

Appendix A

Methodology

- A.1 The changes involved in the introduction of e-government processes cover a wide range of areas, and we accordingly deployed a set of different methods to assemble an overall picture of progress since the 1999 *Government on the Web* report.
- A.2 *Case studies of major departments* are helpful in generating insights into the different kinds of problems encountered by citizen-facing and by business-facing government departments. We chose new case study departments, different from those used in 1999, so as to broaden the coverage of areas. Our business-facing agency was HM Customs and Excise, and the citizen-facing agency was the Department of Transport, Local Government and the Regions, which also has an extensive government-facing role in relation to local authorities. We visited the departments, assembled key departmental documentation, collated Web statistics, sought cost data and other information on e-government provision, and interviewed a range of officials. We also twice undertook a systematic analysis of each department's Web site with several different coders and conducted sample 'mystery shopper' experiments to assess facilities, design and effectiveness. We also interviewed some outside stake-holders or personnel from other organisations in depth, including for Customs and Excise two private sector banks (HSBC Bank plc and Barclays plc) chosen as comparators, and for the Department of Transport, Local Government and the Regions people from local government organisations at national level.
- A.3 *Analysis of central policy* entailed undertaking the same investigations in the Office of the e-Envoy, focusing on the Office's central initiatives and on its procedures for influencing other central departments' decision-making. We interviewed staff from closely related areas in other departments.
- A.4 *A census of all central government Web sites* was conducted during October 2001 to establish firm data on the progress being made by government agencies in terms of making available facilities over the Internet. The sites covered included those for all UK or English departments, Next Steps agencies and executive non-departmental public bodies, covering some 381 agencies in all. It did not cover advisory bodies. This study replicated the census undertaken in 1999, with 41 objectively coded variables being repeated from the previous survey, and an additional 80 variables covering new issues or facilities. The coders were 10 post-graduate students of the London School of Economics, who were trained in implementing the survey, and used consistent equipment in an LSE computer classroom and the Internet Explorer 5 browsers to access the sites. Pilot forms were replicated and results from coders cross-checked to ensure consistency. The full coding frame and basic results for all items are available for free download at www.governmentontheweb.org. Appendix C gives a full listing of the central government agencies covered.
- A.5 *A census of all local authority sites in England* was also undertaken in the same way to assess progress on the Department of Transport, Local Government and the Regions' programme to get local authority services onto the Internet and the Web. Our coding frame included 171 objectively codable variables covering all main service areas and was administered in November 2001 for all 388 councils. To prepare for this survey we also assembled documentation, undertook site visits and conducted interviews with several senior officials in seven local authorities, covering different types of council and types of area. We are grateful to the local authority staff involved for their help and assistance. We also discussed the coding frame with DTLR and Audit Commission staff and personnel from local government national organisations, including the Local Government Association and the Society of IT Management (Socitm). The full coding frame and all the basic results are available for free download at www.governmentontheweb.org
- A.6 *Analysis of UK government departments' Web traffic* was undertaken in September 2001. We wrote to 26 central government departments seeking data on their Web site trends over time. Where this data was available at all, we assembled it into consistent series and analysed the resulting patterns, which are discussed in Part 4. We also discussed data for earlier CCTA periods with staff from the Office of Government Commerce in Norwich. Obtaining consistent and usable data from Whitehall departments proved to be exceptionally difficult, and we could not extend this analysis more widely to executive agencies or non-departmental public bodies within the available time or resources.

A.7 *Overseas comparators* were useful in putting the UK's substantial e-government policy commitments in context, looking at cumulative experience elsewhere, and surveying best practice and different approaches to e-government. We examined progress in e-government policies in several comparable countries via Web sites analysis. For four countries (the United States, Australia, New Zealand and the Netherlands) we assembled documentation, undertook site visits and interviewed senior officials and leading personnel in ICT firms. Our country cases were chosen for a number of reasons. The United States has a well-developed set of federal government Web sites serving the most Web-active population in the world. Australia has long been seen as a leader in promoting government on the Web. The Netherlands has a strong tradition of in-house public sector ICT and Web services provision in a more European and corporatist style. And New Zealand has recently launched an ambitious e-government programme. In each country we looked at central policies for achieving e-government change. To inform our UK case studies we also examined Customs systems in three countries, and surveyed their policies for encouraging local or regional government modernisation.

Appendix B

The administrative background for case study departments in this study

B.1 This Appendix brings together some background information about the administrative and managerial context for the main organisations covered in Parts 2, HM Customs and Excise and Part 3, the Department for Transport, Local Government and Regions.

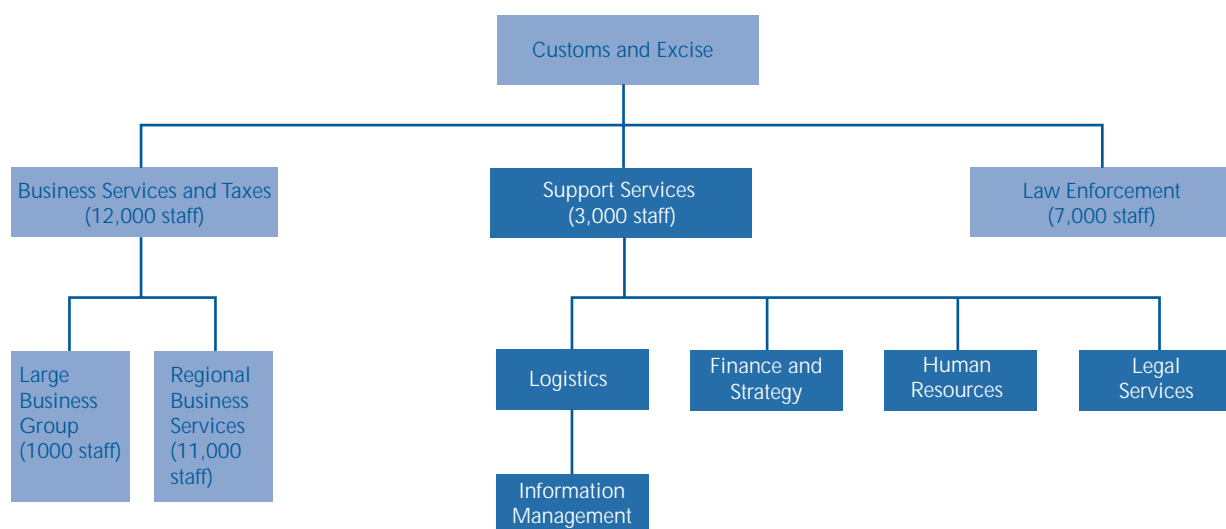
Customs and Excise's organisation and operations

B.2 Her Majesty's Customs and Excise is one of the oldest government departments. Its functions can be traced back to 1203 when one-fifteenth duty was placed on all imports and exports, to be paid to the Exchequer rather than local fiefdoms. In modern times it has been organised as a non-ministerial department with a controlling board headed by a Chairman, and its long historical heritage means that its internal governance arrangements are relatively complex. Like the Inland Revenue, Customs and Excise reports to HM Treasury, and since the late 1980s it has been run on 'Next Steps' principles.

B.3 Customs and Excise is responsible for collecting around £140 billion of repayments in revenue each year. The department's organisation is shown in Figure B1. Around

12,000 staff work on VAT collection and compliance activities. Other main areas of taxation include a series of excise taxes on specific products or services, including oil, alcohol, tobacco, betting, gaming, bingo and gaming machines; specific duties or taxes on insurance premiums, airport passengers and landfill sites; and duties on imports. In addition the business area of operations covers the collection of important statistics. The second main area concerns law enforcement and import and export prohibitions. There are around 3,000 staff who provide central support services, including 660 staff working on information technology services (**Figure B1**). IT staff numbers have declined following a non-exclusive Private Finance Initiative contract signed in 1999 with ICL to run the department's main IT systems. The department's staff total has remained relatively constant over recent years (an average of 22,000 over the five years to 2000), with annual operating costs of £918 million in 1999-2000 and a provision of £977 million for 2000-2001. Running costs account for some 90 per cent of its total expenditure. Most staff work in main headquarters offices located in London, Southend, Liverpool, and Manchester, and supporting seven standard planning regions throughout the UK, the biggest in the South East.

B1 Organisation Chart for Customs and Excise



B2 Information technology staff years and associated running costs in Customs and Excise, from 1996 to 2002

	1996-7	1997-8	1998-9	1999-2000 Estimated	2000-01 Forecast	2001-02 Forecast
Staff years	920	960	970	920	660	660
Running costs (£m)	25	27	28	27	22	22

Source: HMCE Departmental Report 2000 p. 29. Staff figures are rounded to nearest ten and costs to the nearest million.

B.4 All the information and communications technology (ICT) services in the department fall under its Information Management Division (part of the Logistics area). The centralised mainframe system is run from Southend, while web site services are managed from Manchester under the control of a Knowledge Management Officer. The department's staffing and running costs dedicated to information systems and information technology services since 1996 are shown in **Figure B2**.

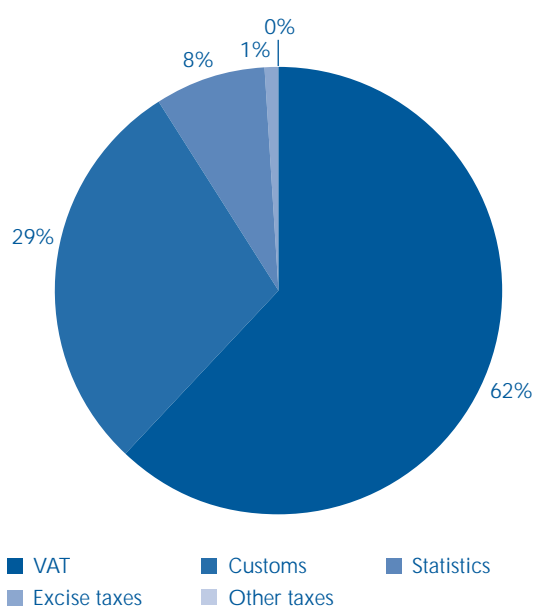
B.5 In September 1999 Customs and Excise signed a major, non-exclusive private finance initiative (PFI) contract with ICL, set to run for ten years with the option to extend for a further five. The deal involved the transfer of 350 staff to ICL, explaining the drop in Customs' IT staff in 1999-2000 in Figure B2. The partnership with ICL is based around conventional information technologies, networks and infrastructure services rather than web-based technologies. ICL have operational responsibility for the department's existing desktop, telephony and data network, including an upgrade of the entire infrastructure during the first 18 months of the contract. The company is also responsible for the development of new solutions and processes to enable business change, such as the conversion of paper documentation into secure 'electronic folders'. During 2001, some problems arose as it became clear that the infrastructure could not easily support extensive el Internet access to all staff. However, a departmental Intranet and external e-mail system were rolled out on this infrastructure to all 22,000 staff. By December 2001, around 11,000 staff also had the potential to access the Internet and Web pages, that is one in two staff. The current rollout for extending this access will mean that all staff should gain Internet access by April 2002. The new PFI contract provides for regular technology 'refreshes' every three years.

B.6 Customs and Excise's workload consists overwhelmingly of tax-raising and regulatory operations. The department's 24 million transactions a year break down as shown in **Figure B3** by volume (and in more detail in Annex Table B.1 at the end of this Annex). Three fifths of this total are VAT related. The VAT return is a straightforward form containing only 8 boxes of information sent back four times a year by 1.6 million

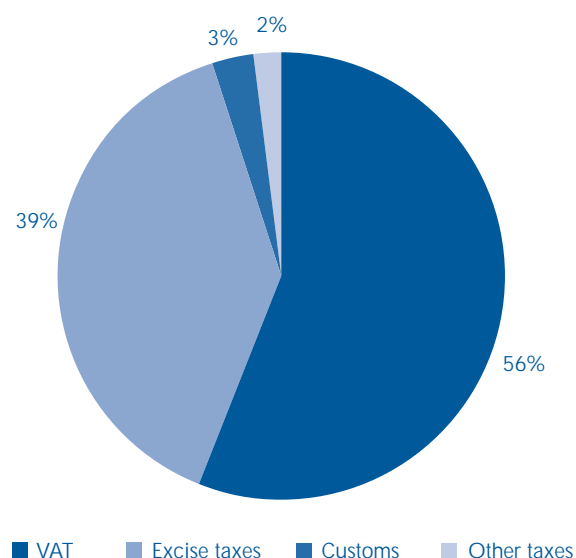
VAT-registered businesses (making in all 7 million dealings a year). In addition 5 million VAT payments are made by firms to Customs and Excise each year, of which only 1 in 20 is by direct debit. The department makes 2 million repayments to cover VAT already included in businesses' input costs: 80 per cent of these repayments are direct electronic transfers to companies' bank accounts. On-line paperless direct debits are due to be introduced early in 2002. VAT Registration is a more complex transaction but takes place far less frequently on a more 'one-off' basis. There are in all around 570,000 registrations, de-registrations and change of registration details every year. Customs transactions account for nearly three tenths of the transactions total, with around 4 million import dealings and 3 million export dealings. The final substantial part of the transactions total involves statistics returns, with 1.8 million Intrastat (the statistics collection system) returns and 0.2 million Export Sales Listings forms. All the excise taxes, plus taxes on insurance premiums, airport passengers and landfill, are included in the 'Other' group in Figure B3. They account for only a tiny part (under 1 per cent) of the number of transactions because they are paid by very few traders, many by fewer than 1,000 firms and one (gaming machine licenses) by only one firm. Turning to the breakdown of transactions by value, however, a completely different picture emerges, shown in **Figure B4**. Net VAT payments (after excluding repayments) account for just over half of the total transactions' value, and excise taxes for two fifths. Customs duties make up only one fortieth of transactions' value, and all other taxes for much the same.

B.7 Customs and Excise has dealings with around 1.7 million businesses including all those which pay VAT (almost all with turnovers exceeding £51,000 annually) and those which import or export. The VAT client group is extremely varied, with around 10,500 large businesses and a huge 'tail' of 1.3 million small and medium sized enterprises (SMEs), those with a turnover of less than £600,000. Around 90 per cent of HMCE revenue comes from the small number of very large companies (around 1,000 firms that are focused on by HMCE's large business group), while the other 10 per cent comes from the numerous SMEs.

B3 Customs and Excise's transactions by volume, 1999-2000



B4 Customs and Excise's transactions by value, 1999-2000



B.8 Our two final Annex Tables cover more detailed data on Customs and Excise's transactions, and on how the department sees the availability of its services on-line.

The Department for Transport, Local Government and the Regions: organisation and operations

B.9 DTLR has a wide-ranging set of roles, as captured in its current Public Service Agreements, covering transport, housing, planning cities and communities, local government, regional government; and health and safety. DTLR is responsible for policy development and for service delivery in these areas, either directly through its ten executive agencies or through other organisations which it sponsors or funds. It sponsors a number of executive - non-departmental public bodies and two nationalised industries with responsibilities in these areas. The department funds via the block grant 388 local authorities in England, which deliver a wide range of services to citizens and businesses. DTLR has responsibility both for the framework of central Government policy towards local Government and for developing, with the Office of the Deputy Prime Minister, policy towards regional government in England. A key non-departmental public body in respect of Local Government is the Audit Commission, which is responsible for 'best value' inspections which are designed to establish whether local government services are being operated efficiently and effectively.

B.10 The Department has 13,300 staff working across all ten of DTLR's executive agencies. A number of the department's largest agencies are in the transport field. The Driver and Vehicle Organisations handle the licensing and regulation of vehicles and drivers, including supervising the driving test. These are substantial organisations. Their important roles in dealing with citizens make them very significant bodies for the development of e-government across the UK. But the issues here are complex and require separate treatment. So the DTLR agencies do not fall within our brief for this report - which is confined to the operations of the department headquarters, often referred to internally as DTLR(C) the 'C' standing for 'centre'.

B.11 Some 3,500 staff work for DTLR(C), mostly located in modern offices in central London. The annual running costs for DTLR(C) were around £270 million for 2000-01. Internally DTLR is organised into nine main groupings covering:

- Transport strategy, roads, local transport and maritime
- Railways and aviation
- Local and regional government
- Housing, urban policy and planning
- Neighbourhood renewal
- Finance

- Legal
- Communications
- Strategy and corporate services group

The head of each grouping is a member of the department's Board which is chaired by the Permanent Secretary and is the main management decision-making body.

B.12 The primary responsibility for developing policy on electronic services delivery and liaising with the Office of the e-Envoy, the Office of Government Commerce and other bodies now lies with the E-business Strategy Unit within the Strategy and Corporate Services group. This group also includes the IT Service Divisions for the department. The bulk of the department's IT provision is contracted out. The operation of the external Web site

and now of the department's Intranet rest with the Communications Divisions in a separate group. Both the external site and Intranet are mainly managed in-house, although with the use of consultants and contractors. The E-business Strategy Unit reports to an E-Business Strategy Committee, which in turn reports to the Board, and which links to an IT network for the department's executive agencies and a forum for the non-departmental public bodies. The senior official most concerned with the e-business strategy is the department's E-business Champion (previously called the Information Age Champion) who reports to the E-Business Minister. The champion represents e-government issues in senior policy debates and also has responsibility for the wider modernising government agenda within the department.

Annex Table B.1: Workload for HMCE key transactions, 2000

Business Area	Transaction Type	Number of Traders	Number of Transactions	% Total Transactions	Value (mn)	%total value	Value per transaction (mn)
Value	VAT return	1,600,000	7,000,000	29.2		0	0
ADDED	Advice VAT number	190,000	190,000	0.8		0	0
Tax	Vat registration	190,000	190,000	0.8		0	0
(VAT)	VAT registration certificate	190,000	190,000	0.8		0	0
	VAT deregistration	190,000	190,000	0.8		0	0
	VAT payments	1,300,000	5,000,000	20.8	80,100	88.2	0.016
	VAT repayments	300,000	2,000,000	8.3	-29,400	-32.4	-0.015
	TOTAL VAT		14,760,000	61.5	50,700	55.8	0.003
Insurance	IPT return	1,054	3,800	0.02	1,100	1.2	0.29
PREMIUM	IPT registration	<15	<250	0.00		0	
Tax (IPT)	TOTAL IPT		3,800	0.02	1,100	1.2	0.29
Airport	APD return	253	2,913	0.01	500	0.6	0.17
Passenger	APD registration	<15	<250	0.00		0	
Duty (APD)	TOTAL APD		2,913	0.01	500	0.6	0.17
Landfill Tax	Landfill Return	1,141	4,500	0.02	400	0.4	0.09
	Registration	20-25	<250			0	
	TOTAL Landfill Tax		4,500	0.02	400	0.4	0.09
Excise	Beer Duty	400	5,940	0.02	3,000	3.3	0.5
	Tobacco	7	<250	0	8,400	9.3	
	Wines & Spirits	450	5,400	0.02	3,000	3.3	0.6
	Oils	63	876	0	19,900	21.9	22.7
	REDS	800	9,600	0.04		0	0
	Betting	1,700	20,400	0.08	440	0.5	0.02
	Gaming	32	<250	0.00	70	0.1	0.3
	Lottery	1	<250	0.00	650	0.7	2.6
	Bingo	260	3,120	0.01	100	0.1	0.0
	Machine Licences	20,000	166,000	0.7	150	0.2	0.0
	TOTAL EXCISE	23,713	211,336	0.9	35,710	39.3	0.17
Customs	Imports	N/A	4,000,000	16.7	2,400	2.6	0.0
	Exports	N/A	3,000,000	12.5	N/A		
	TOTAL CUSTOMS		7,000,000	29.2	2,400	2.6	0.0
Statistics	Intrastat	33,000	1,800,000	7.5		0	0
	ESLs	72,000	232,000	1.0		0	0
	TOTAL STATISTICS	105,000	2,032,000	8.5		0	0
TOTAL HMCE			24,014,549	100.0	90,810	100.0	0.004

Source: Customs and Excise data, processed to show each transaction as percentage of total transaction volume and value by the study team

Annex Table B.2: Customs and Excise's view of progress on electronic service delivery in the first e-business strategy document (Spring 2000)

Commitment	Category	Enabled Now	Enabled 2002	Enabled 2005
VAT Return	Provide information	Pilot training	✓	✓
	Collect revenue	Pilot training	✓	✓
Insurance Premium Tax	Collect revenue	X	X	✓
IntraStat	Provide information	✓	✓	✓
	Collect statistics	✓	✓	✓
EC Sales List	Provide information	X	✓	✓
	Collect statistics	✓	✓	✓
Climate Change Levy	Climate Change Levy	X	✓	✓
Customs Exports (3rd country)	Provide information	X	✓	✓
	Collect statistics	X	✓	✓
VAT Registration	Provide information	✓	✓	✓
	Regulate	X	✓	✓
Excise Duties	Provide information	X	✓	✓
Beer Duty	Collect revenue	X	✓	✓
Wine and Cider	Provide information	X	✓	✓
	Collect revenue	X	✓	✓
Tobacco Products Duty	Provide information	X	✓	✓
	Collect revenue	X	✓	✓
Warehousing	Provide information	X	X	✓
	Collect revenue	X	X	✓
Amusement Machine	Provide information	X	X	✓
	Collect revenue	X	X	✓
Licence Duty	Provide information	X	X	✓
	Collect revenue	X	X	✓
Hydrocarbon Oil Duty	Provide information	X	X	✓
	Collect revenue	X	X	✓
Excise Movements	Provide information	X	X	✓
	Regulate	X	X	✓
Customs - Transit/Exports	Provide information	X	X	✓
	Collect statistics	✓	✓	✓
Customs - Imports	Provide information	X	X	✓
	Collect revenue	✓	✓	✓
Totals	Total number of categories/commitments = 32	No. of Enabled Categories = 8 ESD Capability = 27%	No of Enabled Categories = 19 ESD Capability = 59%	No of Enabled Categories = 32 ESD Capability = 100%

Appendix c

Organisations covered by Web census

Whitehall Departments

Department for Environment, Food and Rural Affairs	Cabinet Office
Crown Prosecution Service	Department for Culture, Media and Sport
Ministry of Defence	Department of Transport, Local Government and the Regions
Department for Education and Skills	Foreign and Commonwealth Office
Department of Health	Department for International Development
Law Officer's Department	Lord Advocate's Department
Lord Chancellor's Department	Privy Council Office
Northern Ireland Office	Department for Work and Pensions
Serious Fraud Office	Export Credit Guarantee Department
Department of Trade and Industry	HM Treasury
HM Customs and Excise	Inland Revenue
Government Actuary's Department	National Investment and Loan Office
Treasury Solicitor's Department	Home Office

Executive Agencies

Central Science Laboratory	Farming and Rural Conservation Agency
The Centre for Environment, Fisheries and Agriculture Science	Pesticides Safety Directorate
Veterinary Laboratories Agency	Veterinary Medicines Directorate
Intervention Board	Maritime and Coastguard Agency
Meat Hygiene Service	Government Car and Dispatch Agency
COI Communications	Royal Parks Agency
Army Base Repair Organisation	British Forces Post Office Agency
Central Data Management Authority	Defence Analytical Services Agency
Defence Aviation Repair Agency	Defence Bills Agency
Defence Clothing and Textiles Agency	Defence Estates Agency
Defence Export Services Organisation	Defence Evaluation and Research Agency
Defence Logistics Organisation	Defence Procurement Agency
Defence Scientific and Technical Laboratory	Defence Scientific Advisory Council
Directorate of Safety, Environment and Fire Policy	Disposal Services Agency
Duke of York's Royal Military School	UK Hydrographic Office
International Visits Control Office	The Met Office
Ministry of Defence Police	Royal College of Defence Studies
Strategic and Combat Studies Institute	War Pensions Agency
Warship Support Agency	Driving Standards Agency
Driver and Vehicle Licensing Agency	Fire Service College
Highways Agency	Planning Inspectorate
Queen Elizabeth II Conference Centre	Rent Service
Vehicle Certification Agency	Vehicle Inspectorate
Forest Research	Employment Service
British Association for Central and Eastern Europe	British Council
Great Britain China Centre	Westminster Foundation for Democracy
Medical Devices Agency	Medicines Control Agency
NHS Estates	NHS Pensions Agency
NHS Purchasing and Supply Agency	Criminal Records Bureau
Forensic Science Service	Prison Service Agency
Passport Agency	The Court Service
Public Guardianship Office	Public Record Office

HM Land Registry
 Central Rail Users Consultative Committee
 Agency for Working Age People
 Child Support Agency
 Appeals Service
 Insolvency Service
 Radiocommunications Agency
 British Trade International Gateway
 Tailored Interactive Guidance on Employment Rights
 British Shipbuilders
 UK Atomic Energy Agency
 Royal Mint
 National Statistics

Northern Ireland Court Service
 Regional Rail Users Consultative Committee
 Pensions Service
 War Pensions Agency
 Companies House
 Patent Office
 Small Business Service
 Consumer Gateway
 Biotechnology and Biological Services Research Council
 Council for Science and Technology
 Valuation Office
 Debt Management Office
 National Savings

Other key central government organisations, nationalised industries, public corporations and regional development agencies

Covent Garden Market Authority
 British Broadcasting Corporation
 Independent Television Commission
 Bank of England
 British Railways Board
 British Nuclear Fuel
 Regional Development Agency - East Midlands
 Regional Development Agency - One North East
 Regional Development Agency - South West
 Regional Development Agency - Yorkshire Forward
 Regional Development - South West of England
 Government Information and Communication Unit
 HM Stationery Office
 Civil Service Gateway
 Food Standards Agency
 Low Pay Commission
 MI6 The Secret Intelligence Service

British Waterways
 Radio Authority
 British Waterways
 Civil Aviation Authority
 British Coal Corporation
 Post Office - Consignia
 Regional Development Agency - East of England
 Regional Development Agency - North West
 Regional Development Agency - Advantage West Midlands
 Regional Development Agency - South East
 Greater London Authority (GLA)
 Office of the E-Envoy
 Centre for Management and Policy Studies
 Office of Government Commerce
 Forestry Commission
 MI5 The Security Service

Executive Bodies (NDPB)

Agricultural Wages Board for England and Wales
 Apple and Pear Research Council
 Countryside Agency
 Environment Agency
 Home Grown Cereals Authority
 Horticultural Research International
 Meat and Livestock Commission
 National Forest Company
 Regional Flood Defence Committees
 Sea Fish Industry Authority
 Wine Standards Board of the Vintners Company
 British Library
 British Museum
 Churches Conservation Trust
 Council for Museums, Libraries and Archives
 English Heritage
 Football Licensing Authority
 Horniman Museum and Gardens
 Historical Palaces Agency

Agricultural Wages Committee
 British Potato Council
 English Nature
 Food from Britain
 Horticultural Development Council
 Joint Nature Conservation Committee
 Milk Development Council
 National Parks Authority
 Royal Botanic Gardens, Kew
 UK Register of Organic Food Standards
 Arts Council of England
 British Tourist Authority
 Broadcasting Standards Commission
 Commission for Architecture and Built Environment
 Crafts Council
 English Tourism Council
 Heritage Lottery Fund
 Imperial War Museum
 Library and Information Commission

London Film Commission
 Museum of London
 National Endowment for Science, Technology and the Arts
 National Lottery Commission
 National Portrait Gallery
 National Manuscripts Conservation Trust
 New Opportunities Fund
 Royal National Institute for the Blind (RNIB)
 Royal Armouries
 Royal Geographical Society
 Sport England
 UK Sport
 Victoria and Albert Museum
 Oil and Pipelines Agency
 Royal Naval Museum
 Advisory Committee on Conscientious Objectors
 Armed Forces Pay Review Body
 Defence Nuclear Safety Committee
 National Employers' Liaison Committee
 Royal Military College of Science Advisory Council
 Commission for New Towns
 Lighthouse 1: Trinity House
 Health & Safety Executive
 London Pensions Fund Authority
 Lighthouse 2: Northern Lighthouse Board
 Strategic Rail Authority
 The National Parks Authority
 British Educational Communications & Technology Agency
 Engineering Construction Industry Training Board
 Learning and Skills Council
 Investors in People UK
 Qualifications and Curriculum Authority
 Student Loan Company
 Commission for Health Improvement
 The English National Board for Nursing, Midwifery, and Social Work
 National Biological Standards Board
 National Radiological Protection Board
 Dental Vocational Training Authority
 Health Development Agency
 Human Genetics Commission
 Mental Health Act Commission
 National Blood Authority
 NHS Information Authority
 NHS Supplies Authority
 Prescription Pricing Authority
 Alcohol Education and Research Council
 Commission for Racial Equality
 Criminal Cases Review Commission
 Gaming Board for Great Britain
 Horserace Totaliser Board
 National Infrastructure Security Co-ordination Centre
 Office of the Immigration Services Commissioner
 Police Complaints Authority
 Youth Justice Board
 Crown Agents Holding and Realisation Board
 Law Commission
 Museum of Science and Industry in Manchester
 National Army Museum
 Community Fund
 National Museums and Galleries on Merseyside
 National Gallery
 National Maritime Museum
 Public Lending Right
 Royal Fine Arts Commission
 Historical Manuscripts Commission
 Sir John Soane's Museum
 Tate Galleries
 UK Sports Council
 Fleet Air Arm Museum
 Royal Marines Museum
 Royal Navy Submarine Museum
 Animal Welfare Advisory Committee
 Dartmoor Steering Group
 Independent Board of Visitors for Military Corrective Training Centres
 Review Board of Government Contracts
 Audit Commission
 English Partnerships
 Health & Safety Commission
 Housing Corporation
 London Regional Passengers Committee
 Standards Board for England
 Trust Ports Authority
 Electoral Commission
 Construction Industry Training Board
 Equal Opportunities Commission
 Higher Education Funding Council
 National College for School Leadership
 Remploy Ltd
 Teacher Training Agency
 Dental Practice Board
 Public Health Laboratory Service
 Human Fertilisation and Embryology Authority
 Medical Practices Committee
 Family Health Services Appeal Authority
 High Security Hospital Authority
 Medical Research Council
 Microbiological Research Authority
 National Institute for Clinical Excellence
 NHS Litigation Authority
 NHS Logistics Authority
 UK Transplant Support Service Authority
 Charity Commission
 Community Development Foundation
 Criminal Injuries Compensation Authority
 Horserace Betting Levy Board
 National Crime Intelligence Service
 Office of Information Commissioner
 Parole Board
 Police Information Technology Organisation
 Commonwealth Scholarship Commission in the UK
 Civil Justice Council
 Legal Ombudsman in England and Wales

HM Magistrates Court Service Inspectorate
 Legal Services Commission
 Office of Judge Advocates General
 Judicial Studies Board
 Juvenile Justice Board
 Police Authority for Northern Ireland
 Probation Board for Northern Ireland
 Pensions Compensation Board
 Independent Tribunal Service
 Industrial Injuries Advisory Board
 Social Security Advisory Committee
 Advisory, Conciliation and Arbitration Service
 British Antarctic Survey
 British National Space Centre
 Competition Commission
 Design Council
 Engineering and Physical Sciences Research Council
 Invest UK
 National Consumer Council
 National Research Development Corporation
 National Weights and Measures Laboratory
 Postal Services Commission
 Simpler Trade Procedures Board
 Welsh Consumer Council
 Financial Services Authority
 Office of Fair Trading
 Office of the National Lottery
 Office of Water Services
 Government Purchasing Agency
 GCHQ
 Liverpool Housing Action Trust
 Stonebridge Housing Action Trust
 Waltham Forest Housing Action Trust
 Lake District National Park Authority
 North York Moors National Park Authority
 Snowdonia National Park Authority
 Brecon Beacons National Park Authority
 Dartmoor National Park Authority
 New Forest Committee
 Exmoor National Park Authority
 Royal Air Force Museum (Hendon)

Council on Tribunals
 Public Trust Office
 The Official Solicitor's Office
 Equality Commission of Northern Ireland
 Northern Ireland Human Rights Commission
 Police Ombudsman
 Occupational Pensions Regulatory Authority
 General Social Care Council
 Independent Review Service for Social Fund
 Office of Pensions Ombudsman
 Millennium Commission
 Biotechnology and Biological Research Council
 British Hallmarking Council
 Coal Authority
 Council for the Central Laboratory of the Research Councils
 Economic and Social Research Council
 Export Control Office
 Medical Research Council
 National Physical Laboratory
 National Environment Research Council
 Particle Physics and Astronomy Research Council
 Post Office Users National Council
 UK Atomic Energy Authority
 Policyholders Protection Board
 Office of Gas and Electricity Markets
 Office of Telecommunications
 Office of the Rail Regulator
 Office for Standards in Education
 Communications Electronic Security Group
 Security Service
 Castle Vale Housing Action Trust
 Tower Hamlets Housing Action Trust
 Northumberland National Park Authority
 Yorkshire Dales National Park Authority
 Peak District National Parks Authority
 Broads Authority
 Pembrokeshire Coast National Park Authority
 Exmoor National Park Authority
 Lake District National Park Authority
 North Hull Housing Action Trust
 Royal Air Force Museum (Cosford)

Glossary

Back office system (or back end): Computer infrastructure within an organisation, which supports core business process applications but has no external interface with customers (unlike a Web site or portal).

Branding: The development of a strong commercial identity, which conveys a strongly positive image of a product or service to customers.

Broadband: A transmission medium that can carry signals from multiple independent network carriers on a single cable, by establishing different bandwidth channels. Broadband technology is used to transmit data, voice, and video over long distances and, because many different frequencies operate concurrently, more information can be transmitted more quickly than conventional telephone lines (in the same way that more traffic can flow on a motorway than a single lane road).

Brochureware: Hypertext versions of previously published information, often quite literally HTML or PDF versions of agency brochures.

Channel rivalry: A situation where an organisation provides a new means or channel of communication eroding the cost effectiveness of an existing channel.

Click-throughs: A visitor 'clicks-through' a Web site when she opens a Web link or banner advertisement there transferring her to another site.

Content-providers: People or sections within an organisation who contribute materials (in the form of HTML pages, forms, documents, graphics files or PDF files) to the organisation's Web site or Intranet, controlled by a central unit.

Digital certificate: An electronic device which is issued by a third party to attest to the authenticity of the issuer of a document. The combination of encryption techniques and the use of an independent third party prevents fraudulent documents from being accepted as genuine and facilitates secure transactions between, for example, a government agency and citizens using its services or a bank and its customers.

Directory service: A guide showing how to contact individuals or sections within an organisation via e-mail or the Web.

Disintermediation effect: The elimination of intermediary organisations in transactions between two or more stakeholders through the introduction of more direct forms of communication, such as the Internet.

Drivers: Changes in tastes, trends, economic variables and single or repeated events which all act as stimuli inducing a system or organisation to develop in a particular direction.

E-commerce: Selling products or services to customers using the Internet as the main means for communication and accomplishing transactions.

E-mail: A service that enables people to exchange documents or messages in electronic form. E-mail systems now mainly operate via the Internet.

Electronic Data Interchange (EDI): The transfer of structured data, by agreed message standards from computer to computer by electronic means.

Electronic Document and Records Management (EDRM): A system adopted by organisations for storing all their information and documents in a secure electronic form, using a developed electronic indexing and filing system which is easily searchable. EDRM does away with paper filing registries and facilitates the widest access to documents, files and information across an organisation.

Electronic forms: Forms available on a Web site or Intranet, which a user can complete on the screen and then either print off and post back, or submit on-line.

Electronic payments: Transfers of money made electronically from an organisation's bank account directly to an individual user's bank account.

Electronic transactions: In ordinary language, dealings between people and organisations (such as finding out a piece of information, filling out a form, or making a payment) that take place using the Internet and the Web. Within British government circles alone, 'electronic' transactions are still often more broadly defined to include in addition to Web dealings, systematic dealings by citizens with Web-enabled call centres, electronic data interchange, electronic payments, use of electronic 'kiosks' and a number of other means of contact.

Encryption: A mechanism for coding or 'scrambling' electronic documents or messages, to enable them to travel between networks securely without risk of them being read by third parties.

External Web site: A collection of Web pages stored on a single server and published on the Internet by a single organisation or individual. The pages can be accessed by outside users without any special authorisation.

Extranet: A system for regular communication between an organisation and its main suppliers or implementation partners. Typically extranets are closed private computer networks that function at least partially over the public connections of the Internet, using encryption to ensure privacy. They are designed to give authorised outsiders access to an organisation's Intranet from outside its network by direct telephone dial-up from a PC or by coming in from the Web through a firewall.

Front office system (or front-end): Computer infrastructure in an organisation designed specifically as an interface for communicating with external customers, such as Web sites or portals.

Government Secure Intranet (GSI): A secure intranet linking together UK government departments and other public agencies, which also provides controlled access to the Internet, inaugurated in February 1998. GSI offers inter-agency e-mail without need for encryption for material up to and including 'Restricted' status, e-mail to the Internet, browser facilities, file transfer and directory services.

Hit: A single request from a PC with a browser to an organisation's Web server for an element of a Web page. Because one page may contain several or many elements (such as text, frames, and graphics files), the relevant server will often register multiple hits in response to single click or page request. Recording the number of hits has historically been a common way of measuring traffic on Web sites, but it is not now a very useful measure. Hit numbers often increase just because page designs involve more discrete elements.

Home page: The first page of an organisation's Web site which users see, and the central page for directing people to different parts of the site.

HTML: HyperText Markup Language, the main language used to create Web documents.

Information and communication technologies (ICT): The application of computer science to ways of organising and storing information and facilitating its transfer amongst users.

Interaction: A two-way exchange of information or transaction.

Interactivity: The extent to which someone can provide information to an organisation's Web site, as well as receiving information from it.

Internet service provider (ISP): A company which provides connections to the Internet and other related services to customers, either for a regular fee or as a free service financed by advertising or a small additional phone cost.

Internet: A worldwide collection of computer networks sharing common standards and protocols of communication, in particular a common addressing scheme. The World Wide Web is now the main Internet application, but there are other facilities on it too, such as file transfer facilities and user groups not operating via the Web.

Intranets: A network linking computers within a given organisation, which is closed to outsiders. Its structure and user interface are based on those of the Internet.

Knowledge-management: Techniques for maximising the ability of people within an organisation to find the critical information they need for intelligent decision-making in the most speedy, reliable and cost-effective ways. In the current period most knowledge-management focuses on providing improved ICTs and better training for staff.

Legacy systems: Existing mainframes and networks, and the software based on them, which were developed within an organisation before the use of Web-based technologies became widespread.

Link: A graphic or piece of text on a Web page which refers to another Web page on another Web site. When the link is 'clicked', that page will be retrieved and displayed.

'Look and feel': The general appearance of an organisation's Web site or intranet. A standard 'look and feel' helps users to be aware of which site they are in and gives them assurance that its features will work in a standardised way.

Metadata: Secondary data attached (or 'tagged') to electronic documents stored by an organisation, denoting specific information about the document such as its author, subject, contents, and date. By tagging electronic documents in this way, information is made more easily searchable according to specific categories.

Page requests: A page request (or 'page impression') occurs when a user's browser shows her a complete page from a Web site. Page requests provide a better measure of site traffic than recording hits.

PDF: A format of document that allows a file to be downloaded from the Web, using Adobe's popular Acrobat viewer, which can also be downloaded free.

Peer-to-peer technologies (P2P): Technologies that allow computers to communicate directly with each other in a 'virtual network' rather than having to go through central servers as in conventional networks.

Portal: Any well-used gateway to the Internet, especially those sites designed to serve as a 'front door' and thus the first page that users see when accessing the Web. Portals typically provide large catalogues of other sites, powerful search engines for locating information, and e-mail facilities or other attractive Web services.

Private Finance Initiative: A specific form of procurement agreement by contract between public sector organisations and private firms usually covering design, build and provision/maintenance of specified infrastructure or services over a long period of time (usually between 8-20 years). By borrowing capital from private lenders, firms take on the financial risk of a project during the design, build, and roll-out stage (for example, a new computer system, hospital, or prison), and subsequently lease out services to the public sector in return for contractually specified unit charge payments over the life of the contract.

Public Service Agreements (PSAs): Set out department's objectives for public services with measurable targets for their delivery.

Service Delivery Agreements (SDAs): Set out how each department will meet its PSA targets and the changes needed to deliver the targets.

Search engine: A database of Web page extracts that can be queried to find references to a person, subject or topic across the World Wide Web as a whole. Many Web sites and intranets provide similar but smaller search facilities for finding material on their site alone.

Server: A computer or network of computers that makes services available on a network (for example, access to a Web site).

Smart card: Transactional electronic card technology capable of storing and updating authentication or account information about the user.

SME: Small and medium sized companies, those with a taxable turnover of less than £600,000 per annum.

Take-up: The extent to which electronic government services are available on line *and* are currently used by citizens or customers.

Third generation mobile phones (3G): Mobile telephones giving users access to the Internet through convergence of voice and data communication.

Transactions: A transaction with an agency is an interaction with it. This interaction could be the receipt or dissemination of information, the completion or submission of a form, the sending of a payment, the inspection of an account, or more complicated sets of dealings.

URL: Universal Resource Locator. A unique identifier of a page which is the standard address of files on the Web (for example: <http://www.ukonline.gov.uk>). The components of an URL are: protocol // domain:port / path / filename.

User session: A single visit by a user to a particular Web site, which may be a repeat visit or a first-time visit. This measure provides the most useful and reliable way of gauging the volume of traffic to a site.

VAT: Value Added Tax - a tax levied on the difference between the cost of materials and the selling price of a commodity or service.

Version control problem: A mismatch which occurs when more than one version of a document is in circulation simultaneously.

Visit: Any occasion when a person clicks on to a given Web site or intranet. 'Unique visits' refer to distinct persons coming to the site: here first-time users are recorded while repeat users (those returning to the site for a second or subsequent time) are not.

The Web: the World Wide Web, see below.

Web-enabling: The adaptation of existing ICTs so that at some stage Web-based technologies are employed - for example, creating a channel of communication with users or accessing information held on legacy systems using a browser.

Web page: A single document on the Word Wide Web.

Web site: A collection of Web pages located on a common server and published on the Internet by a single organisation or individual. The pages can be accessed by outside users without any special authorisation.

World Wide Web: The complete ensemble of graphics and text documents published on Web sites and inter-connected via the Internet through clickable 'hypertext' links.

XML: A schema which defines the data and data format that can appear in a web-based form.

Zero-touch process: An administrative operation capable of being performed without a human operator's involvement, by means of automatic systems and checks.

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List of Web sites

(All Web site addresses formally start with http:// but virtually all modern browsers or search engines will find the addresses below without this complication)

Audit Commission	www.audit-commission.gov.uk
Australian Government Portal	www.gov.au
Australian Commonwealth Government Portal	www.fed.gov.au
British Chambers of Commerce	www.britishchambers.org.uk
Cabinet Office	www.cabinet-office.gov.uk
Direct Access Government for Business	www.dag-business.gov.uk
Government Gateway	www.gateway.gov.uk
Government Information and Communication Service	www.gics.gov.uk
Government Security and Interoperability Site	www.govtalk.gov.uk
HM Customs and Excise	www.customs.gov.uk or www.hmce.gov.uk
Improvement and Development Agency	www.idea.gov.uk/menu/index.html
Information Commissioner	www.dataprotection.gov.uk
Information Service Providers Association	www.ispa.org.uk
Inland Revenue	www.inlandrevenue.gov.uk
Invest to Save Budget site	www.isb.gov.uk
Local Government Association	www.lga.gov.uk
Local Government DTLR	www.local-regions.dtlr.gov.uk
Local Government Pathfinders	www.lgolpathfinder.gov.uk
National Audit Office	www.nao.gov.uk
Number 10 Downing Street site	www.number-10.gov.uk
Office of National Statistics	www.ons.gov.uk
Office of the E-Envoy	www.e-envoy.gov.uk
Oftel	www.oftel.gov.uk
Promoting Electronic Government site	www.peg.org.uk
Public Accounts Committee	www.parliament.uk/commons/selcom/pachome.htm
Society for Information Technology Management	www.socitm.gov.uk
UK Online for Business	www.ukonlineforbusiness.gov.uk
UK Online government portal	www.ukonline.gov.uk
UK Parliament Site	www.parliament.uk
Up My Street Local Information site	www.upmystreet.com
US Federal Government Portal	www.firstgov.gov