

Resources Committee

18th August 2010

Agenda Item	
Report No	

Web Strategy

Report by Head of E-Government

Summary

This report gives a summary of the Council's draft Web Strategy for the period 2010-2013. The strategy outlines the future direction for the Council's web sites and the use of web technologies. This strategy is linked to the ICT Strategy, the Information Management Strategy and Customer Services Strategy and was developed as part of the Corporate Improvement Programme (CIP) Information Management Project.

1. Introduction

- 1.1 The Programme for the Highland Council 'Strengthening the Highlands' Theme 5 makes a commitment to make the Council more effective and efficient in the delivery of Council services by improving and modernising the Council's website in the electronic delivery of services in line with the aims and objectives of the Council's Corporate Improvement Programme.
- 1.2 The Highland Council is committed to the development of its use of the Web to enhance the delivery of services to staff and the wider community. This document outlines the Council's Web Strategy for the period 2010 – 2013.
- 1.3 The Strategy aims to ensure that staff of the Council and Highland residents, businesses, partner organisations and visitors are able to:
 - find the information they need easily,
 - collaborate effectively with the Council,
 - access Council services online from any location
 - pay for services online from any location.

It will also ensure that the Council continues to provide services which are consistent, professional and co-ordinated to ensure the customer is satisfied at the first point of contact.

- 1.4 The Customer Services Strategy quotes finding from Society of Information Technology Management (SOCITM) Insight showing that customer self service via the web on average costs £0.17, compared to £4.00 by phone and £7.81 face to face. Development of the Council's websites therefore to provide a more interactive customer-facing experience is seen as a key priority of the Corporate Improvement Programme. Such developments should improve service delivery for customers and enable more efficient and cost-effective working.
- 1.5 The Customer Service Strategy and the Scottish Government's Customer First Programme, state that 'In terms of Electronic Service Delivery (ESD) all service activities (where feasible), should be delivered over multiple channel access – telephone, online and face-to face'. This Web Strategy will cover the online element of this requirement.

- 1.6 In addition the CIP intends to 'simplify access to Council services for customers, increasing the number of access channels available and the hours of operation and maximising first-time resolution of customer transactions'. The Web Strategy aims to bring these related strands together.

2. Purpose of the Web Strategy

- 2.1 The purpose of the Web Strategy is to ensure that there is a clear vision for the development and governance of the Council's web sites over the next few years of budget constraints when efficient and effective service delivery will be critically important to the Council.
- 2.2 As well as a clear vision, the Strategy outlines various initiatives that will be required in order to enable the benefits. This should inform the prioritisation of the limited investment funds that the Council has for further development of the web sites.
- 2.3 The scope of the Web Strategy is the Council's main web site (www.highland.gov.uk), other related Internet web sites run by the Council, the Extranet site and the internal Intranet site. It is also recognised that increasingly the key software applications used to run the Council's business are being delivered through the web, e.g. Phoenix e1 and PECOS.

3 The Vision

- 3.1 The vision described in the Web Strategy is to use Web technology to improve service delivery and the provision of information to support and enable initiatives which make Council services more accessible, more convenient, more operationally efficient and cost-effective.
- 3.2 Specifically the strategy states that the Council will:
- provide an interactive web site;
 - provide online payment mechanisms;
 - allow self-service access for the public;
 - increase the quality of information on the web site and automate the Council's Publication Scheme to reduce FOI requests;
 - improve search facilities;
 - exploit the use of social networking;
 - conform to web accessibility standards;
 - ensure that all Council web sites adhere to industry standards and best practice;
 - use online maps and location based services.

4. Proposed Developments

- 4.1 The Strategy outlines a number of areas for development relating either to the governance and use of the web or to the introduction of new technology or expansion of existing facilities.

- **Site Management**

- Establish a process to ensure information is continually refreshed
- Adhere to a corporate style
- Review the quality of information before upload to the web
- Ensure all information has a review date

- Introduce a process for reporting inaccurate information
- Rationalise the number of web sites and ensure cost effective hosting
- Establish governance for the procuring of new web facilities
- **Improved Access to Information**
 - Implement the Scottish A to Z search facility
 - Investigate the use of new search engines
 - Obtain user feedback on the site design via questionnaire
 - Ensure the web site maintains the AA accessibility standard
 - Ensure all Council web sites meet the same standards
 - Seek accreditation that the Council web site is accessible
- **Enhance the Customer Experience**
 - Provide self-serve facilities such as e-forms linked to CRM
 - Provide online booking facilities
 - Introduce more online payment facilities
 - Provide customer consultation facilities
 - Enable shared service provision via the web site (e.g. integrated booking of services)
- **Use of Location**
 - Provide map tools to show location of closest Council facilities
 - Provide tools to identify the location of faults and complaints
 - Provide an interface to public transport information
 - Improve customer experience by the use of sophisticated map services
 - Link information to location to enable localisation of reporting
- **Social Media and Interaction**
 - Identify and implement facilities that use social networking facilities to communicate with the public
 - Define controls to ensure social networking is managed effectively
- **Intranet and Extranet**
 - Implement Microsoft SharePoint as the new Intranet/Extranet platform
 - Investigate the automatic publishing to the Internet
- **Gaelic**
 - Identify core information for translation into Gaelic and put in place processes to ensure Gaelic and English versions are up to date
 - Develop Gaelic templates that also comply with accessibility standards
- **Income Generation**
 - Explore through the CIP Income Generation project how the web sites can be use to generate income – maybe through advertising
- **Curriculum**
 - Investigate provision of enhanced online facilities for schools
 - Roll out GLOW to all schools – the Scottish schools national Intranet.

5. Resource implications

- 5.1 Appendix A of the Strategy outlines the resources and benefits (where already identified) for each of the activities outlined. Some of these are already funded and under way as part of the ICT Transformation Programme, i.e. the replacement intranet & extranet through the Workplace / Desktop refresh project and some elements of self-service will be delivered through the replacement CRM project and are identified as such.
- 5.2 Other developments can be implemented within existing staff resources but would require a change in working practices. For example, there is already a facility in

place to ensure that information on the web site is flagged with a review date, but this is not always used. Other developments with more complicated requirements and with business change implications e.g. the expansion of online payments will require specific projects to be established. These projects will be initiated through the normal process for governing ICT projects and should additional funding be required this could be sought from the corporate ICT developments funds through the Development and Innovation Board.

6. Legal Implications.

6.1 There are no legal implications at the current time

7. Equality Implications

7.1 An initial screening has been undertaken which has indicated that a full equality impact assessment is required. This will be carried out by 31st December 2010.

8. Climate Change Implications

8.1 There are no climate change implications at the current time

9. Risk Implications

9.1 There are no risk implications at the current time

10. Governance

10.1 Resources Committee will receive progress reports in conjunction with the annual report on Customer Services.

11. Recommendation

11.1 Members are invited to:

I. Approve the Web Strategy

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Designation: Head of E-Government

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Date: 9.8.2010





**The Highland Council
Web Strategy**

2010-2013

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1. EXECUTIVE SUMMARY

The Highland Council is committed to the development of its use of the Web to enhance the delivery of services and the provision of information to council staff and the wider community. This document outlines the Council's Web Strategy for the period 2010 - 2013.

The Strategy is aligned with the Council's Customer Service Strategy, Information Management Strategy and ICT Strategy. The Strategy also takes account of the of the Scottish Government's Customer First Programme, the aims of the Council's Corporate Improvement Programme and the "Strengthening the Highlands - Programme for the Highlands 2009 – 2011" which aims to improve efficiency and enhance the services offered by the council.

The Strategy will ensure that staff of the Council and Highland residents, businesses partner organisations and visitors are able to:

- find the information they need easily,
- collaborate effectively with the Council,
- access Council services online from any location
- pay for services online from any location.

It will also ensure that the Council continues to provide services which are consistent, professional and co-ordinated to ensure the customer is satisfied at the first point of contact.

To achieve these aims the Council will identify and develop opportunities for the enhancement of delivery of front line services via the Web. The Council will use Web technology to improve service delivery and to support and enable initiatives which make Council services more accessible, more convenient, more operationally efficient and cost-effective.

PART 1

2. INTRODUCTION

This document presents the Highland Council's Strategy for the delivery of Information and Services via the Web to the staff of the Council and Highland residents, businesses partner organisations and visitors.

The Council's ICT strategy recognises the need to make information and services easier to access through development of the corporate web presence. It also recognises the need for governance of the numerous web sites which the Council owns in order to rationalise them. The Information Management Strategy aims to use Web based technologies to improve the way staff access information and to provide facilities that enable customers to access their own personal information through service links and to enable more self-service facilities. Increasingly customers wish to see greater opportunity to access services through this channel.

The Council's Customer Service Strategy and the Scottish Government's Customer First Programme, state that 'In terms of Electronic Service Delivery all service activities (where feasible), should be delivered over multiple channel access – telephone, online and face-to face'. This Web strategy will cover the online element of this requirement.

The Corporate Improvement Programme intends to 'simplify access to Council services for customers, increasing the number of access channels available and the hours of operation and maximising first-time resolution of customer transactions'.

This web strategy is intended to bring these strands together in one place to ensure that these aims can be efficiently achieved.

3. VISION

The Highland Council's vision is to use Web technology to improve service delivery and the provision of information to support and enable initiatives which make Council services more accessible, more convenient, more operationally efficient and cost-effective.

We will:

- provide an interactive web site;
- provide online payment mechanisms;
- allow self-service access for the public;
- increase the quality of information on the web site and automate the Council's Publication Scheme to reduce FOI requests;
- improve search facilities;
- exploit the use of social networking;
- conform to web accessibility standards;
- ensure that all Council web sites adhere to industry standards and best practice;
- use online maps and location based services.

4. CURRENT USE OF THE WORLD WIDE WEB

4.1. www.highland.gov.uk

The Highland Council website currently supplies information on Council services, minutes of meetings, news, staff vacancies, and allows submission of online forms in some areas (e.g. e-planning). There was an pilot of the use of webcasts for the Council's Planning and Licensing meetings which was reviewed in June 2010 and recommended that the pilot be extended. It also has an online payment facility.

The website uses the Microsoft Content Management System to allow Council departments to upload information.

The website is supported centrally by three members of staff who are responsible for the content of the home page. They have a role in policing the site for inappropriate content and to ensure that a high standard of accessibility is maintained. They provide advice and guidance to users of the website. The role of updating the site is devolved to a number of staff across all services.

The website attracts from 6000 to 8000 visitors each normal working day (exceptions can see this double – e.g. School Closures in bad weather).

Visitors to the site most commonly seek information relating to job vacancies, schools, planning applications and how to contact the Council. Online payments and e-Planning pages are consistently in the top 20 most visited pages.

4.2. Other Highland Council websites and partnership websites

The Council owns and publishes information on numerous websites other than the main Council website. The Council also has a presence on a significant number of other websites reflecting its work with other organisations and the community:

- A range of information presented with partner organisations, including the NHS Highland, Northern Constabulary and Scottish Natural Heritage;
- Council owned information relating to our core functional areas aimed at specific target groups (e.g. youth, schools, sports) on 'satellite sites';
- Within the www.highland.gov.uk web site, there are pages for every school. These are largely static pages. Some of these pages have links to individual schools web sites or blogs, which in many cases have been developed by the staff and pupils and are maintained by them.

4.3. The Intranet (Internal facing) and Extranet (external facing) Networks

The current Intranet contains a variety of styles of pages some of which are updated on an as-required basis. It is only fully available to Council staff who have logged on to the Council Network.

Useful facilities include internal news items, telephone directory, the "Map Room" digital mapping system and a staff notice board.

In addition to the web sites, there are file servers that provide share folder facilities for documents.

The Highland Council utilises its Extranet facilities linking via the Internet to securely share files with suppliers, partners or other businesses.

Both the Intranet and Extranet are planned to be replaced as part of the Council's ICT Transformation Programme starting in 2010 under the new ICT contract. Details of this are covered under section 5.2, Intranet and Extranet.

PART 2

The following section provides details on the initiatives the Council will take forward in order to deliver the Strategy

5. REALISING THE WEB STRATEGY

5.1. Modernisation of the Council's Website

The principles of Information Management described in the Information Management Strategy, to ensure that information is reliable, complete, accurate and accessible, must underpin management of the information on our websites. All developments must also comply with the Council's Information Management Policies to ensure that sensitive information is only available to those that are authorised to access it and to ensure that online payment systems are secure and conform to industry standards.

There are number of steps which can be taken to improve the user's experience.

5.1.1 Site Management (Governance)

The current Web Support Team manages the key activities in this area. These activities are defined here to re-enforce their importance and the need to ensure they are carried out equitably across the whole of the Council's web presence

The Council will:

- establish a process to ensure information published on the web is continually being refreshed;
- adhere to single corporate "house style" on the internet/intranet;
- quality review all documents prior to upload onto the internet/intranet;
- ensure all documents are assigned a review date with automated alerts;
- introduce an online notification process for customers to report out of date or confusing information – additionally for customers to suggest ideas for additional content
- establish a project to rationalise the number of websites used and, where possible, transfer these to the data centre to be hosted by the Council's ICT provider
- reduce the number of stand-alone websites and establish governance procedures for procuring new web sites

5.1.2 Improved Access to Information

The Council's Home page is organised to enable quick access to the most popular parts of the sites as well as the key information and messages which the Council wishes to promote. While familiarity with the site makes it easier for user to find information, there are number of steps which can be taken to improve the user's experience.

Web accessibility is key to accessing information on a web site. If the Council fails to implement suitable facilities it could be interpreted as a failure comply with the Disability Discrimination Act. To ensure maximum accessibility,

The Council Will:

- implement the nationally agreed Scottish A to Z of services;
 - investigate new search engines which can be used on the site and implement the most appropriate;
 - survey website users to obtain feedback on the design and organisation of the site (utilising industry standards) with a view to improving the site by incorporating this feedback
 - continue to monitor the accessibility of the corporate web site to ensure it maintains the AA standard (standard that defines how to ensure that disabled users will generally be able to use the website) and seek accreditation that the corporate site is accessible to users (of assistive technologies) through physical testing;
- ensure that all websites adhere to the same standards for accessibility

5.1.3 Enhanced customer experience

The need to enhance the web interface to increase access to services and allow customers to request, book and pay for services online was identified in the Customer Services Strategy and the Corporate Improvement Programme.

The Council Will:

- provide the ability to self-serve requests via e-forms, e.g. apply for benefits, book facilities or indeed request any Council service; These forms will be linked to the Customer Relationship Management System and enable the customer to track any request on-line;
- introduce more online payment facilities;
- provide facilities to enable online customer consultations (and enable links to Citizens' Panel)
- enhance web service provision by enabling shared services via the website; This shared portal would allow integrated booking of services (e.g. respite care) via the Council's website

5.1.4 Use of Location

The Council's site will be enhanced by greater use of location and integration of facilities such as online maps, which is viewed as an additional channel to information. The rapid growth of Internet services such as Google Maps and Google Earth has demonstrated the power of and demand for online interactive mapping.

The Council will:

- provide search tools to provide links to show the location of the nearest Council facility offering the service requested;
- provide lookup services to allow the customer to identify the location of faults being reported;
- provide an interface with public transport information (show nearest bus-stop etc);
- improve the customer experience by utilising, where appropriate, enhanced services such as Google Street View;
- facilitate the localisation of Council reporting by linking information to geographical data and allowing customised searches by customer defined localities

5.1.5 Social Media and Interaction

The Council will seek to enhance the customer experience by offering enhanced Internet facilities to interact with the Council. The controlled use of social networking tools such as Blogs and Wikis and specific websites such as Twitter and Facebook will allow the Council to reach a broader audience by engaging at more levels and with a more diverse cross-section of the community.

The Council has piloted webcasting and will be rolling it out to allow a greater visibility of council business by the 'live' showing of Council meetings on the Internet. These meetings are also recorded and made available for later viewing.

The Council will:

- build on the Social Networking Pilots to identify and implement facilities that will enhance the Customers' experience of interacting with the Council;
- define controls to ensure these services are managed effectively and do not lead to increased risk for the Council;
- extend webcasting to all agreed Council and Strategic Committee meetings held at Headquarters on a permanent basis by December 2010

5.1.6 Gaelic Provision

It has been the Council's policy to provide Gaelic translations of relevant documents that are published on the website and to translate items with are of relevance to the Gaelic language. It is not feasible to provide an entirely Gaelic website because of the costs of translation and synchronising this with the English version. The use of Gaelic within English pages causes issues for accessibility and has been highlighted in the Royal National Institute of Blind report to Society of Information Technology Management. It would, however, be the intention to translate core information into Gaelic and make it available via a Gaelic domain which will act as a Gaelic portal for the site.

The Council will:

- identify core information that must be translated into Gaelic and agree mechanisms for keeping the Gaelic version up to date when the English version changes;
- develop gaelic templates to enable gaelic to be published on the website in a way which does not breach the accessibility criteria

5.2. Intranet and Extranet

As part of the Council's ICT Strategy, the Council will review and replace the Intranet and Extranet and provide new automated processes for document management and records management.

The experience of changing the Intranet and the changes required for the Customer Relationship Management integration will input to a future project to consider the options for replacing the current Internet system and its content management process. This will reduce administration overheads by automating processes using facilities already in the systems to ensure the latest council information is always available to staff of the Council and Highland residents, businesses partner organisations and visitors.

The Council will:

- implement Microsoft SharePoint as part of the Council's ICT Transformation Programme as the new platform for the Intranet and Extranet to provide a content management system focussed on enhanced collaborative working;
- investigate the automatic publishing of Internet pages to ensure that the latest versions are always published

5.3. Other potential Web based initiatives

5.3.1 Income Generation

A recent enhancement suggested from the analysis carried out by the Corporate Improvement Programme is around the theme of income generation from the Web. There is potential for generating income through the offering of advertising space on the Council's Internet Site.

The Council will:

- explore how web resources can be maximised, including working with private sector parties (e.g. sponsorship, advertising)

5.3.2 Curricular Services

There is a requirement from Schools to look into enhanced web services to allow more interactive use of their sites, including booking and payment for school facilities, including extra-curricular activities.

The Scottish Government has funded the development of a new Scottish Schools National Intranet called GLOW. This will offer tools for teaching and learning and allow users to share and collaborate within a safe and secure online environment. The Council has piloted the use of these facilities and will be looking to expand the use across the region.

The Council will:

- investigate options for the provision of enhanced online services for schools;
- roll-out GLOW to all schools in the Highland Region

6. DELIVERY OF THE STRATEGY

As part of the work to develop the strategy, an outline of the implementation activities is provided below.

Input and resources will be required from a number of areas within the council and its ICT service provider and this activity is summarised in Appendix A.

7. GOVERNANCE

Resources Committee will receive progress reports in conjunction with the annual report on Customer Services.

Appendix A – Implementation Outline

Task ID:	Description:	Task Lead	Priority	Resources (required to deliver)	Timeline (when)	Additional Costs identified	Benefits
5.1.1	Site Management						
5.1.1 (1)	Establish a process to ensure information published on the web is continually being refreshed	Senior Web Development Officer	H	Web Support Team – 2 days	Oct-10	N/A	CEA savings by reducing queries to the Council
5.1.1 (2)	Define/review the “house style” used on the web;	Senior Web Development Officer	H	Web Support Team – 3 days	Oct-10	N/A	CEA savings by reducing queries to the Council
5.1.1 (3)	Quality review all documents prior to upload onto the web;	Senior Web Development Officer	H	Incorporated as part of Document review process	ongoing	N/A	CEA savings by reducing queries to the Council
5.1.1 (4)	Create a process to ensure all redesigned pages and documents are assigned a review date with automated alerts	Senior Web Development Officer	H	CIP Project – part of existing scope of CIP – 2 days	Sep-10	N/A	CEA savings in staff effort by reducing queries to the Council
5.1.1 (5)	Introduce an online notification process	Senior Web Development Officer	L	Web Support Team – 10 days	Feb-11	Fujitsu RFC required to identify their costs	CEA savings in staff effort by reducing queries to the Council
5.1.1 (6)	Establish a project to rationalise the number of websites used	Senior Web Development Officer	L	Costs for creation of new templates and to implement changes are to be defined	Jul-11	N/A	CEA savings in staff effort by reducing the number of sites needing governed
5.1.1 (7)	Establish governance procedures for procuring new web sites	ICT Strategy and Projects Manager	H	ICT Services - 2 days staff time	Oct-10	N/A	CEA savings in staff effort by reducing the number of sites needing governed

5.1.2	Improved Access to Information						
5.1.2 (1)	Implement the nationally agreed Scottish A to Z	Senior Web Development Officer	H	Web Support Team – 4 days	Nov-10	£6K for software from the Corporate Improvement Programme	easier location of information will support CEA savings by reducing queries to the Council
5.1.2 (2)	Investigate replacing website search engine	Senior Web Development Officer	H	task will be undertaken in a future project still to be scoped and costed	July-11		easier location of information will support CEA savings by reducing queries to the Council
5.1.2 (3)	Survey website users to obtain feedback	Senior Web Development Officer	H	Web Support Team - part of existing role – 2hrs/week	ongoing		Improve corporate image by improving the website to meet customers identified needs
5.1.2 (4)	continue to monitor the accessibility of the corporate web site to ensure it meets the legal requirements (AA Standard)	Senior Web Development Officer	Ongoing	Web Support Team - Part of existing role – 1hr/week	ongoing	N/A	Improved accessibility maintained to meet Legislative req.
5.1.2 (5)	ensure that all websites adhere to the same standards for accessibility	Senior Web Development Officer	M	Web Support Team - Existing staff costs	Aug-11	N/A	Confirm that all council sites meet the Legislative req.
5.1.2 (6)	seek accreditation that the corporate site is accessible to users of assistive technologies	Senior Web Development Officer	H	Web Support Team	Mar-11	£4k one-off plus £2k per annum from Web Support Budget plus costs to deal with any issues arising	Confirm that all council sites meet the Legislative req.
5.1.3	Enhance Customer Experience						

5.1.3 (1)	provide the ability to self-serve requests via e-forms	Customer Services Manager	H	CRM Project team – included in the Transformation Project	Feb-11		Ability to self serve will support CEA savings by reducing queries to the Council
5.1.3 (2)	introduce more online payment facilities	Customer Services Manager	H	CEA Project – included in the CRD Transformation Project	Feb-11		Ability to self serve will support CEA savings by reducing Payment transactions at Service Points
5.1.3 (3)	provide facilities to enable online customer consultations	Senior Web Development Officer	H	Scope of work still to be confirmed – input from the results of the social networking pilot	Feb-11		Reduce customer complaints by enhancing services using feed-back
5.1.3 (4)	enhance web service provision by enabling shared service provision	CEA Project Manager	H	Inc. In CRM transformation Project	Feb-11		Improved service provision will reduce calls to the council
5.1.4	Use of Location						
5.1.4 (1)	provide search tools to provide links to show the location of the nearest Council facility offering the service requested	Senior Web Development Officer	M	task will be undertaken in a future project still to be scoped and costed	Oct-11	Inc. in 5.1.4 (2)	Improved use of Council facilities and reduction in calls to service centres asking for information
5.1.4 (2)	provide lookup services to allow the customer to identify the location of faults being reported	CEA Project Manager	H	Inc. In CRM transformation Project	Oct-11	est. of £30k for GIS s/ware, H/ware and Consultancy.	Improved quality of reporting of incidents leading to more efficient services
5.1.4 (3)	provide an interface with public transport information	Senior Web Development Officer	M	task will be undertaken in a future project still to be scoped and costed	Oct-11	Inc. in 5.1.4 (2)	Improvement in information provision to Customers

5.1.4 (4)	improve the customer experience by utilising, where appropriate, enhanced services such as Google Street View	Senior Web Development Officer	M	task will be undertaken in a future project still to be scoped and costed	Oct-11	Inc. in 5.1.4 (2)	Improved access to Council facilities and reduction in calls to service centres asking for information
5.1.4 (5)	facilitate the localisation of Council reporting by linking information to geographical data	CEA Project Manager	H	Inc. In CRM transformation Project	Oct-11		Provision of more focussed information to meet customer requirements will lead to fewer queries to the Council
5.1.5	Social Media and Interaction						
5.1.5 (1)	Pilot use of Social networking sites	Public Relations Manager	H	Within existing resources – 0.5 day/week	Oct-10		Improved Interaction with Council's Customers
5.1.5 (2)	define controls to ensure these services are managed effectively	Public Relations Manager	H	PR Team – 2 days	Oct-10		Improved Interaction with Council's Customers
5.1.5 (3)	extend webcasting to all formal Council meetings held at Headquarters	Business Manager – CEX Service	H	task will be undertaken in a new procurement	Dec-10		Improve awareness of council business
5.2	Intranet and Extranet						
5.2 (1)	implement Microsoft SharePoint	Fujitsu Services Project Manager	H	Included in Transformation Project	Jun-11		Reduced Staff effort through improved working practices
5.2 (2)	investigate the automatic publishing of Internet pages	IM Project Manager	H	Included within the IM Project	Jul-11		Improve customer experience and reduce calls to the council through ensuring latest information always published

5.3.1	Gaelic Website						
5.3.1 (1)	identify core information that must be translated into Gaelic and agree mechanisms for keeping the Gaelic version up to date	Senior Web Development Officer	M	Need to agree requirement with Gaelic Development manager and setup as new project	Aug-11		Contributes to the council's aim of furthering the Gaelic language by broadening information provision in this medium
5.3.1 (2)	develop Gaelic templates to enable Gaelic to be published on the website in a way which does not breach the accessibility criteria	Senior Web Development Officer	M	Need to agree requirement with Gaelic Development manager and setup as new project	Aug-11		Contributes to the council's aim of furthering the Gaelic language by broadening information provision in this medium
5.3.2	Income Generation						
5.3.2 (1)	explore how web resources can be maximised	Income Generation Project Manager	L	Included in the Income Generation Project	Dec-10		Raise additional revenue through sponsorship, advertising etc.
5.3.3	Curricular Services						
5.3.3 (1)	investigate options for the provision of enhanced online services for schools	ECS Head of Support Services	L	task will be undertaken in a future project still to be scoped and costed	Dec-11		Provide enhanced facilities for Parents to allow direct booking and payments – reduce school clerical workload
5.3.3 (2)	roll-out GLOW to all schools in the Highland Region	ECS Head of Support Services	H	Staff time - costs for cover	Apr-11	£96.4k plus £20k per annum costs identified. Funding will be provided via the Council's ICT	The introduction of GLOW will result in Better communications (All future Curriculum for Excellence) updates being published from LTS via GLOW only),

						Investment funds	better use of staff and pupil resources, reduction in costs and improvements in learning and teaching.
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