

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

e-Business Strategy: Executive Summary

March 2004 Edition

Version: 1.0
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Preface

This Executive Summary is necessarily a high level document which assumes some prior knowledge of DETI and uses a number of acronyms in the text and supporting diagrams. In recognition of these factors, the right hand margin provides references to areas of the main e-Business Strategy document where further details and/or explanations can be found and a glossary of terms is provided as an annex to this Executive Summary.

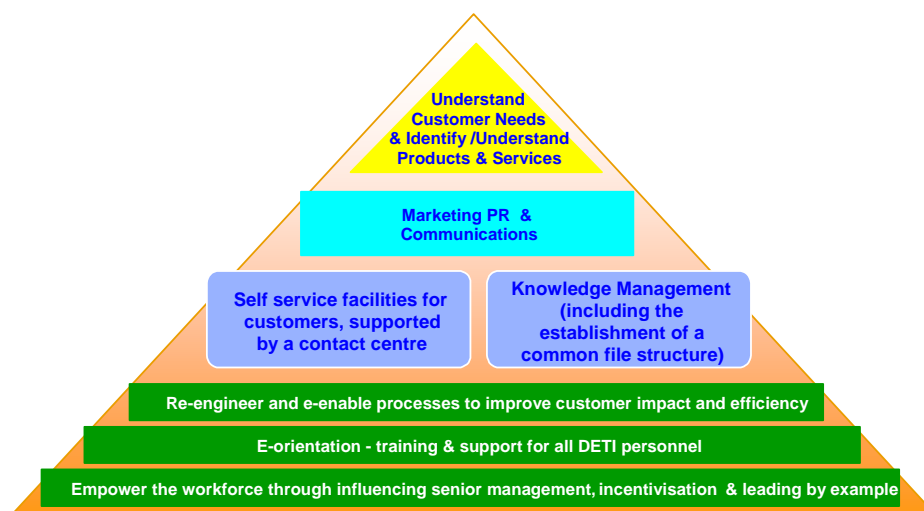
1 Introduction

- 1.1 This document provides an Executive Summary to the e-Business Strategy for the Department of Enterprise, Trade and Investment as revised in the period up to March 2004. This Strategy 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 comprehensive review, involving PricewaterhouseCoopers (PwC), and builds on the Department's original e-Business Strategy (developed in June 2001 with the assistance of Cap Gemini Ernst & Young). 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 The revised Strategy examines progress to date in the implementation of the original Strategy (from the independent viewpoint of PwC) and takes cognisance of changes in business context and the potential impact of existing or forthcoming e-Business and ICT projects that cut across the Northern Ireland Public Sector. It also addresses the issues that an e-Business Strategy should consider as highlighted by:
 - The NI e-Government Unit (formerly called CITU(NI)) in a letter to the e-Government Board in September 2003; and
 - A letter from the e-Minister, Ian Pearson, to the Secretary of State (copied to Permanent Secretaries) in December 2003.

1.B
Back-
ground

2 Original e-Business Strategy and Progress to Date

- 2.1 The agenda set by the June 2001 e-Business Strategy (see diagrammatic summary below) 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.



- 2.2 The e-Business achievements to-date include:
- 55% 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.
- 2.3 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.
- 2.4 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;

3.B Overview of DETI 2001 e-Business Strategy

3.C Progress and Achievements

- 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.
- 2.5 In summary, DETI has made good progress in the e-enablement of its key services and has a good foundation from which to evolve into a full e-enabled Department. The customer-facing e-Business projects that have already been started are:
- a. e-Registry
 - b. ConsumerLine
 - c. Insolvency project
 - d. Health & Safety Executive for NI e-Business project
 - e. Broadband initiatives
 - f. Web Development Programme
- 2.6 In addition, the Department has implemented the following projects that have improved internal operations:
- g. Knowledge Network
 - h. Windows 2000
 - i. Video conferencing
 - j. Secure and remote access to the DETI computer network.

3 e-Business Vision and Opportunities Highlighted by the Review

3.1 This review of the e-Business strategy focused on those steps and additional initiatives which will ensure that momentum in the e-enablement of DETI 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).

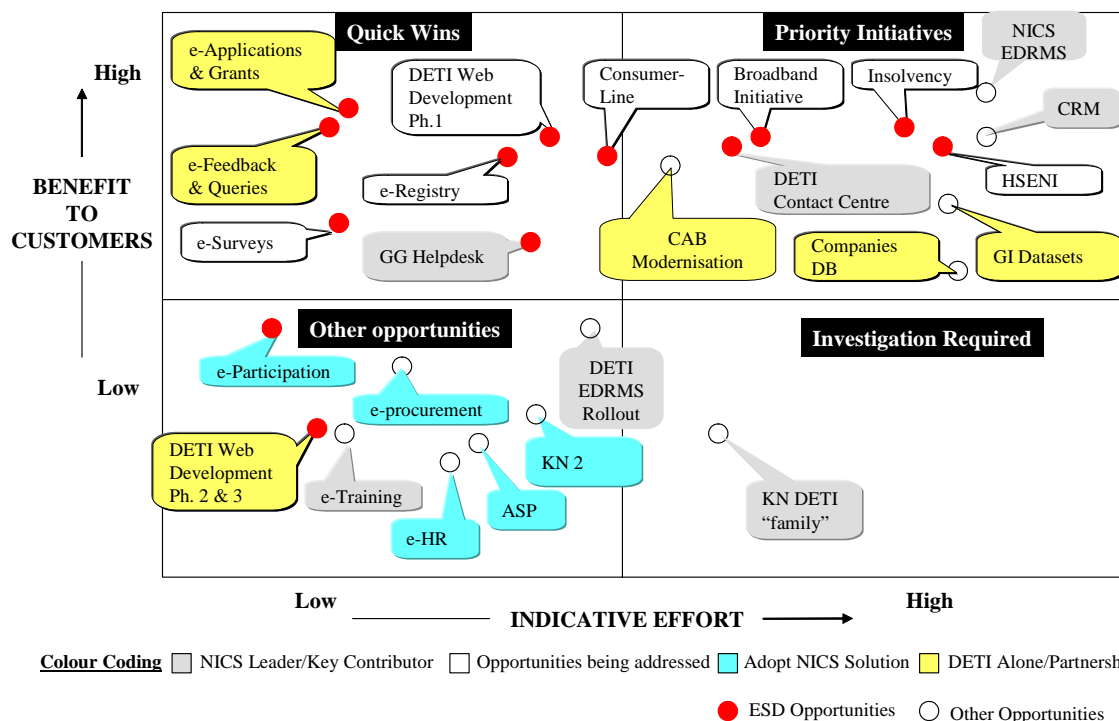
4.B to 4.E

3.2 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.

3.3 The opportunities have been prioritised based on a range of criteria including benefit to the customer and implementation effort. An outline of the opportunities, their priorities and their classification is provided by the diagram below.

4.F
Prioritisation Model

Prioritisation Model for e-Business Projects

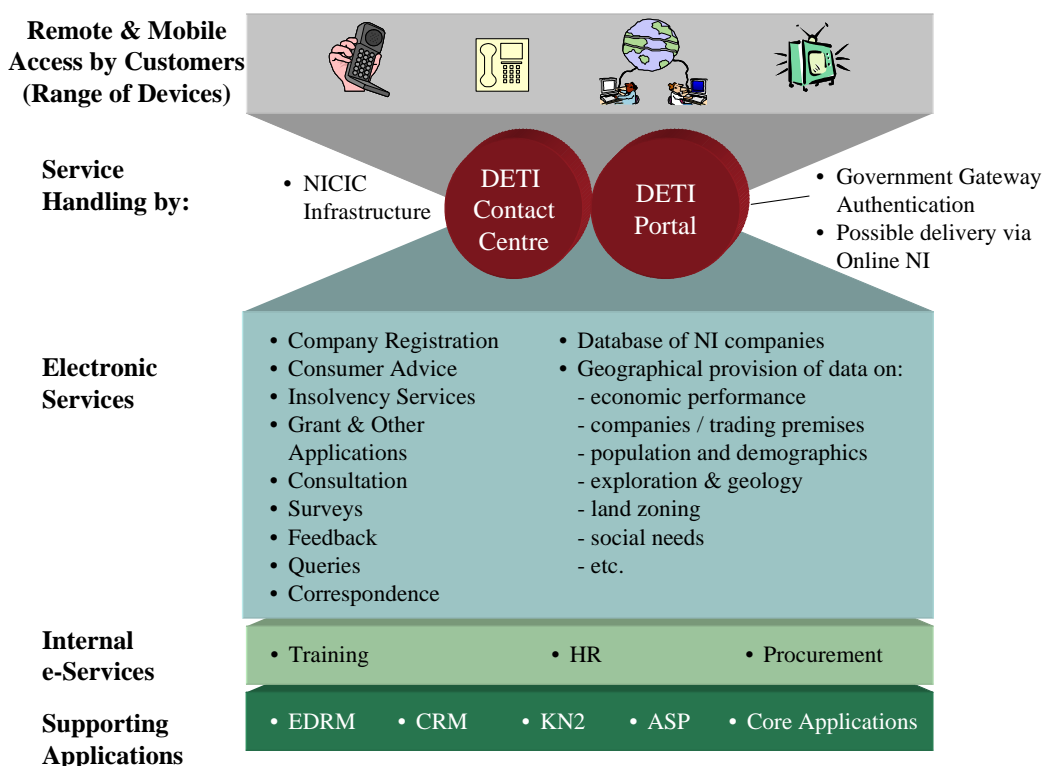


See glossary of terms (Annex to this Executive Summary) for explanation of acronyms

3.4 It should be noted that the above diagram includes the customer-facing e-Business projects that have already started (represented by bubbles with a white

background).

3.5 If all these opportunities were to be progressed, the vision of DETI as an e-Business is represented by the diagram below.



5 Vision of DETI as an e-Business

3.6 DETI would be contactable by a range of channels and electronic devices. Staff would also have flexible means of connecting with the DETI network and infrastructure at any time and from any place.

3.7 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.

3.8 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. Techniques such as e-payment and e-banking would be used wherever appropriate.

3.9 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.

3.10 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.

4 Conclusions and Recommendations

4.1 Despite the good progress to date, the delivery of all the e-Business opportunities in this Strategy would represent a considerable workload for DETI. However, the Department should take forward all of the e-Business opportunities identified in this review of the Strategy, managing risk and viability by:

- (a) Adopting an appropriate and more formal governance regime in line with recognised best practice and to the latest DAO (DFP) ICT guidance note [33/03].
- (b) Quantifying human resource inputs for each project by means of its Scoping Study or Business Case. This strategy cannot quantify at this juncture the resource human resource needs by project.
- (c) Determining and exploring the options for funding this Strategy. As a minimum, including internal staff costs, the additional opportunities identified in this strategy would cost some £2.2m. However, for some projects, this figure only includes the cost of generating a business case – additional expenditure would be required if the business cases are approved.
- (d) Agreeing and committing to this strategy at Senior Management Team level and thereby establishing and empowering the necessary governance structure.

4.2 Realisation of this strategy would mean that DETI not only fulfils its requirements to deliver all of its key service electronically by 2005, but also acts as an exemplar in the use of information and communications technology to deliver high quality services in an effective, cost-efficient and professional manner.

7
Delivering
the
Strategy:
Governance

6.C Initial
Assessment
of Costs &
Benefits

ANNEX 1: Glossary of Terms

ADS	Accreditation Document Set
ASP	Accounting Services Programme
AQ/PQ	Assembly Question / Parliamentary Question
BDS	Business Development Service [an agency of DFP]
CAB	Consumer Affairs Branch [within DETI]
CFG	Central Finance Group [within DFP]
CITU(NI)	Central Information Technology Unit (Northern Ireland) - which subsequently became the Northern Ireland e-Government Unit (NIEGU)
CLAS	CESG Listed Adviser Scheme [CESG being the Communications-Electronics Security Group] <i>Provides a pool of approved consultants to provide Information Assurance advice to departments and other organisations who provide vital services for the UK.</i>
CPG	Central Personnel Group [within DFP]
CRM	Customer Relationship Management
DAO	Dear Accounting Officer
DB	Database
DETI	Department of Enterprise, Trade and Investment
DIS	Departmental Information Server
DISC	Departmental Information Systems Committee
DFP	Department of Finance and Personnel
DTI	Department of Trade and Investment
EAI	Enterprise Application Integration
ECDL	European Computer Driving Licence
EDRM	Electronic Document and Records Management
EDRMS	Electronic Document and Records Management System
e-HR	Electronic Human Resources management
ESD	Electronic Service Delivery
FBC	Full Business Case
FOI	Freedom Of Information
FTE	Full Time Equivalent
GCCNI	General Consumer Council for NI
GG	Government Gateway
GI	Geographical Information
GPC	Government Purchasing Card
GSI	Government Secure Intranet
GSNI	Geological Survey of NI
G5 PIMS	Grade 5: Personnel, Information Management and Services Division
HSENI	Health and Safety Executive for NI
ICT	Information and Communications Technology
IIP	Investors In People
INI	Invest Northern Ireland

KN	Knowledge Network
KN2	Knowledge Network Phase 2
LAN	Local Area Network
Mgt	Management
NDPB	Non Departmental Public Body
NICIC	Northern Ireland Citizen Interaction Centre
NICS	Northern Ireland Civil Service
NIEGU	NI e-Government Unit [formerly known as CITU(NI)]
NISRA	Northern Ireland Statistics and Research Agency
NOS	Network Operating System
OBC	Outline Business Case
OFMDFM	Office of the First Minister and Deputy First Minister
OfReg	Office of the Regulator for Electricity and Gas
OGC	Office of Government Commerce
OSNI	Ordnance Survey of Northern Ireland
PDA	Personal Digital Assistant
Pers'el	Personnel
PFG	Programme For Government
PID	Project Initiation Document
PRONI	Public Record Office of Northern Ireland
PSAs	Public Service Agreements
PSG(E)	Permanent Secretary Group (Committee E)
PSN	Public Services Network
PSN(R)	Public Services Network (Restricted)
PSO	Programme Support Office
PwC	PricewaterhouseCoopers
RCA	Rate Collection Agency
ROI	Republic of Ireland
SAN	Storage Area Network
SDAs	Service Delivery Agreements
SIGIM	Senior Interdepartmental Group on Information Management
SMT	Senior Management Team
SOC	Strategic Outline Case
SRO	Senior Responsible Owner
Stats	Statistics
TSN	Targeting Social Need
UK	United Kingdom
VLA	Valuation & Lands Agency [an agency of DFP]
WAN	Wide Area Network
WCM	Web Content Management