



National Audit Office

REPORT BY THE  
COMPTROLLER AND  
AUDITOR GENERAL

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The Cabinet Office

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# Digital Britain 2: Putting users at the heart of government's digital services

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National Audit Office

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The Cabinet Office

# Digital Britain 2: Putting users at the heart of government's digital services

Report by the Comptroller and Auditor General

Ordered by the House of Commons  
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Amyas Morse  
Comptroller and Auditor General  
National Audit Office

21 March 2013

This report is about the government's strategy for moving public services to 'digital by default', published in November 2012.

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The National Audit Office study team consisted of:  
Paul Dodimead, Jayne Goble, Linda Mills, Jason Moody and Andrew Oliver, under the direction of Sally Howes.

This report can be found on the National Audit Office website at [www.nao.org.uk/report/digital-britain-2-2013](http://www.nao.org.uk/report/digital-britain-2-2013)

For further information about the National Audit Office please contact:

National Audit Office  
Press Office  
157–197 Buckingham Palace Road  
Victoria  
London  
SW1W 9SP

Tel: 020 7798 7400

Enquiries: [www.nao.org.uk/contactus](http://www.nao.org.uk/contactus)

Website: [www.nao.org.uk](http://www.nao.org.uk)

Twitter: @NAOorguk

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## Key facts

### The online population

**83%** of people are online

**91%**

Age: 15 to 64 years

**51%**

Age: 65+ years

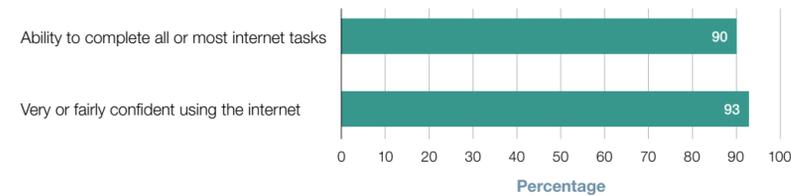
**91%**

Social class: ABC1

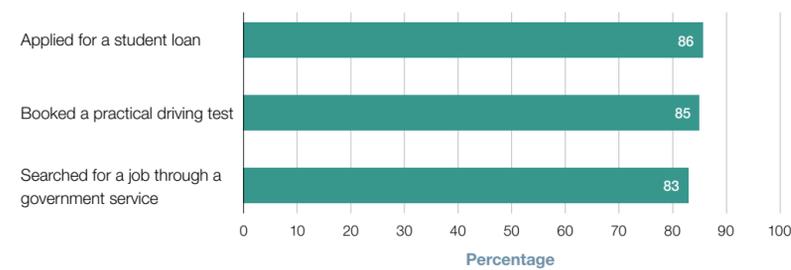
**74%**

Social class: C2DE

#### People online are largely confident and capable



#### The top three public services, by proportion of transactions done online, in the past 12 months by people we surveyed



### Use of online public services

There is high satisfaction with online public services

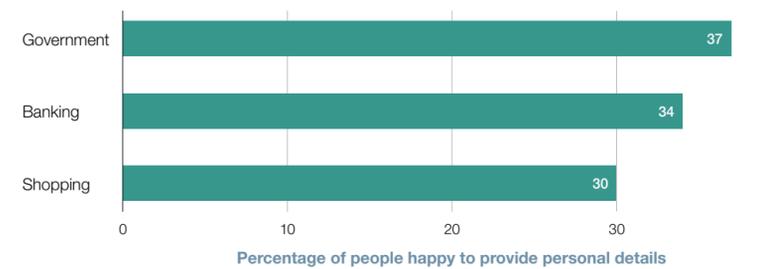
**4.4 out of 5** is the average score for ease of use of online public services

#### Awareness of people online of an online public service but who chose to use an offline option

**47%** ordering a copy of a birth, death or marriage certificate offline were aware of the online option

**89%** filing a self-assessment tax return offline were aware of an online option

#### People are generally not happy providing personal information online, although trust in government is higher than for banking and shopping



### The offline population

**17%** of people are offline

**9%**

Age: 15 to 64 years

**49%**

Age: 65+ years

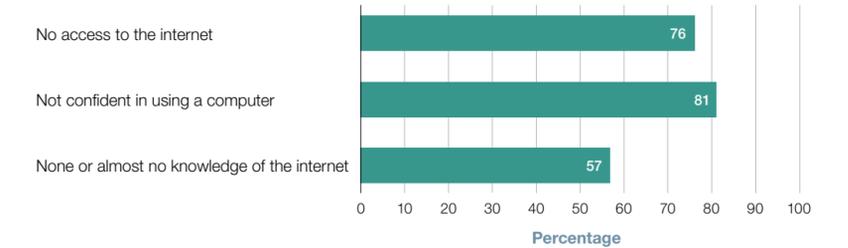
**9%**

Social class: ABC1

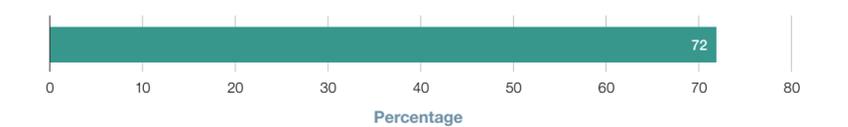
**26%**

Social class: C2DE

#### People offline have low levels of IT capability and confidence



#### Many people who are offline do not intend to go online over the next 12 months



#### Many of those offline have help from family, friends and work colleagues to go online for them

**48%** have someone go online on their behalf

## Summary

**1** This report is about the government's strategy for moving public services to 'digital by default', published in November 2012. The strategy incorporated data on 1,298 users from a government survey in August 2012 as data on citizens and small and medium-sized businesses use of, and willingness to engage with, public services online was limited.<sup>1</sup> To give the Committee of Public Accounts assurance about the digital strategy, and that its approach to assisting those who are offline to use digital services is based on sound assumptions about the preferences, capabilities and needs of users in England, we commissioned independent research. This included a face-to-face survey of over 3,000 people, an online survey of 130 businesses and eight focus groups in England.

**2** The government started to move to online public services in 2000. In December 2011, we reported on the key developments over the previous decade.<sup>2</sup> While we found progress in making it easier for people to find government information and services online, we did not find robust data on the costs or benefits of spending. Therefore we could not conclude that the government had achieved value for money in working towards its objectives.

**3** When we last reported, the Cabinet Office had set up the Government Digital Service ('GDS') to accelerate the move towards digital public services. We made several recommendations for the GDS that they progressed in 2012. In particular, we recommended that it should lead on integrating digital plans across government and improve its analysis of the costs and benefits of going digital. We also recommended that the GDS should have the authority to set and implement policy and work closely with stakeholders to provide digital services that put users first.

**4** The GDS is working to make services 'digital by default'. Digital by default is defined as "digital services that are so straightforward and convenient that all those who can use them will choose to do so while those who can't are not excluded".<sup>3</sup> However, the strategy also highlights the savings that can come from switching to digital channels. The GDS has identified more than 650 public services that central government provides (excluding the NHS, local councils and the police). These could yield total potential annual savings of £1.7 billion to £1.8 billion if they were provided digitally. In 2011-12, according to GDS, these services cost between £6 billion and £9 billion to operate and more than 300 have no digital channel.<sup>4</sup> The savings estimate does not include the costs that may be required to create or redesign digital services. However, it also does not take into account the government's new approach to becoming digital, set out in its strategy, which could lead to greater savings being achieved more quickly.

1 The Cabinet Office, *Digital Landscape Research*, November 2012.

2 Comptroller and Auditor General, *Digital Britain One: Shared infrastructure and services for government online*, Session 2010–2012, HC 1589, National Audit Office, December 2011.

3 The Cabinet Office, *Government Digital Strategy*, November 2012.

4 The Cabinet Office, *Digital Efficiency Report*, November 2012.

**5** In this report we have tested the assumptions made about users in the government digital strategy. Our future audits will evaluate value for money as government redesigns services and moves them online.

## Key findings

**6 The government has made more ambitious plans over the last year, for making public services digital.** It is 13 years since the government first announced that it would move public information and transaction services online; a move it initially intended to complete by 2005. Since we last reported in December 2011, the government's interest has broadened from consolidation of government websites to the more fundamental need to redesign public services with users at the heart. In July 2012, the *Civil Service Reform Plan* committed the government to becoming digital wherever possible.<sup>5</sup> In November 2012, the *Government Digital Strategy* was published, which includes ways to help those who are not online to engage with government online (paragraphs 1.1, 1.7 and 1.9).

**7 Set up in 2011, the Government Digital Service established firm leadership of this digital agenda.** In particular it has:

- started to improve the Cabinet Office's digital capacity, and establish digital leaders in departments;
- replaced the Directgov and Business.gov portals to public services with a single website – GOV.UK a single point of entry to online public services;
- analysed and published cost and performance information on online public services; and
- published the *Government Digital Strategy* (paragraphs 2.2 to 2.9).

**8 The *Government Digital Strategy* is based on sound evidence that many people and small- and medium-sized businesses can access and have the skills to use online public services.** From our surveys we found that 83 per cent of people use the internet. Whether people live in a rural or urban area appears to make little difference to their internet use. Age, socio-economic group and disability do affect internet use. Over 90 per cent of those we surveyed who were online were experienced internet users who felt confident about completing online tasks without help. However, 7 per cent of those online lack confidence and may need help to use the internet (paragraphs 3.2, 3.3, 3.8 and 3.11).

<sup>5</sup> HM Government, *Civil Service Reform Plan*, June 2012.

**9 There are challenges in persuading more people and businesses that are online already to use online public services.** Most people have access to the internet and can do the types of transactions required by online public services. However, in some areas this is not translating into the government's online services being used. For example, for the 20 public services covered by our research (Appendix Two) we found that the proportion of online transactions ranged from less than 50 per cent to over 80 per cent by service. GDS has, in calculating potential savings, assumed that 82 per cent of transactions will be carried out online, in line with its research finding that 82 per cent of the population is online. However, it also acknowledges that the take up of online services will vary, as some services have a higher proportion of users who are offline than others. Although our research indicated that users found online public services easy to use and had few problems completing their transactions, there were three types of barrier to people choosing to use more public services online:

- **People's behaviour rather than their awareness of an online option could be a significant barrier.** Of those people who had used one of the 20 public services covered by our survey offline, between 80 and 90 per cent of users were aware of an online option for five of the services. Some of the people who attended our focus groups said they preferred face-to-face contact, even if they knew they could use the service online.
- **People are generally not happy with providing personal information online.** Although trust in government is higher than for online banking or shopping among online users, only 37 per cent are happy to share information with government online. Seventeen per cent have some security concerns, and 5 per cent do not share information with government because of these concerns.
- **There is low awareness of some online public services.** Across the 20 public services in our research, the proportion of people online using services offline, who knew that there was an online option ranged from 47 per cent to 89 per cent across the different services (paragraphs 3.12, 3.13, 4.14, 4.18 and Figures 7 and 8).

**10 The Government Digital Service has set out plans on how it will support people who are offline to use online public services.** Those we surveyed expressed some concerns about the impact of putting more public services online on the elderly, and those without skills or access to the internet. The government is planning to develop assisted digital support for 23 exemplar digital services by 2014-15, and to put in place common models of assisted digital support and shared procurement routes for assisted digital services. Of those people we surveyed, 17 per cent do not use the internet and of these 72 per cent do not intend to go online in the coming year. Most of those offline have low confidence in using a computer and know little about the internet. Based on these numbers, departments need to plan for around four million people in England who may need help in using online channels. However, of those people who are offline, 48 per cent already receive help from someone else, such as friends, family and work colleagues, to use the internet. The government's approach to assisted digital services does not recognise this situation (paragraphs 5.6, 5.8, 5.9 and 5.17).

**11 The new website GOV.UK provides a single path to departmental services and has been well received by users.** Initial impressions from our focus groups were positive. They described the new website as simple to use, and were impressed with the amount of information available. Many who attended the focus groups said they would definitely use it again (paragraphs 4.8 and 4.21).

## Conclusion

**12** Our independent analysis shows scope for using online public services more. Also, the government's aim of making public services digital by default seems broadly acceptable to most people and small- and medium-sized businesses. However, there is far to go before digital becomes everyone's chosen means of accessing public services. There are still significant numbers of people who cannot, or do not wish to, go online. The government has set out plans to help such people use digital channels but now needs to put these plans into action if it is not to create a 'them and us' problem for those not online.

## Recommendations

- a When the government launches new digital services it should publicise how it will help those who are offline.** The government has long been aware of the need to support those who are offline to use online services. It is developing plans to assist those who are offline and recognises the importance of users knowing how and where to access services. Our assessment of users' capability shows that a significant number of people will need help, particularly those who are over 65, in lower socio-economic groups or disabled.
- b The Government Digital Service (GDS) should consider the help the offline population gets from friends, family and work colleagues.** Almost half of those we surveyed who were offline found someone to go online for them. The demand for help may therefore be lower than expected. However, public services must be designed so that people can apply for licences or make payments for others, in a way that minimises fraud. Currently, the government's approach to assisted digital services does not recognise this.
- c GDS should communicate its assisted digital schemes and the timetable for transition to digital services to the elderly, those in lower socio-economic groups and the disabled.** The service should consider whether having each government department develop arrangements for people who need help is the best approach. Those who are offline are more likely to be those who are particularly hard to reach. It is therefore important that they can find information about how to access public services easily. As these people are also likely to be using several public services, there will be opportunities for departments to work together, as required by GDS, to help the offline user.

- d** **The GDS should increase its behavioural research to see what prevents capable internet users from using online public services more.** Our research suggests there are reasons other than lack of awareness, frustration with services or lack of trust. Some users feel that, while a digital channel is appropriate for shopping, it is not formal enough for some government business. GDS needs to understand these behaviours.
- e** **GDS should promote GOV.UK more to raise awareness of available online public services.** GOV.UK was well received by people at our focus groups and six million people visited the site in January and February 2013. This is more than ever visited Directgov and Businesslink combined. As we found existing online services were judged by many as easy to use, there is an opportunity for GDS to promote these services more, even while it is redesigning public services for efficiency reasons. Increasing the take up of online services would give departments additional information on user behaviours and preferences. This could help to improve the next generation of digital service design. It may also reduce costs in the short term.

# Part One

## Introduction

**1.1** This report examines the Government's Digital Strategy for moving public services online, published in November 2012.<sup>6</sup> According to the strategy, central government provides more than 650 services and wherever possible government will "deliver online everything that can be delivered online". The strategy recognises that not every step of a public service can become digital. Practical driving tests are a good example of a part of a public service that cannot be provided online. However, people can book the test online. Examiners complete forms at the end of the test, but that could also be made digital.

**1.2** The strategy also says that departments must address barriers to providing services online. There are some laws made before the 'digital age', which can severely constrain those developing simple, convenient digital services. For example, HMRC must provide tax coding notifications on paper rather than online. The Cabinet Office plans to work with departments to change such laws, to allow digital services to be developed.

**1.3** The Government Digital Service (GDS) is implementing the digital strategy and the government's move to 'digital by default'. The GDS has defined digital by default as: "digital services that are so straightforward and convenient that all those who can use them will choose to do so while those who can't are not excluded".<sup>7</sup> The GDS has put user needs 'at the heart' of designing and providing online public services so that those already on the internet will prefer to go online. It also means that those who cannot, or will not, use the internet will be helped to access an online service, face-to-face, by phone, or in other ways.

**1.4** We have tested whether the government digital strategy, including helping those offline to use digital services, is based on sound assumptions about the preferences, capabilities and needs of users in England. To do this, we conducted two independent surveys of people and small- and medium-sized businesses.

<sup>6</sup> This excludes the NHS, local councils and the police.

<sup>7</sup> The Cabinet Office, *Government Digital Strategy*, November 2012.

**1.5** The GDS has also highlighted the possible savings from switching to digital channels. As the strategy states, central government provides more than 650 public services – which cost between £6 billion and £9 billion in 2011-12, according to GDS.<sup>8</sup> The GDS has estimated total potential annual savings of £1.7 billion to £1.8 billion if all these services were operated through digital channels. More than 300 of these services have no digital channel. The savings estimate does not include the costs that may be required to create or redesign digital services. However, it also does not take into account the government's new approach to becoming digital, set out in its strategy, which could lead to greater savings being achieved more quickly. The GDS states that the average cost of a central government digital transaction can be almost 20 times lower than by phone and 50 times lower than face-to-face.

**1.6** We have not audited the estimated savings in the *Government Digital Strategy*, nor have we audited how government will redesign and develop its new digital services. Our future audits will evaluate the value for money of digital services as the GDS and departments work together to move more than 650 services online.

### Moving public services online, since 2000

**1.7** The government decided in 2000 to move public services online, with the commitment to complete this by 2005. This was in response to an increasing expectation that people and businesses wanted to find information and do business with the government online, 24 hours a day. The government also aimed to modernise public service provision and reduce costs.

**1.8** The Committee of Public Accounts has raised concerns over how departments provide public services online. More recently these concerns have related to the following points:

- Internet access and the usability of government information and data for older, disabled and lower income groups, who also tend to be the people relying most on public services.<sup>9</sup>
- The importance of designing services around the user's needs and ensuring people in the UK who have never used the internet are not excluded. The Committee also recommended that when new services were launched the alternatives for those digitally excluded should be well publicised.<sup>10</sup>
- The need for face-to-face contact for old people and vulnerable groups.<sup>11</sup>

<sup>8</sup> See footnote 7.

<sup>9</sup> Committee of Public Accounts, *Implementing the transparency agenda*, July 2012.

<sup>10</sup> Committee of Public Accounts, *Information and Communications Technology in government*, June 2011.

<sup>11</sup> Committee of Public Accounts, *Dealing with tax obligations of older people*, February 2010.

**1.9** We have followed the government's digital agenda since 2000.<sup>12</sup> We last reported to Parliament in December 2011 on the key developments in government's move towards online services.<sup>13</sup> We found that it was easier to find information and services online, as these had been consolidated into two websites Directgov and Businesslink.gov and over 1,500 websites had been closed. However, we found that progress had been slow because the government was working in a fragmented and inefficient way. Key technologies were becoming obsolete and less able to support redesigned digital services. Without robust data on the costs or benefits of moving online, we could not conclude that the government had provided value for money up to that point. However, we also noted a renewed focus on moving towards digital services, led by establishing the GDS in July 2011 within the Cabinet Office.

## Our approach

**1.10** The strategy emphasises online services that meet users' needs. This report examines the assumptions in the strategy about the capabilities and needs of users, including businesses. It is not a full value-for-money review. Its aims are to give Parliament evidence about the basis of the government digital strategy; and add value to the government through additional information about its public service users.

**1.11** The government's new strategy incorporates data from a survey of 1,298 users conducted in August 2012<sup>14</sup> as the government's knowledge about how far people and small- and medium-sized businesses are willing to engage with public services online was limited. To give the Committee of Public Accounts assurance about the digital strategy, and that its approach to assisting those who are offline to use digital services is based on sound assumptions about the preferences, capabilities and needs of users in England, we commissioned independent research (**Figure 1** overleaf). This included a face-to-face survey of over 3,000 people, an online survey of 130 small- and medium-sized businesses (called 'businesses' in the rest of the report) and eight focus groups in England.

**1.12** We selected 20 online public services on which to examine users' views in the year to November 2012. The services included education, transport, benefits, taxation, housing, justice, employment and pensions (Appendix Two).

**1.13** We interviewed consumer groups and experts on internet use and analysed secondary data on UK internet use. A full description of our methods and data is in Appendices One and Two. We have published the full data on our website.

<sup>12</sup> Comptroller and Auditor General, *Government on the Web*, Session 2001-02, HC 764, National Audit Office, April 2002; Comptroller and Auditor General, *Government on the internet: progress in delivering information and services online*, Session 2006-07, National Audit Office, July 2007.

<sup>13</sup> Comptroller and Auditor General, *Digital Britain One: Shared infrastructure and services for government online*, Session 2010-2012, HC 1589, National Audit Office, December 2011.

<sup>14</sup> The Cabinet Office, *Digital Landscape Research*, November 2012.

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**Figure 1**  
Scope of research

**We surveyed people and small- and medium-sized businesses, and ran eight focus groups in England**

**Face-to-face survey – 3,105 people across England representative of the English adult population**

People who are online

We asked them about:

- access to the internet; and
- capability to use the internet and carry out transactions.

People who use online public services

We asked them about:

- trust in government in terms of entering personal details on the internet;
- satisfaction with government online services; and
- awareness of government online services.

People who are offline

We asked them about:

- reasons for not using the internet;
- intentions on using the internet in the future; and
- help they got from others to go on the internet.

**Our sample was analysed by:** gender, age, socio-economic group, people with declared disabilities, region, suburban, urban and rural locations

**Online survey – 130 small- and medium-sized businesses across England**

**Focus groups – eight held across England**

Held in London, Swindon, Leicester and Newcastle

Focus group discussions covered:

- Six groups held with individuals – (two groups low digital literacy, two groups medium digital literacy and two groups high digital literacy).
  - Two groups held with small- and medium-sized business owners.
- use of the internet;
  - use of online public services; and
  - feedback on GOV.UK.

*Source: National Audit Office*

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**1.14** This report examines the following:

- The progress the Cabinet Office has made since it established the GDS in 2011 (Part Two).
- People and businesses' views and practices, when they are already online. We look at their access to the internet, their capability and confidence online as well as the information and services they use. Based on our findings we consider whether the assumptions in the Government Digital Strategy are sound (Part Three).
- Why some internet users choose not to access public services online. We examine their level of satisfaction, trust and awareness of online public services to help identify what the government can do to attract them to digital channels (Part Four).
- Whether public service users who are not online plan to go online, and how they currently access online services. Our findings are used to test whether the government's approach to assisted digital services is appropriate (Part Five).

**1.15** This report is one of a series of our publications examining how the government manages ICT-enabled change to reform public services (Appendix Three).

## Part Two

### The government's progress in 2012

**2.1** Our report in December 2011 made several recommendations for the Government Digital Service which it took forward in 2012. These recommendations included leading the government's digital transformation; having better cost-benefit information for investment decisions; having the authority to implement policy and work with departments; filling the digital skills gap and creating a new identity management service so that users can identify themselves online.<sup>15</sup> This part describes the progress that the government has made.

#### Improving skills

**2.2** Between November 2011 and November 2012, the number of staff in the GDS increased from 91 to 165. The GDS told us that this has significantly increased its technical and policymaking capability and its ability to reach across government. The GDS has also supported and provided resources to a number of early digital transformations, working with organisations including the Student Loans Company and Office of the Public Guardian to update and improve their transactional services.

**2.3** Each department has appointed a Digital Leader to lead service transformation at board level. The GDS formed a Digital Advisory Board in April 2012 which comprises a group of 16 digital experts from industry, business and academia, chaired by UK Digital Champion Martha Lane Fox. The group challenges the government on the best way to transform services and ensures that online public services are easy to use.

#### Improving management information

**2.4** The GDS has improved the availability of management information on government services. It has published data on the volume of transactions for more than 650 government services as well as the cost of each transaction where it is available. Cost data for 59 services was available at the end of March 2013. We have not audited this information for this report. The GDS also launched GOV.UK in October 2012 as the single website for all public services, and is reporting on the website's performance. At the end of 2012, the GDS reported that from over 2,000 government websites that used to exist 1,720 sites had closed.<sup>16</sup>

<sup>15</sup> Comptroller and Auditor General, *Digital Britain One: Shared infrastructure and services for government online*, Session 2010–2012, HC 1589, National Audit Office, December 2011.

<sup>16</sup> Government Digital Service – *exemptions* This sets out sites exempt from moving to GOV.UK – <http://digital.cabinetoffice.gov.uk/2012/12/11/exemptions/>

## Publishing the strategy

**2.5** The *Government Digital Strategy*, published in November 2012 focuses on the need for services that are easy to use. It outlines the government's aims to:

- move all information and services to its single website, GOV.UK;
- increase the number of people who use digital services;
- provide consistent services to people who have rarely or never been online; and
- improve how the government makes policy and communicates with people.

**2.6** The GDS plans to do this by developing digital capability across government and changing how digital public services are designed and delivered. The changes proposed include:

- designing digital services to new standards set by the GDS;
- bringing in new suppliers to government, including small- and medium-sized businesses and having more flexible arrangements with them;
- sharing common platforms and solutions to shared problems between departments; and
- removing unnecessary legislation that impedes digital service design.

**2.7** The effectiveness of such changes is not within the scope of this report but we will be evaluating this in the future. To implement the strategy, the Cabinet Office is introducing a much broader set of changes across government. Some of these were covered by our reports on the impact of government's ICT savings initiatives and a landscape review of the government's cyber security strategy published earlier this year.<sup>17</sup>

**2.8** While the GDS is responsible for coordinating the digital strategy, individual departments are responsible for making their public-facing services digital. In December 2012, all government departments published their digital strategies.

## Approach to assisted digital

**2.9** The strategy recognises that not everyone who uses public services is online or can use digital services independently. Consequently, in December 2012 the GDS published the *Government Approach to Assisted Digital* which set out how the government will ensure that non-internet users are not excluded from online public services.<sup>18</sup>

<sup>17</sup> Comptroller and Auditor General, *The impact of government's ICT savings initiatives*, Session 2012-13, HC 887, National Audit Office, January 2013; Comptroller and Auditor General, *The UK cyber security strategy: Landscape review*, Session 2012-13, HC 890, National Audit Office, February 2013.

<sup>18</sup> The Cabinet Office, *Government Approach to Assisted Digital*, December 2012.

## Part Three

### Online users and their activity

**3.1** This part of the report sets out our findings about those people and businesses that are online. We look at their access to the internet, their capability and confidence online as well as the services they use. Based on our findings we consider whether the assumptions in the Government's Digital Strategy are sound.

#### Who uses the internet

**3.2** Our work supports the strategy's central assumption, that there is potential for significant growth in online public services, as most people and businesses have internet access. The assessment in the strategy is that 82 per cent of the UK population is currently online and that geography has little influence on whether people access the internet. Our work supports this assumption. Eighty-three per cent of all the people we surveyed used the internet. Where they lived in England, whether in urban or rural areas, appeared to have little impact on their internet use.

**3.3** The strategy also states that socio-economic groups ABC1<sup>19</sup> are more likely to be online. Older people are less likely to be online, as are people with disabilities. We also found that age, socio-economic group and disability did make a difference to internet use. Of the people we surveyed, we found the following were online:

- 91 per cent of 15- to 64-year-olds;
- 51 per cent of those aged over 64;
- 91 per cent of socio-economic group ABC1;
- 74 per cent of socio-economic group C2DE; and
- 63 per cent of people who declared a disability, compared with 85 per cent of those without a disability.

<sup>19</sup> The population can be divided into six socio-economic groups – A, B, C1, C2, D and E which are based on the occupation of the head of a household. Definitions can be found at [www.nrs.co.uk/lifestyle-data/](http://www.nrs.co.uk/lifestyle-data/)

**3.4** We asked people how they would feel if more public services were available online. Of the 3,739 comments received, 48 per cent were positive:

“it’s a good idea”

“it would be easier” or “make life easier” or “provide easy access”

“it would be better” or “an improvement”.

**3.5** A further 19 per cent of comments expressed no particular preference or stated it would depend on how the changes were introduced; and 16 per cent of comments suggested people did not know how they felt about more services being online. However, 17 per cent of comments were negative about the proposed changes:

“it is not suitable for everybody, elderly people, those without a computer, people who are not computer literate”

“I would prefer to be able to talk to someone”.

### **Users’ capability and confidence**

**3.6** The potential for people to do transactions online depends on their ability to use internet services without assistance. The strategy states that a growing proportion of people are willing and able to use more digital services such as shopping and online banking. To test this we asked people and businesses that we surveyed who were online:

- how long they had had access to the internet;
- how confident they were about using the internet;
- the type of tasks they had done online in the previous 12 months; and
- how many of the tasks they had done without assistance.

**3.7** We found that the majority of online users, 84 per cent of people, had had access to the internet for more than five years. Most people we surveyed who were online were also highly confident internet users, capable of completing tasks without help.

**3.8** When asked how confident they were about using the internet, 93 per cent of the people we surveyed considered themselves to be very or fairly confident. Confidence can also be a factor in whether people are inclined to try new things. The results suggest that, generally, where people were already online confidence should not be a barrier to their using online public services. However, there was a notable difference between the confidence of:

- those who declared a disability who were online (85 per cent were very or fairly confident); and
- those who did not declare a disability who were online (94 per cent were very or fairly confident).

### What tasks they do

**3.9** One way to assess capability online is to look at the number and range of tasks people carry out, such as emailing, shopping or paying bills. We chose 23 tasks that people can do on the internet and asked the people we surveyed who were online which tasks they had done in the year to October 2012. We found that the majority of people (53 per cent) had completed seven or more tasks. Although most used email, they also used more complex online services (**Figure 2**) for example:

- 84 per cent of people had shopped online; and
- 72 per cent of people had paid a bill online.

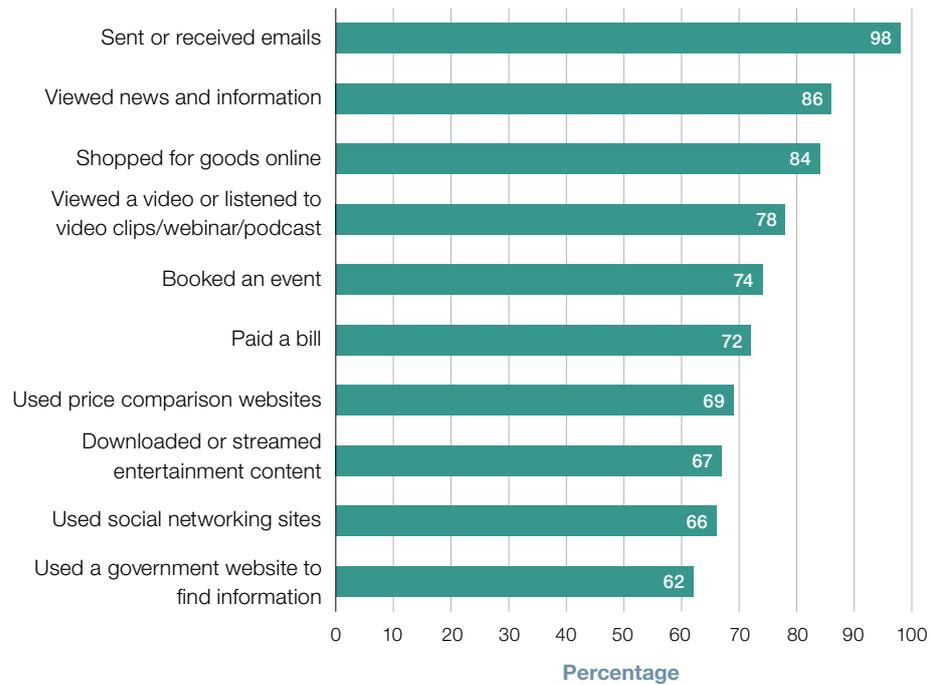
**3.10** Ninety per cent of people we surveyed who were online said that they were able to complete most or all the tasks they wanted to do online without assistance. Our findings suggest a high level of capability among the majority of people online, which accords with the GDS's view that more and more people are able to carry out digital transactions.

**3.11** However, our findings also suggest that a minority of people online may struggle to use online public services. Of the people we surveyed who were online, 7 per cent said that they were not confident in using the internet. In addition we found that of those online who had completed one or more of the 23 tasks in the previous year:

- 7 per cent could complete only a few tasks online without assistance; and
- 4 per cent could not complete any tasks online without assistance.

**Figure 2**

The top ten tasks for people who carry out at least seven tasks online

**Over 80 per cent of people email, read the news or shop on the internet****NOTE**

1 Base: All people who are online and have carried out seven or more tasks online in the past 12 months (n=1,362).

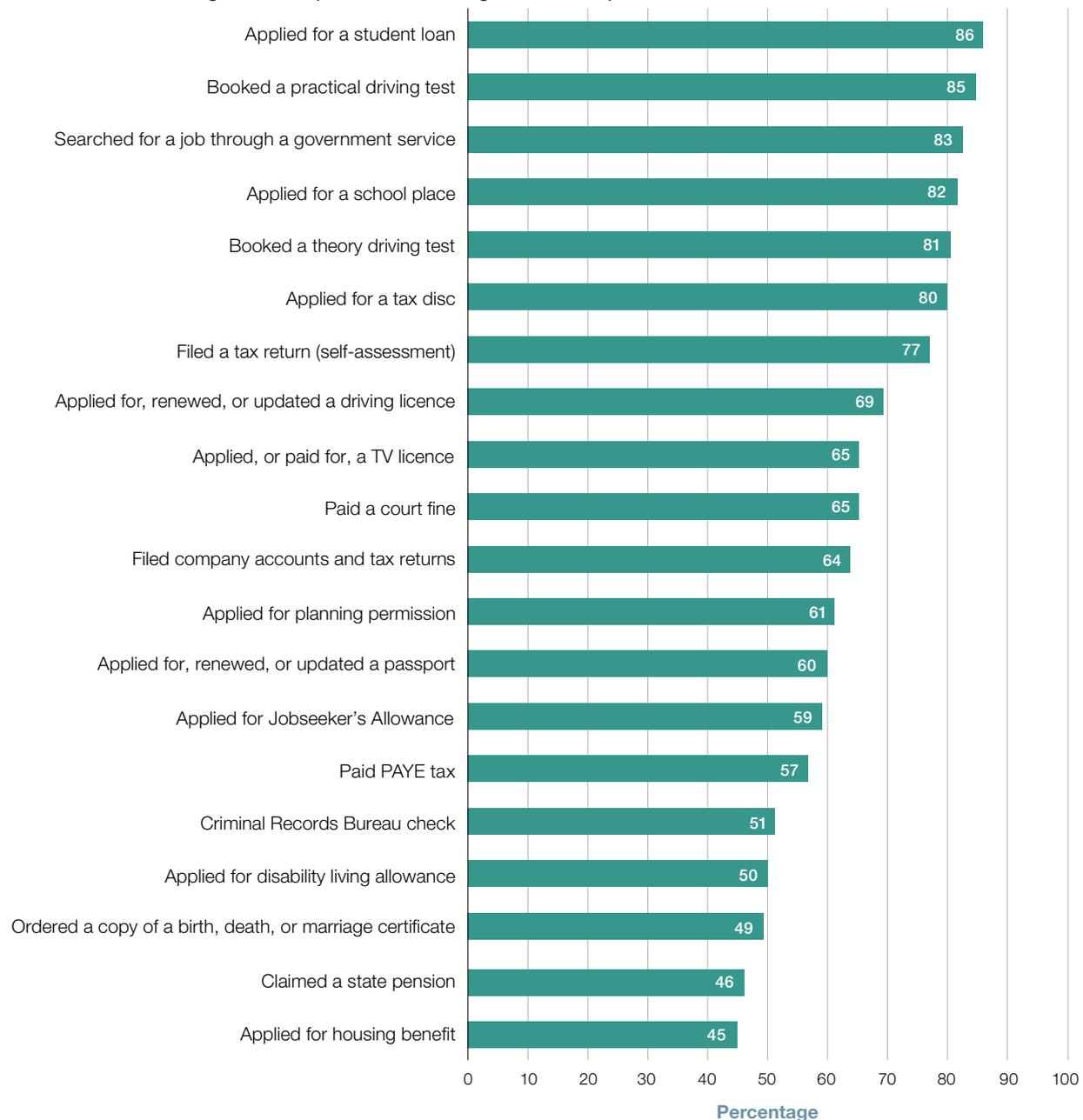
Source: National Audit Office Survey 2012

**3.12** Although the majority of people are online, in some cases this is not translating into a consistently high uptake of online public services. GDS has assumed that 82 per cent of transactions will be carried out in estimating total potential annual savings of up to £1.8 billion a year from digital-by-default services. This is in line with its research finding that 82 per cent of the population is online. However, it also acknowledges that the take up of online services will vary, as some services have a higher proportion of users who are offline than others. We selected 20 public services (Appendix Two), and asked online users we surveyed whether they had used any of the services and, if so, whether they had used them online.

**3.13 Figure 3** overleaf shows that for the 20 services specified, the proportion of transactions carried out online by those with internet access ranged from 45 per cent for housing benefit to 86 per cent for student loans.

**Figure 3**  
Transactions by people online (for 20 public services)

Transactions online ranged from 45 per cent for housing benefit to 86 per cent for student loans



**NOTE**

1 Base: All those online who have used at least one public service over the year up to October 2012 (n=29 to 927). There are some small group sizes for some services, although data is presented for comparability.

Source: National Audit Office Survey 2012

**3.14** Those we surveyed who were online use significantly more private sector than public sector services online (**Figure 4**). For example, between November 2011 and October 2012, of those people that we surveyed who were online:

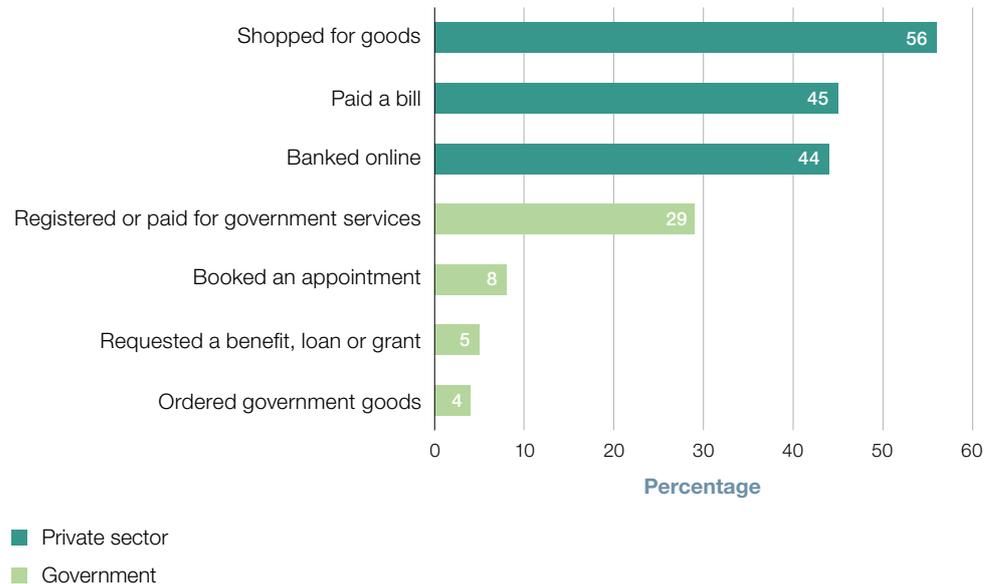
- 56 per cent shopped online;
- 45 per cent paid a bill; and
- 29 per cent registered or paid for a government service.

**3.15** Public services are likely to be used less frequently than private sector services. People are more likely to shop, bank or pay bills regularly, if not daily. Our evidence suggests that people and businesses used online public services because it was easier than other channels and that they were not looking to compare with the private sector. This is in line with the GDS's strategy of increasing take-up by improving the quality of online services so that they are preferable to the alternatives, such as a post office or a phone service.

#### Figure 4

##### People online using private sector and government websites

People use significantly more private sector than public sector services online



#### NOTE

1 Base: All people who are online (n=2,429).

Source: National Audit Office Survey 2012

**3.16** We asked our focus groups why people do not do all transactions with the government online. People sometimes preferred to do government business face-to-face or by phone. They did not feel comfortable doing certain transactions online, such as registering a death. Other themes from the focus groups included the following:

- Concerns about making a mistake during a transaction. Warnings to online service users about making false declarations, for example, were described as 'scary'.
- The need for assurance that they were dealing with a government department on the internet, as such assurance was provided through a contact centre or office.
- A need for physical confirmation of their transaction (such as a receipt).

## Part Four

### Persuading users to go online more

**4.1** Part Three shows that there are already large numbers of capable internet users carrying out personal transactions online. This part considers those already online who use public services but choose not to do them online. We examine their levels of satisfaction, trust and awareness of online public services to see how government can attract them to digital channels.

**4.2** The *Government Digital Strategy* recognises that people will choose to use online public services only if they are more straightforward and convenient than offline options. The aim is to make online options so attractive that all who can use them prefer them to the alternatives. If people need help with a transaction, for example by phoning a government department, this will increase the cost and reduce the savings to government and users.

#### User satisfaction in ease of use and ability to complete tasks

**4.3** The GDS recognises that it is essential to make online public services easy to use. Its intention is that if people have used one online service, they will easily be able to use another. The aim is to create a consistently high-quality experience for users, in the digital service redesign of online public services.

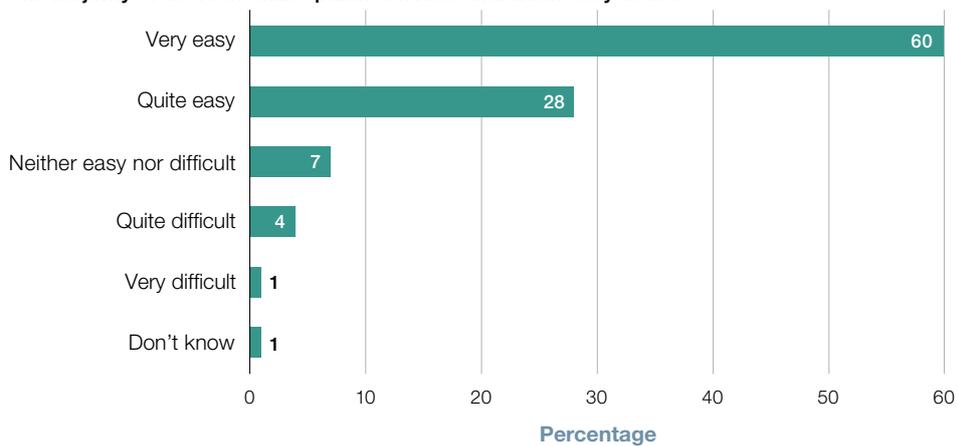
**4.4** We asked people and businesses we surveyed who had used at least one of the 20 online public services we selected to rate ease of use on a scale of one to five. One was 'very difficult' and five was 'very easy'. The average weighted score across the 20 services was 4.4 for individuals and businesses. Scores for individual services ranged from 4.7 (applying for a tax disc) to 3.8 (applying for a student loan). **Figure 5** overleaf shows that:

- 88 per cent of people rated online public services as 'quite or very easy to use'; and
- 5 per cent of people rated services as 'quite or very difficult to use'.

**Figure 5**

## Ease of use ratings for 20 online public sector services

The majority of users of online public services find them easy to use

**NOTE**

1 Base: Rating of 2,064 uses of public services online (n= 1,797 people).

Source: National Audit Office Survey 2012

**4.5** These findings suggest that difficulty in navigating the 20 online public services selected is not a barrier to using them more. This is supported by the fact that 87 per cent of people that had used any of the 20 services had completed their tasks fully online such as finding information, booking a driving test or paying tax.

**4.6** We also asked why those who had used at least one public service online and had not completed their transaction, the reasons for this. Of these people:

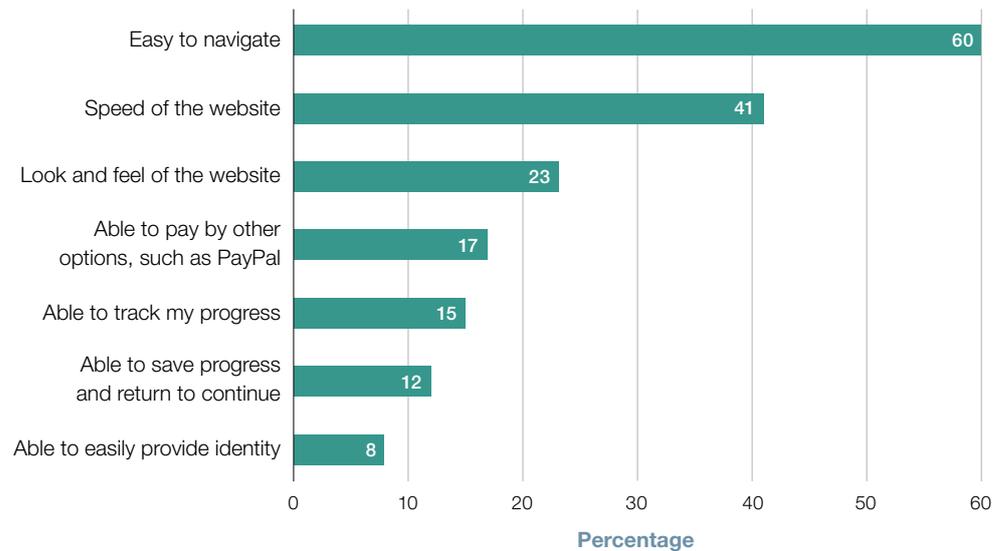
- 40 per cent did not know;
- 9 per cent had needed to speak to someone; and
- 9 per cent had to send documents or photographs (which the GDS and government departments will need to address as they redesign services).

**4.7** We asked those who were online for the three most important features they look for in a website, based on what they like about their favourite websites. As **Figure 6** shows, of those who had at least one favourite website, ease of navigation is the most important feature. The speed of a website is the second most important, and the look and feel of a website the third.

**4.8** The GDS launched its single website GOV.UK – as mentioned in paragraph 2.4 – in October 2012. The feedback from our focus groups on the site was positive. Overall, participants liked the website and commented that it is simple and easy to use.

**Figure 6**

Most important features people look for in a website

**Ease of navigation is the most important feature****NOTE**

1 Base: People online, with a favourite website (n=2,194).

Source: National Audit Office Survey 2012

**Trust**

**4.9** To use online public services people need to be able to trust the government with the information they provide online. The *Government Digital Strategy* recognises that users of public services often find it hard to register for online services, and that it needs to offer a more straightforward, secure way to allow users to identify themselves online while preserving their privacy. Therefore there is an Identity Assurance Programme under way in GDS and we were told that this is to develop a framework to enable federated identity assurance to be adopted across government services.

**4.10** The government also told us that this will involve creating a simple, trusted and secure new way for people and businesses to access government services, which will provide assurance to government that the right person is accessing their own personal information.

**4.11** To help people stay safe online the government already works with other organisations to promote awareness of cyber security through campaigns such as 'Get Safe Online' and 'The Devil's in Your Details'.<sup>20</sup> The GDS and government departments can direct users of online public services to these campaigns – to stay safe online and increase confidence in sharing details with government online.

**4.12** We surveyed people and businesses about their willingness to share their personal details online. Of those who responded, more were prepared to share personal details with government than with banks or retailers. There is nevertheless still work to do to improve user confidence in sharing information with government online. This is particularly important as more services become exclusively available online.

**4.13** Confidence can also be affected by wider perceptions of government. People who attended our focus groups said that negative media coverage about the government could sometimes affect how they felt about sharing their personal details online. This is particularly the case if the department lost personal data. People were also unsure how the government would use their information, for example whether it would be shared. The government should think about how to give people greater assurance as it develops online services.

**4.14** People use the internet for shopping and banking (paragraph 3.14 and Figure 4), which involves giving personal information online. We therefore compared how trust in government websites compared with trust in private sector websites. We found that the online users we surveyed were more comfortable sharing information online with the government than they were with shopping and banking websites. This is despite government websites tending to require more personal information than retail or banking sites. **Figure 7** shows that:

- 37 per cent of people were happy to enter personal details on to government websites, compared with 34 per cent for banking websites and 30 per cent for shopping websites;
- 17 per cent were prepared to provide personal details despite having security concerns (which is about the same as for banking websites, at 18 per cent), although this compares well with shopping websites, at 29 per cent; and
- 5 per cent did not use government websites because of security concerns, compared with 11 per cent for banking and 7 per cent for shopping websites.

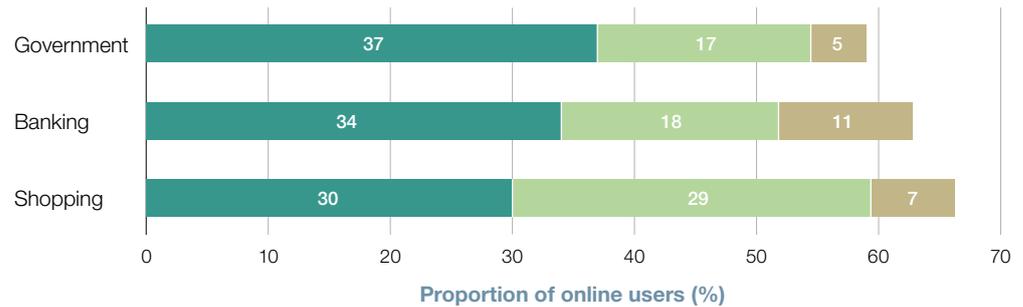
**4.15** Online businesses we surveyed had similar levels of trust to those of people, in giving personal information online to the government.

<sup>20</sup> Comptroller and Auditor General, *The UK cyber security strategy: Landscape review*, Session 2012-13, HC 890, National Audit Office, February 2013.

**Figure 7**

People's willingness to give government websites their personal details, compared with banking and shopping websites

**Online users were more comfortable sharing information online with the government than with shopping and banking websites**



- Happy to provide personal details
- Security reservations but provide personal details
- Deterred from activity due to security concerns

**NOTE**

1 Base: All people who are online (n=2,429).

Source: National Audit Office Survey 2012

## Awareness

**4.16** The *Government Digital Strategy* identifies the need to make people aware of the online services that are available. However, it does not say which techniques will be used to raise awareness. The strategy leaves government departments to decide which methods are most appropriate for their service and their users, and to learn from others' experience. The GDS plans to share examples of success from initial projects across departments.

**4.17** Our findings suggest that awareness of online services varies. Departments have work to do to redesign services, but communicating and marketing online public services need not wait for that work to be completed. Increasing the use of online public services would also create information about user needs and experiences and provide lessons to departments.

**4.18** Of the people we surveyed who are online and had used at least one of the 20 public services we selected, not all chose to use the online option. We asked those who had used an offline option if they were aware that they could have used the online option. **Figure 8** shows how the proportion of people who used the offline option and were aware of the online option varies across the services. Of those people who had used a public service offline, for the 20 services:

- less than half were aware of an online option for one of the services; and
- between 80 and 90 per cent of users were aware of an online option for five of the services.

**4.19** These findings suggest that, for some services, raising awareness of online options is very important and some departments have more work to do than others. In the case of other services, however, awareness is not the main barrier to take-up. Feedback from our focus groups indicates that people's and businesses' behaviour can affect their use of online public services (paragraph 3.16). The government must understand what motivates or stops people using online services if it is to meet its target for uptake of online public services. The GDS may need to undertake further research on user behaviour.

**4.20** To help people and businesses find all online public services faster and more easily, in October 2012 the government launched a single website GOV.UK (paragraph 2.4). The government aims to give people one place online where they can go to access all government services. It also aims to bring consistency to how online public services look and feel.

**4.21** Although GOV.UK was introduced when we were conducting our survey – so it was too early to assess its impact – we did test public awareness of it. By November 2012, 38 per cent of people and 72 per cent of businesses were aware of GOV.UK. We also asked our eight focus groups to give feedback on the site. Their initial impressions were positive. They described the new website as simple to use, easy to navigate, and were impressed with the amount of information. Many said they would definitely use it again. Comments included the following:

“I like that it's not flashy with no music or pop-ups”

“I'm pleasantly surprised how easy it is to use”

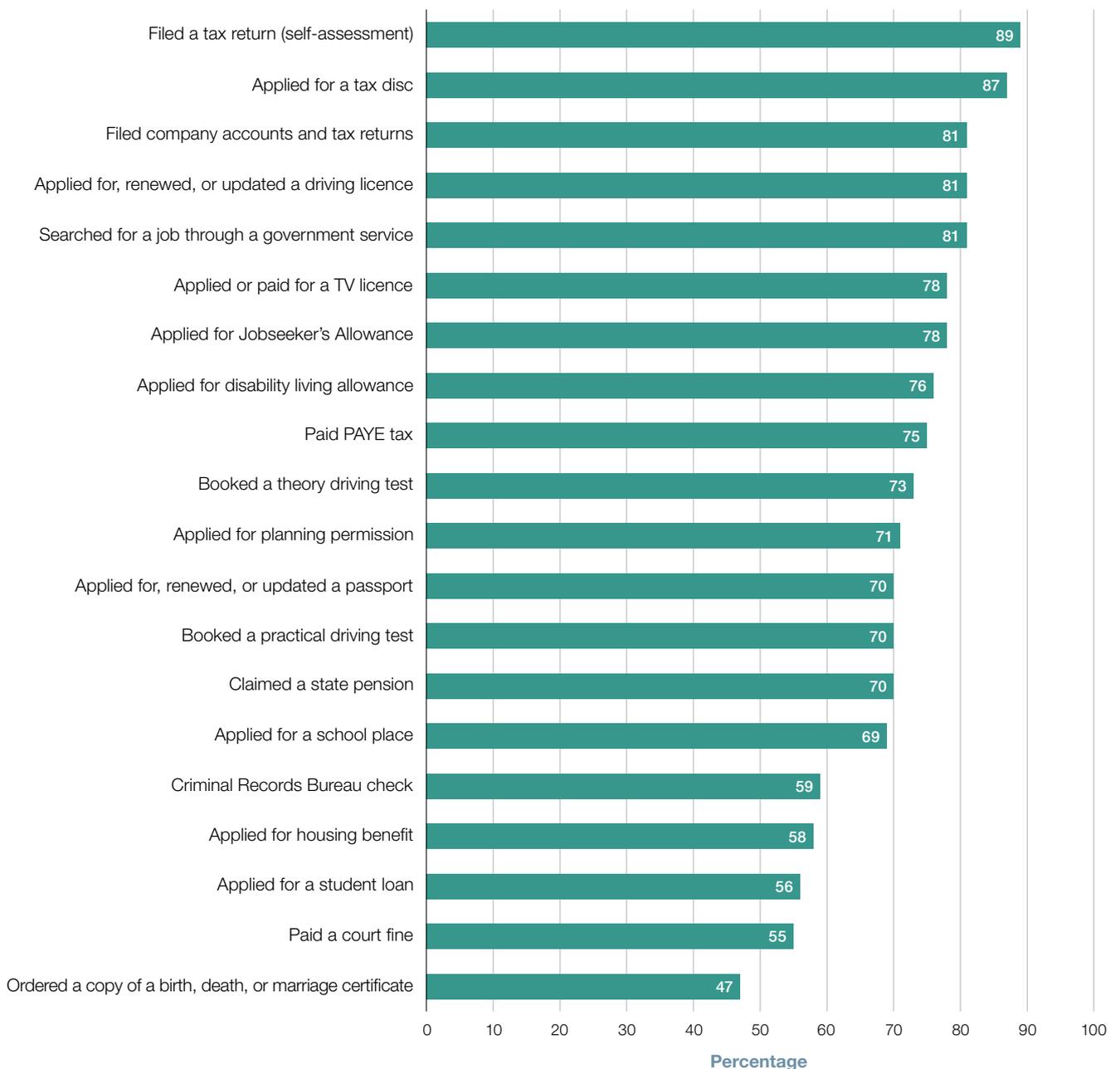
“It's a good idea to bring everything together as a one-stop shop”.

**4.22** Data from GDS also shows that the number of visits to GOV.UK is increasing. In January and February 2013, there were six million individual visitors to the site. This is more than visited Directgov and Businesslink combined.

**Figure 8**

## Proportion of people online who know of an online public service but did it offline

For most online public services, most people online knew that they could use the service online

**NOTES**

1 Number of those online using the public service offline (number range between 6 and 199).

2 Note small group sizes for some activities, data presented for comparability.

Source: National Audit Office Survey 2012

## Part Five

### Helping those who are offline

**5.1** This part looks at who is offline, whether they plan to go online and whether they get help to use online services. We use our findings to test whether the government's approach to assisted digital services is satisfactory.

**5.2** In 2012, the Committee of Public Accounts recommended that when redesigning public services the government should ensure that people who have never used the internet are not excluded from using the services. The Committee has raised particular concerns about older, disabled and lower socio-economic groups and emphasised the need to give face-to-face support for these vulnerable groups.<sup>21</sup>

**5.3** In December 2012, the government launched its new digital strategy. Shortly afterwards, it said that while it intends to close non-digital service channels it will help those offline to enter their data into an online public service or it will enter data for them. This support will be provided either face-to-face, over the phone or in other ways.

**5.4** The GDS acknowledges that some users of public services will need more support than others. It has made an early estimate of the demand for support which it says could potentially cost £1.3 billion a year. This compares to the current estimated annual cost of providing non-digital channels of £4 billion.<sup>22</sup>

#### Who is likely to need help

**5.5** The proportion of UK households without internet access has fallen significantly. In 2000, the government started to plan to move its services online. At that time, 75 per cent did not have internet access, compared with 20 per cent in 2012 when the government published its digital strategy.<sup>23</sup>

**5.6** Although the proportion of households without internet access is much lower than over a decade ago, 17 per cent of the adults we surveyed had never used the internet. And of these, 76 per cent had no internet access, 81 per cent were not confident in using a computer and 57 per cent had no or little knowledge of the internet.

21 HC Committee of Public Accounts, *Implementing the Transparency Agenda*, Tenth Report of Session 2012-13, HC 102, August 2012; HC Committee of Public Accounts, *Information and Communications Technology in government*, Fortieth Report of Session 2010-2012, HC 1050, June 2011, HC Committee of Public Accounts, *HM Revenue & Customs: Dealing with tax obligations of older people*, Eleventh Report of Session 2009-10, HC 141, February 2010.

22 The Cabinet Office, *Government Approach to Assisted Digital*, December 2012.

23 Office for National Statistics, Family Expenditure Survey 2000 to 2001; Expenditure and Food Survey 2002 to 2004; Opinions and Lifestyle Survey, formerly known as the Opinions/Omnibus Survey 2005 onwards.

**5.7** For those people we surveyed who were not online, location (whether urban or rural) was not a determining factor. Age, socio-economic group and disability did, however, make a difference to not being online. Of those people we surveyed:

- 9 per cent of 15- to 64-year-olds were offline;
- 49 per cent of those aged 65 and over were offline;
- 9 per cent of socio-economic groups AB and C1 were offline;<sup>24</sup>
- 26 per cent of socio-economic groups C2 and DE were offline; and
- 37 per cent of people who declared a disability were offline, compared with 15 per cent of those people without a declared disability.

### How the government will help

**5.8** In December 2012, the GDS set out how it will help people use assisted digital services. It said how it will coordinate its help, to benefit users and be most efficient for the government. Although the detail has still to be worked through and there will be risks to be managed, we found that the government is planning to develop assisted digital support for 23 exemplar digital services by 2014-15, and to put in place common models of assisted digital support and shared procurement routes for assisted digital services.

### Offline users' capability

**5.9** We asked people who were offline whether they planned to use the internet in the next 12 months. Seventy-two per cent had no intention of using the internet in the coming year. This suggests that departments may need to plan to support a significant number of people, possibly some four million based on our estimate.

**5.10 Figure 9** overleaf shows that the main reasons for those not intending to use the internet were a lack of interest and the perception that there is no need to use it. Another common reason is not having the necessary equipment. However, cost is not cited as a major deterrent to going online in the next year.

**5.11** Although 72 per cent of non-users had no intention of using the internet in the coming year and are likely to require assistance, the figure could be higher. A further:

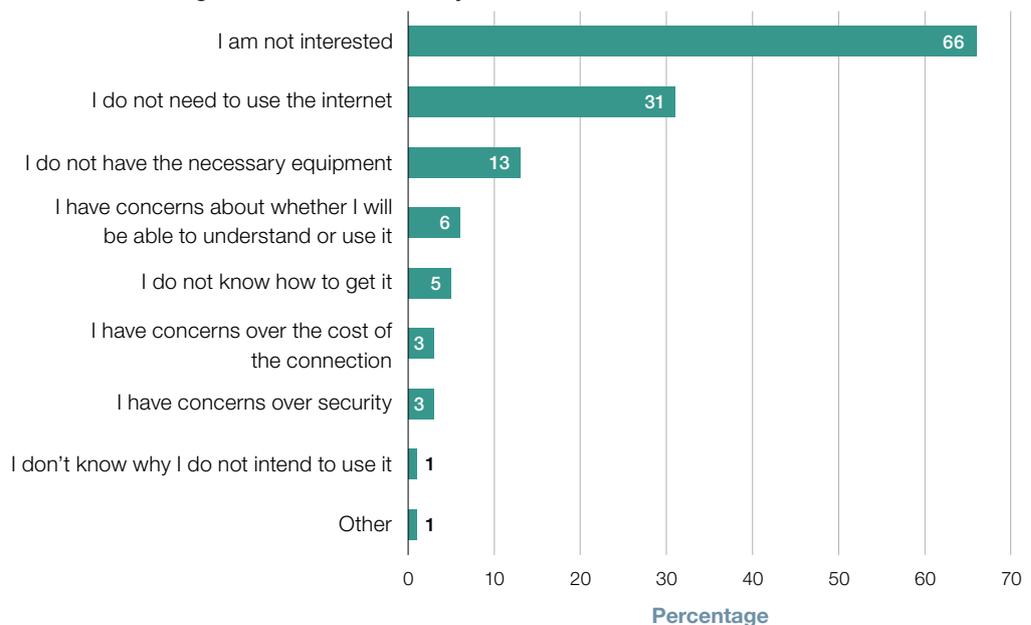
- 14 per cent did not know how to use the internet and planned to learn how; and
- 2 per cent of people were not sure whether they will use the internet.

<sup>24</sup> The population can be divided into six socio-economic groups – A, B, C1, C2, D and E which are based on the occupation of the head of a household. Definitions can be found at [www.nrs.co.uk/lifestyle-data/](http://www.nrs.co.uk/lifestyle-data/)

**Figure 9**

## Why people who are offline are not using the internet

Those not intending to use the internet mostly lack interest

**NOTE**

1 Base: All who do not intend to use the internet in the next twelve months (n=464).

Source: National Audit Office Survey 2012

**5.12** The 20 public services we selected (Appendix Two) are available online and offline. Of the people we surveyed who were offline, 44 per cent had used one or more of the 20 services between November 2011 and October 2012. This suggests that the government will need to help significant numbers of people who are likely to continue to use services but are also unlikely to go online. Furthermore, of those people we surveyed who are online, a minority have low capability (paragraph 3.11) and so may also need help to use online public services.

**5.13** The GDS does not aim to raise capability but rather to give support where needed. The type of support non-internet users will need is likely to depend on their confidence in using computers and their knowledge of the internet. For some, advice over the phone may be sufficient. Those lacking confidence or knowledge of the internet are more likely to require someone else to do the transaction for them.

**5.14** The government's approach to assisted digital services does not specifically seek to increase people's capability. However, the GDS recognises that giving useful help might also encourage and equip people to eventually use online public services by themselves. So, in designing digital assistance, the GDS plans to look at whether support can include an element of training.

**5.15** Of those people we surveyed who were offline, 14 per cent were planning to learn how to use the internet. Of these:

- 37 per cent did not know how they were going to learn, so may be interested in formal training; and
- 33 per cent intended to get help from friends and family.

**5.16** The government already has some support for helping people to learn to use the internet, through partnerships with organisations such as UK online centres. It could build on this support.

### Getting help from others

**5.17** Lack of motivation and capability indicate that people may need a high level of help from the government. However, we found that almost half (48 per cent) of those who were offline had found someone, such as friends, family or work colleagues, to go online for them. People at our focus groups had different views on the effectiveness of such support. Some benefited from the experience. Others felt that such support was unhelpful with older people; for example, blaming impatient children and grandchildren for putting them off the internet for life.

**5.18** The government should, nevertheless, consider the help that friends, family and work colleagues give to people who are offline. It should design services so that people can apply for licences, make payments and complete transactions for others in a way that minimises fraud. This would reduce the requirement for government support. The government's approach to assisted digital services, however, does not mention those who receive such help.

### Implications for the government's approach to assisted digital

**5.19** The GDS wants government departments to offer to help those who are not online. Each department will commission and fund the assistance or, in exceptional circumstances, provide it themselves. One important finding from our survey is that those who are offline are more likely to be in those groups that are particularly hard to reach, especially as they are not online. These people are also likely to be using several different public services. There may be opportunities for departments to work together to better help these groups.

**5.20** The GDS is expecting private, voluntary and community sectors to provide support for government departments. Individual departments will need to procure the assistance, manage the contracts and check the quality of service provided. This could lead to duplication of effort. Ensuring people are aware of the help available will clearly be important. Campaigns will need to be designed for those who are not on the internet, which we found were those aged over 65 years old, in lower socio-economic groups and disabled people. These groups can be hard to reach.

**5.21** Not all services will move to digital by default at the same time, and those not online are likely to use several different public services. There is therefore scope for confusion. The GDS will need to make transition arrangements for these groups. In 2011, the Committee of Public Accounts recommended that when the government launched new digital services that “the alternatives for those digitally excluded should be well publicised”.<sup>25</sup> The Government Digital Strategy emphasises the importance of users knowing how and where to access services.

**5.22** The GDS will coordinate departments, to provide a consistent service to those users of public services that are offline. It will require departments to agree and follow common models of supporting people. The GDS is looking to departments to trial new ways of giving users digital support, across 23 exemplar digital services.

<sup>25</sup> HC Committee of Public Accounts, *Information and Communications Technology in government*, Fortieth Report of Session 2010–12, HC 1050, June 2011.

# Appendix One

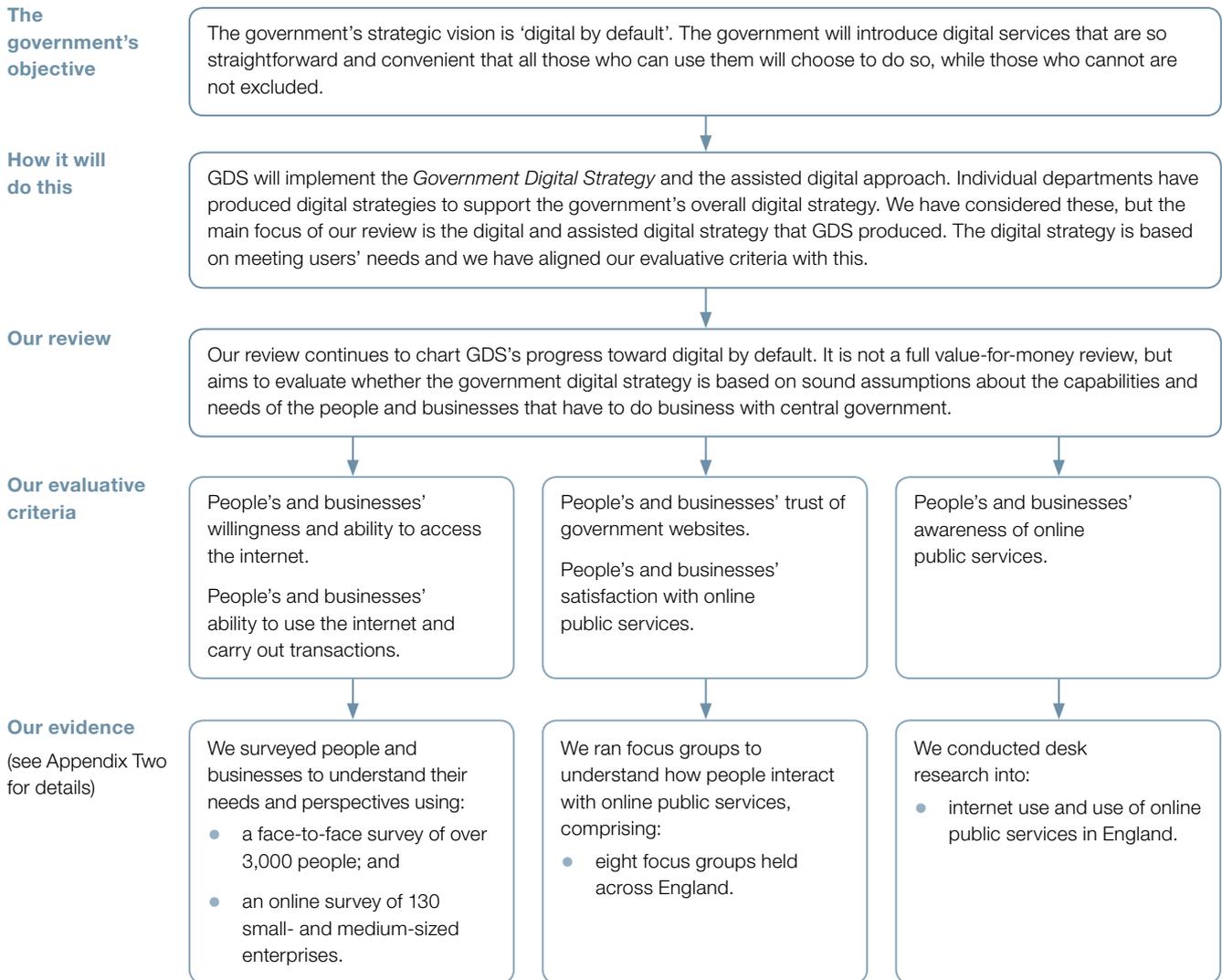
## Our audit approach

**1** Our report continues to chart the GDS's progress towards digital by default. It is not a full value-for-money review. We aimed to establish whether the *Government Digital Strategy* is based on sound assumptions about users' capabilities and needs – that is, the people and businesses that have to do business with central government. We examined:

- GDS work on digital-by-default services since we last reported;
- who is already online and what they do;
- how GDS is encouraging people already online to use more online public services more often; and
- the help for people who are not online, to use online public services.

**2** We summarise our audit approach in **Figure 10** overleaf. Our evidence base is described in Appendix Two.

**Figure 10**  
Our audit approach



## Appendix Two

### Our evidence base

- 1 We completed our review of the government's progress on digital by default after analysing evidence that we collected between April and November 2012.
- 2 We outline our audit approach in Appendix One.
- 3 To support our review, we appointed Ipsos Mori to conduct a face-to-face survey with a representative sample of English adults, aged 15 and over (in October and November 2012) resulting in 3,072 respondents. The survey used quota sampling, so that fixed numbers were recruited from different groups, such as, by age and gender. Sample data were also weighted in our analysis to ensure that these and other characteristics such as region, and social grade matched the larger National Readership Survey<sup>26</sup> sample (around 36,000 interviews a year).
- 4 As with any survey, each result we report is subject to a certain level of uncertainty. The degree of uncertainty is indicated by the 95 per cent confidence interval: broadly speaking, we are 95 per cent certain that the stated confidence interval range contains the value for the population. For percentage estimates based on an overall sample of 3,000, we would anticipate confidence intervals in the range of +/- 1–2 percentage points. Confidence intervals for subgroups will be wider: for example for a sub-sample of 500, the equivalent figures would be in the range +/- 2–4 per cent. The inherent uncertainty in sample estimates must also be taken into account when comparing findings for different groups: we can use tests of statistical significance to establish how likely it is that an observed difference may simply be due to chance fluctuation. In this report, where we comment on differences between different groups, these are always statistically significant, that is unlikely to be due to chance (using a t test, at the 5 per cent level).
- 5 Ipsos Mori also conducted:
  - Eight focus groups held in London, Swindon, Leicester and Newcastle. Six groups consisted of six to seven respondents of a similar 'digital confidence' level (self-defined as low, medium or high). Two groups were held with owners of small- and medium-sized enterprises. Individuals were recruited to provide a range across different socio-demographic characteristics and low/high usage of government online services.

26 Available at [www.nationalreadershipsurvey.co.uk](http://www.nationalreadershipsurvey.co.uk)

- An online survey of small- and medium-sized enterprises in October and November 2012, with 130 respondents. The sample was recruited from an ongoing panel maintained by Ipsos Mori. No quotas or weighting were applied to this sample, and it should therefore not be assumed to be representative of the wider small- and medium-sized enterprises in England as a whole.

**6** We selected 20 online public services as a prompt for people and businesses when asking about how they use, and their awareness of, online public services. The 20 services comprised the following:

Education and learning:

- Applied for a student loan
- Applied for a school place

Benefits:

- Applied for Jobseeker's Allowance
- Applied for disability living allowance

Housing and local services:

- Applied for planning permission
- Applied for housing benefit

Money and tax:

- Filed a tax return (self-assessment)
- Applied or paid for a TV licence

Crime, justice and the law:

- Paid a court fine

Driving, transport and travel:

- Applied for, renewed, or updated a driving licence
- Booked a practical driving test
- Booked a theory driving test
- Applied for a tax disc
- Applied for, renewed, or updated a passport

Working, jobs and pensions:

- Searched for a job through a government service
- Claimed a state pension

Births, deaths, marriages, parenting and care:

- Ordered a copy of a birth, death or marriage certificate

Business and self-employed:

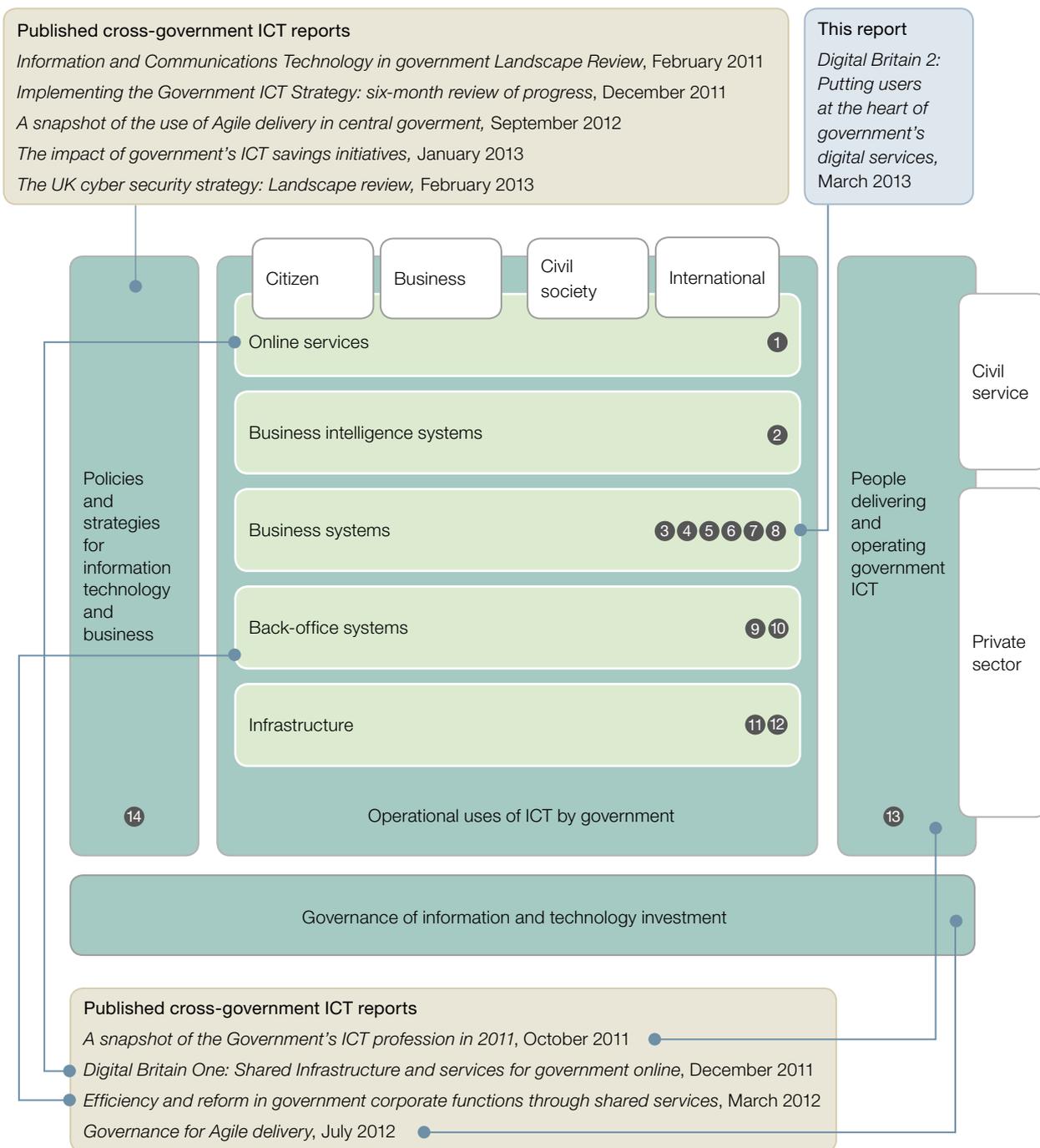
- Filed company accounts and tax returns
- Paid PAYE tax
- Criminal Records Bureau check

**7** Our survey data was supplemented with:

- desk research on the government digital strategy, assisted digital approach and departmental digital strategies, published in December 2012;
- secondary research on internet use in England and Europe; and
- interviews with organisations including UK online centres, Age UK and the Federation of Small Businesses.

## Appendix Three

National Audit Office reports focusing  
on government ICT



**NOTE**

1 For published client reports focused on ICT see overleaf for a full list.

## **Published client reports, focused on ICT**

### **Online services**

- 1 *HM Revenue & Customs: The expansion of online filing of tax returns*, November 2011

### **Business intelligence systems**

- 2 *Ministry of Defence: The use of information to manage the logistics supply chain*, March 2011

### **Business systems**

- 3 *Department of Health: The National Programme for IT in the NHS: an update on the delivery of detailed care records systems*, May 2011
- 4 *Department for Communities and Local Government: The failure of the FiReControl project*, July 2011
- 5 *The Crown Prosecution Service: The introduction of the Streamlined Process*, November 2011
- 6 *Department for Work and Pensions: The introduction of the Work Programme*, January 2012
- 7 *Department for Work and Pensions: Child Maintenance and Enforcement Commission: Cost Reduction*, February 2012
- 8 *HM Revenue & Customs: The Compliance and Enforcement Programme*, March 2012

### **Back-office systems**

- 9 *Department for Business, Innovation and Skills: Shared services in the Research Councils*, October 2011
- 10 *Efficiency and reform in government corporate functions through shared service centres*, March 2012

### **Infrastructure**

- 11 *Department for Environment, Food and Rural Affairs: Geographic information strategy*, July 2011
- 12 *Home Office and National Policing Improvement Agency: Mobile Technology in Policing*, January 2012

### **People delivering and operating government ICT**

- 13 *Department for Business, Innovation and Skills, Skills Funding Agency and National Apprenticeship Service: Adult Apprenticeships*, February 2012

### **Policies and strategies for information and technology and business**

- 14 *Department for Environment, Food and Rural Affairs and the Animal Health and Veterinary Laboratories Agency: Improving the delivery of animal health and welfare services through the Business Reforms Programme*, July 2012



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