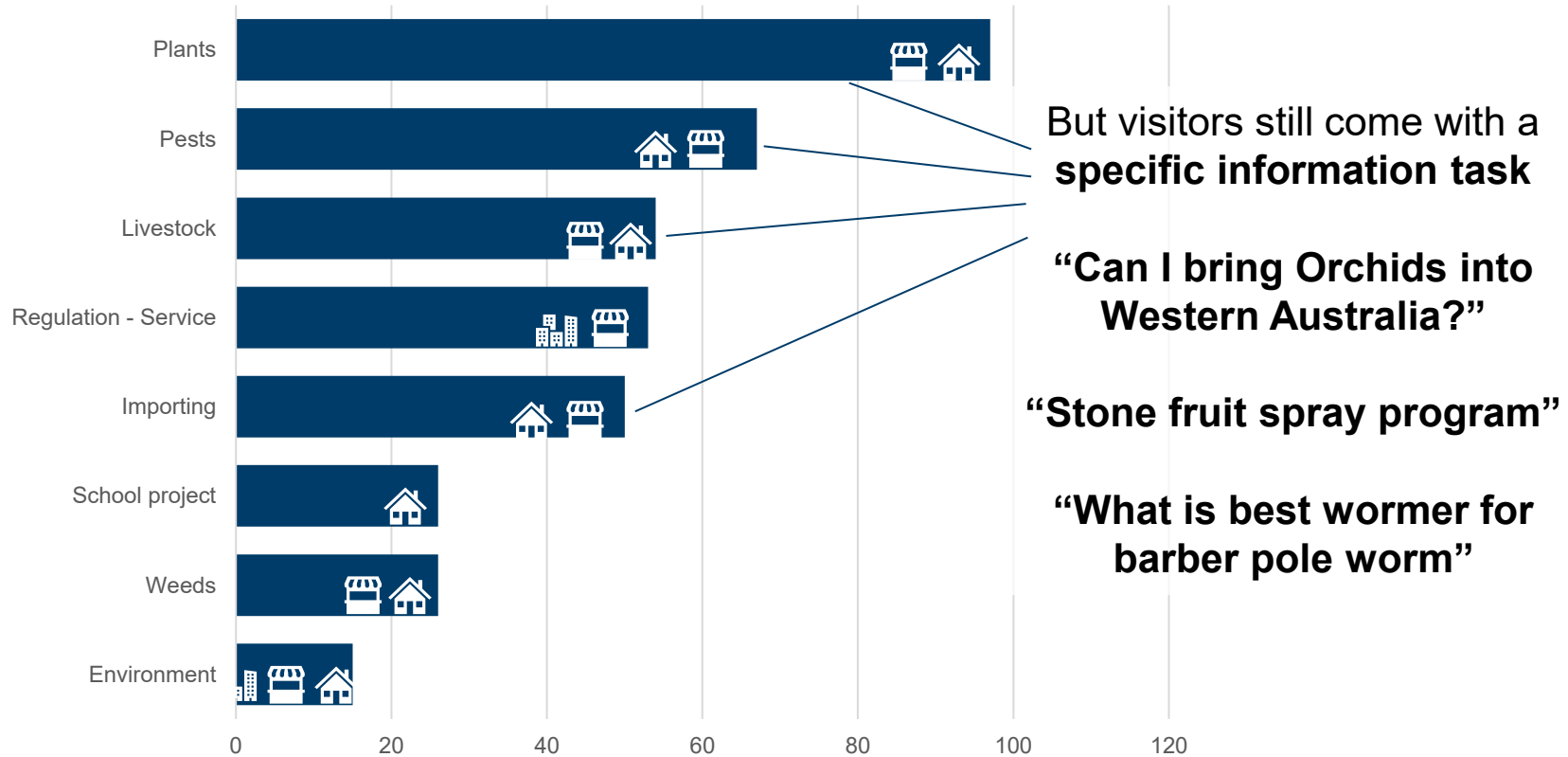
Source: Website survey – 1 question, targeting all visitors, 18-26 Aug 2022, 500 responses, tagged and categorised, excludes 'Other' and 'Unknown' categories

Website survey: Reasons for visiting Agric website



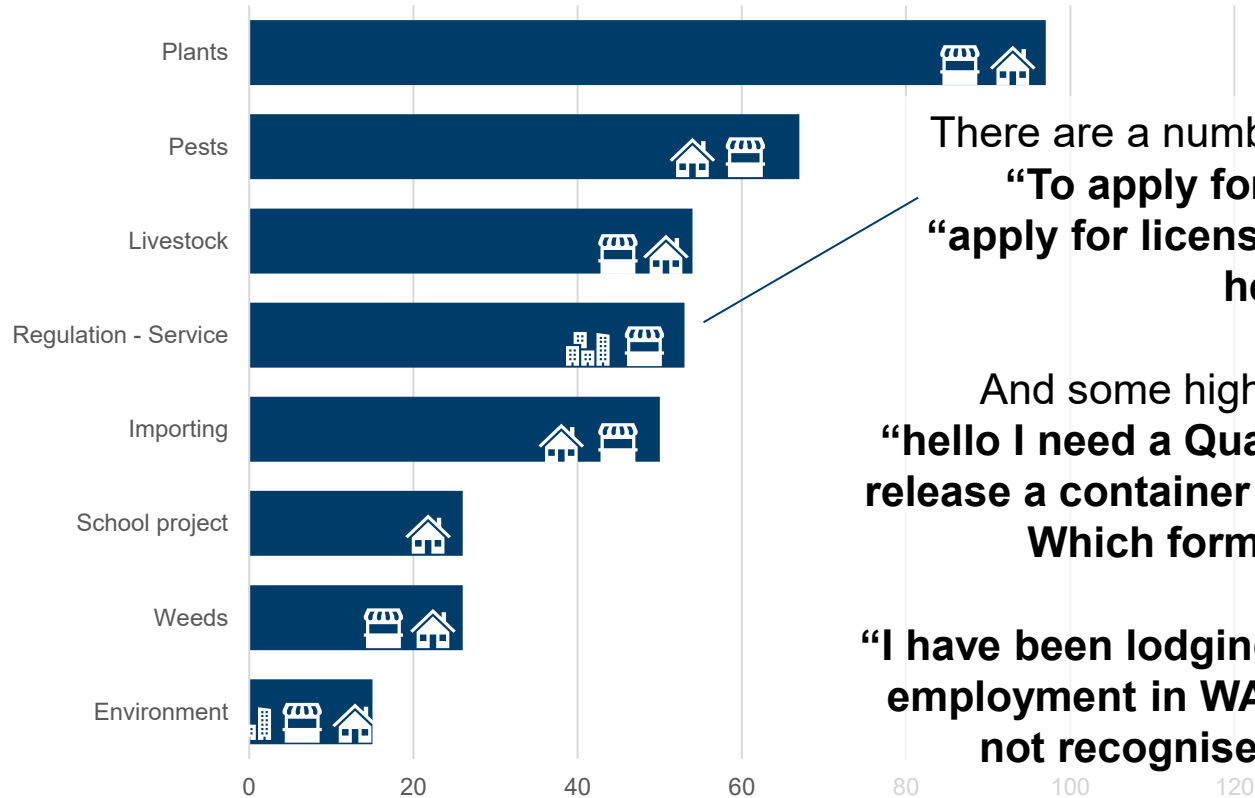
Source: Website survey – 1 question, targeting all visitors, 18-26 Aug 2022, 500 responses, tagged and categorised, excludes 'Other' and 'Unknown' categories

Website survey: Reasons for visiting Agric website



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Website survey: Reasons for visiting Agric website

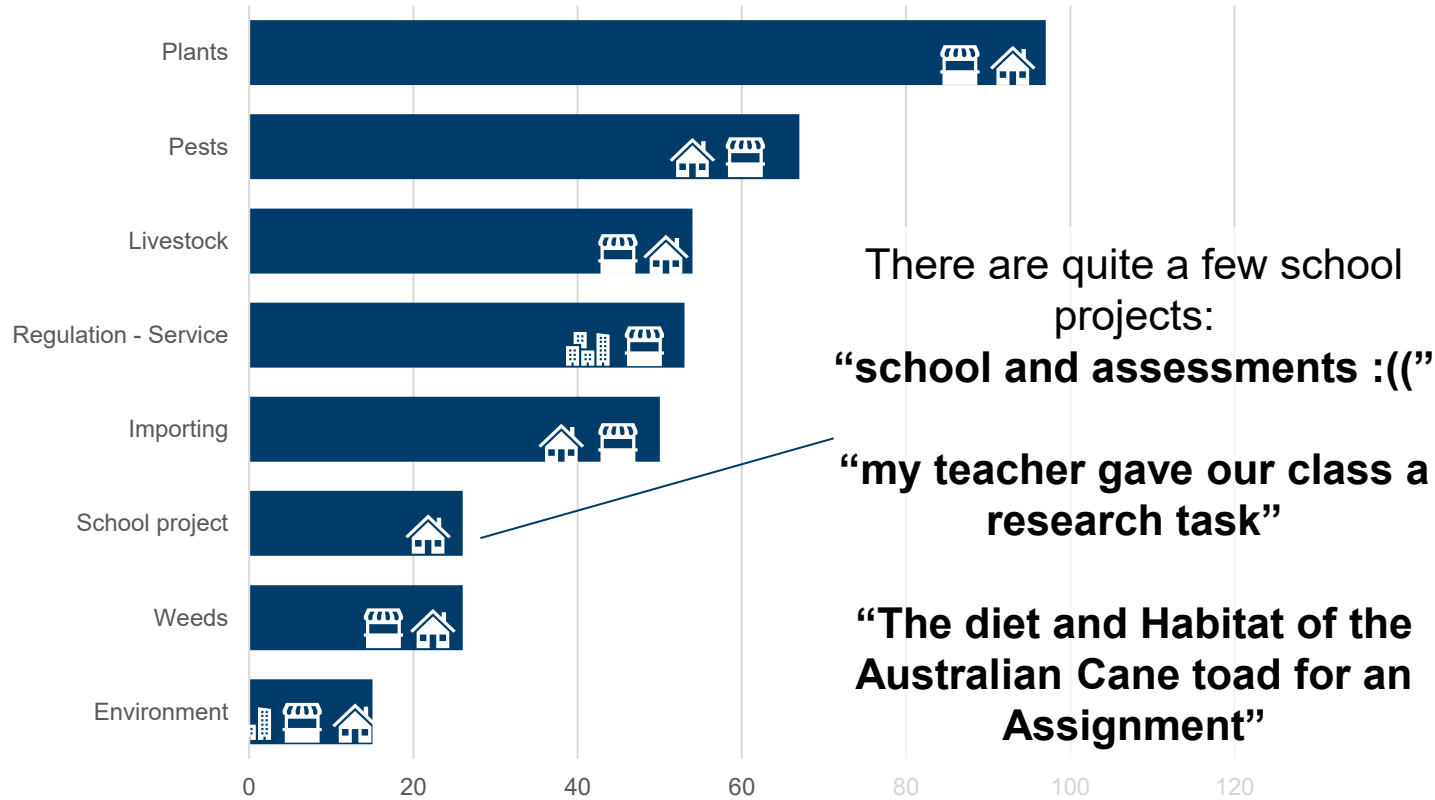


There are a number of repeat queries:
“To apply for a PIC number”
“apply for license to grow industrial hemp”

And some highly individual ones:
“hello I need a Quarantine declaration to release a container from Perth Pacific rail. Which form do I require?”

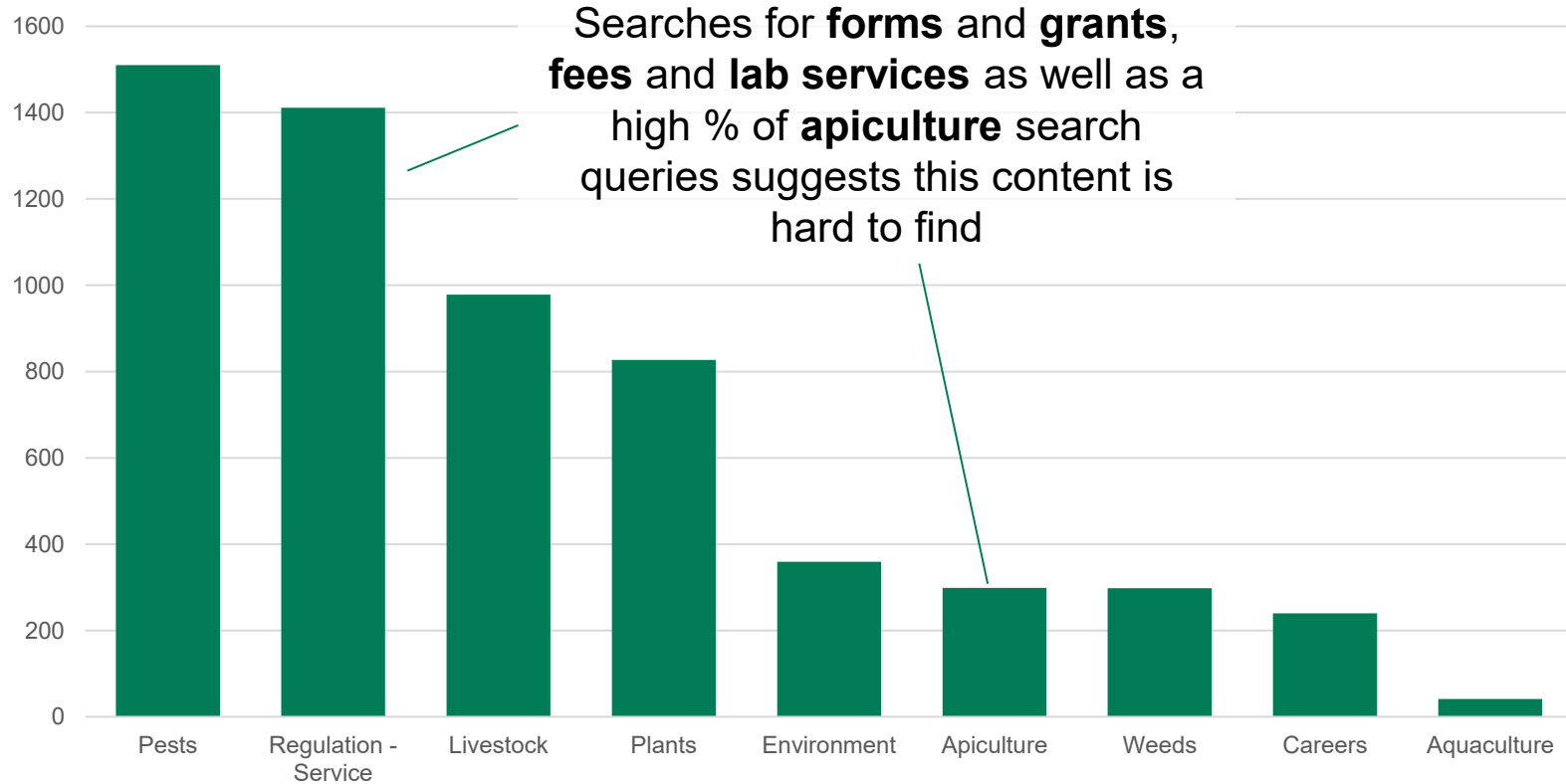
“I have been lodging a form for the remote employment in WA ...and the adresse is not recognised but the form...”

Website survey: Reasons for visiting Agric website



Source: Website survey – 1 question, targeting all visitors, 18-26 Aug 2022, 500 responses, tagged and categorised, excludes 'Other' and 'Unknown' categories

Top 100 search terms Agric website



Staff feedback – what customers ask us

“When there is an **alert** released, calls triple”

“**Farmers** who have started keeping pigs or chooks”

“**Quarantine** enquiries, can I bring food in. At least 2 per day”

“Water **testing** farm dams”

“Still get **gardening enquiries** from older people and hobby farms”

“I have received an **invoice** and I don't know what it's for”

“people annoyed about their **declared pest rates**”

“Not a lot of **F&M** yet”

“**Beekeeping** registrations”

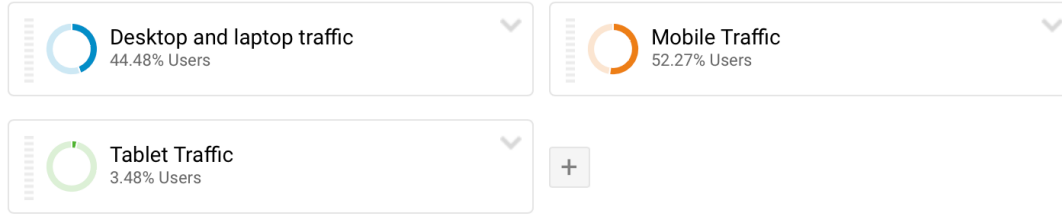
“**Grants** are really annoying as **we don't know where this goes**”

**What channels and devices
do customers use?**

Channels: website stats – Agric

Mobile traffic is **largest %** and **steady**

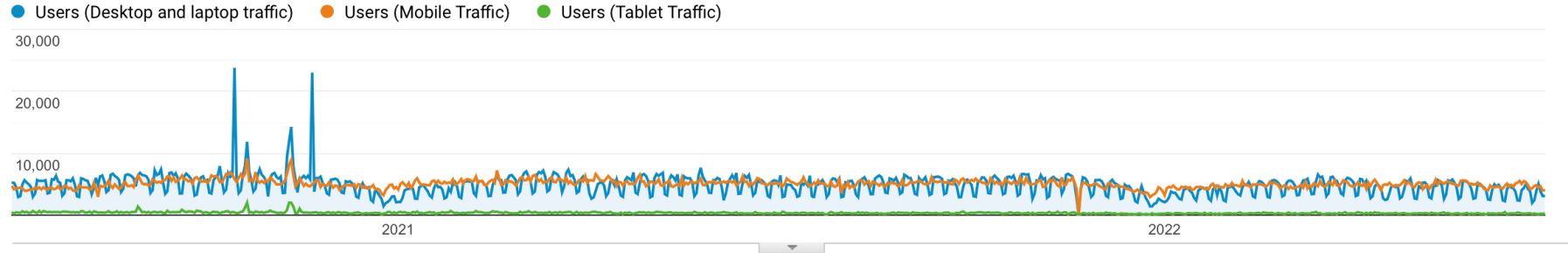
Jul 1, 2020 - Jul 1, 2022 ▼



Overview

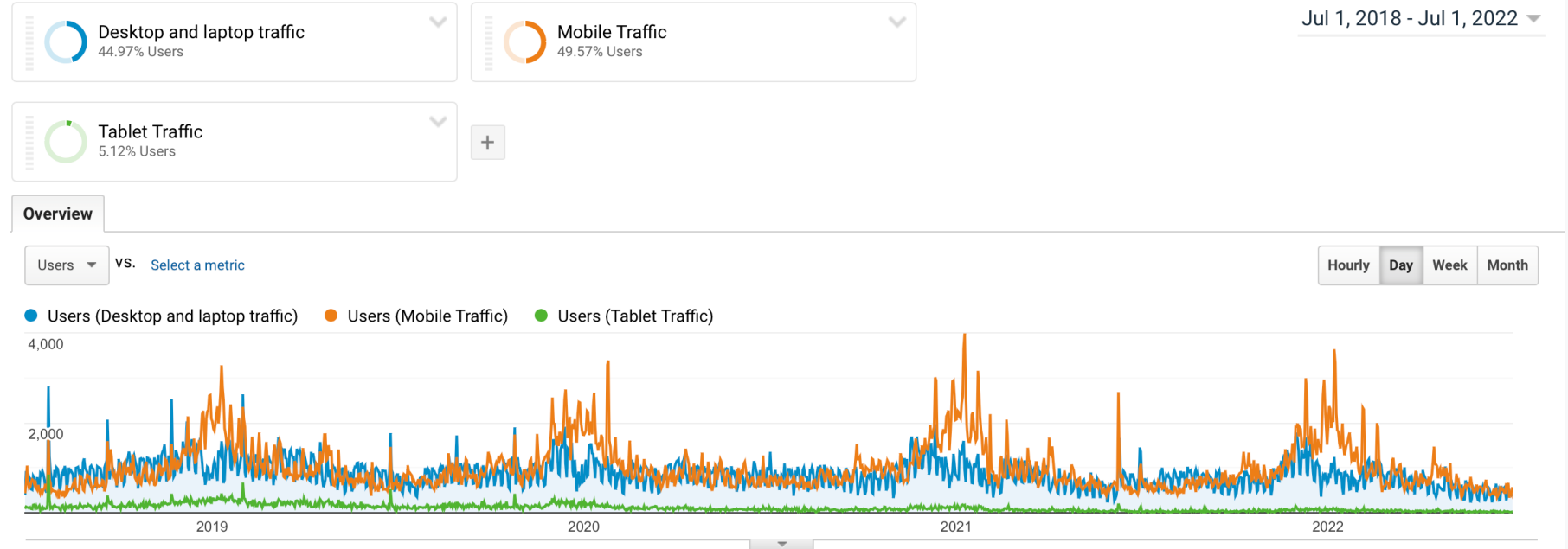
Users ▼ vs. [Select a metric](#)

Hourly Day Week Month

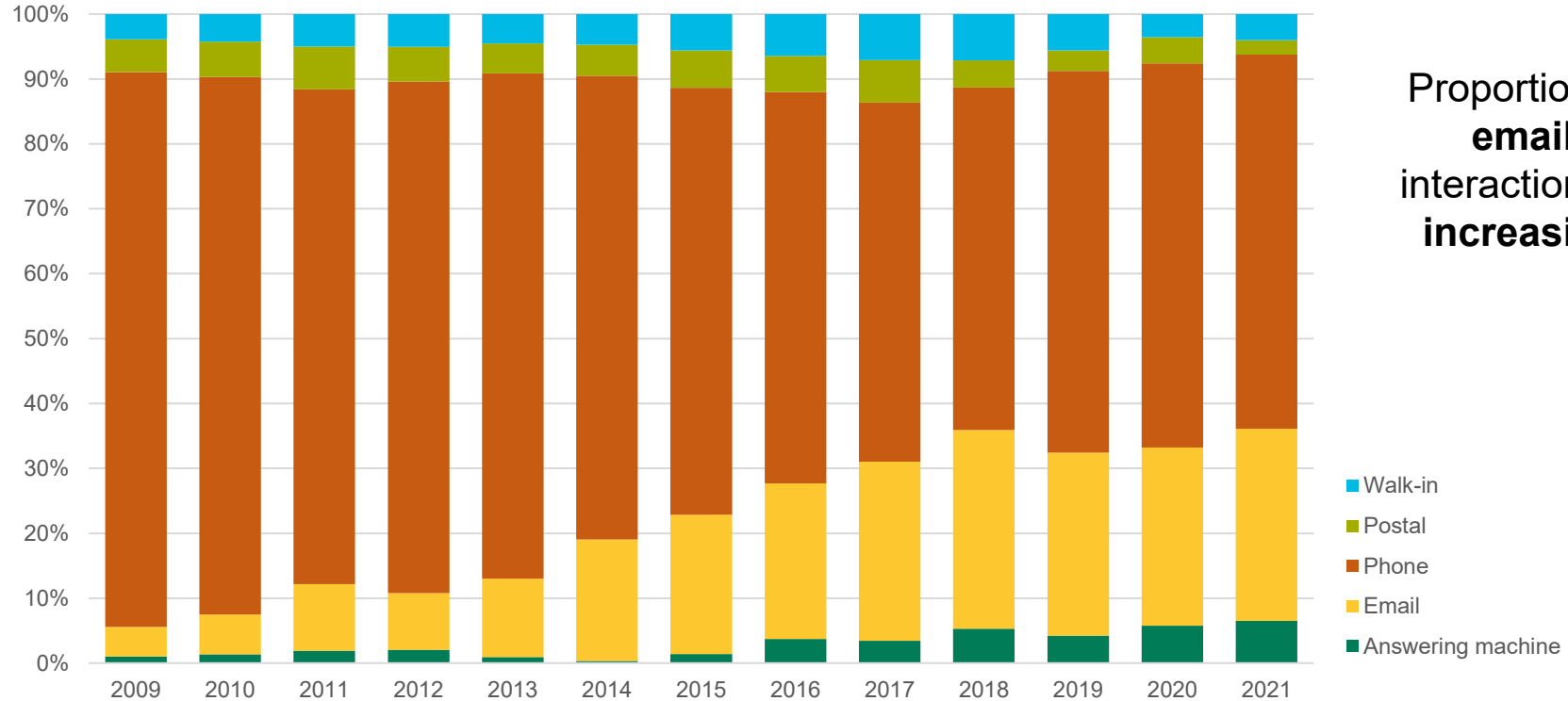


Channels: website stats – Fish

Mobile traffic is **largest %** and the
main cause of the summer peaks



Channels: PADIS - Interaction type by year



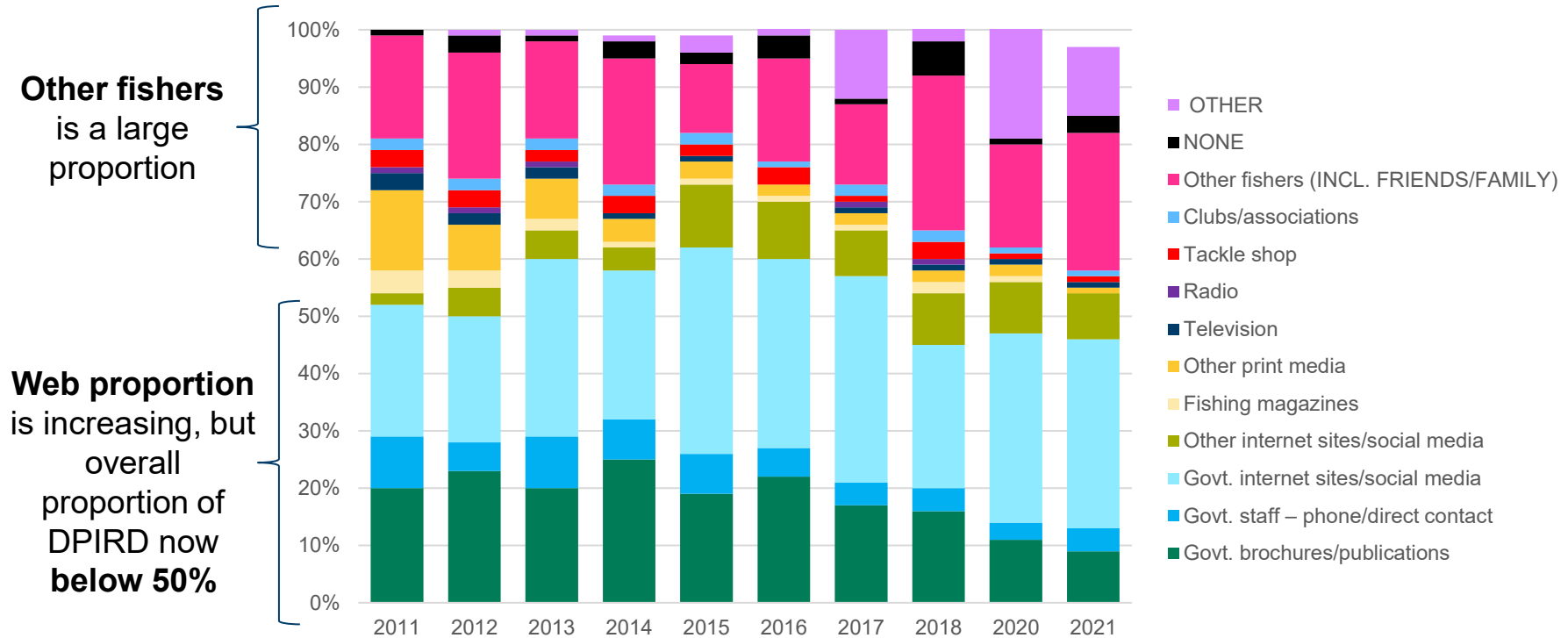
Proportion of
email
interactions is
increasing

Note: only shows Contact methods with a total value of over 100 instances for ease of reading the chart. Blanks are excluded.

Source: PADIS enquiry data January 2009 to August 2022

Prior to the last 5-8 years, data entry and categorisation quality was very mixed, so contact methods are likely more skewed towards phone records, as 'phone' is the default field in the database. The last 5 years will have a much higher accuracy regarding true contact method.

Channels: Primary channel to find out about fishing



Channels: Facebook audience



Fisheries WA

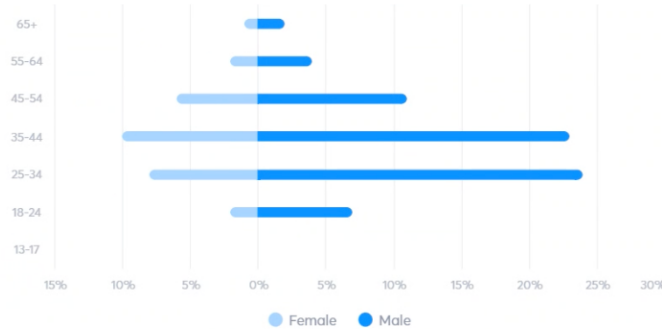
@OPIRDfisheriesWA - Government organization

Send message

Hi! Please let us know how we can help.

19,364 people like this

22,168 people follow this



Predominantly
male – 25+



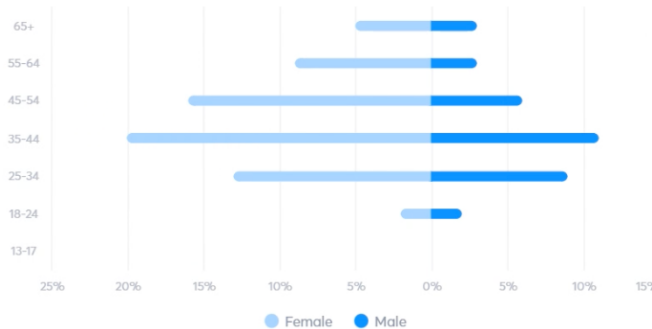
The Department of Primary Industries and Regional Development

@OPIRDWA - Government organization

Send Email

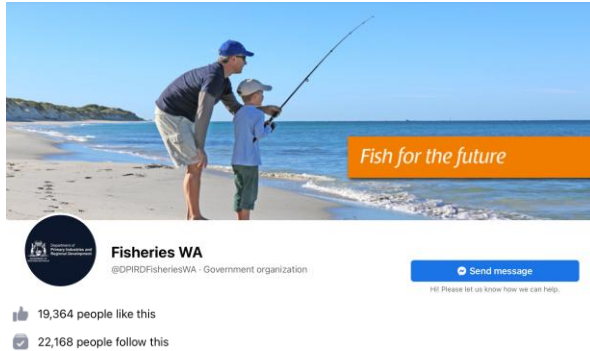
12,625 people like this

14,513 people follow this



Predominantly
female – 35+

Channels: Facebook – popular content



Control



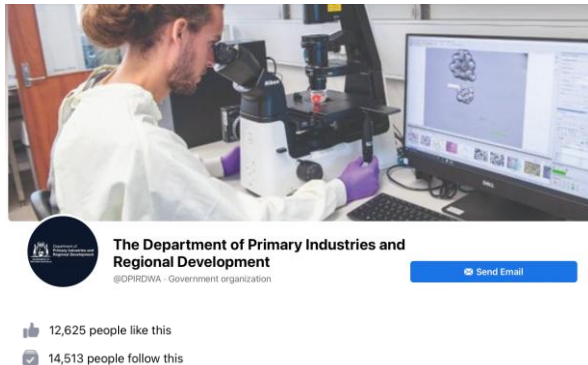
Behind the scenes



Seasonal info



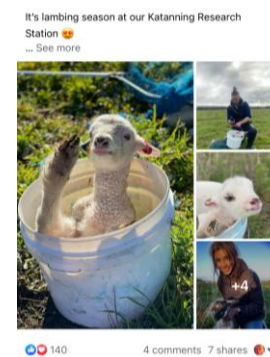
Engagement



R&D



Emergency info



Behind the scenes



Alerts

Channels: Facebook – main comments



Fisheries WA

@OPRDFisheriesWA - Government organization

Send message

Hi! Please let us know how we can help.

19,364 people like this

22,168 people follow this



The Department of Primary Industries and Regional Development

@OPRDPWA - Government organization

Send Email

12,625 people like this

14,513 people follow this



ok thanks. I just googled (what fish can you spear fish in wa) It listed a few fish & I'm really surprised one of them was crayfish. I took a screenshot as I thought it was illegal to spear crayfish?



Top fan

Well done guys. Keep up the great work. Everyone benefits if we fish sustainably.

5 w Like Reply



There's a lot of different rules up there, gotta be onto it to not break any. Also a lot of fish there, so no need to do anything illegal to get a bag of filet. Fisheries need to be lenient on amateurs trying to catch their first fish on holidays, and harsh on the people that blatantly break the rules.

5 w Like Reply

1



If they don't open up fishing to sharks soon the entire area will be a shark sanctuary

5 w Like Reply

5

Most relevant ▾



I'll watch this with great interest! Will it kill cotton bush? 🍌

1 w Like Reply

1



Can't wait for the home garden version.

Doing everything possible to avoid the use of glyphosate...

1 w Like Reply

1



Can I ask what the fines were issued for and how they didn't comply with NLIS . I think if you state the reasons why then other producers can avoid doing the same.

4 w Like Reply

4



No we didn't know, is there any reimbursement for all the signs we've bought previously? Particularly given how much we fork out every year in biosecurity payments. I got a dead rabbit 5 years ago - nothing since.

2 w Like Reply

8

- Confusing rules
- Keep up the good work
- Sharks

- Tags
- Interest in R&D
- Need for more info

Channels: Twitter – targeted audience



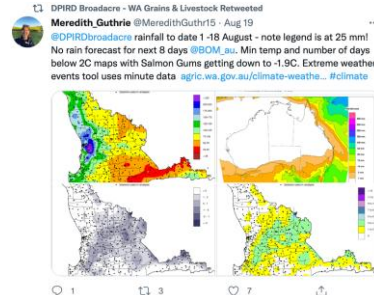
- Broadacre account on Twitter
- Really popular with farmers
- Great engagement



R&D



Trial info

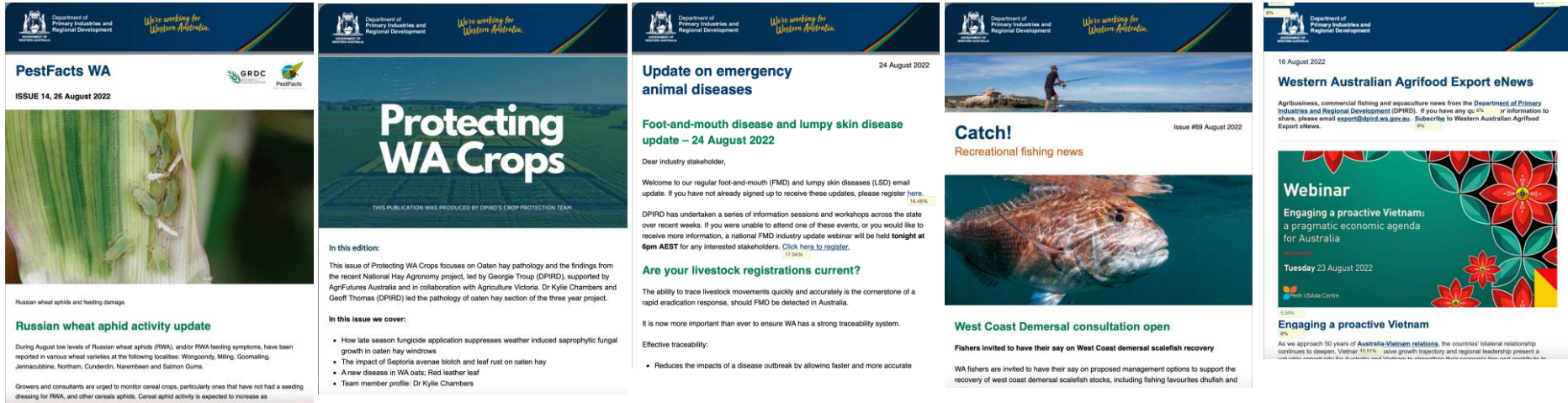


Weather and climate



R&D

Channel: email



- A large number of email newsletters
- Targeted to segments of the audience
- Information that is of interest to them

Customer needs summary

Customer needs summary

Stakeholders



Customers



Community



Very **diverse** audience – each with their own, **specific needs**

It is a very **knowledgeable** audience, who like to talk to others like them and **trusted sources** to understand how things work

For many sections of the audience **what they do is who they are** – there is a lot of **passion**

Many interactions are **task-driven** – either finding information or a service interaction

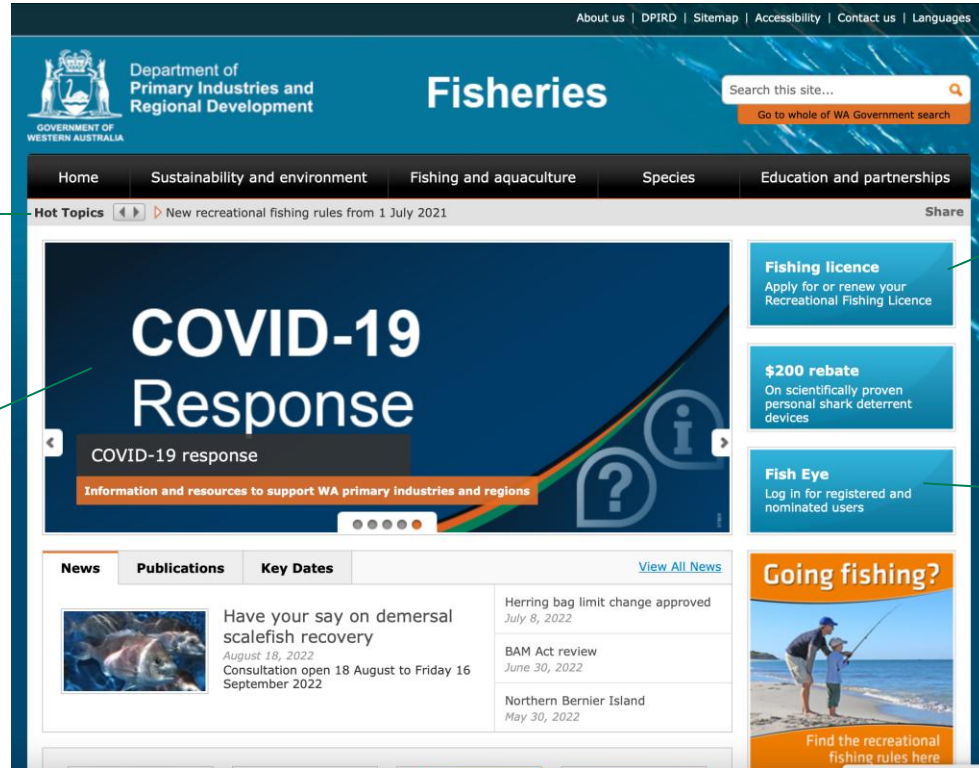
There is an expectation that **everything is online** – as they are

Observations

Observations – out of date

Out of style

Very WEB 2.0



The ticker

The image
carousel

The bevel

The glossy
gel button

Out of date

Department of Primary Industries and Regional Development

Agriculture and Food

Search online website

Go to whole of WA Government search

Climate, land & water • Crops • Livestock & animals • Pests, weeds & diseases • Agriculture Food & Trade • Biosecurity & quarantine • About us • Tools & support

Crops

Grains

Wheat

Barley

Canola

Lupins

Pulses

Grains research & development

Genetic modification

Grains

The Department of Primary Industries and Regional Development has significant direct investment in grains research, development and extension capability and activities, research infrastructure and policy development.

The Western Australian grains industry is a major contributor to the agrifood sector and the Australian economy. WA produces on average 13 million tonnes of grains (cereals, oilseeds and pulses) each year. Grain exports generate more than \$4 billion (five year average) for the WA economy each year – making it the largest agricultural sector in the state, and the fourth largest export industry overall after iron ore, oil and gas, and gold.

WA exports about 80% of its annual grain production to more than 100 countries worldwide. Indonesia is WA's top wheat export market worth over \$0.5 billion per year. WA is the world's leading supplier of premium milling barley to China, the major supplier of wheat for the Indonesian noodle market, and a major feed barley supplier to the feedlot.

In the 2014/15 season it is estimated that the grains industry exported a total of \$3.7 billion of cereals and \$790 million of pulses, pasture and oilseeds. The major contributors to these exports were wheat (\$2.7 billion), barley (\$910 million), canola (\$710 million), oats (\$83 million) and lupins (\$77 million).

See Also

- The Western Australian Government's investment in the state's \$55 billion grains industry
- Grains Research and Development Science Highlights 2015-17
- Grains Research Updates 2017
- Grains Industry partners and collaborators
- MyCrop

Articles

Managing frost risk

14 December 2018

Frost occurs on clear nights in early spring when the air temperature drops to 2°C or less.

Filter by search

In the 2014/15 season it is estimated that of \$3.7 billion of cereals and \$790 billion major contributors to these exports were million), canola (\$710 million), oats (\$83

Department of Primary Industries and Regional Development

Regional Development

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Whole of WA Government Search

ABOUT OUR DEPARTMENT

OUR WA REGIONS

OUR MAJOR REGIONAL PROJECTS

ROYALTIES FOR REGIONS

NEWS AND EVENTS

PUBLICATIONS

LOCAL CONTENT ADVISER NETWORK

LIVING IN THE REGIONS 2018

SASCOPE

GOLDFIELDS EXPERIENCE

GREAT SOUTHERN

KIMBERLEY

MID WEST

PEEL

PILBARA

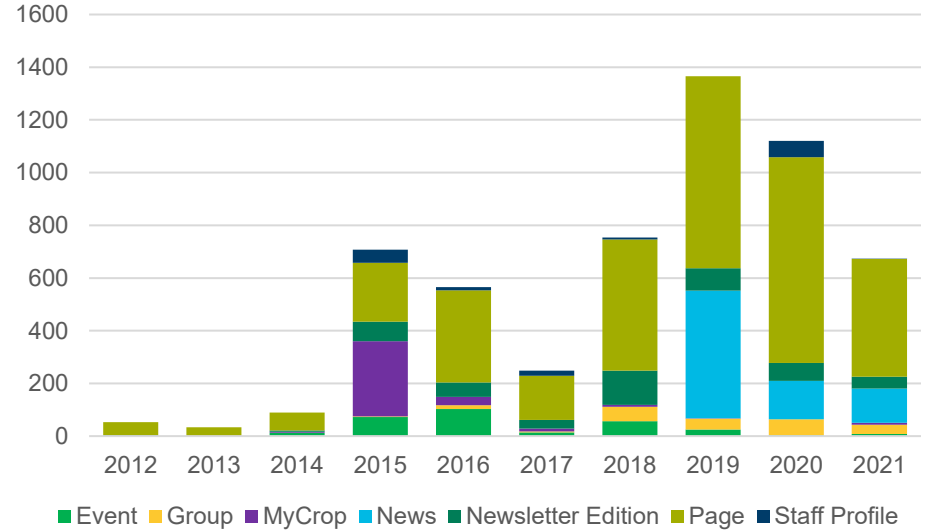
SOUTH WEST

WHEATBELT

THE project, being delivered by Department of Agriculture and Food, reached a major milestone in November 2014 with the closure of a 170km gap in the State Barrier Fence known as Yigam Gap.

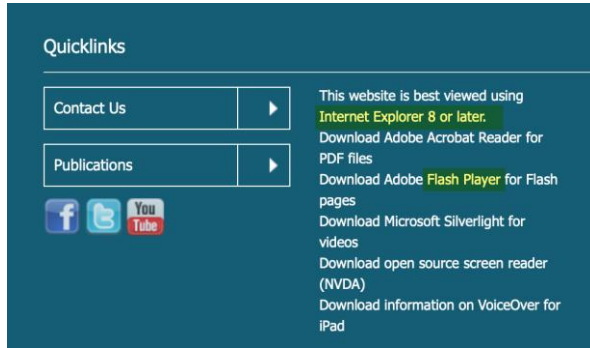
Business in the Regions 2014 Statewide Report

Page last updated by Page type



Source: Website project content register official

Old tech



“a lot of forms are not digital - causes frustration”

“Paper forms and emails are cumbersome”

Registering as an owner of stock or as a beekeeper

🕒 Page last updated: Wednesday, 2 March 2022 - 4:22pm

Return the form with the appropriate fee by one of the following methods:

- Email with your credit card details to brands.bunbury@dpird.wa.gov.au
- Fax to the Brands Office
- If you wish to attend a DPIRD office to lodge the form and make payment, please phone the Brands Office on 1300 926 547 for locations that take payment



Old tech – also causes issues for staff

Time consuming

“digital is easy for clients but also for staff”

“Paper forms are hard to update”

“creation of forms is extremely time consuming, accessible and printable – waste of resources”

Double handling

“some data is transcribed into one or more systems”

“eg. importing livestock - import paperwork: border staff gets this, then post-border biosecurity team. It is human error and system error prone”

Can't trust (customer) data

“data - how do we manage our info, we don't know where some of our data is, it is unmanaged and disconnected”

“when we're extracting data, it's used for different purposes and interpreted differently”

“no single source of truth, we replicate data”

**Does not match
positioning**

**Protect
Grow
Innovate**

Observations – info first instead of task first

Structure is info-based, not task based



Key task is
apply for grants



Key tasks
are
**regulation,
diagnostics
and
applications**



Key tasks
are
**licenses
and rules**

Structure is info-based, not task based

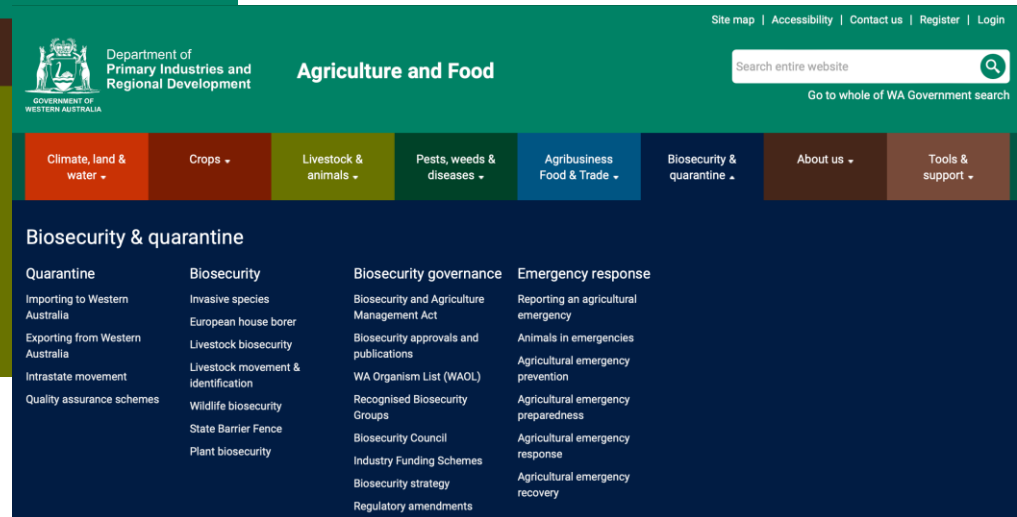
Example: it is mandatory for livestock owners to maintain a traceability chain

Task: apply for a PIC number

Instead it is structured under 'biosecurity' – reflecting business pillars



This information is NOT in the livestock section of the site



Pages are not task based

Example: it is mandatory for beekeepers to register their hives

Task: register my beehive

There are no buttons or call to actions

REGISTER NOW



First time beekeepers are mentioned

Pages are not task based

Example: we are asking the public to notify us of pests that are a biosecurity risk

Task: report the sighting of a borer

There are no buttons or call to actions

REGISTER NOW



Information about the borer and what we are doing about it

Report a sighting



DPIRD

Info first

Tell them
EVERYTHING

(what we do, what they
need to know, research,
regulation etc)

Up to the visitor to
find out what they
need to DO

Customer

Task first

Find
what I
need to DO

Maybe read a few
additional details

Once task completed,
maybe read some other
stuff

This disparity was also noted in the workshops and meetings

“We need to **come from user perspective**, it should not be too much for customers”

“Why do people come to the site? To service **THEIR** needs”

“99% of info they **don't need**”

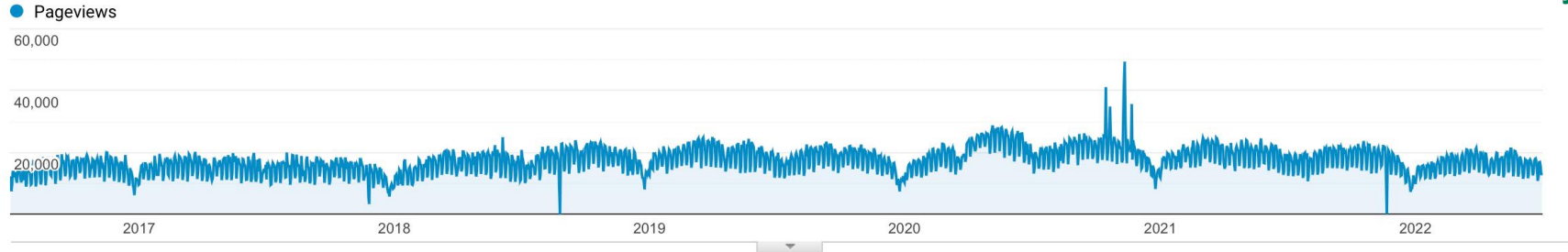
“**Simplicity** is critical”

**If you want people to do
something, you need to
help them do it**

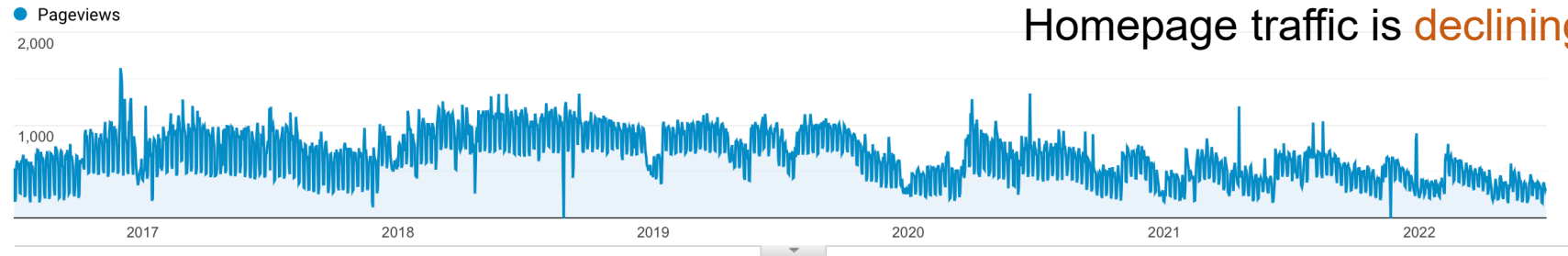
Observations – increasing reliance on search for traffic

Website stats – Agric

Whole of site traffic is **steady**



Homepage traffic is **declining**

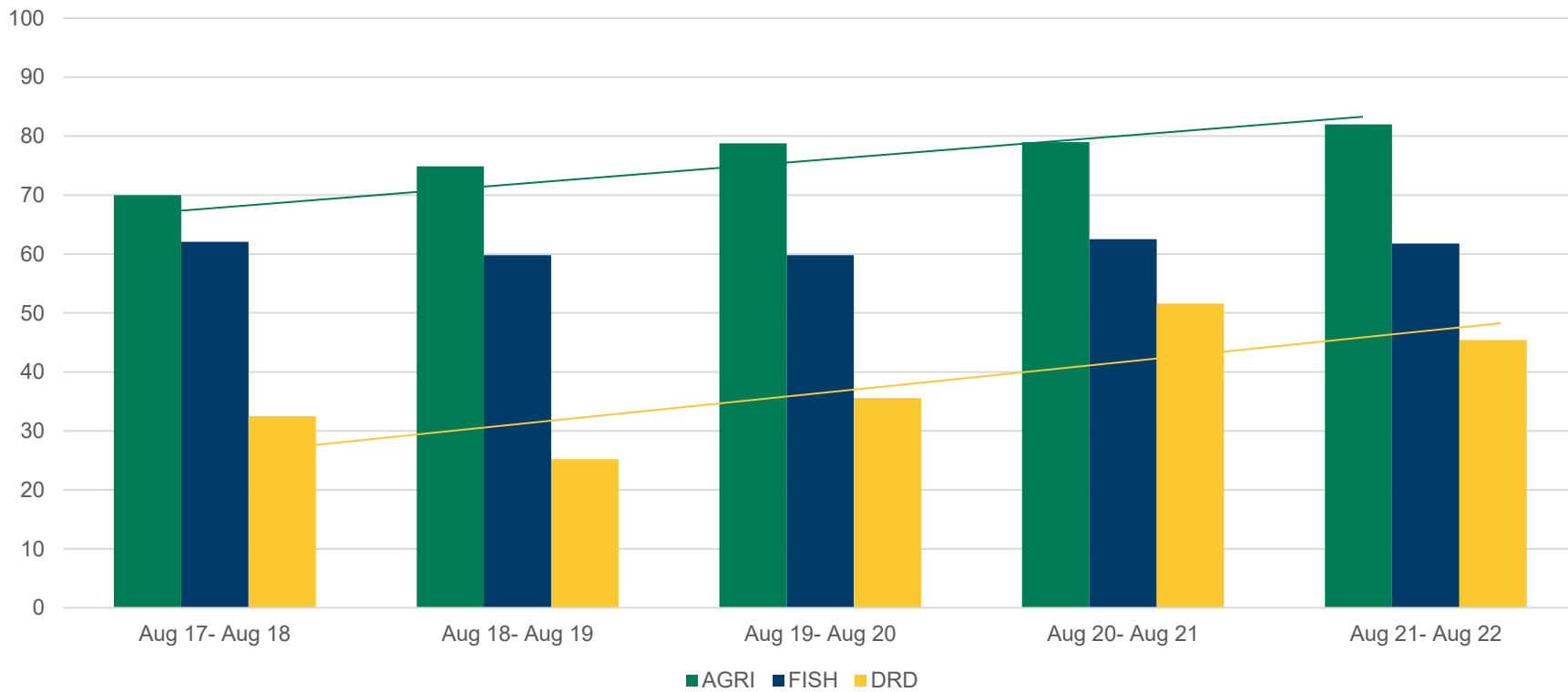


Visitors are relying more on Google search to get to the website than on the brand.

Increase in Organic search

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Organic search is **up by more than 10%**
over 4 years for Agric and DRD website



Source: Google Analytics Traffic Sources Agri, Fish, DRD websites Aug 17 – Aug 22

**Increased reliance on
search suggests a decrease
of brand recognition or
brand understanding**

**Risk: a new url (DPIRD.wa.gov.au)
will mean ALL Google
rankings will be wiped
and we start again**

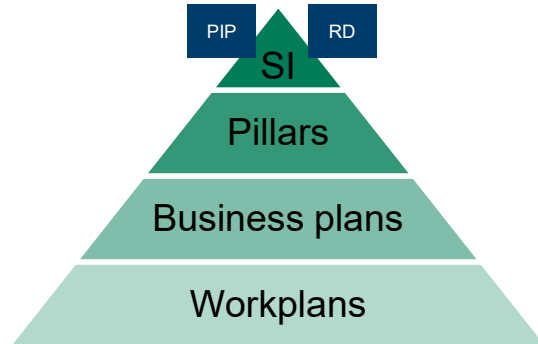
**Observations – unclear role of
'customer' – we are everything to
everyone**

Regulation first, not Customer first

- Our regulatory task is HUGE
- We have 3 (2) ministers
- And more than 30 Acts to administer

- Our audience is HUGE
- We have hundreds of stakeholders
- Thousands of customers
- Hundreds of thousands community members to consider

We have strategies to help us do this job



- But we don't have a **customer strategy**
- This means we have no way to **prioritise** what we need to say to whom
- Which results in TOO much competing content = **clutter**
- So, no one gets what they need

A lack of customer understanding was discussed in the workshops and meetings

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“No customer reference – no CRM. This diminishes our ability to service the customer. **Sometimes trip over ourselves** - we don't know what each of us is doing”

“The elephant in the room: we do not have a CRM – that is much **broader than this project**”

“We need a stronger **customer understanding** - who are they”

“Specific areas of the agency do know their audience well, but we need a **collective understanding**”

**When we try to be
everything to everyone, no
one gets what they need**

Summary of findings

Findings summary

Business needs

Identity

Promotion of DPIRD work and business

Role and responsibilities

Linking and partnerships

Stories

Research/advice

Repository of all information

Single source of truth

General & specific

Timely & current

Compliance &
best practice

Formal & informal

Findability

Service/transact

Platform for regulatory functions

Transaction ability

Service visibility

Data collection & processing

Customer needs

Very **diverse** audience

Knowledgeable audience
who talk to others

What they do is
who they are

Interactions are
task-driven

Expectation that
everything is online

Observations

Old style, old content,
old tech

Info first instead
of task first

Reliance on search

Unclear role of 'customer'

The task ahead

- Lead with **customer needs**
- Develop a **task driven** structure and UX
- Let the **research** shine
- But don't lose sight of **transactions**
- Determine how we can stake out our **identity** without it getting in the way of customer needs
- Define the role of '**stories**'
- Set out a pathway for increased **transition to digital** (from customer AND staff perspective)
- Ensure **search** is part of the plan

Not all of these are **part of** the Internet Presence Project

But all of these are **important** for DPIRD to consider as part of their digital journey

Questions?



Department of
**Primary Industries and
Regional Development**

Current Process

Mari



Introduction

- **More information in Interviews - Consolidated Report**
- **25 people interviewed in 22 interviews**
 - 2 participants cancelled:
 - **Di Biletic** (Ministerial Services) - team does not create/publish any content to any of the DPIRD sites
 - **Claire Payne** (Livestock Industries Development) – She was off-ill & lost her voice. She offered to send answers to the questions, but never did. Janet Conte (from same area) was interviewed and more than half of participants publish content in Agric – therefore little risk with not having Claire's input

List of interviewees and sites their content is published to

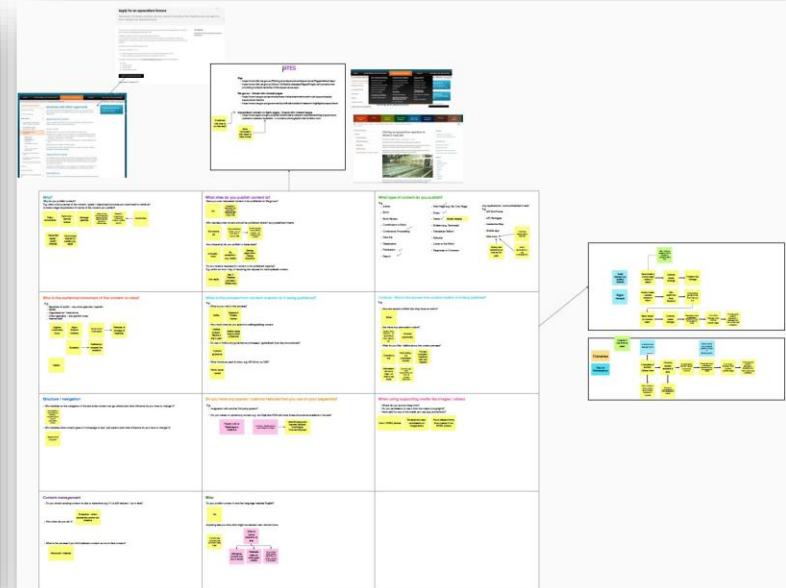
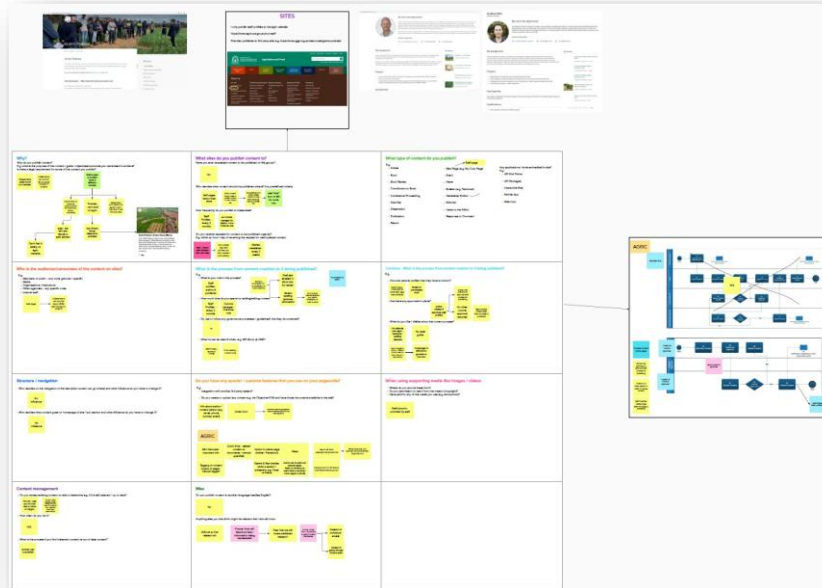
	Person		Area	WA	Agric	Fish	DRD	Other
1	Alex Knights	Manager Compliance Policy	Operations and Compliance			Y		
2	Amber Atkinson	Grains Comms Manager-Grower Group Alliance	Grains		Y			gga.org.au
3	Andrew Beer	Senior Research Scientist	Aquaculture Research & Development			Y		
4	Anthony Hart	Principal Senior Research Scientist	Aquatic Science and Assessment			Y		f01-fims-webt01/SRFAR/
5	Clara Alvarez	Senior Aquaculture Management Officer	Aquaculture Management Directorate			Y		
6	David Bicknell	Senior Development Officer	Fisheries Agricultural Resource Management		Y			
7	Deborah Boxall	Project Manager	Agribusiness Food and Trade	Y	Y			buywesteatbest, platingupwa
8	Gregg Neilson	Legal Information Officer	Legal and Legislative Services	Y				
9	Igor Veljanoski	Manager	Geographical Information Services					
10	Janet Conte	Development Officer	Livestock Industries Development		Y			
11	Jen Garlinge	Manager	Policy Innovation & Performance		Y			
12	Jeny Kultugan	Communications Advisor	Comms & Stakeholder Engagement	Y	Y		Y	
13	Karl Smith	Manager	ICT Governance					
14	Katelin Fantuz	Project Officer	Regional Business Development		Y			
15	Linda Towill	Senior Agreements Officer	Investment Management	Y			Y	
16	Michael Burke	Manager Of Licensing & Registration	Operations and Compliance			Y		Sharksmart, Marine Waters
17	Nancye Gannaway	Operations Manager	Climate Resilience and Development		Y			Smartygrants
18	Peter Macri *	Director, Diagnostics and Laboratory Services	Biosecurity		Y			
19	Sally Forbes *	Senior Project Officer	Regional Programs and Policy	Y	Y			Smartygrants
20	Sam Giles	Policy Officer	Invasive species and environmental biosecurity		Y			
21	Sam Scott	Comms Advisor	Farming Systems Innovation		Y			weather.agric.wa.gov.au
22	Tim Scanlon	Research Scientist	Grains		Y			
Count				5	13	5	2	6

* Additional participant(s) joined the session, but information is recorded against key person

Introduction

High-level Process:

- List of draft questions shared with participants before interview
- Used a whiteboard to capture their feedback during the session
- Send extract of whiteboard to participants after interview and they could request any changes to the information



Who can do what in CMS

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	Work in CMS for WA.gov.au			Work in CMS for either Agric / Fish / DRD			Comment
	Create / update / review content	Final Approval	Publish Content	Create / update / review content	Final Approval	Publish Content	
Alex Knights							Doesn't have access to Fish to update content
Amber Atkinson				Y	Y	Y	Can approve & publish Staff profile pages
Andrew Beer							Doesn't have access to Fish to update content
Anthony Hart							Doesn't have access to Fish to update content
Clara Alvarez							Doesn't have access to Fish to update content
David Bicknell				Y			
Deborah Boxall				Y			Doesn't have access to WA.gov.au to update content
Gregg Neilson	Y	Y	Y				Publish Legal changes at least every 2 weeks
Igor Veljanoski							Doesn't create/publish content - create interactive maps
Janet Conte				Y			
Jen Garlinge				Y			
Jeny Kultugan				Y	Y	Y	Doesn't have access to WA.gov.au to update content
Karl Smith							Doesn't create/publish content
Katelin Fantuz							Doesn't have access to Agric to update content
Linda Towill							Doesn't have access to WA.gov.au to update content
Michael Burke							Doesn't have access to Fish to update content
Nancye Gannaway				Y			
Peter Macri				Y			
Sally Forbes	Y						Doesn't have access to Agric to update content
Sam Giles				Y			
Sam Scott				Y	Y	Y	
Tim Scanlon				Y			
Count	2	1	1	11	3	3	
Can edit content in CMS	13						
Can publish content	4						

Why create & publish content

- Provide unbiased info to help inform decision making
 - Everything we do is related to support of some sort
 - Stop doing & start/continue doing, e.g. Pest warning, stop taking too much fish, what pesticide to use/not
 - Content supports change (does not create change)
- Point of truth that public can rely on (do not have to relay on commercial sites)
- Provide support & info 24/7, e.g. on outbreaks, services we provide, specific project & programs, contact info, partnerships
- PR / Marketing tool
- Repository of knowledge (also useful for new staff)
- Central place for Tools / Apps available to public
- Reduces need for printed material
- Legal reasons:
 - Content related to announcements made by minister (e.g. grants, legislation changes)
 - Grants application & information (info needs to be easily accessible)
 - Licence / Permit applications (e.g. permit to use registered pesticide, Commercial Fishing licence)
 - Provide guidance regarding regulatory requirements
 - Certain Projects are contractually obligated to publish extension materials on the website, and deliver outputs for national projects. Info needs to be easily accessible
 - Publish content on behalf of Government , e.g. DPIRD gives overview of what Industry is doing in GMO (Genetically modified organisms) space
 - Welfare of animals (Animal Welfare Act 2002)

Who are the users of the site based on their content

OFFICIAL

General public

- (Hobby) farmers
- Vets
- Fishers / Anglers - recreational
- People / Businesses / Orgs etc. looking what grants available and how to apply
- Natural resource management community
- Landowners, Land holders, Land managers (e.g. Farmers, lifestyle people)
- Urban population / gardeners
- Users of marine environment

Education / Researchers

- Universities
- Educators & Teachers
- Students
- Researchers / Scientific community

Groups

- Horticulture & Gardening group
- Grower group association
- Individual Grower groups
- Regional travel accommodation scheme – workers
- Advocacy / interest groups
- People in marine environment (interested or active participant)

Industries:

- Grains & Fishery industries
- Livestock (incl. poultry, bees) industry
- Primary Producers
- Livestock Producers
- Studs - Producers
- Meat processors?
- RFW - RecFishWest
- WAFIC (Fish Industry Council)
- Business Brokers (manage licences & entitlements) e.g. GFC (Geraldton Fish Co-op)
- Importers
- Exporters, e.g. Seed Export
- International buyers
- Supply chain
- Food value adding businesses
- Aquaculture Businesses & Aqua licence holders
- Fishers - Commercial
- Pest control
- Agtech developers
- Natural resource management industry / organisations
- Non-for-profit industries / org
- Industry consultants
- Licensed pest management technician (LPMT)

Organisations:

- Organisations – Growers, farmers and the general public for PADIS
- Meat & Livestock Australia (funding org)
- Research Organisations (e.g. WA Livestock Research council)
- Fisheries auditors
- Aboriginal organisations

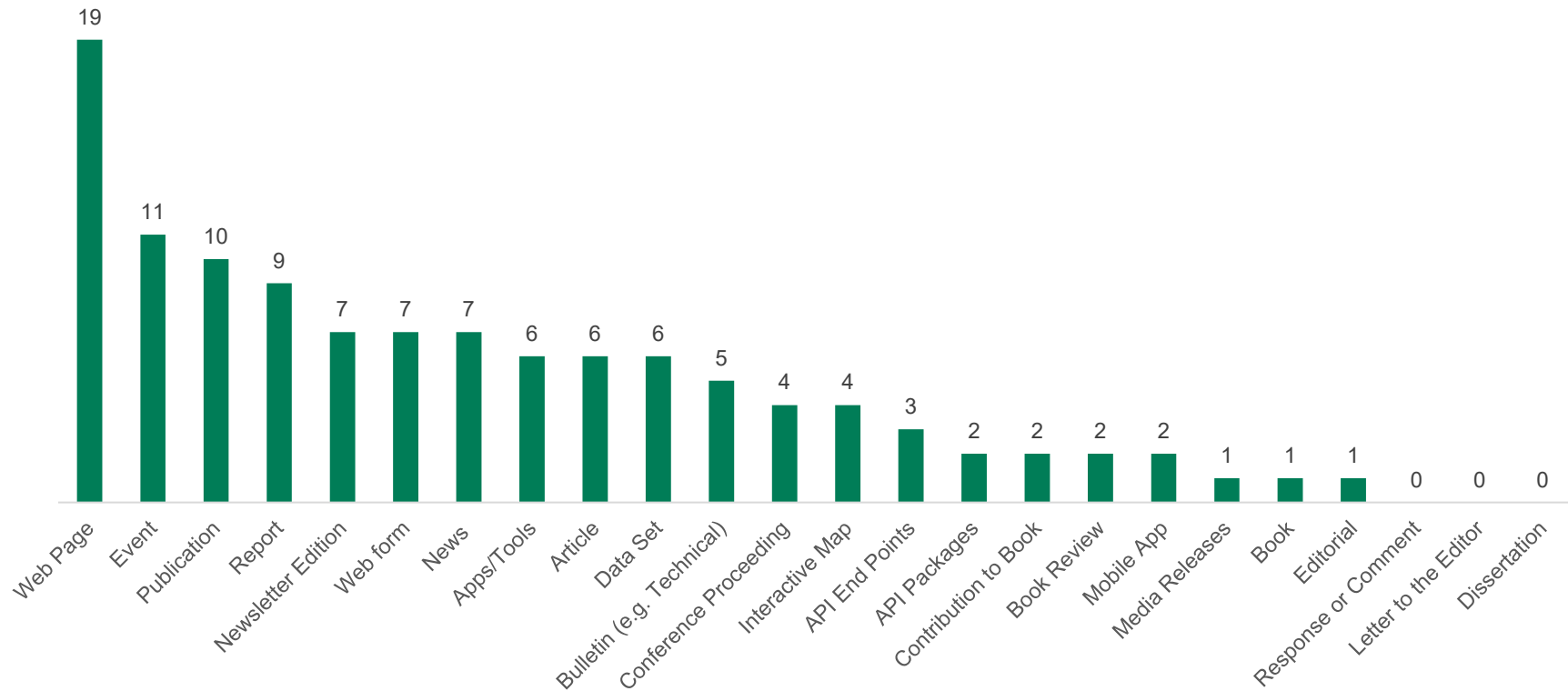
Other Agencies:

- Shires
- Department of Biodiversity, Conservation and Attractions (DBCA)
- Department of Water and Environmental Regulation (DWER)
- Department of Jobs, Tourism, Science and Innovation (DJTSI)
- Department of Planning, Lands and Heritage (DPLH)
- Department of the Premier and Cabinet (DPC)

Internal staff

Media

Type of content published as selected by participants



Custom features / integrations

OFFICIAL

General

- Interactive maps
 - Esri maps created by GIS
 - Googlemaps
 - Graphic / gif map
- A few use Objective for documents

FISH:

- Language bar
- Licencing application, e.g.
 - Commercial Fishing – [New Licence](#)
 - Person needs to register before they can apply for a new licence
 - Commercial Fishing – [Renew Licence](#)
 - Recreational Fishing – links to DoT site
 - Aquaculture - [licence, authorisation or exemption](#) (referred to as iApply)
- Pay for infringement
 - Uses [Commbank – bpoint](#) for payment
- Completely custom sites created
 - [Sharksmart](#)
 - [MarineWaters](#)

AGRIC

- Custom features / tools are [Agric Tools](#), e.g. [Wheat diagnostic tool](#)
 - Specialty website content has been created by researchers to deliver outputs for ongoing projects
- Twitter feed embedded, e.g. [AED](#)
- Web forms: e.g. [Crop Sowing Guide 2022 Request](#)
- Standard features in Agric, like tagging, split content over several pages, search & filter Articles
- Completely custom sites created
 - [Buy West Eat Best](#) - promotion / project specific
 - [Plating up WA](#) - promotion / project specific

WA.gov.au

- Out-of-the-box

Pain points / Questions / Wishlist

- Where is the most appropriate place to upload videos (some are 1+ hour)
- Forms
 - Would like PDF forms converted to Webforms
 - Web forms – would like a consolidated view of responses and extract responses as required (instead of individual emails, needing to go via Comms)
- Maps
 - Would like to link Fieldmaps to Collector
 - Would like to have dashboards for trout instead of tables
- Other
 - Fancy tables need to be created by Information Services (IS)
 - Would like to have access to edit html directly instead of just basic content editor
- APIs / Tools / Applications
 - These may not work “out of the box” when it is migrated to a new website / newer version of the CMS, e.g. due embedded / hard-code links. A lot of legacy apps have not updated in several years.

Media (images / video)

OFFICIAL

General

- Predominantly use internally created or existing media:
 - Use own photographs
 - Photographs taken by other DPIRD staff
 - Use what is in AgPix , Drupal or DPIRD youtube channel
 - Source from collection David Bicknell manages in Objective
- Responsibility of Comms to select appropriate images
- Pay a 3-party company (e.g. buy photo from Shutterstock or get it commissioned)
- Photographs taken by external people –
 - Everybody I spoke to knew they needed to get approval from owner/creator – e.g. complete consent/release forms

Photos or videos containing non-DPIRD

- staff – obtaining approval from public to post media containing them** (Peter Macri)
- Inconsistently done - approval not always obtained
- T&C sent to get approval is very legal term/jargon heavy and not easy consume/read by person (feels like they are signing life away)
- They feel they need to hire a lawyer to review T&C
- Loose goodwill of people using this approval process & content

Pain points / Questions / Wishlist

- Moving media to WA.gov.au or new web site - **may require additional permission that needs to be obtain from original owner or person in photograph/video, since original agreement might have given DPIRD only permission to publish e.g. on Agric site**
- **Is there central place where permission is stored?**

Navigation / Structure

OFFICIAL

Who decide on navigation of site (what content goes where) and what influence do you have?

- Can control navigation
 - Can influence new sections, update wording under Climate, Land & Water section
- In sub-section
 - Generally, a team discussion and then final decision is a manager (e.g. PM)
 - Aquaculture program
- Guided by Comms
 - No
 - No influence
 - Structure doesn't change
 - Use what we have / made due with what we have
 - Pre-determined

Who decide on what content goes on home page of site and what influence do you have to change it?

- No influence
- Haven't asked for any changes in a very long time
- Incident response team will work with whomever to get something on homepage
- Comms
- Guided by Comms
 - Made recommendation to Comms in past, but final decision is Comms
 - Liaise with comms to request content on home page, but final decision is Comms

Pain points / Questions / Wishlist

- No tree structure to find relevant information, e.g. Aboriginal Economic Development – **only accessible if your search for it or find a related article**
- How can we improve UI, e.g. structure
 - **Currently we are sticking with current structure, since it has been like this for a long time, but is it the best?**
 - **Can it be made more accessible / easier to use?**
- Agric navigation is poor – **difficult for end users to find most up to date information**, e.g. homepage is difficult for growers to find information
- Linking of related content
 - Limited capacity to link pages
 - A lot of cross-over between topics, e.g. Climate > Frost, but is related to Crops to sow. Content isn't link / no related suggestions
- Link a DDLS home / landing page: Currently Group pages are not fit for purpose - it doesn't have required flexibility as e.g. a home/ landing page(Peter Macri)

Content management (reviewing existing content)

OFFICIAL

Do you review existing content & how often?

General:

- Notifications
 - Automated notification is sent if content hasn't been updated in 12 months (N/A to FISH)
 - ISSUE: Notification is sent to 1 person and not group of people. Person might have left DPIRD
- Not all content is the same
 - Certain content won't go out of date and/or won't require regular review / updating, e.g. news or events
- Dates displayed on website of when content changed
 - Terminology is different between sites e.g. Page Reviewed, Published, Page last updated, Released on, Last Modified
 - Media releases tend to have 2 dates
 - Certain pages may not display a date at all
 - Agric & Wa.gov.au - Search results & List of Articles:
 - show Created date and not last published date
 - based on created date content looks most content is out of date / irrelevant

WA.Gov.au

- Predominantly **ad-hoc** – there is less content and all relatively new

FISH

- Predominantly **ad-hoc** – as & when required, legislation changes

DRD

- No longer updated – relevant content should have been created in WA.gov.au

AGRIC

- More said **annually** (due to notification)
- Ad-hoc – as & when required, legislation changes
- Whenever we can
 - It is important/critical to do, but finding time is difficult
 - Not all pages are reviewed
 - Only experts can review & bring it up to date
- 400 pages reviewed annually (150 pages are waiting to be approved & published by Comms) (David Bicknell)
- Review & updating content was put on hold due to move to WA.gov.au
- All of it is out of date, since we don't have access to update it and don't know the process to get it updated (Katelin Fantuz)
- Old content - just sits there. Nobody wants to remove it (Deb Boxall)

Process from Content creation to Publish (1)

OFFICIAL

Have you ever requested content to be published on Wa.gov.au?

- Only 5 of the interviewees have request content to be published on WA.gov.au

Comments

DRD - Jeny Kultugan & Linda Towill

- Content is no longer updated in DRD. Key content from DRD was re-created & updated in WA.gov.au

Linda Towill & Deborah Boxall

- Don't have access to update content in WA.gov.au

Jeny Kultugan

- Although Jeny is in Comms team she can't update content not in WA.gov.au (only on Agric)
- She sends content in e.g. Word doc to her Comms Manager to publish.

Sally Forbes

- Never received any training on how to use WA.gov.au or link to guide. More info is required of the structure of the site
- They are discouraged to put too much info on WA.gov.au – currently have only 3 pages on WA.gov.au

Gregg Neilson

- Gregg is in Legal team. Content needs to be updated / published on day it is gazette
- Therefore, he & 3 others have publish rights on WA.gov.au (of which 2 of 4 are backup)

Process from Content creation to Publish (2)

OFFICIAL

Who decides what content should be published where?

Common themes are:

- It is a very collaborative process – team discussion, but a manager has final decision
- Create/update content within current structure

WA.gov.au

- Team discussion and sometimes approach Comms for their Advice (Deb Boxall)
- Depends on the request that is sent to legal. Also, most of the changes are to documents on pages. Legal decide (Gregg Neilson)
- Know what projects go into what area (Jeny Kultugun)
- Liaised with Comms to create relevant DRD content in WA.gov.au (Linda Towill)
- Talk internally and if relevant get minister approval if, since info is related to grants process (Sally Forbes)

FISH

- Alex & his director (Tim) decide & approve. Other business areas can also make decisions on their content (e.g. training, processions) (Alex Knights)
- All new content creation on Fish was put on hold due to move to WA.gov.au. Currently only updating content (Andrew Beer)
- Leadership approval (e.g. directors)
- Team discussion and Aquaculture manager has final decision (Clara Alvarez)
- Business Unit Manager / Director decide. Structure of site was predetermined a long time ago. Therefore, content falls within existing structure (Michael Burke)

AGRIC

- Staff pages have fixed place (Amber Atkinson)
- David decide where & how content is submitted (authority given to him by Melanie Strawbridge, his director). Ideas come for material out of projects or from staff (David Bicknell)
- Structure doesn't change. PMs with approval from Directorate (Janet Conet)
- Kept current structure (Jen Garlinge)
- Team recommends content and Manager of AED approves it (Katelin Fantuz)
- Develop a content plan, which is peer reviewed (Nancye Gannaway)
- Senior levels then approval at Director, Sustainability & Biosecurity, Exec Director. Comms staff check and publish this (Peter Macri)
- SMEs decide (Sam Giles)
- Team effort e.g. PM with input from Sam. Reach out to comms for any additional advice (Sam Scott)
- Decide at project level - Snr PMs decide after talking to teams (Tim Scanlon)

Process from Content creation to Publish (3)

OFFICIAL

How frequently do you publish to these sites? How much time do you spend on adding/editing content?

- The frequency & time spent differ vastly from daily updates (it is a full-time job) to ad-hoc (maybe a few hours a year).

Daily to weekly

- As comms manager for Grains – it is a full-time role. Staff profiles - maybe every 2 months (Amber Atkinson)
- Most days of the week. Spend on average 10+ hours per week (David Bicknell)
- Reasonably frequently, update content every 2 weeks and new content maybe once every month. Spent on average 4-6 hours per week (Sam Scott)
- Frequently amend content, 2-4 time per fortnight. Spend average of 1 hour fortnight (Gregg Neilson)
- Once or twice a week review & edit content (e.g. for social media). As a research, produce a minimum of 1 or 2 publications per year (Anthony Hart)
- **It was stagnant for a long time and content is in a mess. Have spent more time in past 6 months to update content. Maybe spent c5 days per month** (Sam Giles)

Fortnightly

- Frequency ranges - every 2 weeks - 3 months. Frequency depends on what content that needs updated, e.g. Grant open & closed, Project updates (milestones), upcoming events. Spend average of 5 hours a month (Jeny Kultugan)
- Provide input on average every month, however more time is spent by her team – maybe weekly / monthly (Clara Alvarez)

Monthly

- Depends on the time of year and what is going on. Time spent depends on the project demand (Nancye Gannaway)
- Ad-hoc, e.g. as programs are implemented key project milestone. Too infrequent to say how much time is spent (Linda , Janet Conet, Tim Scanlon)

In frequent

- **Not frequently enough.** Too infrequent to say how much time is spent (Deb Boxall)
- Twice a year - Maybe 12-18 hours twice a year (Sally Forbes)
- Not too frequently – only when legislation changes. Too infrequent to say how much time is spent (Alex Knights)
- By exception, e.g. media release. Biology pages don't change frequently. Trout is updated annually. Maybe spend a day a year. Time for media releases is in addition to that (Andrew Beer)
- Licensing changes infrequently. Don't know about other business units, MarineWater is once a month (**depending on staff availability**) (Michael Burke)
- Once or twice a year. Too infrequent to say how much time is spent. Previously Decease modeling - needed to be published at fix time each week (Jen Garlinge)
- Not frequently enough – **don't have the resources. Barrier within web content teams, who to ask and how to do it.** (Katelin Fantuz)
- As needs for DDLS but quarterly for PADIS. At least annually. Guess maybe 15 hours per year for Troy & Catherine and don't know for others. However, if there is a new disease, then more hours required to get content created/updated. (Peter Macri)

Process from Content creation to Publish (4)

OFFICIAL

Do you receive requests for content to be published urgently? E.g. within an hour / day of receiving the request for new/updated content?

- Most of the urgent requests are related to minister announcements or changes published in gazette.
- Other requests are more ad-hoc and generally related to correcting incorrect content.
- Approval process seem like a bottleneck and therefore business works closely with Comms to get content approved quicker

Yes

- Yes, content needs to be published on day it is gazetted (Gregg Neilson)
- Yes, linked to minister announcements (Jeny Kultugan, Sam Scott)
- Yes, linked to minister announcements - occurs twice a year and **give comms team a heads-up** content will need to be published urgently. Ad-hoc to correct a mistake (Sally Forbes)
- Yes, request from minister. **Work closely with comms team** during this process. Happens maybe 6 times a year (David Bicknell)
- Decease modeling - previously needed to be published at fix time each week. **Lined up approvers beforehand** (Jen Garlinge)
- Yes, get urgent request e.g. to update content. However, **current process doesn't support urgent request (due approvals bottleneck)** (Tim Scanlon)

Depends

- Not really, unless there is a disease outbreak or biosecurity issue (Andrew Beer)
- Occasionally (Anthony Hart)
- Not usually – **generally work with Comms team if there is something**
- SmarkSmart potentially yes, but not for Fish of MarineWaters (Michael Burke)
- If there is a mistake on staff page, and need publish newsletter every 2 weeks (Amber Atkinson)
- Not many (Janet Conte)
- Cancelled events (incidents maybe 2/3 times a year) (Nancye Gannaway)
- Yes, if something is incorrect, but it is very uncommon (Sam Giles)

No

- No, but have content that needs to be published at short notice, e.g. Operational investigation outcome - publish outcome / need assistance from public (Alex Knights)
- No, changes are planned part of project comms plan (Deb Boxall)
- No (Linda Towill, Katelin Fantuz, Peter Macri)

Process from Content creation to Publish (5)

OFFICIAL

What is your role in this process?

- Interviewees may have one or more role and their role may differ depending on the type of content they are working on, the site the content will be published to or who the content is for (e.g. for another team).
- The most common role that was mentioned was author / creator of the content.

							Approver					
	Support to get content updated / created	SME	Author / Creator	Reviewer	Proofreader	Editor	Team manager – approval outside CMS	CMS - Project Approver	CMS - Comms Approver	Publishers	IS - Code changes	Comment
Alex Knights	Y			Y								
Amber Atkinson			Y		Y				Y	Y		
Andrew Beer		Y										
Anthony Hart			Y	Y								
Clara Alvarez			Y	Y			Y					
David Bicknell			Y	Y		Y		Y				
Deborah Boxall			Y	Y								
Gregg Neilson			Y			Y			Y	Y		
Igor Veljanoski											Y	
Janet Conte			Y	Y								
Jen Garlinge			Y			Y		Y				
Jeny Kultugan			Y			Y			Y	Y		
Karl Smith											Y	
Katelin Fantuz												Haven't updated content yet (new to role). Others in team don't know either
Linda Towill	Y											
Michael Burke							Y					
Nancye Gannaway			Y			Y						
Peter Macri			Y			Y						
Sally Forbes			Y									
Sam Giles						Y		Y				
Sam Scott			Y	Y		Y			Y	Y		
Tim Scanlon			Y									
Count	2	1	14	7	1	8	2	3	4	4	2	

Process from Content creation to Publish (6)

OFFICIAL

Do use or follow any governance processes / guidelines? Are they documented?

- Those that have access to CMS, follow the process /guidelines in there (e.g. check boxes of what needs to be done before sending content to Project / Comms approval.
- I have spoken to Richard and there is no DPIRD specific web / CMS guide. Therefore, that explains why there is such a wide range of response on what they use and why several have said they don't use anything and rely on 3rd party information.
- A guide exists to publish to WA.gov.au (it was created by Department of Premier & Cabinet Office).
- Only one person mentioned that they use analytics to make decisions on what content to improve/create and other mentioned that would like to use analytics in future

Use something

- Legal created their own How-to-guide with links to WA.gov.au manual (Gregg Neilson)
- Use DPIRD publication guidelines and create content based on those guidelines (Anthony Hart, Sally Forbes, Peter Macri)
- DPIRD branding & style (Deb Boxall)
- Stay current on writing trends & design by doing reading, part of various groups, working closely with Angela Rogerson (editor) when creating content (David Bicknell)
- Standard approval process and Amber Atkinson was hired by Grains to help in Comms space (Tim Scanlon)

Use something (cont.)

- Use Gov publication guidelines, DPIRD branding & style guidelines, Editorial & Peer review, use analytics to determine or make decisions on what content to create / improve (Nancye Gannaway)
- Try to be on brand, style guides for wording & accessibility. She comes from editing background and has learnt best practices through that (Sam Scott)

Guidance by Comms

- Guided by Comms (Alex Knights, Andrew Beer, Linda Towill)
- Comms request form (Michael Burke)
 - MG: Form no longer exists. Emails are sent directly to Comms staff
- Only 30min training session from Comms – no other guidance (Janet Conte)

No

- No (Jen Garlinge, Jeny Kultugan, Amber Atkinson, Clara Alvarez)
- N/A – New in role and haven't updated content yet (Katelin Fantuz)
- No guidelines. Been in job a long time, know what is allowed / not (Sam Giles)

Process from Content creation to Publish (7)

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What format as used & when, e.g. MS Word, vs CMS?

Very few use the CMS exclusively. Most rely on a mix between e.g. Word & CMS. Word is preferred for drafting content and for review process. Some of the reasons why e.g. Word is used for review process is:

- Not everybody has access to CMS (e.g. only Comms have access to Fish CMS to create/update content)
- Difficult to track what changes were made in CMS (no track changes)

CMS only

- Legal create / update/ approve changes in CMS (Gregg Neilson)
- All content drafting & updating is done in CMS (David Bicknell)

Microsoft Products / Email only

- **Don't have access** to WA.gov.au. Therefore, email changes to Comms team (Lindo Towill)
- Draft content in Word. **Don't have access** to CMS (Katelin Fantuz)
- Fish – **Don't have access** to the CMS:
 - Use email or MS product (Word, Excel) to create content, send it for review & approval (Alex Knights, Andrew Beer, Anthony Hart, Clara Alvarez, Michael Burke)

Mix

- Use Microsoft products for any pre-approval work to avoid access issues (**not everybody has access to CMS to review/edit**) (Deb Boxall)
- Depending on who create/updates content, it is either done in Microsoft or directly in CMS (Jeny Kultugan).
 - Draft Word docs are sent to team members to review (**can use track changes in Word**)
 - Manager /project approval is done via email or CMS
 - WA.gov.au content is done in Word and sent to Comms manager to upload & publish
- Draft content in Word first and do design in InDesign. Use both and try to create content in CMS (trial & error). Extract content to PDF and email PDF for Manager for approval (Sally Forbes)

Mix (cont.)

- Staff Profiles in CMS, but **proofreading is done in Word docs** (Amber Atkinson)
- Use both Word & CMS – it **depends on access and preference of those involved** (Janet Conte, Tim Scanlon)
- Use mixture – it **depends on access and preference of those involved**. Can be in person (using on screen), Word, CMS, etc. (Sam Giles)
- Update content in CMS, but **send email of extract for review & approval** (Jen Garlinge)
- Start with drafting content in Word/Power Point before switching to CMS (Nancye Gannaway, Peter Macri)
- Use MS Word to creation / update content & approval before switching to CMS (Sam Scott)

Process from Content creation to Publish (8) ^{OFFICIAL}

How are people notified that they have an action?

- Email is used by most, especially personal emails.
- CMS automatically sends email to Project / Comms Approval.
 - Some also sends a personal email/ call to expedite approval (e.g. evidence of urgency & importance) or
 - Some also sends a personal email to provide more additional information (e.g. what changed, what approvals were obtained outside CMS)
- All other notifications are done via email, phone call, conversations, teams, e.g.
 - Nancye Gannaway – rings approvers before submitting content to check if they are the best person to approve it and their availability

Other comments

- Limitation of automatic CMS notifications (Tim Scanlon):
 - Only page owner gets automatically notified
 - Content owners / contacts of page are not automatically notified
- Legal team is the exception – one person does everything. Therefore, no need for notifications (Gregg Neilson)

Process from Content creation to Publish (9)

OFFICIAL

Are there any approvals in place?

All content is approved by one other person besides the person that creates / updates content in the CMS. The exceptions are:

- Legal team's changes on WA.gov.au (Gregg Neilson's team)
- Publication of Staff pages (Amber Atkinson)

WA.gov.au:

- **Legal – one person does everything from content creation to publish** (Gregg Neilson)
- Comms created, updated & published content Royalties for Regions (Linda Towill)
- Approval of manager is obtained via email before content is sent to Comms (Sally Forbes)
- Content is drafted in Word & sent to her Comms Manager to publish (Jeny Kultugan)

Fish:

- None of interviewees have access to CMS. Therefore, team/project approvals are done outside CMS.
- Comms create, approve & publish content in CMS. Depending on the change, Comms may request evidence of approval or send final draft version of page for review and approval (e.g. by a manager of the area)

AGRIC

There are 2 levels of approval in Agric CMS: Project Approval & Comms Approval. Certain scenarios Project Approval is skipped and it goes straight to Comms approval

Content that skips Project approval in CMS:

- E-newsletter content, since it is not related to a project (Deb Boxall)
- Old content that was updated / content were comms have been part of the process (Nancey Gannaway)
- After content has been drafted, it is reviewed by original team that requested help. Once they approved it, is it sent for Comms Approval (David Bicknell)
- Draft of updated content is sent to Directors via email to review before it sent for Comms Approval (Jen Garlinge)
- Small edits / corrections are sent directly to Comms for Approval. Depending on who submitted the request, Comms may reject request, since it will need to go via Project Approval as well (Peter Macri) Media releases doesn't go via Project Approval, since project team wasn't involved (Tim Scanlon)

Certain content creators also have Comms Approval rights

- **Jeny Kultugan – At least one other person beside herself approves the content**
 - Create draft content in Word format and emails it to Project team for review & approval. Once it is approved by team, she updates the content in CMS, approve & publish it.
 - Content created by others in CMS goes through Project Approval (either email or CMS), before Jeny will approve it as Comms Approver
 - Content for WA.gov is drafted in Word and sent to her Comms Manager to publish
- **Amber Atkinson**
 - **Creates & publish Staff pages** – no other approval obtained. Staff can review their page after it has been published
 - She does not approve any other content for Agric site. Her role for other content is **proofreader**.
- **Sam Scott**
 - Create draft content in Word format and emails it to **Project team for review & approval**. Once it is approved by PM, she updates the content in CMS, approve & publish it.

Process from Content creation to Publish (10a)

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What do you like / dislike about the current process? - WA.gov.au

Common themes

- Great that there is up to date DRD content available on WA.gov.au
- Need to go through Comms – don't have access to CMS
- Difficult to find information on site and it is not well organized
- Would like more support, e.g. guidelines on content, training, how the process work, who to ask for help
- Exception: Legal has no dislikes on process: they are self-management (can publish own content & do not have to rely on other people)

Other (key) items mentioned

Deb Boxall

- Hardest is to get buy in from project teams to e.g. update websites and waiting for the team's input / direction on content changes
- Good thing that teams can produce content

Linda Towill

- Have not had a process / assistance for 2 years (did not have access to DRD to update content / structure)
- **Very keen on collaboration with other areas of DPIRD for content development**

Gregg Neilson

- New system (WA.gov.au) is great, since previous system was broken

Jeny Kultugan

- **Good that Comms does final check** (e.g. no jargon)
- **Process flow is great**
- **CMS not user friendly to start with** - it is easy to use once you know it & do it frequently
- Content does not look like organised in proper structure
- As an approver, it would be great to have **changes highlighted** (e.g. like Word track changes). Now have rely on what person says

Sally Forbes

- Comms approval process wasn't well understood – cc'ed more & more people in email to get it through
- **Need Comms to define the official processes & timeframes for approval**
- **Comms need to communicate better (more comms by comms)**

Process from Content creation to Publish (10b)

OFFICIAL

What do you like / dislike about the current process? - FISH

Common themes

- Current content is out of date (as well as the site look & feel)
- New content cannot be created – on-hold due move to WA.gov.au
- Process is clunky – no access to CMS and everything is done via Word & Email
- Unable to track progress of where content is in process
- There are no guidelines to refer to or information about what process to follow
- Would like a quicker turnaround time to getting content published

Other (key) items mentioned

Andrew Beer

- Like that AGRIC have aquaculture info, but is not cross referenced with content on FISH
- Content is very dry/boring. It is not interactive or modern
- Content was removed that shouldn't have been

Anthony Hart

- Like that there is a process
- Dislike rules & controls for the sake of it – not necessary to make small updates
- Dislike one website per institution
- Very siloed (different sites) – doesn't feel like we are part of something bigger

Clara Alvarez

- The old form (to complete to send to Comm) was not good – had to repeat the same information every time you submitted a request
- Email is a lot better

Michael Burke

- Loss of influence - would like greater input & control
- Decrease in connection between business units & internet presence, e.g. what can go on the site and how regularly is content updated

Process from Content creation to Publish (10c)

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What do you like / dislike about the current process? - AGRIC

Common themes

- CMS: like using it / is easy to use, e.g. process / workflow in CMS – know what to do next & it has an audit trail and also creates consistency
- Comms approval process takes too long, no deadlines / timelines
- Approving & publishing some content is on-hold due move to WA.gov.au
- No editorial oversight - there are grammar & spelling mistakes
- Would like more support, e.g. guidelines on content, training, how the process work, who to ask for help, terminology

Other (key) items mentioned

Amber Atkinson

- Grains want to publish more & different content (e.g. podcasts)
- Want a Central place for Growers & people can see all projects (e.g. active / completed)
- Researchers can't publish trial results in agric - they have to use 3rd party sites

David Bicknell

- Delegate responsibility – it is easy to help others (wide access to content)

Janet Conte

- Creating tables is an issue
- Copy & paste from Word / Excel is not easy
- Linking to other / related content of website is good

Jen Garlinge

- There are fewer people that understand the CMS and are not comfortable using it
- There is not close connection with Comms team – they have different priorities
- Content & structure - not up to date / kept current due to a loss of ownership. Will take effort to get content up to date

Nancye Gannaway

- Approval delay: What is Comm approving? What is in-scope for them to approve?
- Editors: Experts in field - not always recognized as such e.g. related to the msg/content & urgency of content that needs to published
- Limitation of process – once size fits all, but we are a diverse organization
- Like comms embedded in teams

Peter Macri

- Small edits need to go through lengthy approval process
- No escalation process, e.g. for urgent requests
- No automatic follow up reminder if item is not actioned in a specified timeframe
- No agreed taxonomy/ terminology / acronyms
- Project officers - publish content that isn't consistent with content that Comms publishes
- Contact details not checked - No permission obtained to list another area as contact info
- Comms don't want to approve if only contact info changed, since page wasn't reviewed, but updated date will suggest that it has been

Tim Scanlon

- No access to analytics of what content / pages are viewed

Anything else you think might be relevant that I should know?

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WA.gov.au

Deb Boxall

- DPIRD is about innovation & new tech/findings, but the website & style doesn't reflect it. It is out of date
- Existing WA & Agric site it is difficult to find information. You need to know specific search terms
- Pathways to access content needs to be simpler / shorter
- Should contain all the relevant content

Gregg Neilson

- No central repo for all legislation content in DPIRD. Gregg has had some earlier conversations with other areas. However, they are waiting for an outcome/recommendation from this project before they continue the discussions

Jen Kultagan

- Search results not relevant – it looks like old content appears first
- Cropping images takes time
- Need a site that hosts all content

FISH

Andrew Beer

- What is the future direction of the site?
 - Will lighter content only be on social media?
 - What will the business rules be on what content goes where?
 - Will we have style guides depending on where content is published?

AGRIC

Amber Atkinson

- How will historic data / information be presented – Fear that we will lose published research

David Bicknell

- Need Science Writers

Jen Garlinge

- Don't have clear pathway yet on what we need to do & what platform to use. Need strategic direction and hopefully improvement to communication will follow

Peter Macri

- Staff pages not linked to AD / HR system - update 1 place

Tim Scanlon

- Don't have full access to website functionality
 - Limited options to editing, e.g. fancy tables - need to be done by IS
 - No access to whole page - only access/edit to middle section/columns of page
 - Can't host apps / tools/ reporting without help of IS
 - It will be easier if they have access to edit HTML directly instead of just basic content editor
- Updates break existing pages / tools (deadlinks)

Other Languages

Do you publish content in another language besides English?

- Predominantly not – more the exception.
- Vietnamese was mentioned most

Fish:

- Have “Languages” bar on top of page:
 - Difficult to see how this works – you are taken to site where you manually need to add text. It doesn't translate whole site e.g. like [Google translate](#)
- Brochures - Vietnamese, Mandarin

AGRIC

- Vietnamese – uses accredited translator
- Video commissioned with subtitles / captions for hearing impaired
- Some instances content has been adapted to make it accessible by other groups, e.g. Vietnamese
- Fact sheets - download - Mandarin, Bahasa, Vietnamese
- No – but use lots of aboriginal language as relevant to the communities we are working with
- Accessibility: Would like: "Read" content on page by tool (native AI reader, e.g. AI voices)

Social media (out of scope)

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General:

- Uses social media for public interest / exciting news. Website is used for dry/formal material. In future, will lighter content only be on social media? (Andrew Beer)
- Close link between social media & DPIRD site - Social media posts contain links to “read more” info – content is on DPIRD sites
- FUTURE: Shift from having content on DPIRD sites to having more content published on social media sites, e.g. publish more news on social media (Sally Forbes)

Rules & Limitation on social media posts (Nancey Gannaway)

- Social media posts needs to be submitted 2 weeks in advance, which is an issue since would like to be able to post sooner
- Would like more links between DPIRD sites & Social media sites
- Suggestion: maybe divide number of social media posts between sub directorates (and when they can post). The sub directorate can then decide what/who in their directorate can post when

Summary

- DPIRD is about innovation & new tech / findings, but the website & style doesn't reflect it. It is out of date
- Having an **approvals** process isn't an issue for most, but the wait times to getting it approved is an issue
 - Wait time needs to be reduced and avoid single point of failure (i.e. only 1 approver per area)
 - Need clear SLA (service level agreements) – how long will it take to review page
 - What is required in order to pass Comms Approval?
 - Do we need a different process for small updates (correct mistakes) vs e.g. new content?
 - What is the plan on approving updated content before new CMS is in place? What if it is another year before new CMS is in place?
- Fish – staff have no **access to CMS**
 - Less visibility of where content is process – does that result in more queries from Fish staff?
 - No automated notification to say content needs to be reviewed
- WA.gov.au – **difficult to find information**, since very few content is linked from DPIRD section. You need to know exact search terms and even then, you may end up with a lot of results to shift through (and give up because the answer is not on first page)
- Make it easier for people to know **who to contact to update content and how** can they contact them (email vs Form)
- **Support, Training, Web & Content Guidelines** – Reduce queries, the improve quality of the content
- **Information Architecture** needs to be planned and agreed before creating content in new site
- Use **data analytics** (e.g. Google Analytics) to make more decisions on content on site
- Creating content in new site:
 - Will require in put from experts to ensure content is correct & up to date
 - Certain photographs used on current sites look old / out of date. These will also require updating.
- **Tools & Applications** on site may require development to work in new site (some haven't been updated in years)
- **Obtaining permissions for Photos / video** (persons in media / owner of media) – how can this been improved (e.g. wording) & where is the permission stored?
- Use **last updated date in search results** instead of created date



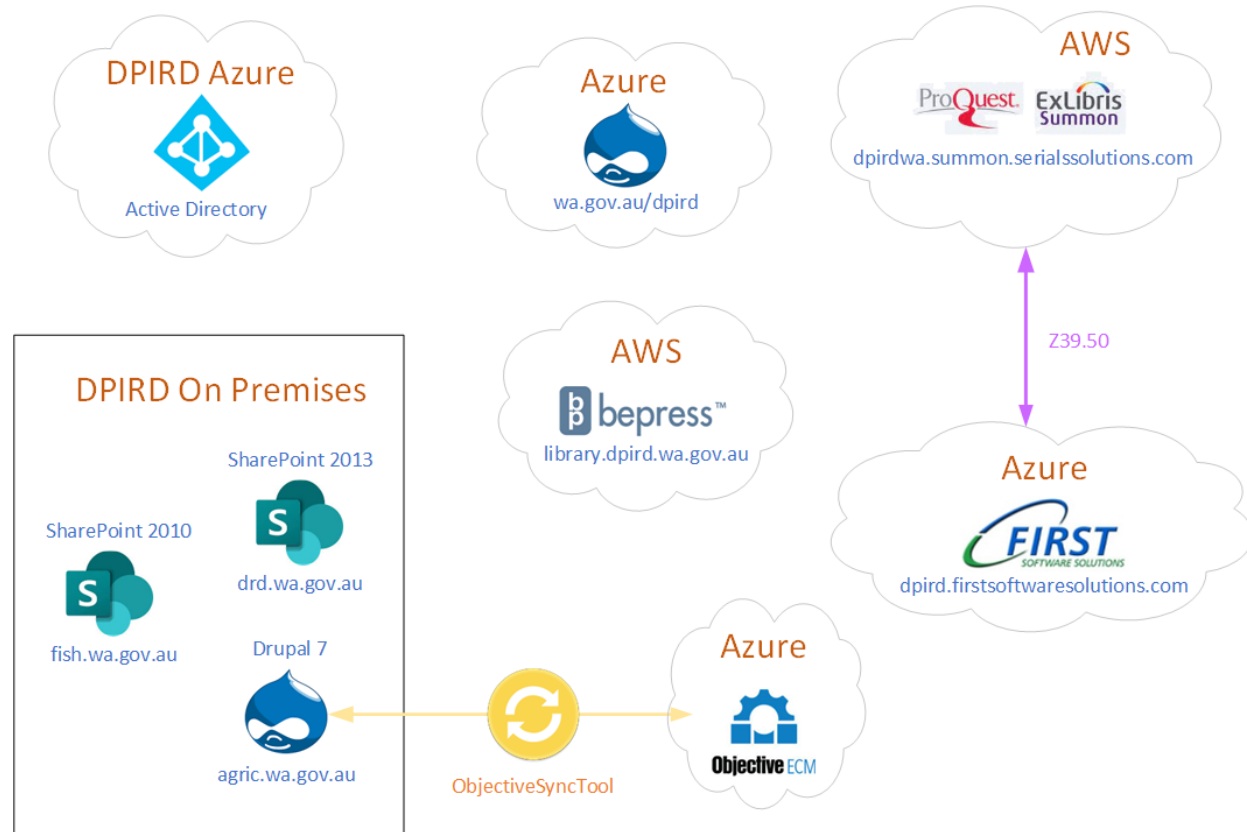
Department of
**Primary Industries and
Regional Development**

Current Tools

Progress Update



Overview



External Components

Component	Description	Technology / Platform
wa.gov.au	WAGov mandate to use this site	PaaS, Drupal 8, EOL Nov 2021 , Azure
bepress	DPIRD publications library	AWS, current tender
FirstSoftwareSolutions	DPIRD library Catalogue (hardcopy - DPIRD & other publications)	Azure
RefWorks	DPIRD Discovery layer (subscribed journals and ebooks)	AWS, current tender
Objective	DPIRD information management	Azure

DPIRD Components

Component	Description	Technology
drd.wa.gov.au	DPIRD regional dev website • 275 Static pages	Sharepoint 2013 (EOL Apr 2023)
fish.wa.gov.au	DPIRD fisheries website • 1031 Static pages	Sharepoint 2010 (Not supported)
agric.wa.gov.au	DPIRD agriculture website • 3967 Static page • 71 dynamic pages • 33 webforms • 26 mobile apps	• Drupal 7 (EOL Nov 2023) • Angular/Javascript • API • iFrame / Oracle Apex • Lucid • iOS • Android
ObjectiveSyncTool	Synch Objective and agric website	SOAP and Objective API

ObjectiveSynchTool

- Custom module in Drupal
 - copies files from Objective to Drupal database
- No current synchronisation between Objective and wa.gov.au
 - Would need wa.gov.au enhancement
 - Would need provide wa.gov.au access to DPIRD Objective
- Needs upgrading no matter what new platform
 - Relies on deprecated Objective API calls



Department of
**Primary Industries and
Regional Development**

Change Management

Progress Update



Change Management Initiation Phase

Stakeholder Engagement

The below documents will be live throughout the Project and into Business Adoption

Stakeholder Matrix

- Commitment to change (**Supporter**, **Critic**, **Neutral**)
- High Level Impact (**Low**, Med, High)
- Communication Approach (Manage Closely, Keep Satisfied, Keep Informed, Monitor)
- What is important to the Stakeholder (information comes from BA and DS meetings)
- How could they contribute or block the project

Stakeholder Engagement Tracker

- Tracking attendance of all engagement meetings

Change Management Initiation Phase

Stakeholder Engagement

The below documents will be live throughout the Project and into Business Adoption

Stakeholder Engagement Plan

- Engagement Type (Consultation, Active Participation, Keep Informed)
- Key Discussion Points
- Agreed Outcomes
- Challenges/Opportunities
- When, How, Who

Change Management Initiation Phase

Communication

Communication Strategy

A risk from the Communication Strategy is insufficient engagement and communication with stakeholders. The previous Stakeholder Engagement documents and Communication Plan will assist with this risk.

The Communication Plan will show the audience and timeline for all communication. This plan will be developed with the Communication and IP Project teams. It will provide the team with a schedule of communication with the business, eg presentations, emails, newsletters, intranet articles, surveys, interviews and meetings.

Change Management Initiation Phase

Deliverables

- Creation of project page on the internal website to share project updates and presentation, early Sept 22
- Internet Presence Project email address to be created to provide staff a direct link to the project team for any questions or queries, 6 Sept 22
- Project update communication, including a list of the user group members and link to Senior Leadership Presentation to be added to the @DPRID newsletter in Sept and added to the Project page, Sept 22
- Delivered Talking Points for User Group to share with Teams, 30 Aug 22
- Share high level outcomes from Digital Strategy meetings with Stakeholders, Sept 22
- Develop next communication for User Group, Oct @DPIRD newsletter and project website
- Communication and Engagement Plan to be complete for Initiation Phase, end of Sept 22

Thank you

Visit dpird.wa.gov.au

Important disclaimer

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