

Appendix A



Digital Development Plan 2013-2017

1. Background

The Council uses a range of customer-focused digital platforms, which need to be reviewed and maximised in order to meet the changing nature of customer needs. Increasingly, online is becoming a primary source of information, to access services and to establish two-way engagement.

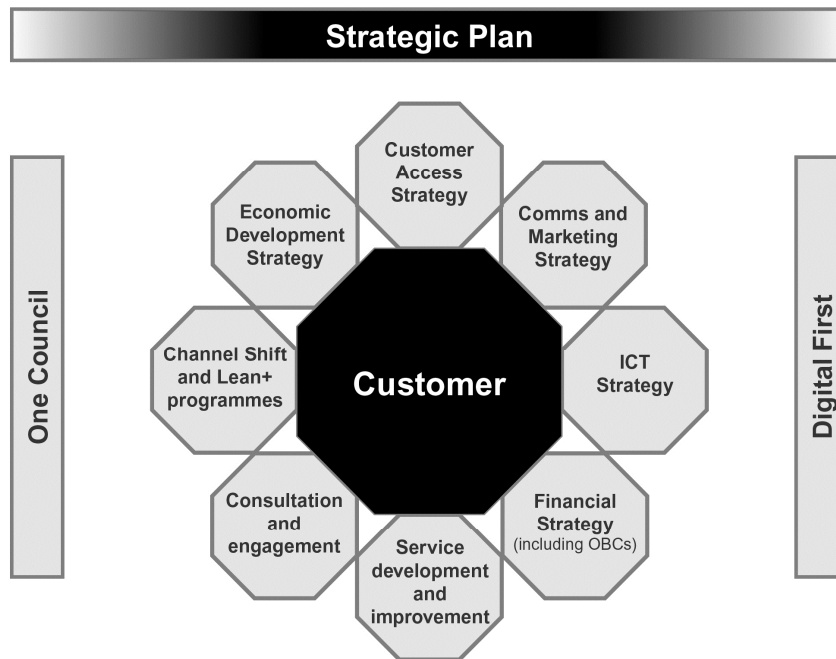
The Communications and Marketing team manages the digital platforms including the website, intranet, 'emailme' (an email marketing system which uses GovDelivery), digital TV screens, Wired (an extranet for schools), Eureka! (employee suggestion scheme which uses Wazoku) and a YouTube channel. It also has a range of social media platforms with accounts on Twitter, Yammer, Facebook and Flickr. In addition, there are a number of other digital systems and tools which the Council uses to conduct its business.

It is recognised that these platforms will play an increasingly important role in satisfying customer needs and ensuring the Council can meet its savings targets (with more transactions being done online). Digital improvements and service delivery are key features of many of the budget savings proposals. Digital channels are also a key way to establish an on-going two-way relationships and engagement with residents.

While there has been some progress made in the development of digital platforms, it is recognised that there needs to be further improvements in order to fully deliver the new Strategic Plan and maximise cost savings. For example, the Council's website does not fully support the average 30% (and growing) number of visits to it which are from non-desktop computer devices such as smartphones and tablets.

2. Scope

This plan ultimately supports the delivery of the Strategic Plan and complements many of the existing strategies. Customers remain at the heart of all of these strategies with delivery supported by the two approaches of One Council and Digital First. This can be seen in the following diagram.



There are two strands to the Digital Development Plan 2013-2017:

- **An organisation-wide culture change and transformation programme** –to support the delivery of the Strategic Plan by achieving a ‘digital first’ mind-set. This involves a One-Council approach to the appropriate and consistent use of digital to realise higher customer satisfaction and enable financial savings to be made.
- **A road map for developing key digital channels and platforms** – to develop digital communication channels and platforms which are designed around the customer’s needs and which will support the delivery of key transformation programmes (such as Channel Shift and Lean+, as well as supporting the Superfast Broadband agenda), plus the strategies identified in the diagram above.

3. Insight

Increasing numbers of people (residents, employees and partners) want to complete transactions online wherever possible. Use of, and engagement with, digital channels has risen consistently so online is the ‘channel of choice’ for many.

National context:

- A recent study by the O2 Digital Community found almost half of residents surveyed would like to use the internet, social media or mobile apps to

access council services - but only 7% had been able to do so in the last year due to availability from organisations

- More than half of the UK's 33 million registered Internet users (52% of population) are accessing social media on a daily basis
- 65% of the UK's active online population use Facebook every day
- 28% of the UK's active online population use Twitter every day
- The 45–54 year age bracket is the fastest growing demographic on both Facebook and Google+
- 93% of marketers use social media for business

Local picture:

- 84% of Nottinghamshire's population has access to the internet
- The equivalent of 24% of Nottinghamshire's population accesses nottinghamshire.gov.uk each month
- Net satisfaction (number of satisfied visitors minus dis-satisfied visitors) of visitors to the website is 37% - this compares with an average of 31% for other county councils which are signed up to the SocITM service
- 25% of visitors to www.nottinghamshire.gov.uk in July 2013 said their purpose was to carry out an online transaction
- 30% of visitors to nottinghamshire.gov.uk in the first half of 2013 were using a smartphone or tablet. This figure is expected to increase and has already doubled since the same period in 2012
- Data collected by the Council's channel shift programme details the cost of transacting with the Council as follows: £9.14 for face-to-face; £4.79 for telephone; £0.09p for online
- The Council has more than 12,400 Twitter followers (as of 24/11/2013)
- 87% of employees responding to the Employee Survey 2013 said they had access to the intranet but 17% said they could not find the information they needed

The Council's digital channels and platforms need to be developed to keep pace with the rising expectations of customers while, at the same time, make sure that no one is left behind with alternative access routes offered wherever appropriate.

4. What is digital first?

'Digital first' is a commitment to the provision of digital services so straightforward and convenient that all those who can use them will choose to do so, whilst those who can't are not excluded.

It is about having digital at the forefront of people's minds when considering customers' needs. It is both a culture change and transformation programme, which supports a number of other strategies (as outlined in the scope section above).

'Digital first' includes: designing customer-friendly digital services; being innovative and solution-focused; fully integrating digital and traditional communications channels; reaching and engaging with online communities; and making savings through online service delivery where appropriate.

Many government agencies and local councils have already adopted a digital strategy that comes under a range of names including: Digital by Default, Digital by Design, Digital First or Choose Digital.

In all cases it is based on the Government Digital Service (GDS) Design Principles, which are:

1. Start with needs (user needs, not organisation needs)
2. Do less (minimal and simple content with relevant links)
3. Design with data (informed by user insight)
4. Do the hard work to make it simple (easy-to-use)
5. Iterate. Then iterate again (constantly improve and develop)
6. Build for inclusion (a range of devices, accessibility and literacy)
7. Understand context (how people access services in the real world)
8. Build digital services, not websites (digital services which are flexible for future)
9. Be consistent, not uniform (consistent use of good practice principles)
10. Make things open: it makes things better (open, transparent and share)

A full explanation of these principles is available at www.gov.uk/designprinciples

5. Objectives

The objectives of this plan are:

Primary:

<i>Objective</i>	<i>Description</i>	<i>Measures</i>
Support the delivery of the savings attached to Channel Shift and Lean+	By creating digital platforms that maximise the usage of online information and transactions	Transaction completion rates; service take-up; income generated through advertising on digital platforms
Increase % people satisfied with how the Council runs things	By improving digital platforms designed around user needs	Annual Nottinghamshire Residents' Satisfaction Survey
Embed a digital first mind set at the Council	By a cultural change programme	Increased level of digital maturity for organisation (European Digital Capability Framework); employee survey

Secondary:

<i>Objective</i>	<i>Description</i>	<i>Measures</i>
Increase % people who agree the Council provides good value for money	By showing the range of services that the Council provides	Annual Nottinghamshire Residents' Satisfaction Survey
Increase % people feeling informed	By providing user-centred information	Annual Nottinghamshire Residents' Satisfaction Survey
Increase % of people who feel engaged or able to influence decision-making	By facilitating genuine two-way engagement	Annual Nottinghamshire Residents' Satisfaction Survey; % of consultation responses from digital sources

6. Key deliverables

The estimated timescales for delivery, subject to project scoping and resource availability, are:

- Review Infrastructure, support and systems – by June 2014
- Launch a new multi-device friendly public-facing website – by March 2015
- Launch a new intranet and employee engagement tools – by March 2015
- Review social media platforms and how these are used – by April 2014
- Make improvements to digital resilience – by September 2014
- Review the future of the school extranet – by October 2014

See the section below on digital platforms for more detail.

7. Transforming the organisation

For the 'digital first' transformation to be successful, it will require: a clear vision, strong leadership, good employee engagement and effective resourcing.

The following are suggestions for helping to embed a 'digital first' culture:

- **Increased use of insight and evidence** – to inform digital design and delivery. This could include insight gained through the annual residents' satisfaction survey, employee survey, Citizen's Panel, Mosaic profiling and business intelligence
- **Establish a cross-council stakeholder group** - to encourage services to think about how they currently deliver both content and any transactional elements, and how they could deliver them more efficiently using a digital first approach

- **Identify digital champions** - digital champions within services will help act as a liaison point, enthuse others in their areas about the potential and opportunity of digital, provide feedback and act as user testers at an early stage of digital developments
- **Share good practice and collaborate** – to help empower employees and encourage collaborative working and innovative digital thinking, best practice should be shared openly internally and externally. This might include a blog, use of Yammer etc.
- **Events and opportunities to explore digital** - a programme of events should be undertaken to improve understanding of digital and increase people’s confidence with digitally innovative thinking. This may include regular social media surgeries for employees, ‘hacking’ events (developers are invited in to come up with practical solutions to Council problems) and hosting of relevant sector events (such as Local DirectGov Really Useful Days, LGComms workshops, SocITM events etc)

8. Developing digital channels and platforms

The following projects have been identified for Communications and Marketing to develop key digital communication channels and platforms which best meet changing customer needs.

This is not an exhaustive list and it is important to recognise that there is other organisational activity taking place which also supports and is interlinked with the Council’s ‘digital first’ transformation (for example, as part of ICT Strategy and Customer Access Strategy).

Involvement, collaboration and consultation with service areas and key stakeholders will take place as a key part of each project.

<i>Project</i>	<i>Description</i>	<i>Priority</i>
i) Review Infrastructure, support and systems	<p>Ensuring infrastructure and platform foundations are solid – conduct a review and potentially replace. This will include separate reviews of:</p> <ul style="list-style-type: none"> • hosting and support (currently done by IT) • the Content Management System (Easysite) • other digital systems which carry out specific digital tasks or measure outputs/ outcomes. (e.g. SiteImprove, GovMetric, CampaignMonitor, SocITM subscriptions, and Hootsuite) • digital estate (all websites, 	High – due to cost savings, channel shift, digital take-up, and changing audience needs

	intranets, extranets and social web profiles used or owned by the Council)	
ii) Multi-device friendly public-facing website	<p>Improving the public-facing website nottinghamshire.gov.uk is critical to support channel shift. This will involve a whole-scale and wide ranging review of:</p> <ul style="list-style-type: none"> • Look and feel (design project) • Information architecture (structure project) • User journeys and digital transactions (transaction project) • Findable, shareable, reusable content (content and search projects) • Sharing practice with peers and residents (transparency project) 	High – due to cost savings, channel shift, digital take-up, satisfaction, changing audience needs
iii) New intranet and employee engagement tools	<p>Improve employee engagement through digital channels. This will include a review of:</p> <ul style="list-style-type: none"> • Intranet project (all aspects) • Consolidation of systems (e.g. Sharepoint, One Space EasySite CMS, Yammer etc) • Cloud based systems (some councils are moving collaborative working, email, storage and support into web 2.0 technologies to escape limitations and costs of legacy systems and structures) 	High – due to need for digitally engaged and most productive workforce
iv) Social media	<p>Increase reach and engagement through social media. This will include a review of:</p> <ul style="list-style-type: none"> • Engagement • Customer service (e.g. responding to customer enquiries via Twitter) • Communications (e.g. email and SMS text messaging) • Multi-purpose content 	Medium – due to potential for savings through channel shift and digital take-up
v) Digital resilience	Ensure digital resilience and security for business continuity. This will	Medium – due to supporting key objectives,

	<p>include a review of:</p> <ul style="list-style-type: none"> • Hosting and support - ensuring requirements reflect the need for at least 99% up-time and load-balanced dedicated servers to cope with periods of high demand • Business continuity – ensuring that digital channels are correctly included in business continuity plans • Security – ensuring security for platforms outside of our digital domain (e.g. example Google Apps and social media) 	protecting reputation and assets
vi) School extranet	Improvements to Wired (schools extranet). A review of this platform is needed along with a discussion as to where the responsibility for the overall management of this particular system sits.	Low priority – due to future support to schools to be reviewed

9. Risks

‘Digital first’ requires a whole-Council approach and therefore requires comprehensive engagement and cross-Council collaboration to unlock the potential for increased customer satisfaction and realise cost savings.

As with any development plan there are risks involved and these would be detailed at the appropriate point in each project work stream.

By continuing with the current systems, infrastructure and prioritisation of work - or designing systems which are not customer-friendly - there is a significant risk that optimal levels of digital take-up, customer satisfaction and channel shift will not be achieved. This means potential cost savings will be lost to the Council.

Use of digital and non-desktop devices to access services and information is expected to continue to increase. Therefore failure to make suitable provision or iterate in line with technology and user behaviour poses a significant risk to the organisation over time.

10. Resources

It is envisaged that a ‘digital first’ transformation will need to be supported by the Improvement Programme due to the scale, complexity and cross-cutting nature of the changes needed – as well as the extent of the savings which need to be made.

The Communications and Marketing team includes a small team of digital officers and the demand for digital support is ever-increasing. This has meant delivering day-to-day work has taken priority, rather than on developing digital platforms. Both need to take place and as a result a re-focussing of digital work and a re-positioning of the digital offer to services will be undertaken.

As individual digital channel and platform projects move forward, skills will be assessed and any extra resource needs (whether financial or human) will be identified as part of a robust business case. Any financial investment will be carefully considered and will be based on the ability to make greater savings on service delivery in the future.

Other parts of the Council will need to contribute resources to the ‘digital first’ agenda, for example the already approved investment in ICT. Any underspends in Communications and Marketing will be considered as part of any investment needed. If there is not sufficient money, then a business case will be presented to the Transformation Board for consideration before Members discuss.

11. Evaluation

Evaluation will be on-going and include quantitative and qualitative data. This evaluation is likely to involve a number of Council services and a range of digital channel and platforms.

Evaluation measures of the ‘digital first’ transformation programme will need to be agreed. They are likely to include, but are not limited to, those listed below.

Primary measures:

Objective	Measure	Method of measurement	Baseline	Target
Support the delivery of the savings attached to Channel Shift and Lean+	Lower cost per transaction	Cost per transaction	£9.14 for face-to-face; £4.79 for telephone; £0.09p for online (TBC and specified for each transaction)	TBC at end of discovery phase of website project
	Increased completion rate for digital transactions	Website analytics Service measure (comparison with previous paper-	Calculated on an individual transaction basis and	TBC at end of discovery phase of website project

		based transactions)	reliant on both quantitative and qualitative data	
	Increased take-up of digital services	Website analytics	Unique visitors – 2,110,442 (1 Nov 2012 – 31 Oct 2013)	TBC at end of discovery phase of website project
		SocITM take-up survey	Visitors coming to site to carry out transaction – 21.9% (SocITM May-Oct)	TBC at end of discovery phase of website project
	Income generated through advertising on digital platforms	Money gained from advertising on the Council's website and digital TV screens	2013-14 is the baseline year so TBC	TBC ready for 2014-15 as part of income generation project scoping
Increase % people satisfied with how the Council runs things	Increase % people satisfied with how the Council runs things	Annual Nottinghamshire Residents' Satisfaction Survey	63% (2012 survey)	TBC as part of updating the Communications and Marketing Strategy
	Increased overall user satisfaction with nottinghamshire.gov.uk	GovMetric / User Feedback / SocITM take-up survey	Average 36.84% (SocITM take up survey May-November 2013)	TBC - average to be graduated increase over period of plan
	Increased positive perception of the Council's digital activity	Web survey	TBC	TBC
Embed a digital first mind-set at the Council	Increased level of digital maturity for organisation	Self-assessment against European Digital Capability Framework	Intermediate (on the European Digital Capability Framework)	Advanced (2015)
		Self-assessment against European Digital Capability Framework	Intermediate (on the European Digital Capability Framework)	Optimal (2017)

Secondary measures:

Objective	Measure	Method of measurement	Baseline	Target
Increase % people who agree the Council provides good value for money	Increase % people who agree the Council provides good value for money	Annual Nottinghamshire Residents' Satisfaction Survey	47% (2012 survey)	TBC as part of updating the Communications and Marketing Strategy
Increase % people feeling informed	Increase % people feeling informed	Annual Nottinghamshire Residents' Satisfaction Survey	62% (2012 survey)	TBC as part of updating the Communications and Marketing Strategy
	Reduce website visits judged unsuccessful	SocITM Take Up	Average 18.6% (May-November 2013)	Average 10% (timescale TBC)
	Increased website traffic from non-desktop devices (mobile / tablets)	Website analytics	Average 30% of overall visits during 2013 (Jan-Nov)	TBC at end of discovery phase of website project
	Increased web resilience / up-time	Server analytics	TBC	TBC
	Increased website accessibility compliance	Content audit / Code audit Consider independent assessment through Shaw Trust or similar	TBC	WCAG AA compliance across 80% of web pages (excluding 3 rd party systems apart from where identified)
	Increased subscriptions to emailme (GovDelivery email marketing and management); increased open and click through	Quantitative measures on subscriptions; average open rate %; and average click rate %	8,200 subscribers to existing lists; 20% average open rate; 10% average click through rate.	35,000 subscribers by October 2014 (5% of Notts population) TBC; 30% average open rate; 15% average click through rate

	rates			
	% of employees who feel the intranet keeps them fully informed	Employee survey	(69% of responses to Employee Survey 2013)	(75%) of responses to future Employee Surveys)
	Increased employee access to an intranet	Website analytics / employee survey	87% (of responses to Employee Survey 2013)	TBC
Increase % of people who feel engaged or able to influence decision-making	Increase % of people who feel engaged or able to influence decision-making	Annual Nottinghamshire Residents' Satisfaction Survey	36% (2012 survey)	TBC as part of updating the Communications and Marketing Strategy
	% of consultation responses from digital sources	Consultation evaluation	TBC	TBC
	Increased engagement on digital channels	Quantitative and qualitative social media statistics and feedback	Consultation analysis	TBC
			Quantitative – followers/likes as of 1/1/14	TBC

Additional KPIs will be developed that cover:

- Behavioural metrics – levels of conversation about the council, web traffic, phone calls and face-to-face contact, impact on real world decision making.
- Sentiment and attitude metrics – emotional resonance and impact on attitudes
- Ecosystem metrics – gauging wider impact of social media activity, quantitative measures of social profiles, impact on offline engagement and marketing

Other organisational measures will also be identified as part of the delivery of strategies outlined in Section 2 above.

12. Sources

This plan has been influenced by best practice from around local government and the work of the Government Digital Service. Specifically it cites:

- [European Digital Capability Framework](#)
- Government Digital Service – [Service Manual](#)

- [Devon County Council](#)
- [Shropshire Council](#)
- [Liverpool City Council](#)
- [Monmouthshire County Council](#)
- [Edinburgh City Council](#)
- [West Berkshire Council](#)
- LocalGov Digital [‘Framework for Digital Public Services’](#)
- SocITM [Digital Framework for Local Government \(PPT\)](#)
- [Barcelona Declaration of Research Principles](#)
- [YouGov Social Media Growing Up report 2012](#)
- Becoming a World Class Digital Organisation - http://www.bearingpoint.com/en-uk/download/Becoming_a_World_Class_Digital_Organisation.pdf