HOUSE OF LORDS

Management Board

Information Management: Strategic Issues
and Update on the Action Plan

Responsible Board Member(s)	Liz Hallam Smith, Director of Information Services and Librarian
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Summary of actions requested: The Board is invited to:

- Discuss the strategic context for business-driven ICT programmes in Parliament and advise on any action to be taken (Annexe 1).
- Note the ToRs of the bicameral Group on Information Management (GIM) (Annexe 2).
- Note progress with the Action Plan overall while recognising that momentum needs to be maintained, e.g. with the Members Names project (Annexes 3-4).
- Note and agree the recommendation to develop a business case for a staff identity management project (Annexe 3).

A Strategic Framework for Business-Driven ICT Programmes

1. In the past three years, several major programmes in which ICT is an enabler for core business change have been commissioned or developed in a relatively ad hoc manner. Although some work has been done to map dependencies, and continues, we still lack high-level co-ordination and an overall 'vision' and strategic framework for these activities across Parliament.

2. In Annex 1, below, I suggest that a 'vision' and strategic framework be developed by the Programme SROs to co-ordinate these programmes, in the context of PICT's Parliamentary ICT strategy and PICTAB's work on prioritising ICT programmes which support and deliver business change. Such a framework would enable us to optimise the benefits and to ensure we use to the full opportunities for streamlining, prioritising and making cost savings.

The Group on Information Management (GIM)

3. The House of Commons has not developed a similar Action Plan to ours, but a new bicameral group (the Group on Information Management – GIM) has been set up to co-ordinate policies and procedures across the two Houses and PICT. It is chaired by John Pullinger. Having completed some scoping work, its medium-term goal is to develop an Information Management Strategy for Parliament (see Annexe 2, below, for its ToRs).

The IM Action Plan

4.   The Board last reviewed the IM Action Plan in February 2009. Since then, as noted at a recent workshop (see Annexe 4, below), considerable progress has been made in a number of key areas, including streamlining information for new Members and the first stages of the Lords Members Names Database.

5.   As a next step the Board is invited to note that the key area not progressed to date is the single database of staff identities (see Annexe 3, below). A business case should be developed for it. In addition, we need to maintain our progress with the Lords Members Names database.
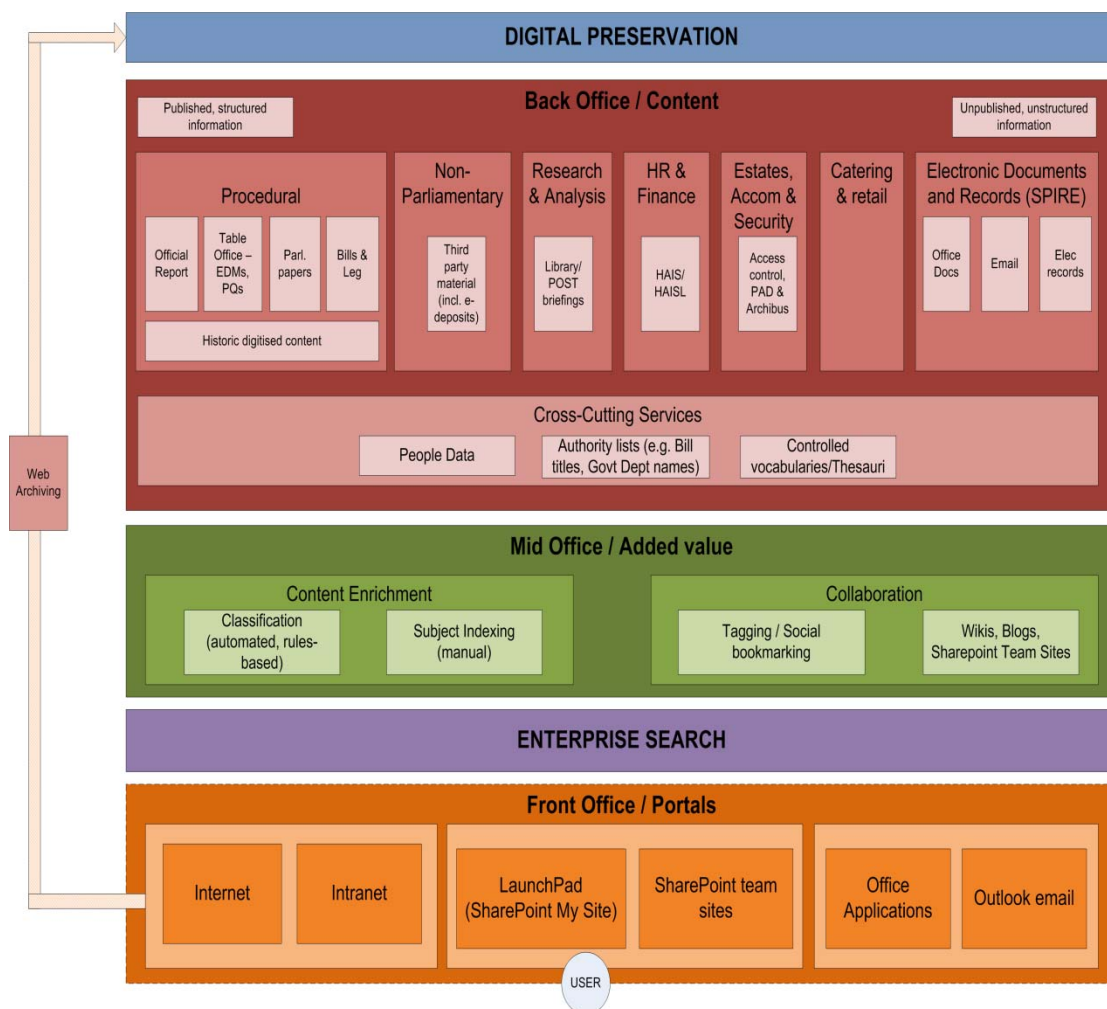

14 April 2010   **Liz Hallam Smith**

Annexe 1

A Strategic Framework for Business-Driven Programmes in Parliament

The Current Information Landscape
1. Since 2005, Parliament has incrementally commissioned a number of substantial programmes in which ICT is an enabler for business change and offers the potential for major business benefits: increased effectiveness and enhanced performance, streamlining workflows and effecting savings. These programmes are for the most part driven by the business, with support from PICT.

2. The principal programmes are:

- HAIS and HAISL
- The web and intranet programme
- The digital preservation programme
- The SPIRE (EDRM) programme
- The procedural data programme
- Core Parliamentary Information Management Framework (CPIMF)
- Facilities ICT programme

3. Many of these encompass a variety of projects, some quite major in their own right and with their own project boards and budgets (e.g. the Content Management System, the Lords Business Project, and the Works of Art Database).

4. Because these developments have been incremental, the information landscape of Parliament is as a result very complex. There is a risk of gaps, overlaps and the double counting of savings and benefits.

5. PICTAB has identified and engaged with this risk, and has discussed with programme SROs both dependencies and governance issues. Considerable progress has already been made with analysing the way in which many of the programmes fit together: a sample schematic diagram is given below. This shows functional dependencies and linkages running right through from the user at the desktop to the digital preservation of the data in the virtual Victoria Tower of the future.

6. Much work is also taking place to map critical paths between the programmes (for example between SPIRE and digital preservation, and the web and intranet and procedural data programmes), and to ensure co-ordination with PICT's development and delivery programmes. This will assist us towards developing investment priorities. It will also ensure that we are clear about the potential impact to other programmes from delays in implementation of individual programmes or projects, or funding gaps.

DIGITAL PRESERVATION

Back Office / Content

Published, structured information

Unpublished, unstructured information

Procedural

Official Report

Table Office – EDMs, PQs

Parl. papers

Bills & Leg

Historic digitised content

Non-Parliamentary

Third party material (incl. e-deposits)

Research & Analysis

Library/ POST briefings

HR & Finance

HAIS/ HAISL

Estates, Accom & Security

Access control, PAD & Archibus

Catering & retail

Electronic Documents and Records (SPIRE)

Office Docs

Email

Elec records

Cross-Cutting Services

People Data

Authority lists (e.g. Bill titles, Govt Dept names)

Controlled vocabularies/Thesauri

Web Archiving

Mid Office / Added value

Content Enrichment

Classification (automated, rules-based)

Subject Indexing (manual)

Collaboration

Tagging / Social bookmarking

Wikis, Blogs, Sharepoint Team Sites

ENTERPRISE SEARCH

Front Office / Portals

Internet

Intranet

LaunchPad (SharePoint My Site)

SharePoint team sites

Office Applications

Outlook email

USER

7. In addition, there are two key initiatives under way which will support a more prioritised approach to ICT delivery from the supplier angle: PICT has developed a Parliamentary ICT Strategy, while PICTAB is currently working on developing a prioritised portfolio approach to ICT programme management.

8. **However, we lack an overall 'vision' and strategic framework into which all these programmes and projects (and others) can fit, and which will help us to set priorities and to make rational future investment decisions at a high level. The Board is invited to consider this issue, using the concept outlined below as a starting point.**

Looking ahead to 2015

9. Is there a theme that unifies these programmes and projects? As already outlined in paragraph 1, above, in all of these workstreams ICT is a linking theme, an enabler for business change offering potentially major business benefits: increased effectiveness and enhanced performance, streamlined workflows and savings.

10. Could this be translated into an overarching 'vision' for the future? Could we aim, by the end of the next Parliament, to have e-enabled and integrated all our principal business processes and workflows? Could we agree and set up a framework – called, for example, 'Digital Parliament 2015' – to provide a structure for developing,

steering, and delivering the major change process on which we have already embarked?

11. At the moment we are counting and evaluating our benefits in silos. If we worked more collectively within a single framework, these benefits could be pooled and integrated.

12. An example would be if we brought decisions about the future of web hosting within these parameters. As the web and intranet programme is rolling out the new content management system, it is identifying substantial benefits at a tactical level from bringing in house the hosting of much material currently externally hosted. These include actual and further potential savings, increased flexibility and improved performance. At the same time, the PICT strategy refers to a proposed future review of hosting policies at a more strategic level.

13. As a further example, a shift away from using print as our primary publication medium for core parliamentary material would seem to hold out even greater potential for cutting costs and improving services. But that major change would be dependent on CPIMF and digital preservation achieving key milestones in a timely way. Locating all these workstreams within a single framework would enable us to ensure that these dependencies were mapped and delivered.

14. There may well be further cross-cutting initiatives and projects which could make a key contribution to this framework. An example is improving staff identity management (see below, Annexes 3-4). Others would emerge during the development of the framework and subsequently as it was rolled out.

Co-ordination and Delivery

15. If we agreed to develop such a framework, who would develop and 'own' it? Much of its development could be achieved by the programmes themselves under the leadership of the SROs. At recent meeting of the SROs of the procedural data programme, web and intranet programme and CPIMF, it was agreed to work collectively to agree dependencies and milestones, and to measure progress against an agreed set of core benefits under the Digital Parliament 2015 banner.

16. A similar exercise has been proposed for CPIMF, SPIRE and Digital Preservation using the same benefits - and this approach could be adopted by other programmes. This could then be developed into a single framework document which would provide a unifying delivery 'vision' and a high-level mechanism for co-ordinating the work of the programmes and projects. In short, we should work smarter rather than harder.

17. Once completed, the framework could be agreed and monitored by PICTAB on behalf of the two Management Boards.

18. The Board is invited to comment and advise on this suggestion.

Liz Hallam Smith
14 April 2010

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Annexe 2
The Group on Information Management (GIM):
Terms of Reference

For the proper conduct of its work Parliament relies on timely, authoritative, accurate and impartial sources of data and information and on staff knowledge and expertise. To assist in this Parliament has adopted a set of principles for knowledge and information management[1].

The Group on Information Management (GIM) is a bicameral group which coordinates Parliament's strategy for managing information. GIM has been set up by the two Management Boards to support, facilitate and encourage knowledge and information management best practice across both Houses, as well as to consider knowledge and information issues and risks which need more expert consideration. The group provides a challenge across the parliamentary administration to use information in ways that improve efficiency and effectiveness and reduce risk.

Its vision is that Parliament should manage information as a corporate resource to be:

- effective – providing the information required, when it is required, in the format required, in the most appropriate way to meet the business needs of Parliament now and for the future

- efficient – using, reusing and exploiting information to improve cost effectiveness, while reducing unnecessary data duplication

- compliant – creating, storing, preserving, and disposing of the right things, in the right place, at the right time.

Areas of work for the group include:

- promoting the existing Knowledge and Information Management Principles

- developing an Information Strategy for Parliament and ensuring it is followed and embedded in the organisation

- reviewing information risks and dependencies

- considering how best to utilise technology and the different information channels available as well as other opportunities that may arise

- drafting, consulting on and developing knowledge and information management related policies

- identifying any cultural change and communications needed associated with knowledge and information management initiatives

- advising and supporting projects which have a knowledge or information management element (highlighting any dependencies with other projects and identifying 'gaps' or potential synergies between them where further initiatives would be beneficial)

- reporting as necessary to the Management Boards of both Houses.

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[1] Information Management (IM) has been defined as "the storage, searching, retrieval and updating of information so that it is easily accessible."

The Group hears reports from teams, projects and programmes involved in knowledge and information management work. The Group's role is not as an executive or to interfere with existing governance arrangements but to provide strategic input to the thinking of business as usual activities, projects and programmes and the development of their ideas. It also coordinates knowledge and information management initiatives between the two Houses and acts as a 'policymaker of last resort' for knowledge and information management-related policies.

Annexe 3

House of Lords Information Action Plan: Update (April 2010)

Background: last review by the Board in February 2009.

1. In February 2009 the Board reviewed the Action Plan in the light of a workshop held in November 2008. It agreed that a working group, led by the business and supported by PICT, be set up to scope a project for **improving identity management** in the House of Lords, prioritizing on Member identities, followed by Staff identities.

2. Following two further workshops, the Lords Members Names project was then set up under the umbrella of the Procedural Data Programme, and has made good progress. As yet, staff identity management has not been tackled.

3. The Board noted the suggestion that that one or more IM Workshops be held to map business processes and supporting **information flows in the procedural areas**, and to identify and agree a series of process and system enhancements required to deliver incremental improvements. This was remitted to the Procedural Programme.

4. The Board also remitted to the Director of Facilities a short review of current **room bookings** systems, to investigate in due course the feasibility of improving the accessibility of existing systems on a read-only basis, and the desirability of introducing an online booking service. This work is now beginning to make progress.

IM Workshop in January 2010 (see Annexe 4 for a fuller account)

5. The workshop heard that a new **database of Members Names** has been developed and will be rolled out from March 2010. Further work was needed on e-mail addresses and on Members' expertise, and to develop and enrich the website pages relating to individual Members.

6. Considerable progress had been made in **reducing the amount of paperwork given to new Members** at their inductions, linking in with work on new streamlined induction procedures.

7. It was also reported that the replacement for the PAD database, being developed by PICT and the Facilities Departments, would enable a system for **online room bookings** to be developed, probably by the end of 2010/11.

8. **Improvements to staff identity management** remained a major gap and participants agreed that this needed to be tackled for both Houses, to mitigate risk, improve data security and allow efficiency gains.

Current State of Play with the IM Action Plan (April 2010):

Items Completed or Almost Completed

9. Producing a revised **publications scheme**. This was published on www.parliament.uk on 23 December 2008. Further work is being undertaken on the few remaining gaps.

10. Producing an integrated **recess rota** to cover all relevant Offices, to include briefing notes for the duty clerks.   This was implemented by HR in Summer 2008.

11. Reviewing and co-ordinating **information given to new Members** prior to their introduction and producing a streamlined pack, also available electronically. Work on this is almost complete. It links in with the online Members' Centre on the intranet.

12. Creating a 'Master' database of **Member identities.** This is being launched incrementally from March 2010. It includes the Register of Members' Interests. Further work is needed to realise the full benefits of this database (see para X, below).

13. **Improving information flows about the business of the House**. Improving the layout of **Hansard online** and tie-ups with the printed versions, to improve searching; linking printed Hansard and audio versions of proceedings. All these are progressing within the Procedural Programme and Web and Intranet Programme.

14. Improving the **House of Lords intranet**, and e-enabling workflows. A major programme of improvements is making good progress. The new content Management System will enable Offices to create their own content within the corporate framework.

Items under Development

15. Developing a **meetings room booking service** to enable e-bookings and receipts, and to allow users to view an online calendar of existing bookings. This is being taken forward by the Department of Facilities.

16. Completing work on the **Members' Names database**, to include information such as email addresses and areas of expertise, and enriched content for the biographical pages on Members. This is progressing through the Procedural Data Programme and the Web and Intranet Programme.

17. Widening access to the Journal Office's **procedural information resources**, by e-enabling them as appropriate; mounting them on the intranet/website. Improvements to the Registry database, already under way as part of the procedural data programme, should meet this need in part.

Items not yet Progressed

18. Creating an authoritative database of **staff identities**, job titles and Office contact details. A number of ICT-enabled programmes and functions across Parliament now require an authoritative data feed of information about staff (and in due course, Members' staff), and I will be developing a business case for this work, with PICT.

19. Creating a **database of all House of Lords publications and papers** with links to online versions and to procedural documents. A considerable amount of further work needs to be done on the information architecture of the TSO-hosted parts of the website, in conjunction with TSO, to ensure that all House of Lords publications are available online and may be readily found. This should arise naturally through the roll-out of the new Content Management System for the website.

20. Compiling a **searchable directory** of 'Who Does What in the House of Lords Administration', with brief searchable descriptors of each role, available on the Intranet; and Desk Instructions for all roles, available on shared drives. The White Pages developments may meet this need in part.

Recommendations

21. The key development area is the single database of staff identities. A business case will be developed for it. In addition, we need to maintain progress with the Lords Members Names database.

Liz Hallam Smith
14 April 2010

Annexe 4

Summary of the House of Lords KM/IM Workshop,
29 January 2010

1. The purpose of this workshop was to bring the Lords Offices together, with representatives from PICT and the Commons DIS, to discuss progress on the Lords Knowledge and Information Management Action Plan drawn up by Liz Hallam Smith in May 2008. It was also hoped that ideas for further action would emerge out of the discussion.

Introduction

2. Liz Hallam Smith opened proceedings by discussing the progress made in implementing the Action Plan, and identifying areas that still needed work. EHS referred to the questionnaire that had been circulated prior to the workshop, which sought to find out if Offices felt that there had been improvements in KM/IM since the publication of the Action Plan. The response had been a mixed one, with some Offices reporting notable changes and others reporting none. EHS felt that the pace of change was often seen as too slow, and that momentum needed to be maintained across the Administration.

3. As far as the Action Plan itself was concerned, EHS reported that many of the action points were completed or being dealt with (such as the Members' identities database and improving information for new Members), while a few had yet to be tackled (such as the staff identities database). EHS then introduced a line-up of speakers who would talk briefly about developments relating to strategy and specific action points.

Group on Information Management

4. Katharine Schopflin spoke about the bicameral Group on Information Management, which had been formed in the summer of 2009. She was its Secretary and John Pullinger its Chairman. The aim of the Group was to understand the principles of good information management, and encourage their application. It was primarily an advisory body, which staff involved in KM/IM projects could consult. GIM was developing a "channel strategy," designed to understand the channels of communication across Parliament and the purposes they serve, in order to make them work as well as possible.

Database on Members' Names

5. Jessica Parkinson reported that a new umbrella database called Ella had been devised as a repository for an authoritative list of Members' names. Ella was due to be rolled out in March 2010, work on it having begun on a bicameral basis in Summer 2009, with heavy involvement from PICT. The intention was that the database would provide a single unified list of names that would be updated in real time and could be shared by all Offices. Information owners across the House would contribute data to Ella, so that Offices would remain in control of the information it provided. Briefing sessions to explain the database were being organised, and Offices were to be consulted on improvements that could be made following the launch. The hope was that any teething troubles would be ironed out during the first year, and that Ella could be expanded to hold authoritative lists of government departments, and

information on Members' expertise and interests. Information held on Ella would feed into the internet and intranet pages.

Induction of New Members

6. David Beamish talked about the considerable progress that had been made in reducing the amount of paperwork given to new Members during their induction, following the 2009 workshop on this matter. Black Rod's department, for example, had cut down the number of separate documents it provided from thirty to just two. The remaining forms had also been given a redesign, to create a visual uniformity between them. DB commented that these changes were timely, given that the House was likely to be welcoming a large number of new Members in the aftermath of the General Election. Work was also ongoing to ensure that the induction process would be flexible enough to cater for individual Members' personal interests, rather than forcing them all to follow the same programme.

7. DB said that work would be carried out on drafting a key need-to-know document that would provide links for new Members to important and relevant information. There would also be a mixture of practical and procedural sessions for them to attend, with the emphasis on planning things from the Members' points of view. This would involve arranging so-called "Freshers' Fairs" for new Members, which could be organised by theme rather than by Office, as this would make more sense for the Members. A trial event would be held in March, for which Mary Ollard would be compiling a draft list of stalls; staff affected would be consulted. DB also made mention of the online Members' centre now available on the intranet, which contained useful links for new peers, though they would obviously need to have their IT needs dealt with before they could access it. The possibility of identifying staff "mentors" for new Members was also raised.

Room Bookings

8. Tim Lamming told the workshop that the Facilities Departments of both Houses had joined with PICT in examining the issue of room bookings, among other matters. TL mentioned that the Lords catering department used software called Events Perfect for managing bookings, and that the current PAD technology used to assist with Committee Room bookings was due for replacement. Potential replacement products would be tested against user requirements, with Events Perfect being one of the contenders. The process was due to conclude at the end of the 2010-11 financial year, and at that point it might be possible to launch online room bookings. Banqueting bookings might also be placed online. TL said that consistency of Members' names (helped by the advent of the Ella database) would be crucial if an online system were to work, as it would prevent potential confusion between Members with similar names.

Feedback from Discussion

9. Following the short presentations, the workshop divided into several discussion groups to talk about possible next steps. Feedback was gathered from the groups at the end of the session.

10. One of the main issues to come up was Members' email addresses, which were often ambiguous (easily confusing one peer with another) and out-of-date. DB said that he

would like to see a system which eradicated these problems and could ensure the automatic forwarding of emails to Members who wanted them directed to other addresses.

11. It was once again pointed out that identity management of staff was still a glaring gap, but at present there was nothing in the Business Plan to allow this to be tackled. Les Hobbs suggested that attempts should be made to rationalise information held about Members' staff, while Simon Nicholls suggested trying to extend the Members' names project into other areas, such as compiling a master list of the owners of authoritative information within the House.

12. JP talked about the potential of Web 3.0 technology, which will have the ability to display highly complex information in an accessible way. This could prove very useful to Parliament in attempting to simplify its information processes.

13. There was also some discussion about how the reports of working groups across the House could be better disseminated, while the Journal Office was keen to share procedural information more widely, particularly with its Commons counterpart. The JO was most interested in sharing historic information, and in acquiring procedural information, like marshalled lists of amendments, from the Commons more easily.

14. Benet Hiscock floated the idea of having a single page for every Member on the internet, providing all the information held by the Administration about the Members that it could be required to release under FOI. BH suggested that Members would have to have an opportunity to explain their activities on these pages, and an opportunity to review the information held by the Administration prior to publication, to check it for accuracy.

15. Isolde Victory mentioned the launch of the new Apple iPad, and suggested that the House and PICT should look into developing means for easily downloading Hansard into mobile devices. This would have the advantage of reducing the need for printing paper copies of Hansard, for example in the new Millbank Library after it opens. Joan Miller said that a suitable reader for this sort of thing had not been identified yet, but PICT was looking into it with the two DISs. Ideally, PICT would like a reader somewhat smaller than the ones currently on the market.

John Greenhead, Senior Assistant Librarian, House of Lords Library
February 2010