

# How to build a next generation website

Brad Smith (Hertfordshire County Council)



# Agree some objectives and have a goal

e.g. A new website that will:

- Reduce the need for customers to telephone the Customer service Centre
- Reduce our ongoing technology costs
- Provide the platform for future digital services

This will be achieved by making the new website:

- Simpler, clearer, faster
- A guided experience
- A personalised service that better anticipates customer needs

# Get some money

- Build a business case
- Consider invest to transform bids
- Identify stakeholders, get their buy-in early

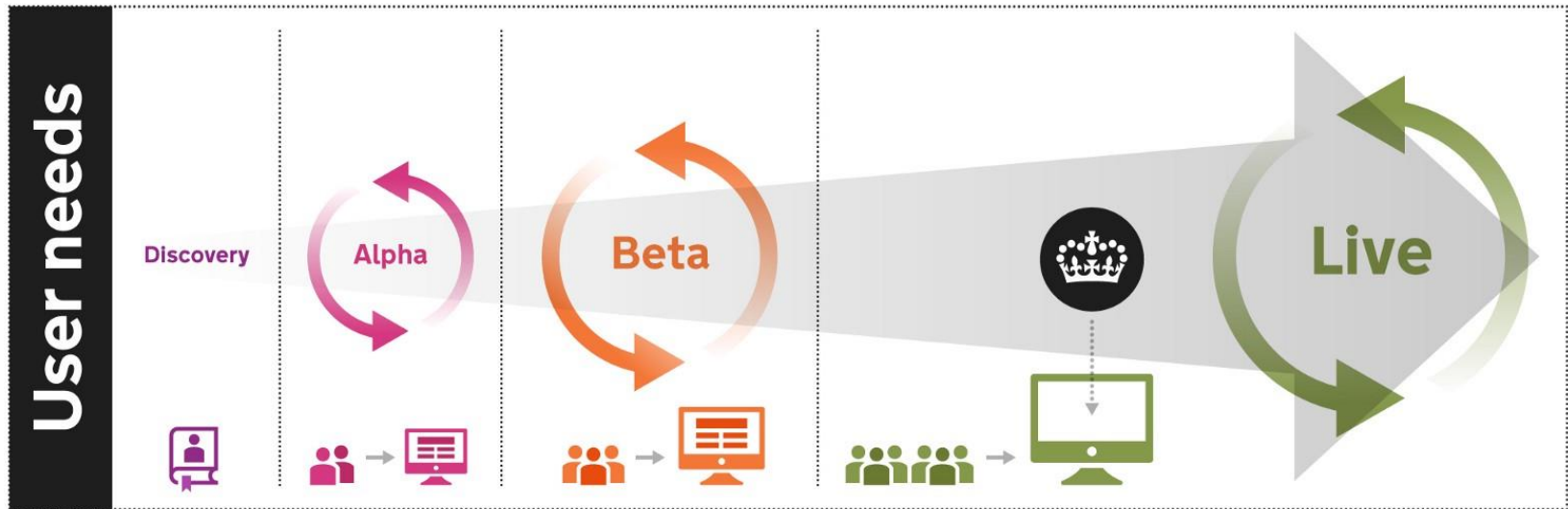
# Build a team

- Recruit people with experience
- Define roles and responsibilities
- Work collaboratively, get resource from other teams
- Scale

# Find the right content management system

- Identify requirements – focus on actual must haves
- Procure wisely
- Consider the digital marketplace – it worked for us

# Be agile – break it down



# Do some discovery

## **Find out**

- Who users are, and what you want them to do
- How they currently do it
- The problems or frustrations they experience
- What users need from your service to achieve what they need

## **How are things working? Check data:**

- Analytics
- Call centre statistics
- Customer satisfaction

# What's the user need?

## Write user stories:

As a member of the public

I want to know whether there is a queue at the tip

So that I haven't got to waste time and load up the car when I want to get rid of something

## Acceptance criteria:

Users have enough information to work out whether they:

- Should go and wait in the queue (how long they may need to wait)
- Visit an alternative site (whether another site near to them is open and with a reduced wait)
- Not attend and go another time (when is best to go to reduce any wait)

Users can get that information before they start packing up their vehicle.



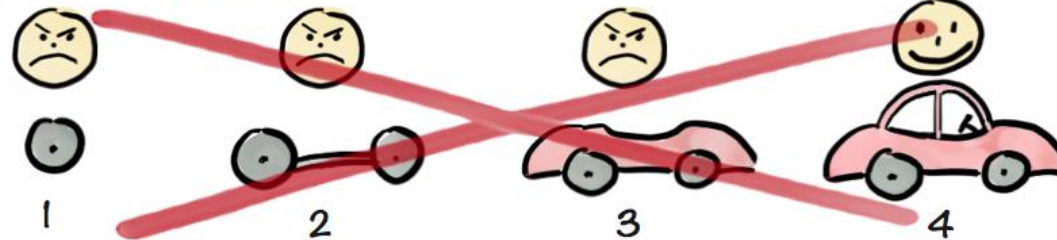


# Putting users first

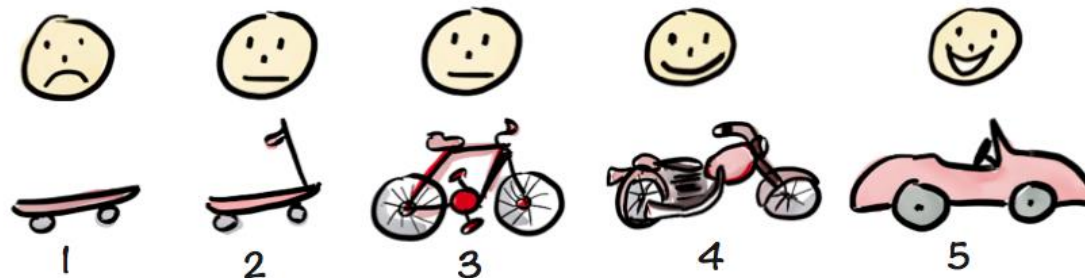
- Build a testing panel
- Intent surveys – can users do what they want?
- User research
- Guerilla testing
- Online user testing with Loop 11, Optimal

# Build (lots of) minimum viable products

Not like this....



Like this!



Henrik Kniberg

# Write great content

- Centralise!
- Keep it brief
- Keep it clear
- Keep it relevant
- Keep it structured

[Find out more](#)

# Key features

## GUIDED CONTENT

Translated into simple, friendly questions

Process decision tree



Need help?

I can ask you questions to get you in the right direction.

Get started

OK, here's a couple of questions to get you started.

OK, I'll start to suggest things which might help you...

Do any of the following apply to you or the person you're helping?

- ☐ I find it difficult to get to my destination.
- ☐ I'm very short on money for care or transport.
- ☐ I need help after an accident or illness.

**Blue Badge**

A Blue Badge lets you park nearer to your destination if you're disabled. >

**Disabled persons bus pass**

People with certain disabilities can get free off-peak travel to get around. >

Suggest things to try

Apply for a blue badge

Ask for social care help

Find out about equipment

Care and carers

Day services and activities

Disability

Transport for older people and disabled people

Money advice and benefits

Report a concern about an adult

Mental health and dementia

Need help?

Offer alternatives

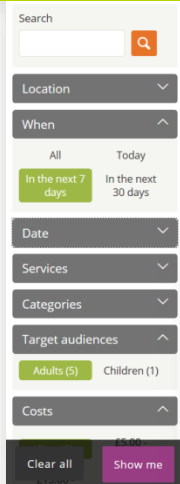


# Key features

Web chat



Designed for mobile



Saved pages

My saved pages

- Fire, Rescue and Being Prepared 12/01/2017
- Report a street light or pothole 12/01/2017
- Roadworks and road closures 12/01/2017

Cost of getting a dropped kerb

Enter a distance to see the typical costs for getting a dropped kerb\*  
Let us know the distance between the edge of the pavement closest to the road.

e.g. 1.50 metres + - Clear Submit

Calculators

Not sure where to start?

Enter your child's date of birth  
For example, 05 08 2011.

Check

Integrated directories

School directory

Narrow your search  
School name: Ashlins School, Berkhamsd  
School type: Ashlins School, Berkhamsd  
Location: Ashlins School, Berkhamsd  
View

Top 5 books on Overdrive this month

Hollow City  
by Ransom Riggs

Library of Souls  
by Ransom Riggs

The Hunger Games  
by Suzanne Collins

Orphan Train  
by Christina Baker Kline

Divergent  
by Veronica Roth

Browse ebooks

Integrations

Local clubs and groups  
near SG14 1HS  
change location

CLUB SALSA - HERTFORD  
0.1 miles  
Salsa Club based at Deco Lounge  
Hertford on Thursday Nights, Multi  
- Level lessons, specials for beg...

Sophie Edwards School of  
Dance (Hertford)  
0.1 miles  
Venues for classes: St Andrew's  
Studio, 46A St Andrew Street,  
Hertford SG14 1JA Class times:  
Plea...

Find your nearest library  
near AL6  
change location

Welwyn Library  
(0.24 miles)  
Welwyn Garden City  
Central Library  
(1.9 miles)

Location based

Find your local county councillor

Share your location to find your local county councillor

Enter a postcode  
e.g. SG13 8DQ  
or use my current location  
SEE ALL COUNCILLORS

Find your local bin collection

near SG13 8DQ  
change location

East Herts District Council  
bin collections

SEE ALL DISTRICT AND BOROUGH COUNCILS

Stay up to date with the latest roadworks and road closures

HCC Highways  
@herts\_highways  
@HertsHighways currently have 24/7 signals for an emergency mains repair on High Rd @Stapleford until the 25th of Jan.

HCC Highways  
@herts\_highways  
CONGESTION: A DELAYS (20min)

Social media and video



We're open

Opening hours

St Albans Library is now

OPEN

We close tonight at 6pm

Campaigns

Real nappies

Real nappies are cloth nappies you can wash and use again, saving you money and reducing the amount of rubbish you throw away.

Claim your free starter kit or  
£50 reward

Testimonials

"I decided to become a Rights of Way volunteer after seeing an article in the local paper. It involves walking published routes regularly to identify and report any problems, such as broken stiles or fallen trees. I had recently given up work and wanted to do something useful rather than rejoin the rat race. I enjoy walking so it suited me very well."  
Alison, Rights of Way Volunteer

Easy read



Branding



Hertfordshire's  
SEND  
Local Offer



Email updates

# Results

- Calls to the Customer Service Centre have reduced saving £105k pa
- Technology contracts will reduce by £125k pa from 2017/18
- **Combined savings of £230k** per annum will pay back the project investment by 2020/21 as planned.

BetterConnected



Mobile standard:



Accessibility:



## Customer Feedback












New  
67%



Old  
58.5%



# Analytics – who's using the website?

	1 April 2014- 25 Feb 2015	1 April 2017- 25 Feb 2018	
Users	2,384,293	2,352,442	
Sessions	4,728,614	4,676,385	 
Number of sessions per user	1.98	1.99	 
Page views	19.7 million	15.98 million	
Pages/session	4.17	3.42	
Average session duration	3 minutes 26 seconds	2 mins 58 seconds	
Bounce rate	48%	47%	



# Results+

## Hertfordshire County Council Next Generation Website



### The problem:

Too many phone calls  
Expensive, inflexible legacy technology  
Waterfall methodologies

### The vision:

A next generation website 'so good you don't need a call centre'  
A simple to use but sophisticated platform that could help guide, answer and persuade people

### The background:

5<sub>m</sub> visits 1<sub>m</sub> transactions 850<sub>k</sub> calls

### Business case:

Reduce phone calls  
Reduce technology costs  
Avoid upcoming hardware refresh costs  
Invest to save bid

### Engagement:

Chief officers  
Elected members  
Service boards  
Strategic stakeholders

### Planning:

Roadmap  
Priorities  
Milestones

### Procurement:

Minimise dependencies  
Maximise speed  
G-Cloud and tenders  
Software As A Service (SaaS)

70

SMEs at engagement event

### New:

Content Management System Design  
Accessibility assurance  
User testing system

12

APIs in use

### Team:

New job descriptions based on GDS  
Developer resource  
Service manager role defined  
Centralised content function

### Agile:

First agile project  
Show, don't tell  
Developed one product at a time

### User-centred design:

450

Volunteer panellists

6,000

Items of feedback

### Culture:

User stories  
Risk management  
Continuous improvement

### Outcomes:

£880k invested

↓ Reduced phone calls saving £105k pa

£125k pa Saving through lower technology costs ↓

× Hardware costs avoided £250k

400% Faster software delivery, proving agile works

94% Reduction in pages e.g. Blue Badge (was 18 pages, now 1 page)

4\* Socitm Better Connected rating

1st

GovMetric Customer satisfaction index (County Councils)



# Find out more

[www.hertfordshire.gov.uk/10steps](http://www.hertfordshire.gov.uk/10steps)

Get in touch

[Brad.Smith@hertfordshire.gov.uk](mailto:Brad.Smith@hertfordshire.gov.uk)

01992 555 543