

# An ICT Strategy for Parliament

Version 1.1

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## Executive Summary

1. Information and communication technologies have come to play a key part in virtually everything Parliament does while at the same time, ICT is changing the world in which Parliament exists. This requires a strategic approach to ICT by Parliament to address the threats and opportunities that ICT presents.
2. In recognition of this, PICT has developed a strategy for how ICT services for Parliament might be best provided within a five-year horizon. This strategy is based on principles and assumptions considered and agreed by the management boards of the two Houses. It identifies worldwide trends in ICT and proposes how these might be used to the benefit of Parliamentary users. It is a strategy that allows for more to be delivered with less money as based on the projected saving profile shown in Appendix A.
3. The resulting vision is:

*“Connect Members, the public and the administration to the information and services they need from anywhere at any time. Reduce the cost of ICT and provide new opportunities and pathways for greater efficiency and effectiveness for Parliament.”*
4. Underpinning this vision is a strategy that consists of five components: Customer service and advice, which will deliver a more proactive customer orientated ethos .Bespoke services, focused on in house development, primarily for procedural applications. Cloud Services, provide flexible, lower cost ICT service such as email. Non bespoke services, focused on the adoption and use of commercially available solutions without modification. Finally, core capability, which ensures PICT has what is essential to deliver the strategy and value to Parliament.
5. These components as a whole will deliver the following outcomes for Parliament:
  - Reduced ICT costs and increased opportunity for Parliament to be more efficient as generic commercial solutions are used in generic areas.
  - Increased effectiveness for Members and the administration through better use of ICT and bespoke solutions for Parliaments unique core activities.
  - It is easier for Members, the public and the administration to connect to ICT services, helping them to be more informed accompanied by improved ways to collaborate and participate.
  - An enhanced customer experience with PICT helping Parliament and its Members get the best from ICT.

Over the next nine months, PICT will conduct a full feasibility study, engaging with stakeholders both inside and outside of Parliament to verify the benefits from the strategy, the new skills, capabilities and capacity that will be required. This will result in a programme for implementation and change to deliver the strategy.

**A possible Member's story in 2015.**

As I travel down on the train all the information relating to the Parliamentary day arrives on my iPad<sup>1</sup>, I have a quick look through, make some notes and request, by a simple tap on the screen, a printed copy of a report. I am alerted to five new EDMs and I log two to be signed off later. Furthermore, I can create my personal agenda for the day as I go.

After picking up my breakfast I collect the report I had requested to be printed and head to my office. I start the day, as usual, with a conference call with my staff. John, a new starter in the constituency office, informs me he had a call from PICT about the best way for him to access Parliamentary ICT services while he is waiting to get his new Apple laptop. We review my speech updating it online so we can all see the changes occurring in real time.

I login to the collaboration area for the committee I attend and I post up my views on the minutes and latest press articles, then I head off for my first meeting. While having coffee I see on my iPad that Miss Smithy MP is discussing Foreign Aid. I didn't know she had an interest in the subject, so I tap the screen and discover this is her third speech on the subject in the last three years, and that she has a registered interest in a pharmaceutical company. I forward the info on to John in my constituency office as this might be of help to him and the work he is doing.

With all my meetings over for the day I see I have had a number of missed calls resulting in six voicemails, however I am glad to see that my office manager has seen these in my inbox and dealt with them. I drop her an instant message while I am on the train home to say thanks.

**A possible staff story in 2015.**

Working from home is great, I can still get to email, OCS, SharePoint and everything else I need to do. I can even make and receive calls as if I am in the office though I am glad I got rid of the Borg looking headset and got something that looks more like a phone.

First, I need to set up a meeting with one of my team for next week, I open their diary and notice they have a suitable slot next Wednesday. I send them a meeting invite that automatically creates a link to a meeting collaboration zone where I post a draft agenda and where they will post their inputs to the meeting for us to review.

My next job is to get IT 'stuff' sorted for the new starter who is joining next week all I need to do is go to the PICT intranet page, click on the link and fill in the details. They then sort out everything else, phones, laptops, accounts the whole lot from one simple form. I particularly like their 'quick skills survey' that they have just introduced it helps them better design support for me and my staff delivering everything from a simple welcome and quick guide all the way through to dedicated one to one sessions.

**A possible visitor story in 2015.**

As I enter through the visitor centre I see a sign explaining that I can use my smart phone to reach a Virtual Tour Guide service. I send a text to the number shown on the sign and a few second later a text comes back with a clear explanation of how to connect, which I follow and start to use the 'Virtual Tour Guide' service. On my screen is a map, I click on Westminster Hall and a more detailed map appears. I tap on the image of a camera and my device shows me a catalogue of pictures and videos of historic events that have occurred here. I carry on my visit tapping items on the map as I pass them learning more about Parliament of the past and the role of Parliament today.

## Introduction

6. ICT is playing a key part in the running of Parliament, from procedural systems, through to paying for your lunch, to being paid, or being in touch with events when you travel. ICT is continually evolving and therefore changing the world in which Parliament exists.
7. This document builds upon “Introducing Parliamentary ICT strategy for 2010-2015, assumptions and principles” which was approved by both Management boards in spring 2010. In particular, the position of ICT today in the workplace and society, the risk and opportunities for Parliament, and the resulting strategic assumption have been reused in this document.
8. Building on these a number of strategic drivers, risks and opportunities are set out. The vision and strategy, which has a five-year time horizon is then outlined in paragraph twenty-eight. The outcomes of the strategy are examined followed by a more in-depth review of the strategic components. Finally, the document presents a number of risks and issues in addition to a brief outline of the next steps in delivering the strategy.

## Workplace and organisational drivers

9. By the early 2010s ICT has become pervasively mobile, universal, knowledge rich (expert and inexpert knowledge), increasingly location independent, extremely fast to publish and readily available. Workers expect to be able to pick up information and communications at speed, at any time of day or evening, from any location and on the move.
10. The working day has spread into the social day – the two are beginning to meld together for many workers who are always contactable on their mobile devices. This will apply equally to Members, Members’ staff and staff of the House.
11. Workplace collaboration has become more transparent as groups of people want to work together by talking on line, writing documents together from different locations, or by accessing common data stores to derive new individual benefits. Moreover, they wish to do this in more public ways, that is, using public websites and using the most up to date electronic equipment, for instance, from the latest mobile phone such as the iPhone or Blackberry Torch to e-notepads like the iPad, connecting by Wifi or via mobile networks to the internet. This way of working may be quite alien to the way people are used to working now and although accepted as the norm by the new computer generation, may be seen as high risk by many current users. See Appendix B for more information about changing generations.
12. The expectation of speed of decision making and turn around has again increased and along with it the expectations of up to date information being as a right freely available. This is in part driven by the fact that on line transactions and trading are now the norm rather than the exception.

13. Increasingly “the public” expect to be informed and consulted on line, demanding to have their say in decision making. No longer is information simply broadcasted out but opinion is sort on that information by the provider. The world of ICT and knowledge driven mass communications is beginning to be incorporated into the role of decision making. People who have become used to having an online voice now expect to be heard and to contribute to issues of policy in a meaningful way.
14. Many people are engaging in the “social networks” or social media. Since 2008 use of social networking sites has doubled so that now 40% of the UK population use these sites. Facebook is now advertised as the third largest “country” in the world. People communicate across boundaries of organisation, culture and country, and in doing so have extended their spheres of influence. There is also a new “digitally disadvantaged” group of those who do not do so.

## Technology drivers

15. Technology is rapidly evolving and the users of technology have, more than ever before, differing needs and abilities that are met by a widening range of devices that subsequently require device independent solutions. For example accessing the web can now be achieved through phones, computers, tablet PCs, games consoles and even TVs. Over the next five years, more devices will be connected offering even more functionality and choice. Therefore, the ICT strategy will need to deliver solutions that can work across multiple device types.
16. The commoditisation of services offered via the Cloud and a growing number of COTS (Commercial Off The Shelf) products present a wealth of opportunity to reduce costs. The Cloud is itself a strong driver and a rapidly maturing market. The Cloud can be described as the ability to access services and products via the internet, this reduces the need for infrastructure and implementation on site. These services and products are priced to reflect usage and can be scaled rapidly allowing for changes in demand to be catered for. Often costs per user are lower due to the significant economies of scale Cloud providers can achieve.
17. Data and knowledge management are other key trends. Data is now separated from applications and technical hardware so that it can be used and reused in many different ways. ICT products have become personalised rather than “enterprise”. Instead of the large scale business systems of the past, we are seeing data created in open standards, independent of applications, and with the ability to extract and join up different data sets in new combinations that are relevant to the individual rather than just to the group. Instead of command and control technology environments we will see personalised environments. Put simply, business scale ICT will soon be able to provide individual and personalised service for the business user in much the same way that home users currently experience their own technology.
18. Even in organisations that, for security or other reasons, need to have ‘closed’ communication, the requirement to share data and knowledge across networks and people in real time increasingly imitates life outside on the social web and similar technologies are used. The shift towards ‘Cloud computing’ means that many organisations are putting their data and systems onto externally hosted platforms and benefiting from economies of scale. Even the Government is designing a G-Cloud.

19. Increasingly sustainability and reduction of emissions is a necessity in the design and introduction of ICT and PICT will need to address this to ensure that Parliament is contributing to a 'greener' future.

## Risks and opportunities for Parliament

20. Some of the risks and opportunities that affect Parliament currently are:
  21. The reputation risk, relevant to both Houses, exemplified by the recent focus and public engagement in the debate on Members' expenses. This has led both Houses administrations to think purposefully of their role in supporting the institution of Parliament as well as their role in supporting individual Members in their work for Parliament. This strategy picks up on the themes from the House of Commons strategy of respect, efficient, effective and informed.
  22. The financial risk, relevant to both Houses as public sector funding faces continuing cuts in the face of the global recession. The future direction is about more done for less, providing an opportunity for investment in efficiencies and an assessment of the need for real change as well as an imperative in making the change work to achieve savings.
  23. The risk of data safety and security is important as Parliament looks to increase access to information and new technologies such as mobile applications and the Cloud grow in use. Electronically held data has come increasingly under threat from commercially and politically motivated hackers. The risk to Parliamentary data must be managed through clear data security and storage policies and actions and efficient storage mechanisms that reduce the possibility of data loss and the consequent reputational risk.
  24. The risk and opportunity for ICT enabled changes. ICT has become a 24x7 operation with little room for failures. The expectation of Parliamentary users for greater speed, collaboration and integration of services significantly increases expectations and dependency on ICT services. The extreme diversity of the requirements of Parliamentary users requires basic ICT provision to be robust while being only just behind leading edge as Parliamentary users move swiftly to grasp the opportunities of the new world described in the last section.
  25. The risk of initiative overload. The risks outlined above have released a wave of change across a wide spectrum of departments and offices and this challenges the capacity of Parliament to deal with all the dependencies. In the absence of clear priorities or cohesive planning there would be a risk of work overload and duplicate or conflicting effort.
  26. Recruitment and retention will become more challenging for ICT organisations in the public sector: Ongoing financial challenges in the public sector opposed to a resurgent private sector means that recruiting and retaining the right ICT staff will be a challenge, showing Parliament to be a technology-enabled organisation will help reduce this risk.

# The Strategy

27. Motivated by the drivers, risk and opportunities that have been identified PICT has developed the following vision:

*“Connect Members, the public and the administration to the information and services they need from anywhere at any time. Reduce the cost of ICT and provide new opportunities and pathways for greater efficiency and effectiveness for Parliament.”*

28. To support the vision a strategic blueprint of the future has been formed, comprising five key components as shown in the diagram below. Customer services and advice, Bespoke services and the Core capabilities will be at the heart of what PICT is and does. PICT will use, where suitable, third parties, including Cloud providers, to help deliver non-bespoke service required by Parliament, this will significantly reduce costs. Over the next nine months further work will be done to clarify the outcome of the strategy and create a strategic plan.

29. Each of these five components is described in more detail later in the document after the outcomes of the strategy as a whole are explored.

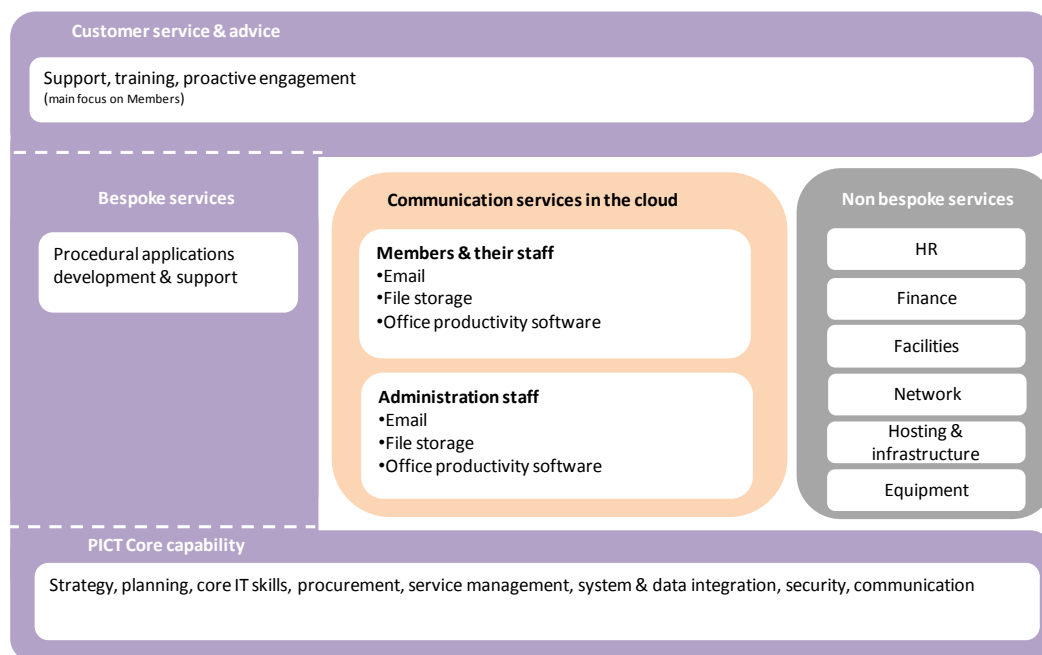


Figure 1 Pictorial representation of PICTs strategy.



### **Strategic outcomes**

The outcomes of the strategy are outlined below and support the evolving strategies of both Houses.

#### **Reduced ICT costs and increased opportunity for Parliament to be more efficient as generic, commercial solutions are used in generic areas of Parliament.**

30. Several aspects of the strategy drive significant reductions in cost, primarily Cloud services and the reduction in bespoke products and service. PICT will become more effective and efficient, its organisational shape, size and skills will change. Furthermore, if Parliament embraces the opportunities this strategy delivers the benefits can be far wider reaching than just PICT. The cost saving profile for PICT can be found in Appendix A.
31. For back office and more generic areas of Parliament PICT will work in partnership with those areas to identify third party products that provide the right solution. While this will reduce costs it will require Parliament to further accept the provision of third party solutions in particular with respect to Cloud based services that may result in PICT no longer directly managing infrastructure for services such as email. In addition Parliament will need to adapt requirement to fit what the COTS packages can offer, thus removing the need and inherent cost of bespoke changes to COTS products. Furthermore, a greater use of non-bespoke solutions will influence the way in which non-core areas design processes and subsequently operate, however this also presents opportunities to gain efficiencies and improve effectiveness.
32. A similar approach will be true in the area of equipment and Member services. Recently, PICT introduced the opportunity for Members to procure their own mobile devices to enable access to their Parliamentary email. This has been a great success, popular with Members as they have had more choice at lower cost while reducing the administration burden on PICT.

#### **Increased effectiveness for Members and the administration through better use of ICT and bespoke solutions for Parliaments unique core activities.**

33. Building on the success of the Procedural programme and the necessary integrated working between PICT and the procedural departments and offices, PICT will continue to develop bespoke solutions for procedural applications and other unique areas of Parliament. This approach is deemed to deliver the greatest value while ensuring a focus on improving procedural applications to provide opportunities for Parliament to be more effective and adapt to any future changes in procedure.

#### **It is easier for Members, the public and the administration to connect to ICT services, helping them to be more informed accompanied by improved ways to collaborate and participate.**

34. A framework for managing and sharing information across systems will be established. This will facilitate greater participation and collaboration which will not only help address the larger opportunities of greater transparency for the public but also address other issues for example making sure that your telephone number in Outlook is the same as in the telephone directory. Having data and information is of little use unless it can be accessed; therefore PICT will ensure that its systems present no unnecessary obstacle in accessing information produced by Parliament.

35. PICT will continue to identify ways in which technology can facilitate better ways of working together. For example, solutions to help improve communications between management and staff during what is likely to be a time of change. As well, collaboration technology could be used between committee members or to improve the involvement of witnesses within committees. Members will have new opportunities to remotely communicate with their constituency offices
36. Secure access to PICT services from any equipment, anywhere and at anytime will become a reality, delivered through the Cloud. There will be improvements in remote access from your home PC, PICT laptop or mobile device. PICT will offer Members greater flexibility and choice in the equipment that they use. In addition, Parliamentary users will be able to take advantage of emerging technologies such as Tablet PCs.

**An enhanced customer experience with PICT helping Parliament and its Members get the best from ICT.**

37. PICT will help users in Parliament to buy the right ICT and get the best from it for their own purposes. Stories of staff not knowing how to print double sided or being bemused by the purpose of Launch pad will be a thing of the past. Appropriate ICT can provide a wealth of opportunity to address the needs and wants of Parliament. PICT will become a centre of excellence for ICT, balancing technology, support, education and partnership to turn this opportunity in to reality for all users. This ethos will run wide and deep within PICT and not just impact the service desk and service engineers.
38. Today PICT takes over 90,000 calls a year to the service desk and engineers fix over 10,000 customer faults, a highly capable, yet reactive, customer focused organisation. Demand for this type of help has been constantly rising since 2008. A greater focus on customer experience and service based KPI will ensure that the quality of ICT services will improve. When there are problems you will know about them as we employ a more open approach to communications. When we don't spot the problem first it will be easier for you to log a problem, not just by phone but also online and if you want an update you will be able to access this information on line as well.
39. It is a well established principle that if an organisation wishes to manage its own future direction it must own the capacity to develop and manage their own strategic objectives. Therefore in support of Parliaments overriding objectives the strategic planning and management of Parliamentary ICT will be a core service based within PICT.
40. This strategy sets out to enhance the working environment within PICT by setting a clear direction for the organisation and therefore providing a basis for priorities to be set, which have been highlighted as a current weaknesses of PICT. Furthermore, a clear framework for development of skills including a further depth of management skills will improve PICT as an organisation.

**The five strategic components**

41. The following describes what each of the five components of the strategic blueprint will do and deliver.

**Customer Services and Advice**

42. Due to the unique nature of Parliament, the provision of customer services and advice will continue to be best served by Parliamentary staff who have an intrinsic understanding of this uniqueness.
43. The primary aim of this component is to ensure a new more customer orientated, partnering, ethos exists in all that PICT does. It will enhance the way in which PICT works with departments, offices and Members. Creating a capability whereby PICT proactively brings new ideas of how technology can help Parliament and its Member to be more efficient and effective, ideas that are tailored to the customer and in a language that the customer understands.
44. New performance metrics will be introduced focused on service delivery and customer experience and less on technology. In addition, the way PICT informs its customers about service performance and will improve and a more open style in communication will be implemented.
45. This component will make it easier for its customers to track progress of queries and complaints that they have logged, in fact it will be possible to automatically log your query or complaints on line and follow their progress. These improvements in customer service will also allow result in efficiencies in PICT. In addition resource is to be focused on proactively helping customers to become more self sufficient, therefore helping them to avoid common problems. In addition, new services that are developed will learn from problems highlighted in the present to reduce the support overhead in the future.
46. For Members PICT will develop the capacity and capability to provide a rapid response service with a single owner who manages the incident to completion. PICT will continue to develop the Member ICT Service Advisor concept; this equips PICT staff to actively help Members chose the right ICT solution for them, particularly important as the breadth of choice increases.
47. There will be a continual focus on cost reduction in this component. This will include a review of changing support for Westminster and constituency offices. In addition, a benchmarking of costs shall take place to ensure competitive customer facing services are being offered.

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<sup>1</sup> iPad is used purely as an example and could be substituted for any other similar device.

**Bespoke services**

48. The bespoke areas of Parliament, in particular the procedural area, often require unique solutions that necessitate close working between PICT and those areas. Due to the unique nature of these activities and to achieve the greatest value for Parliament PICT will continue to create a suitable in house development capability. It is envisaged that this component of the strategy will cover the following activities:
- a. Maintaining a strong strategic partnership with those responsible for information relating to the business of both Houses, including added value information
  - b. Understanding the necessary data flows and architecture and the opportunities presented by new technologies
  - c. Understanding new or changed requirements for the creation, management and public dissemination of this information, including the relevant business rules and standards
  - d. Building, modifying, extending or adapting software tools that meet these requirements and conform to a sustainable and beneficial technical architecture and standards
  - e. Building and/or managing and maintaining tools which indirectly support procedural data management, including search engines, XML schemas, time-tagging, data integration, alerts and links between textual and audio-visual content
  - f. Managing change through the cycle of programme and project management, or change control in the case of routine release management, with appropriate levels of training, testing and technical assurance
  - g. Ensuring the continued availability and integrity of these services through appropriate security measures, pre-emptive maintenance, incident and problem management

**Cloud services**

49. The opportunity to improve access to services while reducing costs is an opportunity that many organisations are already pursuing including the Government through its G-Cloud initiative. The Cloud presents opportunities to improve hardware utilisation, which will reduce emission figures and improve our “green” profile. Furthermore, the benefit of improved access opens new opportunities for PICT to deliver services over a wider range of devices. In addition, some email services in the Cloud are packaged with several “no cost” additional services especially in the area of collaboration and communication, therefore such solutions truly could deliver more for less.
50. Therefore, PICT through this component will deliver parliament.uk emails, instant messaging, collaboration, office productivity and file storage for Members and the Administration via the Cloud by 2014/2015. In addition, PICT will take advantage of further opportunities in the Cloud via the Non-Bespoke components of the strategy.
51. In delivering Cloud services PICT will demand the following criteria are met:
- a. Services such as email, file storage and productivity software are delivered to a high quality and to a low TCO.

- b. Cloud services are accessible to all consumers at no less than 99.95% availability regardless of location and device.
- c. Cloud based services operate seamlessly for on line and off line synchronisation, and with in-line business systems and processes.
- d. There is the technical and commercial flexibility to change suppliers in the future taking advantage of the changing market.
- e. Security, legal, commercial and data sovereignty issues are appropriately addressed.

#### **Non-bespoke products and services**

- 52. This component spans a wide breadth of technologies and solutions but is primarily about taking advantage of what the open market can offer Parliament through using COTS solutions.
- 53. The adoption of more generic technologies and services, without modification, can offer significant savings. This component will deliver unmodified COTS solutions, where financially viable, for non-core applications, products and services. These where possible would be cloud provided Software as Service (SaaS) and will have open interfaces to allow for improved data integration.
- 54. Unlike COTS applications, commercially provided ICT hosting, infrastructure and supporting services will have little direct impact on the way Parliament operates but will allow PICT to provide a lower cost ICT operation. Therefore, PICT will take advantage of other opportunities in the Cloud including Infrastructure as a Service (IaaS) as this provides easily accessible infrastructure capacity, cost savings and greater flexibility for future hosting requirements.
- 55. In addition, this component will deliver on the opportunities of new commercial technology such as Tablet PCs. The benefits that tablet computer and e-reader can bring to parliament will continue to be explored with such device will be made part of the ICT service portfolio. PICT will procure cheaper machines at the right quality exploiting the wide choice in the hardware market. In addition identify and deliver an option for Members to source their own equipment outside of Westminster and for PICT to supply service to those machines. For the administration, the most efficient and effective way to refresh equipment will be implemented.
- 56. PICT will pursue a reduction in the cost of telecoms services through new technology and review the most cost effective approach for the the provision of mobile devices and broadband services for Members. In addition, PICT will investigate the opportunities to introduce greater automation for services such as the operator bureau.
- 57. Working with other departments to converge, refresh and improve the data network, PICT will strive to ensure that there is synergy in any refresh of cabling and structured wiring across the estate. It will strive to converge the physical networks and increase the deployment of the wireless network across the estate to support the growth of portable computing devices whose users require simple 'anywhere' access to the internet or the Parliamentary network.

**Core capability**

58. In any future scenario for Parliamentary ICT provision, PICT's role will be to assess the impact of new technologies on Parliamentary business requirements and to source and manage the integration of new technology solutions that support Parliament's business objectives in the most cost effective manner. This capability spans a number of areas, including planning, security, people development, systems and data.
59. In the area of strategy & planning, in line with best practice experience in ICT provision in a multi-sourced environment, PICT will retain the capability and capacity to:
- a. Undertake research and development to ensure that ICT trends and opportunities are identified, and the impact of choices are fully understood, to meet the priorities and requirements of Parliamentary users.
  - b. Develop a cohesive strategy and implementation plan for Parliament's ICT services which will support Parliamentary business objectives and look forwards for 5 years and be annually updated.
  - c. Plan, sequence, oversee and monitor the implementation of cohesive and cost effective ICT solutions for Parliamentary use.
60. In a multi-sourced environment for ICT services the common thread will be the requirement for easy access to and integration of the data in all systems. To ensure this is cohesively managed, and to avoid duplication, PICT will require the capability to:
- a. Assess and identify Parliamentary common data and uses and to set the data architecture and standards for this data.
  - b. Design and manage a central logical mechanism in which common data from a variety of sources is integrated and available for reuse. This will involve PICT identifying common data services, commissioning, and managing the use of common data integration tools.
61. PICT's staff are of course key to the success of this strategy. Therefore, PICT will invest in its staff by implementing development pathways to help develop the future skills required. The work already underway on leadership development will continue and grow. In addition, PICT HR will work across the department to drive forward workforce design that will align staff and development plans with the future requirements of PICT.
62. To get the greatest value in a multi-sourced environment a strong service management capability will be essential. Therefore PICT will develop this capability which includes contract and sourcing management plus a proactive approach to demand and supply management.
63. Security will become ever more important over the next five years in particular around data ownership and access. PICT will strengthen its knowledge and management of security with a particular focus on prevention and cloud based risks.

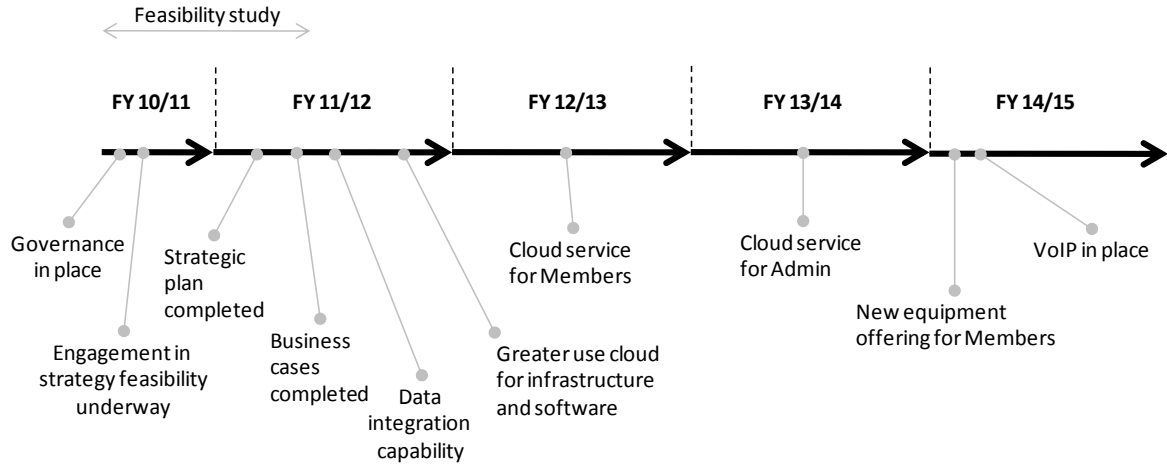
### **Risks and issues for the strategy**

64. Any strategy has an inherent issue of not knowing what the future holds especially in the fast moving arena of technology. In addition to this, several other risks and issue have initially been identified.
65. Parliament has in place a number of key supplier contracts that may need to change, raising procurement and supplier management issues. To resolve this PICT will work with the administration to determine what the strategy is and its impact on PICT.
66. The level of transformation required is significant and as such there is a risk of ineffective implementation. To mitigate this PICT will involve appropriate external and internal advice to validate its strategy and its approach to implementation.
67. There is a lack of appropriate senior management support within PICT for the strategy and restricted opportunity for staff and others to shape how the strategy is implemented. To mitigate this, individual directors own specific parts of the strategy and a fully-fledged plan for communication and engagement will be developed.
68. We fail to apply appropriate resource and governance in delivering the strategy. To mitigate this a programme board is to be formed which will have an external member and a member from each house board. Furthermore, PICTs business plans will be aligned to the strategy.
69. The House of Lords and House of Commons do not fully support the strategy resulting in misaligned priorities for PICT. Therefore, PICT will carry out a period of review with the different departments, offices and appropriate committees across Parliament.

## Next steps

70. A feasibility period of planning, engagement and preparation will take place over the next nine months. This will involve not only PICT, but stakeholders in both Houses and those with specialist skill external to Parliament. This work will deliver the following:
  - a. Benefits verification, where by type, magnitude and timescales of benefits will be fully defined.
  - b. The costs associated with implementing the strategy.
  - c. Outcomes and objectives defined resulting in a five-year plan delivered through a portfolio of projects and programmes.
  - d. Appropriate governance is in place to provide direction, oversight and accountability.
  - e. Resources identified and organised to deliver the strategy and manage the change.

Finally, an indicative high-level timescale for the strategy work is shown below:





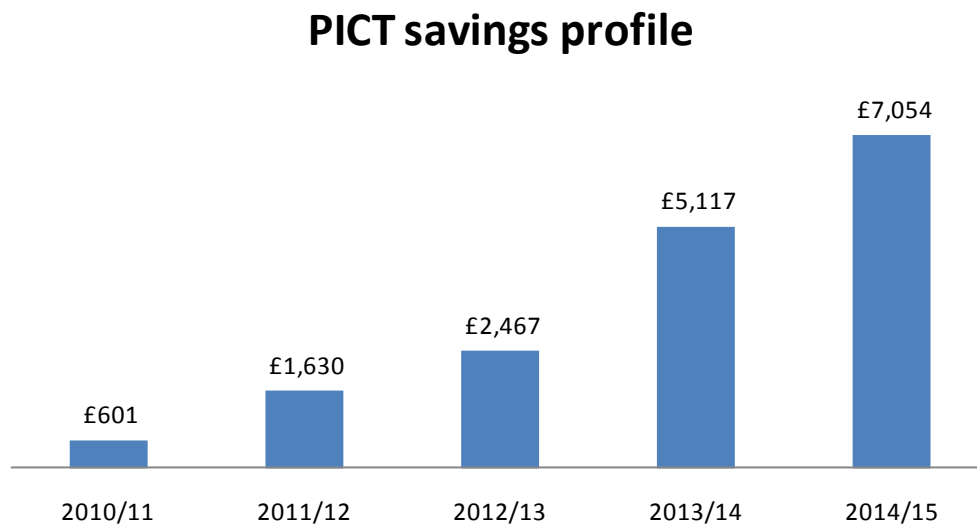
## Glossary

<b>Cisco ASA</b>	Latest solution to access the Parliamentary network from a PICT machine when working remotely, currently only used by Members
<b>Citrix Dial Up</b>	Ability to access the Parliamentary Network from a modem via a dedicated connection within PICT.
<b>Cloud</b>	Gartner defines this as a style of computing where scalable and elastic shared IT services are delivered to external customers and metered by use using Internet technologies
<b>COTS (Commercial Off The Shelf)</b>	These are products and services that can be purchased from a supplier, for example, Microsoft office is a COTS product. COTS could also include Cloud based service.
<b>De-duplication</b>	Technology used to remove duplication in data that is stored. For example instead of storing multiple copies of one email that went to many people just keep one copy.
<b>e-readers</b>	Devices dedicated to the reading of document these have 'ink like' screens so as to emulate reading on paper.
<b>Facebook</b>	Social networking web site that allow users to communicate with groups of friends using pictures and text.
<b>IAAS (Infrastructure As A Service)</b>	A subset of Cloud this allow for infrastructure to be purchased in a dynamic way, hosted off site.
<b>OCS (Office Communication Suite)</b>	Provide the ability to partake in instant messaging, video conferences and web based virtual meetings.
<b>RDC (Remote data Centre)</b>	Physical data centre located away from the Parliamentary estate used for hosting of services and storage.
<b>ROI (Return on Investment)</b>	A metric for measure the performance of an investment decision.
<b>Tablets</b>	Tablets are devices that have a touch screen for viewing and input. Many devices can run web browsers, e-readers as well as many other applications to aid in productivity.
<b>Twitter</b>	Social networking site allowing users to share with 'followers' short text messages including links to web sites etc. Used more than ever as a source of real time news.



## Appendix A –Provisional savings profile

The following chart presents the provision profile of cost savings that PICT will make over the next five years. Further details are outlined in the PICT savings submission.



## Appendix B – Generations technology use

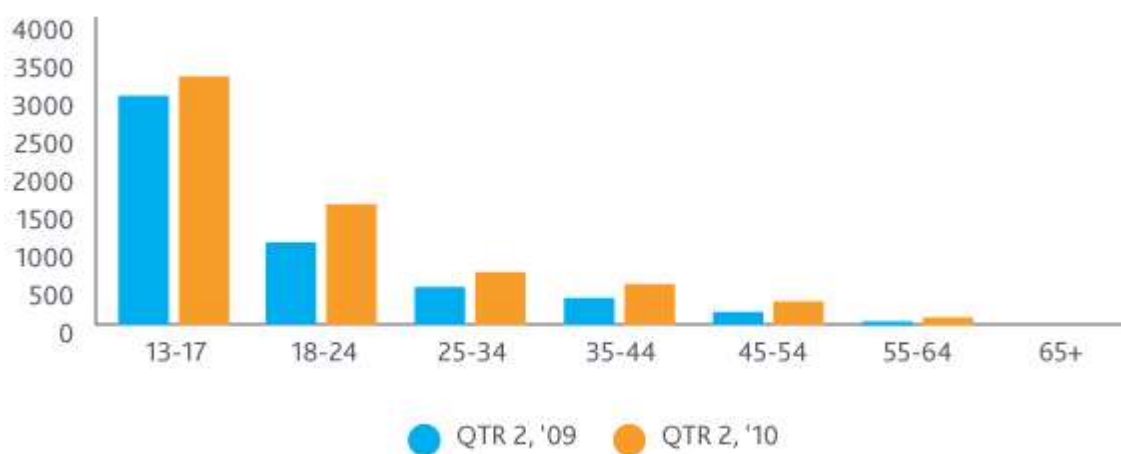
The following is not an extensive study but is written to highlight the variations in the use of technology between different age groups. For further reading see the Consumer Market Report 2010, published by Ofcom<sup>2</sup>.

In 2009 when 16-24 year olds were asked what media they would miss the most the top two answers were, TV at 38% followed by the mobile phone at 32% of respondents. In comparison when 55-64 year olds were asked 57% said TV and second with 16% came radio. Mobiles only achieved 4% with the 55-64 age group.

This growing use of mobile technology for the 'younger' generation is further demonstrated in the statistics below. These show that that younger age groups text message significantly more than older age groups. This increasing use of text will surely drive a different way of sharing and consuming information. Text, as we know, is short, quick and highly accessible at any time or place be that in a meeting, on the train or at home watching TV.

### Text messages by age

Q2 '09 - Q2 '10, Customer Value Metrics, National



Source: The Nielsen Company

This then leads to another rather interesting fact that the younger generation are often consuming media simultaneously. Therefore, that could be watching TV and texting or being on face book while being on the phone. Data shows that 29% of 16-24 years do consume media in this way compared to only 12% of those aged over 55.

<sup>2</sup> <http://stakeholders.ofcom.org.uk/market-data-research/market-data/communications-market-reports/cmr10/?a=0>

Therefore, the younger generation consume information in a different way and they interact with media in parallel more frequently than older generations.

### Version control:

Version	Date	Author	Comments
A	2/9/10	[s.40]	New strategy document released as draft for director review
B	21/9/10	[s.40]	Changes from RW incorporated
C	27/9/10	[s.40]	Changes from FR incorporated including new exec summary
D	28/9/10	[s.40]	Latest draft : <ul style="list-style-type: none"> <li>• minor changes</li> <li>• Updated diagram</li> <li>• re-wording of one of the risks</li> <li>• Tracking sheet added to back page</li> </ul>
E	1/10/10	[s.40]	Feedback from Board and further changed to reduce length.
F	5/10/10	[s.40]	New version after decision made to 'rip and re-write'
G	17/10/10	[s.40]	Feedback from RW, JM, IM Typos and drafting errors corrected Rewrite of exec summary, introduction of drivers, update of strategy section, new component added, component sections updated, components changed, new stories added.
H	19/10/10	[s.40]	Removed assumptions, benefits and drivers, merged in to other sections. Added plan to last page. changed wording and typos.
1.0	21/10/10	[s.40]	Changes following 121 review with Joan.
1.0A	5/11/10	[s.40]	Feedback from Managers meetings Input from PICTAB – Outcomes better aligned to Houses' strategies. Change to vision statement . Input from Gartner – structure and format changes including changes to plan to show feasibility study. Changes to exec summary
1.1	11/11/10	[s.40]	Moved stories to just after exec summary Released for Management board review.