

## General

The website and other digital means should be the channel of choice for customers to access services; this will reduce costs and improve efficiencies. This should be supported by service areas viewing the website as their main delivery channel, and by the whole organisation using it as the primary means of advising customers, helping them to self-serve. This will free up more time for face to face and telephone channels to deal with more vulnerable customers.

The current website, implemented in 2008, is now out of date, much of the information is old, irrelevant, badly structured and hard to find. The website needs to be designed to the needs of the customer and to ensure a positive customer experience. When transferring services online, processes will need to be reviewed and often redesigned to align to customer need and to eliminate inefficiencies. To deliver the project objectives, the current Content Management System (CMS) needs to be upgraded or changed. LCC are procuring a new CMS and have invited MBC to join with them if we wish. This option, as well as sourcing a CMS for MBC only, are being considered and are subject to the outcome of the LCC procurement process scheduled to be completed by the end of March 2013.

In the meantime, we can ensure that everything is in place so that we are ready to make this change smoothly when the time comes. This means:

- testing out design, content and navigation ideas with customers on the existing website so they will be thoroughly ready for any new system;
- starting to change the culture within the organisation, and
- getting online content and services ready within service areas.

Upgrading to a new CMS system will undoubtedly provide better functionality. However in order to improve the website significantly, cultural change within the organisation is fundamental, so that officers view the web as the Channel of Choice to serve customers. Services will need to understand their customers' requirements and ensure that their needs are met online.

In the longer term (15 months +), the website should become an "online shop" for the council, where ALL enquiries and business can be conducted online, and links or integration between EDRMS (Electronic Document Records Management System), CRM (Customer Relationship Management) and backend systems provide streamlined and efficient online services. It will also provide the platform of other digital delivery channels including smart phone and tablet access, digital marketing, social media and digital TV etc.

The scope of the project covers the following areas:

### Phase 1:

- Understanding the customers' requirements
- Reviewing and improving content and functionality
- Improving navigation
- Staff training
- Designing a new website
- Changing the culture of the organisation
- Moving towards transactions online (shop online)

Phase 1 of the project is already underway, and can be progressed independently

of the decision around a supplier or partner.

**Phase 2:**

- Choosing a supplier or partner, and a hosting platform
- Implementing a new website (including smart phone and tablet technology)
- Planning for the future
- Changing the culture of the organisation

**Phase 3:**

- Plan to constantly update and improve, implement measures to ensure continuity

What is not included (out of scope):

- Transactions Online (links in but is separate project)
- Online Planning Applications (links in but is separate project)

**Service / Service / Function**

All

**Strategic fit**

**Objectives:**

- Making the website and other digital channels the channel of choice for customers accessing MBC services.
- To achieve significant cultural change within the council where online and digital is always the channel of choice for staff and customers
- To meet customers' expectations in delivering our services digitally.
- To provide a main communication tool for the council for both internal and external customers.
- To have in place all the basics for the new website ready to migrate to a new CMS when the decision around CMS provision has been made.

The web team will work with service areas to undertake a review of their online service. Services will need to understand their customers, and review current and ideal content and functionality. They will produce plans to improve their web pages in terms of content, functionality and integration with backend systems to meet the requirements of users linking in with CRM project.

New Customer Service Champions in each service area could be the main service links for the website.

Major cultural change is required so that services support the website to ensure that it is viewed internally and by customers as the channel of choice.

**Critical success factors are:**

- Reduced volume of telephone and face to face transactions
- Increased customer satisfaction

- Improved Council reputation
- Content and quality of website content and service is maintained
- Increased number of digital transactions
- More channels available for digital access

### Options appraisal

**1 – To do nothing and keep our current site** – this will require a redesign to refresh the pages and allow for content to be published in an easy to read format. All plug ins and functionality of the current software have been tested and there are no further improvement that can be made under the current contract. The site is an old version and is now unsupported by the provider. Cost of redesign approx £10K

**2 – Upgrade to Alterian 7 and redesign templates.** Approx costs from Alterian for managing the free upgrade is currently approx £30K plus £10K for the redesign for the home page and templates. This will improve the functionality of the site and provide a more professional look and feel although it may still be perceived as a “clunky” option. As the costs are for services and not software the contract procedure rules require 3 quotes for this work.

**3 – Implement a new website following a procurement process** – current quotes are coming out between £40K - £80K depending on functionality, hosting and training options. These include a redesign of the templates and home page and will be supported by the provider.

**4 – Continue with the current site and wait for the decision from LCC on their choice of provider for a new site.** This could include the interim redesign as described in option 1.

NOTE: all options require the refresh and updating of the current content available on the site. It has been identified that there is a lack of resource currently available to undertake this work which is becoming integral to any web site improvements.

Options to resource this include:

**1 – Contract work out** – cost unknown but expected to be at premium rates.

**2 – Provide a 6 month temp position for an internal candidate and back fill their position.** The advantage is that it would be expected the internal candidate would already have knowledge of the services and therefore knowledge to update pages however there is a risk that web writing and presentation skills may be missing and need developing. This may have a knock on effect on another service having to backfill a role. Approx cost £20K

**3 - Recruit into a fixed term position from an external pool, for example change agents.** Will provide an external and customer perspective on the

service information giving rise to challenge and ensure selection based on existing skills and knowledge in website content delivery. Approx cost £12K

Ranking against Project Scoring Matrix = 13

**Achievability**

As long as decisions continue to be made and resource issues are resolve the project is expected to achieve its objectives.

**Legal Issues (if applicable)**

**Specification**

***CMS Specification – Available on request***  
***Site redesign – Available on request***

**Financial Implications**

<b>Cap / Rev</b>		
	<b>£</b>	<b>Comment</b>
<b>Initial Costs</b>	20k phase 1	For Content Role & redesign of front page – now required to influence further development of the project (10K funded from previously allocated programme budget.)
	5k	To retain the additional resource from the change team for 6 months
	5K phase 1	Backfill
	50k	If option is taken to procure new site of upgrade current software.
	5k	Marketing of new site
<b>External Funding</b>		
<b>Net Cost</b>		
<b>Ongoing Savings</b>		
<b>Phasing</b>		

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**B 9 – Project Scoring Matrix**

<i>Scoring – for your project – calculate the points</i>			
<b>Criteria</b>	<b>1 Point</b>	<b>2 Points</b>	<b>3 Points</b>
Cost £ (budget, time and human resource)	<£10k	£10k - £50K	>£50K**
Timescale	< 6 months	6 – 12 months	> 12 months**
Impact if project failed on the organisation	Minor disruption	Moderate	Major**
Melton’s Track Record	Done Successfully Many Times Before	Done Successfully** Once or Twice Before	New Area of Working
Stakeholder Interest (internal and external)	Minimal	Moderate	Major**
Project Complexity	Straight-forward	Moderately Complex	Highly Complex**

**Total Points = 17**

Projects scoring 6 – 10 points - Formal methodology not necessary  
 Projects scoring > 10 points - Formal methodology is necessary

**Note**

The business case must be submitted initially to the Programme Board and will allow schemes to be prioritised and feasibility to be assessed.