

Chapter 4

Findings & Analysis

4.1 Analysis of Questionnaire Data

The online questionnaire was completed by 89 respondents within the sample population of 100.

Demographics

Responses were received from web managers involved with the strategic direction of their online channels working in 89 local authorities representing 20% of local authorities in Wales, England and Scotland.

The survey population was comprised of respondents from a variety of types of local authorities around the U.K, with the majority (21%) from Welsh Unitary Authorities, the chart below displays the location of respondents to the survey.

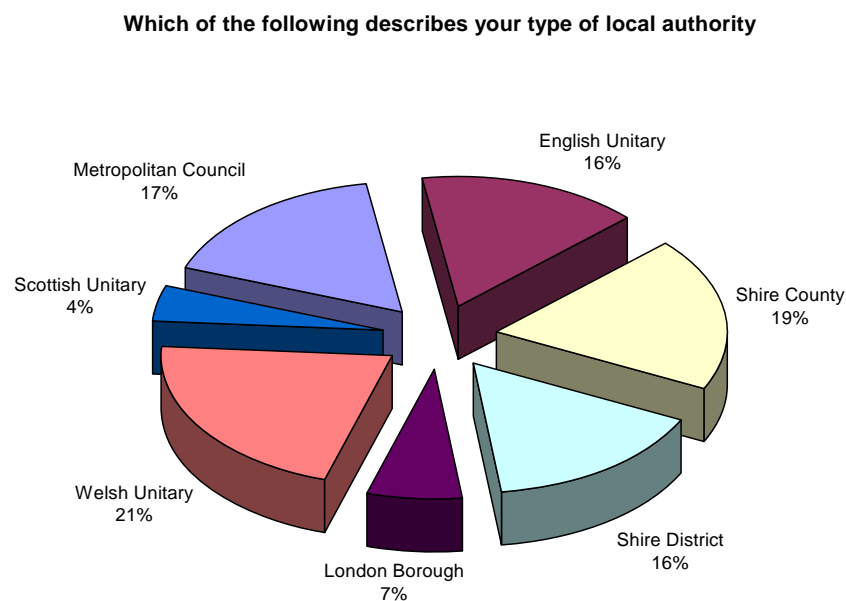


Figure 4.1 – Which of the following describes your type of local authority?

In the case of Web 2.0 and Enterprise 2.0, due to the potential for a rift in opinion based on the age of generation affiliation, respondents were asked their respective

age. These responses were filtered into three categories based on generations as discussed in the literature review and grouped into the following generations categories (i.e., Gen Y = 18–35 years old, Gen X = 36–55 years old, and Baby Boomers = 55+ years old).

Approximately half (52%) of the survey population were Gen X, followed by 42% of Generation Y employees. This data provided cross sampling of opinions based on how the generation of the respondent differed in relation to Web 2.0.

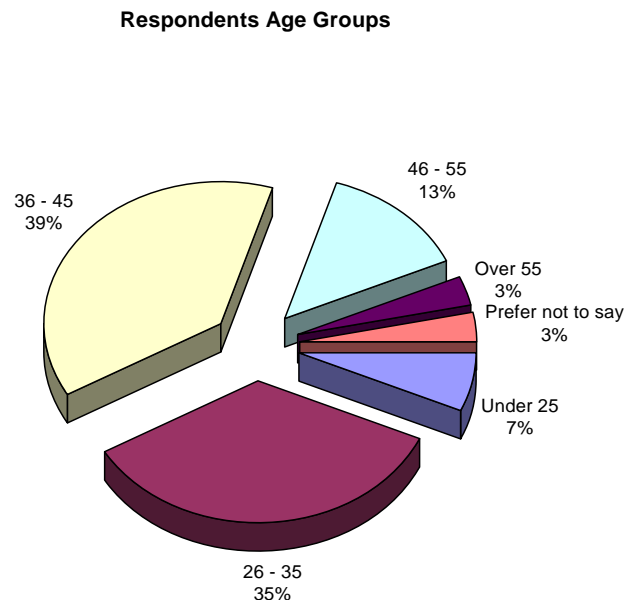


Figure 4.2 – Respondents Age Groups

Questions within the questionnaire have been organised in a thematic context in relation to help answer the research objectives.

Objective 1

To define Web 2.0 and Enterprise 2.0 and discover how familiar local government is with these terms, together with their related tools and technologies, and their perceived importance to local government.

Q. Are you familiar with the term “Web 2.0”?

This question was asked to learn the familiarity local government respondents had with the term Web 2.0. As described in the review of the literature, Web 2.0 and Social Media is a key driver of improvement of citizen participation and engagement as defined in the recent government White Papers 'Communities in Control: Real people, Real power' and the 'Power of Information'.

The vast majority of respondents, 89% were familiar with the term Web 2.0, although many according to the literature review feel it is just a marketing buzzword. The fact that 89% of respondents were familiar with Web 2.0 could be linked to the current buzz around Web 2.0 and their exposure to tools such as facebook, Twitter, YouTube and Wikipedia as shown in figure 4.6.

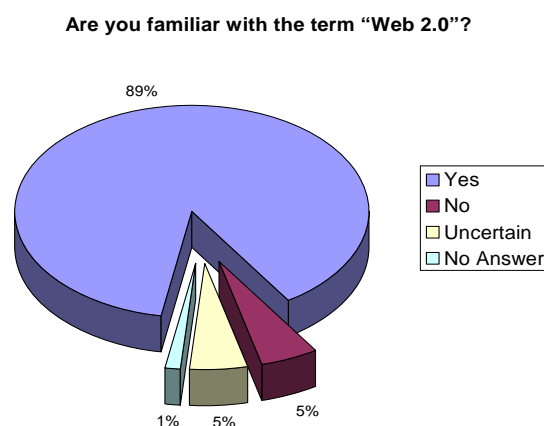


Figure 4.3 – Are you familiar with the term “Web 2.0”?

In addition to selecting their choices respondents had the opportunity to provide a brief definition of Web 2.0. There is no generally accepted universal definition, and respondents further proved the difficulty with the term by the comments offered.

“The second (or current) generation of web design and development. Allowing more interaction between websites and website visitors, giving visitors greater control and flexibility of how and what they do with your website.”

“The 'next generation' of web technologies with a particular focus on interaction and engagement with users”

“It's an umbrella term for a host of internet-based websites, tools, applications and widgets that let people communicate, create content and interact online.”

While the above comments clearly show an understanding of the term, some of the respondents comments highlighted that they are unsure as to what Web 2.0 actually is.

“Websites and applications using technology and communities for pooled content and a more two-way process of communication. Although I find it all a bit confusing and this may be the wrong end of the stick.”

This clearly suggests confusion or a lack of understanding in the public sector of the meaning of Web 2.0 especially amongst respondents in the Baby Boomer category. While many local authorities have embraced Web 2.0 as shown in figure 4.11, many are still unsure how to incorporate it into their organisations and leverage it as business tool.

Q. Are you familiar with the term “Enterprise 2.0”?

Knowledge of Enterprise 2.0 within the private sector has been building since Harvard Professor Andrew McAfee came up with the term in a MIT Sloan Review article “Enterprise 2.0: The Dawn of Emergent Collaboration”. Although it has started to become a recognisable term outside government, the author wanted to learn how understanding differed within the Government 2.0 context.

Over half of the respondents 54% were not familiar with the term, while only 28% of respondents answered Yes. Many had only a vague familiarity, which highlights the current lack of understanding. The usage and deployment of Web 2.0 within an organisation for internal usage as they did not know it was the use of Web 2.0 / Social media tools behind the firewall, while 17% were uncertain.

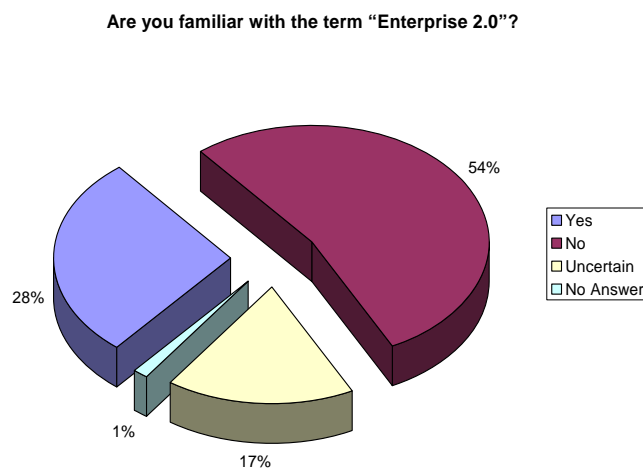


Figure 4.4 – Are you familiar with the term “Enterprise 2.0”?

Filtering the results to highlight levels of understanding of Enterprise 2.0 amongst different types of local authority around the U.K, 28% were from the Shire Counties and 19% from both Metropolitan Councils and Welsh Unitaries.

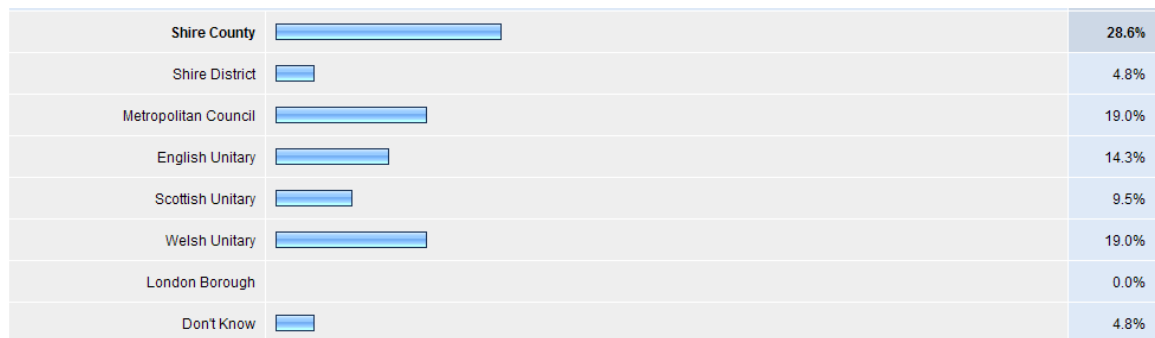


Figure 4.5 – Type of Local Authority

Compared to the respondents familiarity with Web 2.0, where 88% were familiar, there seems to be less knowledge and understanding within local government of Enterprise 2.0.

Although Enterprise 2.0, especially within the private sector has become a recognisable term, few people can describe what it is. Of the respondents who answered yes, and provided a brief description of their understanding of Enterprise 2.0, the definitions varied greatly highlighting a no clear understanding of Enterprise 2.0. Responses ranged from classing Enterprise 2.0 as just a marketing term to social software to provide enterprise business benefits.

“Enterprise software using web 2.0 functions to achieve interactive and collaborative activities”

“The use of social software to provide enterprise business benefits”

The above comments reveal a limited understanding of the term, again some of the respondents comments highlighted that they are unsure as to what Web 2.0 actually is.

“I'm guessing the use of the above technologies internally?”

“Sounds like Star Trek!”

“Another snake-oil salesman phrase. Actually means making your website / information accessible.”

The debate about the exact definition of Enterprise 2.0 has been vigorous and will continue for some time to come, highlighting confusion over the meaning of the term Enterprise 2.0. The survey did not indicate a clear industry definition; more over none of these definitions provided a full explanation describing all of the main components of Enterprise 2.0. As discussed in the literature review Enterprise 2.0 is not just about technology and collaboration it is also about enabling a change in the organisation focusing on a bottom up approach rather than the existing hierarchical top down management approach.

Q. Web 2.0 – please indicate whether you are familiar with the following terms?

Secondary data collected in the literature review revealed that Blogs, Wikis and Social networking are among the most widely known and used Web 2.0 tools among UK internet usersⁱ. This could explain why these particular terms were familiar with 100% of respondents.

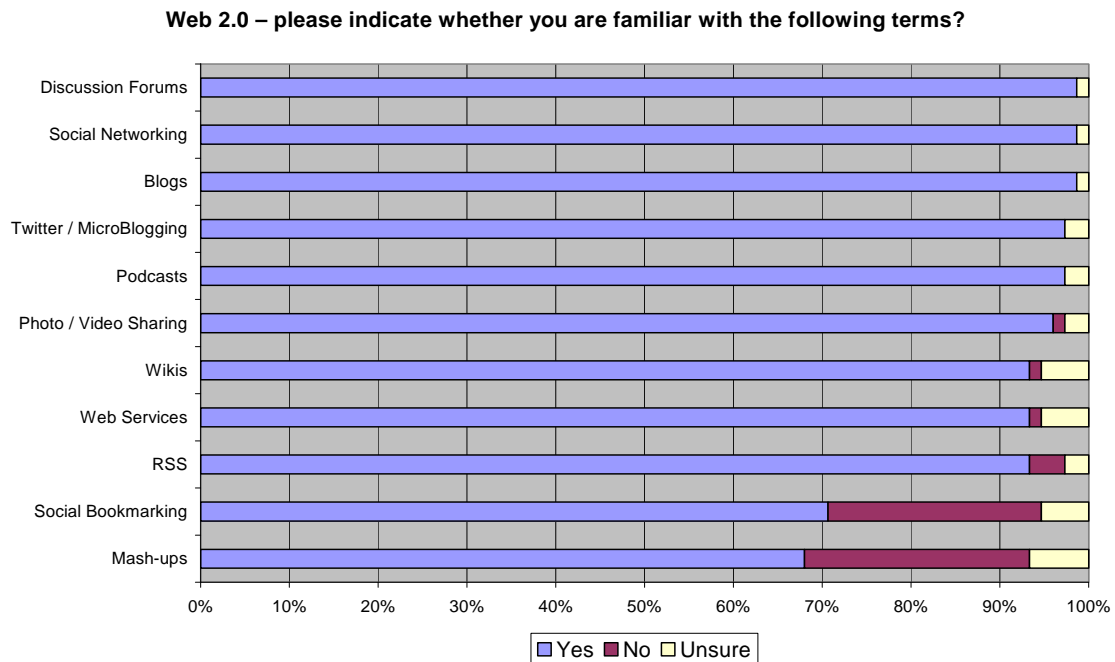


Figure 4.6 – Web 2.0 – please indicate whether you are familiar with the following terms?

Although the majority of respondents were familiar with tools and applications associated with Web 2.0, it is interesting to learn that only 68% were familiar with Mash-ups and 71% familiar with Social Bookmarking. A quarter of respondents (24%) and (25%) were not familiar with Social Bookmarking and Mash-ups , the most of any of the terms listed.

This is perhaps due to the fact that Mash-ups and Social Bookmarking are not high on the implementation agenda or could reflect a lack of understanding of these tools, revealing the low familiarity among respondents surveyed. However Mash-ups and Social Bookmarking could offer a greater benefit to citizens and employees over the likes of podcasts and blogs if they were understood and implemented correctly by local government to engage with its employees and citizens. Such as BUPA from the

private sector who have been Social Bookmarking within their organisation for knowledge sharing and discovery.

Q. What are your favourite Web 2.0 application/tools?

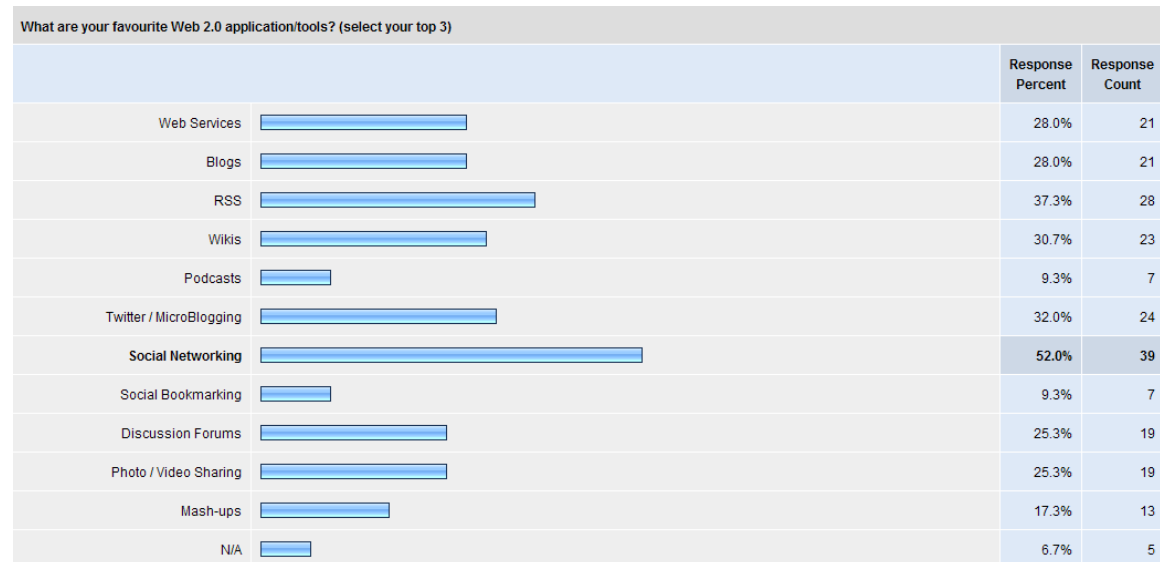


Figure 4.7 – What are your favourite Web 2.0 application/tools?

This question was to gauge respondent's favourite Web 2.0 tools and if these tools are the tools that are most widely adopted within local government for citizen and employee usage.

When asked their favourite three applications, over half (52%) said that they prefer using Social Networking tools over other Web 2.0 tools, while RSS feeds were the second most popular tool for respondents at 37%. The rise in popularity of microblogging and in particular Twitter as one of the fastest growing web applications is shown in the results as the third most popular tool cited by 31% of respondents. Twitter recently became one of the most visited websites in the U.K according to research from Hitwiseⁱⁱ seeing a twenty seven fold rise in traffic over the past 12 months with many local authorities now starting to use the platform for engagement and communication.

As an optional question respondents were also asked the URL of their favourite Web 2.0 /eGovernment blog. This was to learn the sources respondents visit to gather and share knowledge, which could be used for knowledge sharing and innovation around the public sector. Some examples are described below, with the full list in Appendix D.

- www.simonwakeman.com/
- <http://www.pezholio.co.uk/>
- <http://www.lgeoresearch.com>

Q. Web 2.0 tools are important to your organisation?

As described in the review of the literature many leading global corporations are now starting to embrace Web 2.0 technologies in their organisations and many such as Cisco believe that Web 2.0 and collaboration is the future for their company. The author wanted to learn the importance of Web 2.0 to local government especially due to the number of publications and reports that have been published recently on the benefits of adopting Government 2.0 and learn if these views are echoed amongst respondents.

65% of respondents indicated that Web 2.0 is important to their local authority matching the expectations of the private sector, while 22% are still uncertain of the importance of Web 2.0 applications and tools.

Only 10% of respondents revealed that Web 2.0 is not important, which is a figure that the author believes will reduce over the next 12 months as adoption and knowledge of Web 2.0 and Enterprise 2.0 increases.



Figure 4.8 – Web 2.0 tools are important to your organisation?

When the responses were filtered further, over half (59%) of the of the Gen Y respondents cited that Web 2.0 tools were important to their organisation which agrees with comments made by De Beer in the secondary data that Gen Y expect to have Web 2.0 tools in the workplace. Surprisingly however the importance given to Web 2.0 by respondents in Generation X group was even higher at 65%. However out of the Baby Boomers 55+ all respondents skipped this question, which could reflect the lack of understanding of how these tools could benefit their organisation.

Objective 2

To investigate early adopters of Web 2.0 by U.K local authorities both inside the organisation for its employees and outside the organisation for its citizens providing insights on how adoption differs depending on the type of local authority.

Q. Does your local authority have a Web 2.0 / Social Media Strategy?

This question was to highlight how advanced the local authorities adoption of Web 2.0 /Social media currently is, and if they have a strategy in place within their organisation. A study of 500 of the fastest growing U.S companies highlights that two out of three companies, consider Social Media to play a significant strategic role for the future success of their companies. However in local government, nearly half of respondents (46%) said they do not have a web 2.0 / Social media strategy in place, while 35% revealed their strategy was planned.

Does your local authority have a Web 2.0 / Social Media Strategy?

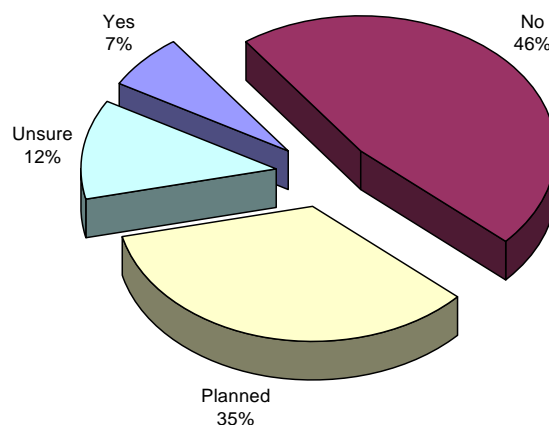


Figure 4.9 – Does your local authority have a Web 2.0 / Social Media Strategy?

Only a minority of respondents (7%) currently have a strategy in place which could indicate that many local authorities are currently evaluating Web 2.0 tools in small scale ad-hoc pilots without any planned strategy. When filtering the responses to learn which type of authority were within this minority of having a Web 2.0 / Social Media currently in place revealed a fragmented picture around the U.K, as shown below in figure 4.10.

| | | | |
|----------------------|--|-------|---|
| Shire County |  | 20.0% | 1 |
| Shire District | | 0.0% | 0 |
| Metropolitan Council |  | 20.0% | 1 |
| English Unitary | | 0.0% | 0 |
| Scottish Unitary | | 0.0% | 0 |
| Welsh Unitary |  | 20.0% | 1 |
| London Borough |  | 20.0% | 1 |
| Don't Know |  | 20.0% | 1 |

Figure 4.10 – Type of local authority?

Without a coherent strategy for use of Web 2.0 / Social Media tools, employees may use unsupported or external tools in an effort to perform their work more effectively, leading to IT security risks and lack of integration with existing systems within the organisation. Without a corporate strategy there is also a risk of fragmentation of information around the organisation, creating further information silos where information and knowledge will not be accessible to all intended employees rather than a unified platform.

As Web 2.0 grows, it could transform the way companies organize and manage themselves, leading to what has been called Enterprise 2.0 (McAfee), and with 53%

not familiar with Enterprise 2.0, highlights how early in the stage of adoption local authorities currently are in.

Q. Is your organisation currently using any of the following Web 2.0 technologies or tools inside your organisation?

These questions were to learn Web 2.0 adoption for internal use and how this compares to external usage. The survey shows that there has been very little adoption of Web 2.0 technologies and tools within the organisation for internal usage by its employees although 65% of respondents feel that Web 2.0 tools are important to their organisation as shown in figure 4.8.

The respondents were asked whether any Web 2.0 technologies or tools were being used within their local authority as part of Enterprise 2.0.

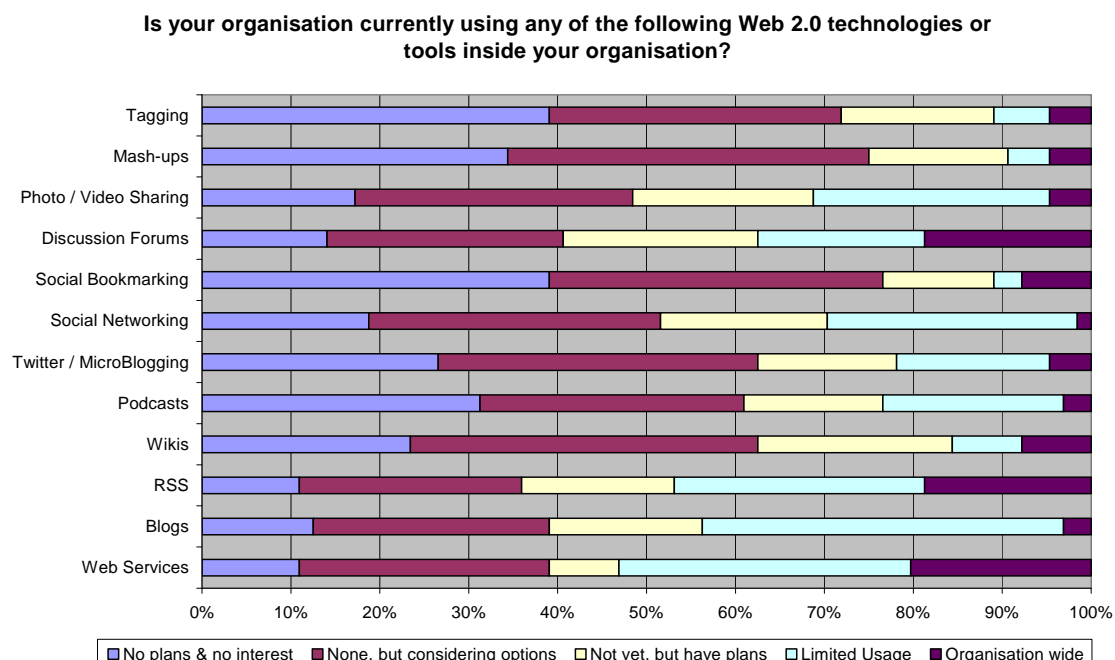


Figure 4.11 – Is your organisation currently using any of the following Web 2.0 technologies or tools inside your organisation?

This revealed that no Web 2.0 application or tool that is currently being used organisation wide , however some Web 2.0 tools are tentatively being adopted by some local authorities, 40% cited that Blogs are used internally but currently have limited usage. 32% of respondents are using web services that make it easier to exchange information and services and RSS feeds are used by 28% of respondents.

There is a wide variation in the level of adoption of other web 2.0 tools with the majority of respondents stating that they have no plans and no interest in deploying mashups, social bookmarking, podcasts and tagging within their organisation.

The power of information report ³⁷ particularly identified the re-use of public information as a key objective. However it seems that the majority of local authorities do not see this as a key objective as only 8% of respondents currently use Mash-Ups, which is a key tool in allowing the re-use of public information. The majority of respondents are currently considering the use of tools such as Wikis, Microblogging, Mashups, Social Networking and Photo / Video sharing but have no plans in place for implementation within their organisation.

The limited adoption of tools such as RSS feeds - a technology that allows users to subscribe to information that's relevant to them and have the data pushed to a RSS reader or their e-mail box and Wikis within the enterprise may be because there is limited understanding of their value for business purposes. Nearly half of respondents 41% selected 'not applicable' for using Web 2.0 tools internally which is a far lower figure than Enterprise 2.0 adoption by companies in the private sector, where globally

about a third are using Enterprise 2.0 style tools to enable collaboration and management of their knowledge.ⁱⁱⁱ

However even though the overall percentages are low, the author is confident that usage of tools such as Wikis and Social Bookmarking/Tagging will increase significantly within the next two years as organisations use these tools for increased employee collaboration and knowledge sharing.

Social Bookmarking/Tagging could be used by employees in various departments around a local authority in order to collate interesting resources discovered on the web. Each employee can then build up their own page of links using services similar to del.icio.us, creating what are essentially Web 2.0 versions of reading lists, allowing an information resource base to be constructed in a collaborative way

Q. Web 2.0 has enabled employees to work more efficiently

Due to the limited adoption of Web 2.0 within local government for internal usage, over half of respondents 57% were undecided on whether Web 2.0 has enabled employees to work more efficiently. 22% disagreed with the statement and just 17% agreed with the statement.

These results clearly show that many authorities feel that it is too early to accurately gauge the benefits of Web 2.0 within an organisation or little understanding of how it can be used strategically across the organisation.

Web 2.0 has enabled employees to work more efficiently

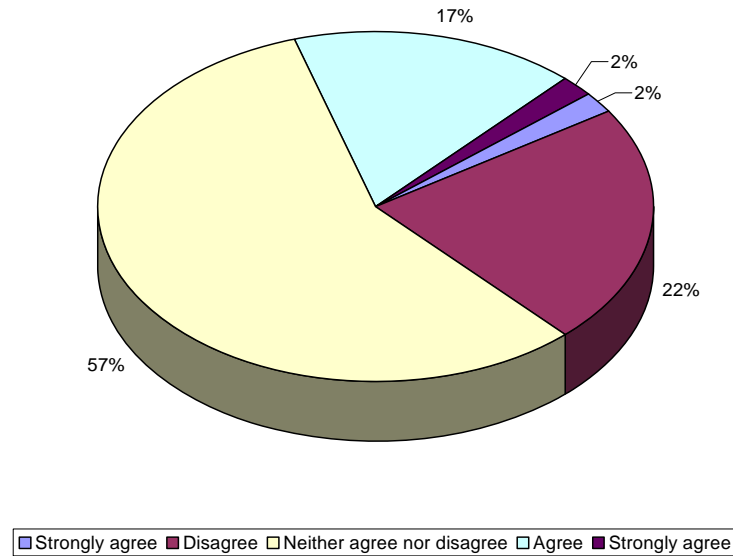


Figure 4.12 – Web 2.0 has enabled employees to work more efficiently

Q. Is your organisation currently using any of the following Web 2.0 technologies or tools externally on your Website?

The respondents were also asked whether any Web 2.0 technologies or tools are being used externally on their website.

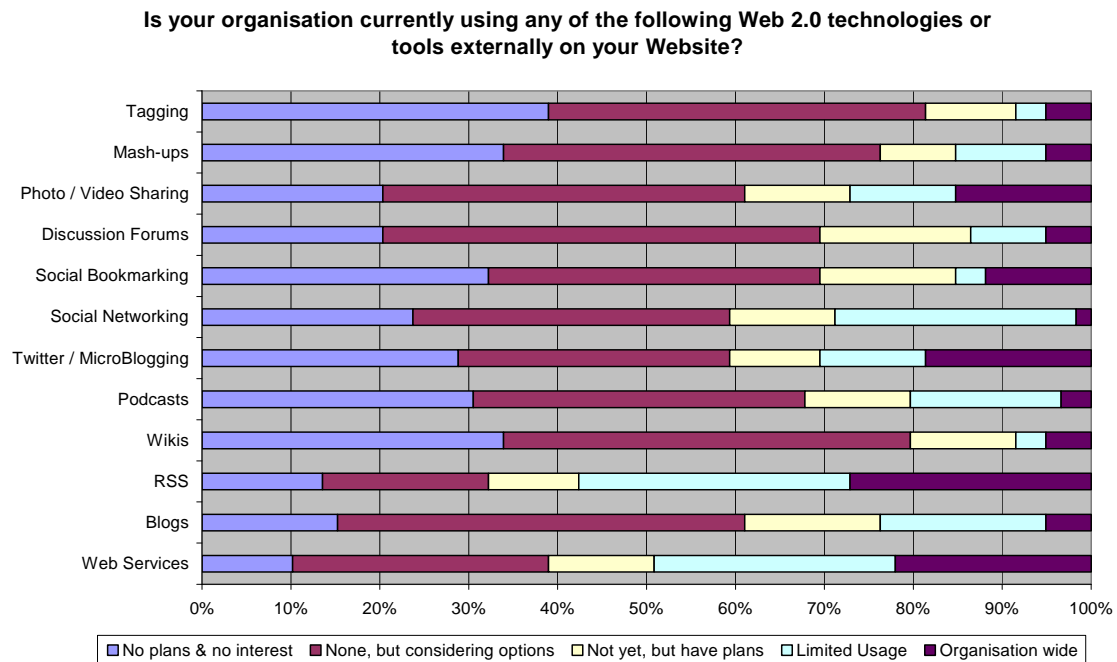


Figure 4.13 – Is your organisation currently using any of the following Web 2.0 technologies or tools externally on your Website?

A number of local authorities are starting to take advantage of Web 2.0 tools to interact with its citizens, providing a cost effective way of communicating and engaging with its citizens, with Twitter currently being used by 18% of respondents.

The survey also shows that compared to internal usage of Web 2.0 / Social Media, technologies such as RSS had a much greater take up externally but it seems focused on certain business areas with nearly a third of respondents (30%) citing that they are using RSS feeds on a limited basis externally and 27% are using RSS feeds organisation wide.

For the majority of the other Web 2.0 tools, respondents revealed that they are not currently using Web 2.0 but are considering options, a result which reinforces the fact that adoption is still early in the lifecycle within local government in the U.K

Objective 3

To discover the levels of Web 2.0 / Enterprise 2.0 adoption by local authorities and how they are using these tools within their organisations, and learn which departments are making greatest use of these tools.

Q. If your local authority uses Web 2.0 tools, which areas of the organisation would you say are making the greatest use of these tools?

The departments in local authorities that are making greatest use of Web 2.0 are marketing and PR (57%), who are using the internet and Web 2.0 as a new marketing and communication channel via platforms such as Facebook and Twitter to engage and communicate with its citizens.

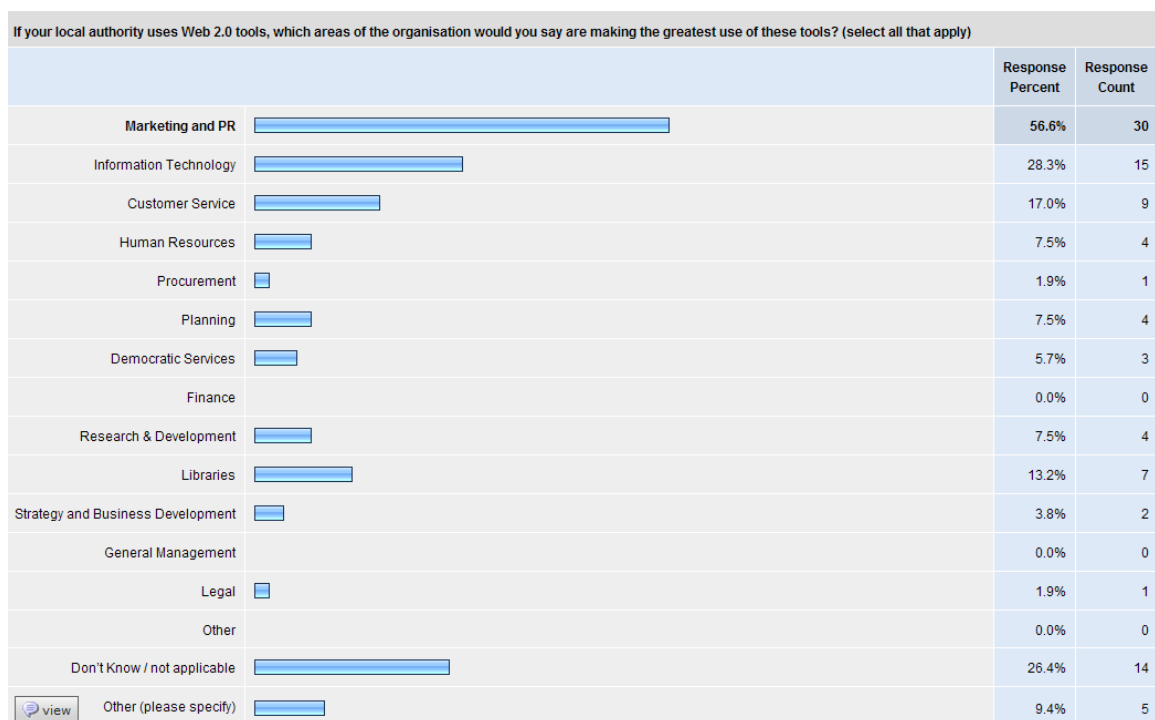


Figure 4.14 – If your local authority uses Web 2.0 tools, which areas of the organisation would you say are making the greatest use of these tools?

Unsurprisingly another early adopter of Web 2.0 is Information Technology (28%) while Customer Service also rate highly at 17%. However nearly just over a quarter of respondents 26% selected don't know/not applicable, that could indicate that best practices for Web 2.0 have not yet emerged or perhaps because of the limited adoption / strategy currently in place for Web 2.0 within service departments in Local Government.

Q. What does your local authority use Web 2.0 for externally?

Of the local authorities who are among the early adopters of Web 2.0, it is being used for mainly as a form of marketing and communication by over 54% of respondents. However very few respondents (35%) seem to be using Web 2.0 for engagement and only 19% for improving transparency and trust.

Only 8% of respondents currently feature user rating and reviews of council services and no respondents use citizen crowdsourcing, both of which have been successfully adopted by the private sector and well received and adopted by their customers, increasing customer engagement

| WEBSITE - What does your local authority use Web 2.0 for on it's Website? | | Response Percent | Response Count |
|---|-------------|------------------|----------------|
| Citizen crowdsourcing (like Mystarbucksidea / Dell Ideastorm) | | 0.0% | 0 |
| Improving Customer Service | <div></div> | 28.8% | 17 |
| Letting citizens interact / customer engagement | <div></div> | 35.6% | 21 |
| Personalisation | <div></div> | 3.4% | 2 |
| Marketing & Communications | <div></div> | 54.2% | 32 |
| External Recruiting | <div></div> | 22.0% | 13 |
| User Rating and Reviews of Services | <div></div> | 8.5% | 5 |
| Improve transparency and trust | <div></div> | 18.6% | 11 |
| Not Applicable | <div></div> | 25.4% | 15 |
| Other (please specify) view | | | 7 |

Figure 4.15 – What does your local authority use Web 2.0 for externally?

Q. How does your local authority use Web 2.0 tools Internally?

Among the Local authorities who are using Web 2.0 tools, the majority are using Enterprise 2.0 to accomplish increased employee collaboration to help improve knowledge and to spark innovation. Managing and sharing knowledge to harness the collective knowledge of its employees and for internal marketing were also major users of Web 2.0. A large percentage of respondents selected not applicable again highlighting the current limited adoption of Web 2.0 within the organisation.

Surprisingly only 4% of respondents use Web 2.0 for employee crowdsourcing, (an interactive suggestion box) which many companies in the private sector such as Starbucks and Dell and more recently the Whitehouse in the public sector in the U.S to allow the public to shape the future direction of their businesses. These are innovative user-generated discussion forums to allow two way communication and engagement with their current and potential customers.

The key ingredient is allowing its users to vote on each idea, with the best suggestions rising to the top similar to the Digg site, where other customers, along with the Starbucks management, are likely to see them. To engage with its users - via a blog Starbucks showcases the ideas that are actually implemented. Within an organisation crowdsourcing, is good for employee relations and development as employees appreciate the opportunity to voice their ideas to senior management and the organisation as a whole, in turn helping the organisation run more efficiently and providing a better service to their customers.

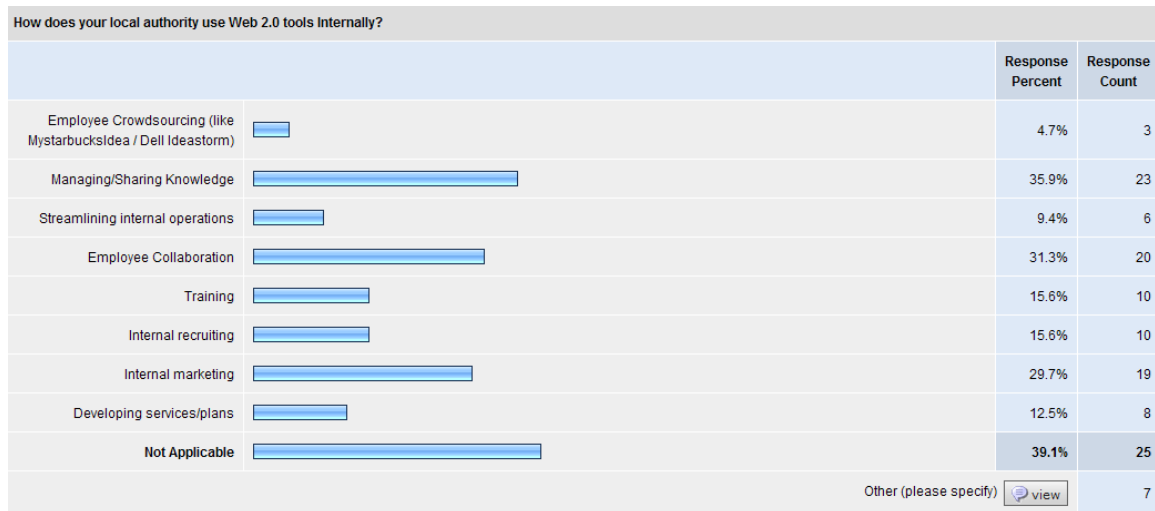


Figure 4.16 – How does your local authority use Web 2.0 tools Internally?

Crowdsourcing is the first true two-way conversation points its customers and the companies to interact on a wide scale, with very high usage rates highlighting that customers want to have these conversations with these applications becoming a major force in helping direct the future of the company.

Q. How do you currently interact / share information with co-workers on a daily basis?

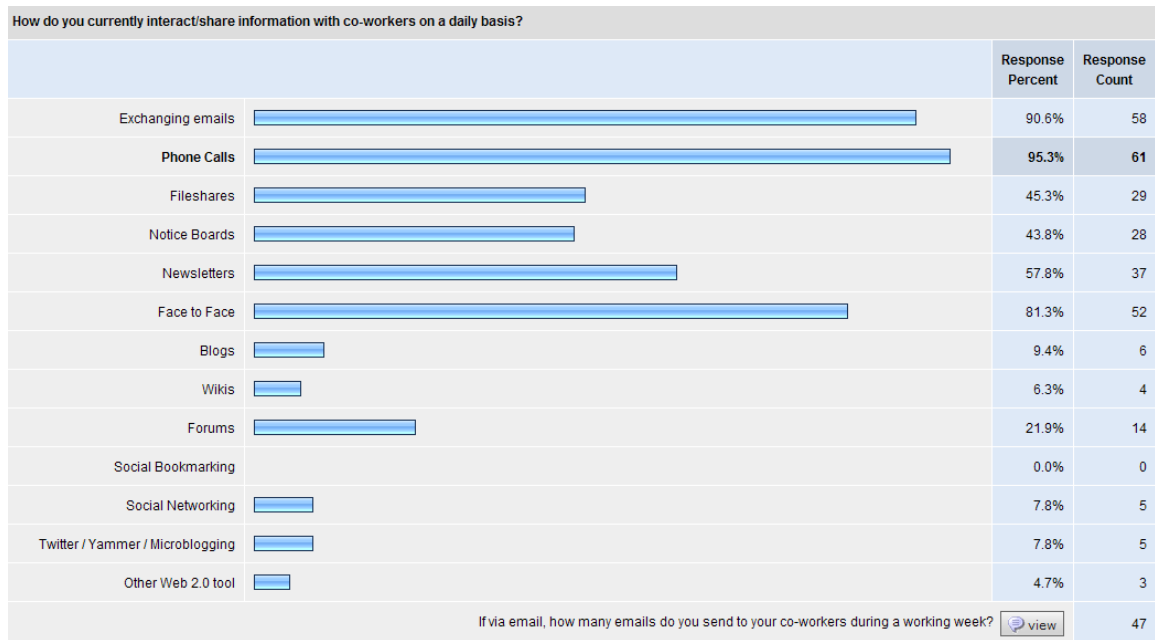


Figure 4.17 – How do you currently interact/share information with co-workers on a daily basis?

Respondents were asked how they currently share information with co-workers on a daily basis. The reason for this question was to highlight how Web 2.0 /Enterprise 2.0 adoption could enhance information sharing and collaboration, reducing the dependence on traditional methods such as phone and email.

It was also to understand how employees in local authorities currently interact and share information with their co-workers as it has been reported that phone and email usage is on the decline^{iv}. Exchanging emails and phone calls were the most popular methods at 89% and 91% respectively while Web 2.0 collaboration and communication tools had much lower levels of adoption by respondents, Wikis (6%), Blogs (9%) and Social Networking (7%).

An optional question of how many emails the respondent sends to the co-workers during an average week came in at around 150 emails, this was to gauge how email was being used for communication and information sharing and how this could be reduced by adopting Web 2.0 tools such as Wikis for collaboration amongst employees, and RSS feeds for communication updates. By migrating away from email as a primary communication method for employees, it will bring increased personal efficiency, where emails are impacting productivity.

Objective 4

To discover the challenges and barriers to Web 2.0 adoption in local government both inside and outside the organisation, and how they currently adopt Web 2.0 tools.

Q. If you use Web 2.0 tools and technologies, when did your local authority first introduce them?

The majority of respondents (34%) have been using Web 2.0 for around 6 to 12 months which corresponds with the secondary data in that the majority of Web 2.0 projects are still very new within organisations , although 24% have been using Web 2.0 at their local authorities for 1-2 years. Only 9% first introduced and have been using Web 2.0 within their organisations for less than 6 months, but nearly a quarter of respondents 24% cited that their local authorities are still not using Web 2.0 tools and technologies.

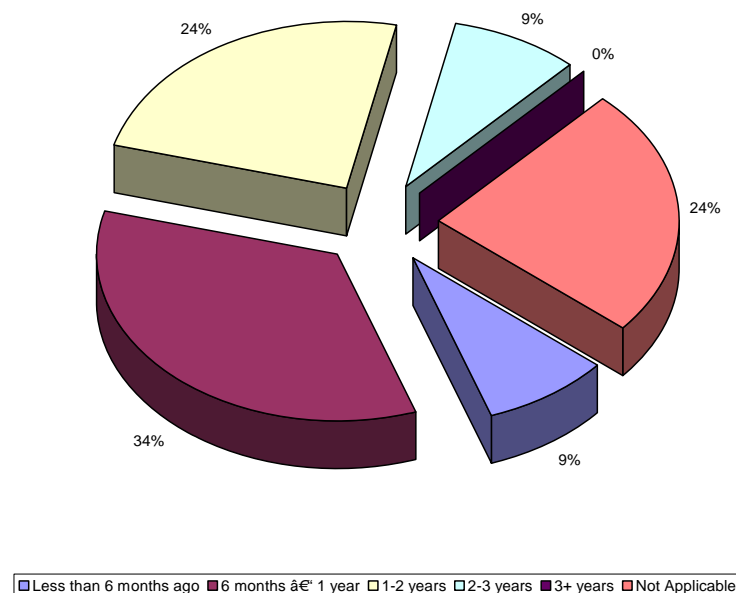


Figure 4.18 – If you use Web 2.0 tools and technologies, when did your local authority first introduce them?

Q. How does your local authority adopt Web 2.0 tools? (select all that apply)

It is still the IT department (34%) that primarily finds, tests and brings Web 2.0 to the service departments around the local authority. 31% also cited that it is departments identifying technologies and work with IT to bring them into the authority while only 16% of departments currently bring Web 2.0 in without IT support. 29% of respondents also revealed that compliance with standards sets by external bodies such as Socitm also has a major influence on the adoption of Web 2.0 tools within local government.

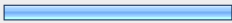
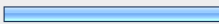
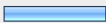
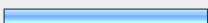
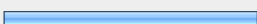

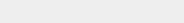
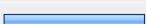

| How does your local authority adopt Web 2.0 tools? | | | Response Percent | Response Count |
|--|---|--|------------------|----------------|
| Departments identify new technologies and works with IT to bring them into the local authority |  | | 31.0% | 18 |
| Compliance with standards set by external bodies, e.g. Central Govt, SOCITM |  | | 29.3% | 17 |
| Citizens asking for new services, based on using services like fixmystreet |  | | 13.8% | 8 |
| Councillors wanting council to use these tools |  | | 27.6% | 16 |
| The IT department finds and tests new technologies and then brings them to the service departments |  | | 34.5% | 20 |
| Departments identifies new technologies and brings them into the organisation without I.T. support |  | | 19.0% | 11 |
| New technologies are adopted based on requests from web steering groups/senior management. |  | | 24.1% | 14 |
| Not Applicable |  | | 19.0% | 11 |
| Other (please specify)  | | | | 14 |

Figure 4.19 – How does your local authority adopt Web 2.0 tools?

Q. If you have not implemented Web 2.0 technologies, what is the greatest challenge or barrier to doing so? (select all that apply)

When respondents were asked what they see as the greatest hurdles for adoption, more than 33% cited that their organisation doesn't understand the potential financial return from the use of Web 2.0.

31% also believe that the culture doesn't encourage the use of Web 2.0 technologies and 28% also cited that they do not have the skills or budget to implement Web 2.0, which again could be to a lack of understanding of Web 2.0 as according to^v Web 2.0 technologies can be implemented incrementally requiring fewer resources and making better use of information and services already using mash-ups or similar technologies.

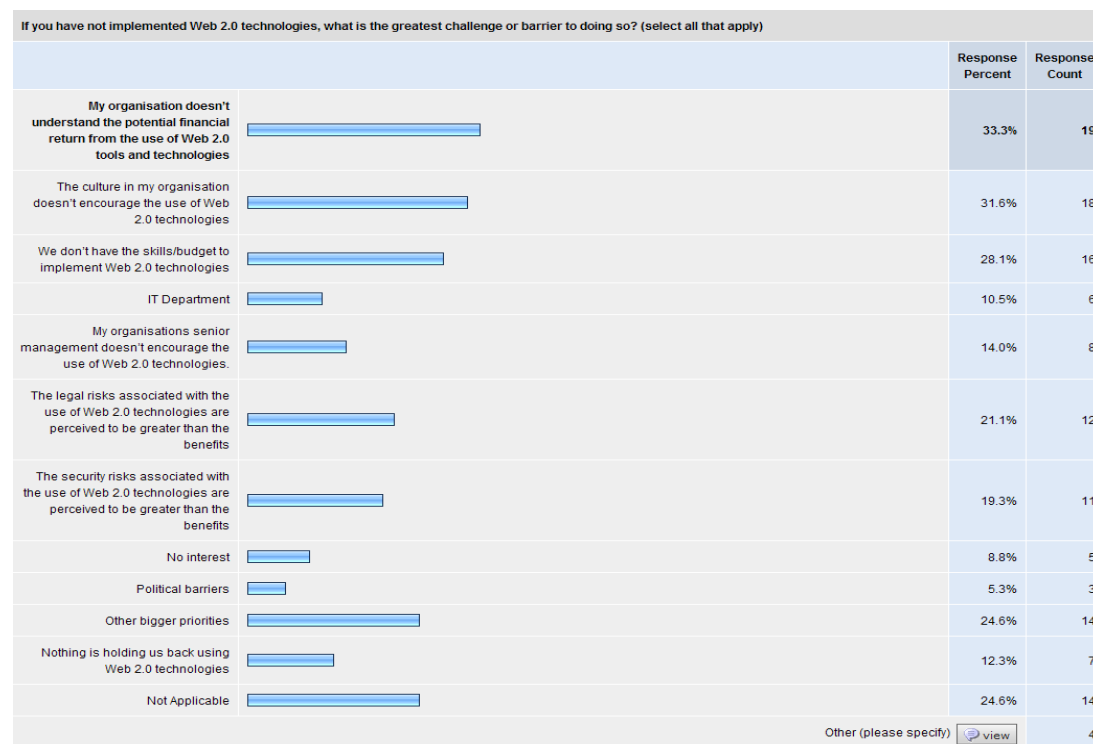


Figure 4.20 – If you have not implemented Web 2.0 technologies, what is the greatest challenge or barrier to doing so?

These were closely followed by Security (19%) and legal risks (21%) associated with Web 2.0, which were also reported by respondents as greater than the benefits that Web 2.0 can offer. If the benefits of web 2.0 are not clear, and security and legal

issues are not addressed and their goals are not measured, then achieving senior management buy-in will be difficult, as over 14% of respondents found when trying to encourage senior management support.

Nearly 34% of respondents agree that protecting and securing critical data is the chief barrier to adoption to implementing Web 2.0 tools while 33% still remain uncertain.

Protecting and securing data is the chief barrier to adoption significantly in the next 12 months.

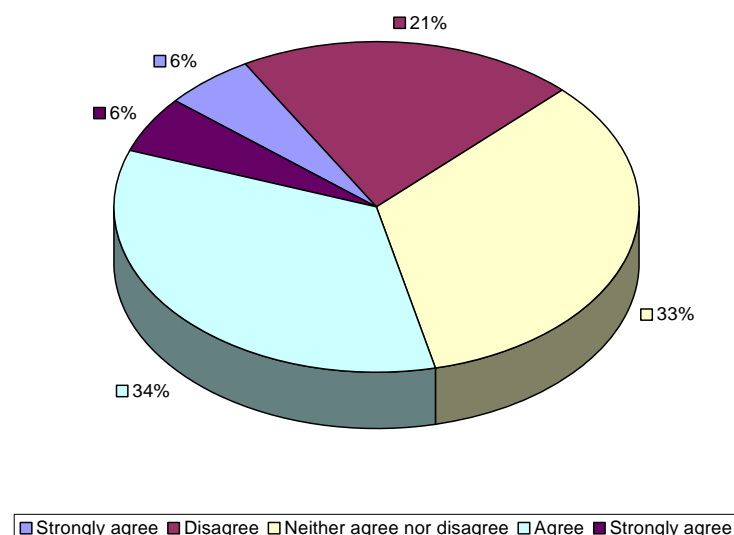


Figure 4.21 – Protecting and securing data is the chief barrier to adoption significantly in the next 12 months.

Q. Does your local authority block or limit employee access to Web 2.0 tools/applications?

According to the literature review, many U.S government departments block their employees from using sites like YouTube, Wikipedia, Facebooks and Blogs, and in

the “Transformational Government” report it highlights that public servants will need to have better tools offered by technologies such as Web 2.0 to undertake their jobs, which will help provide the opportunity to provide a better service as a result.

Surprisingly the majority of respondents reported that employees have access to Web 2.0 tools / applications with only Social Networking (41%) and Photo/Video sharing sites such as YouTube and Flickr (46.4%) blocked access while at work was blocked. However over 28% stated those employees could access Social Networking sites during non-core hours such as lunch times.

| Does your local authority block or limit employee access to Web 2.0 tools/applications? | | | |
|---|-------------------|-------------------------------|-------------------|
| | Blocked | Access Only During Lunch Time | Not Blocked |
| Social Networking | 41.1% (23) | 28.6% (16) | 30.4% (17) |
| Social Bookmarking | 30.4% (17) | 19.6% (11) | 50.0% (28) |
| Blogs | 19.6% (11) | 12.5% (7) | 67.9% (38) |
| Discussion Forums | 23.2% (13) | 10.7% (6) | 66.1% (37) |
| Wikis | 16.1% (9) | 12.5% (7) | 71.4% (40) |
| Podcasts | 26.8% (15) | 12.5% (7) | 60.7% (34) |
| Twitter/Microblogging | 17.9% (10) | 19.6% (11) | 62.5% (35) |
| Flickr / You Tube | 46.4% (26) | 19.6% (11) | 33.9% (19) |
| Web Mail / Apps | 28.6% (16) | 17.9% (10) | 53.6% (30) |
| RSS Feeds | 16.1% (9) | 8.9% (5) | 75.0% (42) |

Figure 4.22 – Does your local authority block or limit employee access to Web 2.0 tools/applications?

Objective 5

To examine if embracing Web 2.0 by local authorities will have the potential to transform local government by improving engagement, transparency and collaboration like how it has transformed commercial websites.

Q. How, if it all has your Local Authorities use of Web 2.0 technologies and tools changed the way it is managed, organised and/or led to service improvements?

When asked how if it all the councils use of Web 2.0 technologies and tools has changed the way it is managed, organised and/or led to service improvements revealed that a large number of local authorities, (30%) are not measuring the benefits of their implementations of Web 2.0 / Social Media, while respondents who chose not applicable was 22.6%.

Of the local authorities that are measuring their return on Web 2.0 usage, 13% believe that it has changed the way the communicate with its employees and citizens, while 5.7% cite web 2.0 has changed the way the council is managed and organised and delivered more cost effective services (5.7%).

However in general it seems that it is too early for many local authorities to measure the overall impact of Web 2.0, before implementing it more broadly at their organisations.

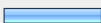


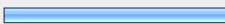

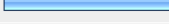

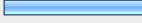
| How, if it all has your Local Authorities use of Web 2.0 technologies and tools changed the way it is managed, organised and/or led to service improvements? | | | Response Percent | Response Count |
|--|---|--|------------------|----------------|
| It has changed the way we communicate with citizens and employees |  | | 13.2% | 7 |
| The use of Web 2.0 technologies has changed the way the local authority is managed and organised. |  | | 5.7% | 3 |
| Delivered more cost effective services |  | | 5.7% | 3 |
| It has failed to deliver real benefits | | | 0.0% | 0 |
| We are not measuring the benefits of Web 2.0 |  | | 30.2% | 16 |
| No Change |  | | 3.8% | 2 |
| Not Applicable |  | | 22.6% | 12 |
|  Other – please explain how |  | | 18.9% | 10 |

Figure 4.23 – How, if it all has your Local Authorities use of Web 2.0 technologies and tools changed the way it is managed, organised and/or led to service improvements?

Q. Has the use of Web 2.0 changed the way the local authority is managed or operates.

Although Web 2.0 is starting to change how many companies in the private sector operate, 34% of respondents disagreed that Web 2.0 has changed the way the local authority is managed or operates, while 40% were undecided. For the majority of local government, it has always been a top down or Web 1.0 approach, the nature of Web 2.0 changes this to bottom up approach with more control handed to the employee or citizen which could be why respondents are uncertain.

Has the use of Web 2.0 changed the way the local authority is managed or operates.

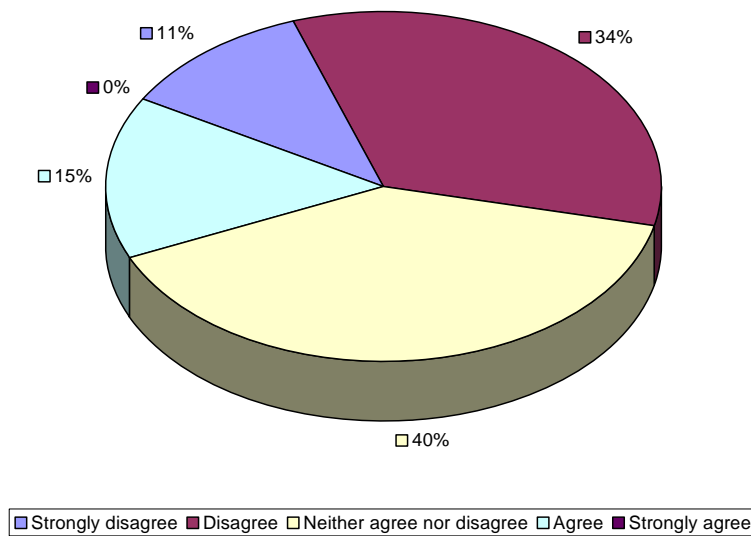


Figure 4.24 – Has the use of Web 2.0 changed the way the local authority is managed or operates.

Q. Web 2.0 can be as effective for local authorities as it has been in the private sector.

This could underline the controlling rather than trusting approach adopted by local government, but there is optimism within local government that Web 2.0 can be just as effective as it has been on commercial websites, with over half of respondents in favour of this statement, as shown in figure 4.25.

Web 2.0 can be as effective for local authorities has it has been in the private sector

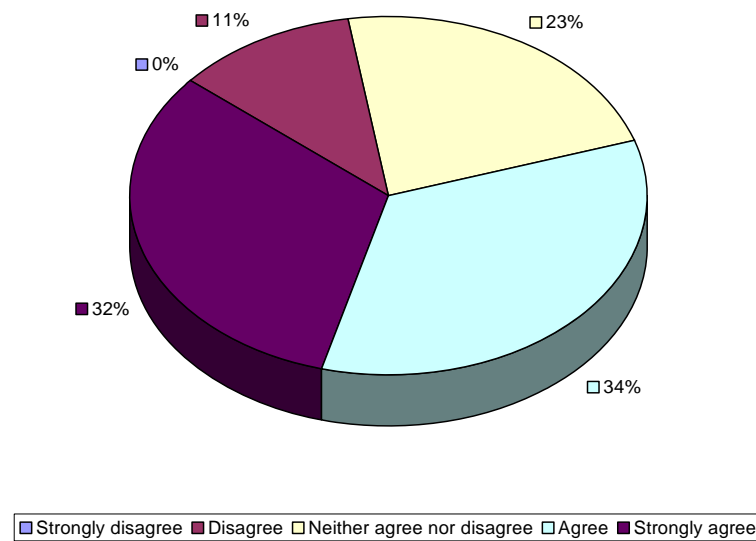


Figure 4.25 – Web 2.0 can be as effective for local authorities has it has been in the private sector.

Q. Web 2.0 allows us to collaborate better and to respond to change more quickly.

32% of respondents believe that Web 2.0 allows them to collaborate better and respond to change quicker, with 41 % also agreeing with this statement. This matches the data collected in the literature review, where tools such as Wikis and Social Networking enable collaborative working especially within areas such as knowledge management, what is surprising is the majority of respondents agreed with this statement, but most have not yet adopted Web 2.0 collaborative tools such as Wikis within their organisations, as shown in figure 4.11.

Web 2.0 allows us to collaborate better and to respond to change more quickly

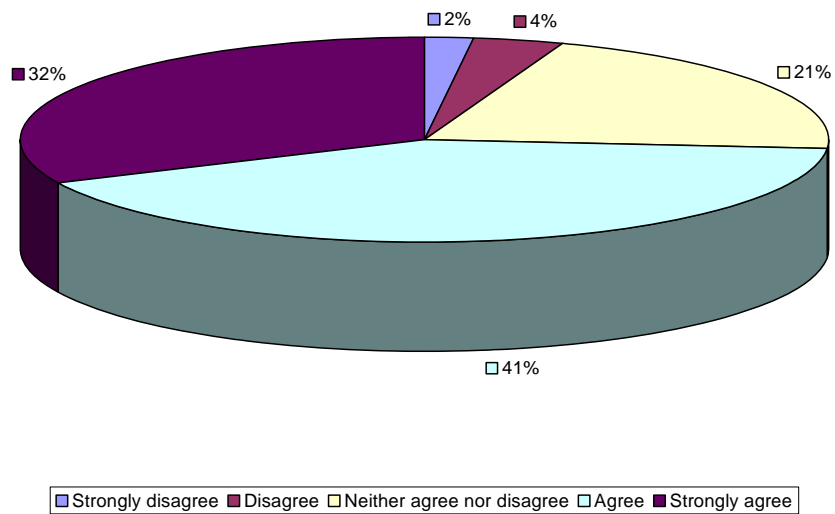


Figure 4.26 – Web 2.0 allows us to collaborate better and to respond to change more quickly.

Q. Web 2.0 changes the way we communicate with our employees.

Web 2.0 is starting to change the way local authorities communicate with their employees with over half of respondents (64%) agreeing or strongly agreeing with this statement. The response matches the literature where it is predicted that the use of Web 2.0 within an organisation will transform communication via tools such as Wikis.

Web 2.0 changes the way we communicate with our employees.

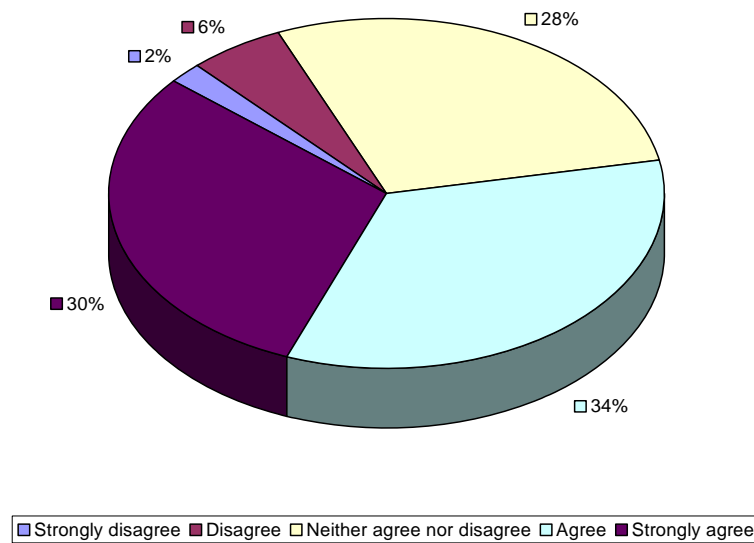


Figure 4.27 – Web 2.0 changes the way we communicate with our employees.

Q. Web 2.0 changes the way we communicate with our citizens and business. According to respondents, local authorities who have embraced Web 2.0 and are using these tools to communicate with citizens and business, the majority of respondents (35%) agree or strongly agree (36%) that it changes the way the communicate with these groups. This matches the success Web 2.0 has had in the private sector where it has changed the way consumers interact with many brands such as Starbucks or Amazon and through the independent Web 2.0 public services such ass fixmystreet.

Web 2.0 changes the way we communicate with our citizens and business.

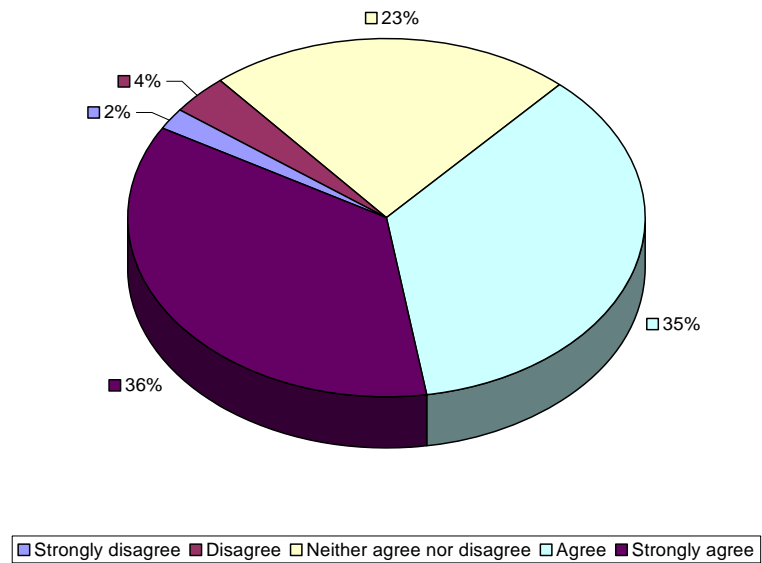


Figure 4.28 – Web 2.0 changes the way we communicate with our citizens and business.

Q. Public feedback via user generated reviews and ratings of council services should be used to drive service improvements

When asked if the public sector wishes to emulate the success of commercial Web 2.0 websites such as TripAdvisor by allowing customers to review and rate council services as recommended by Gordon Brown in the government publication “Working Together”, an overwhelming majority (79%) of respondents were in favour of this development to drive service improvements by listening to its citizens/employees.

Public feedback via user generated reviews and ratings of council services should be used to drive service improvements

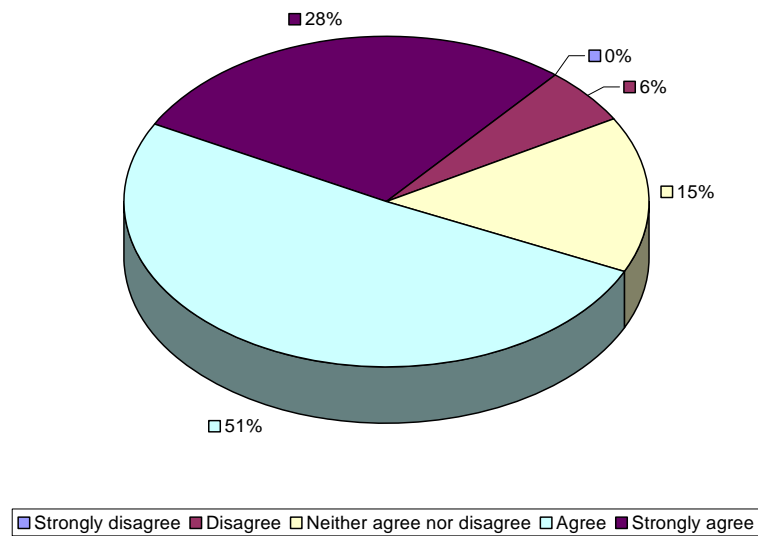


Figure 4.29 – Public feedback via user generated reviews and ratings of council services should be used to drive service improvements

Q. Web 2.0 will foster innovation allowing employees to communicate and share ideas

In a recent report by Deloitte, it describes the public sector as falling behind the business community who are using Web 2.0 to share knowledge internally amongst its employees, however 73% of respondents revealed that they agree or strongly agree with the statement that Web 2.0 tools and technologies will help foster innovation within the organisation as employees use these tools to communicate and share ideas providing better learning and knowledge creation.

Web 2.0 will foster innovation allowing employees to communicate and share ideas

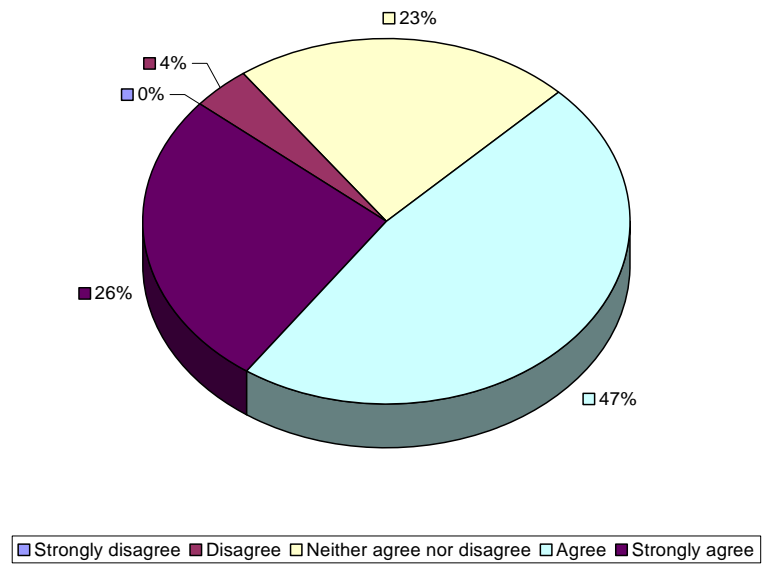


Figure 4.30 – Web 2.0 will foster innovation allowing employees to communicate and share ideas

4.3 Chapter Conclusion

Based on these research findings it is clear that there is a strong interest among the majority of local authorities especially around Web 2.0 and strong familiarity with many of its associated tools and applications. Given this strong familiarity, surprisingly there is much less evidence of adoption of these tools within their organisations.

However many of the respondents feel that Web 2.0 is important to their organisation and as more local authorities follow the lead set by the 7% who currently have a social media strategy, it will result in more widespread usage of Web 2.0 tools both inside and outside their organisations,. This will allow increased and more interactive user engagement, transparency and collaboration like it has transformed private sector websites and organisations, which according to the results many local authorities believe it will.

In general it seems that it is too early for many local authorities to measure the overall impact of Web 2.0, before implementing it more broadly at their organisations. Of the local authorities who have adopted Web 2.0, it is typically on a small scale and in pilot projects typically used for Marketing and PR purposes to engage with the public with very limited use of Enterprise 2.0 applications within organisations. However it will be difficult to overcome these barriers and challenges associated with Web 2.0 adoption such as cultural and financial barriers without measuring the benefits of Web 2.0 projects to enable senior management support.

These issues and findings are discussed in greater detail in the next chapter.

[Online] Available: <http://blog.searchenginewatch.com/blog/080305-095556>, [accessed 15 October 2008]

ⁱⁱ Hitwise Intelligence – Robin Goad –UK, - “Twitter enters top 100 sites” [Online] Available: http://weblogs.hitwise.com/robin-goad/2009/02/twitter_enters_top_100_websites.html [Accessed February 16th 2008]

ⁱⁱⁱ Sharepoint & Enterprise 2.0 [Online] Available: <http://blogs.zdnet.com/Hinchcliffe/?p=280> [Accessed March 23rd 2009]

^{iv} Enterprise 2.0 Conference, Boston, USA – June 9-13, 2008

^v eGovernment How can Government benefit from web 2.0? Soren Duus Ostergaard Senior eGovernment Advisor, IBM EMEA 2800 Lyngby, Denmark