

Private and Confidential

Head of Customer Services / Head of ICT

Management of the Council's Website Content and Utilisation

Final Report

November 2011

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1. Executive Summary

1.1 Background

- 1.1.1 The Audit Plan for 2011/12 includes an allocation for the review of management of the Council's website content and utilisation.
- 1.1.2 In 2002, the Office of the Deputy Prime Minister (ODPM) published a document (www.localgov.gov.uk) which provided its national strategy for local e-government. Local authorities were required to report on progress on three key areas, availability of electronic services, take up of electronic services and value for money provided by local e-government, with the aim being for 100% of local government services being made available by 2005.
- 1.1.3 Since then, there have been a number of central government initiatives, requiring local authorities to improve the level of electronic information and services made available to their customers with the aim of increasing accessibility and reducing the costs of service provision, e.g. the Government Connect service, the Central Office of Information (COI) published document, 'Delivering inclusive websites: web-centred accessibility'. There have also been legislative changes, e.g. the Freedom of Information Act which came fully into force in 2005 which required public sector bodies to make information more readily available to the general public.
- 1.1.4 Socitm (the Society of IT Management) was set up over 25 years ago to promote the effective and efficient use of Information Technology in Local Government and the Public Sector. As well as providing good practice guidance / criteria for member organisations, Socitm undertake an annual survey of all local authority websites to assess them against three key areas 'useful, usable and used', the results of which are published in the 'Better Connected' annual report.
- 1.1.5 The Council's Website was awarded 3 stars out of possible 4 stars in 2011 (results of the assessment carried out in November – December 2010). This is an improvement on previous years, in 2010 the Council achieved 2 stars. In previous years 2008 and 2009, the star scoring system was different and the Council achieved 1 out of 3 stars.

1.2 Previous Audit Reports

1.2.1 This area has not been audited previously.

1.3 Overall Audit Opinion

1.3.1 In our opinion the controls within the systems and procedures reviewed during this audit are **satisfactory**. The Council has a documented strategy covering the development of its Website, however, we found that the strategy is purely externally focussed, that is, it does not include improvements for the Council's Intranet. We noted that the overall ownership and responsibility for both the Internet and Intranet have not been clearly defined. Also, there needs to be a more formal / structured approach for identifying/reporting on performance indicators/progress against objectives in the Website Development Strategy. We found that the utilisation of the Council's website in terms of accessibility, functionality and customer satisfaction is closely monitored by the Web Development Manager.

1.4 Summary of Main Findings

1.4.1 To ensure that the Council has an effective framework in place for setting a strategy which defines improvements to its website for both internal and external stakeholders.

- a) The Council has a documented strategy covering the development of its Website. We noted that the strategy was compiled from scratch and is treated as a new strategy each year, even though it covers long term aims and goals as well as annual targets. As the Strategy is started from scratch each year, there is no correlation between the content of the previous strategy, especially in relation to ensuring the longer term goals are still incorporated.
- b) We were informed that the aims and targets in Council's Website Development Strategy have been determined in order to support the Council Plan theme of 'Putting Customers First' and the Customer Service Strategy. We found that the Web Development Strategy incorporates the same key theme as both the Council Plan and the Customer Service Strategy, which is to improve services to customers and maintain the customer satisfaction rating. We found that the ICT Strategy incorporated projects identified in the Web Development Strategy, for example the Website renewal and provision of online information project.
- c) At the time of our review we found that key corporate plans and strategies that would inform the aims and objectives of the Website Development Strategy were in the process of being reviewed to take into account various Government initiatives / changes in emphasis on the direction for providing the services etc. We were therefore unable to determine whether the Web Development Strategy was based round the key objectives and goals set out in these corporate strategies.

- d) There is no structured communication process in place to ensure that the Website Development Strategy reflects other relevant corporate strategies and that all relevant parties have been consulted and their comments taken on board. The Website Development Strategy specifies that ICT (Web Development Team) is responsible for the technical support and development of the Council's website and the responsibility for the content sits with individual Service Units. However, we were informed that as the utilisation of web services features prominently in the Customer Strategy, responsibility for the overall content and future developments of the Council's website sits with the Head of ICT, this is not specified in the Strategy.
- e) A specific working group has been set up to oversee and develop a customer focussed approach to the delivery of the Council's services, the Customer Focus Programme Board (CFPB). The Head of Customer Services is a member of the group, and we were informed that the group reports to Corporate Board. However, from our review of the Website Development Strategy and the CFPB Terms of Reference, we found that the ownership and governance arrangements for the Council's Website and Website Strategy have not been clearly defined in either document.
- f) The Web Development Strategy is reviewed and refreshed each year by the Web Development Manager. The Strategy for 2011/12 was submitted to both the Customer Focus Board as well as the ICT Strategy Board for their comments prior to being published. We consider that as the Web Development Strategy is a key document underpinning other corporate strategies, it should require the same governance approval process.
- g) We found that the developments detailed in the Strategy have been clearly defined, although the details; i.e. specific targets, costs, timing and responsible officers, are not always recorded in the strategy if they are part of a bigger project / plan (as the detail in the document mainly covers the work carried out by the Web Development Team). However, the strategy is purely externally focussed, that is, it does not include improvements for the Council's Intranet.
- h) We were informed that the ownership and responsibility for the development of the Intranet has not been clearly defined.
- i) Socitm Consulting (specialising in business transformation for public and independent sectors) recommends that a number of targets should be defined for the performance of the website; i.e. access and user satisfaction, enhanced business delivery and technical performance. The Council currently monitors and reports on customer satisfaction with the external website, website availability together with levels of stale articles/media, and number of authors and editors within each directorate and service area. We were informed that Socitm's Take Up Survey, Question 9 - 'Overall, how satisfied are you with your visit today?' is the key source of information used to measure user satisfaction with the Council's website.

- j) We found however, that the survey consists of further detailed questions under section 7, which ask the users for their views on more specific elements of their experience of using the Council's website. We suggest that the targets covering the utilisation of the website could be further expanded so that they cover measurements for each of the three key areas defined in the Socitm guidance, together with more detailed analysis of users' satisfaction with the various elements of their experience of using our website. These targets should be incorporated into the Web Development strategy/Annual performance measures for the strategy.
- k) The Website Development Strategy includes measures identified to assess the performance of the website. However, there isn't a structured approach to reviewing/monitoring progress; i.e. no particular person/body has been allocated responsibility for reviewing progress against the defined objectives / targets. The Web Development Manager provides updates on the progress / implementation of the Web Development Strategy to various officer/member groups. As the Customer Focus Programme Board has been tasked with the development of a Customer Focussed approach to the Council's service delivery, across all directorates, including web development, it should therefore be responsible for monitoring the progress of the Website Development Strategy.
- l) From a review of the minutes from the Customer Focus Programme Board for 5th April 2011, we consider they could be further expanded upon to give sufficient detail to be able to assess the status/progress of all the targets/projects included in the Strategy.

1.4.2 To ensure that there is a framework in place to monitor the utilisation of the Council's website in terms of accessibility and functionality together with monitoring progress against achievement of specific objectives identified in the strategy.

- a) The Web Development Manager monitors the day to day utilisation and performance of the Council's website. The Council has signed up to the Socitm Insight - Website Performance Improvement Service. The Web Development Manager has access to the website and produces reports from the information published on the website, which includes data, analysis, benchmarking, best practice, etc.
- b) Through the Website Take Up Service, the Council monitors the access volumes and user satisfaction, measuring usage of the web channel by visitors and the quality of their experience. ICT measures the technical performance of the website, measuring availability (on 24x7x365 basis) and reliability (lack of errors) of the website. There are also Corporate Health performance indicators which report on the level of stale articles/media and the number of authors and editors, within each directorate and service area.
- c) The utilisation, effectiveness and satisfaction of users of the website are monitored on regular basis. However, as the annual Socitm Better Connected report and Take Up Surveys do not cover users of the Intranet, the Council does not have processes and means for assessing the quality and satisfaction of users of the Intranet.
- d) We found that monitoring reports covering the utilisation of the Website are produced on a regular basis and are submitted to the relevant senior management/governance group for information.

- e) The 2010/11 Website Strategy covered a review of the process for publishing information on the Council's website, to assess whether it was efficient or needed to be rationalised. There are two main officer groups who contribute to the Website, authors who write content and editors who review, then publish the information. The review identified that there was a significant number of people set up as editors, which had resulted in a lack of expertise together with inconsistencies in the standard of information being published. As a result of the review, the number of editors has been reduced significantly to provide a smaller, more experienced group to publish content on the Website.
- f) A working group has been set up, the Website Editorial Group to provide training for editors together with a forum for sharing experiences and good practices. The group does not have a Terms of Reference, nor are the meetings minuted.
- g) We found that there is guidance covering the process for publishing information on the Council's website. The information covers both the author and editor roles and is published on the Intranet. We found that the guidance covers the key areas we would expect; i.e. writing style, format and document style that is to be used. However, we consider that the guidance could be further expanded, so that it covers maintenance/review processes as well as the key processes for initially publishing the information.
- h) The responsibility for managing content of the website is down to the individual services, with the Web Development Team providing the technical support as well as the administration of iCM. We were informed that it is the relevant editor's responsibility to ensure that content published is accurate, complies with the corporate style, is up-to-date and published on the correct media (i.e. Internet and/or Intranet). Taking into account there are a number of editors, and there isn't a central process for overseeing the information published on the website, we consider that it is crucial for there to be comprehensive training and guidance covering all of the processes involved in publishing articles / pages on the website.

2 Detailed Audit Findings

<u>Ref</u>	<u>Risks</u>	<u>Expected Controls</u>	<u>Actual Controls</u>	<u>Results</u>	<u>Conclusions</u>	<u>Rec. Ref.</u>
1. To ensure that the Council has an effective framework in place for setting a strategy which defines improvements to its website for both internal and external stakeholders.						
01.01	The Council has not determined where it wants to be with its website development in the future, which could result in the Council's website not meeting the needs/expectations of both internal and external stakeholders.	There is a documented strategy covering the development and improvement of the Council's website.	The Council has a documented strategy covering the development of its Website.	<p>The Council has an annual strategy for development of its website.</p> <p>The document, the Website Development Strategy, was drafted in May 2011, with the approved version being published in July 2011.</p> <p>Last year's strategy 'An Excellent Website' was compiled to focus on achieving the targets required by Socitm (an external professional body providing guidance on the standards of public body websites). The focus of the strategy resulted in the Council achieving an extra star rating when being assessed by Socitm (Society of IT Management).</p> <p>From review of the current strategy, we found that it does not specify a timeframe to which it relates.</p> <p>Although there are some longer term objectives included in the strategy, the fact that there is no specified time period suggests that the document is an annual strategy, the content of which is compiled from scratch each year.</p> <p>We consider that this approach makes it difficult to be able to monitor progress against the longer term aims and goals to ensure that they are progressed.</p>	<p>The Council has a documented strategy covering the development of its Website.</p> <p>We noted that the strategy was compiled from scratch and is treated as a new strategy each year, even though it covers long term aims and goals as well as annual targets.</p> <p>As the Strategy is started from scratch each year, there is no correlation between the content of the previous strategy, especially in relation to ensuring the longer term goals are still incorporated.</p> <p>As a strategy is supposed to provide a longer term vision/goals we consider that the Web Development Strategy should encompass a longer timeframe than just a year, i.e. a two to three year timeframe, which then can include the longer term goals as well as the annual targets.</p> <p>An annual refresh of this document would then pick up on the longer term goals, providing an update, whether the emphasis needs to be changed etc, or the annual targets/plans amending to take into account the progress for the previous year etc.</p>	Rec. 1

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01.02	The Council's website is not meeting the public sector professional standards / guidance (Socitm) and/or the Website Strategy does not support Council's Plan and ICT Strategy set aims and objectives.	The directions / aims within the Council's Website Strategy should be developed based on Socitm good practice guidance and should underpin Council's strategic targets as set in the Council Plan, ICT Strategy and Customer Service Strategy.	The directions of the Council's Website Development Strategy were developed to focus on customer care/satisfaction in line with the Council's other corporate strategies.	<p>Over the years, there have been a number of central government initiatives, requiring local authorities to improve the level of electronic information and services made available to their customers with the aim of increasing accessibility and reducing the costs of service provision, e.g. the Government Connect service, the Central Office of Information (COI) published document, 'Delivering inclusive websites: web-centred accessibility', etc.</p> <p>We were informed that currently there are no external / national BVPI targets or initiatives covering the utilisation of Council websites in the provision of services.</p> <p>Socitm (the Society of IT Management) was set up over 25 years ago to promote the effective and efficient use of Information Technology in Local Government and the Public Sector.</p> <p>As well as providing good practice guidance / criteria for member organisations, Socitm undertake an annual survey of all local authority websites to assess them against three key areas 'useful, usable and used', the results of which are published in the 'Better Connected' annual report.</p> <p>WBC is a member of Socitm, and therefore receives annual results of the surveys undertaken by Socitm on the usefulness/effectiveness of its website. The Council also received a copy of the Socitm annual survey results which provided benchmarking data of results for all members.</p> <p>1) LINKS WITH OTHER CORPORATE STRATEGIES</p> <p>We were informed that the Council has determined a long term vision of how it wants to improve its web services, which was determined based upon the Council's corporate strategies and the annual benchmarking results in the 'Better Connected' report.</p> <p>At the time of our review the Web Development Strategy for 2011/2012 was in the process of being drafted. We were informed that the other Council strategies that link in with the Web Development Strategy were out of date and were in need of</p>	<p>We were informed that the aims and targets in Council's Website Development Strategy have been determined in order to support the Council Plan theme of 'Putting Customers First' and the Customer Service Strategy.</p> <p>We found that the Web Development Strategy incorporates the same key theme as both the Council Plan and the Customer Service Strategy, which is to improve services to customers and maintain the customer satisfaction rating.</p> <p>We found that the ICT Strategy incorporated projects identified in the Web Development Strategy, for example the Website renewal and provision of online information project.</p> <p>At the time of our review we found that key Corporate Plans and Strategies that would inform the aims and objectives of the Website Development Strategy were in the process of being reviewed to take into account various Government initiatives / changes in emphasis on the direction for providing the services etc. We were therefore unable to determine whether the Web Development Strategy was based round the key objectives and goals set out in these corporate strategies.</p>	Rec.2

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				<p>a refresh and therefore the content of these documents was not the key focus for the Web Development Strategy.</p> <p>a) The Council Plan 2007-2011, included a vision 'Putting Customers First' and the Customer Service Strategy 2007-2011 was produced focusing on improving customer service, in support of the Council Plan.</p> <p>The Customer Service Strategy was identified as a key vehicle for improving services for customers, and the strategy recognised the role of websites in providing access to information about council services.</p> <p>'Customer satisfaction' rating for users accessing services through Customer Services was identified as the key driver. We found that the Website Development Strategy is shaped around the same key driver, including customer focused targets/aims.</p> <p>b) The Council's ICT Strategy (2009-12) includes a number of projects for key improvements to the Council's website functionality.</p> <p>- The Website renewal and provision of online information project.</p> <p>- Also 'An Excellent Website' project which related to an upgrade to the current website content management system (GOSS iCM) to improve the website design and content. This was a key project which also supported the 2010/11 Website Strategy, 'An Excellent Website'.</p> <p>c) We found that the Council also has a Communication Strategy, which at the time was in the process of being revised to take into account the changes in Council's providing service delivery and the use of Websites.</p> <p>From our review of the Web Development Strategy for both 2010/11 and 2011/12 it is clear that they both incorporate a strong focus on the Council Plan theme of Customer Satisfaction.</p>		

<u>Ref</u>	<u>Risks</u>	<u>Expected Controls</u>	<u>Actual Controls</u>	<u>Results</u>	<u>Conclusions</u>	<u>Rec. Ref.</u>
				However, as the 2011/12 Web Development Strategy was drafted in May 2011, when at the time a number of other key Corporate Plans and Strategies were under review of being drafted, to take into account the various Government initiatives / shifts in directions in providing the services etc, we were therefore unable to examine and comment in detail that the directions / aims set in the Web Strategy are supporting Council's corporate strategies.		
01.03	An un co-ordinated approach could result in the Website Strategy not reflecting corporate aims and goals or the goals included in the strategy may not be achieved as they differ from the corporate aims specified in other strategies.	There is a structured communication process in place to ensure that the Council's Website Strategy reflects other relevant Corporate Strategies (ICT Strategy, Council Plan and Customer Service Strategy).	There is a process in place to review and refresh the various Corporate Strategies, but each strategy is reviewed independently from each other.	<p>There is no formal communication process, although both the Head of Customer Services and Head of ICT are involved in key meetings / are members of the strategic groups, i.e. ICT Strategy and Customer Focus Programme Board, regarding customer service strategies, website development, which are then reflected in the process of revising the Website Development Strategy.</p> <p>We found that different members of staff/bodies are responsible for producing the interlinking strategies; i.e. Communication Strategy, Customer Services Strategy, Council's Corporate Plan, and Website Development Strategy etc. and they are currently produced independently from each other.</p> <p>The Head of Customer Services is in the process of revising the Customer Services Strategy, to take into account the national change in emphasis for service delivery, as a result of the Comprehensive Spending Review and the Service Transformation report. There is to be more emphasis on improving delivery of services at a reduced cost by more effective utilisation of customer access channels (i.e. improved functionality of Councils Websites).</p> <p>Whilst the renewal of the Council's Communication Strategy is the responsibility of the Head of Policy and Communications. Therefore there is no formal process in place to ensure the reviews of each of the corporate strategies take into account all interlinking strategies and the relevant stakeholders are included in the draft consultation process.</p>	There is no structured communication process in place to ensure that the Website Development Strategy reflects other relevant Corporate strategies and that all relevant parties have been consulted and their comments taken on board.	Rec. 3

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01.04	Responsibility for the Strategy and monitoring utilisation of the website has not been clearly defined. This could result in the website not meeting the needs of stakeholders and/or Council objectives.	The ownership and responsibility for the Councils' Website and Website Strategy have been clearly defined and documented.	We were informed that the responsibility for management and delivery of the Council's web services is shared between the Head of Customer Services and the Head of ICT.	<p>We were informed that the responsibility for management and delivery of the Council's web services is shared between the Head of Customer Services and the Head of ICT.</p> <p>Responsibility for the overall website content has been assigned to the Head of ICT, as the technical element of web development and maintenance sits within the Web Development Team within ICT. We were informed that the responsibility for the detailed content rests with the relevant service area.</p> <p>However, as the utilisation of web services features prominently in the Customer Strategy, the Head of Customer Services is also heavily involved in determining the future direction/utilisation of the website in providing customer focussed services.</p> <p>The Web Development Manager is responsible for producing the Website Development Strategy. He informed us that there are various consultations undertaken with key stakeholders to take into account their views in the content/direction of the strategy, these include the following:-</p> <ul style="list-style-type: none"> a) Regular meetings with the Chief Executive and Portfolio Member for ICT; b) Customer Focus Strategy Board (Head of Customer Services is the Chair of this group); c) ICT Strategy Board; d) Regular meetings with the Head of ICT and Application Development Manager; e) Regular meetings of the Website Development Group. <p>As the Web Development Manager compiled the Strategy, the ICT Service is recorded on the front of the document as the responsible Service. Also, the Web Development Team is responsible for the technical support and development of the Website.</p>	<p>The Website Development Strategy specifies that ICT (Web Development Team) is responsible for the technical support and development of the Council's website and the responsibility for the content sits with individual Service Units.</p> <p>We were informed that the Head of ICT has overall responsibility for the website.</p> <p>However, as the utilisation of web services features prominently in the Customer Strategy, the Head of Customer Services is also heavily involved in determining the future direction/utilisation of the website in providing customer focussed services.</p> <p>A specific working group has been set up to oversee and develop a customer focussed approach to the delivery of the Council's services, the Customer Focus Programme Board (CFPB). The Head of Customer Services is a member of the group, and the group reports to Corporate Board.</p> <p>However, from our review of the Website Development Strategy and the CFPB Terms of Reference, we found that the ownership and governance arrangements for the Council's Website and Website Strategy have not been clearly defined in either document.</p>	Rec.4

<u>Ref</u>	<u>Risks</u>	<u>Expected Controls</u>	<u>Actual Controls</u>	<u>Results</u>	<u>Conclusions</u>	<u>Rec. Ref.</u>
				<p>However, the overall ownership of the Strategy does not rest with just ICT, as mentioned previously, the Head of Customer Services is also involved in determining the future direction and utilisation of the website in the provision of customer services. From a review of the Strategy we noted that the governance of the document, i.e. ownership and responsibility for achieving the stated aims and objectives has not been clearly defined.</p> <p>There is a specific working group that has been set up to oversee the development of customer services, the Customer Focus Programme Board (CFPB) which includes officers and members. The Head of Customer Services is the Chair of this group and the Web Development Manager is also a member, so there is a correlation with the development of the Council's Website Strategy and the workings of this group.</p> <p>We were informed that the CFPB reports to Corporate Board, however, this is not specified in the Terms of Reference. We were informed that the Terms of Reference are quite old and are in need of a refresh.</p> <p>We also noted that the Terms of Reference do not cover any involvement/role of the group in determining the content of the Website Development Strategy or monitoring progress against its aims and objectives.</p> <p>(At the time of drafting this report we were provided with a draft refresh of the Terms of Reference, which is to be discussed at the next meeting of the Group in September. We did not review the detail of the document.)</p>		
01.05	The Strategy becomes out of date and does not meet the changing requirements of national guidance	There is a designated officer responsible for ensuring that the Website Development Strategy remains up to date.	A new strategy is produced each year. The Web Development Manager is responsible for producing the document.	The Strategy is reviewed and refreshed on an annual basis. We were informed that the Web Development Manager is the person responsible for scoping and renewing the Web Development Strategy as he is the key person responsible for the technical element of the operation and improvement of the Council's website.	The Web Development Strategy is reviewed and refreshed each year by the Web Development Manager.	Rec.5

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	and customers / internal stakeholders needs.			<p>The strategy for 2011/12 was produced in May and revised after review by the Customer Focus Programme Board and ICT Strategy Board.</p> <p>There is no requirement for the draft Strategy to be submitted to Corporate Board/Management Board for information/approval.</p>	<p>The Strategy for 2011/12 was submitted to both the Customer Focus Board as well as the ICT Strategy Board for their comments prior to being published.</p> <p>We consider that seeing as the Web Development Strategy is a key document underpinning other corporate strategies, it should require the same governance approval process.</p>	
01.06	Both internal and external users needs and expectations are not addressed which could result in inefficient/ineffective use of staff time when using the Intranet and/complaints from members of the public.	The Website Development Strategy should include directions for development and improvement of both the Council's Website and Intranet (used by internal stakeholders i.e. staff and members).	<p>The Website Development Strategy is focussed on developing the website for external users.</p> <p>Developments within the Strategy are clearly defined and are measurable.</p>	<p>GENERAL CONTENT OF THE STRATEGY</p> <p>The content of the Web Development Strategy is focussed on improving the web for external customers, there are no aims and targets covering improvements to the Intranet in the Strategy.</p> <p>Although, both the external and internal web pages have the same technical infrastructure and content management processes, as well as sharing the same aims for users:-</p> <ul style="list-style-type: none"> a) enabling customers to access services and information online in an efficient and effective manner; b) providing the services that people want and when they need them; c) contains relevant high quality content; d) is accessible and usable by all, etc. <p>The purpose of the Intranet is to provide employees/members an electronic means for accessing information/tools to enable efficient business processes and communication.</p> <p>We found that there is no overall direction / strategy for the development of the Intranet. There is also no specific person or body responsible for the Intranet in its entirety, as individual services are responsible for their own information/applications.</p>	<p>We found that the developments detailed in the Strategy have been clearly defined, although the details; i.e. specific targets, costs, timing and responsible officers, are not always recorded in the strategy if they are part of a bigger project / plan (as the detail in the document mainly covers the work carried out by the Web Development Team).</p> <p>However, the strategy is purely externally focussed, that is, it does not include improvements for the Council's Intranet.</p> <p>We were informed that the ownership and responsibility for the development of the Intranet has not been clearly defined.</p>	Rec. 6

<u>Ref</u>	<u>Risks</u>	<u>Expected Controls</u>	<u>Actual Controls</u>	<u>Results</u>	<u>Conclusions</u>	<u>Rec. Ref.</u>
				<p>The applications, tools and web pages (i.e. room bookings, geographical information system (GIS), committee information, phone directory, human resources applications) are owned by individual services, and they decide on whether to develop them or not. However, there is no overall strategy covering the decision on what should be developed and how these should be prioritised to improve the usability of the Intranet and therefore the efficiency of the user.</p> <p>DETAILED REVIEW OF THE WEBSITE STRATEGY</p> <p>A number of aims have been identified for 2011/12 (Section 3) together with longer term aims (Section 4) There are grouped under the following headings:-</p> <p>3.1. Customer Focused Content 3.2. Digital by default 3.3. Greater Citizen and Partner Engagement 3.4. Advertising 3.5. Other Developments</p> <p>We found that each area has been further defined to specify how the overall aim will be achieved; i.e. 3.1.1 - Organising quarterly Website Editorial Group meetings; 3.1.2 - Working closely with Services to improve their content.</p> <p>We noted that the majority of the detailed content within the Strategy covers the involvement of the Web Development Team in the achievement of the aims.</p> <p>We found that developments / projects detailed in the Strategy have been clearly defined and are measurable. We noted that timeframes and costs for those areas relating to the work of the Web Development Team are specified in the document. The majority of the developments described are part of a bigger projects, and for these there are separate project plans or the detail is included as an appendix to the Strategy itself; i.e.</p> <p>3.2. Digital by Default, 3.2 Customer Services and 3.2.3</p>		

<u>Ref</u>	<u>Risks</u>	<u>Expected Controls</u>	<u>Actual Controls</u>	<u>Results</u>	<u>Conclusions</u>	<u>Rec. Ref.</u>
				<p>Highways and Transport, Countryside developments relating to correspondence and enquiry logging is a part of a bigger development which is detailed in Appendix A of the Website Development Strategy: WestBerksConnect Self Service.</p> <p>Whilst the web development work in Adult Social Care (3.2.5) will be managed as part of the Adult Social Care Hub project.</p>		
01.07	No mechanism in place to monitor or measure achievement of the objectives in the Strategy. The objectives of the Strategy may not be achieved.	Key performance indicators / specific targets have been established to measure achievement of the aims and objectives of the Website Development Strategy.	The website's quality and effectiveness is measured using an 'overall user satisfaction' indicator.	<p>The quality and effectiveness of a website can be measured and assessed by a number of means.</p> <p>Socitm Consulting (specialising in business transformation for public and independent sectors) recommends that a number of targets should be defined for the performance of the website, including short and long term targets, under the following headings:- good practice guidance suggests three key areas:-</p> <ol style="list-style-type: none"> 1) Access and User Satisfaction; 2) Enhanced Business Delivery; 3) Technical Performance. <p>COUNCIL CURRENT MEASURED PERFORMANCE INDICATORS</p> <p>The Council currently monitors two key areas covering the website:-</p> <ol style="list-style-type: none"> 1) Council Plan performance indicator - CPPCF05 - Putting Customer First indicator - Customer Satisfaction. <p>This information is measured using the results from the Socitm Website Take-Up Survey (reported quarterly). The Web Development Manager has on-line access to view the survey information, however, the actual results are produced on a weekly basis and summarised for each month. The quarterly information is then included in the Directorates quarterly reports.</p>	<p>Socitm Consulting (specialising in business transformation for public and independent sectors) recommends that a number of targets should be defined for the performance of the website:-</p> <ol style="list-style-type: none"> 1) Access and User Satisfaction; 2) Enhanced Business Delivery; 3) Technical Performance. <p>The Council currently monitors overall customer satisfaction with the website together with website availability. There are also Corporate Health performance indicators covering levels of stale articles together with numbers of Editors and Authors.</p> <p>We were informed that Socitm's Take Up Survey - Question 9 - 'Overall, how satisfied are you with your visit today?' Is the key source of information used to measure user satisfaction with the Council's website.</p> <p>We found however, that the survey consists of further detailed questions under section 7, which ask the users for their views on more specific elements of their experience of using the Council's website.</p>	Rec. 7

<u>Ref</u>	<u>Risks</u>	<u>Expected Controls</u>	<u>Actual Controls</u>	<u>Results</u>	<u>Conclusions</u>	<u>Rec. Ref.</u>
				<p>Also, Socitm undertake an annual survey of all member local authority websites to assess them against three key areas 'useful, usable and used', the results of which are published in the 'Better Connected' annual report which all members receive a copy of. The content of this report together with the results of the Take-Up Surveys are used to determine the areas for future development of the website.</p> <p>We were informed that Socitm's Take Up Survey - Question 9 - 'Overall, how satisfied are you with your visit today?' Is the key source of information used to measure user satisfaction with the Council's website.</p> <p>We found however, that the survey consists of further detailed questions under section 7, which ask the users for their views on more specific elements of their experience of using the Council's website. There are 7 of these more specific questions, examples of which are :-</p> <p>7.1 - General look & feel; 7.2 - Ease of getting around the site; 7.3 - Ease of finding specific information; etc.</p> <p>We consider that the results of these more specific user questions should be included in the update reports to provide a breakdown of the overall satisfaction rating, so that any key issues/areas for review etc can be easily identified on an ongoing basis as well as being able to inform future Web Development strategies.</p> <p>2) ICT KPIs - Website Availability (24x7x365) is monitored monthly and reported quarterly as part of the ICT Service's KPIs reporting process.</p> <p>3) Also the Application Development Manager monitors and reports on Corporate Health performance indicators, which are measure and report on customer, level of stale articles and media together with the number of Authors and Editors within each directorate and service area.</p>	<p>We suggest that the targets covering the utilisation of the website could be further expanded so that they cover measurements for each of the three key areas defined in the Socitm guidance, together with more detailed analysis of users satisfaction with the various elements of their experience of using our website.</p> <p>These targets should be incorporated into the Web Development strategy / annual performance measures for the strategy.</p>	

<u>Ref</u>	<u>Risks</u>	<u>Expected Controls</u>	<u>Actual Controls</u>	<u>Results</u>	<u>Conclusions</u>	<u>Rec. Ref.</u>
				We suggest that the targets covering the utilisation of the website could be further expanded so that they cover measurements for each of the three key areas defined in the Socitm guidance, and these targets should be incorporated into the Web Development strategy / annual performance measures for the strategy.		
01.08	The Council fails to meet the Website Development / Council's Plan's objective.	There is a structured approach to monitoring the progress on the achievement of the defined objectives / targets within the Website Development Strategy.	Measures for assessing the performance of the Website have been documented in the Strategy, but there is no documented, structured approach to reviews and monitoring.	<p>From our review of the Website Development Strategy, we found that measures identified to assess the performance of the website have been included in the document:-</p> <ol style="list-style-type: none"> 1) Socitm better connected report (annual); 2) Socitm Website Take-up Survey; 3) CPPCF 05 - Council Plan target; 4) KPI ICT - performance indicator; 5) Webtrends Analytics. <p>However, there isn't a structured approach to reviewing/monitoring progress, i.e. no particular person/body has been allocated responsibility for reviewing progress against the defined objectives/targets.</p>	<p>The Website Development Strategy includes measures identified to assess the performance of the website.</p> <p>However, there isn't a structured approach to reviewing/monitoring progress, i.e. no particular person/body has been allocated responsibility for reviewing progress against the defined objectives/targets.</p>	Rec. 8
01.09	Performance / achievements against set objectives / targets are not measured. Objectives are not achieved.	Progress on implementation / achievement of the Website Development Strategy objectives is frequently reported and reviewed by the relevant Governance Body	The Customer Focus Programme Board receives an update on the achievement / progress against the implementation of the Website Development Strategy.	<p>The progress against the implementation of the strategy is monitored and discussed as follows:-</p> <p>i) At monthly Web Development Team meetings - this is attended by the Website Development Manager, the Applications Development Manager, Head of ICT and Head of Customer Services.</p> <p>(This is not a formal group, as there are no Terms of Reference and the meetings are not minuted). This group discusses the 'technical' aspects of the Website development.</p> <p>ii) Quarterly at the Customer Focus Programme Board (formal group - and minutes from meetings are recorded).</p>	<p>The Web Development Manager provides updates on the progress / implementation of the Web Development Strategy to various officer/member groups.</p> <p>As the Customer Focus Programme Board has been tasked with the development of a Customer Focussed approach to the Council's service delivery, across all directorates, including web development, it is therefore responsible for monitoring the progress of the Website Development Strategy.</p> <p>From a review of the minutes from the above Board from 5th April, we consider</p>	See Rec. 8

<u>Ref</u>	<u>Risks</u>	<u>Expected Controls</u>	<u>Actual Controls</u>	<u>Results</u>	<u>Conclusions</u>	<u>Rec. Ref.</u>
				<p>iii) Presentations are made to the ICT Strategy Board.</p> <p>iv) Once a year - progress is discussed with the Chief Executive and the portfolio member for ICT.</p> <p>v) A Report was produced in April 2011 for Management Board.</p> <p>From review of the minutes taken at the CFPB meeting on 5th April 2011, we found that the Web Development Manager has given an update on the performance and progress on some of the projects within the Website Development Strategy.</p> <p>However, we noted that the detail in the minutes is quite high level, and could be further expanded to provide more comprehensive information on progress of the various projects in the strategy.</p>	they could be further expanded upon to give sufficient detail to be able to assess the status/progress of all the targets/projects included in the Strategy.	
2. To ensure that there is a framework in place to monitor the utilisation of the Council's website in terms of accessibility and functionality together with monitoring progress against achievement of specific objectives identified in the strategy.						
02.01	Performance of the Website is not closely monitored. Council fails to meet the targets set out in the Strategy.	There is a specific officer / body responsible for monitoring the day to day utilisation of the Council's website.	The Web Development Manager has been tasked with monitoring the day to day utilisation of the Council's website.	<p>The Web Development Manager monitors the day to day utilisation of the Council's website.</p> <p>The Council has subscribed to Socitm, which gives the Council access to Socitm guidance together with results of surveys / benchmarking that the organisation carries out.</p> <p>The Website Development Manager reviews website surveys information compiled by Socitm, through having on line access to the information, which is monitored daily. Monitoring covers usage (access, number of visitors), satisfaction and content.</p> <p>ICT monitors the Website down-time (performance indicator) and the Website and Intranet content, to ensure that articles and media have not become stale.</p>	The Web Development Manager monitors the day to day utilisation and performance of the Council's website.	

<u>Ref</u>	<u>Risks</u>	<u>Expected Controls</u>	<u>Actual Controls</u>	<u>Results</u>	<u>Conclusions</u>	<u>Rec. Ref.</u>
02.02	Council does not meet its objectives / does not achieve a good rating from its external assessment.	Utilisation, effectiveness and satisfaction of the stakeholders of the WEBSITE are monitored on a regular basis. The means for measuring these together with the frequency have been clearly defined.	Utilisation, effectiveness and satisfaction of the stakeholders of the WEBSITE are monitored on a regular basis. The means for measuring these together with the frequency have been clearly defined.	<p>The Web Development Manager provided us with copies of the reports that he uses to monitor the day to day operation of the Council's website.</p> <p>1. Socitm Insight 'Website Take-Up Survey' - results produced monthly.</p> <p>This is an ongoing survey offered to a random selection of Website users.</p> <p>We reviewed the report and found that it covers 15 areas, one of which is 'Question 7 - How would you rate your satisfaction with the following features of this website?' which covers a number of aspects; i.e.</p> <p>7.1 - Look and feel, 7.2 - Ease of getting around the site; 7.3 - Ease of finding specific information; 7.4 - Usefulness of the site search; 7.5 - Value of the information; 7.6 - Mapping facilities.</p> <p>Also, Question 9 asks the user to comment on the overall satisfaction with their visit of the Website, which is the Council's key Performance Indicator covering the use of its website.</p> <p>The Survey also includes results for other councils that have signed up to the service, therefore, it enables WBC to benchmark against other LAs.</p> <p>2. The Web Development Manager has on-line access to Webtrends and the Socitm's Website Take - Up survey. This gives real time information for website usage and customer satisfaction. We were informed by the Web Development Manager that the Socitm Take Up Survey is monitored daily.</p> <p>3. As well as monthly Socitm Take Up Survey reports, The Web Development Manager obtains weekly reports. He then reviews the areas highlighted in red which show where customers were dissatisfied and what specific issues they encountered.</p>	<p>The Council has signed up to the Socitm Insight - Website Performance Improvement Service.</p> <p>The Web Development Manager has access to the website and produces reports from the information published on the website, which includes data, analysis, benchmarking, best practice, etc.</p> <p>Through the Website Take Up Service, the Council monitors the access and user satisfaction, measuring usage of the web channel by visitors and the quality of their experience.</p> <p>ICT measures the technical performance of the website, measuring availability (on 24x7x365 basis) and reliability (lack of errors) of the website.</p>	

<u>Ref</u>	<u>Risks</u>	<u>Expected Controls</u>	<u>Actual Controls</u>	<u>Results</u>	<u>Conclusions</u>	<u>Rec. Ref.</u>
				<p>He forwards this information to the editors / champions within the service areas to sort out. If issues are not sorted out, and if a particular problem or complaint keeps re-occurring, the Web Development Team may contact the relevant Service / editor to ascertain what they are doing to rectify the issue and if they need assistance in doing this.</p> <p>4. Website downtime / availability is monitored and reported monthly as part of the ICT key performance indicators.</p>		
02.03	The Council's Intranet is not meeting the needs of the users, this is not highlighted/remedial action is not taken.	Utilisation, effectiveness and satisfaction of users of the Council's INTRANET are monitored on a regular basis. The means for measuring these together with the frequency have been clearly defined.	No control in place.	<p>The annual Socitm Insight Better Connected report or Take Up Surveys do not cover the use of the Intranet.</p> <p>Therefore, there is no process or means for monitoring and measuring the satisfaction of users of the Council's Intranet.</p> <p>In respect of content management, stale articles and media are monitored and reported on the Council's ICT Intranet Page, they are also reported on as a Corporate indicator by Head of Service.</p>	<p>As reported under 02.03, the utilisation, effectiveness and satisfaction of users of the website are monitored on regular basis.</p> <p>However, as the annual Socitm Better Connected report and Take Up Surveys do not cover users of the Intranet, the Council does not have processes and means for assessing the quality and satisfaction of users of the Intranet.</p>	Rec. 09 (links with rec. 6)
02.04	Performance against targets is not measured. Issues are not reported to senior officers/members in order for decisions to be made if remedial action is required.	Monitoring reports covering both the utilisation of the Website as well as the Intranet are produced on a regular basis and submitted to the relevant senior management/governance group for information.	Monitoring reports covering the utilisation of the Website are produced on a regular basis and submitted to the relevant senior management/governance group for information.	<p>The Web Development Manager summarises the results of the reports, as described in 02.03 and the relevant groups / managers are informed of the results; i.e.</p> <p>1) Take Up Surveys monthly reports are available (online access) to the Head of ICT, Head of Customer Services, Applications Development Manager and the Web Development Team.</p> <p>2) Weekly Socitm Take up Survey reports of areas that were unsatisfactory are forwarded to editors.</p> <p>3) The Annual Better Connected Report is reviewed by the Head of ICT, Head of Customer Services, Applications Development Manager and the Web Development Team.</p>	We found that monitoring reports covering both the utilisation of the Website as well as the Intranet are produced on a regular basis and are submitted to the relevant senior management/governance group for information.	

<u>Ref</u>	<u>Risks</u>	<u>Expected Controls</u>	<u>Actual Controls</u>	<u>Results</u>	<u>Conclusions</u>	<u>Rec. Ref.</u>
				Also, a summary of the report is prepared for the Chief Executive and the portfolio member for Finance and to the members of the Customer Focus Programme Board.		
02.05	There is an inconsistent approach to Editors updating articles on the Website which could result in inaccurate, inappropriate or sensitive information / data being published on the Website. Therefore the Council could be criticised / fined.	Officers responsible for creating, amending and updating web pages have been appropriately trained.	The number of editors has been reduced significantly over the last year and a special working group is held for editors to provide training and to share good practice.	<p>1) West Berkshire Council uses Goss Interactive's product iCM as the corporate Content Management System for its website.</p> <p>A number of projects / changes have been made since the implementation of iCM, to try and improve management of the content.</p> <p>In 2010/11 The action plan of the Website Strategy 'An excellent Website?', included a review of the process for publishing content on the website to ascertain if the process was as efficient as it could be, taking into account the significant number of authors and editors that had been set up to publish information.</p> <p>a) iCM was upgraded from version 8 to 9, and we are currently using version 9.1 (July 2011).</p> <p>b) The website structure, content and web content access permissions have been rationalised, which has reduced the number of editorial groups to nine groups based on the new Website structure.</p> <p>c) There are two main officer groups who contribute to the Website, authors who write content and editors who edit and approve content, then publish it.</p> <p>d) As a result of the review, in 2010/11 the number of editors was reduced from over 100 Editors to 47 (as at 26/05/2011), which provides a smaller, more experienced group to publish content on the Website.</p> <p>2) A working group has been set up to review/monitor the use of the website, the Website Editorial Group. This group meets quarterly, all editors are invited to attend together with the Head of ICT and the Head of Customer Services. We were informed by the Web Development Manager, that these meetings were set up</p>	<p>The 2010/11 Website Strategy covered a review of the process for publishing information on the Council's website, to assess whether it was efficient or needed to be rationalised.</p> <p>There are two main officer groups who contribute to the Website, authors who write content and editors who review then publish the information.</p> <p>The review identified that there was a significant number of people set up as editors, which had resulted in a lack of expertise together with inconsistencies in the standard of information being published.</p> <p>As a result of the review, the number of Editors has been reduced significantly to provide a smaller, more experienced group to publish content on the Website.</p> <p>A working group has been set up, the Website Editorial Group to provide training for Editors together with a forum for sharing experiences and good practices.</p> <p>Although there are no Terms of Reference covering the role of the group, we were informed that the meetings are structured (use of agendas). However, we noted that the meetings are not minuted.</p>	Rec. 10

<u>Ref</u>	<u>Risks</u>	<u>Expected Controls</u>	<u>Actual Controls</u>	<u>Results</u>	<u>Conclusions</u>	<u>Rec. Ref.</u>
				<p>as a basis for sharing good practice and to provide training.</p> <p>Although there are no Terms of Reference covering the role of the group, we were informed that the meetings are structured (use of agendas). However, we noted that the meetings are not minuted.</p>		
02.06	<p>Inconsistencies in website / Intranet pages content. Inaccurate, inappropriate or sensitive information / data being published on the Website. Therefore, the Council could be criticised/fined.</p>	<p>There are detailed documented procedures and processes for 'authors and editors' to refer to.</p>	<p>There are detailed documented procedures and processes for 'authors and editors' to refer to.</p>	<p>There is documented guidance covering the processes for publishing information/documents etc on the Council's website. The guidance is published on the Intranet.</p> <p>We reviewed the guidance and found that the overall content covers the key areas of the process, and the standards to be used:-</p> <ul style="list-style-type: none"> a) Format / style that is to be used; b) Use of links, downloads, icons and photos; c) Writing style and grammar. <p>However, we consider that further areas could be included to provide more specific guidance, especially for editors:</p> <ul style="list-style-type: none"> a) The use of links and creating of structures, 'parent / child' articles; b) Use of metadata' c) Checking that duplicate articles / pages are not created / cluttering the web with the more than one copy of the same article; d) The requirement to remove old / obsolete articles and documents from the library and from the web pages; e) Use of documents version control; etc. f) How to set 'site security'; i.e. where the article is to be published, available to all and published on the Website and Intranet, or Intranet only. g) Ongoing / regular maintenance requirements; i.e. checking that content is still relevant, there have been no changes in legislation, organisational structures. 	<p>We found that there is guidance covering the process for publishing information on the Council's website. The information covers both the author and editor roles and is published on the Intranet.</p> <p>We found that the guidance covers the key areas we would expect, i.e. writing style, format and document style that is to be used. However, we consider that the guidance could be further expanded, so that it covers maintenance / review processes as well as the key processes for initially publishing the information.</p>	Rec. 11

<u>Ref</u>	<u>Risks</u>	<u>Expected Controls</u>	<u>Actual Controls</u>	<u>Results</u>	<u>Conclusions</u>	<u>Rec. Ref.</u>
02.07	Inconsistencies in website / Intranet pages content. Inaccurate, inappropriate or sensitive information / data being published on the Website. Therefore, the Council could be criticised / fined.	There is a process in place to check that information published (both internally and externally) is in accordance with the defined standards (articles are correctly published, format / style and wording used is consistent across all Services/content i	As part of the editor's role is to ensure that content published is correct, articles are correctly published, format / style and wording used is consistent across all Services and content is not out of date. Editors meet regularly and shared good practice, also there is published guidance, although it does not cover all steps as part of the approval / checking process.	<p>One of the proposals identified as part of the 'An Excellent Website' Strategy was to create a Content Management Team, which would be responsible for publishing all Website Content.</p> <p>This proposal was not approved and the responsibility for content and publishing has been devolved to Services, and, with the absence of the Content Management Team, the Web Development Team provides the technical support as well as the administration of iCM.</p> <p>We were informed that it is the relevant editor's responsibility to ensure that the content that is published is accurate, meets the corporate style, have been published on the correct media, i.e. articles / pages that were intended for users of Intranet have not been published externally, and vice versa. Editors are also responsible for reviewing the articles/documents to ensure that they are still relevant and content is not out of date.</p>	<p>The responsibility for managing content of the website is down to the individual services, with the Web Development Team providing the technical support as well as the administration of iCM.</p> <p>We were informed that it is the relevant editor's responsibility to ensure that content published is accurate, complies with the corporate style, is up-to-date and published on the correct media (i.e. Internet and/or Intranet)</p> <p>Taking into account there are a number of editors, and there isn't a central process for overseeing the information published on the website, we consider that it is crucial for there to be comprehensive training and guidance covering all of the processes involved in publishing articles / pages on the website.</p>	See rec. 11

3 Action Plan

<u>Recommendation</u>	<u>Weakness/ Significance</u>	<u>Agreed/ Not Agreed</u>	<u>Client Comments</u>	<u>Responsible Officer/ Timescale for Implementation</u>
1) We recommend that future Website Development Strategies are compiled to cover a longer time frame with an annual refresh being carried out each year which gives updates on annual targets as well as longer term goals.	Minor / Advisory	Agreed	The Website Development Strategy does cover more than one year, however it was acknowledged that the period covered isn't clearly defined in the document. This will be revised when the document is next updated.	Web Development Manager in consultation with the Customer Focus Programme Board In time for setting next years' strategy – 2012/13
2) We recommend that when the Website Development Strategy is reviewed, the aims and directions included in other corporate strategies are used as a basis for determining the areas for developing the website.	Minor / Advisory	Agreed		Web Development Manager in consultation with the Customer Focus Programme Board In time for setting next years' strategy – 2012/13
3) We recommend that a framework should be established covering the compilation of those strategies that need to interlink with the Website Development Strategy. The framework should identify the timeframes for the key stages of reviewing/revising the documents, and who needs to be involved.	Moderate / Necessary	Agreed in principle	The Transformation Efficiency Board (TEB) is currently carrying out a review of Corporate Strategies with the aim of streamlining the number of strategies in place. In relation to the Website Development Strategy this would be encompassed within an overarching strategy, the Communication Strategy.	Customer Focus Programme Board In time for setting next years' strategy – 2012/13
4) We recommend the following:- a) The Website Development Strategy should stipulate overall ownership of the document and responsibility for its implementation. b) The CFPB Terms of Reference should be reviewed to ensure that they reflect the current role of the group. The review should incorporate the requirement for the Terms of Reference to reflect the Group's role in approving the content of the Website Development Strategy together with overseeing progress against the defined aims and goals.	Moderate / Necessary	Agreed	The CFPB Terms of Reference have recently been revised and will be presented to the Board for approval at the next meeting in December 2011.	Customer Focus Programme Board a) At the next Website Development Strategy refresh b) Within 6 months

<u>Recommendation</u>	<u>Weakness/ Significance</u>	<u>Agreed/ Not Agreed</u>	<u>Client Comments</u>	<u>Responsible Officer/ Timescale for Implementation</u>
5) We recommend that the Web Development Strategy should follow the same governance arrangements as other key corporate strategies, i.e. it should be submitted to Corporate Board/Management Board for information/approval.	Minor / Advisory	Agreed		Customer Focus Programme Board At the next Website Development Strategy refresh
6) We recommend the following:- a) A responsible body is assigned with the ownership and responsibility for the development of the Intranet. b) A strategy is developed for the Intranet.	Moderate / Necessary	Agreed in principle	Under the proposals of the Senior Management Restructure (SMR) the web development function would move to a different service area. This may result in timing issues for implementation and/or different service priorities for work needing to be undertaken.	Head of Customer Services/Head of I.C.T. Within 6 months
7) We recommend that the targets covering the utilisation of the website could be further expanded so that they cover measurements for each of the three key areas defined in the Socitm guidance, together with more detailed analysis of users' satisfaction with the various elements of their experience of using our website.	Minor / Advisory	Agreed		Web Development Manager in consultation with the Customer Focus Programme Board In time for setting next years' strategy – 2012/13
8) We recommend that the Customer Focus Programme Board establishes a formal / structured approach to monitoring and reviewing the achievements and progress of the Website Development Strategy, and this is recorded in the Strategy. It should be ensured that detailed reports / updates are obtained covering the key aims within the Strategy, and officers are required to attend to provide an update. Minutes should record any actions required, the officers responsible and timeframes for implementation.	Minor / Advisory	Agreed		Customer Focus Programme Board Within 6 months

<u>Recommendation</u>	<u>Weakness/ Significance</u>	<u>Agreed/ Not Agreed</u>	<u>Client Comments</u>	<u>Responsible Officer/ Timescale for Implementation</u>
<p>9) We recommend that the Council considers establishing some means for measuring and assessing the utilisation, effectiveness and users satisfaction relating to the use of the Intranet.</p> <p>Once established these performance measures should be regularly monitored and reported to a relevant governance group, for them to decide on the prioritisation of remedial action.</p> <p>Links with recommendation 6.</p>	Moderate / Necessary	Agreed in principle	See recommendation 6 comments.	<p>Web Development Manager in consultation with the Customer Focus Programme Board</p> <p>In time for setting next years' strategy – 2012/13</p>
<p>10) We recommend that</p> <p>a) The Website Editorial Group is put on a more formal basis, i.e. that Terms of Reference are drawn up covering the role of the group.</p> <p>b) We recommend that issues / good practices discussed at the group's meetings are documented and incorporated into future training programmes and guidance.</p>	Minor / Advisory	Agreed		<p>Web Development Manager</p> <p>Within 6 months</p>
<p>11) We recommend that the guidance covering the processes for publishing information on the Council's website is expanded for the following:-</p> <p>a) the use of links and creating of structures, 'parent / child' articles;</p> <p>b) use of metadata';</p> <p>c) checking that duplicate articles / pages are not created;</p> <p>d) the requirement to remove old / obsolete articles and documents from the library and from the web pages;</p> <p>e) use of documents version control; etc.</p> <p>f) how to set 'site security'; i.e. where the article is to be published, available to all and published on the Website and Intranet, or Intranet only.</p> <p>g) ongoing / regular maintenance requirements; i.e. checking that content is still relevant, there have been no changes in legislations, organisational structures.</p>	Moderate / Necessary	Agreed	As training for Authors and Editors is provided by the ICT Training Team, they will be included in discussions regarding the content of the revisions to the guidance.	<p>Web Development Manager in consultation with the ICT Training Team.</p> <p>Within 6 months</p>

Category of weakness		Significance	
Fundamental	May result in a complete breakdown of the service and or fraud or other irregularity	Mandatory	For statutory, council regulations or service instructions fundamental control weaknesses
Significant	May result in a breakdown in the service and or fraud or other irregularity	Necessary	For Significant or moderate control weaknesses
Moderate	May result in some impact on the service	Advisory	For minor control weaknesses or efficiency improvements
Minor	Limited impact on the service		