



Broxtowe  
Borough  
COUNCIL

# DIGITAL

# STRATEGY

2020 - 2024

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# INTRODUCTION

In 2019, 93% of UK households had access to the internet and access from mobile devices continues to grow. Nowadays, more and more services are available online with digital tools rapidly developing in the public sector.

We know that our Digital Strategy 2020 – 2024 will be an energising strategy, to ensure we take advantage of technological improvements and on-going customer and organisational needs to make digital our customer's access channel of choice. Where appropriate, we need to adopt a multimedia approach to service delivery. This is vital when engaging with customers and is an important part of any service design moving forward.

Information used to inform the strategy included: The UK Government's

Digital Strategy 2019 published by the Department of Digital, Culture, Media and Sport; Society for Innovation, Technology and Modernisation (SOCITM) 2019 principles of Simplify, Standardise, and Share, the Strategic Themes programme being led by the Local Chief Information Officer Council (LCIOC) including Ethical use of emerging technology and data, Service Design and Transformation and Modernising ICT Service Delivery; Office of National Statistics Labour Force Survey 2019/20; Deloitte's "Making digital default: Understanding citizen attitudes" April 2014; Ipsos Mori for Better Connected November 2013, Oxford Internet Institute (OII) October 2013, Broxtowe Borough Council digital service data 2019/20, and Employee Forum consultation held April 2020.



2019:

93%

OF HOUSEHOLDS IN  
THE UK HAVE ACCESS  
TO THE INTERNET

(Source: [www.statista.com/statistics/275999/household-internet-penetration-in-great-britain](http://www.statista.com/statistics/275999/household-internet-penetration-in-great-britain))

# DIGITAL STRATEGY VISION

The Corporate Plan's vision confirms that the Council will be "A greener, safer, healthier Borough where everyone prospers".

The Digital Strategy vision for the Council is that "The Council will be recognised as a digitally leading organisation and where digital solutions are provided, they will operate to the following principles:

- secure
- easy to use
- aim to save the customer and the organisation time
- aim to save the customer and the organisation money
- informative
- accessible

The Council intends to achieve both the Corporate and Digital visions following the above principles, which have been confirmed by recent research. This will help our customers engage in our digital service provision with confidence.

(Source: Deloitte "Making digital default: Understanding citizen attitudes April 2014")



**82.2%**  
OF UK POPULATION  
USE A SMART PHONE.  
THIS IS THE HIGHEST  
PENETRATION IN THE  
WORLD AS AT 2018

Source: [https://en.wikipedia.org/wiki/List\\_of\\_countries\\_by\\_smartphone\\_penetration](https://en.wikipedia.org/wiki/List_of_countries_by_smartphone_penetration)

**"DIGITAL SERVICES AIM TO BE ALWAYS AVAILABLE, 24/7, 365"**

# KEY ACHIEVEMENTS

## THE FOLLOWING IS A SUMMARY OF MAIN ACHIEVEMENTS TO DATE.

### Externally Recognised Website

The Council's website has been recognised through Sitemorse analysis as being in the top ten websites nationally.

### Services Online

Many services are now available online from simple payments and checking when my bin is to be collected to booking leisure activities, checking planning applications and applying for a job. All have contributed to an increase in the number of online transactions which in 2019/20 exceeded 466,030. This is an overall increase of 84% in just 5 years.

### Love Broxtowe App

Mobile smart phone users are able to use a web based app which allows individuals to report an incident such as fly tipping by submitting an image and a location. The

customer is sent a confirmation that the report has been received and notification when the service action has been taken.

### Channel Shift / Managing Demand

Online services have helped the Council manage its demand, as positive marketing has improved digital take up. 2019/20 has seen a reduction in the first half of the financial year for both face to face and telephony transactions into the Council's Customer Contact Centre ensuring that more time is available for those most vulnerable in our community.

### Social Media

The Council's social media channels have grown significantly since they were established in 2011. The Council's Facebook page now has over 4,500 likes and its Twitter account has over 7,500

# 84%

**INCREASE IN DIGITAL SERVICE TRANSACTIONS  
BETWEEN 2014/15 AND 2019/20**

Source: Broxtowe Borough Council

followers. These figures grow monthly and the Council's social media offering has expanded to YouTube and LinkedIn, as well as an Email update service, called Email Me which had 20,808 subscribers at the end of 2019/20.

### Mobile

Since 2017, the Council's website has been fully responsive to improve user experience for the 60.16% of monthly users on average who view the website from a mobile device. Work has also been undertaken to make the employee Intranet responsive, along with content on other platforms such as social media and the Email Me service.

# 90%

**RATED IT GOOD OR  
EXCELLENT. 86% SAID IT MADE THEM FEEL  
MORE INFORMED ABOUT THE COUNCIL AND  
ITS SERVICES**

Source: Broxtowe Borough Council

# STRATEGY

The Council's Digital Strategy will look to enhance the customer experience, generate service insights by exploiting data, leverage the benefits of digital media, such as online video content and create a digital culture within the organisation.

Our focus will cover the following six strategic themes:

- 1 WEBSITE PRESENTATION: THE CUSTOMER EXPERIENCE**
- 2 WEBSITE PRESENTATION: ACCESSIBILITY**
- 3 DIGITAL ENGAGEMENT: DIGITAL MEDIA**
- 4 DIGITAL ENGAGEMENT: CHANNEL SHIFT / SERVICE REDESIGN**
- 5 ENABLE A DIGITAL CULTURE**
- 6 SERVICE INSIGHTS: EXPLOITING DATA / OPEN DATA / BIG DATA**

# 1 WEBSITE PRESENTATION THE CUSTOMER EXPERIENCE

**AIM:** to create a secure, easy to use website that our customers view as their access channel of choice.

The Digital Strategy will deliver this strategic aim by:

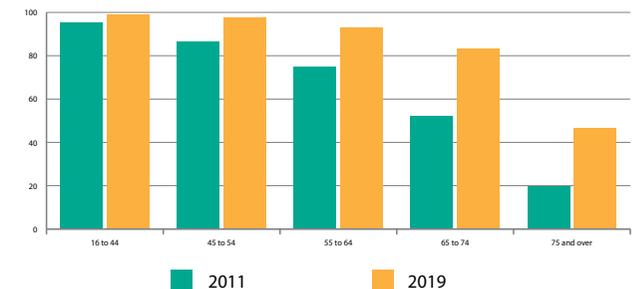
- Monitoring the top task service panel to ensure that it remains the best vehicle for customers in terms of website delivery for Local Government services.
- Refresh the top task service panel regularly to promote easy access to the most popular digital services.
- Maintaining navigation arrangements to deliver a maximum of three clicks to reach a given destination.
- Proactively marketing digital services to drive digital take up.

- Ensure content is relevant by documenting ownership of web pages and introducing a service manager led review process.

Our progress will be monitored by:

- Remaining in the top 20 websites as reviewed by external assessment (currently Sitemorse).
- Using analytical tools to monitor successful / failed user journeys.
- Service manager's content reviews completed.
- Customer experience and satisfaction survey.

Since 2011, the 65 to 74 years age group has seen the largest increase in recent internet use



Source: Office for National Statistics - Labour Force Survey

# 2 WEBSITE PRESENTATION ACCESSIBILITY

**AIM:** to create a secure, easy to use accessible website that our customers view as their access channel of choice.

**The Digital Strategy will deliver this strategic theme by:**

- Maintaining cross-platform delivery so that the Council's website offers an enhanced experience.
- Maintaining a responsive website in order to give the best user experience, on any device.
- Utilising alternative, more accessible types of content on the website.
- Raising awareness of accessibility legislation amongst employees and Elected Members.

- Ensuring accessibility standards are maintained and are a part of any new additions at point of creation / purchase.

**Our progress will be monitored by:**

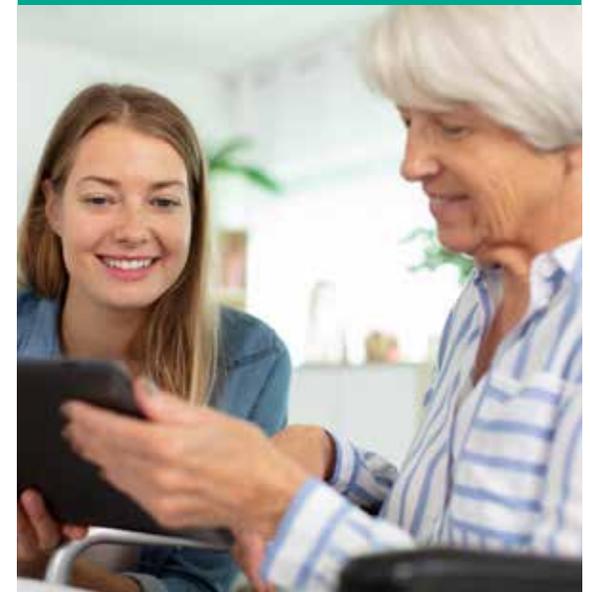
- Increased percentage of digital activity emanating from mobile devices.
- Increased awareness and skills around accessibility.

**"ON AVERAGE, BETWEEN APRIL 2019 AND MARCH 2020, 60.16% OF ALL VISITS TO THE COUNCIL'S WEBSITE WERE FROM A MOBILE DEVICE."**

Source: Broxtowe Borough Council

**IN 2019 THE NUMBER OF DISABLED ADULTS WHO WERE RECENT INTERNET USERS REACHED OVER 10 MILLION FOR THE FIRST TIME, 78% OF DISABLED ADULTS**

(Source: Office for National Statistics - Labour Force Survey 2019)





**95%**  
OF ADULTS AGED  
16 TO 74 YEARS  
IN THE UK IN 2018  
WERE RECENT  
INTERNET USERS,  
THE THIRD HIGHEST  
IN THE EU

Source: Office of National Statistics – Labour  
Force Survey 2019

# 3 DIGITAL ENGAGEMENT DIGITAL MEDIA

**AIM:** to enhance engagement with customers.

The Digital Strategy will deliver this strategic aim by:

- Improving links used on social media platforms to enhance navigation.
- Using paid for advertising to target audiences in order to enhance digital service take up.
- Utilise more images and videos to enhance engagement and increase digital take up.
- Responding to emergencies by providing easily accessible, regular content updates.

- Increasing the number of subscribers to the Email Me Service as the preferred method of receiving updates for customers.

Our progress will be monitored by:

- Increased reach.
- Increased subscribers.
- Increased engagement and click through rates.
- Increased digital services take up.

"THE COUNCIL'S FACEBOOK PAGE REACHES AN AVERAGE **58,996** PEOPLE EACH MONTH AND ITS TWITTER ACCOUNT AN AVERAGE OF **103,000** EACH MONTH. AT THE END OF 2019/20, THE EMAIL ME SERVICE HAD **20,808** SUBSCRIBERS."

(Source: Broxtowe Borough Council)

# 4 DIGITAL ENGAGEMENT CHANNEL SHIFT / SERVICE REDESIGN

**AIM:** to increase the number of secure digital services available, designed to save both our customers and the organisation time and money.

**The Digital Strategy will deliver this strategic theme by:**

- Analysing channel data over time to inform development decisions based, for example, on volume and impact.
- Align activity with the Council's New Ways of Working Programme to enhance agile working capabilities and capture opportunities for service redesign.
- Working with service departments to leverage functionality from existing technology and redesigning services to take advantage of new digital technologies.

- Creating business cases that demonstrate opportunities to generate savings and service efficiencies from digital services take up, as well as the use of new digital technologies such as 5G and artificial intelligence (AI). We will remain cognisant of the ethical challenges of using AI.
- Proactively delivering a refreshed channel shift communication and marketing plan.

**Our progress will be monitored by:**

- Annual analysis of channel activity.
- Increasing digital services take up and reducing telephony and face to face transactions.





"MORE THAN

**500,000**

ONLINE TRANSACTIONS ARE  
FORECAST FOR 2020/21, UP OVER

**200,000**

SINCE 2014/15"

Source: Office of National Statistics – Labour Force Survey 2019

# 5 ENABLE A DIGITAL CULTURE

**AIM:** to enhance digital awareness and digital skills amongst employees and Elected Members in order to drive digital service redesign adopting digital techniques for working practices.

**The Digital Strategy will deliver this strategic theme by:**

- Produce material that promotes ‘Thinking Digitally’.
  - Embed “Thinking Digitally” within programmes such as New Ways of Working to raise digital awareness, digital skills, and issues of cyber security including fraud.
  - Providing management data to inform decision making.
  - Promoting the Digital Strategy vision in order to encourage the take up of digital channels and as a result help to reduce the overall carbon foot print of the Borough
- Drive digital take up for both customers, employees and Elected Members.
  - Encourage and support employees to adopt a multi-channel approach to service delivery.
  - Introduce improvement plans to enhance digital content.

**Our progress will be monitored by:**

- Employees and Elected Members demonstrating greater digital awareness and digital skills, enabling the adoption of new technologies.
- Improved quality of website content.
- Increased digital services take up by customers, employees and Elected Members.





# 6 SERVICE INSIGHTS

## EXPLOITING DATA / OPEN DATA / BIG DATA

**AIM:** to extract service insights from data in order to inform decision making to publish 'open data' sets.

**The Digital Strategy will deliver this strategic aim by:**

- Analyse data to inform our approach to customer service provision.
- Look for opportunities to encourage behavioural change to increase digital activity and manage demand
- Identify and publish 'open data' sets to enhance current 'open data' provision.
- Achieve a minimum of three stars when

publishing 'open data', where this is possible.

- Identify opportunities to work with partners to 'mash' data sets in order to obtain service insights (i.e. 'big data').
- Ensure that any activity is complimentary to other requirements, including for example the Local Government Transparency Code and Publication Scheme and The Public Sector Bodies (Websites and Mobile Applications) (No. 2)

Accessibility Regulations 2018.

- Ensure future software procurements allow for relevant data extraction to support 'open data' principles.

**Our progress will be monitored by:**

- Increased number of 'open data' sets published.
- Increased number of opportunities to engage with partners in relation to the use of 'big data'.

# FOR MORE INFORMATION

For more information on the 'Digital Strategy' please contact the Strategic Director on 07977 269 518 or email [kevin.powell@broxtowe.gov.uk](mailto:kevin.powell@broxtowe.gov.uk)

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**Broxtowe Borough Council**  
Foster Avenue, Beeston,  
Nottingham, NG9 1AB  
Tel: 0115 917 7777 or  
Fax: 0115 917 3030  
[www.broxtowe.gov.uk](http://www.broxtowe.gov.uk)



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