

<b>SUBJECT:</b>	<i>CDC / SBDC websites - How information is structured and managed</i>
<b>REPORT OF:</b>	<i>Cllr Duncan Smith - Portfolio Holder for Customer and Business Support</i>
<b>RESPONSIBLE OFFICER</b>	<i>Rachel Prance – Manager Joint Communications, Performance and Policy</i>
<b>REPORT AUTHOR</b>	<i>Dominic James – Web Services Officer 01494 586518 <a href="mailto:djames@chiltern.gov.uk">djames@chiltern.gov.uk</a></i>
<b>WARD/S AFFECTED</b>	<i>All</i>

### 1. Purpose of Report

To provide an overview of how information is structured and managed on the CDC / SBDC websites.

### RECOMMENDATIONS

To note the report.

### 2. Reasons for Recommendations

NA

### 3. Content of Report

- The recent changes made to the website did not change the structure, but did change the appearance of pages. A lesson learned has been to carefully consider how to make users of the website aware of any forthcoming changes to appearance and structure.
- There are a number of key services where the website takes users into external portals over which the Council has differing levels of influence how they are displayed and structured. Public Access is the prime example of this.
- How content is currently updated, the web editor arrangements etc
- There are now more tools available to the Council to monitor use of the website in order to inform future changes
- The Customer Experience Programme will have a significant impact on the website in terms of how it is structured and managed, and that is why there are discrete workstreams in the Programme dealing with the website

### 4. Consultation

NA

### 5. Options

NA

### 6. Corporate implications

6.1 Financial - no financial impact – delivery of websites using current budget.

6.2 Legal - no legal implications – using the same website provider to deliver corporate websites

6.3 ICT - no ICT implication [ delivery of websites through current provider and existing technical set-up]

6.4 HR - no HR implications [ same organisational structure to deliver websites]

## **7. Links to Council Policy Objectives**

The website links to all of the Councils' policy objectives. Going forward the delivery of web services will be aligned to the Customer Experience Strategy Programme – see Joint Committee report 12 October 2017

## APPENDIX

### 3. Background

The Communications, Performance and Policy team [CPP] manage the Chiltern District Council [CDC] and South Bucks District Council websites using the GOSS content management system [CMS]. Within the team the main contact is the Web Services Officer. Although the council provides several websites it is only the corporate council websites and intranet the CPP team look after.

The technical infrastructure [servers / installation of CMS] for the website is provided by Business Support.

#### Websites managed by CPP Team

Website	Supplier	Monitoring
Chiltern District Council	GOSS	Google Analytics / Siteimprove
South Bucks District Council	GOSS	Google Analytics / Siteimprove
Chilterns Crematorium	GOSS	Google Analytics / Siteimprove
The South Buckinghamshire Golf	GOSS	Google Analytics / Siteimprove
Aylesbury Crematorium <b>[not live]</b>	GOSS	
Intranet	GOSS	Google Analytics
Social media	Twitter / Facebook	

#### Third party council websites

Supplier	Service	Managed by
Modern.gov [CDC / SBDC]	Council meetings and agendas	Democratic Services Business Support
Public Access [CDC / SBDC]	View Planning, licensing and Building Control applications	Planning Business Support
Victoria Forms	Online application forms Licensing, Revenues and Benefits	Licensing, Revenues and Benefits Business Support
Vacancy Filler	Applying for council jobs	Human Resources, Business Support
View Council Tax Open access [CDC]	Revenues and Benefits	Revenues and Benefits Business Support
Council Tax Self Service [SBDC]	Revenues and Benefits	Revenues and Benefits Business Support
Parking [CDC / SBDC] – PCN, ECN	Parking	Parking, Business Support
Local Land Charges [CDC]	Land Charges	Land Charges, Business Support

In August 2017, the CPP team delivered mobile sites for CDC and SBDC. The current website configurations were changed to be more suited for display on mobile devices. Previously, SOCITM [Society of Information Technology Managers] Better Connected reports have marked down CDC / SBDC sites as they do not display on mobile devices. The business case was to make the sites mobile responsive. Due to a tight timeframe to deliver two new council websites, no major reworking took place to the navigation structure.

The new sites display correctly on mobile and have passed the Google mobile tests that SOCITM use for assessment.

Link - <https://betterconnected.socitm.net/>

Website statistics [Google Analytics] show that mobile traffic is at 40% and as a trend looks set to increase.

With the Customer Experience Project, content will be reviewed as part of the implementation phase. GDPR [General Data Protection Regulation] legislation will need to be factored in with new website developments.

### 3.1. Content structure – current structure

The navigational structure has been developed to prioritise the main services that customers request. On the homepage we focus on the most popular services and payments. In Google Analytics we created reports on the services with the highest traffic. By focussing on top-tasks we can direct customers quickly to payments, online forms.

With the mobile site we had a choice of three standard GOSS templates to use. In the project plan there was no budget for a redesign and developing templates. We had to use standard mobile templates and apply branding / colours and logo. Template 2 was chosen as it had a cleaner design and displayed well on mobile devices.

Figure 1 – Website structure top level

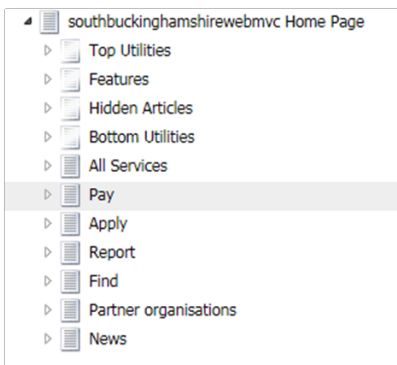
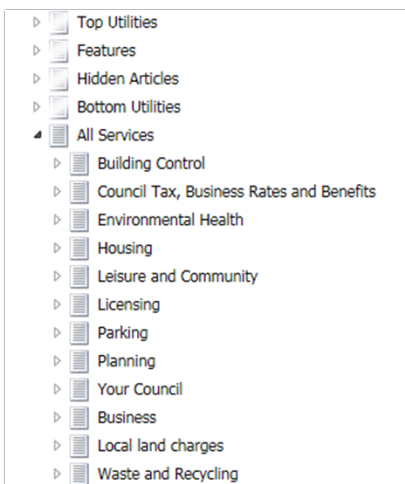
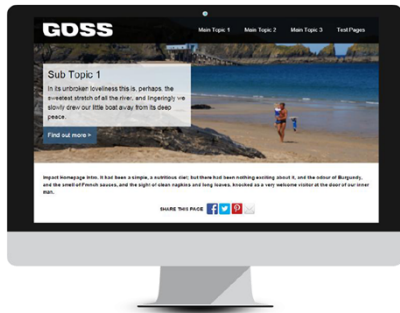


Figure 2 - Diagram of service structure

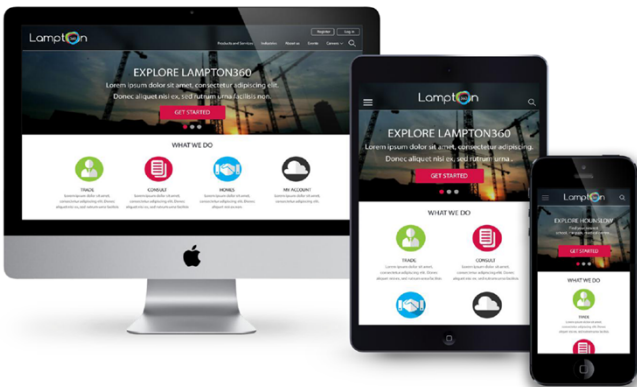


## 3.2 GOSS standard mobile templates

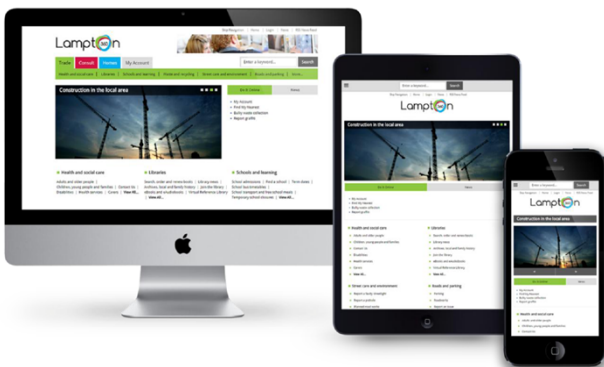
### Template one



### Template two



### Template three



The **choice of template two** allowed us to make the tops tasks clearer on the homepage. Going forward this helps with the Customer Experience Strategy which uses the same top level categories.

## 3.4 How we use Google analytics what information produced and how it is used.

When implementing the new sites we used Google Analytics to help structure. The data was used to ensure the most popular services and payments are listed on the homepage. For the mobile project, reports were produced on the top 100 pages for CDC / SBDC and put on the intranet mobile project pages. Information was also found on most popular mobile devices to access content. Both the iPad, iPhone had the highest usage on the CDC / SBDC websites.

Link - [http://sharedintranet/mobile\\_friendly\\_project](http://sharedintranet/mobile_friendly_project)

Siteimprove is used for quality assurance reporting, broken links, server response times and accessibility monitoring. When the site is down team members of Communications and Business Support receive text messages to action. Web links are monitored daily and reports sent to officers with access to Siteimprove.

In Covalent [performance monitoring] we report monthly on visitor traffic to the website for CDC / SBDC. With the Customer Experience programme it would be useful to have group of indicators for all customer channels. Channel shift targets could then be monitored to see if delivering 80% switch to digital.

### 3.5 Web editor access to Google Analytics

With the implementation of the mobile websites we integrated Google Analytics into the content management system. Web editors can view statistics and get a summary of traffic to their pages. This helps to see customer journeys and re-order content. Services can require more Google reports by contacting the Web Services Officer.

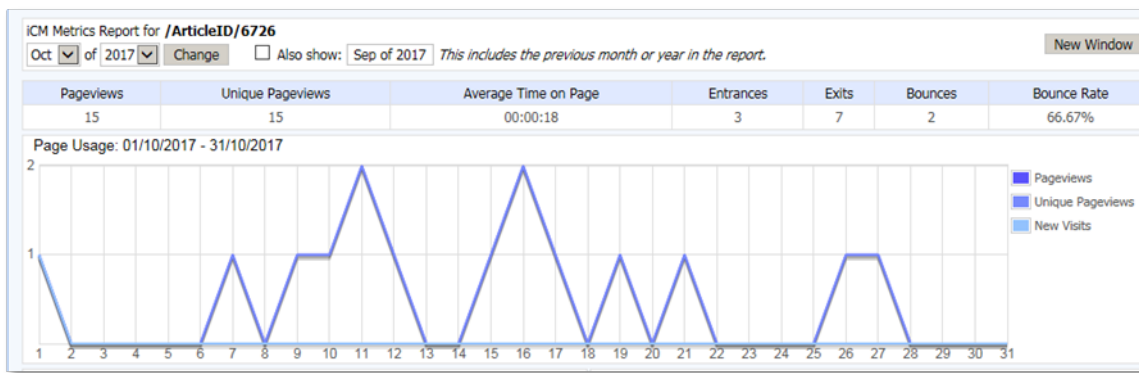


Figure 3 Screen shot – Web editor view of Google Analytics in CMS

### **3.6 Content structure – how we decide what structure should be**

The recent mobile project keeps the same navigational structure as previous sites. To rework the navigation would have required a user experience [UX] design phase and consultation with staff, councillors and customers. When implementing the original GOSS websites we did this but not for the recent mobile sites. This process would have led to a longer implementation phase.

### **3.7 Readability**

Readability scores are based on reviewing web pages, looking at the content and giving an average reading age. With the CDC / SBDC site before the mobile project we had scores of 18+ on both sites. Our aim is to get a score between 11-12 to help making the content accessible and clear. This is an ongoing task and training on writing for mobile websites will help to bring these scores down. On the Plain English website are example of longer words and shorter everyday words that help with clearer writing.

**Link** - <http://www.plainenglish.co.uk/the-a-z-of-alternative-words.html>

### **3.8 Content structure – when to change it**

The content structure did not change when we implemented the mobile sites. What changed was the way the pages were structured for viewing on mobile devices. When viewing web pages on a mobile site you do not require long pages which take time to scroll. Information headings need to be clear with actions on what customers need to do. In May 2017 a web editors meeting was arranged to provide an overview of the mobile project and writing for the mobile web.

The implementation of the Customer Experience Strategy will lead to a change in navigational structure to deliver business case objectives. As part of the implementation of a new site a UX [user experience] design phase would take place - consulting with councillors, customers and staff. This will lead to new insights and different ways of presenting content using new templates.

Alongside this phase will be the implementation of the GDPR legislation. Many data gathering organisations like Google are taking a lead on developing new privacy, policy pages. CDC / SBDC will need to have clear guidance on how gaining consent to gather customer data. All online forms that capture personal data will require new sections.

We currently use the report, pay, request and apply for headings. In the Business Case the same sections will be used. What will be different is the technology component. At the moment we have access to online forms and a CMS. With the new site there will be greater integration between the website front-end and back-office systems using a My account feature.

### **3.9 Technology components of Customer Experience Strategy**

Customer account | CRM Lite | Web forms | Integration engine | Push notification

Key to the business case is providing a consistent journey through the websites. Four key functional customer journeys have been established. With any new site implementation, by using the same customer journeys this will help to locate service information and online forms.

### **3.10 Target Customer Journeys**

**Report it** – where a customer wants to report an issue [missed bin]

**Pay for it** – where a customer wants to pay for a service [council tax]

**Request it** – where a customer wants to request a service [bulky waste collection]

**Apply for it** – where a customer wants to apply for a service [licensing]

What needs to be completed is the Business Process re-engineering to map out services and integration with the technology components

### **3.11 Content management – web editors**

The websites [including the intranet] are managed by the CPP team with web editors in each service areas. In total we have 86 web editor user accounts set-up for managing website and intranet content. Some accounts are more active than others due to the service content they manage and frequency of updates required.

Web editors receive training on using the content management system and can approach the CPP team for support. Applying this model allows service areas to own their content and regularly update. Within the CMS web editors can schedule in review dates for content, archive / delete old pages. When staff leave their accounts are deleted and the content re-allocated to members of the group they belong to.

### **3.12 Reports**

In the GOSS CMS – Management section, reports can be scheduled on web content. Below are example reports that can run immediately or scheduled to run daily, weekly or monthly.

Article reports examples:-

- containing broken embedded links
- expiring
- no refresh specified
- refresh due

These reports are submitted to the Web Service Officer who can see which pages need updating.

### **3.13 Web editors – alternative publishing model**

Alternatives to this model would be having a central team inputting / re-writing content for the website submitted by service areas. This would make it easier to maintain a corporate style. With the services we provide this could cause delays in publishing content. The current model provides greater flexibility but requires support through managing user accounts, training and support. This would need to be considered with any changes to the delivery of web services and if we moved to one council website.

### **3.14 Web editors - support**

Web editors are provided with day-to-day support for editing pages and training. When we upgrade / create new websites editors help with testing. On the intranet are pages on login to the content management system, writing for the web and how to report issues with the website. If a web editor needs help with content they will log a call with the communications team. If a technical issue they will log with the Business Support service desk. Technical issues would be the server is down, slow response times or issues with the CMS / Payments.



### 3.15 Keeping content up-to-date

The recent delivery of the new mobile sites allowed a content refresh and reduction in the number of webpages. Although we reduced the pages we maintained the same navigation structure. Web editors regular review their pages to ensure content is update-to-date. Within the CMS are options to set review dates on pages.

### 3.16 Benefits of less pages

- > easier to search and find information
- > quicker to crawl website by search engines / less information to catalogue.
- > easier for web editors to manage content
- > if migrating content, less information to move
- > high score quality assurance report – Siteimprove
- > easier for customers to navigate as less layers of information

### Number of web pages

Website [no. of pages]	Fixed width website [old site]	Mobile site [new site]	Reduction
Chiltern District Council	1,760	666	-1094
South Bucks District Council	1,597	665	-932

### 3.17 Siteimprove statistics - <https://siteimprove.com/>

For monitoring quality assurance on the websites we use Siteimprove. This is only implemented on the sites managed by the CPP team. Reports show broken links, typos, accessibility score and readability scores.

Website	Quality assurance score
Chiltern District Council	98.1%
South Bucks District Council	98.1%

**Note:** Quality Assurance score – within Siteimprove [ web monitoring software] the score is based on content quality, content freshness, security and user experience.

### 3.18 Council information – Local Transparency code

The Local Transparency code 2015 requires CDC / SBDC to publish data on a range of services from Business Rates data to expenditure over £500. This helps with FOI requests as we can quickly send links to customers. All FOI requests are logged in Vuelio for processing and user friendly links added to responses. The FOI and RIPA report highlighted that the majority of requests are for commercial information, see below.

The services areas that receive the most FOI requests were **Healthy Communities, Business Support and Customer Services**. The majority of requests are for **commercial information that would be useful for business**.

Source: Freedom of Information Management and RIPA annual report. SBDC Overview & Scrutiny Committee 16 October 2017.

## Links

### **CDC Council information**

<http://www.chiltern.gov.uk/transparency>

### **SBDC Council information**

<http://www.southbucks.gov.uk/transparency>

## **3.20 Council information – General Data Protection Regulation**

The new General Data Protection Regulation [GDPR] replaces the longstanding Data Protection Act in May 2018. It significantly tightens up the rules on privacy and consent.

Going forward, CDC / SBDC will need to ensure that privacy is designed into processes and services by default. Where personal data is collected there will need to be clear guidance on reasons why we will hold and process individuals' data including all legacy data. Privacy policy pages will need to be created and linked to pages where customers submit personal data. Online forms will need sections that capture customer consent. New website implementations will also need the main web address to use https:// [secure certification].

The eduserv report [2017] - Guide to GDPR for Local Government – says "...the issue of consent is the most labour intensive element of GDPR."

Customers can submit subject access requests for data. CDC / SBDC will need to provide a secure online self-service system that provides the individual with direct access to their information. This could be factored into the customer My account set-up. Work in this area is essential to create trust with customers and reduce reputational risk.

## **3.21 User friendly links**

When creating web pages web editors can add user friendly links to pages i.e. [www.chiltern.gov.uk/planning](http://www.chiltern.gov.uk/planning) [www.southbucks.gov.uk/FOI](http://www.southbucks.gov.uk/FOI) this ensures links make sense to customers, consistency in FOI responses and shorter web links. By adding using friendly links it makes it easier for search engines to re-crawl pages.

## **3.22 Customer statistics**

On the GOSS website we use Google Analytics to provide information on page views and usage of the CDC / SBDC sites. Although the council doesn't pay for this service the trade-off is Google have access to this information. The CPP team has a contract with Siteimprove to check broken links, typos, accessibility issues and to check response times for pages. Each day the Web Services Officer checks for broken links on the site, typos and response times. On all four sites that are monitored we have no broken website links.

Siteimprove provide an analytics SEO module [Search Engine Optimisation] and GDRP module. We are currently trialling the GDRP module to see how it works and if it will help comply with the new legislation. We have asked for quotes on both the SEO and GDPR modules.

A review would need to be done of all the council websites and what monitoring is taking place on each site to provide a better picture of customer journeys. Currently we do not have a full picture of customer journeys across all council websites.

### 3.23 Website – technical set-up

The web servers are hosted at the council and managed by Business Support for GOSS sites and third party sites. Members of the Business Support team have admin logins to the CMS to access the API [application programming interface] server and develop online payment forms.

When upgrades are implemented the Business Support team work with GOSS on code deployments to test and live sites. Change requests are logged with Business Support to deploy the code to test and then live following user testing. Regular server checks are done to ensure high response times and services are available.

### 3.24 Web supplier contract

The current support contract ends on September 2018. GOSS have provided extensions prices to the contract for 6 months, 1 year and 2 years. This allows a contingency, if any delays with the delivery of Customer Experience Strategy. An end of contract would need to be implemented if any changes to the provider of web services. When developing the project plan this would need to be included as a risk.

Any changes to web provider would need to also consider the following sites along with the main CDC / SBDC websites. These would need to be included in specification documents.

Chilterns Crematorium
The South Buckinghamshire Golf
Aylesbury Crematorium – [not live]
Shared intranet – internal staff website

### 3.25 Councillors – change management process

All requests for changes to the CDC / SBDC website need to be e-mailed to [communications@chiltern.gov.uk](mailto:communications@chiltern.gov.uk) Requests would need to detail the website change/s required and links provided where appropriate to the council website.

Changes will be reviewed by the Communications, Policy and Performance / Business Support Team and scoped out to review technical and financial impact. If agreed the change management process starts.

### Minor requests

If a minor change which can be dealt with under current support agreement, these would be logged with GOSS and change request documentation produced. The development would first be done on the GOSS QA site and then rolled out to test and live. At each stage testing takes place to ensure working correctly in each web environment. All change management documentation will be logged in corporate project folders and submitted as service requests to the Business Support Team. A review would take place of completed work and signed-off to close request. Councillors would then be informed that change has been completed and available to customers.

## Major requests

If a major change where template functionality changed, this would require logging with GOSS initially to review, scope out and then provide costs. Any costs would be reviewed with Communications Team / Councillors and if agreed implemented. A timeline would be created and agree implementation date.

## Customer Experience Strategy

The contract with our current supplier expires on September 2018. Any major changes would need to also be reviewed alongside the timeline of the Customer Experience Strategy.

### 3.26 Search engines

Google has been the main search engine we have focussed on. It provides the most referrals back to CDC / SBDC websites. Below is a table showing the main search engines and how the websites are checked. With Google / BING we have created an account to give us greater control and access to web master tools. BING works with Yahoo! UK and MSN so no need to have separate login accounts. When implementing any website projects - how the sites are crawled by search engines is an important consideration. Once the updated site maps have been submitted it can take several days before the updated content is re-crawled.

#### Search engine and crawling the CDC / SBDC websites

Name	Type	Mobile website update
<b>Google</b>	Organic	Code added to websites XML site maps created, uploaded site: check completed re-crawl pages updated
<b>Bing</b>	Organic	CDC / SBDC re-crawl XML site maps added Account created to access web master tools site verified
<b>Yahoo! UK</b>	Organic	Uses BING search
<b>DUCKDUCKGO</b>	Organic	site: check completed indexing site Note: site gets its results from over 100 sources including DuckDuckBot, crowd sourced sites, Yahoo! through BOSS, Yandex, Yelp and Bing. Once indexed by main search engines will appear in search results.
<b>Ask UK</b>	Organic	site: check completed indexing site No access to create a user account
<b>AOL</b>	Organic	site: check completed indexing site No access to create a user account
<b>MSN</b>	Organic	Uses BING search Access to BING web master tools
<b>Yippy</b>	Organic	Search engine YIPPY [formerly Clusty] searches the web using other search engines, but it provides results in the form of 'clouds' instead of traditional search methods. Search CDC / SBDC

## Google mobile test results for CDC / SBDC

