Outline Business Case   Draft v0.1 11-Nov-2015

Project Name	Council Website	Programme	Transformation	
Project Manager	Annette Wade	Project Executive	Richard Quayle	EAST CAMBRIDGESHIRE DISTRICT COUNCIL

Purpose: To seek approval to commit resources to plan the project in detail.

Executive summary

Over the last few years customer expectations and behaviours have radically changed regarding how people expect to be able to access information and services online. Between April 2015 and August 2015 the Council had 165,736 visits to the website, compared to 29,222 telephone calls handled by Customer Services and 4,290 visitors to reception. 42% of users accessing the website did so with either a mobile phone or tablet – this is a major shift in behaviour when compared to only 4% using these devices in 2011.

This shift in customer behaviour emphasises the importance of the Council's website and ensuring that it is designed around customers – enabling them to access the information and services they require online, at a location and time that is convenient to them.

Feedback from users shows that the Council's website falls short of customer expectations. Information can be hard to find on the website with some of the pages out of date, online services also need significant improvement. Internal departments have also raised concerns regarding the limitations of what they are able to do on the website and the speed of making changes.

Reasons

The Council's website needs a radical overhaul in order to:
- Improve customer satisfaction by ensuring they can access the information and services they need at their own convenience.
- Generate savings by reducing the need for customers to visit or phone the Council in person. This will be done by ensuring the information and services provided by the website are up to date and designed around the customer and their requirements.
- Investigate opportunities to provide a joined up 'one stop shop' where customers can access local government information and services regardless of the public service provider.
- Improve the governance and IT systems relating to the website to allow departments to have the flexibility to quickly update content and make changes as they require.

Options

The following options have been considered:
1. Keep the website structure and update the content using our own resources.
2. Completely rebuild the website using an external supplier that has built a website that we wish to use as a model.
3. Do nothing.

It is recommended that the Council goes for option 2. The transformation the Council wishes to deliver will require a major overhaul of the Council's website. This option will involve a larger upfront cost but will enable the Council to benefit from using an external organisation that has already delivered what the Council is looking to achieve.

Business Benefits Expected

Business benefits developed in the PID and will focus on:

- Improved customer satisfaction.
- Improved joint working with partners to provide a single point of contact for customers.
- Reduced Council costs.
- Increased flexibility and ability for departments to be able to make changes to the website quickly.

Risks

At this early stage the key risk centres around ensuring staff and website users are effectively engaged in developing website plans that meet the needs of the authority and its customers. Risks will be identified in the PID.

Cost

Costs will be identified in the PID. Based on work carried out by other authorities, the use of an external organisation to build the website is expected to cost around £30k.

Timescales

The PID setting out the website scope and plans will be developed by February with the intention of delivering a new website by the end of May 2016.

In order to develop the PID, the following two workstreams will be set up and completed before the end of February:

1. **Design and Governance (led by Annette Wade)**
    Officers, Members and customers will be invited to join this workstream that will:
    - Identify existing websites that match the look and feel that the Council is looking for.
    - Identify and prioritise services that should be delivered online.
    - Identify opportunities to work with partners to deliver a holistic 'one stop shop' for customers.
    - Develop proposals for ensuring the website is continually fit for purpose. This will include proposals to understand how customers are accessing services as a means of improving our website provision (e.g. there may be services where customers phone rather than use the website as it doesn't provide the information they require).
    - Develop proposals regarding the governance of the website – these proposals will maximise department ownership and empowerment, ensuring the website is up to date and responsive.

2. **IT Infrastructure (led by Mark Chadwick)**

This workstream will review the requirements from workstream one and develop IT Infrastructure proposals along with costs.

3. **Procurement (led by Annette Wade)**
   This workstream will review the requirements from workstream one and select a recommended supplier for developing the Website for approval.

Assessment of effectiveness

The success of the project will be determined by its ability to deliver the benefits that will be agreed in the PID.