

DTLR E-BUSINESS STRATEGY CONTENTS

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Chapter 1: Strategic Context

DTLR's business and e-business

This is DTLR's e-Business strategy. DTLR's aim, objectives and key targets are set out in our Business Plan 2001. This e-Business strategy is a daughter document of that, setting out the particular ways in which Information and Communication Technology (ICT) is being harnessed to deliver our objectives and targets, and the opportunities and challenges it presents.

The Department's objectives are concerned with improving the everyday quality of life of citizens in the way they live, work and travel. The key emphasis of the Business Plan is on delivery, ensuring that strategies are turned into action that will improve people's lives. ICT has a key part to play in that, especially in the way we deliver services but also in the formulation of policy and improvement of internal process efficiency.

E-Business enables services to be structured much more round the way citizens see issues and in the time and place they want. That will mean that our projects increasingly cross traditional organisational boundaries – both within the Department and beyond. This reflects our wider approach to joining up services and relating the Department's work to the Government's broader agenda.

E-Business is not, however, an end in itself. Whilst it can play a major part in improving service delivery, it will rarely be a complete answer without risks of increasing social exclusion to those unable to access it effectively. Our strategy recognises this.

DTLR's business is broad in the range of its objectives, and of its end customers: the latter include -

- Citizens (eg drivers, travelling public, home owners, the vulnerable, voters)
- Businesses (whether because we regulate, sponsor or assist them).

We also work with and through a broad range of stakeholders:

- our 10 Agencies and 15 NDPBs
- local government and other government departments
- NGOs and voluntary organisations.

Reflecting this our strategy is necessarily complex, a microcosm of the challenge faced by Government as a whole in joining up delivery. But the aim

throughout is to keep this complexity invisible to the end customer so that they receive a simple service responding to their needs.

Vision and strategy development

We are still firmly committed to the ambitious vision set out in the former DETR's e-business strategy. This section sets out our progress against that vision, and our strategy for realising it in full.

Partnership

Vision: *In 2005... the Department is working more closely and more interactively with others in central and local government, and with partners in the public and private sectors to address common cross-cutting issues*

Progress: The Department is already developing e-business partnerships with others in:

- central government – for example, we are supporting the 'Your Guide' pilot being lead by DTI and the Post Office;
- local government – DTLR has developed the [Local Government On-Line Strategy](#), and is working through the Central-Local Liaison Group to agree shared e-business priorities;
- the private sector – for example, by sitting on a joint project board to develop Transport Direct, which will provide real-time information and ticketing on a range of transport options.

Accessibility

Vision: *In 2005...the Department's information and transaction services are readily accessible via the internet and associated delivery channels, and easily located via the Department's web-site, the UK Online Government portal and public and private sector partners' web sites.*

Progress: The Department's citizen and business services are already accessible through a number of web sites:

- DTLR's own and each of its agencies and executive NDPBs;
- UKOnline;
- open.gov.uk; and
- Direct Access Government.

There are an increasing number of links and services available from non-Governmental web sites.

Information services

Vision: *In 2005 the Department's information services are of high quality and the Department has an excellent reputation for soundly-based advice and guidance on Government policies and the issues arising from its own policy development and implementation... records are now kept electronically, and*

information can be supplied rapidly and efficiently in response to enquiries, including requests under Freedom of Information legislation.

Progress: The Department's information services are already well developed. They include the Maps on Tap system for geographically related information and www.info4local.gov.uk. The Department has also agreed a strategy to ensure that information stores are well managed, and that we are prepared to meet the requirements of the Freedom of Information Act. DTLR(C) have a major project to procure and implement an electronic document and records management system. All parts of the Department have plans to implement electronic filing by January 2004.

Transactional services

***Vision:** In 2005... the Department's transactional services are responsive and easy to use. They are reliable, secure and trusted. They also meet the Government's requirements for propriety, data protection, efficiency and value for money.*

Progress: Some of the Department's key transactional services are already available on-line such as [hsedirect](#). Other transactional services already in development include e-procurement; vehicle registration; and booking a driving test on-line. All services will be available on-line by 2005.

Customer focus

***Vision:** In 2005... the Department's service are above all designed around the needs of those who use them rather than those who provide them.*

Progress: The Department's early e-business projects have put customer focus and feedback at their heart. The info4local initiative was developed following an extensive user-research project, and the DVO initiative will provide customers with seamless customer interface. DTLR is currently developing its customer mapping of objectives to support future business planning.

Supporting corporate knowledge management systems

***Vision:** In 2005... the Department's officials are backed by corporate knowledge management systems which help new staff and those changing jobs to deal with new material effectively and quickly: this knowledge base can also be shared, as appropriate with business partners.*

Progress: The Department's key briefing systems are now in place: particularly the electronic briefing system, which links to the knowledge network. There are also a number of training sites for staff to develop their professional skills. And the Department is in the lead in setting up electronic communities of interest across Whitehall as a vehicle for exchange of information and views.

Security and connectivity

***Vision:** In 2005... all the Department's services are reliable, secure and trusted.*

Progress: The Department's e-business is secure and we are working to conform to e-GIF standards. Approximately 69 per cent of DTLR is now connected to the Government Secure Intranet (GSI), and this will shortly increase.

Remote working

***Vision:** In 2005... the Department's staff value the flexible working patterns which e-Business technology has enabled... This has improved efficiency, the working environment and morale and has delivered savings in expensive central office accommodation, reducing the frequency of journeys and associated environmental impact.*

Progress: Secure remote working is already supported in DTLR(C) and many agencies and executive NDPBs on demand. The central Department's Board has agreed a major new corporate policy to introduce flexible working, and an implementation plan is being developed. The Highways Agency is developing a similar policy.

Skills

***Vision:** In 2005... the Department's managers, from the Board down, have developed an excellent understanding of e-Business and how to deploy technology solutions effectively, managing change and project risks. They proactively seek opportunities for continuous improvement in the delivery of services to the citizen and business, and in responding to evolving Government policy requirements.*

Progress: Adequate skills remain critical to the success of this strategy. We already provide training for all staff in the core skills necessary to use the technology and deliver the strategy, and we will continue to raise awareness of the opportunities for e-business, and provide the skills and support to achieve them.

Vision and strategy: next steps

To develop implementation of the strategy over the next six months we will:

- continue to progress the existing e-business programme
- provide e-business awareness training for all DTLR senior civil servants and an ICT awareness week for all staff;
- develop e-business programmes and customer mapping for all business units as part of the business planning round;
- develop our customer strategy
- develop a number of e-publishing innovations to proof of concept stage;
- revise and expand our project management best practice guidance; and

- assess local authorities' e-business strategies.

Post-election changes

The election led to significant changes in the former Department of Transport, Environment and the Regions. The Department of Transport, Local Government and the Regions has now adopted objectives which reflect its new priorities and these are reflected in this strategy.

In e-business terms, the effect of these changes has been either neutral or positive overall. Most e-business projects in each of the transferred areas were already being developed in partnership with the Departments to which policy has transferred. These changes should provide further support to our attempts to join up projects around common customer and other business interests. The challenge will be to continue to ensure that resources and governance of projects are not adversely affected by these changes.

We are aware that e-business is only one of many issues that affect the machinery of government, and that our priority should be to ensure effective mechanisms are in place to provide high quality, flexible e-business services, in whatever back-office context the Government deems appropriate.

Chapter 2: E-Business Strategy

e-business potential

Information and communication technologies supplement the policy implementation toolkit, enabling the Department to deliver existing services more efficiently and effectively. E-business more broadly supports delivery of DTLR's business by providing new ways of working.

E-business is currently particularly useful in:

- **getting information** more quickly to more people;
- **enabling information to be better exploited**, creating increasingly complex, rich and rounded knowledge resources – particularly through data sharing and the use of geographic information;
- **providing greater opportunities for interaction** with Government; and
- **making existing services easier** to use and **more efficient** to run.

DTLR already uses ICT extensively in its daily business: all consultation papers, green and white papers and news releases are now published electronically (accessible through the Department's web site). The Permanent Secretary has recently launched 'golden rules' for communicating and working together, so that email and other communication tools are used to best effect – for example, he alerted all staff to the post-election changes to the Department via e-mail.

But e-business has even greater revolutionary potential, by opening up entirely new opportunities, not even considered yet. Our e-business strategy will not only change how DTLR delivers its current services: it will transform the way it works altogether. An early example of this is the work undertaken by the Driver, Vehicle and Operator organisations to re-engineer their business processes around their customers' and stakeholders' needs. Realising our e-business vision will enable the entire Department to be more strategic, responsive and inclusive; working in genuine partnership with other stakeholders.

This chapter sets out our e-business priorities, and the work we have in hand to ensure all services are e-enabled by 2005. Finally this chapter touches on the impact e-business will have on the Department's organisation and how we envisage this will be managed.

E-business priorities

The full set of DTLR's e-business projects are set out in Annex A. This section set out the key e-business applications and supporting policies for each of the Department's objectives: those that are crucial to transforming our e-business vision into reality.

Objective 1: To promote modern and integrated transport for everyone and to reduce the impact of transport on the environment

There are three key e-business initiatives to realise this objective:

- Transport Direct;
- Traffic Control Centre; and
- smartcards.

[Transport Direct](#)

Transport 2010 aims to provide the traveller with all the information they need before and during a journey anywhere in the UK and the ability to buy the associated tickets. The service is expected, by 2003, to include:

- real-time information about trains and buses;
- travel information on the internet;
- booking of long-distance journeys involving more than one form of transport; and
- maps showing public transport options for visiting an area or particular attraction.

The programme is being taken forward in partnership with local government, transport operators and technology providers. When complete, the centrepiece of Transport Direct will be a one-stop information point for all forms of travel information. Ultimately, this will be accessible through the internet, digital TV, mobile and WAP phones.

[Traffic Control Centre](#)

The Traffic Control Centre will improve traffic management and the national strategic road network. It will use existing and new traffic monitoring and information systems and work with organisations such as the police. The project will deliver accurate real time information on the network; informing road users' before they set out on a journey about route, time and means of travel, and providing alternative route advice to minimise the effect of congestion and other incidents.

[Smartcards](#)

DTLR is encouraging the development of multi-application smartcards rather than a specific transport card. We are particularly interested in using them to support integrated ticketing – enabling seamless travel. We have already set up the Transport Card Forum and the Integrated Transport Smart Card Organisation (ITSO) to take this forward and we are currently tendering for 'showcase' demonstration projects. These will promote the wider take-up of smart card technologies, encourage scheme integration, and reinforce the UK's lead in this area.

Objective 2: To promote a sustainable pattern of physical development and land and property use in cities, towns and the countryside

The [National Land Information Service](#) (NLIS), on which DTLR and Ordnance Survey have executive board seats, will provide internet access to a range of land and property related information and transactional services. The initial focus is on improving the conveyancing process by offering on-line property search facilities including the Land Registry Direct service launched in June 2000. One of the key components of NLIS is the [National Land and Property Gazetteer](#) (NLPG). The NLPG project is a national consolidation of land and property information previously only held at local authority level. It forms part of the NLIS hub system that routes users to the information they need. The NLPG system also underpins the [National Land Use Database](#) (NLUD) project, the first phase of which is a directory of brownfield sites. It will eventually cover all land uses. The NLUD is a partnership between DTLR, [English Partnerships](#), [IDeA](#) and [Ordnance Survey](#).

The [Planning Inspectorate](#) led [Planning Portal Programme](#) will provide two web based planning services:

- an advice service for all users; and
- an internet-based planning appeal casework system, which will allow the parties involved in appeal cases track progress over the internet.

The [Maps on Tap](#) system developed by DTLR allows spatially related data sets to be displayed in map form using Ordnance Survey digital data. It will strengthen policy making within the Department, and, subject to successful migration to GSI, across Government. Potentially it can be further developed to provide internet based services to external customers.

Objective 3: A high quality of life for all in our towns and cities

This delivery of this objective is dependent on DTLR's other objectives, particularly objectives 2, 4, 5 and 7 and many of their e-business projects— including NLUD and the new approach to neighbourhood statistics – will play a vital part in its delivery. The key application in place for some time is regen.net, developed in partnership with the Department for Social Development in Northern Ireland and the Scottish Executive. This portal brings together stakeholders in regeneration; providing access to information, and opportunities for discussion and other interaction.

The community of interest concept is being extended by a new website to discuss the use of public spaces: opening up the policy process to stakeholders regardless of where they are located.

The Department is also undertaking work to identify the implications a thriving UK e-commerce industry is likely to have for planning, regeneration and sustainable development. The Property Advisory Group advises the Department on land, property and development issues, is drawing up a report

covering four particular areas that will be affected: the UK economy and its geography; infrastructure provision; the health of the country's suburban areas; and the building stock. The report is relevant to a number of the Department's objectives, but most particularly those on sustainable land use and the planning system (Objective 2), and the quality of life in town and city (Objective 3).

Objective 4: The renewal of our most deprived communities

The Neighbourhood Renewal Unit, established in January, is developing its web presence not only to provide guidance and information on the National Strategy, but also to make available a database of information at local neighbourhood level drawn up with ONS. The Unit also has plans for a knowledge management system to bring together experience gained from local schemes and provide a support service for people involved in renewal work.

Objective 5: A decent home for everyone

Through its [Housing Corporation Online](#) website the Housing Corporation enables registered social landlords to make development fund bids, grant claims. They can also use it to supply data and monitor progress. Local authorities can use the internet enabled Interform system for a range of housing returns including the Housing Investment Programme.

E-Business is also changing the approach to home conveyancing. The national land information system (NLIS) will provide electronic facilities for local authority and Land Registry searches. Already, the most popular life episode on UK Online is '[Moving home](#)' on UK Online, illustrating the size of the potential market.

The Housing Corporation is considering incorporating broadband cabling into its requirements for new social housing funded by the Approved Development Programme. However, the Department has not yet been able to get the additional resources needed if the Corporation is to make this change and still meet its target of 45,000 new homes over the next three years. The Department will discuss this further with the Office of the-Envoy and the Treasury.

Objective 6: Effective community leadership and high quality public services through elected local government

The Department is working with local authorities to help them meet the 2005 ESD target, and our strategy for delivering electronic government in local authorities was set out in Local Government Online. Almost all local submitted implementation statements over the summer, and we are currently analysing these responses. The Department announced 25 Local Government On Line Pathfinders in [March](#). They will develop:

- general e-government/customer relations management;

- community governance;
- digital TV;
- smart cards, and interactive web use,
- e-procurement;
- Government Gateway/UKOnline links; and
- a local government secure intranet.

Another big success has been the launch of www.info4local.gov.uk, a gateway web site that has a wide stakeholder group and more than 8,000 subscribers, mostly from local authorities. The site provides quick and easy access to information from across Whitehall. It has a daily e-mail alert service that notifies subscribers at their desktops of new information they have declared an interest in. This was particularly useful in dealing with the local government finance settlement and during the foot and mouth outbreak.

The Department will also look to pilot electronic voting in the May 2002 local government elections.

Objective 7: Successful regions which develop strategic vision for the future

This is being taken forward in e-business terms primarily by the Regional Development Agencies (RDAs). Although sponsorship of which has now transferred to the Department of Trade and Industry, individual departments retain responsibility for their programmes, such as DTLR's single regeneration budget (SRB). A number of RDAs, including the North West, North East, Yorkshire Forward and the South West are developing innovative regional portals in partnership with businesses, voluntary organisations and others in the region (www.onenortheast.co.uk is a particularly good example). A number of RDAs have also developed broadband strategies for their regions, addressing this key infrastructure issue.

Objective 8: Improved health and safety by reducing risks from work activity, buildings and fire

Health and safety is a major cross-cutting issue for DTLR. The key e-business application at present is the www.hsedirect.com site which is a partnership between HSE and Butterworths Tolley providing access to comprehensive health and safety information including a daily news service. We are working with fire authorities to ensure that the fire service meets the 2005 target. This includes encouraging suitable bids from individual authorities for funding support under schemes such as HM Treasury's Invest To Save Budget: Round Four and applying the Best Value performance indicator(BV 157) on electronic service delivery to single-service fire authorities from 2002-03.

Objective 9: Improved transport safety and crime prevention

This objective mainly covers the work of the Department's agencies in the [Driver, Vehicle and Operators Group](#) who between them deal with all the transactions that drivers and vehicle operators undertake with central government – right through from driving tests and licensing, to MOTs, to vehicle approvals. DVLA alone deal with 36 million vehicle re-licensing requests each year. As well as continuing to provide existing services, the DVO Group's main task is to work together across agency boundaries to provide new or improved services for both their professional customers and the ordinary motorist. A cross-agency team is preparing a strategy to give effect to these objectives.

Work has already started. The Group was allocated £96m over 3 years under CSR 2000 and initial projects include:

- developing a common customer interface and supporting data management system to provide customers with a number of portals to all the Group's services
- enhancing the existing call centre booking service for theory and practical driving tests to allow tests to be booked on the internet
- electronic vehicle licensing,
- new electronic casework and record management systems,
- improvement of internal processes and accounting systems.

The group is also working on a number of e-business projects with other stakeholders. These including improving abandoned vehicle processes with local authorities and the police, establishing links with UK Passport Agency for automated identity checking on driver licence applications, and the improved provision of information on seriously damaged vehicles by linking with the Motors Insurers Anti Fraud and Theft Register.

The Department also took the lead in developing the ['Learning to Drive' life episode on UK OnLine](#) – the second most visited life episode on UK Online.

Internal support services

We are developing a new enterprise wide strategy to our corporate business systems, to provide more flexible data sharing, and achieve a greater level of business process integration. We are also looking at new desktop facilities to make it easier and more efficient for staff to use these systems.

We are currently re-constructing the **DTLR main web site** to improve content, navigation and look and feel. This will allow users to access e-services and policy documents for the Department and its agencies from a unified front end. This next generation site will also store and manage documents to enable speedier publishing, provide enhanced searchability, and to deliver content via digital TV, mobile phones etc.

The Office of Government Commerce **Shopping Mall** project was a key component in the Department's electronic procurement strategy. But in July 2000 the OGC announced that the project would not proceed. DTLR is now looking into working with catalogue retailers, to allow people to use the internet to buy on-line.

The **Knowledge Network and Electronic Briefing System** is already set up within DTLR(C) and some agencies and NDPBs. Ministers' Private Offices were prioritised so that new Ministers were able to make immediate use of these systems.

We are also developing intranet based tools and guidance, in partnership with the Department of Trade and Industry, to support the **Better Policy Making Initiative**, and are learning from the former Department for Education and Employment's experience in setting up a similar site.

The Department is also taking advantage of e-business to develop web based **communities of common interest** hosted on the GSI. These will bring together people involved with DTLR policy areas across government and beyond. These community websites will enable information and ideas to be shared and discussed, opening up the process of policy making.

Over a quarter of DTLR(C) now uses Accredited Shared Drives to store records, and roll out is on target for 50% coverage by the end of 2001/02. Procurement of a full **Electronic Document and Records Management** system has been approved subject to a satisfactory business case. The aim is to have an operational system in place by mid-2003, which meets the Public Record Office's milestones. Freedom of Information legislation is being used as a catalyst to add more robust structure to the electronic files, and links to the information asset register and web-site.

DTLR(C) is also developing the application of **geographical referencing** of data. Most central Government data has been collected for a specific purpose and held in its own separate store. Geographical information systems allow many of these data sets to be directly compared and co-mapped. This will greatly improve the ability of policy makers to understand the complexity and interaction of different policies, and to adopt a more joined-up approach to delivery, more closely related to real-world outcomes.

DTLR(C) is replacing its **accounting system** with a system based on the SAP accounting package. This will include an integrated database providing a link between the Department's resource accounting data, HM Treasury resource budgeting data, Resource Estimates, Annual Report tables, and PSA and SDA targets. DTLR(C) has advised its agencies that if they are considering new accounting systems, they should think about using the same system. DVLA has already joined the procurement, and the Rent Service plans to take advantage of the framework agreement to acquire its own accounting software.

DTLR(C) has an **electronic procurement programme** team, working closely with the NGAS project team to ensure the purchase to payment system within NGAS will be suitable for electronic procurement. A strategy has been developed to ensure that the Department's suppliers will be capable of trading electronically when e-procurement goes live across the Department. An Electronic Ordering Pilot project went live on 19 March 2001 in seven areas of the former DETR(C) for buying low value goods. This project is designed to test the assumptions and learn the lessons of e-procurement in a controlled environment before e-procurement is integrated into the accounting system after March 2002.

To support our vision for flexible working, which the DTLR(C) Board has now approved, we are developing **estate and building management systems**, online services and information systems, the **flexible office** and remote working. DTLR(C) will continue to develop technology and services to facilitate off-site working; currently it is at the pilot stage with about 500 staff having the facility to access their electronic office from home or other remote locations. The scale of future pilots will increase and related investment will rise, but should be offset by lower estate costs. The Highways Agency is introducing similar arrangements.

DTLR(C)'s current **Human Resources** (HR) system is based on PeopleSoft. It interfaces with the Department's accounting system, and to the payroll processing system. The system has been upgraded to PeopleSoft version 7.5, which uses web browser technology and services have been extended to enable:

- Self-service electronic processes for monitoring absences. We are streamlining these to provide self-service web-based input screens and workflow within PeopleSoft. We are currently piloting sick absence and maternity leave modules prior to roll-out.
- Intranet-based electronic job advertising for all vacancies. This will make posts increasingly available to all in DTLR, making interchange easier; and
- Electronic notification of postings to HR over the intranet.

The Highways Agency has also introduced PeopleSoft and the DTLR(C) contract allows other DTLR agencies to buy the software for their own use.

At the end of last year DETR(C) successfully replaced the software we use to administer pensions awards. A lengthy data capture and cleansing exercise is now underway, with completion due in March 2002.

E-business strategic framework

This strategy has so far set out the context of our e-business programme, and some of our key projects. This section sets out how we are going to ensure that it is achieved.

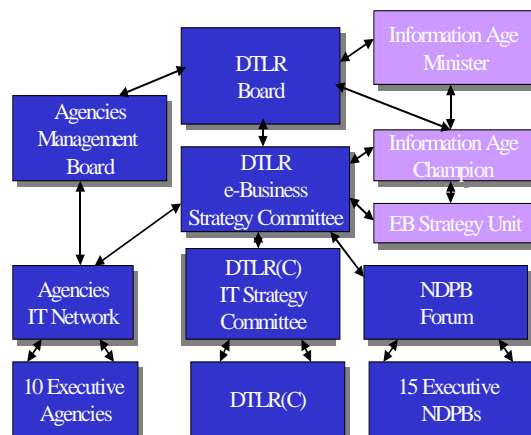
We are using three strategic enablers:

- **Governing** –leading and overseeing DTLR’s e-business strategy, and embedding it within the wider business planning framework
- **Supporting** – ensuring that the necessary mechanisms are in place to facilitate e-business development and provide the right skills and tools, and
- **Partnering** –working pro-actively with other stakeholders to make e-business happen efficiently and effectively.

Governing

Alan Whitehead is the Department’s new e-Business Minister, overseeing the strategy as part of his responsibility for the Department’s corporate affairs. Our e-business champion is Richard Dudding, who retains responsibility for both e-business and the wider modernising agenda, ensuring the two compliment each other. DTLR’s Board approves each strategy and takes half-yearly reports on e-business. They have set up an E-Business Strategy Committee, as a Board sub-committee, to govern the development of e-business within DTLR more closely. This committee has already met three times to discuss e-business strategy and particular programmes including DVO and the Your Guide pilot.

DTLR ORGANISATION FOR E-BUSINESS



Last year, directorates’ annual business plans were evaluated for their contribution to the e-business strategy. In the 2001-02 business planning round all business units will:

- map out who their customers, intermediaries and stakeholders are;
- consider how they can use e-business to improve existing services to customers;
- set out the ways in which an e-business approach could produce a step change in customer focused services; and

- give milestones for the delivery of e-enabled services, and targets for their take-up by customers.

The Department is developing a framework for constructing and assessing specific e-business proposals. This will identify key success factors, the likely costs and benefits of the proposals, and arrangements for programme and project management and critical review. We are taking forward the recommendations of 'Successful IT: Modernising Government in Action' and ensuring that future Invest to Save and Capital Modernisation Fund bids are assessed in terms of their contribution to this strategy.

A new Programme Management Unit (PMU) within Information Technology Services Division (ITSD) will oversee the full programme of DTLR e-business projects, receiving regular reports from programme and project managers. PMU will provide advice and information to enable the E-Business Strategy Committee, the Office of Government Commerce and the Office of the e-Envoy to monitor DTLR's progress.

Supporting

Successful e-business development in DTLR requires an extensive support infrastructure.

The key contact for business units is their ITSD Account Managers. They advise on business planning, financial provision, business case development, technology issues, technical skills for e-business projects; contract specifications and procurement of goods and services to deliver the required technology successfully. We are currently reviewing how we might develop their role to add even greater value.

ITSD's Projects Office and E-Business Strategy Unit will also provide specialist expertise, training and mentoring in their areas of expertise. More broadly, skills training is discussed later in this chapter.

E-business also drives DTLR's strategy to recruit and retain **ICT professionals**. DTLR has limited ability to offer IT specialists more pay, but has improved motivation and retention by providing a Professional Development Scheme based on the British Computer Society Model. This gives IT staff career development advice and associated opportunities for training and personal development.

Partnering

The Department is joining up e-business internally with other modernising government initiatives within DTLR. Wherever possible, we are developing common and complimentary frameworks to make it easier for the Department to take advantage of e-business, to better effect.

E-business also gives an incentive to develop new and existing partnerships to provide electronic services. For example:

- HSE has entered into an innovative partnership to deliver health and safety information electronically.
- DVO Group is directly linking with local authorities, courts, car hire companies, and Customs and Excise amongst others to support customer service improvement.
- Transport Direct is being delivered in partnership by central Government and other private sector service providers to provide real-time multi-modal transport information.
- a new taskforce will support and advise local authorities on taking forward service delivery partnerships with private, public and voluntary sectors (see <http://www.local-regions.detr.gov.uk/ssdp/research/index.htm>). Seven networks will be established under this Taskforce, one of which will deal with the key role ICT can play in service delivery and will advise on suitable partnerships as appropriate.

After e-business: what the business will look like

E-business will profoundly affect the nature and pattern of DTLR's work.

E-business opens up new opportunities for configuring the structure of Government. It makes it easier for public services to be delivered by strategic partners on a Department's behalf, and may lead to internal restructuring. On the other hand systems can make existing organisational structures invisible to the customer, and large organisational change unnecessary. The DVO Group illustrates this well. It is planning services that are seamless to the customer, but work across the existing agency structure. Once the strategy has defined the new business model for the DVO Group some adjustments to the way the services are delivered may be necessary, but they must be clearly business driven.

The business planning system will increasingly need to reflect the speed at which e-business moves. It will also require more common consideration of and agreement on business objectives: joining-up policy areas will require at least a complimentary business planning process if good ideas are not to be lost.

E-business will also change what the Department does, and its culture. Less effort will be spent on accessing information, and considerably more on managing it. Relationships outside a silo are becoming more open and informal. The right infrastructure should leave staff free to focus on delivery of objectives than on following time-consuming and outdated processes. A more entrepreneurial culture of conscious, managed risk-taking should develop, with firmer links to the wider modernising agenda.

Chapter 3: Ensuring and measuring success

There are a number of factors critical to the Department's successful delivery of e-business. This chapter sets these out with our approach to them.

Critical success factors

Key issues for this strategy are:

- Developing a technical infrastructure which enables secure, reliable, customer-focussed e-business delivery
- Providing adequate resources in a way which encourages innovation and best practice in e-business
- Adequately assessing and realising the benefits of e-business
- Managing uncertainty and risk to encourage innovative e-business solutions with proper evaluation
- Enhancing staff skills so that they are well-equipped to deliver e-business
- Changing DTLR's culture so that we can realise the benefits of e-business.
- Developing our customer focus.
- Seeking opportunities for joining up programmes and projects to deliver services seamlessly.

Technical infrastructure issues

Interoperability and technical standards

The Department is working to comply with emerging Government interoperability standards. This requires an effective, centrally managed, Government-wide infrastructure, to co-ordinate of technology standards and development and promotion of Government best practice.

DTLR has taken part in a number of the Technical Focus Groups established by Office of the e-Envoy and is committed to developing systems which comply with the published [Government Interoperability Framework](#) (e-GIF2). To this end both DVO and the Planning Portal will set out the data definitions and processes in XML schema.

Infrastructure

DTLR requires access to high quality, reliable, high availability infrastructure services. DTLR has adopted the strategic services provided by the government centre:

- the Government Secure Intranet;
- the Government Gateway; and
- the UK-Online citizen's portal.

The Government Secure Intranet (GSI) is our preferred medium for linking DTLR with its agencies, NDPBs and other Government departments. However the accreditation process has proved onerous and slow and the investment cost means that it is not presently practical to give all DTLR staff access to the GSI. We are concerned that this, and the inability to join up with local government, means the full potential value of the GSI may not be realised.

DTLR expects the retendered GSI to prioritise development of shared intranets, and tools that allow electronic collaboration. Accreditation should also be made easier. Without this DTLR may have to consider alternative Virtual Private Network technology.

We envisage that transactional services requiring authentication will be delivered via the [Government Gateway](#). We welcome the progress made in establishing the Gateway, and a number of briefing meetings have been held with the Gateway Team to further our understanding of how it will operate, and how back-office systems may need to be modified or redeveloped to interact with it.

DTLR owns two life episodes on [the UK-Online](#) service – Moving Home and Learning to Drive. We have also had input to other life episodes, including Retirement and Looking after Someone and are looking to deliver more information services in this way. We believe that there needs to be stronger clearer management of process for identifying new life episodes, and their design, development, implementation and launch. The processes for maintaining and changing information also need streamlining and tighter management.

Authentication standards

The Government Gateway will help Departments avoid re-inventing their own authentication schemes to support their transactional services. We are considering using **digital signatures** to verify financial or human resources transactions, particularly in electronic purchasing. Government-wide guidance on technology options and best practice for roll-out of digital signatures has been slow to emerge and is becoming increasingly important.

Security

Security is paramount to provide privacy, integrity and continuity to e-business systems. We welcome the Cabinet Office's request that all Departments key systems should be **BS7799** compliant by 2003, as this will encourage an improved level of security and demonstrate this to our customers.

DTLR's Principal Finance officer is our BS7799 Champion, focussing attention on this initiative at Board Level. Key information systems have already been identified across DTLR, and draft project plans submitted to Cabinet Office.

Both the office automation system and data network in DTLR(C) will be compliant with BS7799 by 2003.

Resource issues

Sufficient financial resources are crucial to delivering our vision. There are three main sources of funding:

- competitive funds, notably the Capital Modernisation Fund (CMF), Invest to Save Budget (ISB) and DTLR's new E-Publishing Innovations initiative;
- ring-fenced resources apportioned in SR2000; and
- business programme resources.

The Department has had some notable successes in all three rounds of the CMF and ISB. These include:

CMF:

- The Planning Portal Programme
- Automated Traffic Management Pilot Scheme
- Choice Based Lettings Pilot Schemes

ISB:

- Info4local
- Rent Service Links to Local Authorities
- The National Land Information Service

Finance and ITSD are working together to explain to business units how they can make the most of the two main funding streams. We have already agreed that ITSD Account managers will help identify potential projects that would fit CMF and ISB descriptions for round 4, and that EBSU will help sift Expressions of Interest. This will ensure that all DTLR bids are realistic, technically feasible and support our e-business vision.

Dual key funding regime

A number of our larger programmes and projects are subject to the new dual key funding regime operated by the Office of the e-Envoy and HM Treasury. Our experience with the processing of the DVO programme approval suggests that the process is in danger of becoming overly bureaucratic. Whilst we understand the need for rigour in the evaluation process, we are concerned that projects may run late because the release of funds at key stages is delayed. We will want to review what lessons there are from the DVO programme to ensure the process is as streamlined as possible.

E-Publishing Innovations Initiative

Last year the Department's Board approved a new media strategy, which recommended setting up an e-Publishing Strategy Unit. This Unit is now in place, and:

- promotes innovation through technology exploitation;
- identifies and spreads best practice; and

- looks to future technological developments in e-publishing.

Innovative funding: public private partnerships and the wider markets Initiative

E-business has considerable potential to harness public private partnerships (PPPs) and Transport Direct, hsedirect and the traffic control centre project are early examples of PPPs. A number of issues need to be addressed in developing PPPs:

- do they provide good value for money?
- will using private sector providers
 - add value beyond the core project?
 - stimulate innovation in public services?
 - help develop the UK's knowledge economy?
- what are the long term prospects for such a partnership?
- will the project be of interest to potential investors?
- will the partnership allow sufficient flexibility to develop in line with customer demand?

DTLR's IT services, central finance, business improvement and public private partnerships are working together to critically assess the experience of particular projects already using PPPs/ wider markets initiative and to develop governance and support frameworks for future projects.

Procurement and managing contractors

DTLR has set up a series of framework contracts, allowing us to access services – particularly consultancies – more quickly. However, the former DETR did not always manage contractors as successfully as it would have liked. We will give staff the opportunity to develop their skills in this area through formal training and support from procurement and IT teams.

Assessing and realising the benefits of e-business

As set out in the vision, DTLR is looking for e-business programmes that:

- **improve services** to citizens and other stakeholders;
- **improve internal efficiency**
- **contribute positively** to the other objectives of the **Modernising Government** Agenda, particularly valuing public services; and
- where possible, bring **wider economic benefits** to the country as a whole.

Benefits management aims to make sure projects really do produce the benefits they were supposed to. Without active management there is an unacceptable risk of not achieving them. It is an end-to-end process, which should be integral to the project.

Key components that DTLR will build into the governance arrangements are:

- **A model evaluation methodology.** As public sector e-business programmes are designed to do a number of things, a multi-objective, multi-criteria evaluation schemes is required. The balanced scorecard is widely used in e-business but its criteria would need to adapt it for DTLR's use. We will review the full range of options before conclusions are reached, and if necessary, use a modular approach.
- **Ownership and accountability for benefit delivery.** Senior responsible owners for projects will be formally responsible for the delivery of benefits identified through the appraisal process. Where the senior responsible owner is not the direct manager of the service, they are expected to use contracts and service level agreements to deliver benefits.
- **Feeling the benefit.** The Department's e-business programme will benefit different stakeholders. For example:
 - more responsive services will directly benefit business and citizens;
 - productivity gains will benefit the taxpayer; and
 - supporting the development of a knowledge economy will benefit government, business and the UK economy

We need to ensure that these benefits are correctly evaluated and taken into account in developing e-business programmes, and that the systems we put in place encourage real innovation and good practice to realise the broad range of benefits identified in our vision.

Managing uncertainty

Risk management is an increasingly important part of business planning. The Government's espousal of the Corporate Governance principles in the Turnbull Report have increased its importance.

Business units must develop a management plan for the main risks they face in achieving PSA and SDA targets. Above this is a set of corporate level risks, which are monitored by the Board level. Each of the DTLR's other constituent organisations has its own business planning and risk management arrangements. DTLR(C) reviews the risk management plan on a quarterly basis, and agencies have their own arrangements to the same end.

Our preferred strategy will be one of "start small, learn quickly and respond immediately". Typically this will involve pilot studies, to identify likely problems and develop solutions before projects are scaled up.

DTLR uses PRINCE2 as its model framework for project management. This imposes various disciplines on project managers and boards regarding the documentation and ownership of risks. We also adhere to the recommendations made in the "Successful IT Projects" Study. DTLR(C)'s

Project Office will also support project managers and project board members with advice on project risk issues. It is currently in the course of revising and expanding its project management best practice guidance including risk management.

DTLR(C) and our agencies have business continuity planning arrangements in place, in case of a major emergency. We have plans for corporate services, and plan for each business unit.

Skills development

Adequate skills remain critical to the success of this strategy. We already provide training for all staff in the core skills necessary to use the technology and deliver the strategy, and we will continue to raise awareness of the opportunities for e-business, and provide the skills to achieve them.

The skills development strategy for 2001-02 focuses on:

- providing an e-business update to all **senior managers**. This will be supplemented by:
 - one-to-one user training,
 - e-business strategy development support
 - a series of e-business briefings
- running an **ICT awareness week** to extend awareness and advertise other available ICT and e-business training to all staff.
- develop an intranet site for on-the-job learning.

DTLR(C) encourages its **IT specialists** to join the British Computer Society's professional development scheme. The scheme offers a structured approach to the development and training of IT staff to standards that the Society validates and quality assures. The scheme will help the Department to improve the standards of support for ICT, and to target the skills that divisions will most benefit from.

DTLR **agencies** are developing their own training programmes. The agency IT network will make best use of common resources and apply parts of the DTLR(C) scheme.

Last, but certainly not least, all new **Ministers** will be offered ICT and e-business training.

Cultural change

Managing cultural change will be key to the success of e-business and to the wider modernising Government agenda. It will create new opportunities and give rise to new challenges, some of which, such as information overload, have already been identified and guidance developed.

Leadership is crucial to this. The e-Business Champion in particular has revised his own working practices and those of his staff, as well as setting the

wider strategic direction. The broader Governance arrangements also support this, and EBSU holds regular discussions with those responsible for the Civil Service Reform agenda, and plans to hold a seminar to discuss the impact of e-business with the Department's trade unions.

Developing customer focus

Fulfilling our vision of high-quality, joined-up customer-focussed services means:

- developing services around customer needs;
- monitoring take-up; and
- listening to feedback.

Customer mapping

EBSU has done some preliminary mapping of customers against the Department's objectives. For each of the Department's Objectives we have identified the following customers:

- each of the groups that the Department has a direct engagement with; and
- those people that the groups themselves finally engage with.

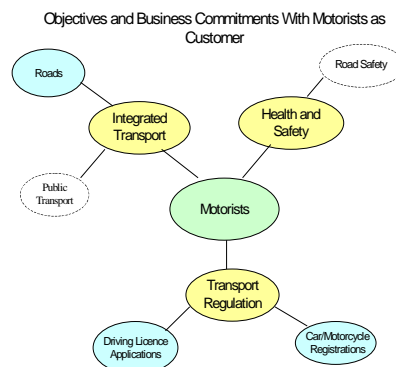
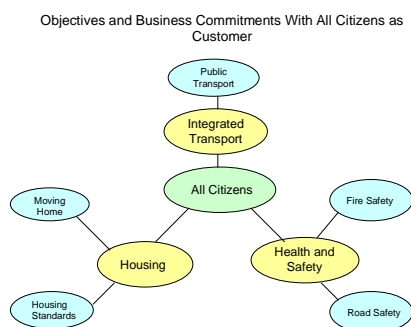
Annex A includes the customer mapping results for each of the Department's objectives. These set out customers and service delivery intermediaries for each service area, and also the wider stakeholders. The maps below develop our understanding further, showing the extent to which some customer groups cut across the Department's individual objectives.

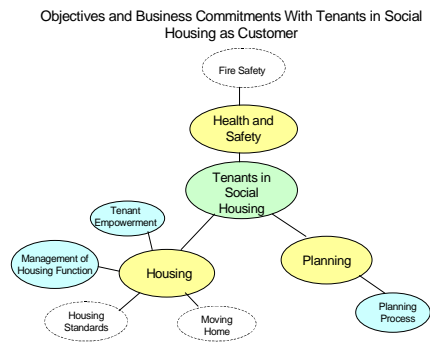
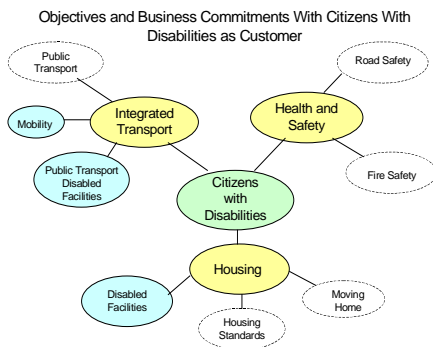
The maps:

- help identify potential areas for joining up services to common customer groups; and
- provide a basis for building networks based on common customers.

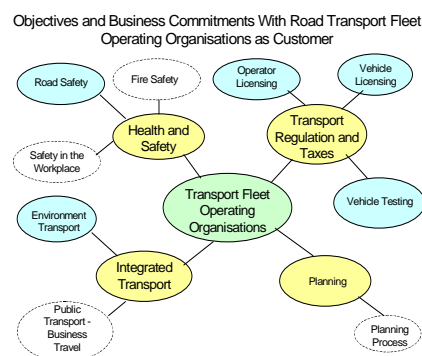
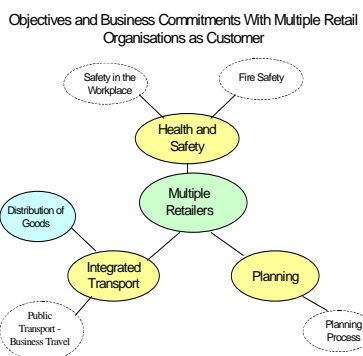
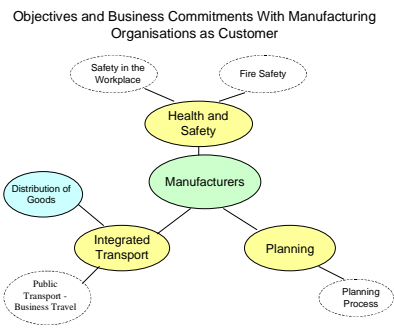
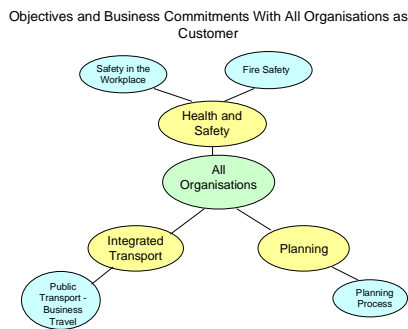
They are a management tool to ensure we are adequately addressing our customer needs.

Mapping of citizen customer groups against objectives





Mapping of Organisation Customer Groups Against Objectives



Customer segmentation

Successful business planning depends on a clear understanding of customer characteristics. In terms of e-business, we are particularly interested in:

- how e-enabled they are;

- the electronic delivery channels and editorial style that best suits them; and
- what related services they are interested in.

Recent survey work by OFTEL, for example, showed that

- 90 per cent all medium size businesses are on line, but only 60 per cent of small businesses;
- 34 per cent of all homes have internet access, with higher income groups being three times as likely to have Internet as those on lower incomes; and
- citizens over the age of 55 are the least likely age group to have internet access at home, although almost one in five are now connected.

EBSU will keep abreast of the latest e-business customer research and feed it into our developing strategy. The Department will also undertake specific research into our customer areas, as part of developing specific projects, and use that knowledge in developing future projects.

Customer focused service delivery

Customer consultation is already an established feature for the major services provided by the Department and its agencies. Consultation is mainly through customer satisfaction questionnaires, but a number of areas have gone further.

- The info4local website was developed on the basis of research, sponsored by the five partner departments into what local authorities wanted Government to do to improve corporate communications. Ongoing research forms an integral part of the project.
- The Commission for Integrated Transport operates a Motorists' Forum to canvas customers' views on services. A number of discrete customer groups have been identified as part of the DVO project and plans are being developed to provide appropriate information and services tailored to these specific customer needs. The launch of the DVO portal (motoring.gov.uk) is the first example of this approach.
- The Property Advisory Group of stakeholders has made a series of recommendations to Government about the use of e-commerce in property transactions.

Next Steps

Governing

EBSU, CBAD, and Corporate Financial Management Division will work together through the Customer Strategy and the business planning process to:

- require customer mapping and segmentation work as part of business planning;
- build customer mapping and segmentation into every e-business project;
- ensure business units consult their customers on particular projects; and
- develop cross cutting work based around customer groups.

Supporting

Our Directorate of Communication will provide marketing advice and guidance to inform decisions on how best to reach their target audience, for example, the most appropriate delivery channels and the web page design/editorial style to adopt.

Partnering

DTLR will build partnerships across Government and beyond to serve its customers more effectively.

Joining-up projects/programmes

The former DETR had a good record in making policy connections and working with others across the public sector (<http://www.detr.gov.uk/annual01/pdf/chapt2.pdf> provides more detail). DTLR will build on this by:

Governing

Business units will be asked to use the business planning round as a vehicle to explore the scope for joining up services across the DTLR family and beyond.

Supporting

EBSU will feed into the business planning process its own analysis of the customer related information contained in the ESD Annex (Annex A) in order to help business units to identify opportunities for joined up working, and, with CBAD, will assist business units to undertake further customer segmentation work.

Partnering

OeE has offered to help identify potential areas for joined up working across Government based on the customer work contained in the e-business strategies. DTLR will contribute fully and positively to these discussions.

e-Business strategy as a 'living' document

The programme of electronic service delivery (ESD) projects at Annex A is the tangible substance of the strategic e-business vision for DTLR. Increasingly ESD projects are defining the scope and implementation of the Strategy and the success of these projects is crucial to the Strategy succeeding.

We plan to put the programme on to a live database, which project managers would update. It would link in to the model evaluation methodology and the PRINCE2 project management requirements, so that it becomes a useful tool for managing DTLR's programme, as well as monitoring progress against the 2005 target.