



MANAGEMENT BOARD

Friday 16 December, 3.00 pm to 5.00 pm in Room 109, Millbank House

Agenda

1. Oral Updates

- 2. Corporate Risk Register at 9 December** **MB/2011/135**
RESTRICTED ACCESS: SECURITY

- 3. Risk Reports:**
a. ICT **MB/2011/136**
RESTRICTED ACCESS: MANAGEMENT
Memorandum by Joan Miller

- 4. Accommodation Strategic Principles and Plan Update** **MB/2011/137**
RESTRICTED ACCESS: COMMERCIAL
Memorandum by Carl Woodall

- 5. ICT Strategy update and implementation plan** **MB/2011/138**
Memorandum by Joan Miller **138A**

- 6. Operator Bureau procurement and options** **MB/2011/139**
RESTRICTED ACCESS: COMMERCIAL **138B**
Memorandum by Joan Miller **139A**

For formal decision:

- 7. Draft Minutes of the meeting on 30 November and Joint Meeting on 2 November**
RESTRICTED ACCESS: MANAGEMENT

- 8. Membership of groups reporting to PICTAB** **MB/2011/140**
Memorandum by Liz Hallam Smith

- 9. Annual Review of Business Resilience Policy** **MB/2011/141**
RESTRICTED ACCESS: SECURITY **141A**
Memorandum by David Leakey

For information only:

- 10. Draft Audit Committee Agendas for 11 and 18 January**

- 11. Draft minutes of Audit Committee on 27 October**

- 12. Minutes of Business Planning Group on 21 November**

- 13. Minutes of House of Commons Management Board on 11 November**

- 14. Minutes of PICTAB on 24 October and 21 November**



15. Minutes of House Committee on 15 November

16. Proposal for hosting the Association of European Senates

MB/2011/142

RESTRICTED ACCESS: MANAGEMENT

Memorandum by Rhodri Walters

17. Leasehold disposal issues *RESERVED*

MB/2011/143

RESTRICTED ACCESS: MANAGEMENT

Memorandum by Carl Woodall

18. Fire safety: late night sittings in the House of Lords

MB/2011/144

RESTRICTED ACCESS: MANAGEMENT

Memorandum by Carl Woodall

19. Management Board forward plan

MB/2011/145

RESTRICTED ACCESS: MANAGEMENT

Memorandum by Rob Whiteway

20. Any Other Business



ICT strategy update

Responsible Board Member(s) Joan Miller
Paper prepared by Richard McLean, ICT Strategy Programme Manager

Date 8 December 2011

Summary: This cover note provides an overview of the papers on Parliament's ICT Strategy on the agenda for the Board's meeting on 16 December:

- the implementation plan for the ICT Strategy Programme (Paper 139A).
- the annual update of the ICT strategy (Paper 139B).

Summary of actions requested: Decision for the Board:

- The annual update of the ICT strategy has been approved by the ICT strategy board (which includes Simon Burton, who will attend the Management Board on 16 December for this agenda item, as well as D-PICT, and two external members). It is circulated to the Board for information only. The Board is invited **to take note**.
- The Board is invited **to approve** the implementation plan, which has already been approved by PICTAB (at a meeting attended by Rhodri Walters, Liz Hallam-Smith and Andrew Makower).

Background

1. The ICT strategy aims to improve the delivery and support of ICT services to Parliament. The management boards of the two Houses agreed in April 2010 the principles and assumptions on which to base a new Parliamentary ICT strategy for the period to 2015. The strategy, agreed by the two management boards in November/December 2010, describes how Parliament's ICT services will change over the lifetime of the current Parliament.
2. The strategy's vision is to connect Members, the public and the administration to the information and services they need from anywhere at any time and from any device; to reduce the cost of ICT; and to provide new opportunities and pathways for greater efficiency and effectiveness for Parliament.
3. The first step towards that vision was a nine-month feasibility study into the various components of the strategy, conducted by PICT under the supervision of an ICT strategy programme board. The feasibility work has been completed and approved by the ICT strategy board.
4. The key results from the feasibility study were reported back to PICTAB on 21 November. At that meeting PICTAB approved how the strategy will be implemented and provided its support in implementing those parts of the programme outside PICT's control.

ICT Strategy annual update and implementation plan

5. Parliament's ICT strategy, approved by the Board in November 2010, included a commitment that it would be "annually updated" and that an "implementation plan" would be developed to support the strategy.
6. There has been no change of direction in the strategy since last year. The annual update therefore comprises only minor changes to reflect recent decisions of PICTAB and the ICT Strategy Board, the fact that the strategy is now a strand of the Savings Programme, and the development of the implementation plan.
7. D-PICT will give an overview of the implementation plan at the Board meeting. The plan was approved by PICTAB at its meeting on 21 November, and minor changes have been made to the plan since to reflect the comments and decisions made at that meeting.
8. The implementation plan sets out how the ICT strategy will be implemented over the next three and a half years (ie to the end of 2014/15).
9. Following the strategy's feasibility stage, the direction of the ICT strategy remains to move ICT services into the cloud. The feasibility work concluded that the biggest opportunity to improve ICT services and to drive down costs is through the increased use of cloud services, reflecting the general industry trend towards the cloud.
10. The cloud feasibility study concluded that the use of cloud services (both public clouds and private clouds) is feasible for Parliament within the period of the current ICT Strategy (ie by 2014/15). However, the feasibility study highlighted work to be done before any wholesale move to the cloud. Therefore the implementation plan does not commit Parliament to moving services into the cloud at a particular point. Rather the plan is to run a Cloud Readiness project the purpose of which is to move Parliament into a position where it can confidently adopt a 'cloud first' policy and fully exploit the benefits of the cloud.
11. PICTAB has endorsed the position that, until the Cloud Readiness project has demonstrably improved Parliament's cloud maturity, any project requesting a cloud-based software solution will need to be judged by PICT's Technical Design Authority on a case by case basis and that any project going ahead with a cloud solution will be an exception and will be treated as a pilot.

Consultation and equality analysis

12. D-PICT recently consulted Members by email about the ICT strategy programme. The response rate was low. The programme also consulted MPs, MPs' staff and the House of Commons Administration as part of the recent Commons Savings Programme consultation. The responses to both exercises will be considered by the strategy board at its meeting on 16 December.
13. PICT's cloud feasibility study has been subjected to widespread challenge (both internal within Parliament and from outside organisations such as the Cabinet Office and Gartner). The proposed approach to adopting cloud services has been well received across these various groups, and any changes have been minimal. Indeed content from the cloud feasibility study will be incorporated into the Government's G-Cloud guidance materials.

14. A full equality impact assessment of the ICT strategy programme will be carried out early in 2012.

Financial and procurement implications

15. Implementing the ICT strategy will deliver substantial savings from the PICT budget over a five-year period. As a result of the strategy, PICT will have saved £5.9m from its annual resource budget by 2014/15. A significant portion of that amount (£1.3m) has already been delivered.
16. The implementation plan confirms the position that the ICT strategy will be delivered within D-PICT's delegated budget without bidding for additional resources.

Risk Management

17. The ICT strategy board has approved the strategy programme's approach to managing risks and resolving issues (including dependencies) and reviews the programme's top risks and issues at every board meeting.
18. The key risks to each of the programme's objectives are summarised in the implementation plan.

Comparators

19. The work on cloud computing within the ICT strategy is aligned with the Government's work in this area. PICTAB has received assurance on this alignment from the Director of the Government's G-Cloud programme, who is the external member of PICTAB. A senior member of the G-Cloud programme team will be an external member of the Cloud Readiness project board.

8 December 2011

Richard McLean, ICT Strategy Programme Manager

Implementing Parliament's ICT Strategy: Re-imagining ICT

Version 1.0 approved by PICTAB on 21 November.

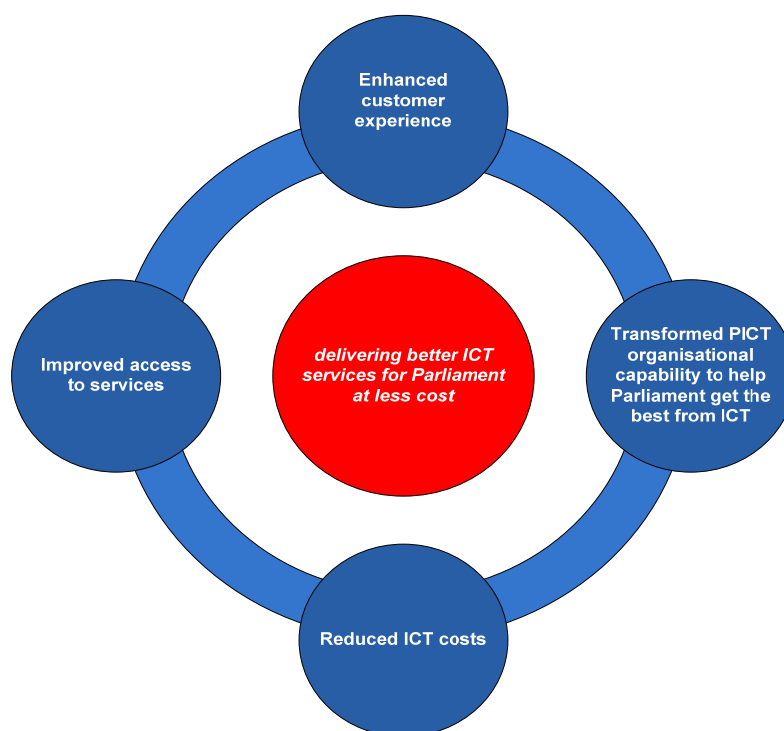
Version 1.1, incorporating changes to reflect the points made at PICTAB, is submitted for the Commons Management Board on 14 December, and the Lords Management Board on 19 December.

Contents	Page
Part 1 – Introduction	3
• Summary of the ICT Strategy	3
• Purpose of the Implementation Plan	4
• Why do we need the ICT Strategy?	4
• Progress	4
Part 2 – Delivering the Strategy	6
• Scope	6
• Delivery approach and principles	7
• Priorities	7
• Governance	8
• Equality Impact Assessment	9
• Benefits	9
• Costs	10
• Risks	10
Part 3 – Delivery areas	11
• Objective 1: Enhanced customer experience	11
<i>The objective</i>	11
<i>How the objective will be achieved</i>	11
<i>Measuring progress towards the objective</i>	13
<i>Risks</i>	13
<i>Accountability</i>	13
• Objective 2: Improved access to services (anywhere, anytime, any device)	14
<i>Drivers</i>	14
<i>How the objective will be achieved</i>	14
<i>Accountability</i>	15
<i>Measuring progress towards the objective</i>	15
<i>Risks</i>	16
<i>Dependencies</i>	16
• Objective 3: Transformed PICT organisational capability to help Parliament get the best from ICT	18
<i>The challenge</i>	18
<i>How the objective will be achieved</i>	19
<i>Risks</i>	19
<i>Accountability</i>	20
• Objective 4: Reducing the cost of ICT	21
<i>The challenge and the opportunities</i>	21
<i>How the objective will be achieved</i>	21
<i>Accountability</i>	21
Part 4 – Conclusion	22
Appendix 1 - Role and Membership of the ICT Strategy Board	24
• Background	24
• Role	24
• Membership and appointment process	24
Appendix 2 - Benefits Map	26

Part 1 – Introduction

Summary of the ICT Strategy

1. The ICT strategy aims to improve the delivery and support of ICT services to Parliament. The management boards of the two Houses agreed in April 2010 the principles and assumptions on which to base a new Parliamentary ICT strategy for the period to 2015. The strategy, agreed by the two management boards in November/December 2010, describes how Parliament's ICT services will change over the lifetime of the current Parliament.
2. The strategy's vision is to connect Members, the public and the administration to the information and services they need from anywhere at any time; to reduce the cost of ICT; and to provide new opportunities and pathways for greater efficiency and effectiveness for Parliament.
3. The first step towards that vision was a nine-month feasibility study into the various components of the strategy, conducted by PICT under the supervision of an ICT strategy programme board.¹
4. The feasibility work has been completed and approved by the ICT strategy board. That work has demonstrated that implementing the strategy will deliver the four strategic objectives of:
 - Enhanced customer experience;
 - Improved access to services;
 - Transformed PICT organisational capability to help Parliament get the best from ICT; and
 - Reduced ICT costs.



¹ The role and membership of the Strategy Board are explained in Appendix 1.

Purpose of the Implementation Plan

5. This implementation plan, approved by PICTAB, translates the management boards' vision into deliverables for each strategic objective. It provides an overview of how the ICT strategy will be implemented and a summary of the individual plans for each objective.

Why do we need the ICT Strategy?

6. Implementation of the ICT strategy will form one part of delivery of the corporate strategies of the two Houses. In particular, it will contribute to making Parliament more efficient by making Parliament a leader in the use of ICT and exploiting the potential of online services. Successful implementation of the strategy is projected to deliver annual savings of £5.9m by 2014/15.
7. What will change as a result of implementing the ICT strategy? For Members, their staff and staff in the two Houses, implementation of the strategy will mean that they will be able to:
 - access their parliamentary email and files via the internet from any internet-enabled device at anytime, and from anywhere;
 - access parliamentary applications via the internet;
 - log requests for services online and get real time progress reports; and
 - use an online self-service tool to perform simple operations (such as password resets) for themselves, without needing to call the PICT helpdesk.
8. In addition, implementation of the ICT strategy will mean that Members will be able will be able to select and buy their own kit (such as printers, PCs and tablets) direct from suppliers to ensure they get the mix of technology to suit their way of working.
9. Failure to implement the Strategy would mean that Members and staff would be restricted in how they access the data, information and services they need to work effectively and efficiently and would lead to a divergence between the way in which they choose to use ICT and how they are forced to use ICT for work purposes, preventing them from getting the best modern technology. It would also put at risk the savings plans of the two Houses.

Progress

10. Feasibility studies for the following areas have been completed and approved by the ICT Strategy Programme Board:
 - Customer Advice and Support
 - Bespoke and non-bespoke applications
 - Cloud computing
 - HR (including procurement)
 - Security
11. Other notable achievements during the feasibility stage include:

- Close working has been established with the Government's G-Cloud programme to share ideas and learning, and content from PICT's cloud feasibility study will be incorporated into G-Cloud guidance materials
- Both Houses are listed in the G-Cloud Pan Government Collaborative Framework ITT, which will enable Parliament to benefit from procuring via the Government Application Store²
- A parliamentary cloud email trial has started with Google, and a trial with Microsoft is planned for early 2012
- Work has begun to improve our understanding of the security implications of cloud-based email and how any associated risks might be mitigated
- Work has started on developing a service catalogue
- A market investigation has started to determine the extent to which various COTS products might deliver a 'knowledge base' for use by PICT and customers and a broad range of customer self-service facilities
- Consultation launched with Members and staff of both Houses³
- PICT Directors have developed a blueprint of the organisational design of PICT in 2014/15 and are consulting PICT staff on it
- In line with that blueprint, a transition has started towards a sustainable bespoke development and support model capable of coping with the anticipated requirements of Parliament to the end of 2014/15

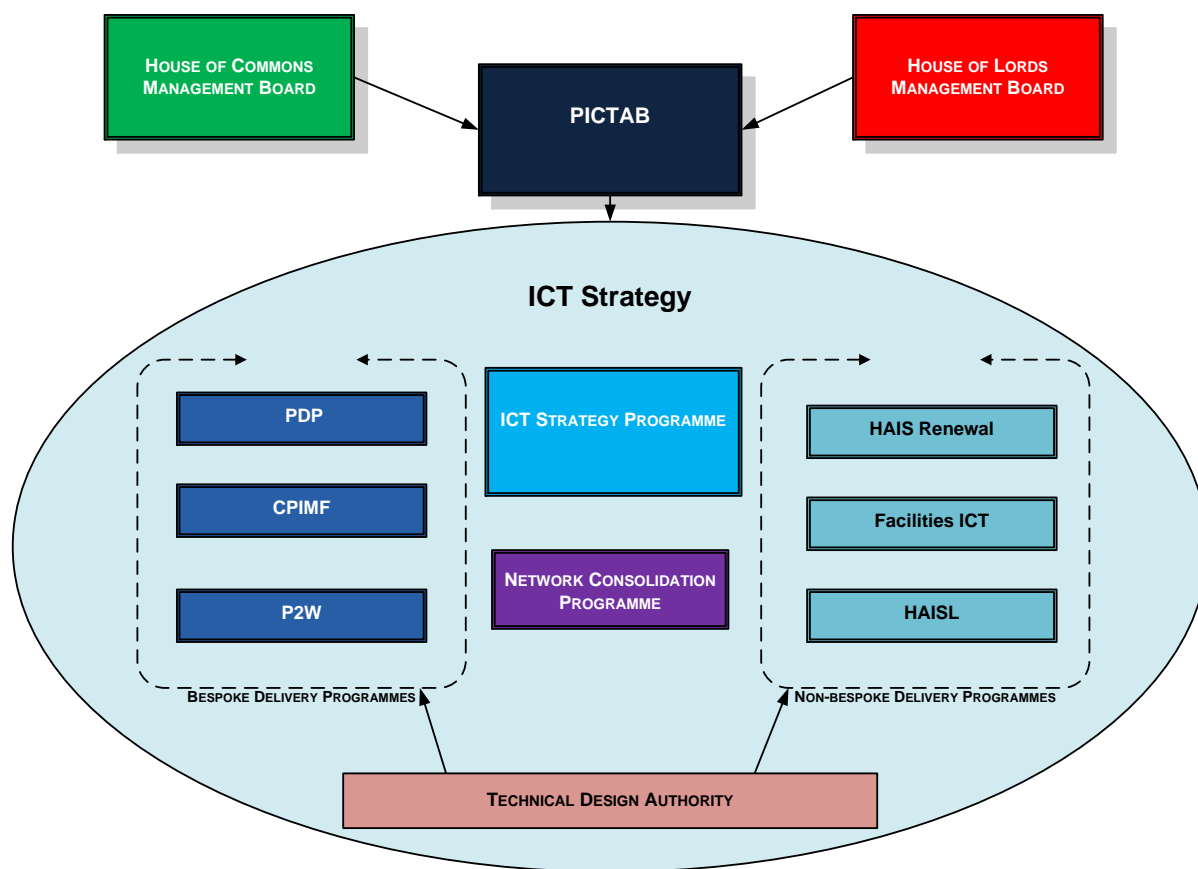
12. In addition, an initial business case for a Network Consolidation Programme has been submitted to the Finance Directors and PICTAB.

² The Government Application Store will be the market place in which public sector organisations can purchase trusted services (and in some instances trial services) from a variety of sources. Overall the Government Application Store will aim to deliver sophisticated capability, diverse services and will allow users to easily find, review, compare, purchase, commission, decommission and switch services.

³ The results of the consultations will be considered by the ICT Strategy Board on 16 December.

Part 2 – Delivering the Strategy

13. This part of the implementation plan sets out the approach to implementation, the scope, priorities, high level timetable, the key benefits and risks and the people and bodies responsible for delivery. It also sets out the measures being put in place to ensure progress on delivery is transparent.
14. The scope and ambition of the ICT Strategy require multiple delivery mechanisms, coordination across multiple governance bodies and partnership working between the two Houses and PICTAB in order to deliver the key elements of the Strategy and achieve its objectives:



Scope

15. Full implementation of the ICT strategy will be delivered by a number of programmes. For instance, bespoke ICT systems are already being delivered by the Procedural Data Programme and the CPIMF programme and further bespoke applications are expected to be delivered by the Print to Web initiative. Non-bespoke applications are being delivered by the Facilities ICT portfolio, the HAIS renewal programme and the HAISL programme. Delivery of a new parliamentary network is the objective of the Network Consolidation Programme.
16. Those programmes are supported, underpinned and complemented by the ICT Strategy programme, which is the focus of this plan.

Delivery approach and principles

17. Delivering Parliament's ICT strategy will be challenging. The need to reduce PICT's operating costs whilst delivering better ICT services for Parliament will require people with a wide range of skills and a constant focus on benefits.
18. The ICT strategy programme can be divided into a preparation and readiness phase in 2012 and a subsequent delivery phase that will deliver the longer term objectives relating to enhancing the customer experience, improving access to information, and transforming PICT as an organisation.
19. The readiness phase will deal with the most pressing issues and deliver some quick wins. Its primary objective is to ensure the coherence of the designs and plans produced during the feasibility stage and to prepare the way for the more substantial changes to follow. For instance, underpinning the strategy is a need to ensure that PICT maintains and builds the trust of Members and both SIROs to assure them that the integrity and security of data will be appropriately safeguarded. Therefore, one of the objectives for the readiness phase is to work with the SIROs to classify parliamentary data according to its level of sensitivity.
20. To ensure that Parliament in 2014/15 gets the most out of the new approaches to ICT such as agile development methods and cloud computing, PICT will need to develop the skills of its people. There is also an immediate requirement for specific skills to deliver the ICT Strategy. D-PICT and the PICT Directors are committed to ensuring that their teams acquire the learning and skills required to implement the strategy.

Priorities

21. The priority areas of activity for the ICT strategy programme for the next six months are:
 - Partnering with the business to improve PICT's understanding of user requirements (e.g. for office productivity tools and flexible/mobile working) and to help user understanding of the opportunities of new technologies
 - Underpinning the bespoke applications delivered to support Parliament's core services (ie the systems developed by the Procedural Data Programme and the CPIMF programme) by putting in place an integrated data architecture and a sustainable bespoke development and support model capable of coping with the anticipated requirements of Parliament to the end of the strategy timeline (ie 2015).
 - Ensuring that projects delivering ICT for generic functions adhere to the principle of 'no customisation' as agreed by PICTAB.
 - Laying the foundations for self-service and cloud computing (e.g. through application profiling, data classification and improvements to data management), and ensuring the coherence and security of their design.
 - Developing options for the provision and support of Members' ICT equipment.
 - Engaging PICT staff in planning the changes to PICT's structure and organisational design.

- Capturing the ICT requirements of the other strands of the House of Commons Savings Programme.
22. These activities will provide the foundations for the introduction of self-service, moves to cloud computing and allowing to parliamentary data and information from a wider range of devices – and those developments and the consequent reshaping of PICT are the changes which will deliver the greatest benefits and savings.
23. The activities also align with the priorities for the ICT strategy set by the House of Lords Administration in its strategic plan for 2011-15, namely, to deliver “robust core services”, to develop “an informed understanding of business needs” and to “consider how new ICT developments (including internet-based computing) could produce secure, more efficient and effective ICT services”.

Governance

24. The complexity and scope of the ICT Strategy are reflected in the governance structures that have been established. At the centre of the governance model is the ICT Strategy Board. Chaired by D-PICT, the Board brings together the PICT Directors, members of the senior management teams of both Houses and external expertise to ensure implementation of the strategy (the terms of reference and membership of the Board are set out in Appendix 1). The ICT Strategy Programme will be managed in line with MSP principles. The Strategy Board will ensure the delivery of the ICT Strategy Programme is managed effectively and will actively manage risks and dependencies between the projects within the programme. In addition, each of the programmes listed in paragraph 15 is overseen by its own programme board, which reports to PICTAB progress to completion in accordance with their respective performance/cost/time envelopes.
25. As SRO of the ICT Strategy Programme and chair of the ICT Strategy Board, D-PICT, is accountable for the overall delivery of the ICT Strategy Programme. Other key components of the governance structure around the ICT strategy are:
- PICTAB has a remit to determine the portfolio of programmes/projects involving information management and ICT needed as a result of the strategies of the two Houses (including the Information Management Strategy and the ICT strategy).
 - PICTAB receives regular progress reports on implementation of the ICT strategy and monitors the delivery of the portfolio of other programmes and projects involving information management and ICT.
 - The Management Boards will receive annual reports on the implementation of the ICT strategy.
 - SROs are in place for each project within the ICT Strategy Programme and are accountable for oversight and delivery of strategy commitments.
 - The ICT Strategy Programme is one of the strands of the House of Commons Savings Programme and reports to the Savings Programme Board.
 - The House of Commons Administration Committee and the House of Lords Information Committee provide Member oversight. In addition, D-PICT will report progress against the agreed savings to the House of Commons

Commission (via the Finance and Services Committee) and the House of Lords House Committee.

- PICT's technical design authority, chaired by PICT's Director of Technology, works with projects and the business: to ensure adherence to the principle of 'no customisation' as agreed by PICTAB; to ensure that, until the Cloud Readiness project has demonstrably improved Parliament's cloud maturity, any projects requesting a cloud solution only proceed with a full understanding of the risks; and, subject to approval by PICTAB of the results of the Cloud Readiness project, thereafter will ensure adherence to the principle of 'cloud first'.
26. Business cases will be produced for the most significant decisions within the ICT Strategy Programme (e.g. the move to putting email, files, office productivity tools and ICT infrastructure in the cloud).
27. The Senior Information Risk Owner (SIRO) in each House are the management board members responsible for managing the Houses' information risks. The SIROs have a role in the governance of the ICT strategy in so far as the strategy affects the risks to data, as they are responsible for the overall information risk policies and risk assessment processes of the two Houses and for advising the Accounting Officers on information risk. Where a policy within the strategy affects the risks to data (e.g. a change to where data is stored), that policy will be submitted to the SIROs.

Equality Impact Assessment

28. The ICT Strategy Board recognises the need to consider the impact on staff and Members. If the Management Boards approve the continuation of the ICT Strategy Programme, the Strategy Board will consider the programme's security, health and safety and individual accessibility impacts, in particular those with protected characteristics under the Equality Act 2010, on the basis of a full equality impact assessment.

Benefits

29. Implementation of the ICT Strategy is focused on delivering the four core objectives:
- Enhanced customer experience;
 - Improved access to services;
 - Transformed PICT organisational capability to help Parliament get the best from ICT; and
 - Reduced ICT costs
30. Each of these objectives is explained in more detail in Part 3. Progress towards the objectives will be measurable and transparent, enabling Members, PICT staff, and the two Houses to track the programme's success in achieving its strategic objectives and in securing the expected benefits. To drive performance and increase accountability, the Strategy Board will consider quarterly updates on benefits and will report progress to PICTAB every six months and to the two Management Boards every twelve months, at the same time as the annual update of the ICT strategy.

31. PICTAB has asked that its updates include information on:

- the Parliament-wide benefits (i.e. the benefits and dis-benefits to the two Houses as well as to PICT);
- the ease of use of elements delivered by the ICT strategy programme (e.g. the self-service tools); and
- how changes brought about by the ICT strategy programme enable innovation, demonstrating how they meet the business requirements for agility and change.

32. The Strategy Board has approved the programme's approach to managing benefits. The benefits map in Appendix 2 shows how the benefits relate to one another and the chain of benefits from project outputs to the strategic objectives, including the business changes required.

33. The next steps will be to establish profiles and owners for each benefit and then to implement the programme's benefits realisation plan.

34. It is frequently the case that an output from one project within the ICT strategy programme relates to more than one of the programme's benefits and objectives. Similarly, progress towards one objective will also contribute to other objectives (eg having improved access to data, information and services will contribute to an enhanced customer experience and to reducing costs). However, for the purposes of Part 3 of this document and to save repetition, each deliverable/output is just listed once, under a single objective, but this should not take away from the interconnected nature of the projects within the programme.

35. In relation to the fourth objective (reduced ICT costs), implementation of the ICT Strategy Programme is projected to achieve the follow savings from the PICT annual resource budget:

	Gross Savings (<i>Figures £'000</i>)					
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Initial savings agreed December 2010	560	1,321	1,889	1,888	1,888	1,888
Further savings resulting from implementation of the ICT Strategy	-	-	1,000	1,000	4,000	4,000
Total	560	1,321	2,889	2,888	5,888	5,888

36. As agreed with the Finance Directors in the Commons and Lords, these gross savings figures are calculated against a resource baseline of £25,473,000, and subsequent adjustments for the following are not included: pay awards (e.g. low wage uplift); employers' NI contribution change; accrual rate changes for employers pension contribution; depreciation provision adjustment; VAT changes for both rate and application of rules; general inflation; and new activities/growth pressures.

37. The initial savings were part of the “Package of agreed savings for 2011/12” agreed by the House of Commons Commission at its meeting on 13 December 2010.⁴

Costs

38. All the investment costs of delivering the ICT Strategy Programme will be met from within the PICT budget.

39. This is based in part on the ICT strategy using a proportion of R&D funding, in order to identify, understand and develop the capabilities in the emerging blueprint. Such capabilities include cloud computing, self service and an improved knowledge base. At its meeting on 13 June 2011, PICTAB agreed that this represented a good use of the R&D budget.

Risks

40. Risks to successful delivery of the ICT Strategy and realisation of its benefits will be managed through the governance structures summarised above and primarily through the ICT Strategy Board. That board has approved the strategy programme’s approach to managing risks and resolving issues (including dependencies) and reviews the programme’s top risks and issues at every board meeting.

⁴ Details are available on the intranet at: <http://intranet.parliament.uk/Documents/intranet/offices-departments/OCE/Savings%20agreed%20by%20HCC.pdf>

Part 3 – Delivery areas

Objective 1: Enhanced customer experience

The objective

41. One of the objectives of the ICT strategy is to deliver an enhanced customer experience. A key enabler for achieving this objective will be developing a more proactive customer-orientated ethos in all that PICT does. At the centre of the strategy is the principle that ICT systems and services will be accompanied by timely support that is available when users need it, with PICT staff offering proactive advice and consultative support to colleagues and customers.
42. The ICT strategy programme will make sure that PICT adds value by ensuring that its customer-focussed staff are technically competent in the specific systems provided by Parliament and conversant with those used by Members. PICT staff will be motivated by both a strong customer service ethic and a desire to support the UK democratic process. PICT staff will know about the work of Parliament and Members and understand their priorities and the context within which they work. Their credibility will be high as reflected in their performance against agreed standards and the professional empathy and rapport that they have with their colleagues and customers. As technologies and requirements change, PICT will anticipate their impact and be quick to respond to any new demands. PICT's services will be accessible and professionally marketed.
43. Underpinning this objective and approach is the concept of 'supported self-sufficiency'. PICT will proactively help customers to become more self sufficient, enabling them to perform simple operations for themselves without needing to contact PICT and helping them to avoid common problems.
44. PICT will be more responsive to customer needs and will work with the business to identify ICT-enabled business solutions to their problems. In short, PICT will be a proactive advisor on all things relating to ICT.

How the objective will be achieved

45. At present, users need to contact PICT staff for almost all their parliamentary ICT needs, and the processes for dealing with those needs are not automated. For instance, all service and product requests and all incident reporting has to be done by contacting the PICT service desk, whether by phone or by email or by completing a form in hard copy. If a user wants an update on progress regarding their request or report, they again have to contact the service desk. All requests are then managed and delivered by PICT staff.
46. The ICT strategy programme will enable members, their staff and staff of the two Houses to make on-line service requests to PICT, including ordering equipment, and automatically to receive real-time reports on their progress. The programme will also allow self-management of password changes and of access rights and permissions.
47. Such improvements will be achieved by improving PICT's data management capability and by replacing PICT's current ITBM system by a new application (or suite of applications) to cover incident and request management, customer self service, and a knowledge base for use by PICT and its customers.

48. The impact will be to replicate a standard of service and a means of working familiar to users from interacting with organisations outside Parliament and to remove some frequent minor incidences of where customers currently feel that ICT is a source of frustration rather than an enabler.
49. Introducing an online self-service tool for such simple operations and allowing customers to log requests for services online, to get real time progress reports and to do simple fixes (like password resets) for themselves, will be one step to improving the customers' experience. A necessary second step will be for PICT to provide a proactive advisory service to help customers be more self-sufficient by making the best use of the self-services facilities introduced.
50. Improving the customer experience will involve improving both PICT's understanding of the customers and the customers' understanding of PICT's services. As part of the ICT strategy, PICT plans to develop with the business new induction and refresher training programmes – both for PICT staff to become more familiar with the customers' businesses and technology and for customers to be aware of the services available to them.
51. PICT is also putting in place other measures to improve and maintain the knowledge and understanding that customer-facing support staff have of customers' business activities, systems and technology. Certain staff will be 'associated' to one or more customer groups, offices or departments to provide a specialist support and advisory service covering present and future business needs. CAS specialist advisors will be provided with training to gain the necessary knowledge and understanding and will have access to on-line information regarding the customers' environments and support history.
52. PICT will raise the visibility customers can have of its services and performance by producing a new catalogue of services (together with a means of keeping it up to date) and preparing a set of services levels and performance reports attuned to customers' understanding of progress
53. As part of that improvement, PICT will:
 - continue to embed and raise understanding of the agile development methodology it uses for bespoke applications – to ensure that the final application meets the needs and expectations of users;
 - put in place a release management process – to oversee the integration and flow of development, testing, deployment, and support of these systems; and
 - implement efficient 'lifecycle management' of business applications – to continuously ensure that the systems meet business needs and that we are getting value from the initial investment.
54. PICT staff should be able to keep one step ahead of customers' aspirations and provide proactive advice and new ideas of how technology can best help customers to meet their needs. PICT will ensure customer-facing staff maintain awareness of technology and systems trends and how these could enable customers' work to become more effective and efficient; include customers in forums and webinars in subjects of interest; encourage contributions to the ideas and opportunities that would improve ways of working; and propose how R&D might help to understand better if, how and when new technologies and systems might be offered to customers.

Measuring progress towards the objective

55. Progress towards achieving this objective will be measured using the following key metrics:

- Improved customer satisfaction
- Improved performance against service levels
- Shorter times to deliver new technologies
- Improved effectiveness and efficiency of customer processes
- Improved effectiveness and efficiency of PICT processes
- Improved support staff morale
- Fewer calls/mails to the service desk
- Fewer incident resolutions
- Reduced support staff turnover

Risks

56. Key risks to this objective are: lack of use of the self-service tool by Members and staff; developing a service model that can accommodate the wide range of users and their differing needs; and securing sufficient resources to deliver the work required.

Accountability

57. The SRO of the Customer Advice and Support Project is Matthew Taylor, PICT Director of Operations and Member Services.

Key milestones	Delivery project	Completion Date
Agile development awareness training for business partners	Bespoke	Q1 2012
Lifecycle management of business applications	Cloud (& Bespoke)	Q2 2012
Options appraisal for self-service tools	CAS	Summer 2012
Customer service catalogue	CAS	September 2012
New set of service levels	CAS	September 2012
Online self service pilot launched	CAS	Q4 2012
Real-time online reporting and updates	CAS	Q4 2012
Proactive advisory service	CAS	June 2013
Set of performance reports	CAS	2013/14
Business knowledge and advisory (induction and refresher training and specialist and advisory roles)	CAS	2013/14
Online knowledge base (of products, services and customers)	CAS	2013/14

Objective 2: Improved access to services (anywhere, anytime, any device)

Drivers

58. The way in which people are working inside and outside Parliament is changing. The latest generation of new devices and the rapid and continuing growth of internet-based computing have raised people's expectations about how and when they can access information.
59. Workers expect to be able to pick up information and communications at speed, at any time and from any location, including on the move. People increasingly expect quick decision making and short turn around times, which in turn has created an expectation that up-to-date information should be freely available at the touch of a button.
60. Looking around the Atrium in Portcullis House or along the corridors on the Principal Floor in the Palace demonstrates that people are becoming increasingly comfortable reading information on a screen and working without needing to sit down at a desk alongside a filing cabinet. This development has been reinforced by the decisions of the two Houses to allow the use of electronic devices in the Chambers.
61. The ICT strategy programme responds to these trends and drivers and will ensure that Parliament moves in step with workplace and technological changes.

How the objective will be achieved

62. In some instances, the changes are already happening. For instance, approximately a third of parliamentary applications are already available via a web browser, and a further third are becoming browser based as part of existing business-led programmes (e.g. Procedural Data Programme, CPIMF, Facilities ICT) during 2012/13. The ICT strategy programme will make the remaining third available via a browser through application virtualisation work, so that by the start of 2014/15 all parliamentary applications will be made available via a web browser.
63. Even if Parliament did nothing, the market would push us in this direction: suppliers are increasingly making their services available via the cloud (known as 'Software as a Service', or 'SaaS'); some vendors already only offer SaaS; and the ability to install software on premise will continue diminish.
64. In other instances, substantial new work is required to make secure access to parliamentary data and services from any device, anywhere and at anytime a reality. However, that is a core objective of Parliament's ICT strategy, and the opportunities of cloud computing, PICT's close working with the Government's G-Cloud Programme and the cloud feasibility study give confidence that the objective is realistic and achievable.
65. The next step towards that objective is a Cloud Readiness project, which will put Parliament in a position where it can confidently adopt a 'cloud first' policy and fully exploit the benefits of the cloud. From a certain point in time PICT would look to meet any ICT related requirements from the cloud in the first instance, and other delivery mechanisms would be the exception. The project will establish a

commercial framework, a robust security and risk management framework and an integration architecture and capability that would allow a cloud first policy. The project's purpose is not to move applications, data or services into the cloud or to commit Parliament to a move to cloud. Rather the project will move PICT into a position that will enable Parliament to move when the time is right.

66. The ability the cloud offers to access services and products via the internet gives the benefit of improved access to data and information. It also opens new opportunities for PICT to deliver services securely over a wider range of devices. Members in particular increasingly tell PICT that the equipment Parliament currently provides to them no longer matches the way in which they work. This trend is destined to continue. PICT cannot keep up with the market and provide and support an ever-increasing range of devices without its costs also increasing, and that is not a realistic option in the current financial climate. Instead, PICT will offer Members the freedom to select and buy their own kit (such as printers, PCs and tablets) to ensure they get the mix of technology to suit their way of working.
67. How data is secured will need to change as Parliament looks to increase access to information and as new technologies such as mobile applications and the cloud grow in use. The risk to Parliamentary data will be managed through clear data security and storage policies and actions and through independently accredited efficient storage mechanisms that reduce the possibility of data loss and the consequent reputational risk. Key to data security will be users understanding their responsibilities to adhere to the policies for managing data.
68. Currently data is not categorised or segmented accordingly to the level of security it requires. Rather Parliament operates a one-size-fits-all model and relies on a perimeter network and firewalls. In the future, as data is held in different places, the level and type of security required for each set of data will depend on the content of that data. The Cloud Readiness project will work with the SIROs and the new Information Management Board and facilitate an exercise to classify Parliamentary data based on security and risk profile and will review our current data security models. These pieces of work will allow informed decisions to be taken about what security is required for different types of parliamentary data/information and where it can be stored, which will allow Parliament to maximise the benefits of cloud computing (ie we will not put sensitive data at risk, and nor we will pay for unnecessary security provisions for data categorised as not requiring such controls).

Accountability

69. The SRO of the Cloud Readiness Project is Steve O'Connor, PICT Director of Technology. Responsibility: work on this project is led by Robert Ashfield.

Measuring progress towards the objective

70. Progress towards achieving this objective will be measured using the following key metrics:
- Number of applications accessible via a web browser
 - Availability of key services
 - Number of services accessible from range of devices
 - Number of items of equipment issued to Members

- Take up of cloud services (ie use of Platform as a Service, number of SaaS applications in the PICT service catalogue, number of applications hosted on Infrastructure as a Service)
- Ability to manage mobile devices (mobile device management of both parliamentary equipment and users' own equipment)

Risks

71. Key risks to this objective are: lack of buy-in from Members to the new model for purchasing and supporting their equipment; failure to deliver anticipated savings from cloud computing due to over specification of security requirements; and failure to achieve the ability to transfer and integrate data.

Dependencies

72. Achievement of this objective is dependent on certain deliverables from the Network Consolidation Programme. The objective requires from that Programme:

- Wireless Access – delivering access anywhere, at anytime, from any device needs wireless access to be available in all locations on the Parliamentary Estate;
- Network Posturing (NAC) – the capability to identify devices connected to the network and automatically to implement the appropriate security profiles on the network;
- VOIP – the capability to allow users to access integrated telephony, instant messaging and video calling via the network;
- There are approximately 800+ mini switches deployed in cable restricted areas of the Estate to provide existing ICT services but they pose a risk as they do not provide the quality standard required to access cloud services. The Network Consolidation Programme will mitigate that risk.

Key milestones	Delivery project	Completion Date
Options paper on Members' equipment to two Clerks	CAS	Q1 2012
Web browser strategy	Cloud Readiness	Q1 2012
Data classification	Cloud (and security)	Q1 2012
Data strategy agreed by GIM/PICTAB	n/a	Q1 2012
Result of cloud email trials	Cloud Readiness	Q1 2012
User profiling	Cloud Readiness	Q4 2012
Application profiling	Cloud Readiness	Q4 2012
People Directory	AD and People Directory	Q4 2012

Technical Design Authority operate a 'cloud first' policy for non-bespoke applications	n/a	From April 2013 (?) ⁵
Members can buy their own equipment (and use it to connect to their parliamentary information)	CAS (and Cloud)	From Summer 2013 (?)
Messaging / calendar hosted in the cloud	Cloud	Summer 2013 (?)
Files hosted in the cloud	Cloud	Summer 2013 (?)
Office productivity tools in the cloud	Cloud	Summer 2013 (?)
Application virtualisation	Cloud	April 2014

⁵ The question marks against the completion dates for some deliverables indicate that decisions have not yet been taken about when these deliverables should be delivered. The dates show what the programme considers it would be possible to deliver.

Objective 3: Transformed PICT organisational capability to help Parliament get the best from ICT

The challenge

73. PICT will have to transform its organisational capability in order to help Parliament get the full benefits from the ICT strategy. This objective addresses the people aspect of the future of Parliamentary ICT to complement the customer view (objective 1) and the technical changes (objective 2).
74. One feature of the ICT strategy is that Parliament will move from a position where most ICT services, platforms and applications are hosted and run on site, to a position eventually where most of them are hosted and run remotely by third parties and accessible via the internet.
75. This move means that PICT will have to change from providing technical services to designing solutions that take into account recent technological developments in ICT and a deep understanding of business needs (and likely changes), from managing contracts that provide services to delivering those solutions via effective procurement. PICT will also need smarter supplier management, including holding suppliers to account over appropriate SLAs/KPIs.
76. The ICT strategy aims that users should be enabled to be more self-sufficient, in part through smarter provisioning tools, which will enable a consequent reduction in the PICT staff complement. There is a spectrum of potential here, which varies across user communities: procuring hardware and software; self-management of password changes and access rights and permissions (data as well as email and calendar); accessing ICT services and making requests and tracking incident responses; and solving ICT-related problems (eg by gaining super-user status).
77. For PICT a consequence of this change is that it will have to shift from providing a series of discrete demand-driven activities and responses to providing a coherent set of tools and services that enable users to manage their own ICT services as far as possible (with smart advice and design of ICT solutions).
78. The ICT strategy places more reliance on commercial-off-the-shelf (COTS) products and services to support Parliament's generic services (e.g. HR, finance and facilities management) and determines that such applications will not be customised. Conversely, Parliament's unique services for which there are no identified COTS solutions will be supported by bespoke applications, the majority of which will be developed by PICT using agile techniques to ensure close working between the business and project teams.
79. The change to the use of non-customised COTS products will entail PICT changing from customising products to meet traditional, tactical/short-term, expressed or perceived needs of Commons or Lords non-specialist business processes to having applications specialists with a strong understanding of the market and its trends, who can engage with the business to recommend products and how business processes might be standardised to fit them. This shift has significant cost-saving potential (both in the cost of buying and support the product and in the efficiency of the business process).
80. All of these changes mean that PICT will need to restructure. In some limited areas, PICT will need to increase its capability. For instance, PICT will have

enhanced capability in areas development, security, data integration, procurement and contract/supplier management. In other areas, PICT will reduce. The overall result will be that PICT will become a smaller and more cost-efficient organisation, with an estimated net reduction of approximately 40 posts (from 231 permanent posts today).

81. At the end of November 2011, D-PICT will launch a consultation with PICT staff on an initial functional organisational design produced by the PICT Directors of how PICT will look in 2014/15, based on the assumption that the ICT strategy is implemented in full.

How the objective will be achieved

82. The challenge of building up the right in-house expertise that can continually and sustainably develop in order to keep up with the rapidly changing technical and commercial environment is not unique to PICT. Consequently, PICT will utilise industry-standard approaches, most notably the Skills Framework for the Information Age (SFIA) developed by the British Computer Society (BCS). SFIA is the only recognised ICT-based competency framework in the UK and, since PICT decided to use the framework, the Government has adopted it as the standard means of defining ICT skills in government ICT.
83. PICT will use this competency framework as a basis for defining skills for developmental and recruitment purposes and to establish a framework for existing job roles, how they relate to each other and establishing a dynamic mechanism for how they relate to the PICT functions in 2014/15.
84. Other first steps have already been taken: the change control process for staff recruitment has been tightened up and a new Appointment Approval Form introduces to ensure that all future PICT recruitment is demonstrably aligned to the ICT Strategy.
85. A short investigation will examine the extent to which the current PICT pay system supports or poses a risk to implementing the ICT strategy.
86. Building on work already underway to develop a culture of improved contract and supplier management in PICT, an initiative will be launched to develop a set of accredited contract/supplier managers who are skilled in this function and can be deployed as necessary to manage PICT's key suppliers/contracts.
87. PICT HR will help managers to plan the movement of staff from old to new teams; and design and implement processes to develop and move individuals from old to new roles, balancing the needs of the organisation with the aspirations and aptitudes of individuals.
88. A package of communication measures are being developed to communicate and listen to PICT's employees and their union representatives.

Risks

89. Key risks to this objective are: failure to change behaviour; individuals do not identify and engage with career development pathways and reskilling; and failure to change the culture of departments to adopt generic commodity products off-the-self rather than customised services.

Accountability

90. The SRO of the HR Project is Fergus Reid, PICT Director of Resources. Responsibility: work on this project is led by Harun Musho'd.
91. The SRO of the ICT Security Programme is Fergus Reid, PICT Director of Resources. Responsibility: work in this area is led by Mark Harbord.
92. Richard Ware, PICT Director of Programmes and Development, is accountable for the development team transition.
93. Joan Miller, Director of PICT, is SRO of the ICT Strategy Programme's Change and Engagement Steering Group. Responsibility: work in this area is led by Richard McLean, Programme Manager for the ICT Strategy Programme, and Jo Jones, Change Manager for the Programme.

Key milestones	Delivery project	Completion Date
Initial consultation with PICT staff on PICT organisational structure for 2014/15	HR	December 2011
Procurement and supplier management upskilling programme launched	HR	Q1 2012
New HR strategy for PICT	HR	Q1 2012
Review of risks to implementing the strategy of PICT's current pay system	HR	Q1 2012
Bespoke development and support team 75% complete	HR	April 2012
Competency Career Development Pathways created	HR	Q2 2012

Objective 4: Reducing the cost of ICT

The challenge and the opportunities

94. Implementing the ICT strategy will save £5.9m from PICT's annual resource budget by 2014/15. Over £1m of those annual savings are already being delivered.
95. Furthermore, if Parliament embraces the opportunities opened up by the ICT strategy, the benefits can be realised far wider than just in PICT. For example, shorter procurement times for ICT will enable shorter, cheaper business-led projects involving ICT. Greater use of 'best of breed' non-bespoke applications in generic areas will influence the way in which teams in those areas design their processes and subsequently operate, presenting opportunities to gain efficiencies and improve effectiveness.
96. Similarly, the ability to access work data from mobile equipment will open up opportunities for open plan, non-desk based working in Parliament, including working remotely and/or from home.

How the objective will be achieved

97. Several aspects of the strategy will drive significant reductions in cost, primarily cloud services, the reduction in customised products and services, and the consequent restructuring of PICT. The shift towards cloud computing means that Parliament will put its data and systems onto externally hosted platforms and benefit from economies of scale. PICT will change its skills and organisational shape, and it will significantly reduce in size.
98. In short, if the other objectives are achieved, the predicted savings from implementing the ICT strategy programme should also be delivered.

Accountability

99. D-PICT is accountable for the PICT budget and for realising the savings to that budget from delivering the ICT strategy programme.

Key milestones	Delivery project	Completion Date
Implementation of package of savings agreed in December 2010	Programme	In place and ongoing
Test lower cost PC/laptop kit	CAS	Q1 2012
Email in the cloud	Cloud	Summer 2013 (?) ⁶
Files in the cloud	Cloud	Summer 2013 (?)
Self service	CAS	2013
Transformed PICT structure in place	HR	March 2014
Infrastructure in the cloud	Cloud	October 2014 (?)

⁶ The question marks against the completion dates for some deliverables indicate that decisions have not yet been taken about when these deliverables should be delivered. The dates show what the programme considers it would be possible to deliver.

Part 4 – Conclusion

100. The plans in this document represent an ambitious roadmap for making Parliamentary ICT more effective and efficient. PICT is committed to making this work.
101. However, PICT cannot successfully implement the ICT strategy alone. PICT also needs the support of the two Houses.
102. For example, whilst some projects are keen to adopt a cloud solution, the feasibility study has shown that Parliament is not yet ready for a wholesale move to cloud computing. Three key reasons for this lack of readiness highlight why such projects may need to wait. First, an appropriate data integration solution must be architected and deployed prior to any widespread adoption of SaaS within Parliament, or data may become fragmented. This data integration function must enable the portability of data, the sharing of data and the processing of data sets to provide management information. Second, an identity management approach must be developed and implemented to ensure centrally managed access to SaaS applications. This may take the form of a federated identity management tool that effectively brokers access to cloud services and provides single sign on where appropriate. Third, work is ongoing to put in place the data security requirements of cloud computing.
103. Until data integration and identity management solutions are in place, together with a robust security and risk management framework that instils confidence in migrating services to the cloud, any project requesting a SaaS solution will need to be judged by the Technical Design Authority on a case by case basis, using an assessment of the risks and opportunities. In short, until the Cloud Readiness project has demonstrably improved Parliament's cloud maturity, any projects going ahead with a cloud solution will be exceptions and treated as pilots. PICTAB endorsed this position at its meeting on 21 November 2011.
104. The management boards should also be aware of the implications of managing non-bespoke applications in the cloud. For instance, this shift will lead to changing financial models (ie costs will be resource and based on usage). Also, while this move to cloud computing will reduce costs, it will require Parliament to accept the provision of third party solutions that may result in PICT no longer directly managing infrastructure for services such as email. In addition, in order to remove the need and inherent cost of customised changes to COTS products, Parliament will need to adapt its requirements to fit what the COTS packages can offer. These changes to business processes are outside PICT's control.
105. Furthermore, a significant move to cloud computing should not be considered before Parliament understands its own data better. Only by classifying its data (or the systems that hold that data) will Parliament be able to make informed risk-based decisions about where the data can be hosted and maximise the potential benefits and cost savings of the cloud. Low risk data can then potentially be freed up to benefit from the flexibility the cloud can offer, and conversely, a more expensive cloud offering the appropriate levels of security can be chosen for high risk data. PICTAB has agreed to a data classification exercise and set this as a priority for the new Information Management Board, which will help to ensure that

the new data categorisation exercise draws together and builds on work already done.

106. Parliament would also benefit from a clearer system of data ownership. If each data set had a clear owner, PICT would be able to establish the owner's requirements for the availability of that data. PICT can then ensure that only solutions offering appropriate recovery time objectives and service level agreements are selected for the data. Associated to that, there should be a named business owner for each application, who will engage with PICT to ensure the efficient management of the application through its 'lifecycle'. Otherwise the goal of application lifecycle management (that it is not only towards the end of a contract that planning starts for a replacement) will not be realised. PICTAB decided to require clear data and applications ownership and has set information ownership as another priority of the Information Management Board, which will help to ensure that the Strategy's approach to this issue and the approach taken by SPIRE fit together.

107. PICTAB recognised that so far the ICT strategy has primarily been driven by 'push' from PICT, rather than by 'pull' from the two Houses. To try and rectify this and provide balance, PICTAB has agreed to the ICT Strategy Programme setting up a Strategic Change & Benefits Network of key influencers from across all departments in each House who will:

- validate the programme's approach to benefits management and realisation,
- validate the scale and achievability of the proposed benefits,
- actively champion the benefits within their department,
- help the programme to target engagement and communications activities around stakeholder impacts and influence key decision-makers effectively,
- ensure the realisation of benefits by embedding change within their department, and
- identify opportunities for the ICT strategy to add value to other strands of work and, therefore, maximise the benefits of the strategy.

Appendix 1

Role and Membership of the ICT Strategy Board

Background

The Management Boards agreed in June to changes in the terms of reference for PICTAB. They further agreed that the ICT Strategy Programme Board should report to PICTAB and support it in its work.

According to its terms of reference, PICTAB has a remit “to support the Director of Parliamentary ICT (D-PICT) in preparing proposals for agreement by the two Management Boards and give advice to D-PICT on the strategic management of PICT” and “to keep ICT strategy under review”.

Role

The ICT Strategy Programme Board acts as any other MSP-style programme board, advising the SRO of the ICT Strategy Programme, D-PICT. In particular, the Strategy Board has overseen the analysis and evaluation of the strategy’s feasibility stage from a technical, business and financial perspective. Now that the ICT strategy programme is moving into implementation, the Board will:

- ensure that the programme delivers within its agreed parameters;
- resolve strategic and directional issue between projects;
- own the benefits profiles and realisation plan and ensure that there is no double counting of benefits.;
- define the acceptable risk profile for the programme;
- make resource available for delivery of the programme; and
- provide assurance for the operational stability and effectiveness of PICT and its services throughout the lifetime of the programme.

Membership and appointment process

The membership of the board reflects the fact that the Parliamentary ICT strategy is:

- owned by D-PICT on behalf of the Management Boards of both Houses of Parliament;
- a strand of the House of Commons Savings Programme; and
- needs to keep up to date with the latest external technology developments and expertise.

The board comprises: D-PICT; the PICT Directors (each of whom was responsible for delivering a different area of the strategy’s feasibility study and will be responsible for implementing an area of the strategy); the SRO of the House of Commons Savings Programme; a senior manager from the Commons and the Lords (nominated by the chairmen of the management boards); and two external members co-opted by D-PICT.

The current membership of the board is as follows:

- Joan Miller (SRO)
- Innis Montgomery (Network Consolidation Programme)
- Steve O’Connor (Cloud and Infrastructure)
- Fergus Reid (PICT Capability)
- Matthew Taylor (Customer Advice and Support)
- Richard Ware (Bespoke and non-bespoke applications)

- Myfanwy Barrett (SRO of the Commons Savings Programme)
- Andrew Walker (nominated member of the HoC management board)
- Simon Burton (nominated member from the HoL management)
- Eric Bohl (Director, Activist Group – independent advice on organisational strategy development and transformation programme management) and
- Peter Shores (Regional VP Executive Partner, Gartner – independent IT research and advice)

Appendix 2

ICT Strategy Programme Top Level Benefits Map

ICT Strategy Programme: Benefits Maps

Output	Enablers / Change Activity	Programme High-level Benefits	Strategic Benefits	Strategic Outcomes of ICT Strategy	HoC Strategy (2015)
<ul style="list-style-type: none"> • Members own equipment • Self Service • Cloud messaging / calendar • Cloud files • Cloud office productivity tools • IaaS • Standards & policies <ul style="list-style-type: none"> • security • data management • architecture • Bespoke development transition • Non-bespoke • Induction process • Advisory service • Visible service performance • Password reset capability • Active directory / People directory • On-line support services • Data classification • Procurement & supplier management up skilling • New organisational design for PICT <ul style="list-style-type: none"> • career pathways • review of reward • learning & development prioritised on key business skills • Knowledge base 	<ul style="list-style-type: none"> • Processes • Enforcement of standards & policies • Technical Design Authority (enforcement of SaaS & no customisation) • Life cycle management • Roles & responsibilities <ul style="list-style-type: none"> • data • security • currency of information • Engagement / buy-in (internally & externally) • Capability development <ul style="list-style-type: none"> • skills transfer • job experience • Culture • Continuous learning 	<ul style="list-style-type: none"> • Customer self-sufficiency • People & processes efficiently & successfully delivering strategic priorities • Well trained & supported staff delivering agreed business priorities to time, quality & budget (proactive not reactive) • Improved transparency / understanding of decision-making (re prioritisation, resourcing, scheduling, etc) • Improved understanding of <ul style="list-style-type: none"> a) customer needs; b) how Parliament functions • Improved understanding of end-to-end customer support requirements • Reduction in number of complaints / support calls • Enhanced credibility through demonstrably achieving best practice standards in <ul style="list-style-type: none"> ○ Programme & projects ○ Architecture ○ Development ○ Network management ○ Service management ○ Security ○ Training ○ Customer service • Improved engagement with internal & external stakeholders • Open, consistent & up-to-date business intelligence • Effective sharing of information (internal & external) • Visible commitment to continuous improvement / being a learning organisation (in people, processes & technology) • Improved PICT profile / reputation across Parliament • Pride in working for PICT 	<p>Reduced PICT budget (A)</p> <p>Reduced unit ICT cost (A)</p> <p>Increased sustainability of ICT provision (B)</p> <p>Increased flexibility (Any where, anytime, any device) (B,C)</p> <p>Appropriate & consistent application of security measures (B,C)</p> <p>Improved support for customers' needs (current & future) (C,D)</p> <p>Proactive management of customer expectations (current & future) (C,D)</p> <p>Increased awareness of new ICT technology & opportunities (A,B,C,D)</p> <p>Increased understanding of the impacts of change (software, data, security etc) (A,B,C, D)</p> <p>Increased agility in responding to new ICT opportunities (A,B,C,D)</p> <p>Efficient processes focused on strategic priorities (A,B,C,D)</p>	<p>A. Reduced ICT costs (2)</p> <p>B. Improved access to services (1, 4)</p> <p>C. Enhanced customer experience (1,2,3)</p> <p>D. Transformed PICT organisational capability to help Parliament & Members get the best from ICT (1,2,3,4)</p>	<p>1. Effective</p> <p>2. Efficient</p> <p>3. Respected (making Parliament a leader in the use of IT)</p> <p>4. Well informed</p> <p style="text-align: right;">1</p>



Re-imagining ICT: Parliament's ICT Strategy

Updated December 2011

Version 1.0



CONTENTS

Executive Summary	3
Introduction.....	5
Workplace and organisational drivers.....	5
Technology drivers.....	6
Risks and opportunities for Parliament.....	7
The Strategy	8
Outcomes.....	9
The five strategic components.....	11
Risks and issues for the strategy.....	15
Next steps.....	Error! Bookmark not defined.
Glossary.....	16
Appendix A –Provisional savings profile.....	17
Appendix B – Generations technology use	18



Executive Summary

1. Information and communication technologies have come to play a key part in virtually everything Parliament does while, at the same time, ICT is changing the world in which Parliament exists. This requires a strategic approach to ICT by Parliament to address the threats and opportunities that ICT presents.
2. In recognition of this, in December 2010 the Commons and Lords management boards approved a strategy for how ICT services for Parliament might be best provided within a five-year horizon, to be updated annually. This is the first annual update of the strategy. There has been no change of direction; there are only some minor changes that reflect progress made during 2011 and the deeper understanding PICT developed during the feasibility stage of the issues involved in delivering the strategy. The strategy identifies worldwide trends in ICT and proposes how these might be used to the benefit of Parliamentary users.
3. The strategy will deliver more with less money. In particular, implementing the strategy will make significant savings from the PICT budget over a five-year period. £1.3m annual savings have already been saved from that budget, and those annual savings will rise to £5.9m by 2014/15 (see the saving profile shown in Appendix A). As such, delivering the ICT strategy is one of the strands of the House of Commons Savings Programme.
4. The resulting vision is:

“Connect Members, the public and the administration to the information and services they need from anywhere at any time and from any device. Reduce the cost of ICT and provide new opportunities and pathways for greater efficiency and effectiveness for Parliament.”
5. Underpinning this vision is a strategy that consists of five components: customer advice and support, which will deliver a more proactive customer-orientated ethos; bespoke services, focused on in house development, primarily for procedural applications; cloud services, provide flexible, lower cost ICT service such as email; non bespoke services, focused on the adoption and use of commercially available solutions without modification; and core capability, which will ensure PICT has the people and skills needed to deliver the strategy and value to Parliament.
6. The ICT strategy programme as a whole will deliver the following strategic outcomes for Parliament:
 - Enhanced customer experience;
 - Improved access to services;
 - Transformed PICT organisational capability to help Parliament and Members get the best from ICT; and
 - Reduced ICT costs.
7. The strategic objective “Reduced ICT costs” covers reducing the total cost of ownership of business systems and the £5.9m annual savings from the PICT budget. Among the four strategic objectives, the priority is ‘Enhanced customer experience’.



A possible Member's story in 2015.

As I travel down on the train all the information relating to the Parliamentary day arrives on my iPad¹, I have a quick look through, make some notes and request, by a simple tap on the screen, a printed copy of a report. I am alerted to five new EDMs and I log two to be signed off later. Furthermore, I can create my personal agenda for the day as I go.

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

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

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

A possible staff story in 2015.

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

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

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

A possible visitor story in 2015.

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



Introduction

8. ICT is playing a key part in the running of Parliament, from procedural systems, through to paying for your lunch, to being paid, or being in touch with events when you travel. ICT is continually evolving and therefore changing the world in which Parliament exists.
9. This document builds upon “Introducing Parliamentary ICT strategy for 2010-2015, assumptions and principles” which was approved by both management boards in spring 2010. In particular, the position of ICT today in the workplace and society, the risk and opportunities for Parliament, and the resulting strategic assumption have been reused in this document.
10. Building on these a number of strategic drivers, risks and opportunities are set out. The vision and strategy, which has a five-year time horizon, is then outlined in paragraph thirty. The outcomes of the strategy are examined followed by a more in-depth review of the strategic components. Finally, the document presents a number of risks and issues.
11. The implementation plan for the ICT strategy programme, approved by PICTAB in November 2011, supplements this document and provides more detail about what will be delivered when.

Workplace and organisational drivers

12. By the early 2010s ICT has become pervasively mobile, universal, knowledge rich (expert and inexpert knowledge), increasingly location independent, extremely fast to publish and readily available. Workers expect to be able to pick up information and communications at speed, at any time of day or evening, from any location and on the move.
13. The working day has spread into the social day – the two are beginning to meld together for many workers who are always contactable on their mobile devices. This will apply equally to Members, Members’ staff and staff of the House.
14. Workplace collaboration has become more transparent as groups of people want to work together by talking on line, writing documents together from different locations, or by accessing common data stores to derive new individual benefits. Moreover, they wish to do this in more public ways, that is, using public websites and using the most up to date electronic equipment, for instance, from the latest mobile phone such as the iPhone or Blackberry Torch to e-notepads like the iPad, connecting by Wifi or via mobile networks to the internet. This way of working may be quite alien to the way people are used to working now and although accepted as the norm by the new computer generation, may be seen as high risk by many current users. See Appendix B for more information about changing generations.
15. The expectation of speed of decision making and turn around has again increased and along with it the expectations of up to date information being as a right freely available. This is in part driven by the fact that on line transactions and trading are now the norm rather than the exception.
16. Increasingly “the public” expect to be informed and consulted on line, demanding to have their say in decision making. No longer is information simply broadcasted out but opinion is sort on



that information by the provider. The world of ICT and knowledge driven mass communications is beginning to be incorporated into the role of decision making. People who have become used to having an online voice now expect to be heard and to contribute to issues of policy in a meaningful way.

17. Many people are engaging in the “social networks” or social media. Since 2008 use of social networking sites has doubled so that now 40% of the UK population use these sites. Facebook is now advertised as the third largest “country” in the world. People communicate across boundaries of organisation, culture and country, and in doing so have extended their spheres of influence. There is also a new “digitally disadvantaged” group of those who do not do so.

Technology drivers

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



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

Risks and opportunities for Parliament

23. Some of the risks and opportunities that affect Parliament currently are:
24. The reputation risk, relevant to both Houses, exemplified by the recent focus and public engagement in the debate on Members' expenses. This has led both Houses administrations to think purposefully of their role in supporting the institution of Parliament as well as their role in supporting individual Members in their work for Parliament. This strategy builds on the themes from the House of Commons strategy of respect, efficient, effective and informed and reflects the strategic plan for 2011-15 of the House of Lords Administration.
25. The financial risk, relevant to both Houses as public sector funding faces continuing cuts in the face of the global recession. The future direction is about more done for less, providing an opportunity for investment in efficiencies and an assessment of the need for real change as well as an imperative in making the change work to achieve savings.
26. The risk of data safety and security is important as Parliament looks to increase access to information and new technologies such as mobile applications and the Cloud grow in use. Electronically held data has come increasingly under threat from commercially and politically motivated hackers. The risk to Parliamentary data must be managed through clear data security and storage policies and actions and efficient storage mechanisms that reduce the possibility of data loss and the consequent reputational risk.
27. The risk and opportunity for ICT enabled changes. ICT has become a 24x7 operation with little room for failures. The expectation of Parliamentary users for greater speed, collaboration and integration of services significantly increases expectations and dependency on ICT services. The extreme diversity of the requirements of Parliamentary users requires basic ICT provision to be robust while being only just behind leading edge as Parliamentary users move swiftly to grasp the opportunities of the new world described in the last section.
28. The risk of initiative overload. The risks outlined above have released a wave of change across a wide spectrum of departments and offices and this challenges the capacity of Parliament to deal with all the dependencies. In the absence of clear priorities or cohesive planning there would be a risk of work overload and duplicate or conflicting effort.
29. Recruitment and retention will become more challenging for ICT organisations in the public sector: Ongoing financial challenges in the public sector opposed to a resurgent private sector means that recruiting and retaining the right ICT staff will be a challenge, showing Parliament to be a technology-enabled organisation will help reduce this risk.



The Strategy

30. Motivated by the drivers, risk and opportunities that have been identified, the management boards have adopted the following vision:

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

31. To deliver the vision the boards established an ICT strategy programme. Customer services and advice, Bespoke services and the Core capabilities will be at the heart of what PICT is and does. PICT will use, where suitable, third parties, including Cloud providers, to help deliver non-bespoke service required by Parliament, this will significantly reduce costs.

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

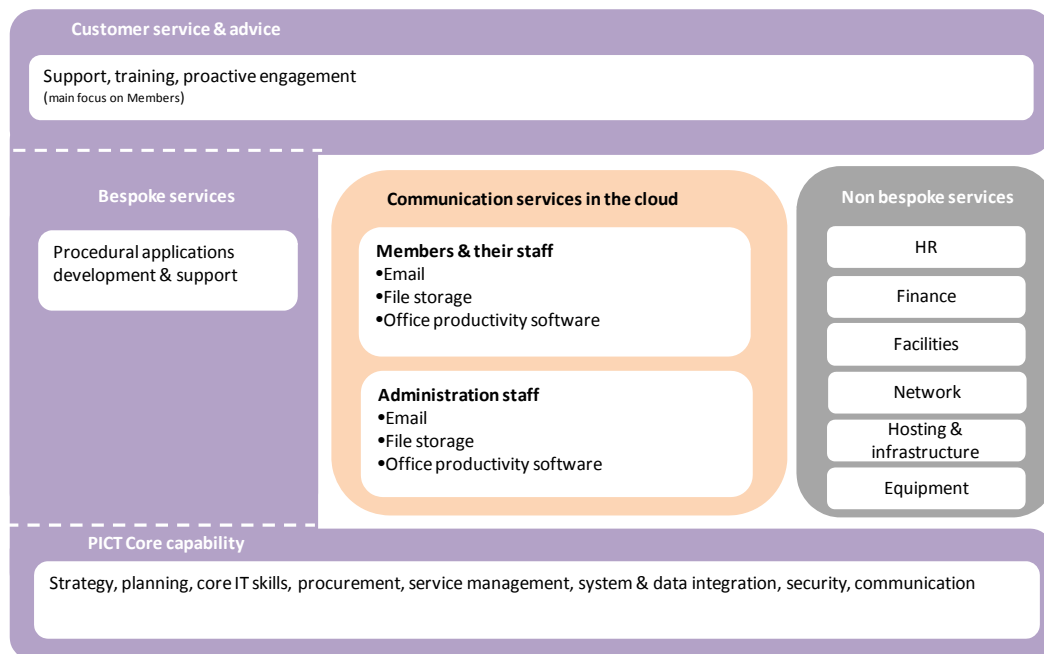


Figure 1 Pictorial representation of Parliament's ICT strategy.



Outcomes

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

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

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

Increased effectiveness for Members and the administration through better use of ICT and bespoke solutions for Parliament's unique core activities.

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

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

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



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

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

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



The five strategic components

44. The following describes each of the five components of the strategy.

Customer Services and Advice

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

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



Bespoke services

51. The bespoke areas of Parliament, in particular the procedural area, often require unique solutions that necessitate close working between PICT and those areas. Due to the unique nature of these activities and to achieve the greatest value for Parliament PICT will continue to create a suitable in house development capability and will:

- a. Maintain a strong strategic partnership with those responsible for information relating to the business of both Houses, including added value information
- b. Understand the necessary data flows and architecture and the opportunities presented by new technologies
- c. Understand new or changed requirements for the creation, management and public dissemination of this information, including the relevant business rules and standards
- d. Build, modify, extend or adapt software tools that meet these requirements and conform to a sustainable and beneficial technical architecture and standards
- e. Build and/or manage and maintain tools which indirectly support procedural data management, including search engines, XML schemas, time-tagging, data integration, alerts and links between textual and audio-visual content
- f. Manage change through the cycle of programme and project management, or change control in the case of routine release management, with appropriate levels of training, testing and technical assurance
- g. Ensure the continued availability and integrity of these services through appropriate security measures, pre-emptive maintenance, incident and problem management

Cloud services

52. The opportunity to improve access to services while reducing costs is an opportunity that many organisations are already pursuing including the Government through its G-Cloud initiative. The Cloud presents opportunities to improve hardware utilisation, which will reduce emission figures and improve our “green” profile. Furthermore, the benefit of improved access opens new opportunities for PICT to deliver services over a wider range of devices. In addition, some email services in the Cloud are packaged with several “no cost” additional services especially in the area of collaboration and communication, therefore such solutions truly could deliver more for less.

53. Therefore, PICT will deliver parliament.uk emails, instant messaging, collaboration, office productivity and file storage for Members and the Administration via the Cloud by 2014/2015. In addition, PICT will take advantage of further opportunities in the Cloud via the Non-Bespoke component of the strategy.

54. In delivering Cloud services PICT will demand the following criteria are met:

- a. Services such as email, file storage and productivity software are delivered to a high quality and to a low TCO.



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

Non-bespoke products and services

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



Core capability

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



Risks and issues for the strategy

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



Glossary

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



Appendix A – Savings profile

The following table represents the profile of cost savings that PICT will make over the next five years as a result of implementing the ICT strategy.

Gross Savings (Figures £'000)

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Initial savings agreed December 2010	560	1,321	1,889	1,888	1,888	1,888
Further savings resulting from implementation of the ICT Strategy	-	-	1,000	1,000	4,000	4,000
Total	560	1,321	2,889	2,888	5,888	5,888

As agreed with the Finance Directors in the Commons and Lords, these gross savings figures are calculated against a resource baseline of £25,473,000, and subsequent adjustments for the following are not included: pay awards (e.g. low wage uplift); employers' NI contribution change; accrual rate changes for employers pension contribution; depreciation provision adjustment; VAT changes for both rate and application of rules; general inflation; and new activities/growth pressures.

The initial savings were part of the "Package of agreed savings for 2011/12" agreed by the House of Commons Commission at its meeting on 13 December 2010.²

² Details are available on the intranet at: <http://intranet.parliament.uk/Documents/intranet/offices-departments/OCE/Savings%20agreed%20by%20HCC.pdf>



Appendix B – Generations technology use

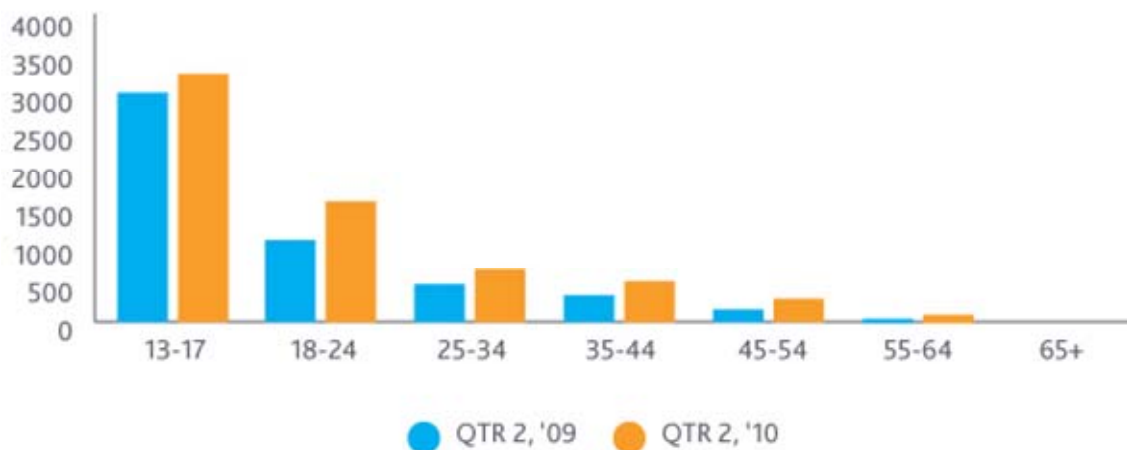
The following is not an extensive study but is written to highlight the variations in the use of technology between different age groups. For further reading see the Consumer Market Report 2010, published by Ofcom³.

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

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

Text messages by age

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



Source: The Nielsen Company

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

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

³ <http://stakeholders.ofcom.org.uk/market-data-research/market-data/communications-market-reports/cmr10/?a=0>



Membership of PICTAB and Associated Boards

Responsible Board Member(s) Liz Hallam Smith
Date 5 December 2011

Summary: This papers sets out proposals for the role and membership of PICTAB and its associated boards.

Summary of actions requested:

- The Board is invited to **take note** of the proposals for the role and membership of PICTAB and its associated boards.

PICTAB and Associated Groups

1. The Management Boards met on 14 June to consider a paper from PICTAB following the recent healthcheck. It was agreed that:
 - a. the Chair of PICTAB should consult with the Board chairmen regarding PICTAB's membership.
 - b. John Pullinger and Joan Miller should discuss how best to provide appropriate secretarial support to PICTAB.
 - c. PICTAB should take the key features of the existing Information Management Strategy as the start point for drawing up a roadmap against which IT architectures and solutions can be developed and evaluated.
 - d. PICTAB's Terms of Reference should be revised as in the paper.
 - e. the Group on Information Management, the ICT Strategy Programme Board and the PICT Programme Monitoring Board should report to PICTAB and support it in its work.
2. I have since been appointed as the Chair of the new Information Management Board (which replaces the Group on Information Management) and proposals revising the name, role and membership of this group are outlined in Annex 2.
3. PICTAB endorsed a paper at its meeting on 5 December outlining the role and membership of PICTAB and associated groups. These are outlined in the annexes to this paper and the Board is invited **to take note**

7 December 2011

Liz Hallam Smith

Annex I: PICTAB – Terms of Reference and Membership

Terms of Reference

The Parliamentary ICT Advisory Board (PICTAB) is a sub-committee of the Management Boards of the House of Commons and the House of Lords, with the following remit:

- to support the Director of Parliamentary ICT (D-PICT) in preparing proposals for agreement by the two Management Boards and give advice to D-PICT on the strategic management of PICT;
- to act as a forum in which representatives of senior management in the two Houses assist D-PICT in formulating a bi-cameral ICT strategy for approval by the two Management Boards;
- to keep ICT strategy under review;
- to monitor and challenge PICT performance and risk management and other ICT project performance and risk management;
- to consider PICT's business and financial plans, and to advise the Management Boards on priorities for ICT;
- to consider ICT policy initiatives, usually before presentation to the two Management Boards;
- to determine the portfolio of programmes/projects involving information management and ICT needed as a result of the strategies of the two Houses (including the Information Management Strategy and the ICT strategy);
 - to ensure that the portfolio is that which collectively makes the greatest contribution to the strategies of the two Houses;
 - to ensure that the portfolio does not exceed the capacity of PICT to deliver, nor the ability of stakeholders in the two Houses to engage with programmes and projects;
 - to ensure that the programmes and projects within the portfolio are prioritised in terms of their contribution to the strategic objectives of the two Houses;
 - to ensure that the portfolio is balanced in terms of timing; contribution to strategic objectives; impact, risk and resource;
- to monitor the delivery of the portfolio of programmes and projects involving information management and ICT, providing assurance to the Management Boards (or for single House projects the Board of the House concerned) that the programmes and projects are aligned and progressing to completion in accordance with their respective performance/cost/time envelopes;
- where necessary, to recommend reallocation between funds set by the Management Boards for the portfolio of programmes and projects involving information management and ICT.

The PICTAB does not deal with operational-level issues which are the responsibility of the PICT Management Board.

The PICTAB will annually:

- consider the PICT Business and Financial Plans for approval by the two Management Boards;
- take note of ICT risk management strategy.

The PICTAB will consider at each meeting, or as occasion may require:

- papers on ICT policy prior to presentation to the two Management Boards;

- reports on performance and levels of service, including both numerical and customer satisfaction information;
- draft business cases for major projects.

Membership and appointment process

The PICTAB consists of D-PICT, members of each Management Board nominated by the respective chairmen, and up to two external members co-opted by PICTAB. All members of both Management Boards will receive papers of the PICTAB ahead of meetings and any member of either Board may attend.

By agreement between the chairmen of the two Management Boards, one of the nominated members other than D-PICT will act as chairman of the PICTAB. The chairmanship will rotate between the two Houses every two years.

The PICTAB will be quorate if D-PICT, at least one other Board member from each House and at least one of the Finance Directors are present.

The current membership of the board is as follows:

- John Pullinger – chair
- Joan Miller – ex officio as Director of PICT
- Chris Chant – non-executive member
- Myfanwy Barrett
- John Borley
- Liz Hallam Smith
- Andrew Makower
- David Natzler
- Rhodri Walters

Other members of either Management Board continue to have an open invitation to attend any meeting of PICTAB

Annex 2: Information Management Board – Terms of Reference

Terms of Reference

1. Remit

The Information Management Board has been set up in response to the recommendations made by PICTAB at its meeting on 9 May 2011 that:

- PICTAB should take the key features of the existing Information Management Strategy as the start point for drawing up a roadmap against which IT architectures and solutions could be developed and evaluated; and that
- There was a need to bring together business requirements for programmes/projects involving information management and ICT.

2. Purpose

The Information Management Board will act as a source of expert advice to PICTAB and PICT on Information Management and Data Strategy, to enable PICTAB to reflect the needs of the business and end-users in prioritising its investments, and to support PICT in building a data architecture that will meet the requirements of Parliament.

3. Functions

The Information Management Board will:

- Own and where appropriate update Information Management and Data strategies and policies
- Develop Information Management principles, priorities, and channel strategies
- Agree the approach to the management and ownership of shared information and data
- Act as a source of expert advice to PICTAB on Information Management and Data strategies to ensure that its investment priorities meet business and end-user needs
- Advise PICT on the business requirements for a logical and integrated data architecture
- Encourage innovation and cross-cutting work in Information Management

4. Priorities

The Information Management Board will:

- Determine and evaluate the Information Management and Data needs of the business and end users, and identify any current gaps
- To support the development of information ownership and classification as needed by the ICT Strategy and Parliament
- Discuss and agree consequent Information Management and Data priorities in line with the corporate priorities of the two Houses and the PICT Strategy for ratification by PICTAB
- Advise PICTAB and PICT to inform the prioritisation of activities by PICTAB
- Where appropriate, review and update the strategy and policy documents - including the Information Management Strategy - produced by the Group on Information Management
- Develop a programme to support and encourage innovation and cross-cutting work in Information Management

Membership

Liz Hallam Smith (chairman)
Catherine Fogarty
Matthew Hamlyn
Chris Johnson
Jonathan Smith
Jessica Mulley
Steve O'Connor
Christine Sillis
Fiona Smith
Andrew Walker
Richard Ware
Steve Wise
Edward Wood
Rebecca Elton (secretary)

Annex 3: ICT strategy programme board – Terms of Reference and Membership

Terms of Reference

Background and role

The assumptions and principles to underpin a new ICT strategy for Parliament were endorsed by PICTAB in March 2010 and by the Management Boards of the two Houses in April 2010. The Parliamentary ICT strategy based on those principles was considered by PICTAB in October 2010 and then approved by the two Management Boards at the end of 2010. The Management Boards commissioned D-PICT to undertake a feasibility stage for the ICT strategy to the end of September 2011 on the understanding that a programme board would be formed to oversee the stage, with external membership and a member from each House board.

The feasibility stage is a period of research, preparation and planning that aims to verify the anticipated costs and benefits from the strategy, and to assess what is feasible and what would be required to deliver the strategy. The findings of the feasibility study will be presented to PICTAB during the autumn of 2011 for consideration of recommendations to be put to the two Management Boards for the implementation of the Parliamentary ICT strategy.

In the months following the approval of the ICT Strategy, the House of Commons Management Board established a Savings Programme and the ICT Strategy became one of the 7 core strands contributing to the Savings programme. The ICT Strategy feasibility study therefore reports to the House of Commons Savings Programme as well as to the wider PICTAB forum.

The ICT Strategy Programme Board has been established to act as any other MSP-style programme board, that is to advise the SRO, D-PICT, on the feasibility stage programme. The Programme Board oversees the analysis and evaluation of the feasibility stage from a technical, business and financial perspective.

Membership and appointment process

The membership of the board reflects the fact that the Parliamentary ICT strategy is:

- owned by D-PICT on behalf of the Management Boards of both Houses of Parliament;
- a strand of the House of Commons Savings Programme; and
- needs to keep up to date with the latest external technology developments and expertise.

The board comprises: D-PICT; the PICT Directors (each of whom is responsible for delivering a different area of the strategy's feasibility study); the SRO of the House of Commons Savings Programme; one member of each Management Board (nominated by the respective chairmen); and two external members co-opted by D-PICT.

The current membership of the board is as follows:

- Joan Miller (SRO)
- Innis Montgomery (Network Programme)
- Steve O'Connor (Cloud and Infrastructure)

- Fergus Reid (PICT Capability)
- Matthew Taylor (Customer Advice and Support)
- Richard Ware (Bespoke and non-bespoke applications)
- Myfanwy Barrett (SRO of the Commons Savings Programme)
- Andrew Walker (HoC management board member)
- Simon Burton (HoL Clerk of Legislation)
- Eric Bohl (Director, Activist Group – independent advice on organisational strategy development and transformation programme management) and
- Peter Shores (Regional VP Executive Partner, Gartner – independent IT research and advice)

Annex 4: PICT Programme Board – Terms of Reference

Purpose:

The purpose of the Programme Board is to ensure that PICT is delivering a cohesive programme of ICT developments and projects efficiently to all Departments in both Houses. The Programme Board take the lead co-ordinating role for connecting to PICT's operational Directorate for resources for all programmes and projects in which PICT is involved.

The Programme Board will meet monthly.

Attendees:

The Programme Board will consist of Director of Programmes and Project Development (chair), BRM/Programme Managers, Head of PICT Finance, Head of Programme Office. The Director of Parliamentary ICT and other Directors may also attend these meetings. Programme Directors for other relevant ICT programmes (eg Internet, SPIRE) will also be invited to these meetings. The Secretariat to the Board will be from the Programme Office.

The Board is accountable for:

- Advising the PICT Board on strategic and structural issues arising from the overview of programmes and projects from the business
- Advising PICTAB on programme priorities, risks and issues

Responsibilities of the Board

- Review action points from previous meetings with Owners to ensure follow through
- Advise PICT Directors on key risks, issues and interdependencies across programmes, through the use of exception reports
- Approve the proposed, coordinated PICT-wide resource plan for implementation against programmes, projects and BAU support requirements every 3 months
- Identify resources, including allocation of internal PICT resources to facilitate programme delivery from PICT
- Advise on priorities and changes to resource plans to balance highlighted risk and programme-level interdependencies against overall delivery
- Monitor spend against programmes and agree financial highlight reports subject to risks being brought to the attention of the Board
- Agree tolerances/milestones for programme level stage activities on time, cost, and quality
- Oversight of PICT's own programmes and projects.

Examples of papers to the Board include:

- Outline annual/3 year Programme Business Case Review and ensure economies of scale are employed across all ICT programmes to provide time and cost efficiency
- Lessons learnt, Risk and dependency overview
- PICT Resource plan
- Programme and Financial statements
- Programme tolerances, interdependencies, and risk reports
- Programme exception reports
- Project change requests
- Closure and Lessons Learned reports
- PMO Project Mandates, Briefs, PIDs