

**Department of Enterprise, Trade and Investment
(DETI)**

e-Business Strategy

March 2004 Edition

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Contents

Section	Page
1 INTRODUCTION.....	4
1.B BACKGROUND	4
2 STRATEGIC CONTEXT.....	7
2.A INTRODUCTION.....	7
2.B E-GOVERNMENT INITIATIVES	7
2.C ONLINE NI – “A VISION FOR 21 ST CENTURY GOVERNMENT FOR NORTHERN IRELAND”	9
2.D OTHER DETI STRATEGIC DEVELOPMENTS	11
2.E CONCLUSION	13
3 CURRENT POSITION: E-BUSINESS ACHIEVEMENTS TO DATE.....	14
3.B OVERVIEW OF THE 2001 DETI E-BUSINESS STRATEGY.....	14
3.C PROGRESS AND ACHIEVEMENTS VERSUS 2001 E-BUSINESS STRATEGY	15
3.D CONCLUSIONS	22
4 DETI SERVICES AND FUTURE E-BUSINESS OPPORTUNITIES	23
4.A EXISTING DETI SERVICES AND INFORMATION FLOWS.....	23
4.B IDENTIFICATION OF E-BUSINESS OPPORTUNITIES	28
4.C JOINED-UP GOVERNMENT OPPORTUNITIES.....	31
4.D SUPPLIER INTERACTION	33
4.E INTERNAL/SERVICE IMPROVEMENT.....	34
4.F PRIORITISATION MODEL.....	37
4.G CONCLUSIONS	38
5 VISION OF DETI AS AN E-BUSINESS	39
6 STRATEGIC COST/BENEFIT APPRAISAL	42
6.A INTRODUCTION.....	42
6.B DESCRIPTION OF STRATEGIC OPTIONS	42
6.C INITIAL ASSESSMENT OF COSTS & BENEFITS	44
6.D INITIAL ASSESSMENT OF OTHER FACTORS	51
6.E CONCLUSION	51
7 DELIVERING THE E-BUSINESS STRATEGY: GOVERNANCE.....	53
7.A INTRODUCTION.....	53
7.B EXISTING GOVERNANCE AND STRATEGY MANAGEMENT ARRANGEMENTS	53
7.C FUTURE APPROACH TO STRATEGY, PROGRAMME AND PROJECT MANAGEMENT	54
7.D THE PROGRAMME SUPPORT OFFICE	60
7.E PROJECT MANAGEMENT.....	62
7.F IMPACT OF E-BUSINESS UPON THE ROLE OF THE DETI PROGRAMME MANAGER.....	65
7.G STRATEGY MONITORING AND REVIEW.....	65
7.H FUNDING AND RESOURCE ALLOCATION.....	66
7.I SUMMARY	67
8 ENABLING THE E-BUSINESS STRATEGY: THE IT STRATEGY AND INFRASTRUCTURE DEVELOPMENT	68
8.A INTRODUCTION.....	68
8.B CUSTOMER TYPES AND ELECTRONIC TRANSACTIONS	68
8.C OVER-ARCHING PRINCIPLES AND CONSIDERATIONS FOR THE IT STRATEGY	69
8.D IT REQUIREMENTS FOR ELECTRONIC TRANSACTING.....	70
8.E CURRENT DEVELOPMENTS IN IT INFRASTRUCTURE	70
9 RISKS & ISSUES.....	73

9.A	INTRODUCTION.....	73
9.B	CONCLUSION	74
10	CONCLUSIONS & RECOMMENDATIONS.....	75
10.A	CONCLUSIONS	75
10.B	RECOMMENDATIONS	76

APPENDICES

- A 5 CO MODELS FOR E-BUSINESS PROJECTS
- B NICS STRATEGIC DRIVERS
- C IT STRATEGY
- D ISSUE & RISK ANALYSIS

1 Introduction

- 1.1 This document sets out the e-Business Strategy for the Department of Enterprise, Trade and Investment as revised in the period up to March 2004. It sets out how the Department will achieve the delivery of 100% of its key services electronically by 2005. It also indicates how the Department will continue to develop its use of electronic channels and information systems for internal and cross-Government purposes.
- 1.2 This revised e-Business Strategy is the result of a major review and builds on the Department's original e-Business Strategy (developed in June 2001). It is an integrated and cohesive Strategy that incorporates a complete view of how the Department will deploy and operate:
- e-Business techniques, externally and internally;
 - Information Systems in general; and
 - Information Technology that will provide the infrastructure for the e-Business and information systems.
- 1.3 This e-Business Strategy will be subject to frequent smaller scale reviews to ensure that it remains relevant and up-to-date.

1.B Background

- 1.4 PricewaterhouseCoopers (PwC) was commissioned by the Department to undertake this revision of the e-Business Strategy. The Terms of Reference set for PwC included:
- Identifying any changes in business context, processes and information requirements since the original e-Business Strategy was developed;
 - Reviewing the status and potential impact of existing or forthcoming e-Business and ICT projects that cut across the Northern Ireland Public Sector (especially the OnlineNI Strategy);
 - Reviewing the technical infrastructure to consider present and planned architecture components which should also take account of wider Government initiatives including central initiatives mounted by the Business Development Service (BDS) and CITU(NI) (which subsequently became the Northern Ireland e-Government Unit);
 - Reviewing progress in the implementation of the original Strategy;
 - Determining from an objective position whether the original Strategy is still valid; and
 - Setting out an updated e-Business Strategy that will:
 - Highlight all services that potentially could be delivered electronically;

- Identify opportunities for integrating services with those of other Departments or partner bodies to provide a better quality service to the customer;
- Facilitate effective and efficient working within the Department and with other parts of Government;
- Set out the projects that remain for DETI to deliver all its key services electronically in line with the Modernising Government agenda;
- Identify any “Quick Wins”;
- Provide an indicative profile of the Strategy’s costs and benefits;
- Propose a timetable for delivering the Strategy; and
- Suggest arrangements for the effective management of the Strategy and its projects.

1.5 Since the development of the original e-Business Strategy, a number of specific e-Business projects that fit within its framework have been or are being taken forward. These include:

- e-Registry;
- ConsumerLine;
- Electronic Document and Records Management (where DETI is one of the Lead implementers across the Northern Ireland Civil Service [NICS]);
- Knowledge Network;
- Insolvency e-Business Project;
- Health and Safety e-Business Project; and
- Departmental Web Development Programme.

1.6 Despite these activities, the Department clearly recognises that the requirement for management information which is accessible, accurate, up-to-date and available (to inform policy and decision-making) has grown significantly and will continue to do so in an environment which enjoys the benefits of increased availability of technology.

1.7 There is also a continuing need, in light of the rate of change in technology and in the wider Public Sector, to ensure that the e-Business strategy continues to be relevant, providing a basis for improving delivery of services electronically, and facilitating provision of high-quality management information.

1.8 Consequently this e-Business Strategy review was undertaken to provide DETI with an up-to-date and prioritised action plan. The e-Business Strategy links cohesively to departmental objectives and takes cognisance of:

- Business interfaces with all of DETI’s partner bodies;

- DETI links with the wider public service including the Office of the First Minister and Deputy First Minister (OFMDFM) and Department of Finance and Personnel (DFP);
- e-Government initiatives such as the OnlineNI, Electronic Document and Records Management Systems (EDRMS), the Broadband Aggregation Project;
- Central initiatives including e-HR, the Accounting Services Project (ASP), the Freedom of Information Act;
- The NICS technical infrastructure project including Windows.NET, the Northern Ireland Citizen Interaction Centre (NICIC), the Public Services Network (PSN) and the deployment of Windows 2000; and
- Current and planned technical infrastructure across the broader Public Sector.

NICS e-Business Strategy Guide and Ministerial Letter

- 1.9 The NICS e-Business Strategy Guide issued in September 2003 by the NI e-Government Unit recommended that Departments review their e-Business strategies and, when doing so, to answer the following questions:
- What will the organisation look like when it is an e-Business?
 - Which other public services are seen by customers as related to those of the organisation, and how are such services to be integrated over time?
 - What key areas are to be given priority for action over the next two years?
- 1.10 In addition, the e-Minister, Ian Pearson, issued a letter in December 2003 underlining a desire to see Departments review and update their e-Business Strategies in light of ongoing and future developments.
- 1.11 This review of the DETI e-Business Strategy has taken cognisance of these guiding documents and questions throughout given that they match the Terms of Reference set by DETI in the first instance for the review.

2 Strategic Context

2.A Introduction

- 2.1 The purpose of this chapter is to provide the reader with an overview of those external and internal drivers, initiatives and changes in context that will influence the development and implementation of DETI's e-Business Strategy. In essence it answers the question: *"What has changed since the original e-Business Strategy was produced?"*
- 2.2 The first two sections below highlight the major strategic Government (legislative & policy) drivers and (technology-based) initiatives for e-Government, in particular the OnlineNI Strategy. [The implications of these initiatives for DETI are addressed in the chapter entitled "Future Opportunities for Electronic Services".] The third section below highlights any other major changes that have had or will have an impact on DETI and its e-Business Strategy.

2.B e-Government Initiatives

- 2.3 The endorsement of the 2005 e-Government target for key services by the Northern Ireland Executive and the formation of the e-Government Board have been two of the major drivers for change within the Public Sector's e-Government agenda and strategies.
- 2.4 In general, there has been a growing realisation and acceptance of the need for the Public Sector to work together corporately. This is evidenced by the emergence of a number of corporate NICS projects and initiatives, including:
- (a) OnlineNI Strategy;
 - (b) Government Gateway;
 - (c) Pointer;
 - (d) Accounting Services Project;
 - (e) e-HR Project;
 - (f) BDS Corporate Search Engine;
 - (g) e-Participation;
 - (h) Corporate Web Content Management (WCM); and
 - (i) The Information Access Programme (which includes the NICS EDRMS Infrastructure Project).
- 2.5 Along with a new level of co-operation between Central Departments, there have been instances of greater co-ordination, via technology, between Departments and their Agencies and NDPs. In addition, there is evidence of increasing levels of cooperation with Local Government. These new levels of co-ordination and co-operation bring increased complexity for strategic planning.

2.6 It is important to recognise the broad range of initiatives that form a strategic backdrop to this Strategy. The figure below summarises some of the major e-Business strategic drivers in Northern Ireland.



2.7 In Appendix B, we include a detailed description of these strategic initiatives. It must be recognised that these form an important part of DETI’s future e-Business Strategy and may indeed have significant financial and human resource implications for DETI. A central initiative from the perspective of devising or revising an e-Business Strategy is clearly the OnlineNI Strategy which is explained and discussed in the section below. In addition, the development of this latest edition of the e-Business Strategy, has taken into account the over-arching impact of the following developments and plans:

- The NICS Corporate Strategic Framework for delivering Government services electronically in NI (version 2.1; 15 March 2001);
- The draft Corporate IT Strategy (Feb 2001) supporting the NICS Corporate Strategic Framework; and
- Guidance from CITU(NI)/NIEGU and the Office of the e-Envoy on the development of Departmental e-business strategies (23 September 2003).

2.C OnlineNI – “A Vision for 21st Century Government for Northern Ireland”

- 2.8 This strategy, recently released by CITU(NI)/NIEGU, incorporates a range of factors that need to be considered by DETI in formulating its future Departmental e-Business strategy. A number of relevant aspects of the OnlineNI Strategy are summarised in the paragraphs below. The full document is available on: <http://www.cituni.gov.uk/onlineni.pdf>
- 2.9 This document sets a vision for e-Government in Northern Ireland in which the relationship between Government, people and business is transformed to one where customer choice, service accessibility, responsiveness and social inclusion will be the key drivers for the provision of Government services.
- 2.10 Services will be joined-up, easy to use and convenient to access. Transacting with Government should be simpler and, where feasible, this should be possible at the first point of contact with Government be that at an office, by telephone or by using an electronic channel. Technology will be the catalyst for change.
- 2.11 Whilst the vision sets the longer-term goal for the whole of the Public Sector in Northern Ireland, it is acknowledged that the Departments in Central Government should lead the way in electronic service delivery. Indeed, all Departments have already made good progress.
- 2.12 From an e-Government perspective, improving service to the customer should address four main themes:
- (a) Improving access to services including making sure that access is available for anyone who wants it (**social inclusion**);
 - (b) Improving the quality of service delivery, in particular by constructing services around citizens’ needs (**customer focused**);
 - (c) Improving the efficiency of service delivery, for example by making better use of information, sharing common infrastructure and common solutions (**corporate solutions**); and
 - (d) Improving the capability of staff to deliver services by providing the required technology coupled with appropriate education, training and support (**educating, enabling and empowering**).
- 2.13 This service model will allow citizens to access Government at a time of their choosing and by their preferred access routes, subject to the usual value for money considerations.
- 2.14 It should be noted that this vision is very deliberate in allowing multiple access channels. e-Government is not simply about service delivery using the Internet; rather e-Government provides customer choice across a variety of access routes that are enabled by electronic means.

- 2.15 Departments, their Agencies and their sponsored bodies are the major customer facing and service delivery organisations in the NI Civil Service and the e-Government initiative impacts directly on their activities. Targets for electronic service delivery have been agreed by the Executive but these targets were set in the context of delivering services which address citizens' needs as distinct from simply e-enabling current services. Departments started the transformation process by defining in their e-business strategies the services they currently provide.
- 2.16 With so many services being delivered to so many people, it is essential that Departments have a clear understanding of their own services, their current costs and their value to stakeholders; the latter include citizens, business, voluntary and community sector and other "partners".
- 2.17 The importance of understanding citizens' needs cannot be over-emphasised and Departments should make concerted efforts to determine those needs. A number of Departmental businesses already have some experience of engaging with their customers and lessons could be learned from sharing that experience.

2.D Other DETI Strategic Developments

2.18 This section outlines some of the other issues and developments (internal or external) that are of direct relevance to DETI and its e-Business Strategy.

DETI Restructuring

2.19 Since the original e-Business Strategy, the Department has undergone a major organisational restructuring exercise. This has involved the formation of Invest NI, with a clear separation between policy development (core Department) and service delivery (Invest NI and the Department's other agencies).

2.20 This change in structure will influence:

- (a) Formulation of new 'e' initiatives;
- (b) Prioritisation of ongoing 'e' initiatives; and
- (c) Reporting structures.

Corporate Plan 2002 - 2005

2.21 The 2002 – 2005 Corporate Plan for DETI has been produced since the completion of the original e-Business Strategy and reflects the restructuring. It states that the objectives of the Department are to:

- Encourage the growth of the economy by prompting knowledge-based business competitiveness and an enterprise culture in Northern Ireland; and
- Develop and maintain the policy and regulation environment to achieve economic growth and economic opportunities for all.

2.22 The Plan reflects an increased emphasis on joining up service and use of research to inform policy. It also sets out DETI's Public Service Agreement (PSA) targets and Programme for Government (PFG) actions.

2.23 In line with the Corporate Plan, DETI has developed highly visible strategic roles in emerging areas, e.g.

- (a) Development of "Think, Create, Innovate" strategy; and
- (b) Sponsorship of the broadband initiative.

2.24 Recent guidance from CITU(NI)/NIEGU in relation to the further development of e-Business strategies has highlighted the need for Departments to ensure that their strategies are clearly linked to Public Service Agreements (PSAs) and the associated Service Delivery Agreements (SDAs).

2.25 Therefore, DETI's e-Business Strategy needs to support its objectives and PSA targets as set out in this latest Corporate Plan. The Department needs to be an exemplar in the use of knowledge based technology for its direct customer interactions and its less tangible, but equally important, policy development undertakings. The importance of e-Business and knowledge based technology is recognised in the Corporate Plan which identifies that, while ensuring value for money, the Key Success Factors for e-Business are:

- Improving customer service, e.g.
 - A consistent experience in every interaction;
 - The ability to track the progress of service requests;
- Accessibility for all, including:
 - A range of options for accessing DETI services and advice;
- Achieving business process improvement;
- The adoption of best practices and standards;
- The sharing of common information; and
- Maximising the contribution of people.

Recognition of the growing usage of and reliance on Internet by citizens and business

2.26 A reality that DETI is aware of and needs to ensure that it will cope with is the increasing reliance by Citizens on the Internet and other remote channels to access Government, with the resultant growth in expectations and communication levels.

2.27 CITU(NI)/NIEGU commissioned a survey in 2002 to establish the levels of Internet access in NI. The Omnibus Survey indicated that the percentage of Northern Ireland citizens with access to the Internet at April 2002 stood at **47%**; that is, they had potential Internet access from some source such as home, work or school. This report also outlined that access levels were growing rapidly and were likely to continue to do so given that NI was still lagging between the rest of the UK.

Implementation of the Original e-Business Strategy

2.28 Finally, as outlined under 'Background' in Chapter1, the Department has undertaken a series of projects to realise the concepts and initiatives of its 2001 e-Business Strategy. The progress of these, their ongoing applicability and any remaining phases will need to be assessed for the revised Strategy. Progress against the original e-Business Strategy is assessed in the next chapter.

2.E Conclusion

- 2.29 The previous sections in this chapter highlight a range of external and internal drivers that may have an impact on the DETI's future e-Business proposition.
- 2.30 Where possible these external and internal drivers have been reflected in the recommended future strategy. However, there are a number of external drivers that are currently at an early stage of development. It will be necessary, therefore, for the DETI e-Business Programme Manager to regularly assess the strategic implications of these factors as and when they progress to a more tangible status. For example, the implications of the emerging NICS Information Systems Strategy should be formally assessed for its impact on DETI's e-Business Strategy.

3 Current Position: e-Business Achievements To Date

3.1 This chapter reviews:

- The main recommendations in DETI's 2001 e-Business Strategy; and
- Progress and achievements in implementing this Strategy, including:
 - Present and planned technical infrastructure; and
 - Existing systems and on-going projects.

3.2 This review is aimed at establishing the “*where are we now?*” position before considering potential future initiatives.

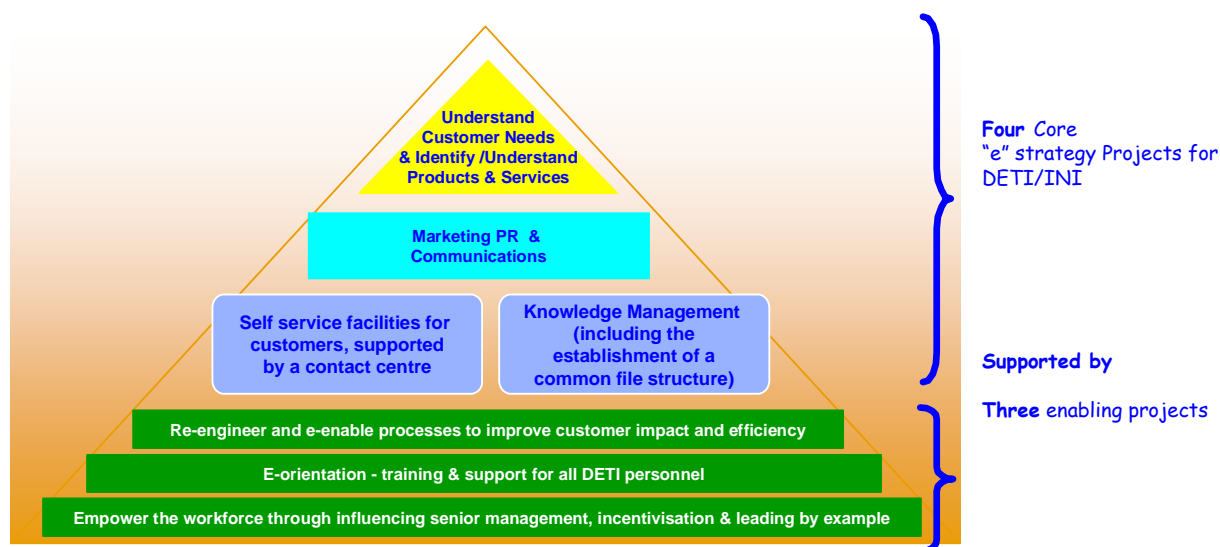
3.B Overview of the 2001 DETI e-Business Strategy

3.3 DETI's 2001 e-Business Strategy set out a series of initiatives with the objectives of:

- (a) Contributing significantly to the achievement of the Department's aims and objectives;
- (b) Helping the Department to achieve the objectives of the agency / Department restructuring project, namely:
 - (i) Increased client focus/responsiveness;
 - (ii) Better packaging of services to meet new/emerging customer needs;
 - (iii) Better integration of services; and
 - (iv) Increased professionalism;
- (c) Achieving maximum gain for the investment made; and
- (d) Assisting the Department in achieving the electronic service delivery targets for 2005.

3.4 Four **key business change initiatives** (illustrated below) were identified, namely:

- I. Customer Segmentation and Service Delivery Development;
- II. e-Marketing;
- III. Departmental Knowledge Base; and
- IV. Self Service facilities for customers supported by a contact centre.



3.5 These four main e-Business initiatives were to be supported by three **e-enabling projects**:

- V. Ensuring senior business management commitment and continued participation in the development and management of the e-Business Strategy. This was necessary to secure the requisite personnel, processes and supporting systems to enable the Strategy to be implemented and to achieve the business benefits of the programme;
- VI. e-orientation of DETI staff involving the design and implementation of a communications and training strategy aligned to the development and roll-out of the main business change projects outlined above; and
- VII. Targeted and specific business process re-engineering to support the introduction of new ways of working and new technology.

3.C Progress and Achievements versus 2001 e-Business Strategy

3.6 The initiatives and e-enabling projects in the 2001 Strategy (i.e. I – VII above) set out what was effectively a cross-cutting agenda. This agenda was supported by a mapping of the applicability of particular self-service facilities to the various DETI business units.

3.7 The Department has set about achieving this overarching agenda by instigating a number of specific, high priority projects. These high priority projects, what they deliver and their progress to date are summarised in the table below.

Priority Projects arising from 2001 e-Business Strategy	Delivery and Progress to date
Self Service and Electronic Service Delivery (ESD)	
e-Registry	<p>Phase 1 is live and Phase 2 is underway.</p> <p>Citizens can contact Corporate Regulation by telephone and order and pay for information, which is then sent electronically via e-mail. (This is essentially a Contact Centre that deals exclusively with Corporate Regulation matters.)</p>
ConsumerLine	<p>ConsumerLine is live.</p> <p>The objective of the project is to improve the provision and accessibility of consumer advice and information to the Northern Ireland public, paying particular attention to vulnerable customers and consumers.</p> <p>Consumers can receive advice by telephoning a local call rate number or by accessing a dedicated website. (The telephone channel is essentially a Contact Centre that deals exclusively with consumer affairs.)</p>
Insolvency e-Business	<p>The business case for this project is underway.</p> <p>It will combine EDRM (electronic document & record management), CRM (customer relationship management), e-Banking and call centre technology for the electronic delivery of Insolvency services.</p>
e-Surveys	<p>e-Surveys will cover a range of services provided by the Economic & Statistics Division.</p> <p>The use of an e-Survey technique has recently gone live for the Quarterly Employment Survey.</p> <p>The collection of data for the Annual Business Inquiry is due to use this facility in March 2004.</p> <p>In turn, the Census of Employment (which occurs every two years) will use the e-Survey technique.</p>
Broadband	<p>The Telecommunications Policy Unit is responsible for encouraging the rollout of Broadband across Northern Ireland (NI). To advance this agenda, DETI is progressing a series of initiatives designed to develop the telecommunications infrastructure, stimulate demand for broadband, and develop broadband applications to support the knowledge based/driven economy and to promote digital inclusion.</p> <p>One of these initiatives is the Local Access Tender for the comprehensive provision of cost effective broadband across Northern Ireland. In February 2004, the Minister,</p>

<p>Priority Projects arising from 2001 e-Business Strategy</p>	<p>Delivery and Progress to date</p>
	<p>Ian Pearson, announced that BT has been judged as the supplier likely to offer the most economically advantageous solution. DETI is conducting further negotiations with BT to finalise and secure agreement on proposals to provide comprehensive and equitable broadband services to all of Northern Ireland.</p>
<p>DETI Web Development Programme</p>	<p>Phase 1 of this programme is live.</p> <p>At the start of this review, the web-site offered e-information and online documents. However it suffered from a lack of standards and ageing content.</p> <p>Phase 1 of the Web Development Programme has addressed overall content, standardisation, “look and feel” and navigation around the site.</p> <p>Phases 2 and 3 are underway. Phase 2 will offer greater interactivity and self-service, including online forms. Phase 3 will, among other things, offer better search facilities and enable archiving of content management. Phase 4 will complete this programme by improving Intranet features.</p>
<p>General Consumer Council for NI (GCCNI) Web Site</p>	<p>The GCC web site has been extensively redeveloped to provide easy navigation, use of multi-media and clear links to the ConsumerLine website and the associated telephone number.</p>
<p>Health and Safety Executive for NI (HSENI) Web Site</p> <p>HSENI e-Business Project</p>	<p>As with the GCC web site, there has been extensive redevelopment of the HSENI web site.</p> <p>The business case is complete and approval has been granted for this project.</p>
<p>Customer Service Centre</p>	<p>Under current arrangements, citizens can use the telephone for a majority of information needs. The e-Registry project Phase 1 also means there is a “contact centre” which deals with all calls to Companies Registry in a systematic manner.</p> <p>Similarly, ConsumerLine (a contact centre dealing with trading standards and consumer advice) went live on 31/10/03.</p> <p>In addition, the Insolvency e-business project is expected to provide some contact centre capability.</p> <p>There are efficiencies to be gained from consolidation of these centres and the provision of a “one stop shop” for all of DETI.</p>

<p>Priority Projects arising from 2001 e-Business Strategy</p>	<p>Delivery and Progress to date</p>
<p><i>Internal / Joined-up Government e-Initiatives</i></p>	
<p>Customer Relationship Management (CRM) and Automated Call Distribution</p>	<p>DETI is a Lead implementer of the NICIC telephony facility (which provides Automated Call Distribution) and the supporting CRM application (Frontline). Frontline and the NICIC infrastructure are live in Corporate Regulation (through the e-Registry project) and ConsumerLine. These capabilities will also form part of the Insolvency project.</p>
<p>Knowledge Management (involving Electronic Document and Record Management System - EDRMS)</p>	<p>DETI is an early adopter of EDRM solutions within NICS. The Department is currently running a system called Objective as part of the e-Registry Project. EDRMS will be implemented across other business areas in line with NICS recommendations.</p>
<p>Knowledge Network (KN)</p>	<p>KN has been driven by OFMDFM and Phase 1 has been rolled out across DETI. It is being supported centrally by OFMDFM and DETI provides a first line of support.</p> <p>KN allows information to be shared to facilitate ministerial briefings and answers to queries posed to the Department. Specifically, in Phase 1, the project delivered:</p> <ul style="list-style-type: none"> • Correspondence registers; • Ministers diary; and • Media activity planner. <p>Phase 2 (KN2) will involve introducing the Policy and Briefing application, which is capable of handling the following:</p> <ul style="list-style-type: none"> • Key policy briefing and planning, facts and figures; • Ministerial briefing - lines to take; • Key speeches; • Key themes; • Press releases and cuttings; and • Hansard. <p>KN is contributing not only to internal effectiveness but to inter-Governmental communication via KN Central.</p>

3.8 In addition to these functional projects, a number of steps have been taken by DETI to upgrade and standardise its technical infrastructure in support of e-Business.

DETI Technical Infrastructure

3.9 The table below sets out the current technology position within the Department.

Technology	Summary of Current position	Comment
Capability of Core Systems to support e-Business technologies	Many of the DETI's existing Core Systems are not web-enabled.	DETI is gradually, through the introduction of new systems, replacing legacy applications. Cyril is being replaced by an EDRMS and Case Management solution as part of e-Registry in Corporate Regulation. BUSTER will be replaced by an e-Banking solution for Insolvency Service. Therefore, there are migration paths to e-enabled versions of all core systems.
PC Penetration	PC penetration is 100%	
The desktop environment The age of the desktop stock.	A project has been completed to standardise the desktop environment throughout DETI to Windows 2000.	The mix and age of desktop is kept to a minimum specification and operates on a rolling 3-yearly replacement cycle.
Use of Email	For those staff with access to a PC, e-mail is available and all internal surveys and general feedback indicate that usage levels are high.	
Network Infrastructure: LAN (Local Area Network)		LAN infrastructure should not be an impediment in respect of DETI moving towards eBusiness.

Technology	Summary of Current position	Comment
Network Infrastructure: WAN (Wide Area Network)		WAN infrastructure should not be an impediment in respect of DETI moving towards eBusiness.
PSN(R) (Public Sector Network - Restricted) Accreditation	DETI's network is PSN(R) Accredited.	
Remote Access	Currently 130 users have remote access.	Performance of remote access could be an issue but currently there are no response problems.
Video Conferencing	Mobile facility available	

Summary Assessment of Achievements since 2001 e-Business Strategy

3.10 The achievements to-date can be summarised as follows:

- **A: Customer Self Service / Electronic Service Delivery: 55%.** Although this percentage may seem low given the significant progress made on the projects outlined above. Many are modular and the delivery of additional modules will lead to step change. It is anticipated that by March 2005 ESD will have reached 70%, with 100% being achieved by December 2005.
- **B: Knowledge Management / EDRMS: 5% complete.** This capability is being rolled out, initially as part of a number of pilot projects, and then on a division by division basis. Work is underway to develop file plans etc. in preparation for EDRMS. However progress was and will continue to be dependent upon the NICS-wide EDRMS project;
- **C: CRM: 5% complete.** This capability is also being rolled out, initially as part of a number of pilot projects, and then on a division by division basis as required. It is not anticipated to be organisation wide in the medium term.
- **D: Internal ICT infrastructure: 100% complete** (for core Department and excluding applications that run on the infrastructure. From an application perspective, all ageing core systems are scheduled for replacement.) The rollout of Windows 2000 is complete and remote access is available as required. The core Department's network is PSN accredited. The technical infrastructure now in place will e-enable future strategic goals including Electronic Service Delivery and Joined-up Government. DETI is well placed to leverage its investment in ICT to-date.

- **E: Contribution to NICS wide initiatives: on-going.** DETI's contribution to NICS wide projects is of great consequence. DETI is a lead implementer or early adopter for a number of NICS initiatives, such as EDRMS and NICIC Frontline.

3.11 The tables and narratives above highlight a range of activities including those that are clearly associated with two of the business change initiatives identified in the original e-Business Strategy, namely Customer Self Service and Departmental Knowledge Management/Base. The other initiatives and supporting projects are being taken forward in an integrated manner across many of the above activities as summarised below:

- Customer segmentation and service development: DETI is running a series of customer surveys as it initiates its major citizen facing projects such as ConsumerLine, e-Registry and the Insolvency project. These projects are all about redeveloping services. With the clear separation of roles between Invest NI and the core Department, DETI has a better understanding of what it should be delivering to citizens and what is expected of it by citizens. As it moves forward as defined by this revised e-Business Strategy, the Department will ensure that there is a collective view taken of citizens' needs and expectations before it integrates the delivery of current services by means of a DETI-wide contact centre. It will also take steps to facilitate e-surveys and e-feedback.
- E-marketing: each of DETI's new e-services is being specifically marketed at its target audience, e.g. with the multi-media marketing campaign around the launch of ConsumerLine. Where the user base and target audience is narrower, e.g. with the Insolvency project, the Department will gain upfront buy-in and ongoing awareness through liaison with key stakeholders, such as Insolvency Practitioners.
- Senior business management commitment and participation: the relevant Head of Division has been the SRO (Senior Responsible Officer) for each of the e-related or ICT projects. This will continue and clear governance arrangements are set out in this revised e-Business Strategy.
- Staff e-orientation and training: staff are being consulted and/or trained in all e-Business initiatives. This is happening in both specific branches / divisions being re-engineered for Electronic Service Delivery, e.g. Companies Registry, and across the Department as a whole for cross-cutting projects such as Web Development Programme, Knowledge Network and Knowledge Management / EDRMS (where work on file structures has commenced).
- Process re-engineering and e-enablement: this is intrinsic to every one of the e-Business initiatives and each SRO makes clear that the initiatives are not about e-nabling the status quo. This is evidenced by the likes of e-Banking being planned for Insolvency and future plans (set out later in this document) for the modernisation of the Consumer Affairs Branch.

3.D Conclusions

- 3.12 DETI's e-Business achievements to date and its on-going projects represent good progress towards its targets for Electronic Service Delivery (ESD). The ESD and internal improvements / Joined-up Government initiatives all contribute to the other objectives set out for the original e-Business Strategy, namely:
- (i) Increased client focus/responsiveness;
 - (ii) Better packaging of services to meet new/emerging customer needs;
 - (iii) Better integration of services; and
 - (iv) Increased professionalism.
- 3.13 In addition, the ICT infrastructure is a sound building block for delivering the future e-Business strategy.
- 3.14 In the remainder of this strategy we focus upon those steps and additional initiatives which will ensure that momentum is maintained and that the potential of changes is maximised to the benefit of citizens, DETI and other parts of Government.

4 DETI Services and Future e-Business Opportunities

4.1 This chapter:

- Reviews DETI's services, clients and overall information flows (Business Interaction Model);
- Identifies opportunities for improved use of e-Business; and
- Presents a prioritisation model taking these opportunities forward.

4.2 This section reflects the opportunities that have emerged to-date and needs to be validated by DETI before the strategy is finalised in terms of:

- Strategic option development / business case (incl. investment profile);
- Governance and IS skills requirements;
- IT Strategy;
- Risks and issues; and
- Conclusions and recommendations.

4.A Existing DETI Services and Information Flows

4.3 As part of this e-Business Strategy Review, a series of workshops was held with each division in DETI and with its various agencies. Those involved were asked to complete a pro-forma identifying:

- Key services provided;
- Major information flows;
- Knowledge/information holdings;
- Current/planned IS and e-Business initiatives; and
- Issues/risks/barriers.

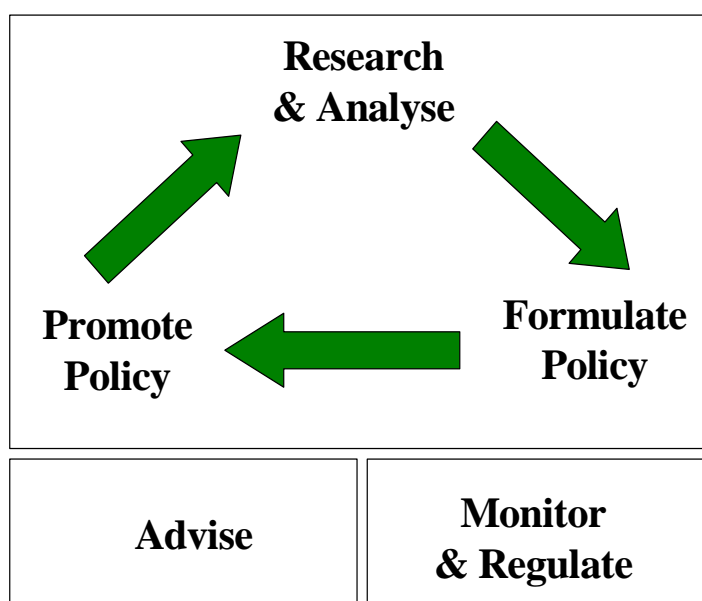
4.4 From the pro-forma returns, discussions in the workshops and other available data, it is clear that DETI provides a diverse range of services. A relatively complex set of interactions takes place between both internal and external entities. For the core Department, this is summarised in the table below:

Division & Role / Category of Interaction	Interactions with:
Economic and Statistics	
Gathering information and statistics	Citizens and Businesses
Provision of information	NI Public Sector, DTI, Citizens and Businesses

Division & Role / Category of Interaction	Interactions with:
Interaction with suppliers	Consultants and other suppliers
Strategic Policy	
Consultation	Businesses, Citizens, industry and other bodies, NICS, GB Public Sector bodies
Policy provision	Businesses, Citizens, industry and other bodies, NICS, GB Public Sector bodies
Policy Services, Tourism and Equality	
Consultation	Businesses, Citizens, industry and other bodies, NICS, GB Public Sector bodies
Policy provision	Businesses, Citizens, industry and other bodies, NICS, GB Public Sector bodies
Granting of licences & general interaction	Exploration companies / Applicants
Energy	
Policy and consultation	Industry and other bodies, NICS, GB Public Sector bodies, citizens and businesses
Business Regulation	
Request for accounts, receipt of accounts and other companies information	Citizens, accountants, businesses
Information provision and advice	Citizens and businesses
Interactions throughout the Insolvency process	Insolvent companies and Insolvency practitioners
Interaction with suppliers	Consultants and other suppliers
Provision of information “internally”	Industry and other bodies, NICS, GB Public Sector bodies.
Finance and EU	
Interaction with suppliers	Consultants and other suppliers
Provision of information “internally”	Industry and other bodies, NICS, GB Public Sector bodies.
Personnel, Information & Services	
Interaction with suppliers	Consultants and other suppliers
Provision of information “internally”	Industry and other bodies, NICS, GB Public Sector bodies.
Extensive interaction “internally”	Supplier to all other divisions

Division & Role / Category of Interaction	Interactions with:
Communication	
Marketing & PR	Communication with businesses, Citizens, Press and NICS.
Interaction with suppliers	Consultants and other suppliers
Provision of information “internally”	Industry and other bodies, NICS, GB Public Sector bodies.

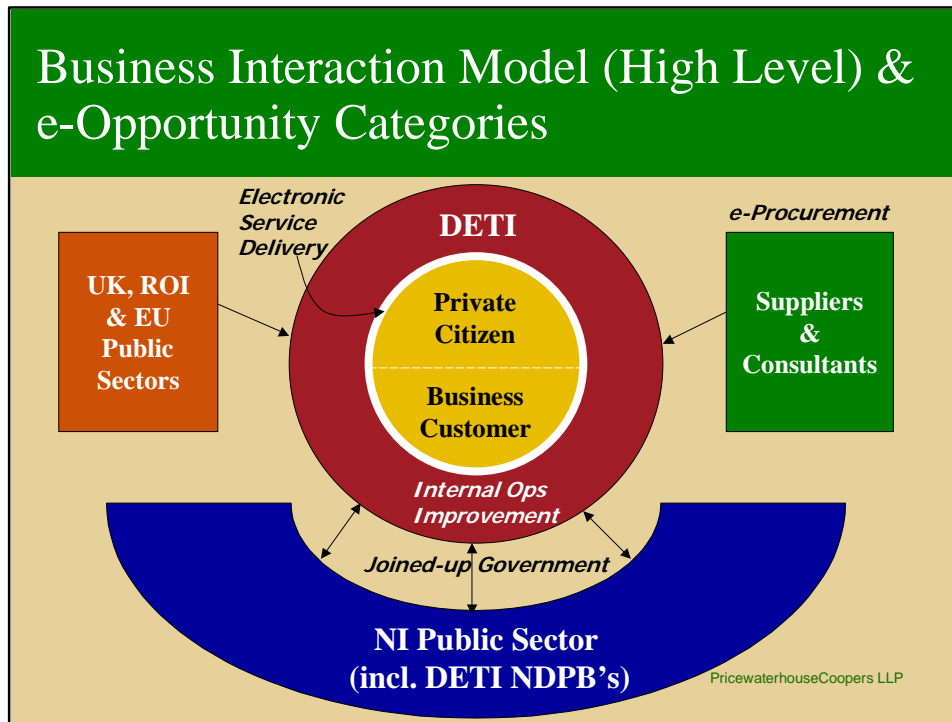
4.5 A high level illustration of the services that the core Department of DETI operates is as follows:



4.6 DETI’s agencies and specific branches in the core Department provide the service delivery capability that ensures that the Department’s policies are realised.

4.7 The above analysis highlights that a significant proportion of DETI services are to other Government entities. This would indicate that there should be opportunities for joined-up initiatives (particularly with OFMDFM as evidenced by a detailed examination of NI Public Sector interactions is conducted). Services direct to the Citizen tend to focus upon information provision / advice and some instances of application processing.

4.8 It is helpful to classify the types of parties with which DETI interacts. This provides a context against which opportunities for e-Business can be considered in a structured manner. The figure below provides this classification in the form of a *Business Interaction Model*.



4.9 It can be seen from the above figure that opportunities for the use of e-Business can be categorised under the headings of:

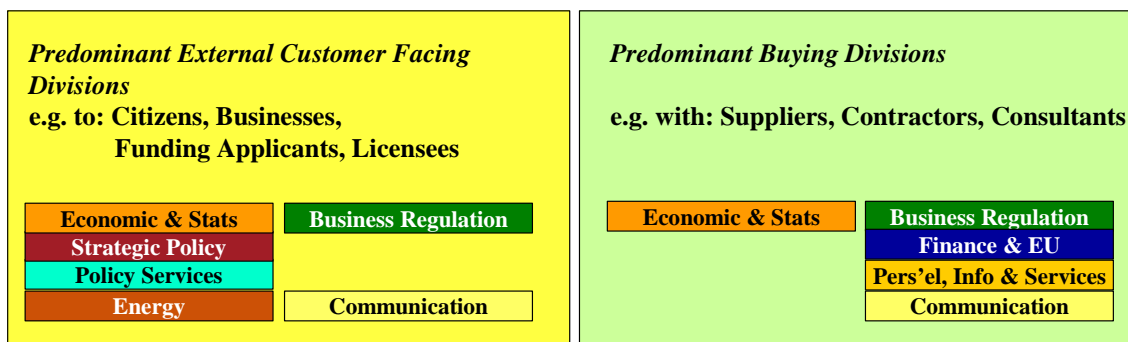
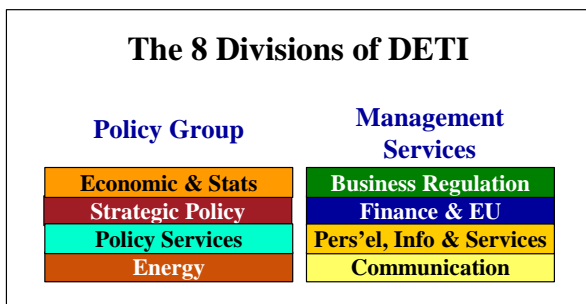
- i. Electronic Service Delivery (to the Private Citizen and to Business);
- ii. Joined-up Government;
- iii. Internal operational improvement; and
- iv. Supplier interaction / e-Procurement.

4.10 These *e-opportunity categories* are shaped by the types of parties with which DETI is interacting. Therefore, it is possible to map each of these four headings against each of the eight DETI divisions in order to identify which categories are relevant to each division. This mapping can be done by reviewing the table of interactions (above) for each division.

4.11 In reality, each of the DETI divisions:

- Interacts with other parts of Government; and
- Should seek to contribute to overall internal operational improvements.

4.12 Therefore, the mapping exercise really only needs to consider Electronic Service Delivery and Supplier interaction. The results of this mapping exercise are summarised by the figure below.



4.13 Therefore, the opportunities for **Electronic Service Delivery** to the Citizen and Business should be analysed within the divisions that have the strongest degree of interaction with external customers (as opposed to internal customers / other parts of Government), namely:

- (a) Business Regulation;
- (b) Communication;
- (c) Economic & Statistics;
- (d) Strategic Policy;
- (e) Policy Services; and
- (f) Energy.

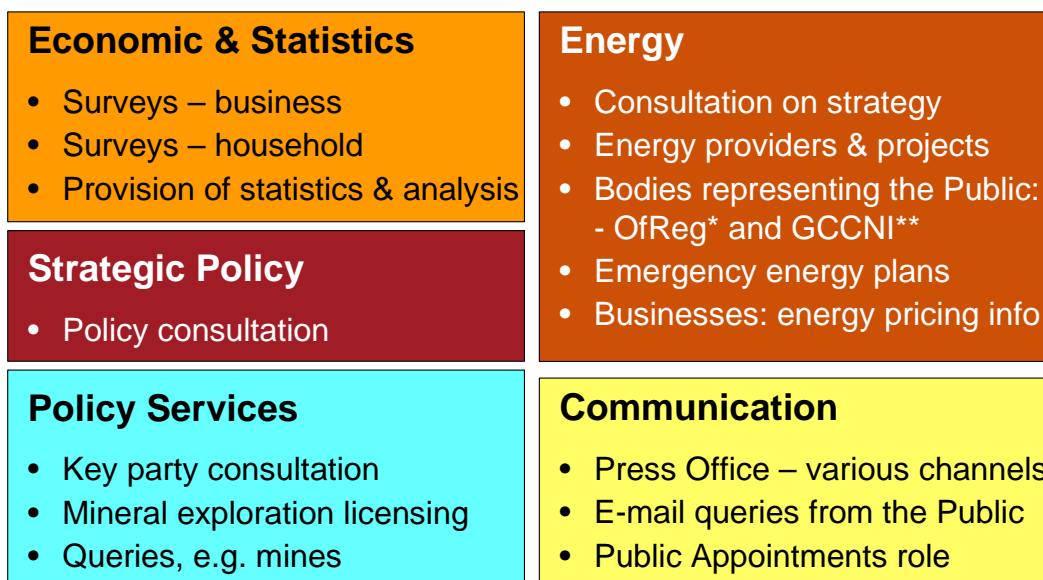
4.14 In terms of the use of **e-Procurement** for transactions with suppliers, contractors and consultants, this is likely to be of assistance to the those divisions (for the most part in Management Services) more regularly involved in this type of activity, namely:

- (a) Business Regulation;
- (b) Finance & EU;
- (c) Personnel, Information Management & Services;
- (d) Communication; and
- (e) Economic & Statistics.

4.15 The sections that follow build on this analysis and explore what the specific e-Business opportunities may be for DETI across the four e-opportunity categories.

4.B Electronic Service Delivery (ESD) Opportunities

- 4.16 Following the analysis performed above, the six divisions that are more inclined to have external customers were reconsidered to establish clearly what comprises their transactions and interfaces with these customers.
- 4.17 Business Regulation has a very obvious series of external customer interfaces through its Companies Registry, the advice and information it provides to consumers, and its oversight of cases of insolvency. These external customer interfaces are the most Citizen / Business facing of any of DETI's divisions. This has been clearly recognised by DETI's e-projects, particularly the e-Registry, ConsumerLine and e-Insolvency projects that are already underway. Therefore, the emphasis of this review focused on the other five divisions with external customers.
- 4.18 The interactions of these five divisions with external customers are summarised by the figure below:



* OfReg is the Office of the Regulator for Electricity and Gas

** GCCNI is the General Consumer Council for Northern Ireland (an agency of DETI)

- 4.19 In light of these interactions, and looking for common solutions that maximise Value For Money, potential e-Business opportunities (with a bullet point profile) are as follows:

1. e-Consultation/Participation (NICS-wide scoping of this area is ongoing)

- Publish consultation documents on the Internet / Extranet
- Receive and process responses electronically
- Break responses into structured sections
- Extract information intelligently / by key word

2. e-Feedback & Queries

- General informational queries
- Customer comments and feedback
- Formal complaints
- Online submission, tracking and response

3. e-Surveys

- Provision of online surveys
- Range of types of data capture
- Possible automated generation of quantitative statistics
- Inform economic knowledge and specific policy formulation

4. e-Applications & Grants

- Application forms with online validation
- For submissions and Department responses
- Online status tracking
- Possible use of e-Banking

4.20 All four of these opportunities could be used by most, if not all, of the divisions with external customers either on a regular or as-required basis. In the case of e-Surveys, this has already been realised in the Economic & Statistics division. Authentication of users will be a key consideration with these opportunities.

4.21 In addition to these four opportunities, and the ongoing projects mentioned earlier that are providing electronic services (e.g. e-Registry), there are two other cross-cutting ESD opportunities for DETI as summarised below:

5. One DETI Contact Centre

- Bring emerging DETI contact centres (Registry, ConsumerLine, Insolvency) together
- Provide one contact centre for all of DETI (as envisaged by original e-Business Strategy)
- Possible co-location or consolidation with other NICIC contact centres in the medium to long term
- Mirror profiling of services to suit citizen transactions (rather than government structures) as these emerge in OnlineNI (e.g. the themes approach)
- Consider extended hours of service based on economies of scale

6. Government Gateway (GG) Helpdesk

Notes on the Government Gateway

The Government Gateway provides the appropriate online routing and connection services to Departments and also the necessary security and authentication to enable different parts of Government to conduct electronic transactions with citizens.

NIEGU has mandated the use of Government Gateway for all registration and authentication services required for Northern Ireland Government electronic service delivery to citizens and businesses.

The Gateway is now in place and ready for use. There is currently an opportunity for departments to come forward to have services connected and there is also some funding available for this connection.

Potential DETI GG Helpdesk Project

- Provide a telephone helpline on how to use the Government Gateway (e.g. how to register) for all users of DETI web services channelled through this gateway
- Help to drive the development of such a helpline on a NICS-wide basis

4.22 Thus these six projects could all be added to the DETI portfolio of electronic service delivery projects that have just gone live or are presently ongoing. The existing e-Business initiatives that fall into the category of ESD are:

7. e-Registry

8. ConsumerLine

9. Insolvency project

10. Health & Safety e-Business project

11. Broadband

12. Web Development Programme Phase 1 (live)

13. Web Development Programme Presence Phases 2&3 (underway / planned)

4.23 All of these Electronic Service Delivery opportunities are considered further in the last section of this chapter, entitled: "Prioritisation Model for DETI e-Business Opportunities."

4.C Joined-up Government Opportunities

- 4.24 From the consultation process conducted as part of this review (and the information flows identified), it was apparent that DETI has particularly strong interactions with other parts of Government.
- 4.25 The Department that appears to interact with the most number of DETI divisions is OFMDFM (Office of the First Minister and Deputy First Minister), especially in matters of policy and in terms of briefings. Other Public Sector entities that interact with multiple parts of DETI and/or its agencies are:
- Department of the Environment Planning Service;
 - Department of Agriculture and Rural Development; and
 - Ordnance Survey Northern Ireland (OSNI).
- 4.26 On examining the types of information being exchanged between these parties, and between DETI and its agencies, four opportunities for Joined-up Government were identified. These opportunities are summarised below.

14. Knowledge Network Phase 2 (KN2)

- Build on first phase of Knowledge Network as OFMDFM rolls out KN2 which is capable of handling the following:
 - Key policy briefing and planning, facts and figures;
 - Ministerial briefing - lines to take;
 - Key speeches;
 - Key themes;
 - Press releases and cuttings; and
 - Hansard.
- Improve handling of ministerial and assembly questions

15. Knowledge Network across “Family” of DETI and its Agencies

- Roll out capability and sharing of information offered by Knowledge Network beyond the core Department’s divisions to all of DETI’s agencies
- Will require computer networks of DETI agencies to become PSN(R) accredited

16. Shared Companies Database

- Combine and leverage information on companies in Northern Ireland captured by Corporate Regulation (referred to historically as “Companies Registry”), Invest NI’s client database or its imminent Customer Contact Management System, and Health & Safety Executive.

- This information (or parts of it), subject to compliance with the Data Protection Act, could be shared within Government and possibly beyond – advice of the Information Commissioner should be sought

17. Geographical Information (GI) Datasets

- Work in partnership with a range of Public Sector entities (and others) under the Geographical Information project that OSNI is helping to mobilise
- Use this project as an opportunity to share much of the information that DETI holds in various systems (again subject to compliance with the Data Protection Act)
- This would involve overlaying DETI datasets on to spatial data gathered by OSNI
- It would provide a spatial / geographical based means of accessing a range of data that could then be used for a variety of other purposes
- This would build on the trend set by the Pointer project
- Information that DETI holds that others could find very powerful includes:
 - Economic performance;
 - Registered trading premises;
 - Population and demographics;
 - Social needs;
 - Geological features;
 - Sustainable energy survey info;
 - Emergency energy sources / network; and
 - Land zoning.

4.27 As with the ESD opportunities, these Joined-up Government opportunities are considered further in the last section of this chapter, entitled: “Prioritisation Model for DETI e-Business Opportunities.”

4.D Supplier Interaction

4.28 Most, if not all, divisions across the Department engage in purchasing and tendering with suppliers and contractors, although, as stated in Section 4.A above, some perform these activities more regularly than others. Those most commonly involved are:

- (a) Business Regulation;
- (b) Finance & EU;
- (c) Personnel, Information & Services;
- (d) Communication; and
- (e) Economic & Statistics.

4.29 One main and obvious opportunity for the use of e-Business in this area is e-Procurement as summarised below.

18. e-Procurement

- Key objectives of the project would be that purchasing functions/processes in DETI are fully integrated and seamless, characterised by:
 - On-line catalogues accessible by all relevant users and supporting on-line requisitioning, authorisation, order placement, order confirmation, e-invoicing and e-payment;
 - All paper schedules, formally exchanged between DETI and suppliers, are replaced by electronic access; and
 - Negotiations of purchasing contracts with suppliers are supported by complete and accurate management information reflecting DETI's purchases.
- 4.30 In the long term, this project may form part of the Accounting Services Programme (ASP). This strategy allows for an interim solution that could be replaced or retained depending on the decision with regard to the delivery of e-Procurement via ASP.

4.E Internal/Service Improvement

4.31 A number of internal/service improvement opportunities were identified during the consultation process. These opportunities include:

- Those that would be purely internal to DETI; and
- Others which are essentially about improving internal operations but which would leverage solutions being procured and implemented on an NICS-wide basis.

4.32 These opportunities cut across all divisions in DETI and some would be particularly supportive of the ESD opportunities outlined above. The internal / service improvement opportunities are listed and summarised below.

19. CAB Modernisation project

- An extension of ConsumerLine, which is now live
- Modernise the Consumer Affairs Branch (CAB) “back office”, including the investigation of the integration of NICIC (Northern Ireland Citizen Interaction Centre), Flare (system used by investigators) and EDRMS
- Also investigate the automation of elements of the inspection process as appropriate

20. CRM

- A single CRM system for DETI, integrated to all channels
- A detailed historical database of contact details to enable:
 - A full audit trail of contacts received (single customer record for all channels), the type of contact, actions taken, and independent validation of compliance with agreed service levels
 - Comprehensive management information to be obtained on customer contacts
 - Identification of customers to be used for specific surveys or other customer consultation

21. e-Training

- Build on electronic training facilities established to date
- Provide a variety of CBT courses available over the Corporate Intranet / Personal Portal
- The service could extend to e-Examinations and link through to personal development/training plans in order to track training delivery.

22. DETI EDRMS Rollout

- The purpose of this project would be to implement across DETI an EDRMS.
- This would build upon the Departmental Information Project arising out of the Information Access Programme which is addressing file plans and records management policies and procedures. The use of an EDRM system will support the various document and record management requirements of the Department going forward
- According to the Office of Government Commerce (www.ogc.gov.uk), information is now recognised as one of the most important assets of any Government organisation. The management of documents and records represents a significant portion of any Department's information resources
- In the context of this project, the deployment of EDRMS technology involves the management of all documents and records within a single, robust environment. Such a system may be used to support the capture, storage, retrieval, consumption and disposal of business information across a whole range of departmental business processes – policy, legislation, equality, New TSN, ministerial and administrative, internal and external accountability, quality review, etc.
- Electronic Document & Records Management, therefore, is a key technology underpinning electronic Government. In addition to delivering document and records management, this project may also help to develop a suitable basis on which to develop Knowledge & Content Management as well as exploit Workflow technology within the department
- The project would avail of the services and EDRMS “preferred” products established under the NICS EDRMS Infrastructure Project, which is part of the Information Access Programme. DETI is already designated as being one of the lead implementers of products from this framework – please see the description of this corporate NICS initiative at Appendix B.

23. e-HR (Human Resources)

- Online self service HR application, including:
 - Workflow for the management of recruitment, assessment and promotion-related documents
 - Sick leave forms
 - Annual/special leave requests and records
 - Pay, tax and pension enquiries
 - Flexi-time sheets (inc. Time recording)
 - Travel and subsistence requests
 - Expense forms
 - Training requests
- e-HR is an initiative that is being taken forward on a NICS corporate basis as outlined in Appendix B.

24. Accounting Services Project (ASP)

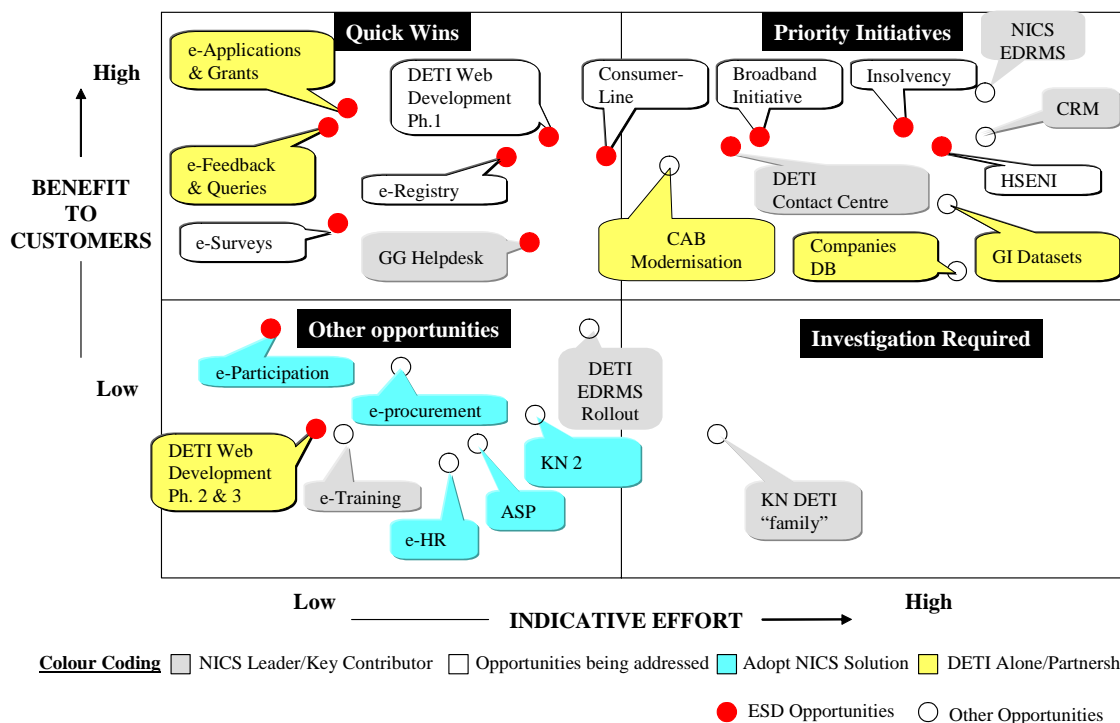
- ASP is a high priority programme to address the following NICS and departmental needs:
 - The provision of accounting services to departments on a common basis
 - The satisfaction of both NICS corporate and departmental requirements
 - The provision of services designed to address the need for departmental decision making and transaction support
 - The protection of the departmental Accounting Officer with regard to Business Continuity
 - The rationalisation of the manner in which existing departmental finance functions operate in order to deliver accounting services in the most effective and efficient manner
- DETI is clearly part of the departmental rollout programme for this initiative.

4.F Prioritisation Model

- 4.33 The preceding sections present a significant number of opportunities and/or projects for DETI, although a number of are well underway by the Department itself or being worked at a NICS corporate level. This range of opportunities requires further consideration and assessment.
- 4.34 A strategic cost/benefit appraisal is set out in Chapter 6, examining strategic options, costs and collective benefits. To support this appraisal and the assessment of the various e-Business opportunities, the opportunities were examined in detail and their profiles are presented in **Appendix A**. The profiles consider five main aspects (and are referred to as “**5 Co Models**”):
- **Content** - A summary of the e-Business proposition;
 - **Community** - The different groups of stakeholders (e.g. citizens, businesses, suppliers, other public sector bodies...) to be touched and impacted by the potential e-Business application, together with the associated information flows and volumes (where available);
 - **Collaboration** - The parties that the Department will partner with in order to deliver the e-Business proposition;
 - **Computing** - The technology requirements for realising the e-Business proposition; and
 - **Corporate Change** - The new business model to be adopted and the roadmap of the transition towards the new business model, together with any change issues and implications to be addressed.
- 4.35 This examination of the e-Business opportunities established that they are all plausible in the first instance but that there are appropriate next steps for a number of them that would need to examine their feasibility in greater detail, e.g. by means of a Strategic Outline Case. (Note: the use of Knowledge Network across DETI’s agencies is subject to a network security dependency that will require further investigation.) Thus, at this stage, each e-Business opportunity represents an ongoing or proposed project (or sub-project). The collation of all these projects in turn forms a portfolio. Hence, at this strategy stage, it is important that the projects within the portfolio are prioritised.
- 4.36 The diagram below illustrates each of the projects and how they might be prioritised. “Indicative Effort” to DETI is plotted against “Benefit to the Customer”. The projects are also categorised (via colour coding) according to how they will be implemented, i.e. who is responsible or will take the lead, as follows:
- Projects already being addressed by DETI;
 - NICS corporate projects where DETI is/will be a **lead** contributor;
 - DETI stand alone or partnership projects; and
 - Projects where DETI will adopt the NICS corporate solution.

4.37 For reference, the projects are also colour coded to identify Electronic Service Delivery to citizens/businesses versus other purposes.

Prioritisation Model for e-Business Projects



Note: this diagram includes the NICS EDRMS Infrastructure project which is establishing a framework of EDRMS products. DETI has provided the SRO (Senior Responsible Owner), Steve Hare, for this project.

4.38 This prioritisation model is used to set out an indicative timetable for the implementation of this strategy and to inform the timing of expenditure presented in the strategic cost/benefit appraisal later on in this document.

4.G Conclusions

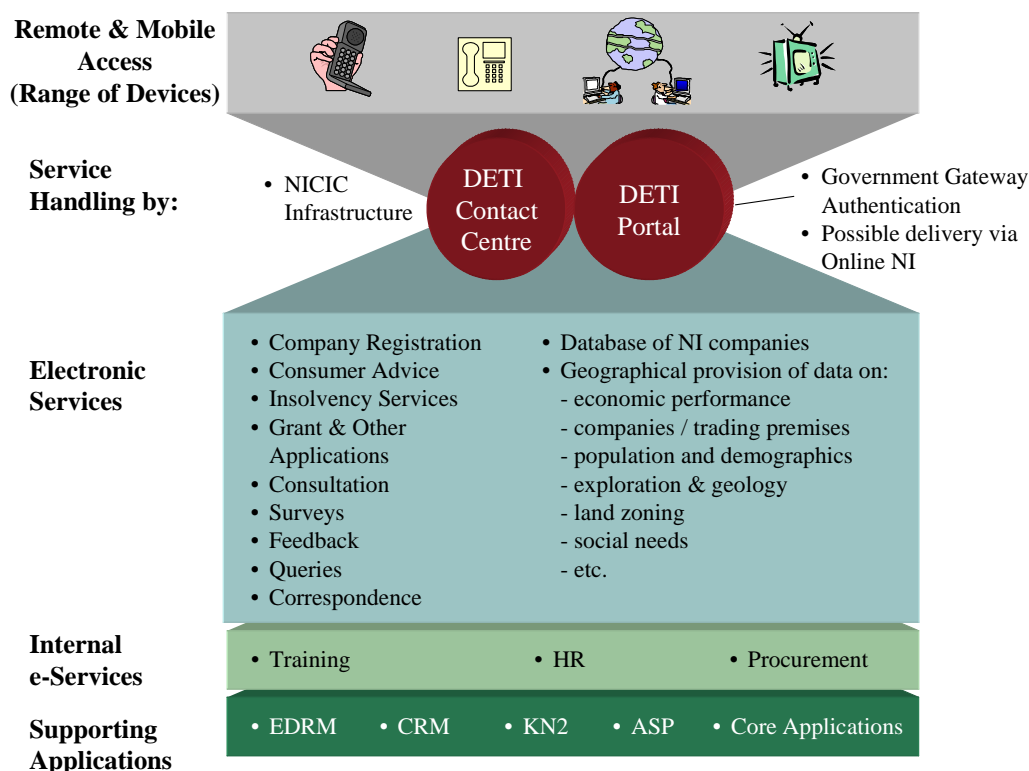
4.39 The analysis in this chapter identifies that:

- DETI has opportunities to build on its significant e-Business achievements to date;
- The opportunities with the greatest impact for citizens and businesses via Electronic Service Delivery are already being addressed;
- A number of opportunities exist to join up Government and to improve internal operations – with the latter helping end customer service and drawing on NICS-wide initiatives in a number of cases; and
- The original e-Business Strategy set the correct framework for DETI and this revision essentially identifies a more detailed and logical extension of it in light of progress to date and changes in the strategic context.

5 Vision of DETI as an e-Business

5.1 This chapter sets out a vision of what DETI might look like as an e-Business in 2005 and beyond. It assumes that the e-Business opportunities defined in Chapter 4 are put into place, including those which are dependent on NICS projects or co-operation and progress with other departments. It also assumes a logical progression that would flow from the desire to maximise the power provided by these e-Business achievements, e.g. by providing a portal style of delivery to staff, citizens/businesses and key stakeholders. These assumptions will need to be monitored by the risk management procedures put in place for the realisation of this e-Business Strategy.

5.2 The diagram below summarises what an e-DETI would look like:



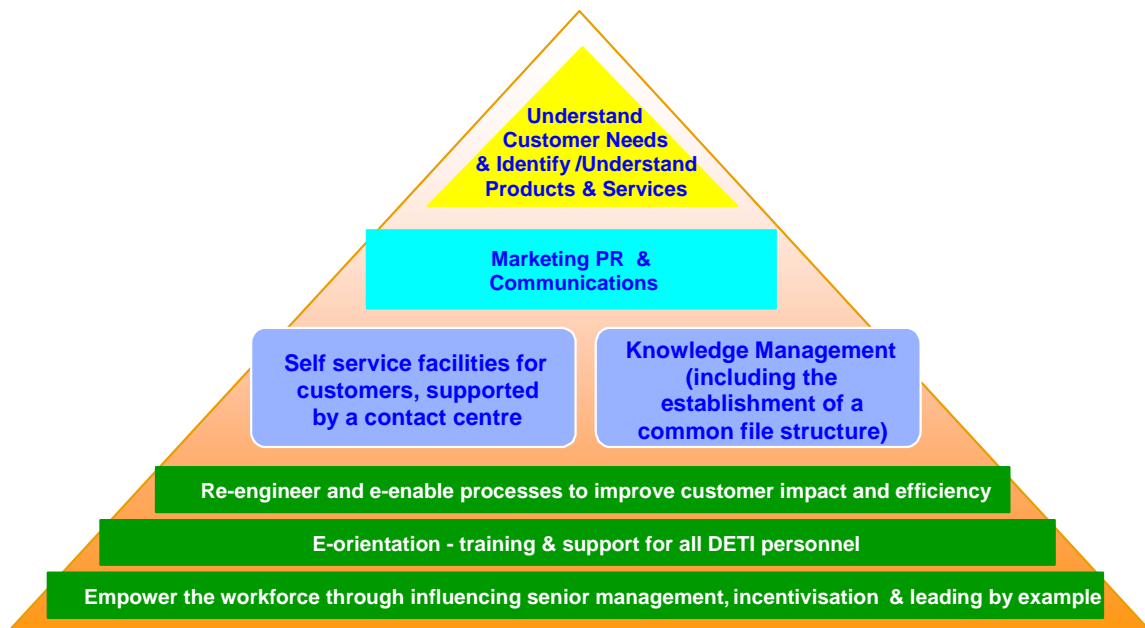
5.3 DETI would be contactable by a range of channels such as letter, face-to-face and electronic channels using devices such as:

- Fixed Phones;
- Mobile Phones for voice and messaging services;
- PC / Laptop;

- PDA (Personal Digital Assistant)
 - Digital Television;
 - Kiosks;
 - Digital Radio; and
 - Game Consoles.
- 5.4 Staff would also have flexible means of connecting with the DETI network and infrastructure at any time and from any place. In general, they would access DETI systems and support tools via a portal, capable of personalisation.
- 5.5 Citizens and businesses using electronic means of communication would be channelled through the single DETI contact centre or the DETI portal. The contact centre would use the NICIC telephony infrastructure and the portal would be closely integrated with any developments in Online NI.
- 5.6 The full range of existing external DETI services would be available electronically. In addition, the development of geographical datasets would allow for service innovation by adding new services or enhancing existing ones.
- 5.7 Techniques such as e-payment and e-banking would be used wherever appropriate.
- 5.8 A number of internal services and administrative functions (e.g. training, HR processes, procurement, etc.) would be e-enabled. This would speed up such services and introduce elements of self-service.
- 5.9 Toolsets enabling techniques such as Customer Relationship Management and Electronic Document and Record Management would enable staff and services to be more efficient and effective – enhancing service quality.
- 5.10 The impact of these developments, and the likely impact on DETI of the trend towards shared services in the UK Public Sector, would be that administrative and support burdens would be reduced and the Department and its staff would have more time and proportionate effort to spend on the services highlighted at the start of Chapter 4, namely:
- Research and analysis;
 - Policy formulation (informed via research and consultation);
 - Policy promotion;
 - Advising;
 - Monitoring and regulating; and
 - Delivering (core Department) services.

5.11 Ultimately, DETI would be working in harmony with its original e-Business Strategy (as summarised below) but with continuous improvement and service innovation driven by:

- Knowledge of and focus on the customer;
- Choice and convenience for the customer;
- Strong marketing;
- Leveraging knowledge gathered; and
- Development of staff, their capabilities and the culture in which they operate.



6 Strategic Cost/Benefit Appraisal

6.A Introduction

6.1 This chapter commences by considering strategic options for the implementation of the e-Business opportunities identified for DETI. It then proceeds, as far as is possible at this stage, to appraise order of magnitude costs and strategic benefits.

Development of Strategic Options

6.2 Many departmental strategies have considered sub-options in relation to, for example, focusing on ESD delivery (to the citizen) or full implementation of e-Business.

6.3 Given that DETI has already achieved 50% ESD to the citizen, and that there are a limited number of actions required to achieve 100% by 2005, it is considered that DETI's future strategy should aim beyond ESD delivery to the citizen and maximise the opportunity for improved internal service delivery, "Joined-up Government" and evidence based policy making.

6.4 Consequently this chapter will concentrate on 2 main options:

- (a) **Status Quo:** representing the baseline on-going e-Business and ICT expenditure within the Department; and
- (b) **Full IS and e-Business Implementation:** representing the additional investment required to implement all of the strategic projects identified under the four e-opportunity categories presented in this review.

6.5 The majority of "sub-options" that need to be researched are at project level and will need to be explored in detail as individual projects progress. These sub-options, i.e. projects, are appraised later in this chapter.

6.B Description of Strategic Options

Option 1: Status Quo

6.6 Option 1 represents the Status Quo and is included as a base case for comparison. It represents existing and planned expenditure on DETI's e-Business projects that are underway.

6.7 For costing purposes we have also assumed that this budget is sufficient to address:

- e-Registry project;
- ConsumerLine;
- Insolvency project;

- Health and Safety e-Business project;
- Web Development Programme Phase 1;
- e-Surveys; and
- Broadband.

Option 2: Full e-Business Strategy Implementation

6.8 Under this option, DETI would implement, a number of additional e-Business projects **over and above those in the Status Quo** to:

- e-enable a range of internal processes;
- Maximise the potential for joined-up government through cross-cutting initiatives; and
- Contribute to a range of projects that have relevance across the whole of the Public Sector in Northern Ireland.

6.9 Option 2 includes the following, projects/initiatives:

Electronic Service Delivery to the Citizen	Internal ESD/Service Improvement
<ul style="list-style-type: none"> • DETI Contact Centre • GG Helpdesk • e-Participation • e-Feedback and Queries • e-Applications & Grants • Web Development Programme (Phases 2 & 3) 	<ul style="list-style-type: none"> • DETI EDRMS Rollout • CAB Modernisation • CRM • e-Training <p><i>NICS internal improvement</i></p> <ul style="list-style-type: none"> • e-HR • ASP
Joined-up Government Opportunities	Supplier Interactions
<ul style="list-style-type: none"> • Knowledge Network 2 • Companies Database • GI Datasets <p>(Knowledge Network across the DETI “family” requires further investigation)</p>	<ul style="list-style-type: none"> • e-Procurement

6.C Initial Assessment of Costs & Benefits

Initial Assessment of Costs

- 6.10 It is important that a number of pragmatic factors are recognised at the outset. In particular:
- For NICS cross-cutting projects that are already underway, strategic business cases and funding approvals have, in the main, already been established. However, whilst overall NICS cost estimates exist, there is limited information available currently in respect of the specific cost impact upon individual Departments; and
 - For new cross-cutting projects that have been identified within this strategy, it will be difficult to quantify costs and benefits until Strategic Outline Cases have been prepared.
 - The funding for projects could come from several sources, e.g. the DETI ICT budget, the e-Government Fund or special bids.
- 6.11 NICS-wide projects such as e-HR and ASP, included in Option 2, will, in due course, identify future financial implications for DETI of replacing some existing facilities. The funding implications for the Department will need to be assessed further at that time.

Costing Assumptions for Option 1 (Status Quo)

- 6.12 As outlined above, Option 1 represents the Status Quo and is included as a base case for comparison. It represents existing and planned expenditure on e-Business projects that are underway.

Status Quo Cost (£000's)	2002/03	2003/04	2004/05	2005/06	2006/07
Costs					
e-Registry project	245	85	385	0	0
ConsumerLine	0	420	50	50	0
Insolvency	0	0	524	484	0
Health and Safety e-Business Project	40	0	290	0	0
Broadband	0	0	6,000	3,000	0
Web Development Programme Phase 1	0	25	0	0	0
e-Surveys	0	155	35	55	35
Total	285	685	7,284	3,589	35

Specific Costing Assumptions for Option 2

6.13 Each of the projects included in Option 2 presents its own challenges in terms of identification of likely costs. The table below summarises the specific costing assumptions for each project.

PROJECT	COSTING ASSUMPTIONS
e-Participation	Included is 1 FTE (Full Time Equivalent) of DETI time inputs to this initiative during 05/06 and 06/07. This will need to be further assessed by the Department as this NICS corporate project progresses beyond the scoping study stage in 2004/05.
e-Feedback and Queries	Costs presented as Nil since they will form part of the Web Development Programme Phase 2 project costs, given that Web Development Programme Phase 2 will include development of the relevant online forms.
e-Applications and Grants	The costs estimates include an internal business case / scoping study, design, development, training and marketing of the service.
DETI Contact Centre	A brief scoping exercise will be required to assess this project and its implications in greater detail. This will also allow the likely costs to be examined further. In the meantime, project costs are estimated to be £75K for the scoping exercise, the relocation of staff and equipment of existing contact centres to one location, enhancements to scripting and training. Ongoing operating costs are attributed to the projects availing of the DETI contact centre.
GG Helpdesk	The project cost estimate is limited to £10K, i.e. training of existing staff to handle these calls. This assumes that there are no infrastructure or integration issues.
Web Development Programme Phases 2 & 3	Scoping of these phases of the programme carried out in January 2004 estimated costs of £50K.
Knowledge Network 2	Included is an estimate of DETI time inputs for implementation within all branches of 2 FTE (@£40k p.a.) during 05/06 and 06/07.
Knowledge Network "DETI family"	Requires investigation, therefore no costs have been included.
Companies Database	Assuming that this project is not made overly complex and falls well within the Department's delegated authority, an internal business case analysis will be required to assess its full potential and to identify the likely cost implications. For the

PROJECT	COSTING ASSUMPTIONS
	<p>purposes of this document, project cost estimates are limited to £20K for the production of a robust business case that considers all of the options.</p>
<p>GI Datasets</p>	<p>This could be quite a large project dependent on the scope set for it. Therefore, the production of an SOC (Strategic Outline Case) would be consistent with best practice to assess the options and their likely cost implications. For the moment project costs included are limited to £25K for the SOC.</p>
<p>e-Procurement</p>	<p>In the future this may form part of the ASP project. However, in the meantime, £90K has been allowed for the costs of an internal business case / scoping study and the costs of moderate levels of software, hardware and process redesign for some interim or pilot arrangements.</p>
<p>CAB Modernisation project</p>	<p>This project could have a range of implications and therefore some significant costs. In the interests of best practice, it is assumed that an SOC will be required to assess the objectives, options and costs associated with this project. For the purposes of this document, project costs are limited to £20K for the SOC (less than for GI Datasets as the latter will be more difficult to define given the possible range of parties involved in this joined-up project).</p>
<p>CRM</p>	<p>It is estimated that this application will be available to 200 staff, making it a large project in terms of spend. Again, best practice would suggest that an SOC should be produced - which is estimated at £20K. No other costs are included at this time.</p>
<p>e-Training</p>	<p>This project has been estimated at £100K in total as a self-imposed, relatively controllable budget. A commensurate internal business case should be produced as part of this figure.</p>
<p>DETI EDRMS Rollout</p>	<p>This has been costed using existing DETI figures (£1K per seat). The budgeted costs are spread over two years. A business case for this expenditure has already been submitted and approved.</p>
<p>e-HR</p>	<p>Included is ½ FTE during 2003/04 and 2004/05 to reflect DETI's commitment of an SRO (Senior Responsible Owner) and change manager for benefits delivery. Assuming major implementation activity is during 2005/06 and 2006/07, this input has then been raised to 2 FTEs.</p> <p>There is no information available currently to determine additional charges to Departments that</p>

PROJECT	COSTING ASSUMPTIONS
	may arise from this NICS-wide project. This will have to be assessed further by DETI when the NICS wide procurement phase has been completed (in September 04).
Accounting Services Programme	<p>Included is the cost of 4 FTEs for DETI during 2004/05 to reflect on-going inputs from the DETI project team.</p> <p>Time inputs remain at 4 FTEs in 2005/06 to reflect DETI's planned implementation of the new core system. 3 FTEs are included in 2006/07 to reflect implementation of additional facilities.</p> <p>There is no information available currently to determine additional charges to Departments that may arise from this NICS-wide project. This will have to be assessed further by DETI when further data is available from this NICS project.</p>

6.14 A summary of the costs of each project is presented in the table that follows in terms of an indicative five-year profile of expenditure. The projects are described in more detail at **Appendix A**.

Project	2002/3 £'000	2003/4 £'000	2004/5 £'000	2005/6 £'000	2006/7 £'000	Total £'000
Electronic Service Delivery to the Citizen						
e-Participation	0	0	0	40	40	80
e-Feedback & Queries	0	0	0	0	0	Nil
e-Applications & Grants	0	0	97	0	0	97
DETI Contact Centre	0	0	0	75	0	75
GG Helpdesk	0	0	10	0	0	10
Web Development Programme Phases 2 & 3	0	0	50	0	0	50
Joined-up Government Opportunities						
Knowledge Network 2	0	0	0	80	80	160
Companies Database	0	0	20	0	0	20
GI Datasets	0	0	25	0	0	25
Supplier Interactions						
e-Procurement	0	0	0	90	0	90
Internal ESD/Service Improvement						

Project	2002/3	2003/4	2004/5	2005/6	2006/7	Total
	£'000	£'000	£'000	£'000	£'000	£'000
CAB Modernisation	0	0	20	0	0	20
CRM	0	0	20	0	0	20
e-Training	0	0	0	100	0	100
DETI EDRMS Rollout	15	20	380	380	0	795
e-HR	0	20	20	80	80	200
Accounting Services Project	0	0	160	160	120	440
Total	15	40	802	1,005	320	2,182

6.15 It must be highlighted that Option 2 costs:

- Are in addition to Option 1 costs; and
- Will increase, in some cases significantly, as more information becomes available over the next 6 months.

6.16 These are the order of magnitude costs that are available at this time.

6.17 A summary of the option costs is therefore:

Cost Category	2002/3	2003/4	2004/5	2005/6	2006/7	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Option 1 – Status Quo (e-Business projects underway)	285	685	7,284	3,589	35	11,878
Option 2 – New e-Business project costs (over and above Option 1 costs)	15	40	802	1,005	320	2,182
Total costs	300	725	8,086	4,594	355	14,060

6.18 Even recognising that the above profile of additional costs for Option 2 is significantly understated, this represents a substantial increase in IS/IT investment for DETI and raises questions in terms of the affordability of DETI's e-Business strategy.

Initial Assessment of Benefits

6.19 The qualitative benefits of options 1 and 2 have been represented in the table below in terms of their relative contribution to the DETI strategic needs and resulting e-Business key success factors (as set out in Chapter 2 of this report).

Impact on:	Option 1: Status quo (e-Business projects underway)	Option 2: Full e- Business	Contributing projects
DETI Corporate Plan – Key Success Factors for e-Business			
<p>Improving customer service, e.g.</p> <ul style="list-style-type: none"> - consistent experience in every interaction - the ability to track the progress of service requests. 	++	+++	<p>Option 1:</p> <ul style="list-style-type: none"> • e-Registry • ConsumerLine • Insolvency e-Business • Web Development Phase 1 • e-Surveys • HSENI e-Business Project <p>Option 2: Projects as per Option 1 above plus:-</p> <ul style="list-style-type: none"> • DETI Contact Centre • Web Development Programme Phase 2 • e-Applications & Grants • e-Feedback & Queries
<p>Accessibility for all, including a range of options for accessing DETI services and advice</p>	++	+++	<p>Option 1:</p> <ul style="list-style-type: none"> • e-Registry • ConsumerLine • Insolvency e-Business • Broadband Initiative • HSENI e-Business Project <p>Option 2: Projects as per Option 1 above plus:-</p> <ul style="list-style-type: none"> • DETI Contact Centre • Web Development Programme Phase 2 • e-Applications & Grants • e-Feedback & Queries
<p>Achieving business process improvement</p>	+	+++	<p>Option 1:</p> <ul style="list-style-type: none"> • e-Registry • ConsumerLine • Insolvency e-Business • e-Surveys • HSENI e-Business Project <p>Option 2: Projects as per Option 1 above plus:-</p> <ul style="list-style-type: none"> • DETI EDRMS Rollout • CRM • Cab Modernisation

Impact on:	Option 1: Status quo (e-Business projects underway)	Option 2: Full e- Business	Contributing projects
			<ul style="list-style-type: none"> • e-HR • ASP • e-Procurement • KN2
The adoption of best practices and standards	+	+++	<p>Option 1:</p> <ul style="list-style-type: none"> • Web Development Programme Phase 1 <p>Option 2: Projects as per Option 1 above plus:-</p> <ul style="list-style-type: none"> • e-Procurement • e-HR • ASP • GG Helpdesk • Web Development Programme Phases 2&3
The sharing of common information	+	+++	<p>Option 1:</p> <ul style="list-style-type: none"> • HSENI e-Business Project <p>Option 2: Projects as per Option 1 above plus:-</p> <ul style="list-style-type: none"> • DETI EDRMS Rollout • CRM • Companies DB • GI Datasets • KN2 • Web Development Phase 3
Maximising the contribution of people	+	+++	<p>Option 1:</p> <ul style="list-style-type: none"> • e-Surveys <p>Option 2: Projects as per Option 1 above plus:-</p> <ul style="list-style-type: none"> • e-Participation • e-Training

Key:

- + = Positive impact
- ++ = Sizeable positive impact
- +++ = Very sizeable positive impact

6.20 Based on the results of the benefits assessment outlined above, it is clear that Option 2 will deliver a series of benefits more effectively than the status quo (Option 1). These benefits are aligned with the Corporate Plan and will therefore make a significant contribution to the delivery of the Department's strategic objectives and Public Service Agreement commitments.

6.D Initial Assessment of Other Factors

6.21 In addition to the assessment of costs and benefits described above, it is also important to consider the implications of each strategic option against a range of other factors including:

- Availability of funding; and
- Availability of human resources.

Availability of funding

6.22 Funding is not currently available for all of the projects listed above.

6.23 Each project is, of course, subject to normal investment appraisal guidance and the actual costs and any associated monetary benefits will be clearer when Business Cases have been prepared. It is only at that stage that the full funding implications for each project can be assessed.

6.24 However, there is clearly a significant risk that the full range of projects included under Option 2 may not be affordable unless new, more innovative methods of financing can be found. Under such circumstances, projects should be implemented in order of priority, subject to the affordability limits set by the Department.


6.25 The e-Government Fund is another potential source of funding and the DETI may wish to consider bidding for funding support in some areas.

6.E Conclusion

6.26 This section of the report provides an analysis of the relative costs and benefits of:

Option 1: Status Quo : Continue with current e-Business initiatives

Option 2: Full IS and e-Business implementation : Implement all identified e-Business projects that have an acceptable business case or business justification in order to fully exploit e-Business technologies to improve DETI internal and external performance.

- 6.27 At this early stage, it is only possible to undertake an initial assessment of the order of magnitude costs and benefits associated with each strategic option. The initial analysis of costs would suggest that additional investment (over and above the £11.878m currently planned for Option 1) of approximately £2.182m will be required up to and including 2006/07 for Option 2.
- 6.28 These costs are subject to a high degree of uncertainty and are dependent on the outcomes of any more detailed appraisal, prioritisation and sifting of projects that may be required. Indeed, for some projects, Option 2 costs only include the cost of initial studies or anticipated staff time inputs, so these costs will inevitably rise significantly.
- 6.29 **Option  the preferred strategic option.** The full implementation of Option 2 is, nevertheless, highly dependent on the availability of the necessary financial and human resources.

7 Delivering the e-Business Strategy: Governance

7.A Introduction

7.1 If DETI is to build on its e-Business achievements by taking forward the significant programme of e-Business implementation outlined in this document, then appropriate management structures must be in place to guide this process of change. Strong monitoring and review procedures will also be necessary to ensure that the e-Business strategy is implemented to the right quality, on budget and within the correct timescale.

7.B Existing Governance and Strategy Management Arrangements

7.2 Since formulation of its initial e-Business strategy in 2001, DETI has successfully implemented a number of technical ICT projects. These projects have progressed with reasonably formal structures (i.e. Project Managers reporting to Project Boards) and under the overall control of the Departmental Information Systems Committee (DISC).

7.3 This structure has worked well and the successful implementation of many of these projects supports this approach.

7.4 DETI also leads or is represented on the following NICS-wide groups:

- SIGIM (Senior Interdepartmental Group on Information Management) – which, among other things, oversees the Information Access Programme containing the NICS EDRMS Infrastructure Project where Steve Hare of DETI is the SRO;
- NICS Heads of ISU forum;
- e-Government Project Board;
- e-HR Project Board;
- NICS Broadband Aggregation Project Board;
- NICS Accounting Services Programme; and
- FOI Senior Interdepartmental Group.

7.5 DETI has therefore successfully governed the implementation of many of its 2001 e-projects and maintained effective relationships on potential cross-cutting and NICS-wide initiatives.

- 7.6 However, the portfolio of future projects identified in this strategy represents a significant challenge for DETI and includes a degree of complexity that will require comprehensive governance and management structures to be in place. In particular some of the projects cut right across the Department, e.g. the implementation of an EDRMS, rather than the being contained within Divisions
- 7.7 It should be recognised also that many of the NICS-wide projects will be moving from strategy/procurement to implementation and these projects will have a major impact upon Departmental resources over the next 5 years.

7.C Future Approach to Strategy, Programme and Project Management

The McCartney Report

- 7.8 Following a number of well publicised unsuccessful public sector IT projects in GB, a review of major government IT projects was commissioned, leading to the publication of the document “*Successful IT: Modernising Government in Action*” (“The McCartney Report”).
- 7.9 The Department of Finance and Personnel has summarised the main findings and recommendations of this document as follows:
- (a) **Business Change:** Managing business change effectively means looking at the whole process of change (e.g. organisational, cultural etc) not just at a new IT system. This in turn means making sure business cases reflect all the business change to be delivered and ensuring that the business skills are fully incorporated in the change process.
 - (b) **Leadership and Responsibility:** Effective business change requires effective leadership. There should be structures in place that facilitate individuals taking responsibility for delivering a project or programme throughout its lifetime. It is also vital to raise awareness among Ministers and senior officials of the way that their leadership and decision-making affects the environment for project delivery and the roles they play in individual projects and programmes.

All IT supported change projects or programmes must have a single, named Senior Responsible Owner (SRO). This individual is responsible for ensuring that the project or programme meets its overall objectives and delivers its projected benefits. The role of SRO fits well into the PRINCE Project Management structure, with the SRO as owner of the business change, and acting as chair of the project (or programme) board.

- (c) **Project Management:** Delivering change requires highly skilled and experienced managers who have benefited from formal training and experience. A formal approach to project management should be adopted, as should training and mentoring of staff. DAO 8/94 defines the formal project management methodology as PRINCE.

- (d) **Risk Management:** IT is essential to the delivery of modern Government services. Thus, the potential risk presented by an IT project can be enormous. Appreciating business risk at all levels helps to ensure that the impact of a project is fully understood and monitored. Risk management in public sector IT projects can be improved by ensuring the upward referral of identified risks, and providing the skills and mechanisms for reporting and managing risks.
- (e) **Modular and Incremental Development:** Large, ambitious projects have a high risk of failing either to meet some or all of their goals. Such risk can be better managed by dividing complex programmes into smaller sections that can be delivered independently. A modular and incremental approach to implementing IT-related change with clear intermediate goals and break points should therefore be the norm.
- (f) **Benefit Realisation:** Programmes and projects are only successful if they produce the intended benefits. It is therefore necessary to measure whether the benefits have been delivered. Departments and Agencies need formal processes of determining benefits and reviewing their progress. Measuring the attainment (or otherwise) of benefits should become the responsibility of the appointed SRO, and it should also become the norm for lessons learnt etc. to be shared across Government. Guidance on the format and content of Post Implementation Reviews (including Post Management Evaluation and Project Benefit Evaluation) is covered by DAO 8/94.
- (g) **Procurement and Supplier Relationships:** The delivery of improved public services facilitated by IT requires good relationships between the public sector and suppliers, embodying good procurement practices. Procurement practices can be improved by e.g. establishing better communications, scrutinising suppliers plans, and by ensuring that up-to-date information and potential IT suppliers is taken into account in the procurement evaluation.
- (h) **Cross-Cutting Initiatives:** These refer to a policy or service where there is joint working between Government organisations. Cross-cutting projects and programmes must have a unified, regularly updated business case. An SRO must be appointed to all such initiatives.
- (i) **Learning Lessons:** Departments should look for opportunities to share knowledge on good practice and experience of managing projects and programmes. Suitable forums in the NI context include the ISU Heads, and/or the E-Government Project Board.

The latest DAO from DFP on Information Communication Technology (ICT) – Enabled Change

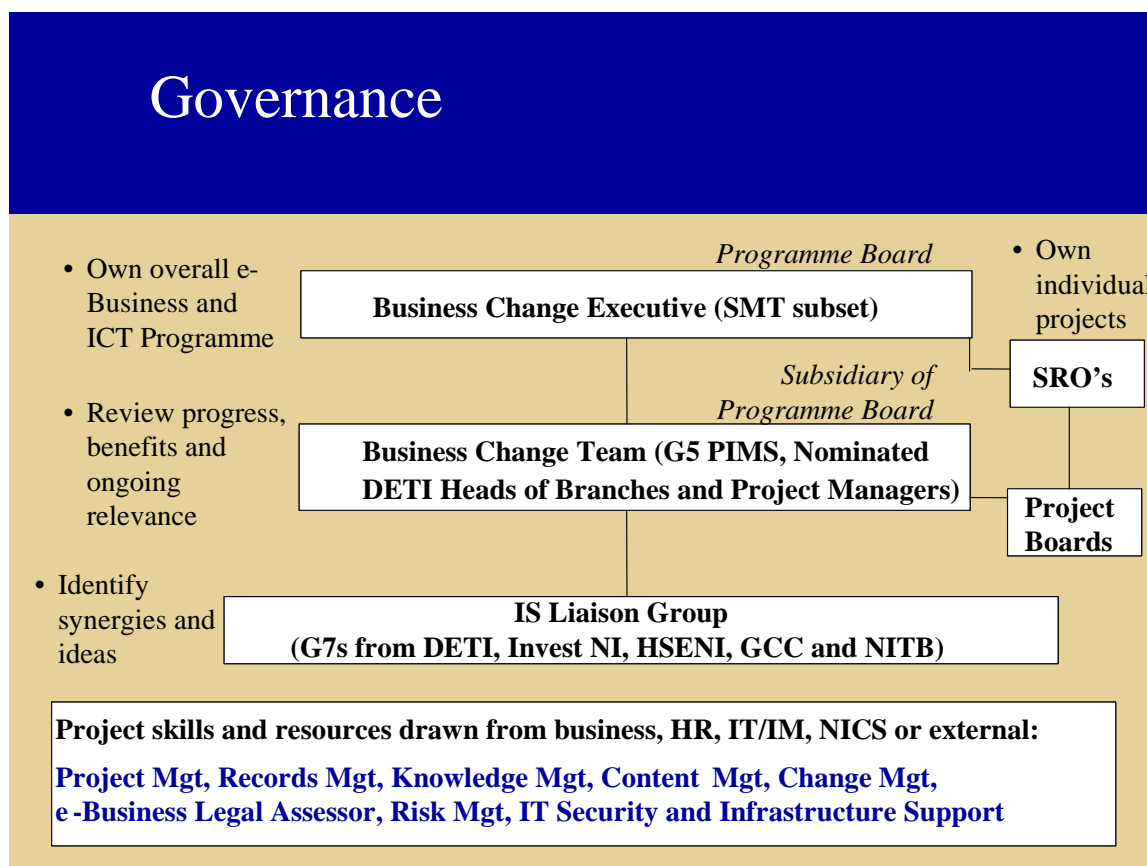
7.10 On 4/12/2003 DFP issued DAO (DFP) 33/03 setting out new “Guidance on Justification, Expenditure, Evaluation and Responsibilities”.

- 7.11 The guidance sets out the parameters within which ICT supported business change projects and programmes must be conducted. The DAO will replace existing DAOs (DFP) 14/92, 8/94 and 01/01 which will be cancelled.
- 7.12 The guidance now aligns the NICS approach with the McCartney recommendations, together with the newly introduced Gateway Process and recent best practice developments in GB. The guidance also amends the approval process in line with the new DFP guide “The Northern Ireland Practical Guide to the Green Book” thereby placing the process within the context of overall business change.
- 7.13 DETI’s future approach to Strategy management, programme and project management will reflect and comply with this latest guidance.
- 7.14 The new DAO(DFP) guidance note highlights the different characteristics of project v programme management and this is summarised below.

Project Management	Programme Management
Is an intense and focused activity that is 'driven' by the outputs that are to be delivered.	Is a broadly spread activity and is concerned with more broadly defined change objectives that combine to deliver benefits.
Includes change control mechanisms but is best suited to objectives that are closely bounded and relatively certain.	Is suited to managing large numbers of projects and activities with complex and changing inter-relationships, in an uncertain environment (that is, a larger and more dynamic environment).
Is about managing the delivery of a product , service or specific outcome.	Produces, through synergy, a wider set of benefits than the total of individual project benefits.
Aims to deliver benefits at the end of the project .	Is suited to managing the impact of, and the benefits from, the deliverables from a number of component projects and ensuring that there is a smooth and risk-reduced transition into a new business operation.
	Delivers benefits both during and after conclusion of the work, having put in place the measurement mechanisms required to demonstrate delivery of the target benefits over time.
	Continues until the policy outcomes have been achieved, which generally coincide with completion of all the constituent projects . (A programme may of course be stopped earlier if it is no longer viable or relevant).

Proposed DETI Programme and Project Governance Arrangements

- 7.15 The portfolio of projects identified in DETI’s e-Business strategy clearly represents a complex implementation **programme** and will require an appropriate programme management regime to be operated.
- 7.16 It is proposed that DETI establish a programme governance structure as set out in the figure below.

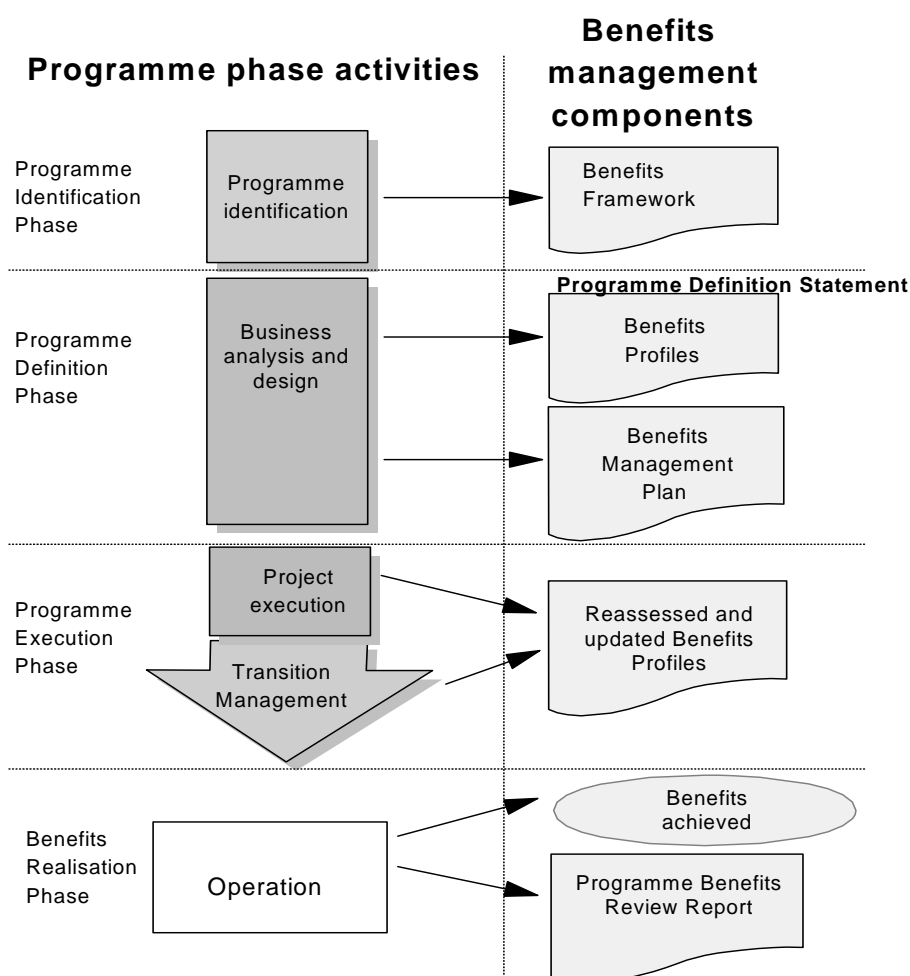


- 7.17 The operation of a formal programme governance regime is vital to the complete Programme Management lifecycle, from identification of the programme through programme definition, then execution and finally realisation of the planned business benefits.
- 7.18 The **Business Change Executive** will consist of selected members of the SMT (Senior Management Team) and will set and oversee the direction of DETI’s business change, e-Business and ICT strategy. On an as-required basis, the Business Change Executive will call upon other members of the SMT to attend meetings or support changes. **Senior Responsible Owners** for change projects will be drawn from the SMT. The Business Change Executive will act as the **Programme Board** for the e-Business strategy / programme. One member of his Executive will be nominated as the **Programme Director**.

- 7.19 The **Business Change Team** will provide a key support role to the Business Change Executive. The Business Change Team will be responsible for taking forward the business change projects agreed by the Business Change Executive and will set up the individual project structures. The Business Change Team will monitor the progress of these projects and the overall programme into which they fit. It will also test the ongoing relevance of initiatives and the match of the e-Business Strategy to business objectives (although the Business Change Executive will have to endorse any changes to the strategy). It will have regular meetings to help it discharge these responsibilities. One member of the Team will act as the **Programme Manager** with responsibility for the day-to-day management of the programme, its risks, issues, conflicts, priorities, communications and delivery of the new capabilities.
- 7.20 In essence, the Business Change Team will be undertaking some of the activities typically undertaken by a Programme Board. However, this will be a form of delegated authority with associated limitations. For example, changes in scope or timetable for the programme will need to be agreed with the Business Change Executive. Overall responsibility for the Change and e-Business Programme will sit with the Business Change Executive. The advantage of having the Business Change Team will be the ability to deal with detailed monitoring and tactical programme issues that do not need to concern the Business Change Executive.
- 7.21 Having the Business Change Team in place will mean that:
- **Project Boards** report into the Business Change Team; and
 - As part of this, Project Managers report into the Programme Manager.
- 7.22 Each project in DETI's e-Business programme is to be assigned to an SRO (drawn from the Business Change Executive as stated above) who will chair the Project Board for that project.
- 7.23 The IS Liaison Group will provide a vehicle for sharing experiences and technology across all of DETI, including its agencies. It will ensure that there is no duplication of effort. It will provide a "bottom up" view of what is happening in DETI and all its agencies. It will also enable members to share their understanding of what they see happening in terms of IT and e-Business across the NICS.
- 7.24 In addition, this e-Business strategy highlights the need for DETI to liaise closely with other NICS departments to ensure appropriate synergies are achieved. Governance options for delivering these synergies will need to be assessed by the Business Change Executive which should liaise with senior representatives / key stakeholders in other parts of NICS, including those (such as SROs) specifically charged with taking forward NICS-wide projects.

7.25 In line with OGC recommendations in GB, the establishment of a Northern Ireland Centre of Excellence for Project and Programme Management is currently under consideration by PSG(E). It will be important, therefore, for the DETI Programme Director and Programme Manager to liaise closely with any NI Centre of Excellence for Project/Programme Management to ensure best practice is adopted and that expert support can be obtained as required.

Benefit Realisation (Based on an OGC figure)



7.26 Given importance of the e-Business strategy it will be necessary to also allocate Change Management resource(s) with responsibility for realising the programme benefits through the integration of the new e-Business and other IT projects into DETI's business operations.

7.27 One key responsibility of the Change Manager(s) will be to establish an appropriate communications strategy for the programme, and to ensure that project related communications are effective.

7.28 Another key responsibility of the Change Manager(s) will be to assess the cultural impact of the e-Business projects and to take steps to address the necessary cultural shift, overcoming any natural resistance to change.

7.29 It is likely also that the Business Change Team, Programme Manager, Change Manager(s) and Project Managers will, over the next 3 years or so, require some additional support in the form of a “**Programme Support Office**” (PSO). A summary of the function of the PSO is set out below.

7.D The Programme Support Office

7.30 For most large-scale programmes, a Programme Support Office should be established to collect, co-ordinate, analyse and distribute management information about the programme. This management information derives both from the programme’s management processes and, in summarised form, from the management processes of the projects. The Programme Support Office may only provide this type of information management and control function.

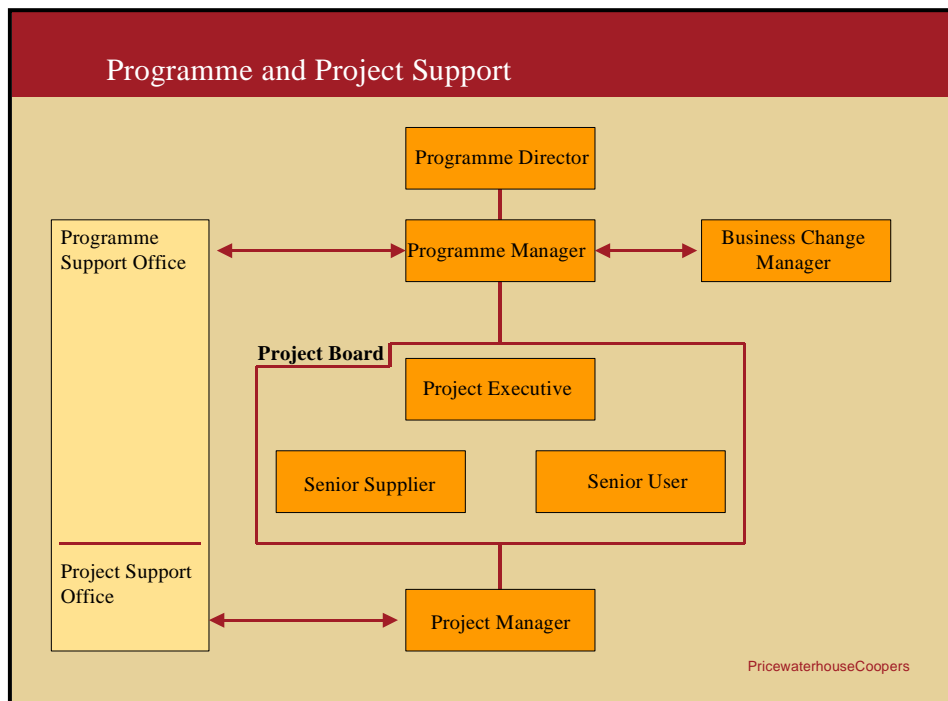
7.31 However, depending on the skills and availability of appropriate resources, the Programme Support Office may also be able to provide training and consultancy advice to the programme and its projects, or it may be able to provide facilitation for certain Programme Management activities, such as identification of potential benefits or prioritisation problems.

7.32 An IT system and support tools are generally required to provide support for the information management of programmes. In many respects, the system will be similar to a project control system, but it should be capable of facilitating the resource and cost scheduling across multiple projects and potentially across several organisations.

7.33 A Programme Support Office can serve both the programme and the individual projects within the programme (see figure). Its role would then be to act as a focus for all project reporting and control activities as well as to provide the management information and document control for the programme. Activities typically include the following:

- holding master copies of all programme documentation;
- assisting the Programme Manager with budget control for the programme;
- establishing and maintaining the index to an electronic library of programme information;
- maintaining status reports on all projects in the programme;
- analysing interfaces and critical dependencies between projects and recommending appropriate actions to the Programme Manager;
- establishing consistent practices and standards of project planning, reporting and control;
- providing advice and support to Project Managers in preparing the appropriate progress reporting information;

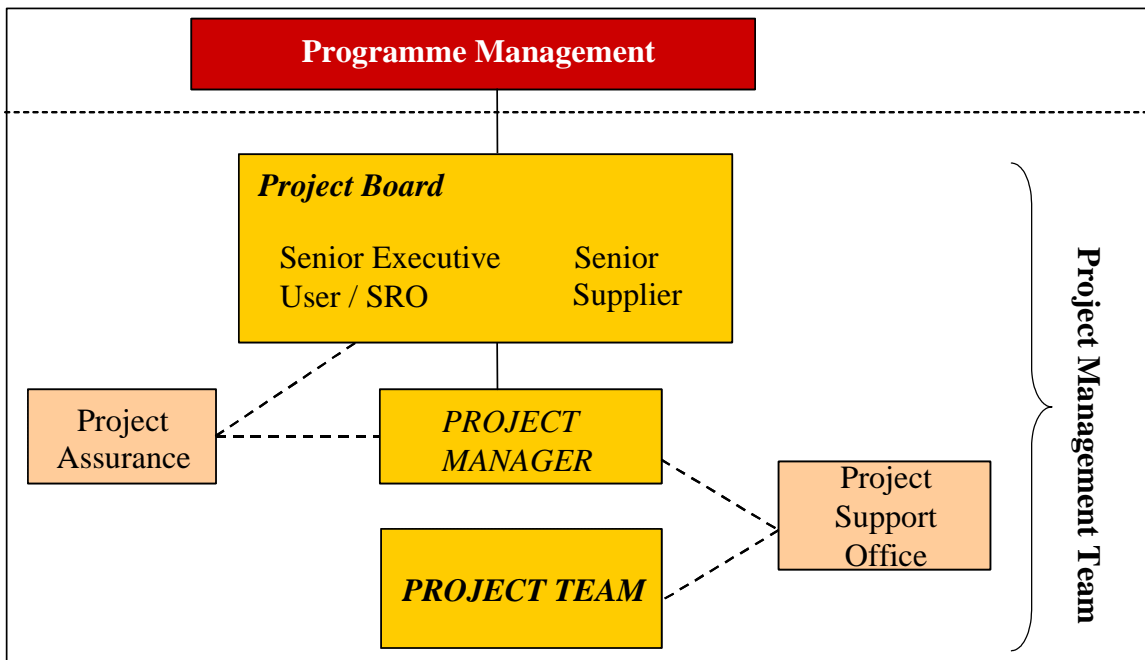
- registering issues for subsequent investigation and resolution using the Issues Log;
- monitoring items identified as requiring action, prompting timely actions and reporting on whether required actions have been carried out;
- maintaining the list of stakeholders and their interests;
- analysing risks and maintaining and updating the Risk Log for the programme;
- generating all necessary quality management documentation;
- maintaining and updating programme documentation;
- producing and distributing reports from Programme Benefit Reviews;
- maintaining and updating the Programme Plan;
- configuration management of all programme documentation and deliverables; and
- maintaining and monitoring the programme's change control procedures.



7.34 Given the scale and complexity of the DETI's future programme it is considered that a Programme Support Office (PSO) would be an asset to support DETI's programme/project managers.

7.E Project Management

- 7.35 **PRINCE II** is the standard project management method adopted within the NICS for all IT-enabled business change projects and is the methodology used in DETI. Use of such an established tool helps to provide the infrastructure, controls and documentation that are needed to keep projects on track and promote a successful outcome.
- 7.36 A project management structure will need to be established that is integrated with overall programme management arrangements. A typical project management structure is set out below.

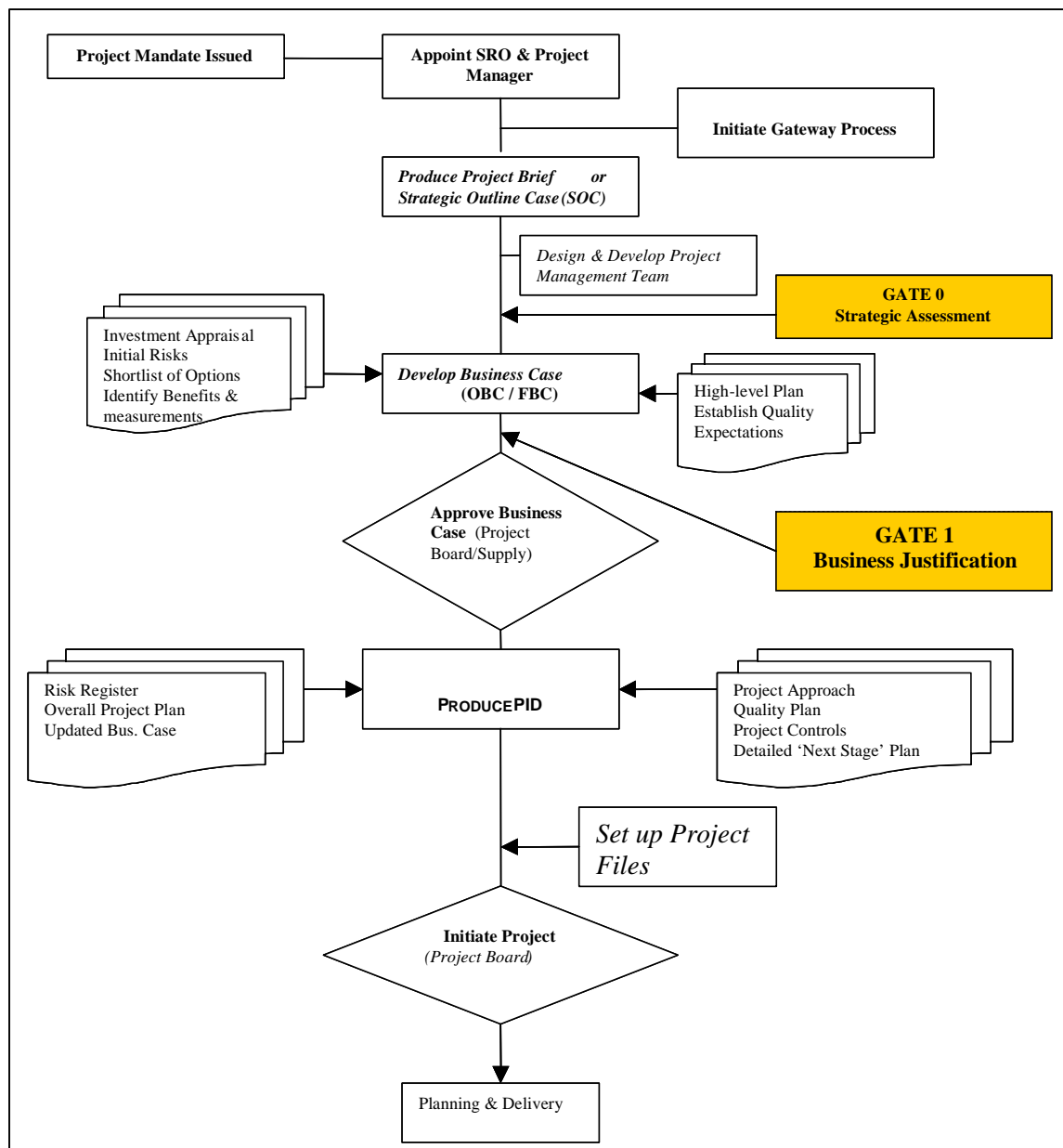


Project lifecycle

- 7.37 The new DAO guidance formalises and updates the profile of a typical project lifecycle and how this integrates with latest requirements for Gateway Review and Business Case preparation.
- 7.38 DETI will take cognisance, in particular, of 2 new requirements, namely:
- (a) Introduction of a Strategic Outline Case (SOC) at the start of any larger scale ICT projects. The SOC is a high level version of the Outline Business Case (OBC), covering a majority of the same headings, albeit at a much reduced level of detail. The SOC does not select a preferred option but identifies a range of options to be carried forward to OBC stage. The SOC is designed to focus attention on strategic need, objectives, options and key issues at an early stage. The SOC is a new concept and, at this stage, DETI has assumed that it is similar to, and replaces, the former adoption of a feasibility study stage for some projects. DETI has further assumed that, depending upon the scale of project, either a project scoping paper (for small scale projects) or an

SOC (for larger scale projects) will be completed in advance of the Gateway 0 review process;

- (b) Formal adoption of the Gateway review process for ICT projects in Northern Ireland.



7.39 The figure above summarises the revised project lifecycle, **in getting projects started**, and is based upon recent DFP guidance.

7.40 A detailed description of each of these activities is set out in the new DAO(DFP) 33/03 guidance note.

7.41 It is worth noting also the points at which Gateway reviews need to be applied in the full project lifecycle and this is summarised in the table below.

Summary of Gateway Decision Points

Project Stage
Business strategy Key business objectives and outcomes
Establish business need Business need identified; develop Programme or project brief
Gateway Review 0 - Strategic assessment
Develop business case Options identified and appraised; affordability, achievability and value for money established
Gateway Review 1 - Business justification
Develop procurement strategy (or equivalent internal process) Develop procurement strategy; specify Requirements; update business case
Gateway Review 2 - Procurement strategy
Competitive procurement Evaluate bids; select or confirm supplier or partner; update business case
Gateway Review 3 - Investment decision
Award and implement contract Award of contract/statement of work or transition to new contract; asset or service ready for delivery
Gateway Review 4 - Readiness for Service
Manage contract Service delivered; benefits achieved; performance and value for money maintained/improved
Gateway Review 5 Benefits evaluation (repeated as required)
Closure End of contract, work package etc.

7.42 Effective application of the Gateway Process to projects will increase the need for DETI project managers to adopt formal and rigorous project management methods and tools and for Project Boards to be aware of their responsibilities.

7.F Impact of e-Business upon the role of the DETI Programme Manager

- 7.43 In addition to the programme management activities associated with implementation of DETI's internal projects, for **NICS cross-cutting initiatives** it will be necessary for the DETI Programme Manager to establish and operate formal communications with any cross-cutting initiative that could impact upon DETI (e.g. Review of Public Administration, NICS e-HR, e-Participation, etc.). The Programme Director and Business Change Executive should facilitate the establishment of these formal communication mechanisms.
- 7.44 In addition the DETI Programme Manager will need to prepare in an ongoing basis **Electronic Service Delivery Returns** for distribution to NI e-Government Unit / CITU(NI) in line with the monitoring and review mechanisms.
- 7.45 The DETI Programme Manager will monitor the impact of internal and external change on the programme, including the **impact of Ministerial decisions** and advise the Business Change Team and the Business Change Executive accordingly.
- 7.46 With the co-operation of the Project Managers and the Programme Support Office, the DETI Programme Manager will be responsible for highlighting examples of **good practice and lessons learned** in the delivery of the DETI e-Business projects portfolio and distributing this knowledge to interested parties within DETI via the DETI Intranet, and to external interested parties including ISU Heads and the NICS e-Government Project Board.
- 7.47 The DETI Programme Manager will also need to review, in detail, latest and emerging guidance, NI e-Government Unit /CITU(NI) guidance and OnlineNI strategy recommendations to assess the full implications for the Department and to determine the detailed actions and communications required.

7.G Strategy Monitoring and Review

- 7.48 The document "Modernising Government – Implementation Guidelines – e-Business strategies" states that:

"the e-Envoy and CITU will review updated departmental e-Business strategies every six months".

- 7.49 The DETI Programme Manager should review the e-Business strategy regularly to assess whether there is a significant impact arising from:
- Any changes to the DETI's business objectives and targets;
 - Advances in e-Business technologies;
 - The outcomes of further PSN developments and/or broadband aggregation developments;

- Progress on Centre-driven e-initiatives and the associated impact on dependent projects in the e-Business projects portfolio;
- Updates to CITU and NI e-Government Unit/CITU(NI) e-Business guidance documents;
- Advances in citizen and business accessibility to electronic channels; and
- Lessons learnt from Post Implementation Reviews of e-Business projects completed to-date.

7.50 Any impacts identified from the above and any proposed revisions to the e-Business Strategy will need to be presented, discussed and agreed with the Business Change Executive.

7.51 DETI's e-Business strategy is therefore not a static entity and will be fully integrated with on-going corporate and business planning processes.

7.52 A Programme Issue/Risk register will be maintained as a "living document", subject to regular review and update to ensure:

- Previously identified issues and risks are given ownership, addressed and closed; and
- New issues and risks are documented and pulled into the monitoring and review process.

7.H Funding and Resource Allocation

7.53 This e-Business Strategy raises existing levels of ICT spend. DETI will therefore build estimated additional costs into its budgetary planning process. It will also be important that any other sources of funding (e.g. for NICS-wide initiatives) are identified.

7.54 Each project is, of course, subject to normal investment appraisal guidance and the actual costs and any associated monetary benefits will be clearer when Business Cases have been prepared. It is only then that the full funding and resource implications for each project can be assessed accurately. The Senior Responsible Owner (SRO) of each project will need to submit funding requests to the Department as appropriate.

7.55 However it is clear that the Department has a key role to fulfil, not just in funding terms, but also in allocating appropriate human resources to a range of cross-cutting initiatives. Levels of DETI human resource inputs will need to be incorporated into the project Business Cases. This strategy has not quantified the resource human resource needs by project. The delivery of the overall strategy will be dependent on the right resources being available and therefore the Programme Manager will need to tune the delivery programme in line with resource availability and vice versa.

7.I Summary

- 7.56 The governance arrangements set out in this section do not represent a major change to the Department's current approach and will not require significant training. They will, however, require communication and allocation of resource.
- 7.57 It is considered essential that DETI adopts an appropriate governance regime in line with that presented here to ensure effective implementation of their e-Business Strategy and to comply with recognised best practice and to the latest DAO (DFP) ICT guidance note [33/03].

8 Enabling the e-Business Strategy: the IT Strategy and Infrastructure Development

8.A Introduction

- 8.1 The IT (Information Technology) Strategy is developed by modelling the process interactions required to support the elements of the e-Business and IS Strategy. By doing this from both the perspective of delivery of business services to the customer (internal and external) and the perspective of the service deliverer, it is possible to identify the elements of the IT infrastructure that are needed and thus make a judgement on how those elements will be delivered. This judgement should be based on the criteria of efficiency and effectiveness in the provision of those elements.
- 8.2 This chapter considers these customer centric process interactions and provides statements on the IT principles and standards to which DETI will adhere – although some of this detail is provided in Appendix C.
- 8.3 Also in this chapter, a summary is provided of ongoing developments in IT infrastructure.

8.B Customer Types and Electronic Transactions

- 8.4 The Department has two broad groupings of customers to whom it provides services:
- External: mostly companies but with some requirement to provide services direct to the Citizen; and
 - Internal: all of the staff within the Department receive services (premises, HR, accounting, development, etc.) to assist them in carrying out their roles.
- 8.5 All of the members of staff are service deliverers, with some providing internal services to other DETI staff who, in turn, provide services to external customers.
- 8.6 The technological difference between the customer types is the IT environments within which they are operating:
- The external customers are in a hostile, uncontrolled (from a DETI perspective) environment; and
 - The internal customers are within the Departmental IT infrastructure boundaries, the security of which is assured as part of the operations of the Information Technology Team.

- 8.7 To deal with those elements of transactions with the former group which cross the Departmental boundary, **asynchronous message handling** will be used for inter-process communications. To deal with totally internal communications **RPC (remote procedure call)** techniques will be used. This simplifies the application development function. It is not anticipated that transaction volumes would cause problems of response times or scalability limits and thus not require later migration to asynchronous messaging.
- 8.8 This distinction apart, the same processes will be used to support external and internal e-Business functions. This will rationalise on the IT process types invoked and thus on the efficiency of application development and support, i.e. technical staff will not be stretched over a disparate range of processes and technologies.

8.C Over-arching Principles and Considerations for the IT Strategy

- 8.9 There are a number of factors dictating or directing decisions on the nature of the IT infrastructure required to service e-Business:
- In order to provide presentation services to a wide and expanding range of devices the rendering facilities should utilise XML standards.
 - In order to maximise skills and resources available to implement and support services, a standard presentation arrangement should be adopted, favouring a web model to eliminate device-dependency.
 - In order to authenticate external contacts the Government Gateway facilities should be given favoured status. To utilise the Government Gateway will require the ability to interact with external services through XML and in an asynchronous manner.
 - Legislation (particularly Freedom of Information) and Public Record policy require that all application outputs be linked to a Records Management System.
 - Authentication, i.e. certification and permission management, should be application-agnostic in order to reduce the support overhead and minimise the possibility of any user's status being out of step across the services available to them.
 - In order to maximise skills and resources available to implement and support services, a standard application structure should be striven for.
 - The provision of e-Business services anytime requires that the infrastructure is always available, thereby placing stringent requirements of resilience and recovery upon it.
 - The provision of e-Business services to the Public requires that the infrastructure is suitably robust, resilient, and capable of providing the required processing performance and availability.

8.D IT Requirements for Electronic Transacting

8.10 To provide customers with the facility to obtain services electronically at any time and from anywhere, there are a number of vital IT service components and principles to be delivered or addressed:

- A consistent interface;
- Authentication services;
- Manageable message handling facilities;
- Transaction handling / process management;
- A reliable physical infrastructure;
- Transaction auditing and recovery from failure;
- Data processing to consistent data standards;
- Storage management;
- Development tools; and
- Technical Standards.

There are other components which can provide further advantages:

- Personalisation of the customer interface;
- Integration of “traditional” channels of transaction;
- Workflow; and
- Knowledge management.

8.11 Appendix C defines what is meant by these service components and principles. It also defines the requirements or standards that DETI will fulfil in delivery of these service components.

8.E Current Developments in IT Infrastructure

Windows and Exchange Server 2003

8.12 The upgrade of the IT infrastructure in DETI to Windows Server 2003 and Exchange Server 2003 is about to be completed (end of March 2004). A Test Forest was successfully upgraded. A Development Forest was also upgraded and subjected to an independent penetration test before rollout of the upgrade.

Accommodation

- 8.13 The Waterfront Plaza building on Laganbank Road, Belfast was handed over to DETI in February 2004. The IT Branch has been involved in all stages of the project and a state of the art computer room has designed and delivered to DETI's own specifications. The contingency servers currently housed in Consumer Affairs will move to the Waterfront Plaza early in April 2004, with contingency planning and testing taking place shortly after this move.
- 8.14 There are 100Mb links from Waterfront Plaza to Netherleigh, Colby House and Fermanagh House with the Netherleigh link reserved for transfer of data backups /contingency.
- 8.15 Geological Survey NI (GSNI) has agreed to move to Colby House by 01 April 2004. DETI will provide GSNI with a 100Mb link to Netherleigh via Consumer Affairs and another 100Mb link to Waterfront Plaza. It has been agreed that DETI will provide GSNI with a Clustered server (2 nodes) and 2 terabytes of disk space for their new project. DETI will also host their Exchange, Internet, Anti-Virus and file / print services. In short, GSNI will become part of the DETI network.

General Consumer Council for NI – Infrastructure Upgrade

- 8.16 The IT Infrastructure in GCCNI has recently been upgraded to Windows Server 2003 and Exchange Server 2003. The link between Netherleigh and GCCNI will also be upgraded to 100Mbps to provide Business Continuity and improved backup services.

Contingency & Resilience

- 8.17 Backups of the Exchange and File data is taken every two hours. This tape backup is copied to the Contingency Site at Consumer Affairs. DETI plans to introduce remote clustering and data mirroring after Windows 2003 has been rolled out across the servers; this aspect of contingency is currently under investigation.
- 8.18 DETI has purchased Clusters servers and a 2 Terabyte, scalable, full fibre Storage Area Network (SAN) in January 2003 to make the DETI systems highly resilient against failures.
- 8.19 DETI also maintains backup hardware and software for OFREG (Office of the Regulator for Energy & Gas) in the event of a systems failure.

IT Security

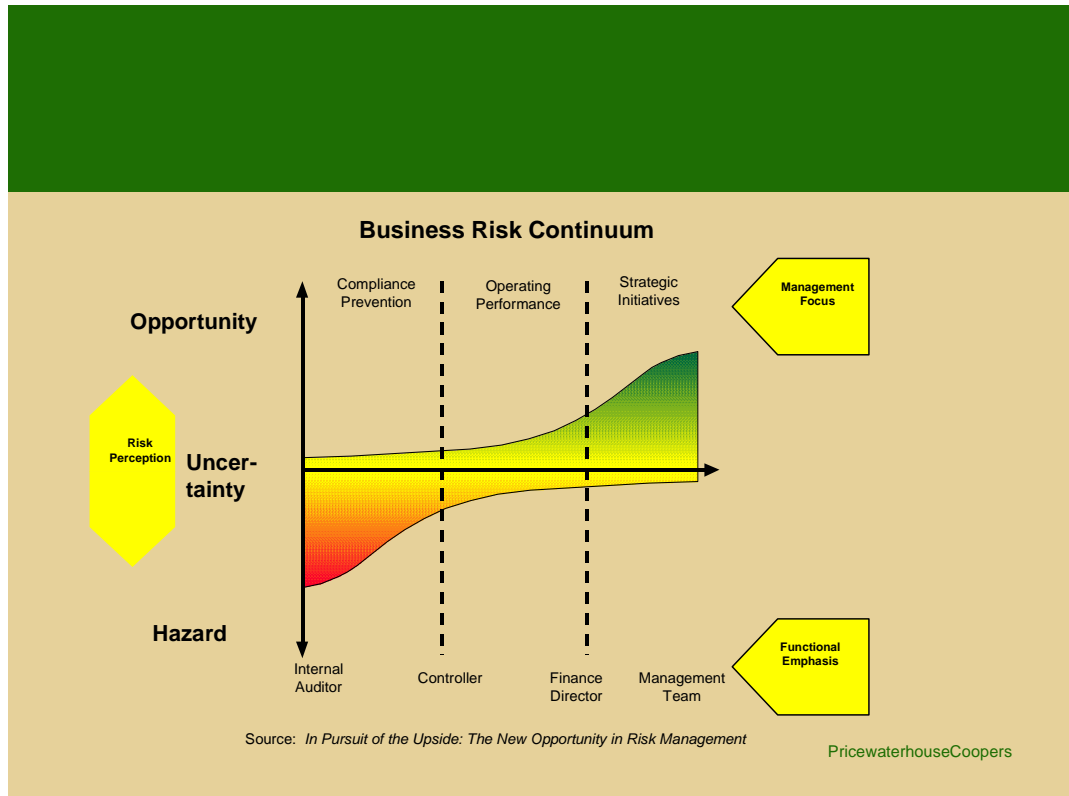
- 8.20 One of the most important functions of the IT Security Team is to ensure continuous DETI accreditation which allows for access to the Public Sector Network (Restricted) and the Government Secure Intranet. This remit includes health checks of the network and regular planned reviews of the Departmental Accreditation Document Set (ADS) by independent CLAS registered consultants.

- 8.21 DETI is a member of the NICS IT Security Officers forum which meets every four months.
- 8.22 The Department disseminates information from NISCC including UNIRAS alerts and briefings as well as providing a stand-alone anti-virus facility at all DETI sites. Another function carried out is the monitoring of Internet and email usage.
- 8.23 The team also conducts regular reviews of all existing ICT related policies in line with NICS standards, introducing new policies as appropriate.

9 Risks & Issues

9.A Introduction

9.1 e-Business opportunities do not come without risk, but managed risk can be good. While risk is traditionally seen as negative, the upside of risk is opportunity. That is, the relationship of risk and reward is such that taking risks often leads to greater rewards. The relationship between risk and opportunity is illustrated by the following diagram:



9.2 The diagram shows that opportunity is the upside of risk. Organisations, like DETI, must focus on taking the right risks (i.e. those that will advance their strategic goals) and managing those risks effectively. Appendix D provides a review of potential issues and risks that could have an impact on the implementation of the e-Business strategy. It also considers the potential countermeasures available. Issues and risks have been categorised under the following general themes:

- Processes;
- Organisation & Capabilities;
- Systems & Technology;
- Delivery & Operations;
- Financial; Legislation; and
- Security; and

- Performance Management

9.B Conclusion

There is a wide range of risks and issues that could impact on the successful implementation of DETI's e-Business strategy. It is therefore important that the risks and issues identified in Appendix D of this e-Business Strategy are clearly understood by the Business Change Executive and the Business Change Team (including the Programme Manager). It is also vital that appropriate countermeasures are put in place to ensure that the occurrence of a risk or issue does not adversely affect the implementation of the e-Business strategy.

10 Conclusions & Recommendations

10.A Conclusions

- 10.1 DETI first developed an e-Business Strategy in 2001. The agenda set by this strategy was appropriate for the Department and it led to the initiation of a number of customer-centric e-Business Projects where maximum impact for the customer could be made. Examples of such projects include e-Registry, ConsumerLine, the Insolvency e-Business project and the Web Development Programme.
- 10.2 The e-Business achievements to-date include:
- 50% of key services delivered electronically, anticipated to reach 70% by March 2005 and 100% by December 2005; and
 - 100% of the internal e-enabling ICT infrastructure in place.
- 10.3 DETI is also contributing to NICS wide initiatives, e.g. it provides the SRO for the NICS EDRMS Infrastructure project and will be a lead implementer of an EDRM solution from the framework agreement established by this project.
- 10.4 The progress on Electronic Service Delivery (ESD) along with internal improvements and joined-up Government initiatives, such as Knowledge Network, all contribute to the objectives set out for the original e-Business Strategy, namely:
- (a) Contributing significantly to the achievement of the Department's aims and objectives;
 - (b) Helping the Department to achieve the objectives of the agency / Department restructuring project, namely:
 - i. Increased client focus/responsiveness;
 - ii. Better packaging of services to meet new/emerging customer needs;
 - iii. Better integration of services; and
 - iv. Increased professionalism;
 - (c) Achieving maximum gain for the investment made; and
 - (d) Assisting the Department in achieving the electronic service delivery targets for 2005.
- 10.5 This review and revision of the e-Business strategy has focused on those steps and additional initiatives which will ensure that momentum is maintained and that the potential of changes is maximised to the benefit of citizens, DETI and other parts of Government. It has identified:
- Some evolution of the ESD opportunities (e.g. e-Participation / Consultation);
 - Joined-up Government initiatives (e.g. Geographical Information Datasets); and
 - Projects / tools to maximise internal efficiency and effectiveness (e.g. CRM).

- 10.6 These opportunities include projects that DETI can progress at its own discretion and others where it is dependent on others, e.g. in the case of NICS corporate initiatives, such as e-HR.
- 10.7 Despite the good progress to date, the delivery of all the e-Business opportunities in this Strategy will represent a considerable workload for DETI.

10.B Recommendations

- 10.8 The Department should:
- (a) Take forward Option 2 (Full IS and e-Business Implementation) as defined in Chapter 6, i.e. all of the e-Business opportunities identified in this review of the Strategy.
 - (b) Adopt an appropriate formal governance regime in line with that presented in Chapter 7 to ensure effective implementation of the e-Business Strategy and to comply with recognised best practice and to the latest DAO (DFP) ICT guidance note [33/03].
 - (c) Quantify human resource inputs for each project by means of its Scoping Study or Business Case. This strategy has not quantified the resource human resource needs by project. The delivery of the overall strategy will be dependent on the right resources being available and therefore the Programme Manager will need to tune the delivery programme in line with resource availability and vice versa. The collective human resource requirements across projects will need to be compiled progressively and reviewed regularly.
 - (d) Determine and explore the options for funding this Strategy. As with the human resource requirements, the funding requirements will need to be compiled progressively (e.g. as Business Cases are developed) and reviewed regularly.
 - (e) Agree and commit to this strategy at Senior Management Team level and thereby establish and empower the governance structure.