

Perth & Kinross Council

**Corporate New Media Strategy 2007-2009**

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# Aims and objectives

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## Introduction

Our ambition is to be an excellent Council ensuring the delivery of high performing, quality services that meet the needs of users and communities.

Improving and modernising services through the development of a multi-channel, customer focussed approach to communications and service delivery is fundamental to our quest for excellence.

This strategy sets out our progress so far and the next steps of our journey to improve the use of new media as a key channel for communicating and engaging with our residents, businesses and service users and for the delivery of excellent services.

## Vision and Aims

Our vision is to develop effective and efficient channels for communication, engagement and service delivery through the Council's website, through our intranet, *eric*, and through new media developments – to provide a gateway to all our public facing information and online services for residents, businesses and visitors; to support effective internal communications and to support communications with our partners.

The vision can be broken down into five aims:

- Develop an effective and efficient website to provide a key channel for communications, engagement and for the delivery of public services;
- Promote effective communication and engagement with employees through the Council's intranet,
- Support a more joined up approach to sharing information and communications with our partners through the use of new media;
- To support modernisation by actively promoting the use of new media solutions;
- Provide improved access to the community, employees and to our target audience.

To deliver on this vision and aims the Council has identified ten objectives and developed a range of indicators to ensure that our progress can be monitored.

## Objectives

The objectives below provide a clear direction for improvement which will inform decisions at a corporate and service level and shape resource allocation. Through its new media strategy the Council commits to:

- improve the user experience by providing a well structured and visually appealing website and intranet;
- improve the accessibility of services by extending the range of online services and delivering more interactions and transactions;
- promote social inclusion and ensure we do not prevent any user from using the website or intranet;
- promote the website and the intranet as credible and informative first points of contact;

- ensure consistency, co-ordination and compliance with Freedom of Information requirements through standards, guidelines and procedures;
- devolve website and intranet content where possible to Services ensuring they comply to standards and guidelines;
- establish clear governance arrangements;
- consider new tools and technologies to improve and complement new media channels;
- monitor new media performance and establish targets;
- ensure adequate resources are available to manage new media channels.

## Design and navigation

**Objective: To improve the user experience by providing a well structured and visually appealing website and intranet**

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Navigation is one of the most critical aspects of web design - arguably the most important. It is vital visitors to the site can confidently find their way around the site using a clear, consistent and logical navigation.

A secondary aspect to good web design is a visually appealing site which can influence the user's initial perception of the site's value.

The user experience is highly subjective and will differ from person to person. However, successfully combining these elements will leave a good first and lasting impression in the mind of most users.

### **What is the Council doing already?**

#### ***Website design***

A review of the website's design was carried out to identify areas of improvements which could be made to meet our user's and audience's needs, changing perceptions and to improve accessibility and usability.

A number of issues were identified with the previous design, both in visual and technical terms. The outcome of the review resulted in a redesign of certain elements of the site which was approved by the Corporate Website and Intranet Steering Group in September 2006.

The design of the website will be modified to re-establish the website under the Council's corporate identity supported by the Perthshire brand to add value and to promote the area. The site will remain in partnership with our Community Planning partners and the domain name [www.perthshire.com](http://www.perthshire.com) will remain in existence together with [www.pkc.gov.uk](http://www.pkc.gov.uk)

A new homepage template has been designed to allow more flexibility in terms of the provision of latest information such as media releases, highlighting features and useful and popular links. Secondary templates have also undergone minor improvements to improve the layout of the page.

#### ***Intranet design***

A common look and feel was applied to the Council's intranet, *eric*, to set the stage for usability and the overall experience employees would have. The design, whilst in keeping with the corporate colours, subtle use of the corporate identity and limited use of images, maintains a simple yet visually appealing site.

#### ***Website navigation***

Providing a well structured and visually appealing website is a key improvement action arising out of recent inspections by SWIA and Communities Scotland.

As part of the Improvement Service's Customer First Programme, Scottish councils have worked together to develop a Scottish Navigation List (SNL), shared A - Z of

website content and a common Scottish Services List (SSL) with these, in turn, all being linked to a comprehensive knowledge base of FAQ's and electronic forms.

The aim is to help citizens' access services and find what they are looking for on council websites, and help take councils closer to the Scottish Executive's goal of 75% of citizen enquiries being answered at the first point of contact.

The Corporate Website and Intranet Steering Group agreed in September 2006 to adopt the SNL as a basis for the website's navigation structure. A Council-wide consultation was conducted on the SNL and suggested local modifications were approved by the Corporate Website and Intranet Steering Group.

A project plan was developed and communicated through the Moderator's Forum in preparation for the changes leading up to the re-launch of the website.

### ***Intranet navigation***

Extensive research and discussions were held prior to designing the topic hierarchies for *eric* to ensure the navigation is relevant, clear and easy to use for employees. Workshops and usability tests were carried out to assist in this process which resulted in the following four headings:

- About PKC: Information about the Council and Corporate Projects
- PKC & You: Human Resources Information
- Your Resource Centre: Corporate guidance and toolkits
- News and Publications: Council strategies, plans and publications

### **What will the Council do?**

Over the next two years the Council will:

- Re-establish the website under the Council's corporate identity supported by the Perthshire brand to add value and to promote the area;
- Re-design elements of the existing website to improve accessibility and usability;
- Reduce the existing homepage download time;
- Adopt the SNL as a basis for the website's navigation structure;
- Carry out usability testing bi-annually on the website and annually for the intranet to get users perspective on the website and intranet, how it is structured, how information is presented and how easy each site is to use and revise each site in line with the results from the test;
- Carry out an annual review of the navigation adopted for the launch of *eric*;
- Carry out a review of the navigation adopted for the re-launch of the website in line with the release of SNL updates.

**The Council will know it has made progress towards this objective by:**

- Re-launching the website with a new navigation based on SNL April 2007
- Reduction in homepage download time 30% to 60kb
- Incorporate changes highlighted from usability testing
  - Website March 2007 – ongoing every six months
  - *eric* June 2007 – ongoing on an annual basis
- Implementing improvements to navigation arising for review
  - Website May 2007 - ongoing in line with the release of SNL updates
  - *eric* August 2007 – ongoing on an annual basis

**Outcomes**

By meeting the objective to provide a well structured and visually appealing website and intranet, the Council will develop solid foundations in order to deliver quality, usable and sustainable websites which meet our user's needs and improve the user experience.

## Site functionality

**Objective: To improve the accessibility of services by extending the range of online services and delivering more interactions and transactions**

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### **Customer First**

Customer First is a Scottish Executive programme and is about improving the way we deliver services by giving our customers more choice, more information and improved access. It links to a national programme involving all 32 local authorities in Scotland.

We want to ensure that where possible, any customer who contacts Perth & Kinross Council has their service delivered, problem solved or question answered at the first point of contact.

The programme underpins the Executive's commitment to provide financial support for, and work in partnership with, all 32 of Scotland's Councils to deliver more convenient and responsive public services; encourage the take up of online (self-service) access to services and to ensure that at least 75% of core service requests can be dealt with at the first point of contact.

A key Scottish Executive objective is that all public services which can feasibly be delivered electronically should be made available online. Electronic Service Delivery (ESD) is a key factor for a positive transformation of public services and we are committed to increase the level of ESD to work towards a transactional website.

### **Intranet**

The employee survey carried out in 2005 highlighted the need for improved communications and consultation mechanisms. The Council's intranet or employee resource and information centre (*eric*), was re-developed and launched in August 2006 to provide an effective communication mechanism to support the delivery of corporate initiatives, business change and improvement, and to ensure that employees are aware, and have access to up to date corporate policies and procedures.

*eric* has the potential to be a valuable asset for Perth & Kinross Council but the site must continually improve in terms of functionality and information resources in order to provide employees with a highly effective communication tool and resource.

### **What is the Council doing already?**

#### **Customer Service Centre**

The Council's Customer Service Centre was launched on 21 November 2006.

The Improvement Service has compiled a knowledgebase of over 1700 frequently asked questions (FAQs) which will be developed further for use on the website and to help the Service centre staff field people's calls and queries more effectively.

#### **Electronic Service Delivery**

The Council has met a large number of the ESD targets, providing 95.6% of the requested information online and 93.5% of one way interaction services online.

Most of the work outstanding relates to transactions which require the implementation of electronic forms of which 45.6% of these targets have been met.

It is not possible to progress with a number of the full online transactions until the national Citizen Account is in place in order to verify individuals' identity. 8.7% have been met through the availability of online payments and online enquiry status of planning applications.

See Appendix A for detailed ESD targets.

### ***Intranet***

A number of key features were developed and incorporated into phase one of the intranet project as a result of a requirements survey carried out by IS/T.

Contacts-on-line was developed to provide an easy to use directory of Council employees. This application provides a self-service facility enabling employees to maintain their contact details.

A notice-board facility enables employees to post information about car sharing, charity news, unwanted PKC furniture and equipment and sporting activities. The notice board is also the place where Human Resources post information about employee benefits.

**eric** also comes with the ability to subscribe to pages in order to be alerted of new and updated information.

### **What will the Council do?**

Over the next 18 months, the Council will:

- Support the implementation of the new Customer Service Centre through the development and maintenance of a comprehensive set of Frequently Asked Questions;
- Progress with the Scottish Executive's 46 electronic service delivery targets and aim to achieve 'Full Online Transaction' status for each of the 46 Core Services where appropriate;
- Progress with the development of the local citizen account and support authentication to the Council's website through the National Infrastructure Programme;
- Pilot the use of discussion boards on the intranet to enhance and improve communications throughout Services;
- Develop internal online forms to improve workflow and efficiency;

**The Council will know it has made progress towards this objective by:**

- |  |                          |
|--|--------------------------|
| • Delivering and maintaining FAQs as the main knowledgebase for use by the Customer Service Centre and users of the website.                 | October 2007 and ongoing |
| • Meeting agreed targets as defined on the Customer First Benefits Realisation Reporting System which is monitored by the Scottish Executive | See Appendix A           |
| • Pilot discussion boards on the intranet  | May 2007                 |
| • Developing internal online forms using automated processes   | On-going                 |

**Outcomes**

By meeting the objective to extend the range of online service and deliver more interactions and transactions, the Council will reduce administration time and costs through the availability of self-service information and services and improve the accessibility of services.

# Social Inclusion

***Objective: To promote social inclusion and ensure we do not prevent any user from using the website or intranet***

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Perth & Kinross Council is committed to equality of opportunity both as a service provided and employer and under the Race Relations Act 1975 as amended and the Disability Discrimination Act 2005, the Council has a duty to promote race and disability.

The Council values the diversity of our communities and through its Equalities Policy continues to work towards providing services that are inclusive and accessible. This includes anticipating the requirements of people with a disability in the planning and development of the website and intranet.

New media is an important medium for providing information and interacting with our audience therefore it is essential that the Council provides equal access and equal opportunity.

Considerable effort must be made to promote social inclusion and address the digital divide between users affected by economic and social factors.

## **What is the Council doing already?**

### ***People's Network***

Each of the Council's 13 libraries are connected to the People's Network, a lottery funded nation-wide scheme providing free access to computers and the internet in public libraries all over the UK.

### ***Accessibility***

Overall, work has been done to improve accessibility compliance and a compliance level of 80% at 'AA' has been accepted by the Corporate Website and Intranet Steering Group.

### ***Translation***

Information on the website must not be catered solely for English speakers. A service should be available offering the translation of content to not only ensure that the information is accessible to the widest possible audience but also that members of the public are not being prevented from using the information because of the community from which they originate.

A translation statement exists on the website offering the translation of a particular section of the website or a document or made available in another format. The statement is translated into three of the common community languages in Perth and Kinross.

## **What will the Council do?**

- Continue to improve accessibility and usability of the website by aiming to achieve Web Accessibility Initiative (WAI) standards at AA level and improve readability of the website's content through well structured pages and plain English;
- Consider increasing the provision of free access to computers such as Council Offices, community schools and centres;
- Provide an access point to information on the website for speakers of other community languages identified in Perth and Kinross and review options for translation on an annual basis.
- Continue to work towards providing better access to *eric* for users who do not have access to active directory;
- Carry out usability testing bi-annually on the website and annually for the intranet to get users perspective on the website and intranet, how it is structured, how information is presented and how easy each site is to use and revise each site in line with the results from the test.
- As part of the rolling programme of user testing, the Council will seek to test the website and *eric* with minority groups and people with a disability.

**The Council will know it has made progress towards this objective by:**

- |   |  |
|---|--|
| • Providing an access point on the website in various community languages | April 2007                               |
| • Incorporate changes highlighted from usability testing                  |  |
| - Website   | March 2007 – ongoing every six months    |
| - Intranet  | August 2007 – ongoing on an annual basis |

**Outcomes**

By meeting the objective to promote social inclusion, the Council will increase the accessibility of new media channels as a method of communications.

## Marketing and promotion

**Objective: To promote the website and intranet as the credible and informative first points of contact**

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An important aspect of publishing information and offering services using new media is to ensure that people can find it. Marketing and promotion is a vital component to a sites success, presenting an opportunity to show all aspects of Perth and Kinross in the best possible light and to raise awareness throughout the organisation.

### What is the Council doing already?

#### **Brand**

The website was re-launched in March 2005 with the Perthshire brand to help establish Perthshire, through wide recognition of our brand, as Scotland's most beautiful, vibrant and successful area, Perth as one of Europe's most beautiful, dynamic, successful smaller cities and Kinross as a rural, historic town and the southern gateway to Perthshire.

The design of the website will be modified to re-establish the website under the Council's corporate identity supported by the Perthshire brand to add value and to promote the area.

#### **Search engines**

The development and distribution of metadata guidelines, implemented by website contributors has improved our rankings on external search engines. Regular monitoring on various search engines is carried out using the terms 'Perth' and 'Perthshire', currently listed second on Google UK, and the results are incorporated into corporate performance reports.

#### **Advertising website addresses**

A policy was developed to define the use of website addresses for advertising in November 2005. The use of [pkc.gov.uk](http://pkc.gov.uk) should be used to advertise a Council Service whereas Perthshire.com should be used if the information is provided in partnership.

Requests for web addresses used in relation to the main web address (for example [www.pkc.gov.uk/library](http://www.pkc.gov.uk/library)) have increased and are used primarily for the purposes of promotion and advertising.

#### **Promoting the Intranet**

The Council raised awareness of *eric* to all employees prior to the launch by running a competition to name the intranet and distributing posters throughout the Council.

Publications were developed informing employees of the new features available, explaining the navigation and how to make best use of each feature.

## What will the Council do?

- Raise the profile of the website by actively promoting its services and achievements;
- Complement traditional methods of communication with information online;
- Develop a section on the website providing information on how to use the Perthshire branding;
- Publish website address on all stationery (letters, compliment slips) and business cards;
- Insert website address into email signatures;
- Publish website address on all printed publications;
- Exchange links with other sites in related subjects;
- Maintain a high ranking within Google UK and improve rankings on other search engines;
- Develop and implement a communications plan to promote the use of *eric*.

### The Council will know it has made progress towards this objective by:

- |   |               |
|---|---------------|
| • Developing branding section on website  | December 2007 |
| • Incorporating website address on letter templates   | June 2007     |
| • Publishing website address on publications  | On-going      |
| • Publishing website address on corporate stationery  | August 2007   |
| • Improving overall search engine rankings and maintain presence within top three listing in Google UK. | On-going      |
| • Increasing direct access to the website   | On-going      |
| • Increasing awareness of <i>eric</i> as a key communications channel for employees                     | On-going      |

### Outcomes

By meeting the objective to promote new media as the credible and informative first point of contact, the Council will raise awareness of new media channels, increasing web traffic to all channels.

## Standards and guidelines

***Objective: To ensure consistency, co-ordination and compliance with Freedom of Information requirements through standards, guidelines and procedures***

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Web standards are general guidelines designed to deliver benefits to users while ensuring the long term viability of the new media sites.

Standards can originate from organisations such as the World Wide Web Consortium (W3C), government bodies or in-house to ensure best practice guidelines are adhered to by web developers and contributors.

Legal issues must also be applied to the website which covers a number of core issues including data protection, meeting the terms of the Freedom of Information Act and content and copyright disclaimers.

### **What is the Council doing already?**

#### ***Accessibility***

The Council values the diversity of our communities and through its Equalities Policy continues to work towards providing services that are inclusive and accessible.

Under the Disability Discrimination Act, the Council has a legal obligation to ensure the website does not discriminate any user from using the site.

Guidelines have been used to reinforce the standards website contributors should aim for through the use of help pages available on the Council's intranet.

Overall, accessibility has been improved. A compliance level of 80% at 'AA' has been achieved and was accepted by the Corporate Website and Intranet Steering Group.

#### ***Freedom of Information***

The Freedom of Information (Scotland) Act 2002 requires all local authorities, including Perth & Kinross Council, to have a publication scheme that sets out the information we routinely make available to the public.

The Council's publication scheme can be accessed through the website but the ability to download documents directly from the publication scheme is not yet available.

#### ***Data protection***

##### Collecting personal data

The Council collects personal information in two circumstances via the website through recruitment and planning application forms. In each case, an appropriate fair processing notice is displayed.

##### Use of photographs

The requirements of the Data Protection Act and the increasing use of photographs on the website and documents meant the introduction of a new procedure for the use of photographs.

It is the Council's policy to fully comply with the Data Protection Act 1988 and all other related statutory, criminal and civil obligations to which the Council is required to adhere. This applies to the retrieval, storage, processing, retention and disposal of "personal information".

### ***External links***

A policy was developed to provide web teams with clear and comprehensive information for linking to external websites highlighting the criteria for selecting links and best practice for creating links in November 2005.

As links to external websites are out with our control, they could be moved or deleted at any time. A link checking application reports broken links on a fortnightly basis and this is forwarded to the relevant users to amend.

### ***Generic email addresses***

Procedures for publishing email addresses on the website were developed to remove the publication of all non-generic email addresses in November 2005

An audit was carried out to identify all personal email addresses on the website and these were subsequently removed and replaced with generic email addresses.

### ***Intranet procedures***

To provide a consistent look and feel throughout *eric*, content publishers were asked to adhere to the style guidelines for page creation which contain tips for writing, how to layout pages and which templates should be used.

## **What will the Council do?**

Over the next 12 months, the Council will:

- Re-develop the publication scheme using the existing classification scheme allowing as much information as possible available for viewing and/or downloading;
- Meet the WCAG Checklist for the AA standard of Web Accessibility;
- Consider accessibility principles throughout all web developments;
- Meet the recommendations of the Usability Guide and adhere to recommendations from the Cabinet Office's document "Quality Framework for UK Government Website Design: Usability issues for government websites";
- Publish a general privacy statement describing the Council's policy and practice about the use of personal information;
- Ensure that appropriate fair processing notices appear wherever personal information is collected via the Website;
- Review and update existing copyright and content disclaimers
- Finalise guidelines for publishing photographs on the website and online publications;
- Monitor new media channels to ensure standards and guidelines have been adhered to and develop where necessary;
- Establish appropriate means of archiving new media in conjunction with the Council's libraries and archives.

**The Council will know it has made progress towards this objective by:**

- |   |               |
|---|---------------|
| • Re-launching the publication scheme   | April 2007    |
| • Achieving AA compliance   | December 2009 |
| • Publishing data protection and privacy statement                                | April 2007    |
| • Updating copyright and content disclaimers                                      | April 2007    |
| • Promote guidelines for publishing photographs online                            | May 2007      |
| • Monitoring new media channels to ensure standards and guidelines are adhered to | On-going      |
| • Establishing means of archiving new media                                       | December 2008 |

**Outcomes**

By meeting the objective to ensure consistency and co-ordination through standards, guidelines and procedures, the Council will ensure long term accessibility and usability of new media sites.

## Content management

***Objective: To devolve website and intranet content where possible to Services ensuring they comply to standards and guidelines***

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A content management system (CMS) allows for the creation of web pages and the management of content directly by Services. CMS ensures consistency in layout and styles and does not require programming skills to develop web pages.

For CMS to be used correctly and to its full potential, users must adhere to web standards and write their content in a clear and concise manner.

### **What is the Council doing already?**

#### ***Content Management System***

The Council implemented Microsoft Content Management System in 2004 for the website and is used by over 50 active users. The ownership of web content is devolved to Services and is managed by established web teams covering many business areas.

Web teams consist of moderators, editors and authors although the advanced role of channel manager was also devolved to allow Services the ability to manage their navigation structure.

The intranet was re-developed using Sharepoint Portal Server which enables Services to manage their own content ensuring content is accurate and up to date and also providing the ability for the corporate centre to push relevant information to employees.

Service co-ordinators were nominated for each Service whose roles is to primarily support the development of the website but also be responsible for the service intranet publishing team, publish service / divisional news and own their Service page.

#### ***Training***

Training is provided in a classroom environment covering the basic elements of each content management system. Regular training is organised for new users and tighter control has been made to ensure attendees have an active role in the development of new media content.

A Sharepoint team site was created specifically for all new media contributors and is used as a communication tool, knowledge base and support mechanism.

#### ***Metadata***

Each website template requires the mandatory entry of metadata used by search engines to retrieve web pages. Guidelines were developed and issued to all website contributors on the entry of appropriate and relevant metadata and how to structure content pages which will also help the search engine find pages.

## **Partnership**

The website was launched as a community portal featuring basic information about the main public organisations that provide services to local residents and how all the improvements these organisations are delivering jointly through the Community Planning process, and how they are working together.

The Community Planning extranet was implemented using Microsoft Sharepoint Team Sites allowing information sharing and document collaboration. This useful resource has increased individual and team productivity across the partnership.

The site offers opportunities to discuss issues, be alerted of any new documents, lists key dates for meetings and useful contacts.

### **What will the Council do?**

- Review existing roles and responsibilities and develop comprehensive guidance for each role within the web team;
- Current web teams will be reviewed to ensure they are working effectively and further web teams will be established to cover remaining business areas who will contribute to the website;
- Develop e-learning modules providing computer-based training, which will be effective, comprehensive and versatile to take into account the varied level of users in their differing roles and responsibilities, changes to CMS, guidelines, policies and procedures;
- A quarterly review will be undertaken by all web teams to ensure links still add value to web pages;
- Commit to making the information provided as clear and easy to read as possible, the long term aim is to achieve Plain English accreditation;
- The Integrated Public Sector Vocabulary (IPSV) recommender will be implemented after the re-structure of the website which is an alternative to manually entering metadata;
- Incorporate entry of metadata to all PDF's which will help the search engine to retrieve documents successfully;
- Develop six monthly content development plans which will be approved by the Services Management Team and progress reported to the Corporate Website and Intranet Steering Group;
- Work with our Community partners to provide comprehensive information and links to the services they provide;
- Implement metadata on all documents and content published to the intranet to improve searching;
- Evaluate requests for extranets to encourage a joined up approach to information sharing.

**The Council will know it has made progress towards this objective by:**

- |  |                        |
|--|------------------------|
| • Clearly defining web team roles and responsibilities   | June 2007              |
| • Establishing new web teams and increasing the number of contributors to cover all business areas | April 2007 and ongoing |
| • Developing e-learning modules  | December 2007          |
| • Achieving Plain English accreditation  | December 2009          |
| • Implementing IPSV  | August 2007            |
| • Implementing metadata to PDFs  | August 2007            |
| • Developing and reporting progress on content development plans                                   | Every 6 months         |
| • Working with Community partners to develop community information and links                       | Dec 2007               |
| • Achieving high level of satisfaction among web teams with the support provided                   | ongoing                |

**Outcomes**

By meeting the objective to devolve new media content where possible to Services ensuring they apply to standards and guidelines, the Council will continually provide accurate and up to date content on all new media channels.

## Management and control

**Objective: To establish clear governance arrangements**

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The responsibility for new media must be clearly defined so all stakeholders know how the decision making process is organised and conflicts of interest are resolved.

### **What is the Council doing already?**

Governance and management arrangements were formalised to ensure clarity of roles and responsibilities in February 2006.

### **Corporate Website and Intranet Steering Group**

The Corporate Website and Intranet Steering Group provides strategic direction and leadership for the ongoing development of the Council's website, corporate intranet and extranets. The steering group meets every six weeks and is chaired by the Head of Strategic Management and Improvement, includes senior management representatives from all Services and is supported by Information Systems and Technology (IS/T) and the Chief Executive's Service.

Specifically the Steering Group will:

- develop and agree the new media strategy as a core element of the Corporate IST Strategy;
- assess and prioritise development requirements in relation to new media;
- monitor project plan progress and new media performance;
- champion the Council's new media and ensure effective engagement across all services and with partners.

### **Corporate Website and Intranet Project Team**

The Corporate Website and Intranet Project Team manages the ongoing development of the Council's website, corporate intranet and extranets. The project team meets fortnightly and is chaired by the Communications Manager, includes membership from Human Resources (HR), the Chief Executive's Service and IS/T.

Specifically the project team will:

- support the Corporate Website and Intranet Steering Group;
- support the development of the new media strategy and project plans;
- programme and manage the implementation of development requirements;
- manage quality assurance;
- develop and manage the implementation of policies and procedures;
- monitor performance;
- provide support to moderators, editors and authors.

## **Moderators Forum**

The Moderator's Forum supports the continued development of new media and provides a forum for discussion as well as an opportunity for the project team to engage with the Service Moderators. The forum meets every fourth week and is chaired by the Communications Manager, attended by Service Moderators and is supported by the Communications Officer (New Media).

Specifically Moderator's will:

- support the development and approve service-level content;
- identify and support service-level development requirements;
- implement quality assurance requirements and monitor service compliance;
- ensure service-level compliance with policies and procedures;
- monitor and respond to service-level performance.

## **What will the Council do?**

Over the next six months, the Council will:

- Review group membership on a six monthly basis;
- Review roles and responsibilities of group members.

### **The Council will know it has made progress towards this objective by:**

- Reporting changes and recommendations to the Corporate Website and Intranet Steering Group Every 6 months

## **Outcomes**

By meeting the objective to promote new media as the credible and informative first point of contact, the Council will raise awareness of new media channels, increasing web traffic to all channels.

## Future development

**Objective: To consider new tools and technologies to improve and complement new media channels**

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Web 2.0 is the beginning of a new era in technology using new internet tools and technologies. The focus is to encourage people to actively interact and contribute to new media rather than to solely absorb information.

The Council will continue to review new technologies and consider the following tools and technologies:

### One-to-one interaction

- **Email and SMS text alerts**  
Enables the delivery of information and consultation via email or mobile phone through a subscription service.

Example – job vacancies, Council news, events, consultation.

### One-to-many technologies

- **RSS Feeds**  
Really Simple Syndication (RSS) provides a mechanism for distributing news content, keeping people informed by providing summaries of the latest web page content without having to check the website itself. Content can be viewed from a single place such as your internet browser or through an RSS feed reader eg mobile phones.

Example – latest news, site updates, job vacancies, committee papers.

- **Blogs**  
Blog is short for web log and is similar to a journal which is published on a website. They can cover particular subject or a personal experience.

Example – on-going local project, day in the life of a...

- **Podcast**  
Podcasting is a form of audio or video broadcasting, over the internet for listening on a portal mp3 player or on a computer. Podcasting's essence is about creating content (audio or video) for an audience that wants to listen when they want, where they want, and how they want.

Example – committee meetings, feature items

## Performance measures

**Objective: To monitor new media performance and establish targets**

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Monitoring the performance of new media is an important task in understanding the level of its success. It is increasingly important to measure performance in a number of ways, to ensure that standards are being maintained, to identify potential improvements and that levels of performance are achieved.

### What is the Council doing already?

#### **Web analytics**

The Council uses web analytics software to monitor website usage and monthly performance reports are produced on request for business areas or at Service level which web moderators analyse and take action.

Corporate reports are circulated to the Corporate Website and Intranet Steering Group, who are responsible for monitoring website performance, and incorporated in monthly performance reports to Executive Officers Team (EOT).

Basic performance information is available for the Intranet which are extracted for each main area and distributed for the page owner to view.

#### **Website technical performance**

Unexpected downtime can cause potential loss in revenue, service-delivery or credibility caused by an unavailable or poorly performing website.

The Council receives immediate email alerts and objective information about problems as soon as they arise to help diagnose and pinpoint site problems and helps assesses existing service.

#### **Socitm's 'Better Connected' survey**

Better Connected is an annual survey of all local authority websites carried out by Society of Information Technology Management (Socitm). A team of reviewers use a structured survey which is aimed at checking how well each website deals with specific points.

In March 2007, Perth & Kinross Council achieved standard status, narrowly missing the benchmark set for transactional status.

The review of our website was generally positive, excelling in a number of areas but weak in a few areas which will be addressed prior to the launch of the website. Overall, the reviewer found the user experience compelling and the website easy to use.

## What will the Council do?

- Establish Corporate and Service level targets against which the performance statistics can be measured against;
- Analyse corporate and service-level performance reports and implement improvements where necessary;
- Provide each moderator access to web analytics software and provide training;
- Develop new features and content to drive more visitors to the website;
- Develop quarterly reporting templates to EOT and include in ERDs for Executive Directors;
- Incorporate monthly technical reports into the corporate performance report;
- Prepare the website for evaluation for the 2008 Better Connected survey.

### The Council will know it has made progress towards this objective by:

- |  |                                    |
|--|------------------------------------|
| • Achieving a 'Transactional' rating in the Better Connected 2008 report       | March 2008                         |
| • Implementing best practice guidelines from previous Better Connected reports | July 2007                          |
| • Increasing visitors to the website   | 300,000 per annum by December 2007 |

### Outcomes

By meeting the objective to monitor new media performance and establish targets, the Council will set out clear measures which will inform improvement plans to support the customer focussed development and use of new media.

## Resource management

**Objective: To ensure adequate resources are available to manage new media channels**

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The Council acknowledges that, to provide an up-to-date and useful resource to the citizens of Perth and Kinross, the use of new media must continually evolve and improve in line with Socitm's Better Connected report, Scottish Executive's Electronic Service Delivery recommendations, Improvement Service's A-Z and Knowledge Base national project and the World Wide Web Consortium's (W3C) Web Accessibility Initiative (WAI).

### What is the Council doing already?

The website and **eric** are supported corporately jointly by the Communication Team, specifically the Communications Officer (new media), and IST.

The ownership of web content is devolved to Services and is managed by established web team covering many business areas.

### What will the Council do?

- Review the effectiveness of service web teams on a six monthly basis and report to the Corporate Website and Intranet Steering Group;
- Assess ongoing resource requirements and identify capital and revenue funding to support the website and **eric**;
- To ensure that Council investment in new media is aligned with the aims and objectives of the new media strategy, with the delivery agreed strategic outcomes and, the Corporate Website and Intranet Steering Group will approve all new media development;
- To ensure consistency, co-ordination and compliance and the best use of internal, external and partnership resources, all new media developments will be quality assured by the project team;
- All new web development will be on pkc.gov.uk. Any exception to this will require the approval of the Corporate Website and Intranet Steering Group. Approval will only be given if there is an over-riding business or technical justification and there is evidence that adequate resources are in place to maintain and support the development in the long term;
- Prioritisation of allocated IT development resources and support will be based on the following assessment procedure and scoring process against deliverability and available resources.

	Weighting
Contribution to fulfilling Corporate Plan and OCIP outcomes <i>The new Corporate Plan is designed to make it easier for citizens to hold us to account. For each of the aims and related outcomes, the Council has identified meaningful indicators that it will report on regularly and review on an annual basis to make sure they remain relevant. The Organisation Change and Improvement Plan (OCIP) is designed to ensure we are able to deliver on the outcomes and sets out how we do things and the steps we are taking to build on what we have achieved.</i>	5

<i>The score for a project will be determined by how important it is to improving performance or in delivery an corporate plan or OCIP outcome.</i>	
<p><b>Meets Statutory Obligations (including accessibility)</b>  <i>The requirement to meet specific statutory obligations is an over-riding criterion. It should be clearly stated what legislation is referred to and the consequences of not proceeding. If a project arises from a statutory requirement it will effectively score 5. Some statutory obligations are interpreted by professional codes of practice which in turn indicate service standards to be achieved. The score of the project will then be determined by the importance of the project in relation to service standards.</i></p>	5
<p><b>Response to user testing/SOCITIM requirements</b>  <i>Stakeholder consultation in relation to the design and delivery of services is an established principle for high quality to be achieved. Projects will satisfy the criteria if it can be clearly evidenced the project is a solution as a result of user testing/feedback and consultation.</i></p>	5
<p><b>Impact on Service Users</b>  <i>Project will satisfy this criteria if the are able to demonstrate the impact that the project will have on service users.</i></p>	5
<p><b>Contribution to BMIP Outcomes</b>  <i>The Business, Management and Improvement Plan sets out key activities for delivering and improving services. The score for a project will be dependent on its importance to achieving BMIP outcomes and targets.</i></p>	4
<p><b>Contribution to Council Approved Plans and Strategies</b>  <i>Plans and strategies clearly set out how the Council services intend to deliver on outcomes. The capital project could be an instrumental part of a strategy to change and improve service delivery. So to satisfy the criteria the project should be part of the strategy or an action leading from the strategy.</i></p>	3
<p><b>Improvement to operational efficiency/spend to save</b>  <i>An important consideration for the investment plan is the extent to which operational efficiency is improved by an investment. This applies to both internal management arrangements as well as service user benefits. Tangible benefits must be clearly proven in order to score. Examples include reduction in revenue costs, improvements in efficiency – soft savings e.g. time, improvements to service users.</i></p>	3
<p><b>Access to 3<sup>rd</sup> party funding</b>  <i>The need for the Council to form partnerships and build capacity within the community is well established particularly with regard to funding opportunities. The Scottish Executive will also fund projects resulting from national priorities. Scoring will be based on the extent to which project attracts external funding.</i></p>	5

Each project will be scored against the criteria set out on a scaled basis as follows:

Very strong fit with criteria	5
Strong fit with criteria	4
Moderate fit with criteria	3
Little fit with criteria	2
Very little fit with criteria	1

No fit

The process for requesting new media development will be as follows:

- Stage 1: Submit a business case to Communications Officer (new media)
- Stage 2: Project team to estimate indicative resource requirements
- Stage 3: Submit business case to the Corporate Website and Intranet Steering Group for approval and prioritise web development/support requirements

**The Council will know it has made progress towards this objective by:**

- Establishing a prioritised development programme for ongoing new media

**Outcomes**

By meeting the objective to ensure adequate resources are available to manage new media channels, the Council will demonstrate its commitment to customers through multi channel accessibility to services and information.

## Electronic Service Delivery Targets – Progress & Planned Work

Service Description	Stage 1 Information Online	Stage 2 One Way Interaction	Stage 3 Two Way Interaction	Stage 4 Full Online Transaction
Leisure & Recreation - Booking a Council facility and making a payment	n/a	n/a	n/a	n/a
Public Library - Renewing, extending and reserving library books	Yes	Yes	Yes	April 2007
Council Tax - Making a Council Tax payment	Yes	Yes	Yes	Yes
Council Tax - Making an enquiry about entitlement to benefit / discounts / exemptions or relief	Yes	Yes	Yes	n/a
Council Tax - making an enquiry about banding, balance, direct debit or payment due date	Partial	Partial	Partial	n/a
Council Tax - Applying for benefit, discount, exemption, relief and direct debit	Yes	Yes	September 2007	n/a
Housing Benefit - Making a general enquiry or notifying change of circumstance	Yes	Yes	September 2007	n/a
Housing Benefit - Applying for housing benefit	Yes	Yes	No Plans	n/a
Housing - Requesting a repair	Yes	Yes	Yes	No Plans
Housing - Enquiring about the status of a repair	Yes	Yes	Yes	September 2007
Housing - Requesting general information and advice	Yes	Yes	Yes	n/a
Housing Rent - Making a payment	Yes	Yes	Yes	Yes
Housing - Applying for a house	Yes	Yes	September 2007	n/a

Housing - Making an enquiry about status on the waiting list (including points)	Yes	Yes	September 2007	No Plans
Planning - Applying for planning permission and making a payment	Yes	Yes	April 2007	April 2007
Planning - Enquiring about the status of a requested planning application	Yes	Yes	Yes	Yes
Refuse Collection - making a general enquiry about refuse collection	Yes	Yes	Yes	n/a
Refuse Collection - Making a complaint about refuse collection	Yes	Yes	Yes	n/a
Street Light Fault - Reporting a fault	Yes	Yes	April 2007	September 2007
Roads and Pavements - Reporting faults with roads and pavements	Yes	Yes	April 2007	September 2007
Special Uplift - requesting a special collection (including making payment where appropriate)	Yes	Yes	April 2007	April 2007
Building Control - Applying for a building warrant (including making payment where appropriate)	Yes	Yes	April 2007	April 2007
Pest Control - Requesting a service to deal with pests (including making payment where appropriate)	Yes	Yes	April 2007	No Plans
Pest Control - Reporting general instances of pest infestation	Yes	Yes	April 2007	No Plans
Education Grants - Applying for a clothing grant	Yes	Yes	Yes	n/a
Education Grants - Applying for free school meals	Yes	Yes	Yes	n/a
Education Grants - Applying for an Education Maintenance Allowance	Yes	Yes	Yes	n/a
Education - Transferring pupil information between schools	Yes	Yes	Yes	n/a
Education - Providing information for parents	Partial	Partial	Partial	No Plans
Education - Recording pupil attendance in schools	Yes	Yes	Yes	August 2007

Education - Making a general enquiry about Lifelong Learning	Yes	Yes	Yes	n/a
Education - Booking a course and other learning activities	Yes	Yes	April 2007	n/a
Ordering and Supplying Aids and Adaptations to the home	Yes	Partial	No Plans	No Plans
Social Work - Assessing need for social care (Single Shared Assessment)	Yes	Partial	No Plans	No Plans
Social Work - Applying for Home Care	Yes	Partial	April 2007	No Plans
Social Work - Applying for social work services	Yes	Partial	April 2007	No Plans
Blue Badge - Applying for a blue badge	Yes	Partial	No Plans	No Plans
Corporate - Making a Complaint	Yes	Yes	Yes	December 2007
Council - Notifying a change of address	September 2007	September 2007	September 2007	September 2007
Council - Applying for job with the Council	Yes	Yes	Yes	n/a
Registration - Registering a Birth, Death or Marriage (including making payment)	Yes	Yes	n/a	n/a
Licensing - Applying for a Taxi Driver licence (including making payment)	Yes	Yes	n/a	n/a
Licensing - Applying for a Street Trader licence (including making payment)	Yes	Yes	n/a	n/a
Licensing - Applying for a Liquor licence (including making payment)	Yes	Yes	n/a	n/a
Business Development - Applying for a Business Development Grant	Yes	n/a	n/a	n/a
Transport - Paying a Parking Fine	Yes	Yes	Yes	Yes

## Group membership

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### **Corporate website and intranet steering group**

Chief Executive's Service	Tina Yule (Chair) Joanna Dean Tina Ho Carol Taylor Ian Hall
Corporate Services	Elizabeth Crighton Karen Lawrie Ken Wilson
Education & Children's Service	Sharon Watson
The Environment Service	Roland Bean
Housing & Community Care	Joy Mayglotling

### **Corporate website and intranet project team**

Chief Executive's Service	Joanna Dean (Chair) Tina Ho Caroline Nimmo
Corporate Services	Ken Wilson Cammie Watson Kate Barron Karen Donaldson Donald Henderson John Cassidy / Claire McCarthy (adhoc)

## **Moderators Forum – Group members**

Chief Executive's Service	Joanna Dean (Chair) Tina Ho
Corporate Services	Rosemary Hughes (Council Secretary) Alison MacDonald (Finance) Peter Will (Finance) Suzanne McRae (Human Resources) Mark Castel (IS/T) Donald Henderson (Legal)
Education & Children's Services	Sharon Watson Alison Thomson Jan Merchant (Archives) Lesley Gillies (Childcare) Mary Underwood (Investment in Learning) Jim Finnie (Libraries) Robin Rodger (Museums)
The Environment Service	Alan Rennie Jeff Condliffe (Economic Development) Graham Esson (Planning) Moray Fraser (Public Transport) Bruce Reekie (Waste Services)
Housing & Community Care	Kevin Heller (Community Care) Martin Smith (Housing)

A representative from IS/T Development will also be in attendance

## Related articles and links

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Document	Owner	Date published
Organisational ICT strategy	Corporate Services (IS/T)	November 2006
Governance and management arrangement report	Chief Executive's Service (PPM)	February 2006

Links
Scottish Executive - Electronic Service Delivery <a href="http://www.scotland.gov.uk/Topics/Government/Open-scotland/18882/15413">www.scotland.gov.uk/Topics/Government/Open-scotland/18882/15413</a>
Scottish Executive - Customer First <a href="http://www.scotland.gov.uk/Topics/Government/Open-scotland/ModernisingGovernmentFund/CustomerFirst">www.scotland.gov.uk/Topics/Government/Open-scotland/ModernisingGovernmentFund/CustomerFirst</a>
Plain English campaign <a href="http://www.plainenglish.co.uk">www.plainenglish.co.uk</a>
Web Accessibility Initiative (WAI) <a href="http://www.w3.org/WAI">www.w3.org/WAI</a>
Usability Guide <a href="http://www.usability.gov">www.usability.gov</a>
World Wide Web Consortium <a href="http://www.w3.org">www.w3.org</a>
Better Connected 2007 <a href="http://www.socitm.gov.uk/Public/insight/publications/Better+connected+2007.htm">www.socitm.gov.uk/Public/insight/publications/Better+connected+2007.htm</a>