HOUSE OF LORDS

MANAGEMENT BOARD

20 July, 4pm to 5pm in Committee Room G

Agenda

1. **Oral Updates**

2. **First Quarter Financial Report and Forward Look**   **MB/2011/86**
   RESTRICTED ACCESS: MANAGEMENT
   Memorandum by Andrew Makower

3. **Health and Safety Policy**   **MB/2011/87**
   Memorandum by Tom Mohan

4. **Accommodation Property Update**   **MB/2011/88**
   RESTRICTED ACCESS: MANAGEMENT
   Memorandum by Carl Woodall

5. **Membership of Business Planning Group**   **MB/2011/89**
   Memorandum by David Beamish

For formal decision/information:

6. **Draft Minutes of the Meeting on 6 July**

7. **Draft Minutes of the Business Planning Group on 27 June**

8. **PICT annual report**   **MB/2011/90**
   Memorandum by Joan Miller

9. **Management Board local Statements of Internal Control 2010/11**   **MB/2011/91**
   RESTRICTED ACCESS: MANAGEMENT

10. **Recruitment Panel quarterly update**   **MB/2011/92**
    Memorandum by Tom Mohan

11. **Facilities ICT update**   **MB/2011/93**
    RESTRICTED ACCESS: MANAGEMENT
    Memorandum by Carl Woodall

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12. **Management Board Forward Plan**   **MB/2011/94**
    RESTRICTED ACCESS: MANAGEMENT
        Memorandum by Rob Whiteway

13. **Any Other Business**

HOUSE OF LORDS

Management Board

Health and Safety Policy

Responsible Board Member(s)	Tom Mohan
Paper prepared by	Simon Burton and Marianne McDougall, Head of Safety, Health and Wellbeing Service
Date	13 July 2011

Summary of actions requested:

- Adopt revised Health and Safety Policy

The revised Health and Safety Policy

1. The two Houses have their own Health and Safety policies. Our policy was last formally adopted in 1999. The bicameral Safety, Health and Wellbeing Service has been working on a new single policy for the two Houses which I have adapted to fit the management circumstances of the Lords. This revised policy has been considered three times by the Health and Safety Committee (most recently on 12 July 2011) and has been approved by that Committee for adoption by the Board. A draft was also considered and endorsed by senior managers from all Departments at a meeting in May. Adopting the revised policy will deliver a recommendation of the Internal Audit review of Legal Compliance. The Commons adopted their revised policy in April this year.

2. The Board is invited to **adopt a revised Health and Safety Policy** (see Annex).

Financial implications and communications

3. The adoption of the new policy has no financial implications. The policy will be sent to the Trade Unions and placed on the Intranet once supporting material is available. A message will be sent to staff via Red Carpet News. The policy will appear in the 2012 Staff Handbook.

13 July 2011   **Simon Burton**

House of Lords Health and Safety Policy

(11 May 2011)

This Health and Safety Policy Statement is the lead document for Health and Safety in the House of Lords. All other health and safety documents at a corporate or departmental level will match or exceed the principles set out here. All people who work in or with the House of Lords Administration and those who use its services are encouraged to read this policy and to consider how they can contribute to achieving its aims.

1   OUR HEALTH AND SAFETY POLICY

The House of Lords Administration wants to provide a healthy and safe working environment and that people who work in the House of Lords or come to visit are not harmed. We will do all we can to ensure the health and safety of our staff and any other people who are directly affected by our work. Most importantly, we will try to ensure that work demands do not exceed your capabilities to carry out the work, without undue risk to yourself or others.

It is the policy of the House of Lords Administration that we act in accordance with all safety legislation, even though not all of it strictly applies to Parliament.

Health and safety risks need to be identified and managed. This means that your managers will be able to:

- tell you about the risks and give you the most suitable information and training so that you can do job, or visit, without coming to any harm;
- give you the proper equipment to protect you, and to help you work safely;
- consult widely on health, safety and welfare issues, with Trade Union representatives as well as all staff; and
- regularly review and improve our arrangements for managing risks including providing assurance on those internal controls in place to manage them.

This health and safety policy explains the various responsibilities of people who work in the House although ultimate responsibility remains with senior managers, and liability with the Clerk of the Parliaments as employer supported by the Safety, Health and Wellbeing Service. All staff can get more information on the health and safety pages of our intranet, where you can also find out more details on the arrangements for putting the safety policy into practice.

The success of this policy relies on your support, involvement and cooperation.   This means we need everyone, including Members of the House of Lords, consultants and contractors, to work together to implement and improve our health and safety arrangements.

If you have any questions about this policy please email SHWSadmin@parliament.uk

Signed on behalf of the House of Lords
by the Clerk of the Parliaments

Date

2   PEOPLE AND THEIR RESPONSIBILITIES

2.1   Everyone

Every person who works for the House of Lords Administration in any capacity is responsible for promoting good health and safety practices and preventing work-related injuries and ill health. Intentionally disregarding, misusing or interfering with anything provided for health, safety or welfare purposes is a disciplinary matter.

Regardless of your position, you are responsible for:
- ensuring your actions and decisions contribute towards a healthy and safe work environment;
- helping the Administration to achieve its health and safety policy objectives and maintaining its standards;
- following precautions, systems and processes relevant to your work;
- raising with your line manager any problems or concerns which you can't solve;
- reporting all work-related injuries, ill-health (including stress) and other incidents, including "near misses"; and
- complying with your legal duties.

If you or your colleagues are unsure of your responsibilities, you need to speak with your line manager or local safety co-ordinator. If they can't help, please contact the Safety, Health and Wellbeing Service (SHWSadmin@parliament.uk)

2.2   Management and Delivery Functions

As well as the general responsibilities which apply to everyone, certain groups of people have other specific duties.

All senior staff and managers have a duty to ensure the health and safety of:
- those who report to them; and
- those who may be affected by our activities.

Health and safety duties, and the necessary authority and resources to discharge them, are delegated down the line management structure as appropriate. The following parts of this section outline the general responsibilities of the various management levels: each section has further and relevant information available on the health and safety pages of the intranet.

 Everyone is responsible for making sure that their work is done properly. If you have doubts about the safety of any arrangements, you should not start your work until you have sought advice. If work has already started, then it should be suspended until you have the appropriate reassurances.

2.2.1 The Clerk of the Parliaments is responsible for ensuring that the Administration fulfils its health and safety responsibilities and that there are adequate resources to do so. He has delegated authority for the day-to-day management of safety and health related issues to Heads of Office, who must make sure the safety policy is put into practice in their Offices and Departments.

The health and safety policy will be updated as necessary by the Head of Safety, Health and Wellbeing, under the guidance of the Health and Safety Committee, and in consultation with staff, management and TUS.

2.2.2 The Management Board is responsible for ensuring the Administration delivers its health and safety policy and complies with its legal duties. They will:
- provide active and visible leadership for health and safety within the Administration;
- consider any health and safety implications of Board decisions and ensure that they reflect the safety policy;
- monitor and review health and safety performance and risks at least annually;
- formally delegate responsibility for health safety issues in individual offices to the Heads of Office; and
- allocate adequate resources for health and safety purposes.

The Management Board has nominated a member (currently the Director of Human Resources) with specific responsibility for health and safety**.** This person is responsible for championing health and safety matters on behalf of the Board. The Director of Human Resources will in particular ensure that Heads of Office are reminded of their responsibilities under this policy and will provide Heads of office with a template for the report required under section 2.2.3 below.

In addition, the Director-General of Human Resources and Change in the House of Commons has special responsibility for providing a professional, in-house safety and occupational health service. The Director General of Facilities in the House of Commons has specific responsibility for ensuring that both Houses have adequate arrangements in place to control premises-related risk e.g. fire, asbestos, safety of water systems and plant, gas and electrical installations.

2.2.3 Heads of Office: In addition to any duties they may have as Management Board Members, Heads of Office must provide the leadership needed to put our health and safety policy into practice. They are responsible for the effective management of work related risk under their workgroup's control, including the implementation of the Administration's health and safety policy, plans and supporting arrangements.

Accordingly, Heads of Office will:
- make sure risks are effectively managed within their Offices and Departments and that the demands placed upon staff by their work does not exceed their capabilities;

- provide appropriate support for their line managers on health and safety issues;
- ensure that staff receive appropriate safety training tailored to the needs of their office (where possible making use of generic training arranged through SHWS including where appropriate on-line training)
- make sure that sufficient time and finances are allocated to assess and manage risks to their staff;
- appoint sufficient safety co-ordinators to assist them in their duties[1] and ensure that these people have enough time to do this work;
- nominate a representative or representatives to the House of Lords Health and Safety committee;
- regularly review their own Department's health and safety performance; and
- using a template supplied by the Director of Human Resources, produce an annual safety report to the Clerk of the Parliaments containing an appropriate level of assurance that work related risks have been identified and that they are being appropriately managed within their Department, recognising that for many offices the safety risks will be generic risks associated with office work which can be best recorded in a simple standard form statement of assurance.

2.2.5 *Team Leaders, Line Managers and supervisors*: are individually responsible for managing all health and safety related to work under their control, and must make sure that doing so is of equal importance to other management functions. More information is available on the intranet to explain what team leaders, line managers and supervisors need to do to make sure their staff and contractors can work safely but this includes making sure that:

- work-related risks have been assessed (including in particular when staff assume new roles) and risks are controlled;
- staff have appropriate training to help them do their job safely and understand how to work safely;
- staff have the right equipment to do their job properly; and
- people know what to do if there is an emergency and how to report an accident.

Line Managers must also keep their managers and Head of Office informed of safety related issues and make sure that they and their staff have sufficient resources to appropriately manage any work related risks.

2.2.6 *Departmental Safety Co-ordinators* must be appointed by each Head of Office and nominated as the departmental or office representative or representatives on the Health and Safety Committee. Co-ordinators must be given sufficient time to carry out their tasks; the extent of their duties must be agreed with their manager and included in their job

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[1] The number and competency of co-ordinators will depend on the level and nature of associated risk, but they must be able to fulfil the duties described in section 2.2.6

description. Where there is more than one Co-ordinator in an office or department they must work together to ensure a consistent approach.

Safety co-ordinators do not need an in-depth knowledge of safety issues and will not be expected to conduct safety advisory tasks, unless they are appropriately trained and experienced.

The health and safety intranet pages give more information on the role of the co-ordinators i.e.

- how they can assist their Head of Office in implementing the House of Lords Health and Safety Policy and their Department's Safety Action Plan;
- how they can consult and inform staff in their department on safety related issues; and
- what advice and guidance they may be asked to give their Head of Office.

2.2.7 *Head of Safety, Health and Wellbeing* and his/her staff act as the House's competent persons[2] . The postholder acts as the point of contact between the Administration and the Health and Safety Executive and is responsible for ensuring that his/her team;

- provides advice on strategic and operational safety issues, including guidance to staff on day to day safety issues;
- sets up consistent occupational health and safety standards;
- develops and recommends policies and procedures in line with best practice and helps managers to improve safe working procedures;
- reviews and updates the safety policy;
- provides advice, guidance and support as required and on consideration of the risk arising from any workplace activities; and
- ensures that the health and safety policy is closely linked to the wider risk management policy of the Administration[3] and that its application contributes to the overall management of risks across the Administration.

2.2.8 *The Fire Safety Manager* and deputy in the Department of Facilities (Commons) act as the House's competent fire safety persons as delegated by the Clerk of the Parliaments. The post holders act as the point of contact between the House and the Fire Section/Fire Brigade, London Fire and Emergency Planning Authority and the Chief Fire and Rescue Adviser. They are responsible for the planning, discharge and monitoring of the fire strategy for both Houses and providing competent advice.

The fire safety manual sets out Parliament's fire safety commitments (including fire precautions, dealing with fire incidents, fire drills, training and incident evacuation) and the arrangements for meeting those commitments. It is authorised by the Clerk of the House and Clerk of the Parliaments and is overseen by the Fire Safety Committee. The manual

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[2] Appointed under the provisions of section 7 of the Management of Health and Safety at Work Regulations.
[3] INSERT LINK TO HOL RISK MANAGEMENT POLICY

consists of the Fire Safety Policy Statement, Fire Safety Management Strategy, Schedule of Premises and Location of Muster Points.[4]

2.3   Trade Union Safety Representatives

Trade Unions recognised by the House will appoint their own Safety Representatives[5] . They must notify the House (via the SHWS) of the names of these representatives and the list will be published on the SHWS website. These representatives have the right to:

- represent employees in discussions with the employer on health, safety or welfare and in discussions with HSE;
- investigate hazards and dangerous occurrences or complaints;
- have relevant training;
- carry out workplace inspections and scrutinize relevant documents;
- attend safety committee meetings;
- be informed and consulted about matters that have health, safety or welfare implications; and
- support in terms of time, facilities and recognition as partners in better health, safety and welfare.

2.4   Contractors

Many contractors work on the Parliamentary Estate, either as a permanent presence or as part of a temporary or short term contract. All contractors must comply with the Administration's safety procedures and ensure that their activities do not put anyone else working on the Estate at risk. Detail of safety procedures is given on the intranet.

Specific safety precautions required to control risk will form part of the relevant contract and contractors must ensure that adequate and sufficient safe working systems, method statements and permit to work arrangements are in place, as appropriate, for the relevant works or projects. These documents must be available for inspection by the House authorities.

2.5   Health and Safety Support

Although health and safety is a management responsibility of equal importance to other business undertakings, various workgroups and individuals work for the House of Lords Administration to help achieve its health and safety objectives. They identify the common health and safety issues that exist across the Administration; recommend appropriate risk management solutions; and communicate with Offices and Departments as appropriate.

2.5.1   Safety, Health and Wellbeing Service gives professional advice and assistance on matters relating to health, safety and welfare at work across both Houses of Parliament. This includes:

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[4] http://intranet.parliament.uk/intranet/evacuation-emergencies/assets/Fire-Safety-Manual.pdf

[5] Following the provisions of the Safety Representatives and Safety Committee Regulations

- provision of advice on safety, health and wellbeing matters,
- assistance with production of safety documentation, such as the development of safety policies and risk assessments,
- keeping up to date on developments in health and safety legislation and practice,
- monitoring the implementation of health and safety policy,
- acting as the formal point of contact between the HSE and staff of the House,
- liaising with specialists in or outside the House, where necessary,
- receiving accident and incident reports, investigating as appropriate, compiling and analysing accident and incident data and reporting accidents to the appropriate enforcing authority as required by legislation,
- liaising with recognised trade unions and their appointed workplace representatives on issues relating to the health and safety of their members, and
- publicising occupational health and safety information, policies and guidance

2.5.2 Facilities and Estates Teams (in the House of Commons Department of Facilities (PED and Accommodation Services)) are responsible for effectively managing all health and safety matters associated with:
- the physical structure, support services and working environment of the Houses of Parliament , including shared parts of the Parliamentary estate e.g. roadways, paths, steps and car parks,
- work that is covered by CDM regulations,
- plant rooms,
- fire risk assessments and physical fire safety precautions, via the fire safety manager.

2.5.3 The Fire Safety Manager and the deputy are responsible for the day to day management of fire safety within the Estate as delegated by the Clerk of the Parliaments, via the Director General of Facilities (Commons). They are responsible for the planning, discharge and monitoring of the fire strategy for both Houses and providing competent advice. More detail is given in the Fire Safety Manual.

2.5.4 Trade Union Side formally represents the health and safety interests of all House of Lords staff (i.e. members and non-members). This critical role is performed by trained safety representatives who are appointed by the Trade Union side. They have a right to carry out certain functions in relation to health and safety and are consulted when safety policies are developed or revised.

2.5.5 The Health and Safety Committee
The House of Lords' Health and Safety Committee is chaired by an official appointed by the Director of Human Resources. It considers and makes recommendations on any strategic matters connected with health and safety which may affect those who work in or visit the House of Lords. The objectives, constitution, procedure and functions for the committee

can be found on the intranet, [*and in the Staff Handbook – link to be inserted to 2011 version in May*]

2.5.6 The **Fire Safety Committee** is chaired by the Parliamentary Director of Estates and reports to the House of Lords Management Board via the Parliamentary Estates Board. It aims to ensure that the fire safety precautions throughout the Parliamentary Estate conform to the highest professional standards and by doing so support the Clerks of both Houses as "responsible persons" under the Regulatory Reform (Fire Safety) Order 2005.

2.5.7 *Local Health and Safety Committees*: where appropriate, an individual Office or Department may set up its own safety committee, to discuss and action operational issues. A representative from this committee (usually a safety co-ordinator) will attend the House of Lords Health and Safety Committee.

2.5.8 *The Whitley Committee* receives an annual report on the health and safety performance of the House.

3 PUTTING THE POLICY INTO PRACTICE

Establishing a policy is a key part of managing health and safety, but it is equally important to make sure that it is put into practice.

We are responsible for the health and safety of everyone affected by our business - this includes employees, subcontractors, visitors, Peers and Members of both Houses, customers and the visiting public.

The House of Lords safety policy explains our commitment to managing health and safety and also how we are organised – in other words, who is responsible for doing what. To perform health and safety duties properly requires necessary authority and resources. All our safety policies make it clear that this is delegated down the line management structure but *responsibility remains with the person making the delegation.*

3.1 The Principles of our Arrangements

Risk assessment and management is fundamental to the way we manage health and safety at the House of Lords. We are committed to the Health and Safety Executive's *sensible risk management* agenda as follows.

Sensible risk management **is** about:
- ✔ Ensuring that workers and the public are properly protected.
- ✔ Providing overall benefit to society by balancing benefits and risks, with a focus on reducing real risks – both those which arise more often and those with serious consequences.
- ✔ Enabling innovation and learning, not stifling them.
- ✔ Ensuring that those who create risks manage them responsibly and understand that failure to manage real risks responsibly is likely to lead to robust action.

✔ Enabling individuals to understand that as well as the right to protection, they also have to exercise responsibility.

Sensible risk management **is not** about:
- ✘ Creating a totally risk free society.
- ✘ Generating useless paperwork mountains.
- ✘ Scaring people by exaggerating or publicising trivial risks.
- ✘ Stopping important recreational and learning activities for individuals where the risks are managed.
- ✘ Reducing protection of people from risks that cause real harm and suffering.

3.2   Implementing the Policy

This policy is the lead document for occupational health and safety in the House of Lords. All other health and safety documents at corporate or departmental level will match or exceed its principles.

This policy is supported by other corporate health and safety policies which explain common standards, systems, processes and improvement plans that apply across the Lords for various specific topics. The list is wide ranging and covers subjects such as hazardous substances, safe lifting, stress and wellbeing, personal protective equipment and asbestos etc.

Additionally, Departments and Offices may provide written guidance to help managers effectively define and communicate local procedures related to the workgroups activities and functions. Departments and Offices are responsible for making these arrangements accessible to their staff, by the most appropriate means of communication for their circumstances.

The arrangements for implementing the various policies are given in the Staff Handbook and are regularly reviewed and updated, if necessary**. Information Sheets** are also available which provide easy to read guides on workplace risks and control measures.

3.3   Performance Standards

We need to be assured that, throughout the House, arrangements to control health and safety risks are in place and operate effectively. If we don't do this in a meaningful way, there will be no reliable information to inform managers how well the health and safety risks are controlled.

Performance standards will be agreed with the Health and Safety Committee to help the Administration measure the effectiveness of its health and safety management system. Up to date information will be available on the SHWS intranet pages but in general they will involve

- *reviewing operational arrangements locally:* Offices and Departments should regularly audit and inspect working areas. Trade Union safety representatives should be invited to attend these audits and inspections and, where appropriate, the findings should be discussed in local safety committees.

- *performance at the organisational level* : The Safety, Health and Wellbeing team will make use of audits and statistics to ensure that there is a consistency in our risk management arrangements. This information will also allow comparison with sector or industry standards and best practice.

HOUSE OF LORDS

Management Board

Membership of the Business Planning Group

Responsible Board Member(s)   David Beamish
Paper prepared by   David Beamish
Date   14 July 2011

Summary of actions requested:
- This paper invites the Board to refresh the membership of the Business Planning Group.

Present membership of the Business Planning Group

1. The members of the Business Planning Group are:

   Rhodri Walters (Chairman)
   Andrew Makower
   Philippa Tudor
   Jake Vaughan
   Isolde Victory

   with the Management Board Secretary (Rob Whiteway) as an "active secretary".

   Andrew Mackersie joined when he was working on strategy, and has not been replaced. I am advised that he was appointed without reference to the Management Board, but I propose that in future the Business Planning Group should be treated as a sub-group of the Management Board and thus be chosen by the Board.

Proposed membership

2. The membership needs refreshing from time to time, and I would also like to broaden its base – the current membership includes only one non-clerk! I propose the following:

   Rhodri Walters (Chairman)
   Andrew Makower (*ex officio* as Finance Director)
   Carl Woodall
   Jake Vaughan
   Kate Lawrence
   Isolde Victory
   Simon Nicholls
   Someone from PICT (subject to Joan Miller's view, this might be Richard Ware)

   plus Rob Whiteway as Secretary.

Terms of reference

4. I have received some suggestions for updating the Group's terms of reference. I suggest that I try these out on the newly constituted Group and invite the Group to bring back a proposal to the Board.

DAVID BEAMISH
14 July 2011

HOUSE OF LORDS

Management Board

PICT Annual Report for 2010-11

Responsible Board Member(s)   Joan Miller
Paper prepared by   Fergus Reid
Date   July 2011

Summary of actions requested: • Take note

Backgound

1.   On the recommendation of the Joint Departments Implementation Board, PICT reports on its work by way of an annual report, approved by PICTAB, to the management boards and relevant Member committees in both Houses.

2.   PICT became a formally constituted joint department on 1 April 2008 under the Parliament (Joint Departments) Act 2007. It is a department of the Corporate Officers of each House, acting jointly for all purposes, including the employment of staff, but it does not have a separate legal identity. Although the financial year 2010-11 was the third full year of this arrangement, this is PICT's fifth annual report (having been created on 1 January 2006).

Brief Summary

3.   The report covers the operational work of the department, including to provide for Commons Members post-election, as well as work on further reform of parliamentary ICT in terms of (a) service provision and organisational restructure (the ICT Strategy); (b) technical infrastructure (network convergence); and (c) the creation, storage, search and use/re-use of procedural data.

13 July 2011   **Joan Miller**

HOUSES OF PARLIAMENT
INFORMATION & COMMUNICATIONS TECHNOLOGY

Parliamentary ICT

Annual Report

for 2010/11

Version	Date	Author	Comment
1-4	March –June 2011	Directors, Karl Liriano, Alison Penman, Peter Lamb	Creation of a draft version for Directors mtg 8 June, PICTAB PICT Directors Board 30 June 2010.
5	13 June	Fergus Reid and directors	Amendments from directors to final draft for PICTAB; plus forward look from 2011-12 business plan; inclusion of HR data; review of performance stats section; summaries for key priorities; revision of financial data section; redraft of programmes summary

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PREFACE BY JOAN MILLER

This is PICT's fifth annual report and sets out the activity and achievements of 2010-11. I believe that the nature and amount of work undertaken demonstrates that the transformation of Parliamentary ICT – from a collection of distributed IT functions to a single organisation with a shared vision, mission and strategic goals – has been accomplished successfully.

But IT can never stand still. Behind the scenes, we have been working on further transformations in terms of:

- the value that PICT can add to Parliament's ICT capability over the longer term, leading to an innovative ICT Strategy for Parliament 2010-15 agreed with both management boards and now a significant strand of the Common savings programme

- our technical infrastructure, resulting in the conclusion of work to tackle the key priorities identified when PICT was formed (primarily the server environment and the capacity to run Parliament's IT services from a remote data centre if required) and the development of a new programme to bring the rest of the on-site network up to a similar standard (as well as consolidating a substantial proportion of more than 40 data networks currently in use around Parliament onto one resilient, fault-tolerant platform)

- support for the core work of Parliament, resulting in dynamic in-house software development aiming to revolutionise the way we create, store, use and make accessible to others, Parliament's procedural data

One obvious accomplishment last year was meeting the ICT needs of the influx of new and returning Commons Members following the general election and, as the new Parliament began work, to continue to deliver the day-to-day services and support that enabled our new and existing users to meet their aims and objectives efficiently and effectively.

We continue to recognise the importance of effective engagement with our different customer groups across both Houses to be able to understand their needs and to assist and advise, especially where there are competing demands from various parliamentary activities. In 2010, another independent "health check" of PICT's capacity to deliver a fully joined-up ICT service was undertaken and confirmed further progress in the direction of what the first health check described as the 'long path to full organisational maturity'.

PREFACE BY JOAN MILLER

OVERVIEW OF ACHIEVEMENTS AND CHALLENGES

The key challenges and achievements in 2010-11 have been:

- Completing and delivering the Members programme which successfully provided new and returning Commons Members with ICT kit and services quickly and efficiently and dealing effectively with a much longer 'tail' of heightened activity following the election than had been anticipated. The equipping of Members after the election was completed within 6 months (a substantial improvement on the last occasion which by some measures took 18-24 months). In addition, over 20 new services were introduced, mostly around improving collaborative, mobile and remote working. Following this very well-received post-election work in the Commons, we also delivered a desktop refresh for Lords Members, upgrading them to Windows 7.

- Continuing work to turn PICT's statement of strategic intent – the ICT Strategy for Parliament 2015 – into a reality by the autumn of this year, 2011, with a vision, strategy, business case and delivery plans for the best and most cost-effective ways of meeting Parliament's future ICT needs. During 2010-11, this initiative became one of the seven key strands of the House of Commons Savings Programme and is likely to be an enabler of significant elements of other strands.

- Conclusion of the programme to renew and improve Parliament's core technical infrastructure (identified as a key priority when PICT was formed), including the creation of a remote data centre; establishing the means of offering users a more reliable ICT service as well as transformed capacity for business continuity and disaster recovery; and achieving savings in data storage costs of an order of magnitude

- Development of a further programme to bring the rest of the on-site network – which had not been assessed as an immediate risk – up to a similar standard. This work on the copper and fibre cabling, switches and routers must be coordinated with PED's maintenance programme to minimise disruption. In addition, we are planning to take the opportunity to consolidate a substantial proportion of the more than 40 data networks currently in use around Parliament onto one resilient, fault-tolerant platform.

- Continuing to support effectively and efficiently all users and new, existing and legacy systems and equipment in terms of day-to-day advice, support and requests across Parliament. **[Take in whatever summary is settled on for the Commission report]**

- Further progress with projects and programmes in support of the substantial portfolio of business change, including: improvements to systems for managing Members Names, Lords Business, Commons Votes and Proceedings, information management, Parliamentary Archives and various aspects of the estate. Progress was also made on other aspects of the Procedural Data Programme, SPIRE, digital preservation and in preparations for replacing the HR and finance systems in both Houses.

- The 2010 PICT staff development awayday – "Dragons Den" – was a significant innovation. Rather than 'chalk and talk' on the day, teams of staff (who had not necessarily worked together before) competed in the preceding two or three weeks to develop a new software application for parliamentarians. A select few were picked by all PICT staff to go forward for presentation at the event, by their teams, to win the approval of august panels

of 'investors' (including both Speakers). PICT staff ultimately picked the overall winner and the victorious "YES" app ('Your-E-Search') went forward to be developed, with R&D support, into a prototype.

- During 2010 both Houses took an urgent and serious look at cutting costs to reflect the pressure of economic circumstances across the whole public sector and on every aspect of the spending of taxpayers' money. In the Commons, a formal programme was established with the first tranche of activity looking to make tactical savings over the next three years; and PICT has played a part in this.

  A second challenge has been to consider deeper, transformational, changes in the way work is undertaken with the aim of delivering more for less. PICT's work on a new ICT Strategy for Parliament – a big part of which is increasing value-for-money – places us in a strong position to exploit genuine transformational opportunities for significant savings within a similar period to that envisaged under the Commons Savings Programme.

- Towards the end of 2010-11, the Commons decided to exploit some financial headroom to offer a voluntary exit scheme for staff aimed at creating opportunities to enable savings to be made over the longer term. With the agreement of the House of Lords, PICT followed suit. The timing was tight but PICT was able to run a successful and proportionate scheme that facilitated mutual benefits for, on the one hand, the life plans of a small number of staff, and on the other, restructuring opportunities for PICT.

INTRODUCTION

PICT became a formally constituted joint department on 1 April 2008 under the Parliament (Joint Departments) Act 2007. It is a department of the Corporate Officers of each House, acting jointly for all purposes, including the employment of staff, but it does not have a separate legal identity. The financial year 2010-11 was formally the third full year of this arrangement (PICT was created on 1 January 2006).

PICT is required to report on its work to both Houses and does so by way of this annual report via PICTAB to the management boards and to the Commons Administration Committee and the Lords Information Committee. The report provides information about PICT's achievements and challenges set against its business plan for 2010-11.

THE PRIORITIES FOR THE YEAR (AS AGREED IN BUSINESS PLAN)

Supporting existing services so that users can get on with their jobs

Developing services for the future, in particular:
- o developing more flexible and reliable ICT services for Members and those working away from Westminster
- o enhancing Parliamentary data and business applications, focusing on systems to manage, publish and give access to Parliamentary information, and to manage the supporting administrative functions (HR/finance and facilities)
- o continuing to create a reliable and resilient ICT infrastructure, by replacing and updating the underlying software and hardware of the network infrastructure, and updating telecommunications facilities
- o enhancing ICT security in support of information security and management, and
- o contributing to Parliament's accommodation projects and equipping facilities as necessary

Ensuring good value is achieved for investment in ICT by conducting research into the specific benefits offered by new technology

Managing resources and relationships well, including:
- o ensuring PICT has the people to deliver its core business and agreed Parliamentary programmes and projects
- o ensuring PICT has the processes to support its service delivery
- o continuing the improvement in engagement between PICT and the two Houses
- o implementing whole-life costing of ICT, including environmental costs, to support the future resource allocation strategies of both Houses
- o contributing to environmental sustainability by making best use of technology to help reduce energy consumption.

REPORT AGAINST PLAN

This section provides more detail on the achievements and challenges in relation to each of the key priorities.

SUMMARY AND HIGHLIGHTS

1. SUPPORTING EXISTING SYSTEMS SO THAT USERS CAN GET ON WITH THEIR JOBS

Our users' core demand is for equipment and systems that work day-to-day so that they can get on with their jobs, backed up by ready access to knowledgeable support if things go wrong.

Over the financial year there were over XXXX users of the Parliamentary network, of whom more than 2,500 are located outside the Parliamentary estate. PICT supports over XXX software applications and, in 2010-11, we received an average of more than 8,000 calls to the service desk per month for advice, support and new services and equipment. The day-to-day support we provide to colleagues and customers across both Houses accounts for the majority of our expenditure. It covers the following activities:

- 24/7 first line support over the telephone from the Service Desk (extension 2001)
- Second line, desk-side, support from the Service Engineers team during office hours
- Support for specialist applications (e.g. PIMS, Archibus, Agresso, FrameMaker, PAD, internet) from the applications teams
- Support for the organisation-wide infrastructure – systems, servers and the network – from the Technical Services teams
- ICT security, risk management and business continuity & disaster recovery
- Telecommunications services (operator bureau, voicemail and messaging services, mobile and smart phones)
- Customer relations (services for Members, account management for departments and offices, service level management and business relationship management);
- ICT training (classroom, one-to-one and floor-walking);
- Business management (software licensing, procurement and contract & supplier relationship management)

Performance is reviewed each month at Board level. This scrutiny process looks at PICT's performance from a number of angles. First, statistical measures of our compliance with agreed targets. Secondly, the perception of our service is reported by business relationship managers, account managers and other customer-facing staff (that also includes consideration of any complaints and compliments received). Thirdly, there have been regular customer experience surveys (based on a random sample of administration staff users).

A fourth strand is being worked on, at the request of PICTAB, whereby the user experience survey questions and our KPIs (for example in relation to technical assessment of systems availability) will be more closely aligned to enable, effectively, gap analysis of our service level data against users' reported experience. PICT's systematic and focussed approach to performance management is key to our continued support to existing systems and ensuring that users can get on with their jobs.

Annex 3 sets out the performance of PICT's support teams in 2010-11.

2. DEVELOPING SYSTEMS FOR THE FUTURE

DEVELOPING MORE FLEXIBLE AND RELIABLE ICT SERVICES FOR MEMBERS AND THOSE WORKING AWAY FROM WESTMINSTER

Last year we reported on work focused on preparing for the forthcoming general election: pre-dissolution, dissolution and post election planning, taking into account the needs of retiring, defeated, newly-elected and returned Members of the House of Commons and their staff. The full story is set out in the next section of this report. In summary, it is fair to say that PICT's preparatory work paid off in full and the feedback from new and returning Commons Members and their staff has been virtually unanimous in applauding the work of PICT to get them up and computing efficiently and effectively.

Improvements to the ICT services for Members and their staff included:

- Implementation and roll-out of the new VPN-based remote access solution (deployed on all new and upgraded kit since the election). Access to the web-based service is now via a pin number rather than a physical electronic token.

- Provision of new broadband services with the choice of either ADSL or cable services with higher data speeds in a wired and/or wireless environment.

- Mobile computing via smartphones with options to connect to the network using personally-owned devices.

ENHANCING PARLIAMENTARY DATA AND BUSINESS APPLICATIONS, FOCUSING ON SYSTEMS TO MANAGE, PUBLISH AND GIVE ACCESS TO PARLIAMENTARY INFORMATION, AND TO MANAGE THE SUPPORTING ADMINISTRATIVE FUNCTIONS (HR/FINANCE AND FACILITIES)

Last year we focused on the development of Parliamentary principles of data and systems design that formed the basic architectural building blocks for the future of critical in-house systems that support the Parliamentary procedural and knowledge systems.

A full assessment of progress is set out in the next section. Highlights of delivery from PICT's business-facing programmes include:

- New functionality for Members Names
- Lords Business
- Votes and Proceedings
- New enquiries and thesaurus management systems, EDM pages and a Lords Library information management system under the CPIMF programme
- Specialised systems for Parliamentary Archives
- Significant milestones passed for SPIRE and digital preservation
- Preparations for upgrade/replacement to HR and finance systems in both Houses
- Progress in the renewal of estate management, accommodation and catering systems including EPOS upgrade, temperature monitoring, project management, and work on room bookings and Archibus re-procurement

CONTINUING TO CREATE A RELIABLE AND RESILIENT ICT INFRASTRUCTURE, BY REPLACING AND UPDATING THE UNDERLYING SOFTWARE AND HARDWARE OF THE NETWORK INFRASTRUCTURE, AND UPDATING TELECOMMUNICATIONS FACILITIES

At the end of this year we concluded, successfully, the Infrastructure Programme which aimed to renew those parts of Parliament's core technical infrastructure which had been identified as the key priorities when PICT was formed and provide enhanced resilience and disaster recovery capability. A full report is set out in the next section.

In addition, work was agreed and commenced to develop a further programme to bring the rest of the on-site network – which had not been assessed as an immediate risk – up to a similar standard. This work, on the copper and fibre cabling, switches and routers, is substantial and must be coordinated with PED's wider maintenance programme for the two Houses to minimise disruption. In addition, we are planning to take the opportunity to consolidate a substantial proportion of the more than 40 data networks currently in use around Parliament onto one future-proof, resilient and fault-tolerant digital platform.

ENHANCING ICT SECURITY IN SUPPORT OF INFORMATION SECURITY AND MANAGEMENT

A programme is being developed to tackle some underlying issues in the area of network and data security and information assurance as well as to ensure that Parliament has the means to remain up-to-date in terms of awareness and responsiveness to emerging issues in relation to cyber-crime.

CONTRIBUTING TO PARLIAMENT'S ACCOMMODATION PROJECTS AND EQUIPPING FACILITIES AS NECESSARY

We have continued to support major and minor accommodation moves and changes, including those arising out of the general election and preparing for the re-occupation of the Millbank Island Site by the House of Lords and some of our own staff.

3. ENSURING GOOD VALUE IS ACHIEVED FOR INVESTMENT IN ICT BY CONDUCTING RESEARCH INTO THE SPECIFIC BENEFITS OFFERED BY NEW TECHNOLOGY

The overall output from PICT's examination of the opportunities offered by new technology has been the development of the ICT Strategy for Parliament 2015. A full report on both this work, and the more tactical R&D projects, is set out in the next section.

4. MANAGING RESOURCES AND RELATIONSHIPS WELL

ENSURING PICT HAS THE PEOPLE TO DELIVER ITS CORE BUSINESS AND AGREED PARLIAMENTARY PROGRAMMES AND PROJECTS

ENSURING PICT HAS THE PROCESSES TO SUPPORT ITS SERVICE DELIVERY

CONTINUING THE IMPROVEMENT IN ENGAGEMENT BETWEEN PICT AND THE TWO HOUSES

IMPLEMENTING WHOLE-LIFE COSTING OF ICT, INCLUDING ENVIRONMENTAL COSTS, TO SUPPORT THE FUTURE RESOURCE ALLOCATION STRATEGIES OF BOTH HOUSES

CONTRIBUTING TO ENVIRONMENTAL SUSTAINABILITY BY MAKING BEST USE OF TECHNOLOGY TO HELP REDUCE ENERGY CONSUMPTION.

PICT has continued to work on its approach to developing its staff, and recruiting where necessary, to meet the demands of delivering both core business-as-usual and a variety of programmes and projects. Work has started on PICT's HR strategy with a significant effort to define competence-based job roles, validated by managers, to establish a baseline framework for the expected changes necessary to deliver the ICT strategy over the next 3-4 years.

We are reviewing the results of our most recent programme of service process improvements to determine the next set of priorities. Last year there was a focus on the management of large contracts and supplier relationships and an initiative to bring all the relevant information onto

one SharePoint site and ensure that responsibilities for our larger contracts were identified and clearly assigned to a single owner along with support and a plan for better monitoring and supplier management (including development of a supplier relationship scorecard).

The most recent PICT healthcheck confirmed that, overall, the department has made further substantial improvements in the way it engages with its complex array of stakeholders across the offices and departments of both Houses.

Work has continued on ways of better capturing and taking account of whole-life costs of Parliament's investments in ICT. This year PICT will also be seeking ways to build on the success of the Infrastructure Programme (see below) in reducing the environmental burden of Parliament's ICT systems and usage, looking to tackle both backend impacts and user behaviour. The implementation of virtualised servers is estimated to save over 260 tons of carbon dioxide emissions per annum (and reduced cooling needs could add up to another 50% saving).

KEY ACHIEVEMENTS

SUPPORTING USERS: GENERAL ELECTION REPORT

The General Election was a significant undertaking for PICT. PICT was one for the first departments to engage with new Members. First impressions count and often form the basis for the lasting perception of an organisation or service. With this in mind PICT ensured that Members received a professional welcome. Our own surveys, conducted as new services were deployed, show a high degree of satisfaction with our work. The Commons Members and their staff survey confirmed this.

PICTs work was in 4 phases: pre dissolution; dissolution; post-election new Member induction and provision of services; defeated Member support; and returned Member provision of new services and renewal of equipment.

Pre-dissolution
Elections are the optimum time to renew existing services and to deliver new ones. In the run up the election a substantial ICT programme was established which prepared the way to deliver the following services:
- New equipment – for Westminster, home and constituency locations. PCs, laptops and a wider choice of printers at the Administration Committee's request
- New operating system, office productivity software and collaborative working tools
- New, secure and token-free access to Parliament whilst away from the Estate and not using a Parliamentary laptop or PC
- New Virtual Parliamentary Network (VPN) remote access to replace the existing aging service
- The procurement of new broadband services – offering both cable and ADSL services – with secure wireless access
- The extension of wireless to all bookable meeting, and committee, rooms on the Estate
- Stronger security through a new password convention
- A new email format for new Members and their staff and those existing users requiring it

- A new smartphone service to those who wished to purchase one and the option for Members and their staff to connect their own PDAs, smartphones and selected tablet devices to the network
- A solution to allow Members to connect their political party-supplied devices to the Parliamentary Network.
- Access to cloud-based messaging services, on request
- The redevelopment of auto-forwarding, account shutdown and re-enabling scripts that occur from the point of dissolution up to and beyond election night
- New intranet material, forms and service catalogues
- Training material for all the above new services

Extra support to Members standing down was provided and PICT also liaised with the main suppliers of services used directly by Members to ensure that their software was compatible with our new software and that the suppliers were familiar with the changes that we would be making.

Dissolution

At dissolution services were suspended and PICT assisted retiring Members to wind up their ICT services both on and off the Estate. This included recovering equipment and terminating services. During dissolution final preparations for the New Member Reception and Temporary Accommodation areas were completed. The last task of dissolution is to reinstate services and this was all completed without any issues arising.

Immediate post-election

The weekend after the election a new interim telephone directory was produced and all PICT's Member-related data was swiftly updated to reflect the election results.

New Members

Upon arrival at Westminster, new Members received a laptop, email account, phone number and voicemail account. For those Members who wished to order extra equipment, or connect their own mobile device or laptop to the network, this was also offered. PICT tried to ensure that new Members were advised about their service options and that these were tailored to meet their specific needs. Logistically, the New Member Reception operation worked very well.

Temporary accommodation was provided with wifi and docking stations for laptops, multi-functional printers, floor-walking engineers and trainers whilst Members awaited the allocation of an office via their party whips. Once a room was allocated, a 'starter pack' of equipment was installed. As new Members settled in, further services were deployed at their request. This included new broadband services and PDAs.

Returned Members

Shortly after new Members' immediate needs had been addressed, the renewal of returned Members equipment and services commenced. Between the beginning of July and the end of October all returned Members' services were renewed. This included hardware, software and broadband services; plus the secure disposed of old equipment. This represented a significant achievement.

Defeated Members

As agreed after the last election, additional support was given to defeated Members which also helped to ensure that their equipment was recovered and their services terminated.

ENHANCING PARLIAMENTARY DATA AND BUSINESS APPLICATIONS: REPORT OF PROGRESS

During 2010/11 PICT project and technical staff worked in partnership with business owners and users on a wide range of new tools to manage, publish and give access to Parliamentary information, and to manage supporting administrative functions. This work is mainly organised in multi-year programmes, which are owned by the business areas and designed to yield benefits through improved information management and, in some cases, through financial savings to be made by decommissioning obsolescent and inefficient systems. The PICT Development Team expanded significantly during the year with additional temporary staff recruited to work on software requirements unique to Parliament.

The Procedural Data Programme is building a matrix of logically inter-connected tools and data services to produce and publish information relating to the business of both Houses. Some components, such as the Hansard systems, in which information from many sources comes together, will be completed only in the final stages of the programme. Substantial progress was made during 2010/11, with new functionality deployed for Members Names (in time for the General Election), Lords Business and Votes and Proceedings (Commons). Several more components are scheduled to be completed in 2011, but, owing to the complexity of the undertaking and delays in recruiting developers, the delivery date has been rescheduled into 2012/13.

The Core Parliamentary Information Management Framework programme (CPIMF), which paves the way for decommissioning PIMS, successfully delivered the new Enquiries and Thesaurus Management systems, new EDM web pages and a management system for the House of Lords Library, achieving commonality with the Commons Library. Several other projects are approaching fruition in 2011, but final completion and PIMS decommissioning depend on the Procedural Data Programme.

Several specialised new systems were successfully delivered to the Parliamentary Archives, public information and education services, and PICT is also heavily engaged in two longer term information management programmes – for digital preservation and electronic document and record management (SPIRE), both of which passed major milestones during 2010/11. An upgrade to SharePoint 2010 was also implemented and many business areas are now using team-sites to share information and coordinate work.

Work began on a major programme to renew the HAIS system, and associated business processes, for HR and finance management in the Commons. Preparatory work was undertaken on equivalent projects for the House of Lords, for implementation in 2011/12.

Substantial progress was made in the long term renewal of the systems that underpin the management of the Parliamentary Estate, and the provision of accommodation and catering services to both Houses: projects completed include EPOS upgrade, temperature monitoring, the project management system for Estates, a first phase of work on room bookings and Archibus re-procurement.

Particular attention has been given to the engagement of users in replacing and upgrading systems. For those built in-House, agile software development is now embedded and future users are able to provide continuous feedback as the new systems emerge. Similarly, where commercial software packages have been procured, process owners and users have been engaged in evaluating and testing the options. The PICT health check of March 2011 noted that the programme development landscape has been "transformed" in recent years with much evidence of clear and engaged business ownership.

CREATING A RELIABLE AND RESILIENT ICT INFRASTRUCTURE: REPORT OF PROGRAMME

The Infrastructure Programme was completed in 2010/11, successfully delivering to time and budget. The final year of the Programme has focused on the migration of legacy servers and services onto a virtual infrastructure and, consequently, into the remote data centre. The Programme has also ensured the correct processes and training have been made available to the technical support teams.

The Infrastructure Programme has delivered core capabilities and key benefits that have placed Parliamentary ICT in an advantageous position in enabling PICT to confidently plan the next ICT strategy for Parliament. The technologies delivered by the programme have effectively provided Parliament with a "private cloud" infrastructure with high levels of availability and which is scalable to meet future requirements. The time to provision a server has dropped from about two weeks to less than four hours. The current virtual infrastructure delivered by the programme has been recognised by key suppliers as one of the most advanced and complete installations they have yet seen.

The Infrastructure Programme has delivered a number of key benefits to Parliament including significant savings of £2.2 million over the next 4 years through the delivery of a revised backup service utilising the remote data centre. The number of major incidents related to the ICT infrastructure has fallen significantly since 2008. The introduction of management and monitoring tools, enabled by the programme, are preventing an average of 2-3 major service outages per month through proactive fault resolution.

There has been a substantial benefit in terms of business continuity and disaster recovery. The virtualisation of the server estate and the procurement of a remote data centre have enabled the failover of ICT services to an alternative environment in less than four hours. This capability provides huge benefits in the time and resources required to recover services in the event of a data centre failure on the Parliamentary estate.

The use of virtualisation technology provides real environmental benefits. It is estimated that the reduction in the physical servers hosted by Parliament saves about 264 tons of carbon dioxide emissions per annum (not including cooling – which can add up to another 50% saving). In cost terms this equates to around £32k per annum.

The Infrastructure Programme has provided a highly flexible, scalable and reliable infrastructure platform that has enabled the portfolio of business-led programmes to deliver the next generation of Parliamentary systems. The delivery of the new infrastructure has also placed Parliament in an advantageous position for the development of the ICT strategy for the next 5 years and the emerging cloud computing offering. Through the Infrastructure Programme Parliament has already completed the crucial first step in any use of cloud technologies through the successful virtualisation of the server environment; Parliament now has its own 'private cloud' environment.

The successful delivery of a new desktop and office productivity suite has not only introduced new tools to the staff of both Houses, most notably an instant messaging and 'presence' system, but also enabled the rollout of a new desktop to Members following the 2010 election. The technologies and processes developed to deliver the administration staff's roll-out drastically reduced the time required to develop an alternative desktop build for the Member community. The programme also successfully introduced the use of a new collaborative working system; and, to date, 75 collaborative sites have been commissioned and – in

April 2011 – 59 such sites were in live use. The use of collaborative working technology has provided genuine benefits across both Houses.

This hugely successful programme has been the largest single ICT programme ever undertaken in Parliament and has effectively demonstrated that PICT has the maturity and capability to deliver complex programmes and technology, on time, within budget tolerances and while continuing to deliver business-as-usual support to a high standard.

NEXT STEPS

An outline business case is being put together seeking approval to proceed with a Parliamentary Network Consolidation Programme. This will bring a range of Parliamentary data networks together to form a converged infrastructure. This consolidation is proposing to use the next generation of digital network technology and will improve and enrich electronic services to support new ways of reliable working across the estate.

There are over 40 networks across the estate – including voice and data – at various stages of their lifecycles. The outline plan is that when each needs to be upgraded and/or digitised this programme will have provided a framework by which they can be converged onto a core infrastructure to support these systems as a shared service. This is in line with seeking to provide value for money and economies of scale.

The objective is approval of an outline business case in July with full-case formal approval by the end of September 2011.

INVESTING IN THE FUTURE: ICT STRATEGY 2015 AND R&D

ICT STRATEGY

Over the last two years, PICT has developed a strategic vision for the development of Parliamentary ICT capability up to 2015 taking account of the both the 'push' of user expectations and the 'pull' of likely ICT market offerings over the period. The resulting new Parliamentary ICT Strategy sets out a direction for ICT based around the following statement of strategic intent:

'Connect members, the public and the administration to the information and services they need from anywhere at any time. Reduce the costs of ICT and provide new opportunities and pathways for greater efficiency and effectiveness in Parliament'

This strategy and approach to subsequent work has been endorsed by PICTAB, both Management Boards, the Administration Committee in the Commons and the Lords Information Committee.

The first stage of implementing the strategy has been the establishment of a feasibility study which started in the autumn of 2010 and is due to conclude in September 2011. The work being undertaken is contributing to clarity around the benefits, risks and issues of the proposed strategy, developing a series of blueprints showing the evolution of PICT and its services, and producing a five-year plan for delivery. This work is on track to deliver as planned.

The feasibility phase of the strategy has been led by a programme board consisting of the PICT Board plus representatives from each House and two external non-executive members with expertise in researching the ICT market and organisational change and procurement.

A large number of staff across PICT has been involved in contributing to, and leading, elements of the feasibility work.

PICT has also worked closely with the House of Commons Savings Programme to ensure alignment between the two activities. Clearly, a big part of the strategy is increasing the value-for-money to be achieved from Parliament's investment in ICT. The strategy has become one of the seven strands of the Commons savings initiative (and, potentially, a significant enabler of elements of the other strands).

Notable achievements in 2010/11 include the establishment of the programme itself, development of an outline blueprint for 2015, mobilisation of resources to contribute and lead the work (including a large number of workshops to gain feedback and ideas from staff) and the establishment of draft criteria for cloud-based services.

PICT R&D 2010/11

Cloud computing

R&D resource was used to develop and inform the new ICT strategy in particular in the area of cloud technology. This work included reports that outlined what 'the cloud' is and the opportunities and risks this service provision model presents. Initial trials of messaging services have provided insight into usability, technical implications and total cost of ownership issues. Security remains a big issue and requirements for cloud providers in relation to data security were developed and shared with SIROs.

Connecting Members own computers

One of the emerging popular requests from Members is to connect their own computers to Parliamentary services and the internet when working at Westminster. With R&D funding, a new solution called Guest Wired Access has been developed and this has started trials with Members. This allows a Member to connect their PC or Mac to a network port and be able to access the internet without presenting a risk to the Parliamentary Network.

Mobile connectivity and telecoms

Connecting personally owned smartphones and other devices has been a significant challenge. This has now been addressed through the introduction of a solution identified and trialled by PICT R&D. In addition, we have continued to update frontline staff in advances in mobile technology through a dedicated SharePoint site.

VoIP and Unified Communications

Work was carried out piloting the capability to get OCS on your mobile or from a web browser so as to support improved communications with remote workers. In addition a study in to the potential financial benefits of VoIP and unified communication was completed.

iPads and other tablets

While the iPad is an attractive consumer product, R&D's trials with a wide range of users across Parliament has helped to inform how this device could be deployed and managed to add value to work undertaken within Parliament. This work has resulted in trials of iPads within Committees staring in the coming months and demonstrations of how such devices could, in the future, be used in the chamber have been developed and will be demonstrated in the coming months.

Dragons Den

PICT R&D played a key role in supporting the 2010 PICT staff training day and its "Dragons Den" event. Teams of staff competed to win the approval of an august panel of 'investors' (including the Speakers) for a software application aimed at helping parliamentarians with their work. R&D support for this initiative included the establishment of a collaborative site for the extensive preparations leading up to the event and, in follow-up, taking on the victorious concept as a project and delivering a prototype of the winning "YES" ('Your-E-Search') proposal.

Other work

A range of other smaller items of work were also carried out in 2010/11 this included:

- Solutions that would make it easier to reach your emails when away from the office

- Initial proof-of-concept proposals for delivering information to various tablet devices

- Trials of presenting Bills online

- Power management solutions to help reduce the power usage of computers

- Push notification to mobiles, this could be used for example to trigger an application on a smartphone that rings and flashes when there is a division

FORWARD LOOK

ICT strategy
The feasibility work on a large number of inter-dependent component strands of the ICT strategy will continue aiming for conclusion in September.
- blueprint development (what PICT might look like in 2015)
- HR strategy implementation plan (the framework for how staff will transition to the new PICT) for approval by ICT Strategy Board
- Dependency mapping and drawing components together
- High level delivery plan for approval by ICT strategy board
- ICT strategy communications plan for approval by the ICT strategy board
- Security policy and approach confirmed by ICT strategy board

Following feasibility stage (assuming agreement and approval of plans)
Cloud computing, management boards decisions on options
Proposals for customer adviser service strand, management boards decisions on options
Conclusion of Member cloud pilot
Hosting strategy, management boards decision
Equipment strategy, management boards decision

Millbank House
Support moves of peers and House of Lords staff to Millbank House
Move relevant PICT staff from Tothill Street to Millbank House

Converged network programme
Feasibility study on converged network to develop an outline business case, management boards' decision on options

Ongoing work
Support for development of key programmes on procedural data, facilities, HAIS renewal, HAISL replacement and SPIRE as outlined in programme plans.

BRM support in business planning and HoC savings strands.

Business as usual services delivery.

ANNEXES

## ANNEX 1 - FINANCIAL INFORMATION: SUMMARY

OVERVIEW OF OUTTURN 2010/11

(Gross costs) £'000k

2010/11	Budget	Outturn	Variance	% Var.
Resource (ex. Dep'n)	21,796	21,188	608	2.8%
Depreciation	3,125	2,062	1,063	34.0%
Total Resource	24,921	23,250	1,671	6.7%
Capital	2,280	1,409	871	38.2%

The figures in the table above are the total Parliamentary cost (i.e. including the House of Lords and the House of Commons share of PICT's cost.) A more detailed breakdown is provided in Table 1 below.

Significant variances from budget arose principally as a result of the unusual pattern of activity during the year due to the election, slower than expected transitioning to the remote data centre and deferral of the network programme without depreciation being adjusted in line with the consequent in-year reduction in the capital budget.

Chart 1: Projected outturn vs. Budget (unadjusted)
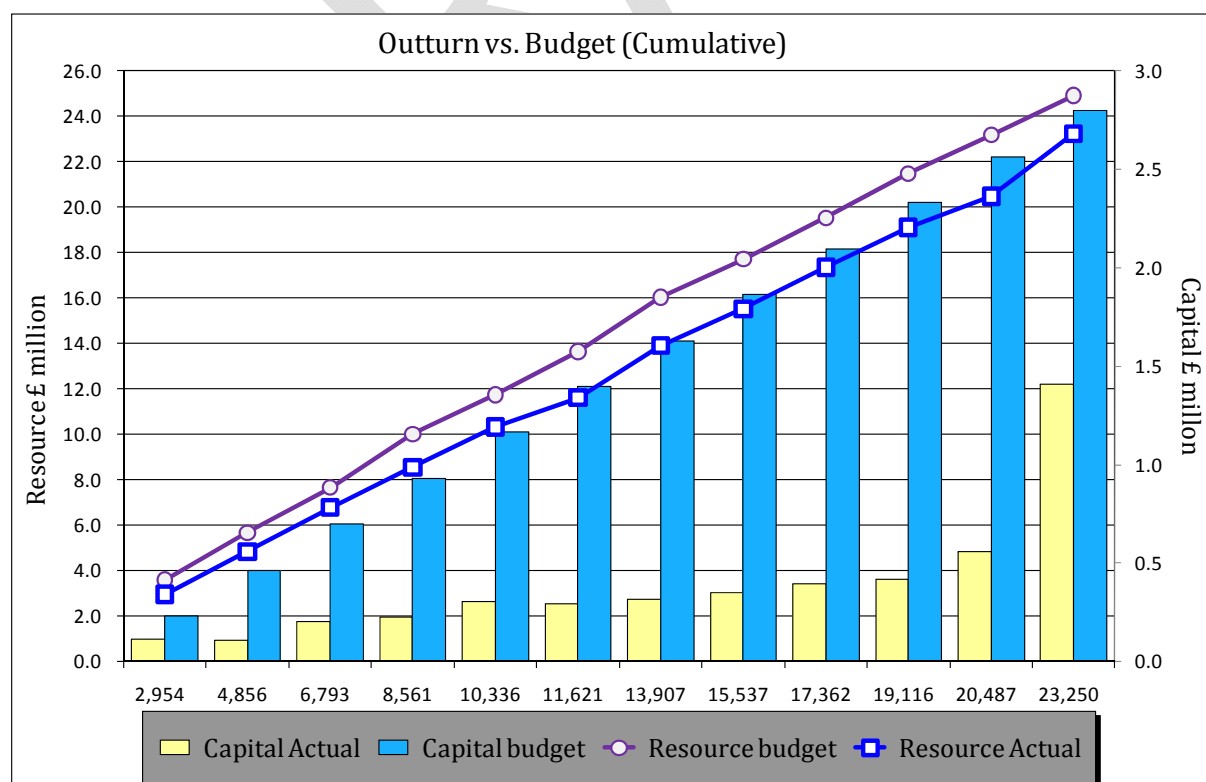
SAVINGS OFFERED IN–YEAR

1) As part of the House of Commons Savings programme PICT offered a number of savings from the original plan for 2010/11 that were reflected in the final budget. Further savings have been included and shown in the budget for 2011/12.

Summary	2010/11	2011/12
Reducing use of contractor staff and consultancy	£250k	£250k
Savings in training and recruitment	£100k	£100k
New Electronic data Storage contract	£200k	£860k
Telecoms (various changes including decommissioning Citrix Dialup)	£10k	£71k
Staffing (Minor reorganisation)	£41k	£82k
	£601k	**£1,363k**

Table 1: PICT - Comparison of total budget, Q2 and Q3 against Outturn for 2010/11

Figures in £'000

	Budget	Q2 Forecast	Q3 Forecast	Outturn	Budget Variance		Q2 Forecast Variance		Q3 Forecast Variance	
Resources										
Receipts	-	-	-	(9)	9	0.0%	9	0.0%	9	0.0%
Salaries	12,042	12,301	12,362	12,563	(521)	(4.3%)	(262)	(2.1%)	(201)	(1.6%)
Other Staff Costs	397	377	359	361	36	9.1%	16	4.2%	(2)	(0.6%)
Travel and Subsistence	32	21	15	18	14	43.8%	3	14.3%	(3)	(20.0%)
Information	141	128	128	124	17	12.1%	4	3.1%	4	3.1%
Communications	2,945	2,273	2,248	2,261	684	23.2%	12	0.5%	(13)	(0.6%)
Computers	6,090	5,984	5,790	5,712	378	6.2%	272	4.5%	78	1.3%
Office Supplies	80	49	24	31	49	61.3%	18	36.7%	(7)	(29.2%)
Consultancy and Professional Services	30	19	30	28	2	6.7%	(9)	(47.4%)	2	6.7%
Accommodation	39	39	39	99	(60)	(153.8%)	(60)	(153.8%)	(60)	(153.8%)
Depreciation	3,125	2,289	2,114	2,062	1,063	34.0%	227	9.9%	52	2.5%
Total Resource	**24,921**	**23,480**	**23,109**	**23,250**	**1,671**	**6.7%**	**230**	**1.0%**	**(141)**	**(0.6%)**
Capital Expenditure	**2,280**	**1,654**	**1,844**	**1,409**	**871**	**38.2%**	**245**	**14.8%**	**435**	**23.6%**
Summary										
Resource (exc Depreciation)	21,796	21,191	20,995	21,188	608	2.8%	3	0.0%	(193)	(0.9%)
Depreciation	3,125	2,289	2,114	2,062	1,063	34.0%	227	9.9%	52	2.5%
Total	24,921	23,480	23,109	23,250	1,671	6.7%	230	1.0%	(141)	(0.6%)
Capital	2,280	1,654	1,844	1,409	871	38.2%	245	14.8%	435	23.6%

ANNEX 2 – STAFFING AND HR INFORMATION

Tables 1, 2 and 3 provide information on the workforce composition within PICT at the end of 2010/11 and chart 1 provides information on the number of contractors employed by PICT.

WORKFORCE COMPOSITION

Table 1:   The table below shows the position and number of posts in the PICT core staff group – April 2011:

Staff Category - Headcount	Target	Actual		Total Headcount
PICT core services			Agency	All
Established posts - Q	**210**	203	0	**203**
Recruitment ahead – T posts, waiting to be moved to Q	**2**	1	0	**1**
Infrastructure posts - I	**16**	11	0	11
Research & Development – R&D posts	**3**	5	0	**5**
R&D/T posts (on Service Desk to cover for R&D project)	**2**	1	0	**1**
Total PICT core staff	**233**	**221**	**0**	**221**

Table 2:   The table below shows the position and number of posts in PICT projects – April 2011:

Project posts	Target	Actual	Agency	Total Headcount
Project funded posts – P	**25**	56	3	59
Apprentice posts - APP	**2**	2	0	2
Other agency staff – project funded	n/a	n/a	43	43
Total PICT project staff	**27**	**58**	**46**	**104**

Table 3:   Additional information to note:

Type	Actual
Secondments out	9
Maternity	7
Career break	2
EBS[1] redeployment	1

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[1] EBS: Extended Business Service – the team that provides 24/7 ICT support

Leavers Year on Year (percentage turnover)

Table 4: Staff turnover

Source	March 2010	March 2011
PICT	4.8%	10.3%
CIPD[2]	15.7%	15.7%

Absence

Table 5: Absence by directorate – 1 April 2009 – 31 March 2010 (days per employee)

Absence totals by Directorate	March 2010	March 2011
Technology	3.0	5.9
Resources	5.3	4.1
Programmes and Development	2.8	2.9
Operations and Member Services	6.3	7.4

Table 6: Overall absence in March 2010 and March 2011 compared with the IT industry average (Chartered Institute of Personnel and Development)

| Absence days in month	March 2010	March 2011
Overall PICT	4.4	5.2
Wider IT industry	4.3	5.1

PICT Recruitment Campaigns (not for contractors)

Table 7: Recruitment campaigns Time period 01/04/2010 – 31/03/2011

Campaign type	Pay Band							
	A1	A2	B1	B2	C	D1	SCS1	Total
External/concurrent	3	7	7	5	4	1	0	27
Internal	0	2	4	6	9	1	2	24
Total	**3**	**9**	**11**	**11**	**13**	**2**	**2**	**51**

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[2] Chartered Institute of Personnel and Development

Chart 1: The number of contractors employed by PICT
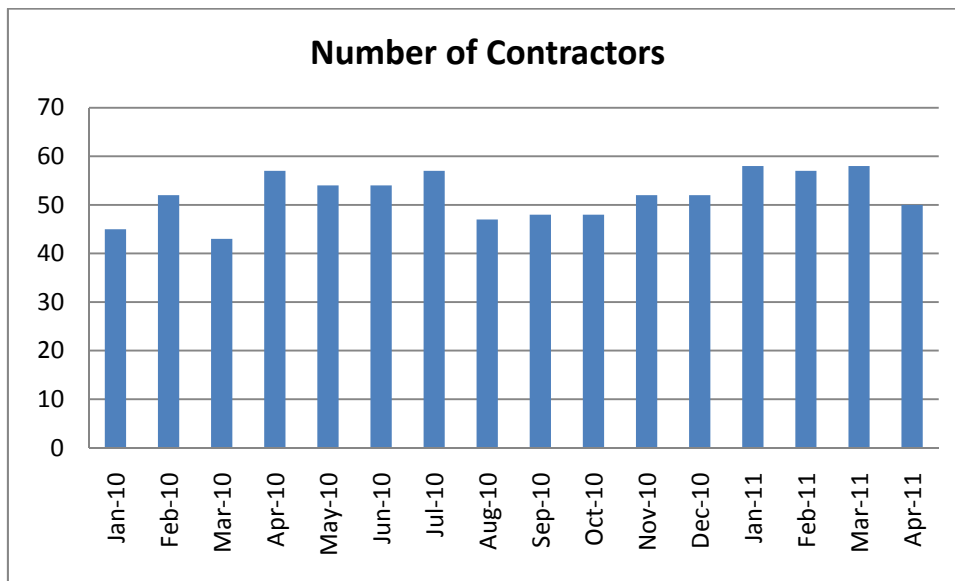
There were increases in contractors around April – July 2010 to provide support during and after the general election, also in early 2011 as a result of unsuccessful substantive recruitment and to assist on project delivery before the end of the financial year.

ANNEX 3 – PERFORMANCE INFORMATION, KPIS

PICT's service levels are set out in its Service Level Statement reviewed annually by the PICT Board and PICTAB. Performance against key indicators (KPIs) is reported to: the PICT Performance Board (monthly) and to PICTAB (quarterly) and to departments and offices in both Houses (as required). This document forms PICT's annual report on performance to the Administration Committee (Common) and Information Committee (Lords).

At the request of PICTAB, the user experience surveys periodically deployed by PICT and our KPIs (for example in relation to technical assessment of systems availability) will be more closely aligned. This may enable, effectively, gap analysis of our service level data against users' reported experience.

Responsiveness

Chart 1: Service Desk: telephone calls answered within 20 and 60 seconds
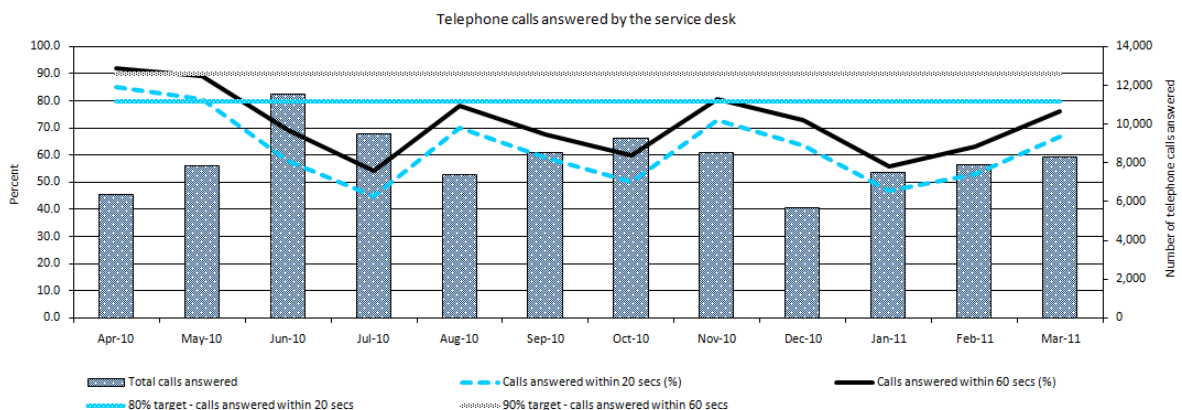
The chart shows the Service Desk's call-answering performance over the year to March 2011. This was largely due to an extremely busy year following the General Election: in 2009/10, the average number of telephone calls answered by the Desk in a month was 6,710 – this rose to 8,178 in 2010/11. The increased telephone call volumes occurred during periods of high staff turnover where experienced Service Desk analysts were promoted to other teams within PICT/Parliament (the Service Desk operates as an important entry-level portal for technical skills in PICT). The improvement in performance since January 2011 reflects the fact that the desk is now operating at full complement and that the new members of staff are gaining experience.

Chart 2: Service Desk: average waiting time before telephone calls were answered

Average wait for call to be answered
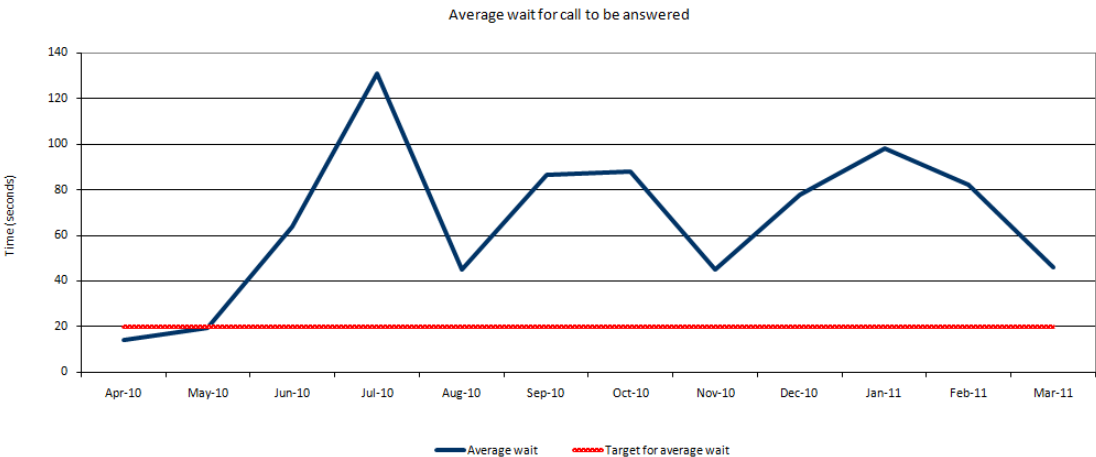
Resolution of issues

Chart 3: Support cases resolved by PICT

Support cases (incidents and requests) resolved within deadline
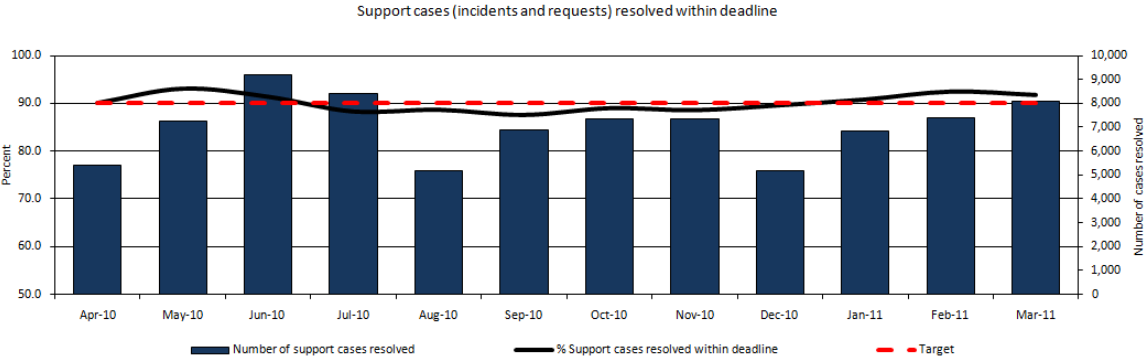
The chart shows the number of support cases resolved each month since April 2010 and the percentage of those support cases that were resolved within the target resolution time (adjusted for delays caused by PICT not being able to contact the customer).

The chart shows that PICT began the year well: we exceeded the 90% target and achieved our best ever performance in May 2010, when we resolved 93.1% of support cases within the target resolution time. There was extremely high demand for PICT's services following the May general election – as new and returning Commons Members sought further services and equipment for themselves and growing numbers of staff – and this is reflected in the figures. The average number of support cases resolved per month in 2009/10 was 5,800. In 2010/11, this rose by 1,200 to 7,000 support cases.

The 'tail' of post-election demand started to reduce towards the end of the year and this is reflected in the figures as well. In February 2011, we resolved 92.5% of support cases within the target resolution time. Although we did not reach the "best ever" performance *rate* achieved in May 2010, we actually resolved a greater *number* of support cases within target resolution time in February 2011.

Chart 4: Support cases resolved by PICT for Commons Members and their staff

Support cases resolved within deadline - Commons Members and their staff
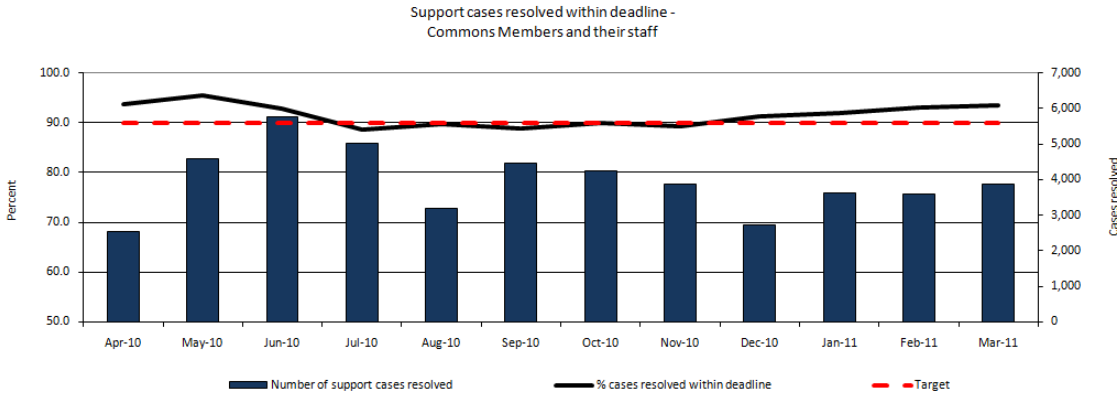
We achieved our best ever performance for Commons Members and their staff in May 2010, resolving 95.5% of support cases within the target resolution time.

Chart 5: Support cases resolved by PICT for Lords Members and their staff

Cases resolved within deadline - Lords Members and their staff
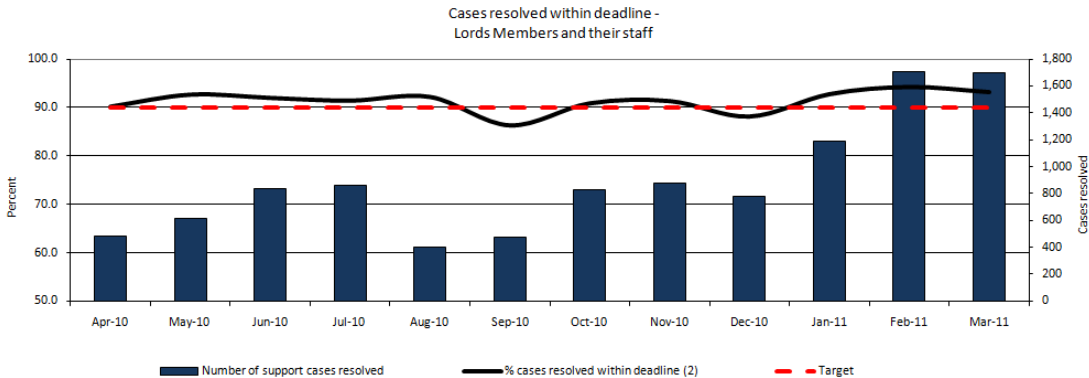
We achieved our best ever performance for Lords Members and their staff in February 2011, resolving 94.2% of support cases within the target resolution time.

**Chart 6: Support cases resolved by PICT for staff of both Houses**

Support cases resolved within deadline -
Administration staff of both Houses
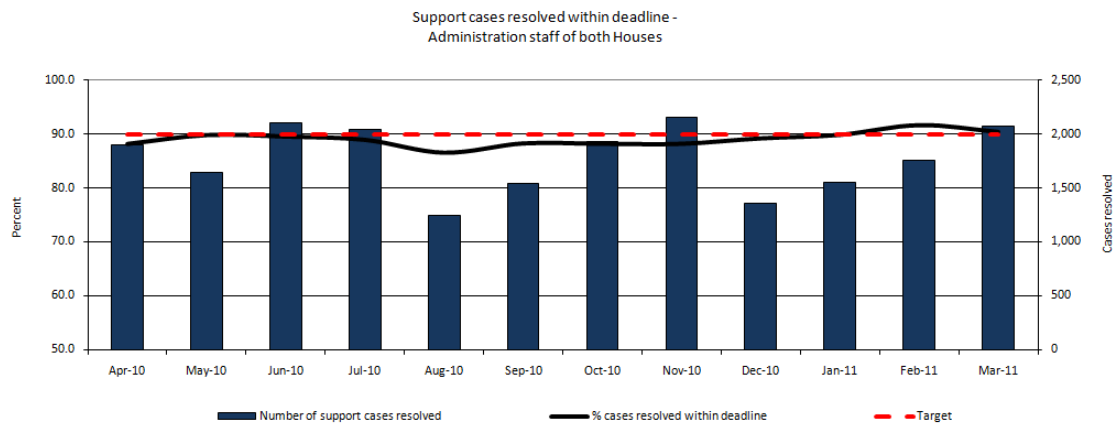
In February 2011, we resolved 91.8% of support cases raised by staff of both Houses within the target resolution time, a performance level that equalled the best ever performance previously achieved in February 2008.

Escalations

Support cases sometimes give rise to compliments, complaints and/or requests for escalation for consideration by more senior management.

Chart 7: Compliments, complaints and account manager escalations received

Compliments, complaints and account manager escalations received
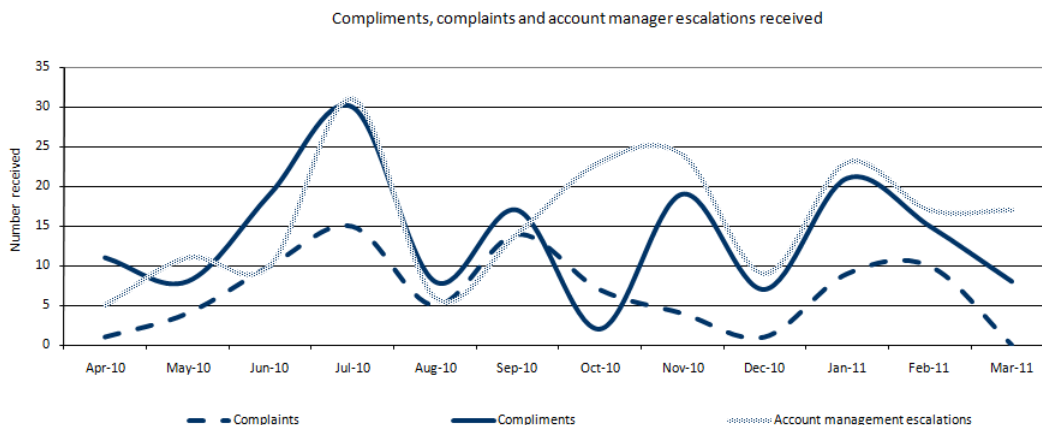
The chart shows the number of compliments, complaints and account management escalations logged by PICT's customers since April 2010. Account management escalations are issues raised by customers with the relevant PICT account manager assigned to their particular department or office as an interim step to logging a complaint.

As a result of the general election, 2010/11 was considerably busier than previous years: a little over 70,100 support cases were logged by customers in 2009/10 compared to 86,800 in 2010/11; an increase of 23.8%. However, there was no commensurate rise in the number of complaints and account management escalations logged by customers (nor compliments, however). In 2009/10, customers logged a total of 250 complaints/account management escalations – this rose by 20 to 270 in 2010/11. We received a total of 165 compliments in 2010/11, 19 fewer than 2009/10.

The fluctuations in the number of compliments, complaints and account management escalations shown in the above chart reflect Parliament's business cycle with reduced numbers occurring during the recess periods and peaks occurring prior to and following the recesses.

Availability of services

Chart 8: Core network availability


Core network availability
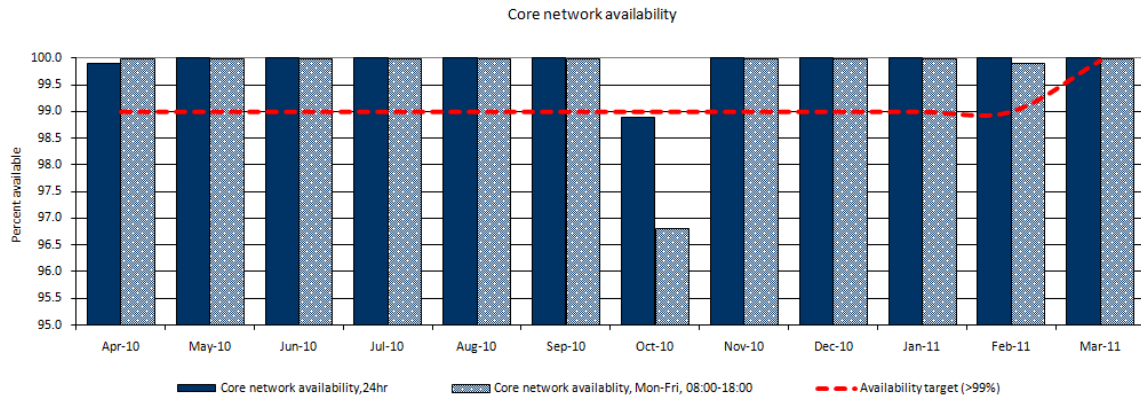
The chart shows that, with the exception of October 2010, we consistently exceeded the 99% network availability target during the year. Availability in October 2010 was affected by two power outages: one was caused by EDF and the other was centred in the Norman Shaw area, **[cause unknown???]**. PICT has taken steps to reduce the potential for further power outages to occur. As the chart shows, that we recently raised our target availability for the core network to 99.95%.

Chart 9: Hansard and Clerks: applications availability

Hansard and Clerks - applications availability
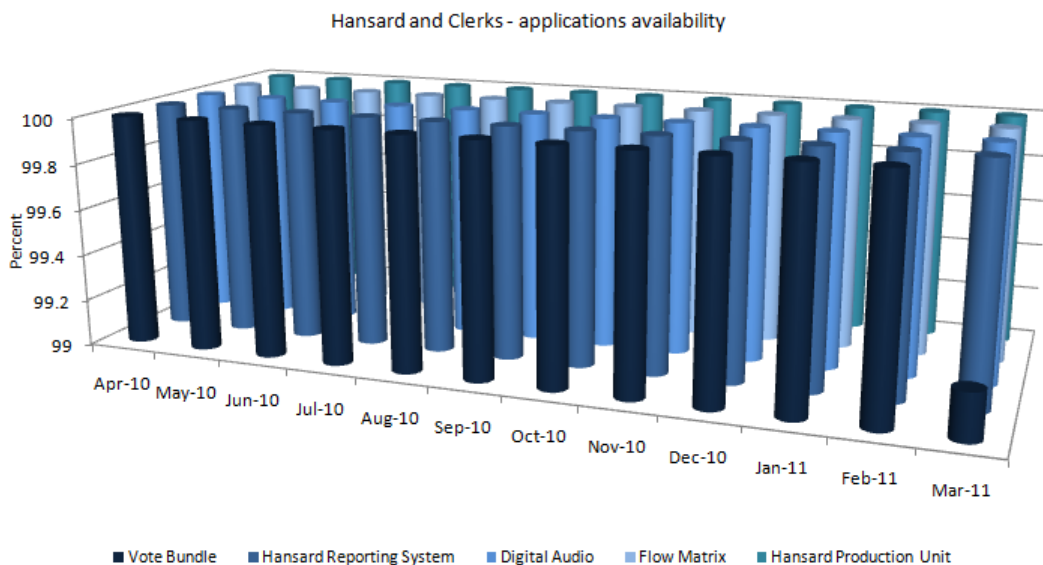
The chart shows that, with the exception of the Vote Bundle in March 2011, all applications were available for 100% of core hours throughout the year. The Vote Bundle system was available for 99.2% of core hours during March 2011 as a result of an outage: 12 hours of downtime occurred in the Early Day Motion system although customers were only affected for 6 hours, from 8m to 2pm.

Chart 10: Agresso (HAIS and HAISL) availability

Agresso availability
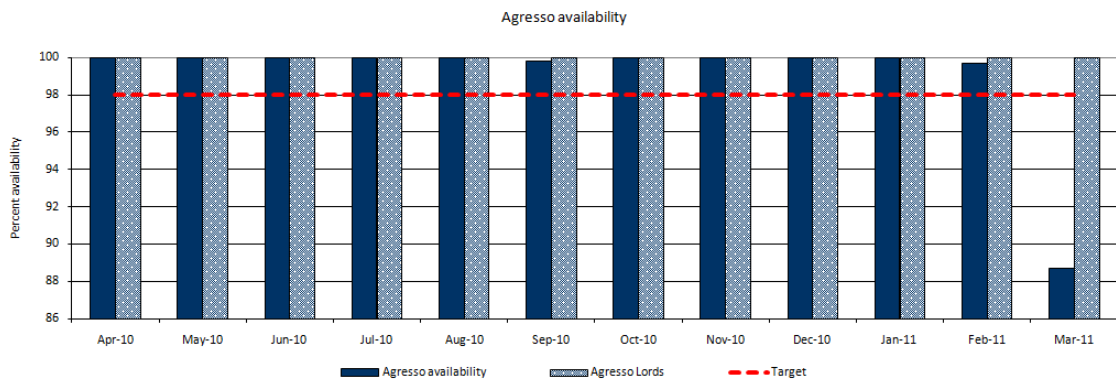
Similarly, the chart shows that, with the exception of March 2011, the Commons and Lords Agresso services were available for 100% of core hours during the year. The Commons Agresso service was available for 88.7% of core hours during March 2011: a Major Incident occurred on Monday 14th March and disrupted the service for 2.5 days.

Chart 11: PIMS availability
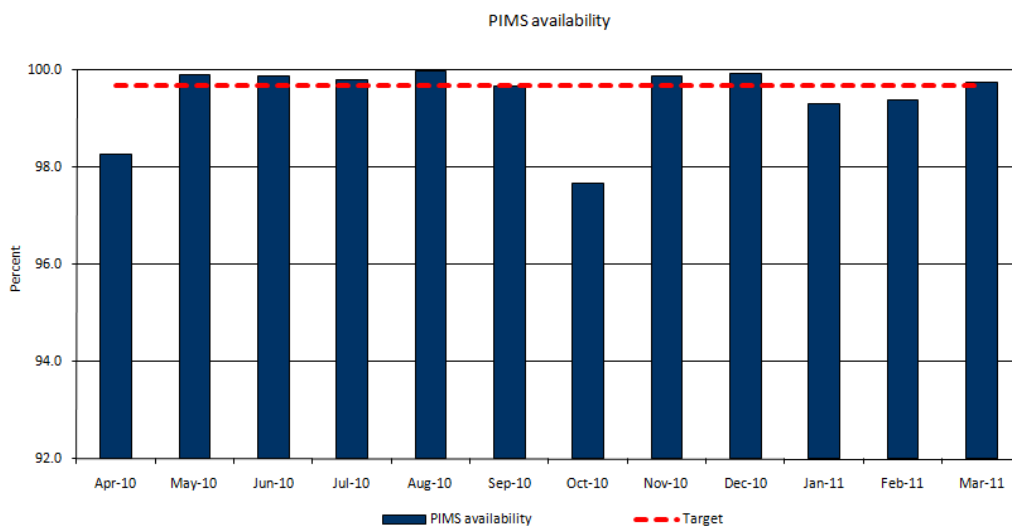
PIMS availability

The chart shows that we met or exceeded the availability target in 8 months, missing the target on 4 occasions. The CMA was affected by the disruption in April, October, January and February while Search and Retrieval was impacted in April 2010 and January 2011.

In the longer term, the issues with PIMS are being addressed by PICT's CPIMF programme, which is working to decommission the services PIMS provides and replace them with new applications and services. However in the short-term, PICT has agreed with DIS to restart PIMS on non-sitting Fridays in an attempt to mitigate against unscheduled outages which disrupt users' work. The first restart will take place on 20th May and will be carried out on a fortnightly basis thereafter.

Viruses and malware

PICT has arrangements in place for the detection, prevention and removal of viruses and other malicious software; as well as for recording and analysing data relating to those arrangements and their performance for the purposes of updating our security posture and threat responsiveness.

It is not the practice of PICT to publish information relating to network security.

HOUSE OF LORDS

Management Board

Quarterly Report from the Recruitment Panel

Responsible Board Member(s) Tom Mohan
Paper prepared by Emily Wilbraham, Tom Mohan
Date 11th July 2011

Summary of actions requested:
- To take note of the quarterly report from the recruitment panel

This is a short factual report. The recruitment panel reviews all bids for new permanent and temporary posts. The panel consists of Ed Ollard, Andrew Makower, Ray Durrant and Tom Mohan.

When it was established the panel held regular meetings. It now conducts its business by email correspondence. The panel has considered 29 requests for posts, all of which were approved. One post in CRS was approved (to cover a maternity leave) but in the end it was not needed. The heaviest users of the panel in this quarter have been CRS (in response to continued turnover in various grades) and the Library (increased staffing to meet the growing demand for research services and to staff Milbank House).

Tom Mohan **11 July 2011**

Quarterly Report from the Recruitment Panel
April 2011 – June 2011

DEPARTMENT	GRADE	DECISION	TERM IMPOSED	RECRUITMENT PROCESS
Black Rod's Office	-	-	-	-
Clerk of the Parliaments	A2	approved		external
Committee Office	2 x A2	approved	2 yrs	internal & CS Gateway
Delegated Legislation	-	-	-	-
Facilities – Property and Office Services	E2	approved		external
Facilities – CRS	2 x C3	approved	-	external
	2 x E2-E1	approved	-	external
	1.5 x E1	approved	-	external
	1.5 x E2	approved	-	external
	E1	approved (but not now needed)	temp (maternity) - maternity leaver now returning -	external
	C3	approved	-	external
	2 x E1 zero hours	approved		external
	E2 zero hours	approved	-	external
Finance Department	-	-	-	-
Hansard	-	-	-	-
Human Resources	-	-	-	-
Information Office	A2	approved	-	internal
	C2	approved	-	internal
Journal Office	-	-	-	-
Library	4 x AFS	approved	-	internal
	3 x C2	approved	-	internal – 1 external 1 staff moves
	1 x B2			internal
	2 x C2	approved	-	internal & HoC
Parliamentary Archives	C3 (Trainee post)	approved	Sept 11 – Aug 12	external
Printed Paper Office	-	-	-	-
Public/Private Bill Office	-	-	-	-