

NORTH LINCOLNSHIRE COUNCIL

POLICY AND FINANCE CABINET MEMBER

DIGITAL DEVELOPMENT PLAN REVIEW AND 2015/16 DIGITAL VISION

1. OBJECT AND KEY POINTS IN THIS REPORT

1.1 To provide a review of the 2014/15 Digital Development Plan and to introduce a refreshed 2015/16 Digital Vision

1.2 The key points in this report are:

- To detail key outcomes from the 2014/15 Digital Development Plan
- To introduce a refreshed Digital Vision for 2015/16 aligned with national best practice and local priorities

2. BACKGROUND INFORMATION

2.1. The 2014/15 Digital Development Plan was approved in April 2014. It detailed a broad range of digital projects spanning six specific outcome based themes.

2.2. The projects were subsequently delivered to time and budget during 2014/15. Key highlights included:

- An enhanced website that secured a three out of four star rating for a second year in the national SOCITM Better Connected survey. Excellent feedback was received:

“This site is easy to use and offers a very good range of content. It uses accessible language and a logical sequence of menus within service areas. Some areas are very good indeed, including Planning, Blue Badges and the Elections section. It was marked down because of the failure of a report form on a mobile device. They have resisted the temptation to over-complicate the homepage. This is plain but very effective. The interactive mapping service is efficient and gives much very useful detail about location-based services. A pleasure to use.”

- Seven out of eight top web tasks selected as part of the survey met the required standard (the highest in the sub-region)
- Website visits were also ranked significantly higher than neighbouring authorities
- And we were ranked within the top ten in the UK for volume of Self Service Account take up by population

- 1,500 web pages were reviewed to ensure consistency and quality of the content and over 50 popular customer journeys were also improved
- Intralinc was replaced with a modern alternative and the project also removed long standing duplication with the website and associated resource duplication.
- A range of council and commercially commissioned websites and micro-sites were delivered to time and to budget

2.3. To build on this progress, a refreshed 2015/16 Digital Plan (appendix 1) has been developed, informed by national best practice and local priorities. Over 50 projects spanning eight new themes are identified. Key aspirations include:

- Further improvements to the website including a further iteration of the design and further improvements to an additional set of popular customer journeys
- Improved presentation of online services from external application vendors to provide a more seamless customer experience
- Standardisation of service requests across all customer access channels and improved processes for popular requests
- More intelligent reporting of service requests across all customer access channels
- Introduction of an integrated “my account” function within the Self Service Portal (eg. view my council tax bill) and a similar “dashboard” function for staff (eg. view my payslip)
- Development of a further set of microsites and commercially commissioned websites

2.4. This revised plan is recognised as a key enabler of the council’s wider 2015/18 Transforming Customer Access vision.

3. **OPTIONS FOR CONSIDERATION**

3.1 **Option One:** Approve the 2015/16 Digital Vision

3.2 **Option Two:** Do nothing

4. **ANALYSIS OF OPTIONS**

4.1 Option One: Approve the 2015/16 Digital Vision:

The vision has been informed by the SOCITM Better Connected 2015 report, customer and CMT feedback and established best practice for digital service delivery.

Advantages

- Provides a joined up approach for all digital activities throughout the council
- Ensures opportunities for cross service working are identified and exploited to provide the best possible outcomes for the council and our customers
- Identifies opportunities to access or deliver services in new ways
- Further improves the customer experience

- Further improves our online portfolio
- Addresses known issues and assures confidence in relation to any emergent standards or legislation

Disadvantages

- Requires resources to deliver

4.2 Option Two: Do Nothing

Advantages

- Requires no direct resource
- Requires no additional cost

Disadvantages

- Loss of benefits associated with Option 1

5. **RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)**

- 5.1 The work will be delivered by the Digital Services team in consultation with relevant service area stakeholders using a business partnering approach. No unbudgeted costs have been identified.

6. **OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

- 6.1 An Integrated Impact Assessment indicated no adverse impacts arising from this report.

7. **OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

- 7.1 Learning from SOCITM, other local authorities with four star rated websites and external bodies has provided assured confidence that the 2015/16 Digital Vision reflect established best practice for local authority websites.

- 7.2 Development work is undertaken in conjunction with service managers to ensure that local priorities are delivered. The vision has been discussed by the IT Strategy Board and shared with Customer Services and Customer Insight stakeholders who have agreed it.

- 7.3 No conflicts of interest have been identified.

8. **RECOMMENDATIONS**

- 8.1 That the positive outcomes from the 2014/15 Digital Development Plan are noted; and

- 8.2 The 2014/15 Digital Vision attached at appendix 1 is approved subject to any required changes

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Background Papers used in the preparation of this report

Cabinet Member Report: 2014/15 Digital Development Plan
2014/15 Digital Development Plan
SOICTM Better Connected 2015

Where appropriate the report has been seen and commented on by (3 or n/a)

IT Strategy Board
Customer Service and Customer Insight stakeholders

North Lincolnshire Council

IT Services

2015 – 2016 Digital Vision

Draft v1.06



Information technology helping to build a better future for you, reducing costs and improving efficiencies

IT Services, Business Support, Policy & Resources, Cary Lane, Brigg DN20 8EY

1 Introduction

Key digital facts, figures and benefits - 87% of the UK population are already using the internet to bank, shop and transact online. They are also increasingly exposed to the fast developing "internet of things" with everything from cars to TV's to watches now connecting to the internet to provide information and services.

Our customers now demand access to council information and services online at a time and location that they find convenient using their preferred internet connected device.

Our online services are available and in use around the clock, every day of the year (far beyond our office hours). And the average cost of providing digital transactions is much lower too at 18p rather than £3.27 for a call centre transaction or £6.79 for a face to face visit.

During 2014/15 half of the 1,703,086 customer visits to our website were made using tablets or smart phones rather than traditional desktop PC's or laptops.

Last year CMT committed to making our digital channel our preferred customer access channel. This aspiration requires continuous improvement to our online services to ensure they meet or exceed customer expectations.

Our digital services will need to be simple to use with seamless customer journeys if we are to have any significant success in encouraging customers to use them rather than calling or visiting our offices.

More recently CMT have committed to a 2015/18 Transforming Customer Access programme. And this vision is a key enabler for that programme.

About our Digital Development Vision - Our 2014/15 Digital Development Plan was approved by the Policy and Resources Cabinet Member at their 8 April 2014 briefing. The document covered six key work streams:

- Website Enhancement
- Microsite / Commissioned Website Development
- New online service provision
- Data and Intelligence
- Digital Inclusion
- Council-wide Innovation

This Vision will formally review that plan and document the significant successes that were delivered.

It will also document known project work of the Digital Services team for 2015/16 within eight new key work streams.

- Self Service Portal integration with online services from 3rd party vendors
- Enhanced Business Intelligence, reporting and service provision
- Transformation of service delivery to our customers
- Transformation of service delivery to our employees
- Web enhancement programme
- Development of Microsites and commercially commissioned websites
- Development and continuous improvement of our digital platform
- Council-wide innovation

This vision has been informed by public and private best practice for digital along with local aspirations around improving customer services and reducing operational costs.

Notably our significant day-to-day routine work to ensure continued improvement, availability and operation of our digital platform is outside of the scope of this plan.

Due to the fast moving nature of Digital Service provision this Work Plan may be subject to change throughout the year. These changes are likely to be further compounded in 2015/16 by a range of factors including implementation of the new shared service, a local election, a national election, transformational plans and the impact of any further austerity measures.

2 Key National and Local Developments

Who's online? - Here are some 2014 headlines from the Office of National Statistics and SOCITM:

- The Yorkshire and Humber region have the highest volume of internet users within the UK at 91%
- Nationally 87% of the UK use of the internet (a growth from 82% within the last year)
- 76% of UK adults use a computer daily equating to 37,600,000 people
- There has been a significant growth in internet access in all age over each of the last three years
- Over 99% of 16 to 24 year old have now used the internet
- Only 13% of the population have never used the internet, a reduction of 26% since 2011

What's happening nationally? - Many leading councils see digital transformation as an essential way to engage with their customers at a time they prefer whilst also delivering significant savings in service delivery.

GDS (the Government Digital Service) are committed to their Digital by Default programme and Service Design principles to provide national online services that are so good customers will prefer them to traditional more expensive channels.

In March 2015 GDS committed to an integrated approach to working with Local Authorities to further improve digital provision.

SOCITM also have their "planting the flag" and "better with less" programmes. And the LGA have their "rewiring public services" agenda. These are all intended to assist councils with delivering their local digital and channel shift aspirations.

What's happening here? – A Digital Services team was created within the 2012 review of council-wide IT arrangements. The team have principal responsibility for development of the online channel for the benefit of customer and the council. They will actively lead all council-wide online service provision. Their specific responsibilities include:

- Strategic leadership for the council's diverse digital platform including web sites, self-service tools, e-forms, social media and intranets
- Development of technical online solutions with relevant back office integration to meet the changing demands of our customers
- Identification and exploitation of opportunities council-wide for transformation change in line with national incentives (eg. Digital by Default)
- Innovative use of modern technologies to deliver or provide customer access to council services
- To provide a sound awareness of best practice in relation to online service including: Government Digital Services principal (eg. Digital by default, service design manual), SOCITM plating the flag, LGA
- To provide a governance framework that ensures a consistent approach to digital service delivery

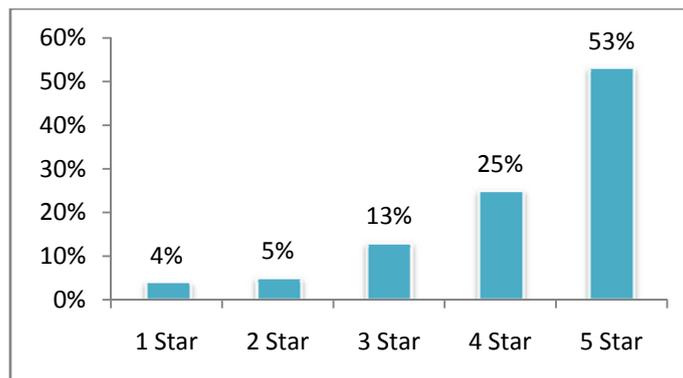
The following are some headlines of the team's recent achievements:

- As a result of our projects to further improve the website and to lead a review of all 1,500 content pages the website has sustained a three out of four star rating for a second year, narrowly missing out on the four star accolade.
- A number of new microsites have been developed including:
 - www.investinnorthlincolshire.gov.uk
 - www.northlincsiscb.co.uk
 - www.normanbyhall.co.uk
 - www.musicubnorthlincs.co.uk
 - www.joiningupthehumber.co.uk
 - www.commercialbusinessservices.co.uk
- The dated corporate Intralinc was replaced with a modern alternative with no external costs. The project also removed duplication of content with the website to make improve use of council-wide resources.
- A Business Intelligence pilot was developed based on CRM data. This gives a detailed analysis of customer request via formal Customer Services channels and will identify Channel Shift opportunities and monitor success.
- Over 600 customer comments have been reviewed and these have helped shape the website or content.

- Our innovation function continuously identifies opportunities to access or deliver council services with modern technologies. Regular Innovation reports are provided to the IT Strategy Board and current pilots include an email subscription service and the use of Smart Beacons to send messages to visitor's smart phones at Normanby Hall.
- Web Standards were developed to ensure a consistent approach to website content by our 80+ web authors
- A suite of governance documents were developed for Social Media accounts to ensure consistency across accounts

What's changed as a result?

- Customer feedback for the re-launched website has been continuously rated as **good** by our monitoring suite
- Over **1,500** page rating have been provided for our Self Service Portal since January 2013 and **91%** of customers rated their experience positively. With **53%** of them rating their experience as five star:



- Over **1,000** ratings were submitted to SOCITM by our customers in 2014/15. **67%** of these rated their visit positively.
- The website has been available for **99.70%** averaged over all day, every-day during 2014/15
- The average number of pages for each visitor has reduced by a quarter of using an evidence based approach to structuring our www.northlincs.gov.uk website to make their most commonly used "top tasks" the easiest to find
- Over **50,000** people have "liked" or "followed" one of our 50+ audience specific social media accounts to date
- The total number of visits for the year has increased by over **130,000** to give a 2014/15 total of almost **1,700,000** visits
- Over **23,000** customer have registered for Self Service Portal accounts ranking us within the top 10 nationally for take up based on regional population
- Over **48,000** online service requests have been made via our Self Service Portal a saving of **£150,000** compared to telephone as the next cheapest channel (rising to over **£230,000** with an assumed equal face-to-face & telephone split)
- Our Firmstep Self Service Portal was audited in 2014/15 with a positive outcome in the report
- The 2014 CIPFA benchmarking exercise noted the following volumes of formal customer contacts: website **1,688,435**, call centre **287,444** and local links **79,703**

What's next?:

Ambitions this year include providing a more seamless customer experience. In reality is a number of 3rd party vendors already provide some of our online services. But to our customers this shouldn't matter and our online experience should function as one. Technically this will be challenging especially given the need to deliver outcomes without incurring significant costs.

We'll also focus on developing the products we already have, taking opportunities to exploit extra functionality, add new modules or to rationalise our digital application estate and products to ensure the best use of council finances.

We'll look make use of innovative technologies to transform service access or delivery. Areas for investigation include online payslips for staff, online council tax statements and a revamp of the online parking PCN process.

We'll also look at enhanced reporting to better understand how customers access our services and to identify opportunities or monitor the success of campaigns to drive customer transactions to our online services.

We'll engage with national and local digital and channel shift incentives with SOCITM, LGA, GDS etc. and ensure we are joined up with developing local agendas such as the 2015/18 Transforming Customer Access programme.,

Review of our 2014/15 Digital Development Plan

Our inaugural Digital Development Plan was approved by the Policy & Resources Cabinet Member at their 8 April 2014 briefing.

It documented our key 2014-15 digital projects and outcomes. Most outcomes were delivered by their due date and to budget, but some minor outcomes were deferred by other services.

The key outcomes for each of last year's work streams are summarised below.

Theme one: Web enhancement programme

2014/15 Web Enhancement:	Status	Identified in 2014/15 Plan?	Delivered on time?	Delivered to budget?	Objectives delivered?
Compliance with relevant legislative requirements around accessibility standards. This work included technical and content changes to the website and the procurement / implementation of a page reader and translator	Complete	✓	✓	✓	✓ (1)
Implementation of the latest versions of the Easysite CMS for www.northlincs.gov.uk and the Firmstep platform that provides our CRM, Self Service Portal, eForms, FOI and Complaints solutions	Complete	✓	✓	✓	✓
Implementation of location based content for some webpages such as show my nearest Leisure Centre, Household Recycling Centre or Find my local Councillor	Complete	✓	✓	✓	✓
Implementation of a technical method to share details from the Self Service Portal with the website to customise location based information on some webpages based on postcode (eg. show my councillors)	Complete	✓	✓	✓	✓
Improvements to internal and external searches (eg. Google) using Search Engine Optimisation techniques to provide improve customer access to information	Complete	✓	✓	✓	✓
Revised design for the website to addressed negative customer feedback whilst still reflecting best practice at other leading councils and within the public sector	Complete	✓	✓	✓	✓
Implementation of a Web Standards document to detail how www.northlincs.gov.uk should be used by our 80+ approved service area web authors to ensure consistency throughout the website	Complete	✓	✓	✓	✓
Documenting and improving for over 50 priority customer journeys. These were high volume transactions, tasks with significant negative customer feedback or tasks expected to be included within the national SOCITM survey.	Complete	✓	✓	✓	✓
Delivery of a web chat pilot to provide live access to customer services staff during office hours to help customers complete tasks or find information online	Complete	✓	No (2)	✓	✓
Delivery of an emergency council-wide plan to review, standardise and improve the 1,500 pages of website content before the SOCITM Better Connected review window	Complete	No	✓	✓	✓
Delivery of an online bookings pilot using an additional free module within our Firmstep platform product	Complete	No	✓	✓	✓

(1) – BS8878 and DAC accreditation were not pursued to reduce project costs but their requirements were met

(2) – Project was deferred because of a system upgrade to the call centre software to avoid the need to duplicate effort and costs

Theme two: Commissioned Microsite Development

Microsite Development:	Status	Identified in 2014/15 Plan?	Delivered on time?	Delivered to budget?	Objectives delivered?
Development of an approach to promote council-wide traded services in support of the corporate Commercialisation agenda. Delivery of the initial service specific microsities for IT Services, HR and Procurement	Complete	√	√	√	√
Development of a Music Hub website to support partnership between key music service providers, local and national arts organisations	Complete	√	√	√	√
Development of a website for Normanby Hall to promote the venue specific focus on its use as a wedding venue	Complete	√	√	√	√
Development of a LSCB website to provide access for children, parents and professionals	Complete	√	√	√	√
Development of a Democracy website to replace the current solution that was built on outdated technology	On-going	√	No (3)	√	√
Development of a website for the PHASE (Young Peoples Support) ALMO	Abandoned	√	No (4)	√	√
Development of a replacement Visit North Lincolnshire website to promote tourism within the region and to harmonise online and printed brochure content	Complete	√	√	√	√
Replacement of Intralinc with a zero cost modern alternative and removal of duplication of content between Intralinc and www.northlincs.gov.uk	Complete	No	√	√	√

(3) – a newly platform has been developed but remaining work has been deferred pending service resource to migrate content

(4) – the project was abandoned at the request of the Managing Director of PHASE

Theme three: Data and Intelligence Programme

Data and Intelligence:	Status	Identified in 2014/15 Plan?	Delivered on time?	Delivered within budget?	Objectives delivered?
A pilot was delivered to make nationally required Open Datasets available online. This approach will be extended to cover future datasets to support national requirements and council aspirations to reduce the volume of similar FOI requests.	Complete	√	√	√ (5)	√
A Business Intelligence (B.I.) proof of concept was developed using the CRM data. The work is instrument in understanding how our customer access key council services. And the product will be used to identify Channel Shift opportunities, baseline services and monitor the success of future campaigns.	Complete	√	√	√	√
Improved CRM reporting	Complete	No	√	√	√ (4)

(5) – scope restricted as call centre information is held within the call centre system software rather than CRM

Theme four: New online service provision programme

New online service provision:	Status	Identified in 2014/15 Plan?	Delivered on time?	Delivered within	Objectives delivered?
Implementation of an online bookings facility for leisure activities at The Pods with integration with their XN leisure back office system and the corporate Capita e-payments system	On-going	√	No (6)	√	√
Implementation of an online benefits suite of e-forms to include new claims, change of circumstance and a revised benefits calculator. The product was also partially integrated with our Self Service Portal to enhance the customer experience.	Complete	√ (7)	√	√	√

(6) – project deferred due to vendor issues in delivering the required integration for online payments

(7) – original plan was superseded by a revised shared service priority to implement a new product for both councils

Theme five: Digital Inclusion Programme

Digital Inclusion:	Status	Identified in 2014/15 Plan?	Delivered on time?	Delivered within	Objectives delivered?
Community based training sessions to provide basic digital skills continued to be delivered in partnership with Ongo.	Ongoing (8)	√	√	√	√

(8) – These sessions will continue to be delivered in partnership with Ongo throughout 2015/16 and their success in promoting take up of online council services will also be actively monitored

Theme six: Innovation Programme

Innovation Programme:	Status	Identified in 2014/15 Plan?	Delivered on time?	Delivered within	Objectives delivered?
Development of an Innovation wiki to monitor success elsewhere and to aid with identifying local opportunities	Complete	√	√	√	√
Joined national innovation groups eg. NESTA, LGA, Knowledge Hub, Digital By Default, the Department for Business Innovation and Skills, SOCITM and gov.uk blogs	Complete	√	√	√	√
Re-established working relationships with local councils eg Kirklees, Leeds, Rotherham and Barnsley through regional SOCITM and other Digital events.	Complete	√	√	√	√
Worked with Digital Vendors on a range of council projects eg. email engagement with customers, social media management, digital passes, smart beacons, council-wide online bookings	Complete	√	√	√	√
Establish an approach to delivering IT Services innovation projects eg. Desktop and email replacements, IT project tools, secure file transfer.	Complete	No	√	√	√
Establish a framework for development of bi-monthly innovation reports for the IT Strategy Board and other council stakeholders	Complete	No	√	√	√
Establish a timetable for the timely provision of Innovation articles for each edition of the DigITal Newsletter	Complete	No	√	√	√

3 Our 2015/16 Digital Vision - Key Aspirations and Projects

Our vision features a significant volume of projects grouped within eight strategic themes:

- Self Service Portal integration with online services from 3rd party vendors
- Enhanced Business Intelligence, reporting and service provision
- Transformation of service delivery to our customers
- Transformation of service delivery to our employees
- Web enhancement programme
- Development of Microsites and commercially commissioned websites
- Development and continuous improvement of our digital platform
- Council-wide innovation

The vision is based on local needs whilst considering best practice at leading councils, central government principles and the public sector along with digital aspirations of professional bodies such as SOCITM, LGA etc.

Theme one – Digital Platform Integration with online services from 3rd party vendors (making our portal a “one stop shop” for our council-wide digital service provision)

We will:

- Improved customer experience and integration between our digital platform and online service products from other vendors including:
 - Libraries (Axiell) online services
 - Leisure (XN Leisure) online bookings
 - Adult Ed course details and bookings
 - Benefits (Victoria Forms) online forms
 - Planning (*new system due 2015/16*) integration
 - Peoples (Care First) as part of the Care Act

We will keep a watching brief on:

- National citizen authentication project and possible future plans to provide local government access
- Key integration developments elsewhere through SOCITM, our vendors and our peer network of other leading LA digital service providers

Theme two – Enhanced Business Intelligence, reporting and service provision (better understanding how customers access our services)

We will:

- Review core information for each customer transaction type in the CRM and e-forms with Customer Services and Service Areas
- Standardise how service requests are recorded across all service channels using a build once and reuse approach
- Transfer over 50 remaining e-forms into our authenticated SSP
- Ensure the SSP branding matches the website to improve continuous the online customer experience
- Integrate e-forms, call centre and key back office data into our B.I. Cube to provide a full view of service requests made across all customer contact access channels
- Improve reporting relating to service requests that are held in the B.I. cube by channel using ESD toolkit service list codes to support Channel Shift agenda locally and nationally
- Work with Customer Services to extend to use of CRM to other services where necessary
- Extend our suite of Firmstep platform modules (eg. My Account, Report It, Licencing etc.)
- Exploit opportunities offered by the latest version of our Self Service Portal software
- Improve key high volume forms and customer journeys as part of any Channel Shift campaigns

We will keep a watching brief on:

- National developments with performance dashboards
- National or other council developments with Open Data
- National developments with the ESD toolkit

Theme three - Transformation of service delivery to our customers

(exploiting opportunities to improve service delivery and reduce operational costs by promoting a council-wide "Digital First" approach to service provision and Channel Shift)

We will:

- Investigate and provide electronic council tax statements as a proof of concept for a My Account function within our Self Service Portal
- Work with Parking Services and Customer Services to deliver a project to transform the parking PCN process
- Work with Planning to improve delivery of any online services in their new system
- Establish a reporting mechanism to analyse how customers access www.northlincs.gov.uk monitoring how they arrive at the site, the pages they visit and their exit point to improve customer journeys and online service provision
- Provide easy customer access to selected recurring previous FOI's online as part of making any new online FOI request
- Provide a more comprehensive Open Data online portal
- Implement an email subscription service for customer to access regular service updates

We will keep a watching brief on:

- National developments around mandatory Channel Shift for key services
- National developments around Statutory Notices for local authorities
- Local council best practice for delivery of online services

Theme four - Transformation of service delivery to our employees

(alternative approaches to deliver information to staff and reduce operational costs)

We will:

- Implement a "Dash" function (an internal self-service portal) for employees within the Firmstep Platform
- Deliver a project using the "Dash" module to provide electronic access to pay slips for all staff with IT network access
- Implement a "Mobile" module to make some relevant service requests immediately available to remote staff to action

We will keep a watching brief on:

- What staff services are being delivered with the "Dash" module at other councils eg. Scarborough
- Developments within the "Dash" module to provide service requests to remote workers in the field

Theme five - Website enhancements

(continuous evidence based improvement of our www.northlincs.gov.uk website)

We will:

- Appraise www.northlincs.gov.uk using leading edge UX (user experience) skills
- Ensure any recommendations from the SOCITM Better Connected 2015 report are implemented
- Deliver tweaks to the design that raise the profile of online transactions, address concerns from CMT, any negative customer feedback, any issues from the SOCITM Better Connected 2015 report along with best practice at four star rated councils and the private sector
- Deliver and refine a web chat function to provide live Customer Services support to website customers
- Deliver any known vendor upgrades to the Digital Platform
- Work with the public to obtain user feedback and improve technical functionality of the website using commercial approaches (eg. www.whatusersdo.com) and hopefully focus groups or a forum
- Continuous refinement of customer journeys using an evidence based approach to ensure the best online experience

We will keep a watching brief on:

- SOCITM best practice through attendance at events such as "Learning from Better Connect 2015", "Building Perfect Council Websites" and regional group meetings
- Developments with the governments digital service provision and service design principals and any extension of these for local authority use
- Emerging best practice for public or private sector websites through national awards, articles, events and other information sources

Theme six - Development of Microsites and commercially commissioned websites

(developing our online presence whilst exploiting commercial opportunities, particularly where products can be used to provide a build once and resell to many financial model)

We will:

- Deliver additional microsites within the www.commercialbusinessservices.co.uk portfolio to promote our council-wide traded services agenda online
- Deliver relevant commercial opportunities and respond to all requested commercial requests for work within our digital services portfolio
- Develop a commercial proposal for generic Town and Parish Microsite to resell as a low cost product to our 40+ local councils (at present only 1:3 have their own website)
- Deliver approved Council Microsites (eg. Invest In North Lincolnshire phase II, Children In Care etc.)

We will keep a watching brief on:

- Future commercial opportunities within the Digital Services teams portfolio (eg. websites, programming, systems testing, SOA, systems integration, reporting etc.)
- Best practice for websites for Community Groups
- Any emerging national standards for town and parish councils online information provision

Theme seven - Continuous improvement of our digital platform

(continuous approach to exploiting maximum benefit from our existing suite of products whilst shaping the future environment around contract dates, available funding and best practice);

We will:

- Work with our vendors to document a two year roadmap for our all components in our digital estate
- Identify and take opportunities to better exploit our digital platform to improve delivery or access to council services
- Commence work to evaluate future CMS options for www.northlincs.gov.uk beyond the 2017 contract date to more closely align systems or rationalise our vendors where there are sound reasons for doing so; options may include:
 - procurement exercise for a new provider or contract extension
 - use of the Firmstep CMS
 - use of an open source alternative
- Commence work to improve our wider Digital Platform taking opportunities to enhance integration, reduce the number of products or vendors in use and improve customer experience

We will keep a watching brief on:

- Emerging technical best practice or standards for delivery of LA digital services
- Emerging approaches to share development of Local Authority customer journeys to provide a one size fits all online service model to apply within each authorities technical environment
- Any national developments around a national "local government digital service" a possible single website to replace over 400 existing local authority websites

Theme eight – Council-wide innovation

(transforming how council services are accessed and delivered by creative use of modern technology)

We will:

- Identify examples of innovation excellence elsewhere in the public (or private) sector and evaluate the suitability of those projects for us.
- Maintain relationships with local councils that have a reputation for innovation excellence (eg. Rotherham, Barnsley, Leeds and Kirklees) through regional SOCITM and other events and take opportunities to share project costs, risks and resources.
- Engage with established national innovation groups through established eg. Knowledge Hub, NESTA, Local.Gov etc.
- Maintain relationships with established vendors of Government Digital products eg. GovDelivery, FutureGov etc.

We will keep a watching brief on:

- National landscape relating to a national "local government digital service"
- Changing legislation and any impact on local service delivery
- Emerging national trends or mandatory requirements relating to local authority digital service provision

Our other Digital Services projects

(other known work that falls outside of the eight established themes):

We will:

- Assist delivery of the shared service with North East Lincolnshire Council in readiness for 1 April 2016
- Work with Service Areas and IT Services Stakeholders to deliver any relevant digital aspirations from their 2015/16 Directorate IT Plans
- Remove the need for Lotus Notes products within our Digital Services platform eg. retained Intralinc products such as HR eForms, CPID forms and the Organisation Directory (phonebook)
- Agree an approach to the future delivery of microsites for Community Groups and Charities after our eVoice contract ends 1 April 2016

4 Approval, delivery and reporting of the 2015/16 Digital Development Plan

The Policy and Resources Cabinet Member is responsible for approval of this Digital Vision. And the approved document is owned by the IT Strategy Board.

The Digital Services Manager oversees the day-to-day implementation of all included work on behalf of the IT Strategy Board and produces regular progress reports on at a least a six monthly basis for them and the Customer Services Development Board as an active member of both those corporate groups.

The Digital Services Manager will also report progress to other established bodies such as the 2015/18 Transforming Customer Access Programme Board once it has been established.

We will use a PRINCE2 and AGILE based project management methodology to manage change and mitigate the impact of in-year changes to the overall programme.

Significant issues and additional work requests that could impact on the delivery of key components or the overall vision will be reported to the IT Strategy Board in keeping with established project management best practice.