

# **Department of Information Services**

## **Annual Report 2010/11**

## Contents

Message from the Librarian and Director General	3
Research and Information Services for Members	4
Introduction.....	4
What We Said We Would Do .....	4
Activity & performance .....	5
Other developments .....	12
Parliamentary Office of Science and Technology (POST)	13
Public Information Directorate	14
Introduction.....	14
What we said we would do .....	15
Activity and Performance .....	16
Developments in 2010/11.....	18
Other developments .....	22
Information Management Directorate	24
Introduction.....	24
What We Said We Would Do .....	24
Activity and Performance .....	26
Other developments .....	30
SPIRE	32
Introduction.....	32
Developments in 2010/11.....	32
What We Said We Would Do .....	33
Departmental Services Directorate	34
Introduction.....	34
Activity and Performance .....	35
DIS Structure (April 2011) .....	43

## Introduction

It is astonishing to look back over the last year and see just how much has been accomplished and how much has changed. Our preparations in the early part of the year, before the general election, paid great dividends and meant that across the department teams have a great deal to celebrate.

The highlight for me has been the ability of so many individuals to rise to new challenges. How to meet the demands of 232 new MPs (and quite few new Peers) as well as returning Members occupying unfamiliar positions on the benches? How to refresh Parliament's relationship with the public after the trials of the previous year? How to come up with ways to meet the financial challenge of austerity without damaging our ability to develop our services for the future?

We have greatly exceeded our targets for delivery of services to Members and received outstanding results in the first survey of services in the new Parliament.

We have made rapid progress towards the ambition set out in the House of Commons Reform Committee report that "the primary focus of the House's overall agenda for engagement with the public must now be shifted beyond the giving of information towards actively assisting the achievement of a greater degree of participation".

We have made major improvements to information management and departmental services, including the first tranche of technology improvements from the CPIMF programme and a variety of value for money initiatives.

We can all take pride in the achievements outlined in this report. The value of our work is something that is recognised not just by Members and the public in the UK, but across the world: our "Key Issues for the New Parliament" report has been celebrated by the global community of parliamentary library and research services; the Hansard Society has cited our work as "at the cutting edge of public engagement". We are called upon for advice and assistance by Parliaments in many countries and in this year it has been a particular pleasure to have had such a deep relationship, involving staff from many areas of the department, with the Council of Representatives in Iraq.

In all that we do, our pleasure in helping others play their part in making a success of democracy shines through. I thank all of you for your contribution.



# Research and Information Services for Members

## *Introduction*

The principal objectives for this directorate are that:

- The **House is well-informed** about the business before it.
- **Members are well-informed** in carrying out their parliamentary duties.
- **Members and their staff have the skills** to use effectively the information available to them.

The directorate provides four core services to the House, Members and their staff under the House of Commons Library banner:

- A confidential enquiry service for Members and their staff covering all subjects of parliamentary interest. Some 19,200 substantive requests (“logged enquiries”) were received in 2010/11.
- Briefings for the House and Members generally covering the business of the House and other issues of parliamentary concern. 83 *Research Papers* (around half on bills before the House) and 187 *Debate Packs* were produced in 2010/11. 494 new *Standard Notes* were published in the year and around 1,200 have been updated at least once. These are shorter briefings on topical issues and are available on the intranet and internet.
- Library services (in conjunction with the Information Management Directorate), including reading rooms, book loans, on-line resources and reference collections.
- Training and guidance in the use of information, particularly online resources and Library services

Staff also contributed to the wider objectives of the Department and the House Service in areas such as:

- Content for the Parliament website.
- Support and development of other legislatures.
- Outreach and education.
- Advice and assistance to other parts of the House Service (eg advice on statistics, participation on working groups, etc).

## *What We Said We Would Do*

<b>Activity</b>	<b>Progress</b>
Complete redevelopment of Enquiries Database	Achieved
Make research paper summaries available in the internet in a form readable on mobile devices.	Achieved
Investigate options for Information Literacy service and implement the preferred option	Achieved
Complete new briefing papers publication system	In progress

Activity	Progress
Review night/late duty arrangements	Achieved
Complete preparations for Library engagement with new Members and implement	Achieved
Conduct qualitative research with Members and their staff to assess perceptions of services.	Achieved
Develop new current awareness process and exploit this to enhance service to Members	In progress

### Activity & performance

	2007/08	2008/09	2009/10	2010/11	
				Actual	Target
<b>Well-informed House</b>					
Number of research papers produced	92	91	99	83	n.app.
Briefing available for 2nd reading/report debate for govt bills / top 7 PMBs	100%	100%	97%	100%	100%
Standard notes (a)	3,094	3,332	3,194	3,313	n.app.
Debate packs (b)	185	200	193	187	n.app.
Debate packs available for designated debates 24 hours in advance	97%	97%	82%	87%	90%
Library talks	25	27	23	18	n.app.
<b>Well-informed Members</b>					
Fully-logged enquiries (c)	13,995	16,547	16,418	19,190	n.app.
% of deadlines met	97%	98%	98%	98%	97%
% of undeadlined enquiries within 1 week	78%	80%	80%	85%	n.app.
% of undeadlined enquiries within 2 weeks	98%	98%	99%	99%	90%
Quicklog enquiries	n.a.	11,126	9,349	7,868	n.app.
Book loans	3,416	3,542	3,437	3,453	n.app.
Book loans met from own stock	80%	80%	79%	79%	n.app.
<b>Reach</b>					
<i>Library contacts (d)</i>					
% of Members with 5+ contacts in a year	84%	88%	87%	(e)	90%
% of Members with 10+ contacts in a year	70%	75%	74%	(e)	75%

Notes: (a) Number published on the intranet at end period. Figures from 2009/10 exclude records with no document attached - there were 189 of these at end 2009/10.

(b) Includes Packs prepared for non-designated debates.

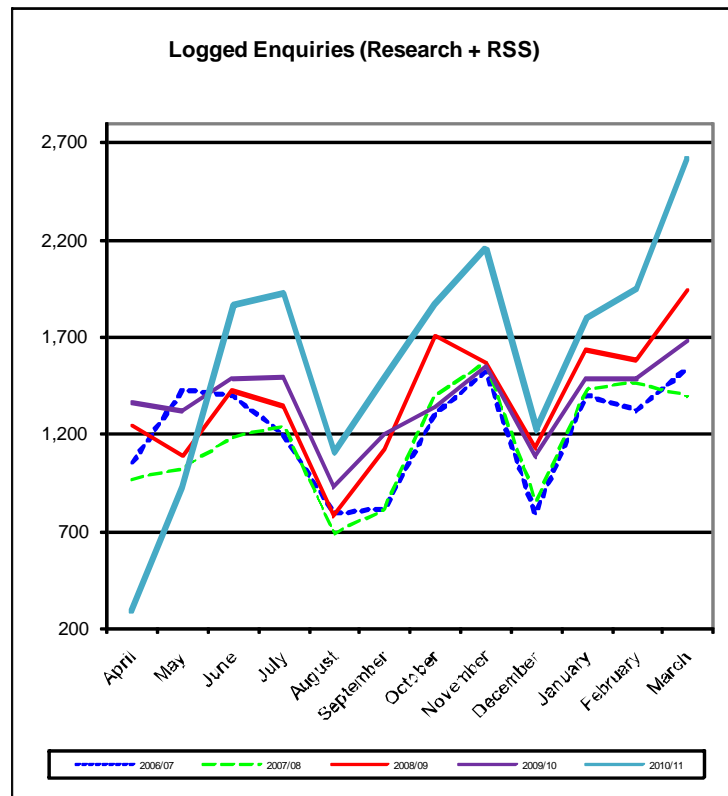
(c) Research sections, RSS/LLS/TDT, KIM and Library Management.

(d) Includes all Library services recorded on PIMS (incl quicklogs, tours, etc).

(e) Interim targets agreed for election year - see below.

The main feature in 2010/11 was the very high demand for enquiries following the election. There had been some concern prior to May 2010 that the significant change in the membership of the House and the time taken for new Members to appoint staff would mean that the reach of services would decline. As a result, considerable effort was put into post-election planning (see details below) to ensure that new Members were aware of our

services and that a good first impression was made. In practice, enquiry numbers picked up very quickly (in June – the first full month after the election – full-log enquiry numbers were 25% up on 2009) with a large proportion of new Members rapidly establishing themselves as regular users. Overall, 19,188 full-log enquiries were received in 2010/11 (an increase of 17%) on 2009/10) together with a further 7,868 quick logs. March saw some 2,620 full-log enquiries – 56% above 2010 levels, and easily the highest monthly total of recent years. While the increase in enquiries was felt across most of the service, the pressure was most acutely felt in the Social & General Statistics and Economic Policy & Statistics Sections. In the short-term, we have created some additional research capacity by moving resources to these teams.



Despite the very high numbers of enquiries, targets for responding have been consistently met. Taking deadline and non-deadlined enquiries together, 98% were recorded as meeting their respective targets. Other indicators of enquiry demand (eg telephone calls to the Library help-point) also showed increases.

Interim targets were adopted for the reach of services in the months following the election. The aim was to return to a position where 75% of Members were classed as regular users within 15 months. In practice this target was effectively met by February 2011.

Revised targets following General Election					
Percentage of Members to be reached after election					
	3 months after election	6 months after election	9 months after election	12 months after election	15 months after election and thereafter
5+ contacts	45 (since election)	55 (since election)	65 (since election)	80 (since election)	90 (in last year)
10+ Contacts	25 (since election)	35 (since election)	50 (since election)	65 (since election)	75 (in last year)
	Actual	Actual	Actual	Actual	
5+ contacts	● 62%	● 82%	● 89%	● 93%	
10+ Contacts	● 37%	● 62%	● 76%	● 85%	

In total 83 Research Papers were published (including *Key Issues for the New Parliament*). Papers were produced for the second readings and report stages of all relevant bills. There are currently around 3,300 standard notes live on the intranet and more than 1,700 on the Parliament website, mainly accessible through the topic pages. We have not been able to collate figures for the number of downloads since April 2010 (when there were over 160,000 downloads of standard notes). Lack of data about usage of on-line services remains a considerable impediment to understanding how our services are being used and by whom and makes it harder to target effort. A key action in 2011/12 will be to ensure this data is available.

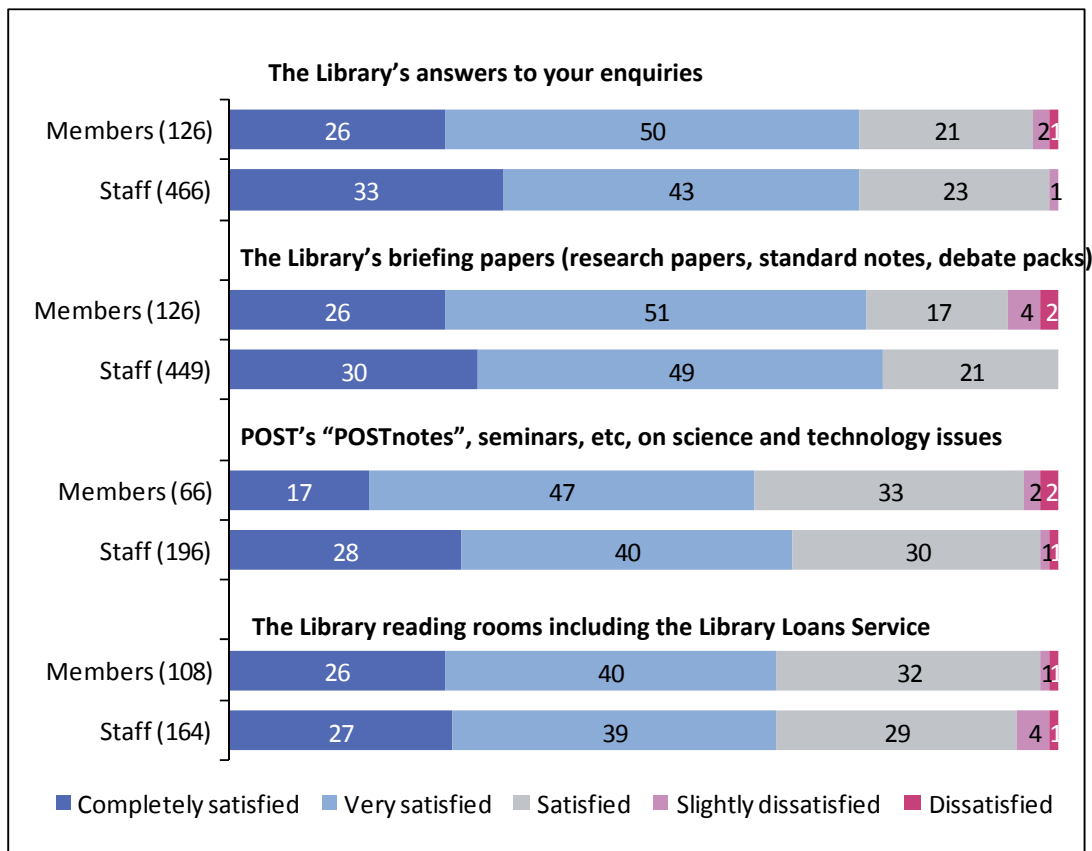
187 debate packs were produced during the year. A combination of short notice of the topics for some debates and the need for editorial checks means that not all packs were available a full day in advance. The KPI was around 87% compared to the target of 90%.

Almost all of the feedback we have on our work is very positive and there have been few substantial complaints during the year. The quality of work has been underpinned by updated guidance for staff on various aspects of our work. Enquiry guidance is now available in Wiki format as part of the departmental SharePoint site. A group of staff who attended “good writing” training have completely revised our *Style Guide* with the aim of making our briefings easier to read. Two continuous improvement workshops have been held and a new series of workshops on enquiry handling started in May 2010.

The 2010 *Survey of Services* provided encouraging evidence about the extent to which Members’ and their staff use and value our services. Overall our services received high levels of satisfaction; in fact the highest amongst the eight key service areas about which Members and their staff were asked. All the main service areas received excellent satisfaction results, comfortably exceeding the business plan target of 80%. There were no significant differences between new and returned Members in terms of their satisfaction with Library services, with the overwhelming majority satisfied with the answers to enquiries and Library produced briefing papers. The report notes that 38% of Members say they don’t use POST’s services and 18% don’t use the Library reading rooms.

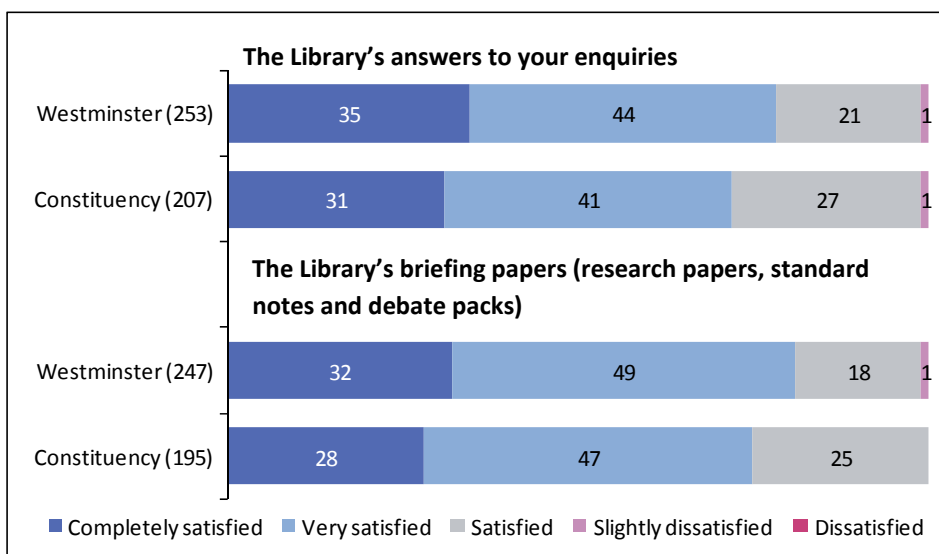
Figure 9.1 Q25. How satisfied are you with the following services offered by the Library and Parliamentary Office of Science and technology? (Figures in chart are percentages)

(Base: All with a view)



Satisfaction amongst Members' staff does not vary significantly between those based at Westminster and those based in the constituency:

Figure 9.2 Q25. How satisfied are you with the following services offered by the Library and Parliamentary Office of Science and technology? (Figures in chart are percentages)



(Base: All Members' staff with a view)



## Performance against Business Plan Milestones

### *Complete redevelopment of Enquiries Database*

Redevelopment of the Enquiries system was undertaken as part of the CPIMF programme to decommission PIMS. The underlying approach was to provide similar functionality to the existing system using software that would be developed in-house employing tools which could be maintained and further developed without the need to retain a third-party supplier. This approach, combined with agile project management, enabled a high level of engagement with users, with a focus on improving usability within the existing business process. The new system was launched in July and was extremely well received. 63% of those responding to the benefits realisation survey felt that the new system was a significant improvement on its predecessor. Testing suggests that the core processes of logging, closing and finding enquiries are much faster. For example, closing an enquiry (searching for the record, adding an attachment and closing record) was estimated to take less than half the time required by the previous system.

### *Make research paper summaries available in the internet in a form readable on mobile devices and Complete new briefing papers publication system*

The briefing papers project, part of the CPIMF programme, will dramatically improve the presentation of the Library's Research Papers and Standard Notes on the web and intranet, and also provide a more stable method for publishing the notes. In the first phase, documents will still be published in "pdf" format, but will have a "landing page" which includes the summary as well as details such as authors' name and contact details (on the intranet). This will make our briefings easier to find and use.

Awaiting go-live, developers are working on later phases of the project. The first of these will bring debate packs and briefing documents from POST and the House of Lords Library within the ambit of the system. The final phase of the project will mean documents will be created within an XML editor, rather than from Microsoft Word; this will allow whole documents to be presented in a web-friendly format but will also make them more searchable and should remove many of the problems of working with Word.

[Postnote: the first phase successfully went live in May 2011].

### *Investigate options for Information Literacy service and implement the preferred option*

In February 2010 directors endorsed the findings of the Information Literacy Scoping Project and agreed three immediate actions:

- The establishment of a one-to-one information literacy service for Members and their staff.
- The restructuring of the existing training courses to have an information literacy focus.
- Restructuring of the introductory tour for new Members' staff.

During the dissolution period the Training Delivery Team re-configured our PIMS, intranet and internet courses as an information literacy programme, marketed as the Library's *Find It* programme. Four new courses were available from June / July 2010:

- Find It Online
- Finding Parliamentary Questions, Debates and Speeches Online
- Finding Books, Journals and Press Articles Online
- Finding Parliamentary Papers Online

Each course in the *Find It* programme looks at a range of information resources. The first course introduces the principles of online searching and the search techniques that are typically possible in databases and search engines. The other courses show how to use a range of different sources to find particular types of material. The benefit of this is that it gives the programme a practical focus: delegates are encouraged to think about which information resource is the best tool for the job and how to apply search strategies to find the information they need for their work.

During June 2010 to March 2011, 197 places were booked on *Find It* courses, with 142 places attended. Around 73% of take-up is from Members' staff; courses have also attracted staff from DIS and other HC departments, PICT staff, Peers' staff and HL staff. Feedback from those attending has been positive. Some Members' staff may prefer to learn about one online resource at a time and the Training Team runs occasional *In Depth* courses on single sources such as PIMS and Factiva, to offer our customers a choice of training options.

The information literacy service 'Navigate', which provides one-to-one support for Members and their staff in how to use Library online resources, was soft-launched in July. Navigate sessions are tailored to the specific needs of the attendee in terms of both content and time/location (within business hours anywhere on the parliamentary estate or via telephone). The focus, initially limited to sources of parliamentary material, was extended to include most Library online resources.

Navigate benefits our users by enabling them to use Library resources relevant to their jobs; addressing their own personal needs; and fitting in with their schedules. Navigate benefits the Library by enhancing use and appreciation of our resources; increasing knowledge of our services; and helping us understand our customers' needs. Around 20 Navigate sessions have been held and more are scheduled.

"Introduction to the Library sessions", which replaced the "Tours of the Library" in March 2010, introduce Library services to Members' staff. The extended scope, now well established, focuses on the extent and function of key online resources. It offers an opportunity to meet a colleague from the Research section and it explains enquiry services and other Library resources. The small group format enables the content to be tailored to the specific interests of the attendees. Introduction to the Library sessions were attended by almost 250 individuals. The value of these sessions is illustrated by the fact that 100% of respondents completing the feedback form (introduced in September) indicated they would recommend this session to their colleagues, and 52% have come as a direct result of a colleague's recommendation. Free text comments show that all aspects of the new style sessions are very well received, and enhance the ability of our customers to use our services.

### *Review night/late duty arrangements*

A review of Library night duty arrangements was launched in June, and the report was considered by directors in September. This was largely triggered by the difficulty in getting sufficient staff, particularly those in Bands A & B, to volunteer. While the report suggested some changes to the organisation of night duty that would help, the main issue was considered to be allowance system. The results were therefore fed into the HR Policies, Processes and Practices Programme for consideration at a House-wide level. Specific changes were made to the arrangements on Thursdays, reducing the number of staff on duty, and the Administration Committee agreed to an earlier close in April 2011.

### *Complete preparations for Library engagement with new Members and implement*

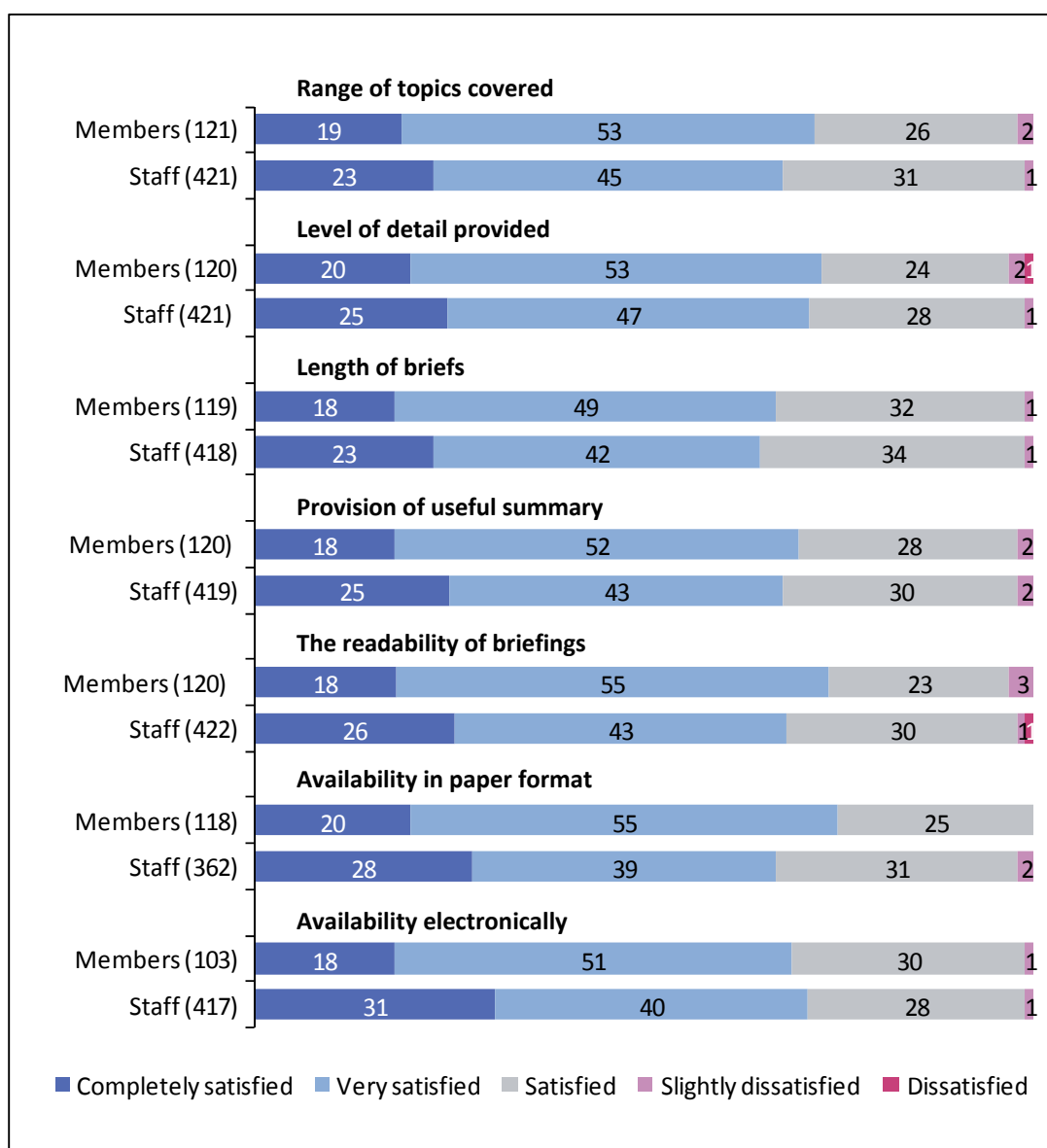
The arrangements for engagement with new Members were successfully executed. The main innovation compared to previous elections was the *Key Issues for the New Parliament* booklet. This included a series of nearly 60 short briefings on topics relevant to the new parliament – aimed at both informing Members on the subject and showcasing the types of analysis that the Library is able to undertake – and a description of the services provided for Members. A copy was sent to all new Members with a welcome letter from the Librarian, and it was available to returning Members through the Vote Office and Library reading rooms. Considerable work went into the production of the booklet: planning, authoring, editing and publishing; however, this was justified by the very positive reception that it received. In the run up to the election, thought had been given to the key messages that needed to be got across to new Members and training was given to staff in how to deliver these succinctly. Good co-ordination with House-wide activities meant that we had sufficient staff available at the right times to talk to new Members being given their introductory tour of the Palace by the doorkeepers. Activities after the initial few days (eg Library tours and a session in the Members' induction programme) were less popular, emphasising the need to engage with new Members in the first few days after the election before other activities crowd in. The overall success of the approach is reflected in the speed with which a large proportion of new Members became regular customers. New Members will each be offered a contact officer visit before the end of 2011.

### *Conduct qualitative research with Members and their staff to assess perceptions of services.*

There were additional questions on briefing papers in the 2010 Survey of Services, and these were followed up in Library-specific qualitative research. The results indicate high satisfaction with all the aspects of briefing papers covered in the questionnaire. Most notably, our own concerns about the length of some papers were not borne out in the results.

The verbatim comments and qualitative results did suggest some areas that could be improved. In particular, we could do more to distinguish Debate Packs (as collections of pre-existing material) from our authored research. Other areas to be investigated include: better online access to papers (to be partly achieved through the briefing papers project); better online guidance on services; being clearer that the two-week target for enquiries is a long-stop, not the norm; and being ready for greater use by Members of PDAs, tablets, etc (although for many paper is still the favoured medium at present.)

Figure 9.3 Q27 Thinking in particular about the pre-prepared briefings the Library provides (Research Papers, Standard Notes and Debate Packs), how satisfied are you with the following aspects of the service? (Figures in charts are percentages) (Base: All with a view)



Develop new current awareness process and exploit this to enhance service to Members

High-level requirements gathering took place during the year together with development of a prototype. However, due to rescheduling within the CPIMF programme, the main development phase is now expected in 2011/12.

### Other developments

#### Committee Office

The Library continues to share staff and knowledge with the Committee Office. Assistance is now most commonly provided on an *ad hoc* or briefing-by-briefing basis. This makes the best use of our specialist knowledge, although longer-term secondments are still useful,

particularly for staff development. A very positive development in the year was the appointment of two Library secondees to Second Clerk posts.

Some Committee staff spent time in the Library during the dissolution and immediate post-election period. This was mutually beneficial; the attached staff helped produce briefing material and gained some useful wider experience.

We have also worked with the Table Office to improve co-operation on PQs where the information is already available. Although this is unlikely to lead to a significant reduction in the number of PQs, it should lead to an improved service to Members.

#### *Client Relations*

Much client relations activity in the 2010/11 was focussed on the post-election arrangements for new Members (see above). In the autumn the client relations strategy was reviewed, and directors endorsed a shift in emphasis from broadening and deepening knowledge of and use of our services to promoting best use and self-service.

#### *House of Lords*

In February we published a Research Paper (*Wash up 2010*) and a Standard Note (*Peerage Creations since 1997*) both jointly produced with the House of Lords Library. While this has established that joint papers are possible and beneficial in areas of common interest. However, differences in priorities and the inevitable increase in time scales suggest that joint-authorship will tend to be the exception rather than the rule.

#### *Members of Parliament 1979-2010*

March saw publication of the first entirely new House of Commons Library Document since 2001. Although much of the detailed content had been previously as a research paper, the House of Commons Library Document included unique content in the form of interviews with, or articles by, a number of long-serving Members reflecting on changes in the House over the past 30 years. A formal launch is planned for June 2011.

## **Parliamentary Office of Science and Technology (POST)**

The Parliamentary Office of Science and Technology (POST) is a bicameral Parliamentary Office and its strategy and work programme are determined by a Board composed of members of the Commons and Lords and four leading external representatives of the UK science and engineering communities. The domestic administration of POST is conducted by the Department of Information Services. The aim of POST is to inform Members of both Houses of Parliament on all matters where science and technology (including medicine and engineering) have a significant role.

Information on POST's achievements in 2011/12 will be updated in the electronic version of this document and will also be available from the [POST website](#).

# Public Information Services Annual Review 2010-11

## *Introduction*

The Department of Information Services manages many of Parliament's public-facing services, which, with the exception of the HC Information Office and the Media and Communications Service, are bicameral:

- HC Information Office
- Education Service
- Visitor Services
- Parliamentary Outreach
- Web and Intranet Service
- Media and Communications Service (joint with DCCS)

There is also a small public information projects team which delivers public engagement projects (including the Cultural Olympiad programme), and provides secretariat for the Group on Information for the Public (GIP).

At the beginning of 2010-11 we were delighted to welcome into Visitor Services the Clock Tower tours team (previously in the Department of Facilities). These prestigious tours sit very well in the Public Information Directorate and contribute to the engagement strategy in a unique and valuable way.

Staff in all these services work closely with colleagues across Parliament, particularly the following:

- Parliamentary Broadcasting (Dept of Chamber & Committee Services)
- HL Information Office and Head of Outreach in the House of Lords
- Parliamentary Archives (based in House of Lords)
- Curator's Office (Dept of Information Services)
- Serjeant at Arms, Black Rod
- Police, security and doorkeepers
- Committee Office (Commons and Lords)
- Office of the Chief Executive, and Clerk of the Parliament's Office
- Parliamentary ICT

Guiding the public information services is Parliament's public engagement strategy as outlined in both Houses' corporate plans, and overseen by the Group on Information for the Public (GIP). During the course of the year GIP agreed a new five-year strategy (2011-2016), which built upon the previous five year strategy and extended it further, as encapsulated by the House of Commons Reform Committee Report *Rebuilding the House* 2008-09 (HC 1117, paragraph 232) which stated that:

*the primary focus of the House's overall agenda for engagement with the public must now be shifted beyond the giving of information towards actively assisting the achievement of a greater degree of participation.*

This shift has been particularly apparent in Parliamentary Outreach, which has refocused its work during the last year around two main work strands:

- continuing the **regional delivery** of training and information sessions, with a view to encouraging long-term strategic engagement between interest groups and Parliament
- consolidating work with select committees and extending activity in the area of public bill workshops, thus establishing a **procedural engagement** workstream

The aim of the overall strategy for all public information services is that by 2016 the public should recognise that:

- **Parliament is the heart of our democracy:** respected, effective, efficient and informed;
- **Parliament holds the government to account:** it is not the same as government and provides checks and balances to its power;
- **Parliament's work matters to everyone:** it is relevant to our concerns and welcomes our participation.

### ***What We Said We Would Do***

Good progress was made on the business plan milestones for 2010-11:

<b>Activity</b>	<b>Progress</b>
To establish a platform for publishing information and services to Members' mobile devices	Achieved
To update range of resources in support of public engagement	Achieved
To deliver clear and useful procedural and legislative information to key internal and external audiences	Achieved
To introduce programme of training and certification for in-House guides	Achieved
To produce a resources pack for Members, to support them in visiting schools and local groups [available via Members' Online Centre]	Partly achieved
To develop a specialist outreach programme for further and higher education	Initiated, still being developed
To promote Parliament via national initiatives, such as: Open House London, the Cultural Olympiad	Achieved
To receive (a) at least 90,000 visitors during the summer opening programme and (b) 37,000 school pupils [summer opening visitor numbers affected by September sittings]	(a) Not achieved (b) Achieved
To implement Saturday Opening for tours	Achieved
To develop a clear strategy for engagement which supports the work	Achieved

Activity	Progress
of Parliament, its Members, chambers and committees	
To establish a programme for improved evaluation and performance measurement across public information services	Not achieved
To improve efficiency of content management and publication (website and intranet)	Achieved
To establish a clear framework for content development, management and delivery underpinned by reliable platform and tools	Achieved

### **Activity and performance**

During this election year, the teams were all very busy over the dissolution and election period. For many it was “business as usual” – for example, school visits continued and, for the first time, tours of the Palace continued over dissolution. On top of this, enquiry levels increased and a lot of work went into updating resources and preparing for the new Parliament. An information pack on public information services was produced and sent to all HC Members. The Web & Intranet Service delivered the new content management system (CMS) in time for the election so that the website and intranet could better reflect the change in Members.

Performance against key targets was good. The HCIO saw an increase in enquiry numbers and also introduced a new target of responding to 80% of email inquiries within one working day. As this target is now being consistently exceeded, the target is being raised to 90% for 2011-12. The two sitting weeks in September meant that it was not possible to meet the Summer Opening visitor target and also accounted for the drop in the number of education visits. The Education Service trialed a new one-day sixth form conference in place of the autumn “Discover” programme, which would normally take place in September. Westminster Hall could not be opened during the Open House London weekend due to the Pope’s visit, and while Portcullis House was open both days, numbers were down overall. Other targets were met, as indicated in the table below:

#### **Public information performance measures**

	2008/09	2009/10	2010/11	Target
HCIO enquiries	4,818	6,871	<b>8,849</b>	-
% answered within one day	-	-	<b>87%</b>	80%
Education visits programme	36,211	40,117	<b>37,812</b>	37,000
Teacher training	1,049	1,087	<b>1,039</b>	1,000
Member sponsored tours	129,865	127,918	<b>122,084</b>	-
Visitor satisfaction figures (rated 4 or 5)	-	-	<b>97%</b>	95%
Summer Opening	90,835	96,594	<b>74,952</b>	92,000
Open House visitors	5,808	4,700	<b>3,500</b>	-
Outreach training events	93	387	<b>493</b>	400
Number of people trained	1,837	10,699	<b>15,574</b>	-

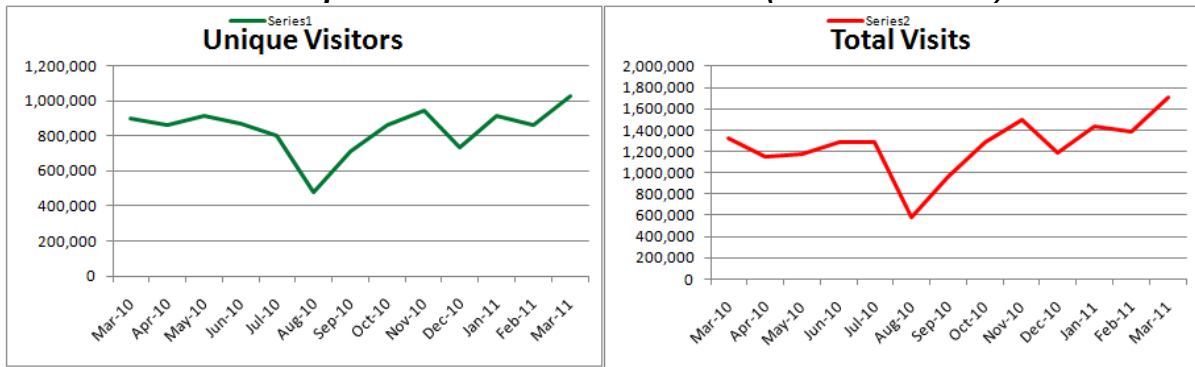


### Website performance indicators

	Mar-10	Mar-11	Annual Increase
Visits	1,324,058	1,714,639	30%
Page views	5,879,972	6,635,021	13%
Unique visitors	896,123	1,029,755	15%

In the past 12 months the website has received just short of 15 million visits to the site (14,937,753) with views far exceeding 50 million page views (52,517,675 with 2 months of data unavailable)

### 13 month trend for unique web visitors and total visits (Mar 10 – Mar 11)



The visitor and visit trend highlights the cyclical nature of usage of the web; the dips in traffic generally tie in with recess periods. Each month, the figures for the headline metrics have shown a year on year increase.

### Web usability metrics

	Overall usability metric	% respondents who were satisfied or very satisfied with website	% respondents who could not find what they were looking for	% respondents rating ease of navigation as good or very good
Mar-10	Amber	72%	16%	71%
Apr-10	Red	68%	20%	69%
May-10	Amber	70%	20%	73%
Jun-10	Amber	69%	16%	66%
Jul-10	Green	72%	16%	71%
Aug-10	Green	72%	15%	72%
Sep-10	Green	72%	14%	71%

Oct-10	Green	71%	15%	72%
Nov-10	Amber	74%	14%	69%
Dec-10	Amber	69%	19%	69%
Jan-11	Green	73%	14%	71%
Feb-11	Green	75%	16%	71%
Mar-11	Green	81%	13%	75%

- *Usability - overall customer satisfaction ratings* - The overall usability indicator shows satisfaction with the website has increased to a 12 month high for both findability and the ease of navigation.
- *Findability (by task & by audience) - can user find what they are looking for?* Success ratings for all audiences indicates that the site is enabling a significant proportion of our target audiences to find what they are looking for
- *Navigation* -The rating for ease of navigation in the monthly survey has improved over the last quarter of the year and ends the year on a 12 month high.

### ***Developments in 2010/11***

All sections achieved a great deal during 2010-11. Of particular note are: the introduction of a training and accreditation programme for our in-house guides, and year round Saturday Opening for tours; the roll-out of the Content Management System (CMS) and many new services and features on the website; the redesign of HCIO publications; the development of Parliamentary Outreach's "procedural engagement" workstream; the sitting of the UK Youth Parliament in the Chamber; the "Parliament and the Games" exhibition in Westminster Hall. The following segment highlights achievements in each section:

#### House of Commons Information Office

- **New services:** took over Names database and Members' biogs; input to Calendar and to Bills Knowledge Base on the web site
- **Resources:** ceased publication of hard copy Weekly Information Bulletin at the end of the Parliament; ceased distribution of the new voters' guide (*PopVox*) at the end of December 2010 as part of the savings programme; "*People, Events, Places*" series launched (one page A5 guides); Brief Guides series launched (replacing old factsheet series)
- **Organisation:** new accommodation on 5<sup>th</sup> floor of 4 Millbank; seamless introduction of new phone system; new enquiry handling/CRM system introduced

#### Parliament's Education Service

- **New resources:** General Election film; "House of History" website; ParliQuiz mobile app for iPhone; UKMYP film; Women in British Politics online resources; Welsh translations of Key Stages 2 to 4 publications; Facebook extension to "Race Against Chime"; new online resource "MyUK" in final stages of

development; new 'Making Laws' and 'Elections and Voting' interactive whiteboard resources for teachers

- **New initiatives:** Speaker's School Council Awards Scheme and website; "Lights, Camera, Parliament" film competition; launch of UKParlEducation twitter channel
- **Events:** BBC Schools Question Time programme; Teachers' Institute week; UK Youth Parliament sitting in HC Chamber (and streamed on Facebook); 16-18 A-level conference in Methodist Central Hall; presentation on "MP for a Week" at Learning Without Frontiers conference
- **Awards:** Sandford Award for education visits; "MP for a Week" won 2 Big Chip awards, an E-Learning Age award, and a prestigious BETT award; "Democracy by Design" Arts Work Award for widening participation; Houses of History shortlisted for Design Week award
- **Member Committees:** presentation to Administration Committee (HC) on school transport subsidy scheme

#### Media and Communications Service

- **Media briefings:** Numerous briefings around - election, Speaker election, new Members, election of committee chairs, maiden speeches, Backbench Business Committee, Select Committees, Speaker, IPSA, and corporate issues
- **Media coverage:** Positive media coverage of engagement events in local press and radio, trade press, Yesterday in Parliament BBC Politics Show, Today in Parliament
- **New resources:** Select committee film; New Members' audio diaries on Radio 4

#### Web and Intranet Service

- **Infrastructure:** delivery of Content Management System (CMS) with more than 300 staff across both Houses trained; new search engine implemented; website infrastructure migrated to the remote data centre (RDC)
- **Usability:** New website and intranet designs launched; usability scores continue to improve; action plan in place to address poor performance of Search; project underway to enhance intranet information structure
- **New features:**  
*Website* – general election content; new EDMs database; improvements to online documents, especially where printing is ceased to support shift from print to web publishing supporting significant savings; Lords corporate portal; publication of Lords financial interests and declaration of principal residence; Speaker of the House of Commons section; Twitter account for Education Service; Commons Management Board papers published; improvements to Member pages; online parallel debate with House of Lords; Commonwealth Parliamentary Conference online registration form.  
*Intranet* - newsletter templates on the intranet; homepages for parliamentary staff and Members of the Commons and Lords with audience-specific news; Calendar feed on homepages; restaurant index and menus; print services ordering forms developed; new pages for Commons Corporate Learning and Development; Parliamentary Green Travel Plan launched; New Members' guides and handbooks; briefing notes from the OCE
- **Member Committees:** presentation to new Information Committee (HL) and the Liaison Committee (HC)

## Visitor Services

- **New resources:** “Parliament and You” visitor guide; Portcullis House visitor booklet; Easy Read visitor guide
- **New initiatives:** in-house guide training and accreditation programme introduced; year round Saturday opening commenced
- **Events:** Open House London weekend
- **Awards:** “Best Attraction – Short Visit” runner up
- **Member Committees:** paper to Administration Committee (HC) on Saturday Opening Review

## Parliamentary Outreach

- **New resources:** Training the Trainer resource/programme launched; successful introduction and exploitation of Customer Relationship Management (CRM) system
- **Events:** series of keynote events developed including Public Bill workshops and thematic workshops; monthly drop-in sessions at Westminster; outreach programmes for Speaker of the House of Commons and the Lord Speaker; online consultation for Education Committee on The Student Room website
- **Member Committees:** presentation to new Information Committee (HL) and the Liaison Committee (HC)

## Public Information Projects team

- **Resources:** New Members’ pack; posters in Underground station; Video tours of Parliament published on YouTube; PID SharePoint site; Cultural Olympiad Project Manager appointed and programme in development; project management for select committee film.
- **Events:** “Parliament and the Games” 2010 summer exhibition in Westminster Hall; “Discovering Places” event at Parliament as part of Cultural Olympiad’s Open Weekend; “Silicon Valley Comes to Parliament” event in the Attlee Suite
- **Member Committees:** presentation to the HC Works of Art Committee on a Cultural Olympiad project; paper to Administration Committee (HC) on Hansard Society projects

## Member relations

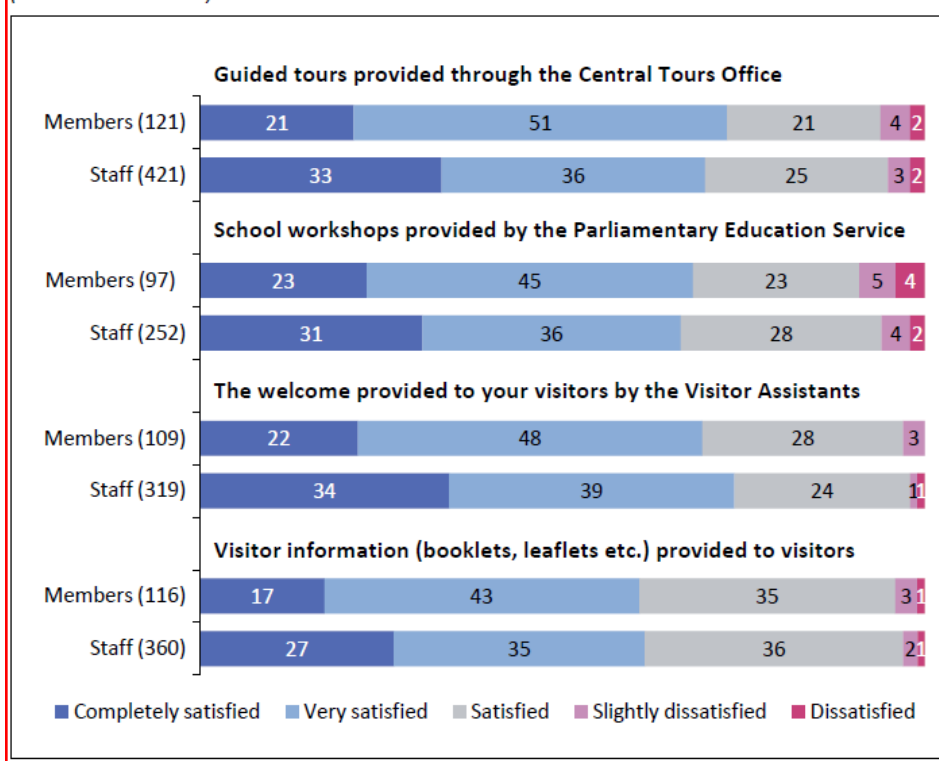
All services have been taking opportunities to communicate with new Members to ensure they are aware of how we can support their work. In the induction programme for new HC Members, the talk on public information services was scheduled fairly late on in the series; no Members turned up. This was a common experience on such talks after the first few weeks. That Members were interested in arrangements for the booking of tours, bringing in school groups etc. was apparent, however, by the number of letters, PQs, personal conversations, and enquiries to the Speaker about these services. We need to think (again) about how we inform and engage new Members after an election.

Results from the House of Commons Members’ survey of services were generally very positive, as indicated below.

## Public Information

- Levels of satisfaction with the services provided for the public and visitors to Westminster were high. Staff appeared more 'delighted' with services: around a third were completely satisfied compared with up to a quarter of Members.

Figure 10.5 Q29. How satisfied are you with the following services provided for the public and visitors to Westminster? (Figures in chart are percentages)  
(Base: All with a view)

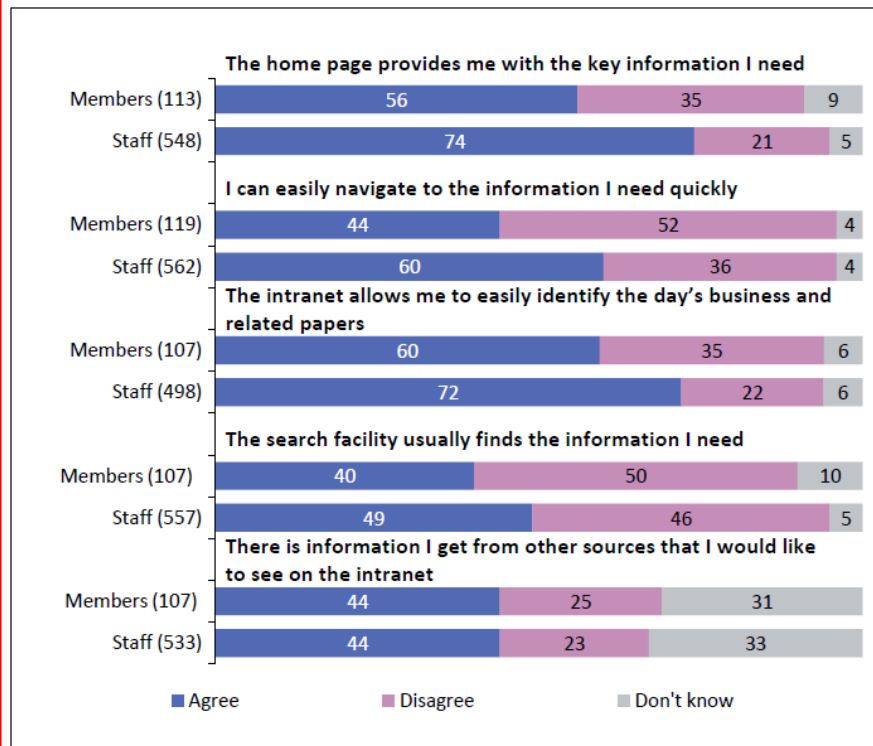


- The main issues raised in responses concerned the booking of tours and education visits; however, these are mainly a reflection of the limitations on the capacity of programmes. A number of comments from Members' staff questioned the need for constituents to book tours through their Member rather than direct with the House (although we know that other Members insist on this arrangement). Delays at security points also had an adverse impact on the overall perception of visitor services.

## Intranet

- The survey suggests high levels of usage: of those who answered the question, 75% of Members and 89% of their staff agreed that they used the Parliamentary intranet (separate from the website) on most working days. 34% of Members and 52% of staff agreed they used the intranet as a regular source of news.
- However, when asked whether they agreed or disagreed with five propositions about the intranet, over half of Members did not find the navigation easy and similar proportions of Members and their staff felt that the search facility did not usually find the information they were looking for. Further comments generally related to search, most notably that search results include all documents, and that faceted searching would be useful.

Figure 10.4 Q28. Which of the following statements do you agree or disagree with regards to the Parliamentary intranet? (Figures in charts are percentages)  
(Base: All who use)



## Other developments

**Finance:** As part of the House wide savings programme, budget reductions were identified in the HCIO, in the Web and Intranet Service, and in Parliamentary Outreach. The new voters' guide (*PopVox*) was withdrawn, and the *Weekly Information Bulletin* ceased hard copy publication at the end of the Parliament. It was decided not to pursue at this time the Education Service's planned project for a "Democracy Game", which would have represented a significant investment. The six month pilot for Saturday Opening demonstrated that the model is financially viable and the operation can be run on a cost-recovery basis. As part of the ongoing savings review programme, the cost effectiveness of education and outreach services are being reviewed, and opportunities for income generation are being explored

**ICT developments:** Parliamentary Outreach has greatly benefitted from the introduction of a Customer Relationship Management (CRM) system to track contacts and events much more effectively and to provide valuable management information. The same solution has been implemented in the HCIO to manage enquiries and host the "Knowledge Base" resource. The HCIO has also benefitted from the introduction of a new call handling system, which is providing better management information and has already led to improvements in customer service, for example a significant drop in abandoned calls and a significant increase in calls answered within 20 seconds. The Education Service booking system was enhanced and moved onto a different platform, which makes it easier to maintain. The CTO and the Clock Tower booking systems are still on the previous system. We need to bring these systems

together into a common, stable, more flexible, sustainable configuration that is easier to support and develop.

**Accommodation:** The HCIO moved from the 6<sup>th</sup> floor of 4 Millbank to the 5<sup>th</sup> floor, moving closer to the Web & Intranet Service and the Media and Communications Service.

**Education Centre:** Education Service staff continued to work with the Parliamentary Estates Directorate on the provision of the Education Centre. During the course of the year it transpired that the previously identified location (Lower Secretaries area in the Palace) was not feasible, on structural grounds. A review of options just concluding is likely to reveal that the brief for the Centre cannot be met from within the existing Estate. Options are now being investigated to allow for an expansion of the current school visits programme within available accommodation, while a long term solution for the Education Centre is pursued.

**Staff development and collaboration:** The public information staff development workshop in July 2010 focussed on the House of Lords and the challenges it faces at this particular time. Work has gone on throughout the year to encourage greater collaboration across public information services and between those services and other departments and offices in both Houses. Colleagues across both Houses regularly share parliamentary or subject expertise at outreach and education events. Committees engage not only with the MCS to assist in their work, but also with outreach, and the W&IS.

## Information Management

### *Introduction*

The Information Management Directorate works to support all four aims of the Department and makes a significant contribution to the objectives of the House.

The directorate provides a core set of products and services, which, where possible, are made available electronically as well as physically. These include:

- Library services (maintaining the Library's collection of books, periodicals and online resources) – ensuring the most appropriate and cost-effective mix of hardcopy and electronic resources for Members and their staff as well as for parliamentary staff
- Information management services that provide access to procedural, parliamentary and official information and documentation – currently through the PIMS and STOCK systems
- Developing, managing and using controlled vocabularies which add value to parliamentary on the intranet and internet
- Advice, assistance and project management in the field of knowledge, information and records management
- Curatorial services, including picture loans for Members (see separate section)

### *What We Said We Would Do*

Activity	Progress
Establishment of platform for publishing information and services to Members' mobile devices – <i>in conjunction with the Web Service and Research and Information Services for Members Directorate</i>	Achieved
Implement new HC protective marking scheme within DIS	Achieved
Plan and coordinate the move of the Library's collection to 7 Millbank – <i>activity dropped as a result of the Savings Programme</i>	N/A
Completion of the Armada Paintings Project for the State Apartments in the House of Lords	Achieved
Completion of the finished work from the Election Artist commission	Achieved
Implement new thesaurus management tool (as part of CPIMF programme)	Achieved
State Coach to be placed on public display	Not achieved -



Activity	Progress
	ongoing
Pilot 'Art and Architecture' visitor tour	Not achieved - ongoing
Social tagging and the use of other social networking tools to add value to parliamentary and library content	Not achieved
Complete redevelopment of Enquiries Database – <i>in conjunction with the Research and Information Services for Members Directorate</i>	Achieved
Procurement of SPIRE records management solution	Achieved
Development of a draft Parliamentary Information Management Strategy through the new Group on Information Management (GIM)	Achieved
Drafting of a proposed Channel Strategy for GIM	Not achieved - ongoing
Review the Vista rollout and the migration of the Library's folders and files to the S:\ drive	Partially achieved
Implement new information asset register within DIS as part of new information security and risk management policy	Achieved
Tender exercise for supply and delivery of newspapers for both Houses, in conjunction with House of Lords Library	Not achieved - ongoing
Submission of a business plan for the Curator's Office to the Works of Art advisory committees in both Houses	Not achieved - ongoing
Continued collaboration and joint working with the House of Lords Library – particularly in the area of cataloguing and collection management, following the procurement of a new library management system in the Lords	Achieved - ongoing
Initiating of a rolling digitisation programme of parliamentary documents (assuming funding can be found)	Not achieved

## ***Activity and Performance***

### **Information Management**

The new Group on Information Management (GIM), a bicameral group to coordinate Parliament's strategy for managing information, drew up an Information Management Strategy, which was agreed by the Management Board in both Houses. The key themes of this strategy are:

- E-enabling and integrating all our principal business processes and workflows.
- Digital (rather than hard-copy) becoming our primary publication medium.
- Providing open, digital access to parliamentary information, using common standards.
- Developing interfaces that allow Parliament to exchange information easily, quickly, and efficiently with other organisations and with the public.
- Re-using information between applications by means of common data standards.
- Providing those services where we add most value while using third parties for services which can be delivered better or more efficiently elsewhere.
- Embedding appropriate management, security, and preservation policies in all information management systems, services and processes.
- Building an information landscape that encourages collaboration, knowledge sharing, and innovation.

The next steps are to agree a Channel Strategy that will provide clear guidance on when and how to use various channels of communication and reference the relevant policies, and to draw up an Information Management Plan that sets out a roadmap for how the strategy will be delivered. This work will continue throughout 2011/12.

As part of a series of broader, bicameral information security initiatives, a protective marking scheme was introduced in January. To support this new policy the Knowledge and Information Management (KIM) Team compiled the department's asset register of sensitive information that will enable us to manage such information more securely and in compliance with the relevant legislation. Other key achievements and activities of the KIM team during the year included:

- Creating and promoting the new DIS SharePoint team site, setting up new wikis, implementing the Library online resources site (with LRS), and migrating/restructuring the content of the former Library Intranet and Staff pages, in conjunction with the Web and Intranet Service and the Knowledge Application Team (KAT) in PICT.
- Producing a new Standard Note on public library closures.
- Redesigning and publishing the DIS Weekly Information Sheet as an electronic newsletter, driven by the Intranet CMS.
- Working with the Communications Advisory Group, the KIM team also drew up an Internal Communications Policy and Internal Communications Plan for DIS that was endorsed by Directors in November.

- Contributing to the Parliamentary Archives' work on revision of the records classification scheme.
- Expanding the use of the department's shared drive to non-Library teams.

### **Adding Value to Parliamentary Data**

2010/11 was the second year of the Core Parliamentary Information Management Framework Programme (CPIMF), which will decommission PIMS at the end of 2011/12. This year's work established the strong link with the Procedural Data Programme in determining how we can add value to procedural data through the next generation of procedural content creation systems, particularly focusing on delivering benefits for Parliament's website.

Key achievements over the course of the year included:

- Implementation of the new Enquiries application on 1<sup>st</sup> July 2010.
- Procurement and implementation of the new thesaurus management tool. This will allow us to manage our taxonomies more efficiently than we have been able to do in PIMS, provide term mappings between different taxonomies (such as Subject Index Terms and Intranet Headings), allow other users and applications to use aspects or sub-sets of our taxonomies (including our own Stock database), and enable the integration of our taxonomies into the CPIMF search facility.
- Development work has continued on the first release of the new Briefings Paper application, which is scheduled to go live in March 2011.
- The replacement for the PIMS EDMi database will also go live In March, as a result of close collaboration between the CPIMF programme and the Web and Intranet Service. This will see the first quantifiable and tangible savings from CPIMF (for third party support and hosting of the former website) delivered a year ahead of schedule.
- The programme went through its second Gateway Review in October with a rating of Amber/Green (the same rating as it received in October 2009).
- Agreement reached with the Northern Ireland Assembly to end the current arrangements to index NIA content at the end of March 2011. The indexing of National Assembly for Wales will stop at the end of the 3<sup>rd</sup> Assembly with a three month extension to the current SLA to partially clear the indexing backlog.

The main objectives in 2011/12 will be the development of the new indexing tool and search facility (work on both is already well underway), as well as taking forward the other CPIMF projects (Current Awareness, Deposited Papers, Official Publications) within the available resources.

However, in the meantime, we still need to maintain PIMS and keep it up to date until such time as we are able to switch it off. The system is showing its age and has suffered from a series of CMA problems throughout the year that have slowed down the system or caused it to fail and we are extremely grateful for all the hard work (often involving anti-social hours) of the KAT team to keep the system running. IDMS staff have also shown great forbearance working with PIMS during these ongoing performance issues and their efforts have ensured that the currency of data and indexing has been maintained throughout the year.

The General Election also meant that IDMS and KAT had to update PIMS in preparation for the new Parliament with new Members' names entered and changes in government department names registered. The dissolution recess provided an opportunity for IDMS to facilitate a series of workshops on how indexing practice might change and develop with the move to the new CPIMF services. This thinking will be further developed over the course of 2011 as the indexing tool is built and the new structure of procedural content becomes clear.

## **Collection Management**

Maintaining the Library's collections remains a core function of the Directorate and will form a key aspect of the department's contribution to the Savings Programme in the coming years. However, because of the time lag in renewing or cancelling subscriptions, this meant that savings planning had to start in 2010/11 in order to be in a position to deliver those savings from April 2011. One of the first areas to be tackled was the annual renewal of periodical subscriptions provided through EBSCO. Thanks to a lot of hard work in LRS and by resource staff in the Research and Information Services for Members Directorate, along with a willingness to take some difficult decisions, we were able to save 23% of the annual DIS subscriptions bill with EBSCO. However, by managing resources effectively, we were also able to add some new online services during the year – the Illustrated London News Historical Archive and Westlaw are now live on the intranet and available for all users (the latter is notable as it has been frequently requested for a number of years but has been previously been unaffordable). We were also able to take up an offer from Bloomberg to locate a loan terminal in the Members' Library for the duration of the current parliament.

The year has also seen increasing collaboration with the House of Lords Library in a number of areas of common interest.

- LRS provided advice to the Lords Library during their procurement of a new library management system. SirsiDynix, who provide the software for our own Stock system, were awarded the contract. As a result, we are currently looking at opportunities to harmonise the two databases to achieve efficiencies, to make it easier for the two libraries to work together and share resources, and to provide users with better ways to search the two collections.
- A bicameral procurement project for the supply of newspapers for both Houses is now underway. This will also provide an opportunity to review our current requirements and identify any areas of potential savings with other departments and offices.
- The Department of Facilities has been in discussions throughout the year with DCLG over the future of the QEII Conference Centre and our use of Broad Sanctuary for offsite holdings and storage, including regular consultation with the two Libraries and the Parliamentary Archives. Funding has been agreed from the Parliamentary Estates budget to conduct a feasibility study into our offsite storage requirements for the longer term and to assess potential options. An experienced consultant in this field has been appointed and information gathering is underway.
- The two Libraries are jointly represented on the Steering Group for the new Off Site Consolidation Centre, which will consider issues relating to how all van deliveries

will be routed to the new centre and the contents delivered back onto (and around) the Estate.

- We have continued to work with the Parliamentary Archives on the Digital Preservation programme, which will procure and implement a digital preservation repository to enable us to store digital content such as the electronic deposited papers, digitised documents (including Hansard and Parliamentary Papers), and images of the Parliamentary Art Collection.
- Managers from the two Libraries are meeting regularly to ensure there is consultation before any changes are made to the services offered, any potential savings are coordinated, and unnecessary duplication is reduced.

Other activities during the year have included:

- The Stock system was upgraded in October and all outstanding issues have been dealt with.
- Preparations are underway to retender the current Factiva news aggregation service. The requirements used previously are being reviewed and sections will be consulted as part of the process of finalising the tender documentation. The procurement will be timed so as to stagger key decision points with the newspapers project, once the final timetable has been agreed.
- While the proofing work for the digitised historic Hansard files (including Standing Committees) was completed, discussions have continued with PICT about the best way of publishing the remaining data to the website.

## Curator's Office

2010/11 contained some significant milestones for the Curator's Office.

- The series of six Armada paintings were installed in the Prince's Chamber in the State Apartments in mid-September, bringing to a successful conclusion this project which began in autumn 2007. This was the most significant addition to the Parliamentary Art Collection in recent years and drew considerable praise from all those who saw the display in the Royal Gallery over the summer. The project gained widespread media coverage with two documentaries, *Raising the Armada*, shown on BBC Parliament.
- The 2010 Election Project commission was completed and exhibited in Portcullis House throughout the autumn and remained open to the public until the Christmas recess. This proved a popular display which received plenty of news coverage, while the artist's website that invited the public to post their own photos of the election also drew considerable interest and was a useful public engagement tool. 25 large format photographs by Simon Roberts documenting the 2010 General Election campaign were acquired for the collection.
- The Speaker's State Coach dates from the late 17<sup>th</sup> Century and is one of the earliest and most important carriages in the UK. Between 2007 and 2009 it underwent an extensive programme of conservation by Plowden and Smith and is now ready to return to public display. Since its former position in Westminster Hall was no longer suitable, Mr Speaker agreed to the proposal that, as part of a strategy for long term display of the coach, it be placed on public view for four years at Arlington Court in North Devon. Arlington Court houses the National Trust's

Carriage Museum and the intention is that the Speaker's Coach will be placed on display for the National Trust's 2011 open season. This will allow the coach to be seen in a popular, well visited location, giving a chance for the public outside of the South East region to see it.

- It was an extremely busy year for the team in terms of art moves. During the dissolution, the team had the task of auditing and removing works of art from the offices of MPs standing down, to allow these offices to be redecorated. The formation of the government and allocation of offices then prompted requests from Members for art works. Then in the summer another 700 works of art were either removed or protected in situ to accommodate the PED recess maintenance programme. This totalled over 5,500 art moves during the last twelve months.
- The cleaning and conservation of the three fresco paintings in the Strangers Gallery in the Lords Chamber was completed successfully during the summer recess.
- The Curator's team contributed to several exhibitions during the year, including the Election Project and associated Open House display, as well as the ongoing display of items from the Willoughby Collection in Portcullis House. Earlier in the year, the team managed an exhibition in Portcullis House, '*Changing Britain: Documentary Photography from the Arts Council Collection*'. This was a joint initiative with the Works of Art Committee and Arts Council to show photographic work recording the changing social history of Britain.
- A Collections Care Awareness Day was held in the Attlee Suite in September. This cross departmental conference, organised in collaboration with the Department of Facilities and the Parliamentary Archives, was the first of a programme of study days to raise awareness of collections care issues within Parliament and to demonstrate best practice in prevention care, with both the Curator's Office and the Library Resources Section contributing to the agenda.
- The team have been writing up research on the State Apartments (Sovereign's Stair to Chamber), as part of their staff development programme. This will provide an authoritative source of information on the art and architecture of these rooms, which will enable us to produce a script for a specialist art and architecture tour.
- The Curator's Office has submitted a joint application with the University of Nottingham for a Collaborative Doctoral Award on a subject related to the historical representation of Parliament based on items in the collection.

## ***Other Developments***

### PICT

The relationship between DIS and specific teams and individuals within PICT has been very good over the course of the year:

- The Knowledge Application Team, led by Caroline Kelly, cannot be thanked enough for the work they have all put into keeping PIMS running and resolving the all too frequent problems, supporting and upgrading the Stock system, and the recent project to migrate Library content from old and obsolete servers into a new virtualised environment.

- The Web and Intranet Service has been building a good working relationship with the web development team in PICT.
- CPIMF has benefitted enormously from a programme team made up of highly able and effective project managers, technical architect, business analyst, and developers, who are keen to understand our business and work with users.
- Tim Youngs, as our BRM, and Jane Quirk, as our account manager, have worked tirelessly to deal with issues as they arose and represent DIS interests back within PICT.

However, other aspects of the overall relationship with PICT still require further work:

- The Public Information Directorate has not really received the support it needs to develop its services and the ICT service to staff in the public-facing teams has not been managed as well as it should have been.
- The initial implementation of SharePoint, *LaunchPad*, that was rolled out to staff as part of the Vista project was flawed and had little business application. It is only now with the development of the team sites for departments, teams and projects that we are starting to see how this tool might be of value and used within DIS.
- The combined role of Business Relationship Manager and Programme Manager can bring benefits in fully understanding the objectives of business-led programmes, such as CPIMF, but can also lead to time pressures and conflicts during periods of high activity and change. The departure of CPIMF's senior project manager in the summer meant that our BRM had to spend more time on programme management, reducing the capacity of the BRM role. This must be resolved if PICT is to fully support DIS in achieving its business objectives.
- Communications could be improved and there have been examples, such as changes to remote access, where poor communications have led to confusion and frustration on all sides. There is a need to reinstate a representative user forum in DIS to replace ISITUG that PICT can use to communicate forthcoming changes, updates on ongoing incidents, and to provide an escalation channel for problems encountered by staff. Equally, communications within PICT are not entirely consistent and changes occasionally take place without consulting users since the BRM and Account Manager may not have been informed in advance.
- As noted at the February Directors Meeting, we need to review the monthly management statistics to provide fewer but more meaningful KPIs.

# **SPIRE**

## ***Introduction***

SPIRE (Supporting Parliamentary Information and Records) is a corporate Programme, funded centrally and working across both Houses and PICT. The aim of the Programme is to provide better access to our electronic information, ensuring it is stored, secured and shared. It will also ensure that Parliament's electronic documents and records can be secure, reliable, authentic and legally admissible.

## ***Developments in 2010/11***

### **SPIRE System**

Following a thorough procurement process throughout the year the contract for developing the new SPIRE system was awarded to Kainos (a Northern Ireland based software company) in January 2011.

### **Change and Communications initiatives**

While the system was being procured, the Change Team continued to work with users to understand their business needs and working practices, and to encourage behavioural change in the ways they manage their information. As at March 2011, 141 data capture meetings were held (which identified 166 teams across both Houses and PICT); and 144 SPIRE Top Tips sessions were delivered to users. This covered 897 staff or 50% of the targeted 1800 users. In addition, 489 staff had also attended SPIRE Email Best Practice Workshops by end March 2011.

Since the business case was approved there have been extensive and regular communications carried out to keep staff informed, share best practice and understand what matters to staff. For example, SPIRE has met with all staff at SCS level individually; ten issues of the SPIRE newsletter *InSPIRE* have been issued; SPIRE has attended senior leaders' events and team meetings to provide updates; and SPIRE has a regular 'Top Tips' slot in CAPs News and Red Carpet newsletters etc.

The Change and Communications activities will continue into 2011/12.

### **Benefits Baseline**

A Benefits Baseline Report was carried out between August and October 2010 which provided a snapshot of how electronic information is being managed in Parliament at present. The Baseline comprised an online survey of 242 staff; in-depth interviews with 18 stakeholders, and workshops with 40 staff. The findings will be monitored throughout the SPIRE Programme, with the next snapshot due to be taken in October 2011 and will form the basis of an evaluation of the impact of SPIRE in 2013.



## Information Management Governance Project

This project was undertaken to examine the existing information management governance of the House administrations, identify gaps and work with appropriate departments/offices to facilitate work required to ensure the framework is suitable to support implementation of the new system. This included working with the bi-cameral Group on Information Management (GIM) to update email management guidance and working with the Parliamentary Archives to ensure that modifications made to the corporate classification scheme and retention schedules are fit for purpose for implementation in the new system. The project is due to be completed May 2011.

## SPIRE System Preparation Project

This is a significant piece of work being undertaken by the SPIRE Programme Team (in conjunction with PICT, Parliamentary Archives and our suppliers), to design, install and test the new SPIRE system to make sure that we end up with the right product for Parliament and for users. We will also be establishing the training and support required to help people get used to the system and new ways of working prior to implementation.

The project is organised into three stages. Stage 1 involves configuring and testing the system in a safe, practise environment (that we are calling the Model Office). So far, we have completed the initial design and have held a number of workshops to gather the requirements for a first, 'bronze build' in Model Office. Stages 2 and 3 will continue into 2011/12 in preparation for a full scale pilot of the system.

### *What we said we would do*

Activity	Progress
Contractors for the main SPIRE solution procured (anticipated date April 2010).	Achieved January 2011 (The procurement process was extended in order to allow for fuller consultation with staff, PICT and Parliamentary Archives).
New system developed and designed (anticipated date September 2010).	Ongoing until July 2011 (delayed due to extended procurement process)
Pilots of new system set up, managed and evaluated (anticipated date February 2011).	Re-baselined for December 2011
Training and Change Management activities developed and tested in pilot areas (anticipated date January 2011)	Re-baselined for December 2011

# Departmental Services

## ***Introduction***

The directorate's aim is to support the department's operations by providing excellent professional services including expertise on finance and planning; HR and health and safety; and to ensure that accommodation and office services are fit for purpose.

The vision is that:

- All staff in the department are skilled and motivated
- The physical environment is safe and fit for purpose
- Budgets are planned and managed at right level of delegation
- Managers are able to make decisions on the basis of good quality information and to exercise their responsibilities confidently and consistently
- IT kit and support are in place for people to do their jobs.

We were guided by the objectives of the first three supporting tasks set out in the House's corporate business plans:

### ***Supporting Task 1: Human Resources***

To provide a skilled and motivated workforce; giving recognition and reward for achievement and ensuring that all staff realise their full potential regardless of level or background; and promoting diversity

### ***Supporting Task 2: Accommodation, Security and Catering***

To provide a healthy, safe and secure physical environment in which the business of the House can be effectively conducted; this includes accommodation, office services, catering and security

### ***Supporting Task 3: Planning and Management***

To plan and manage all of the House's resources to a high standard, achieving value for money and matching current public service standards including in the areas of risk and change management and environmental protection.

## ***Senior Management Changes***

### **Key staff changes in Departmental Services**

Left	Replaced by
Betty McInnes Director of Departmental Services	<i>From April 2010 - December 2010</i> HR - Rob Clements Accommodation - Bryn Morgan <i>January - March 2011</i> HR and Accommodation - Edward Wood <i>April 2010 - March 2011</i> Finance - Bob Twigger
Sally Marshall Business Manager	Ed Potton ( <i>Nov 2010 onwards</i> )

## ***Activity and Performance***

Our aims and objectives for the year were defined in the department's business plan for 2010-11. This section provides a commentary on how we fared.

### ***Human Resources***

#### *Living within headcount – number of FTEs*

A baseline of 351.2 full time equivalent staff was established in April 2010. As of 31 March 2011 the current FTE figure was 328. The table below shows headcount and FTEs in March 2011.

#### **DIS Staff at 31 March 2011**

	<b>FTE</b>	<b>Headcount (inc casual staff)</b>
Public Information Directorate	121	207
Research Directorate	115	131
Information Management	50	59
Management	18	19
Departmental Services Directorate	12	15
SPIRE	13	13
<b>Grand Total</b>	<b>328</b>	<b>444</b>

#### *Staff survey metrics*

The 2010 survey response rate within the department rose sharply to 76% (from 65% in 2009), thanks to the efforts of the survey team and line managers. Overall, 63% of DIS respondents said that they were satisfied with their job (compared with 59% in 2009). 83% said they were proud to work for their department and 81% that they were proud to work for the House of Commons.

In common with much of the rest of the House, our overall ratings for most categories fell, maybe in part as a result of higher response rates. There were, however, still some significant positive results. The department as a whole was significantly above the HoC/PICT average on the broad areas of communications, training and development and performance and reward, and above the private and public sector benchmarks in our stronger areas.

DIS was, however, below the House average and benchmarks in other areas. These are likely to have been influenced by a number of factors including the prospect of the move of Derby Gate staff to 7 Millbank; the removal of dissolution leave; the impact of the Performance Award Scheme; the threat of savings; uncertainty in visitor services. In particular, only 39% felt the results of the survey would be acted on (down from 49% in 2009). Areas on which suggested action was needed included the visibility and approachability of directors and the quality of managers' support and feedback for staff.

The survey results were discussed by the DIS board in October. Open meetings about the savings programme were held in November and December. Action was taken on use of PDMs as a mechanism for promoting and recording feedback to staff, including a briefing note for managers by the Director of Service Delivery in December and a training session for managers in March 2011. A number of managers also booked places on the House-wide “Developing Your Team” course. The involvement of the wider senior management team in planning for savings demonstrated directors’ willingness to consult and listen, and the results which can be achieved when this approach is adopted.

A separate survey of Senior Management Team members was carried out in June to gauge managers’ views on directors’ performance on five priority areas identified at the SMT meeting in January 2010. Responses suggested that progress had been achieved in four of the five areas tested.

*Staff development activity/Management development*

A learning and development plan for DIS was agreed by the departmental board in July in order to align L&D activities with the departmental business plan. Key themes included managers’ responsibilities for developing staff and House knowledge.

An in-year progress update for the period April to December identified extensive management development activity, although the average of 0.7 days spent on management training during that period was below the whole-year target of 1.5 days. In March the DIS-wide management development conference focused on PDMs, the 2011 staff survey and various issues of current interest. Performance in other key L&D activities over the period April-December is shown below.

<b>Learning and development area</b>	<b>Target</b>	<b>Achieved</b>
Sponsorship for professional qualifications (% of training budget)	20%	21.8%
Activities to increase House knowledge (% of staff)	70%	86%
Development of operational skills (% of staff)	n/a	57%

*Staff absence*

In September DIS directors considered a report on staff absence which noted early signs that the department was getting better at managing absence. Directors were asked to continue to encourage managers to improve even more by ensuring that “return to work” interviews were taking place and that the relevant help and advice was sought from HR and Occupational Health if required.

At the recent managers' event two areas were identified where managers felt they needed better support:

- Dealing with performance (including attendance) issues, particularly during probationary period and inherited problems.
- Giving difficult feedback.

Performance in this area improved steadily over the year, so that by 31 March average working days lost per person over the year had fallen to 4.9, compared with a target of 5.0 and a House-wide average of 7.1. Long term sickness also fell, to 28.9% of total absence, compared with 50.5% across the House. There is evidence from a number of cases of managers following through with the absence management procedures and obtaining the right results.

#### *Milestones:*

90% of managers have an identified developmental objective (set out in individual PDMs) in relation to their line management and/or leadership roles [Mar-11]

It was agreed by the DIS board in July that this business plan milestone was not practicable and would be abandoned. A target for managers to replace it was not identified.

#### *Other activities*

#### PDMs

A quality assurance exercise on the Performance & Development Management system (PDMs) took place over the summer. In order to facilitate this exercise, a target of a 90% return rate for PDMs was agreed (actual level achieved: 88% by February 2011).

The review indicated good evidence that PDMs are being used as a tool to measure and monitor performance. However, the concern remained that a minority of staff and managers are not engaging with the PDM process.

The quality of individual key objectives was mixed, but almost 80% were assessed as at least partially SMART. Moreover, there was indication of a 'shared understanding' between managers and staff of performance expectations.

Some PDMs were unnecessarily detailed, including a disproportionate amount of feedback on key objectives and/or containing more than 7 objectives. There was good evidence of developmental objectives being incorporated in PDMs.

Areas for improvement included:

- More emphasis on use of the form as a tool to plan and set objectives (re-setting these where necessary) rather than putting too much focus on reporting.
- Little evidence of evaluation of L&D activities.

#### Voluntary exit

Five people from DIS, with service ranging from 11 to 37 years, left the House at the end of March under the voluntary exit scheme. The scheme was exceptionally well-run by a central

project team in the Department of Resources, and our local HR team provided able assistance.

### HR centralisation

In the latter part of the year preparation for the centralisation of departmental HR teams in the new Department of HR & Change got underway, with the new arrangements taking effect on 1 April 2011. Managers in DIS were fully briefed on the process, which should lead to little impact on their day to day work.

### Leave surgeries

The HR team ran a number of leave surgeries in Derby Gate which were welcomed by managers.

### **Accommodation/Office Services**

#### *Milestones:*

1. *Outline design for new accommodation to be agreed by May 2010 and business case signed off by 1 July 2010 [Jul-10]*
2. *Outline plan for relocation in place by December 2010. Detailed plan agreed by February 2011 [Dec-10]*

A good deal of effort went into the move project in the early part of 2010/11. This involved staff time both from Departmental Services staff and those involved in the consultation. The initial plans were not welcomed by staff but problems were identified and dealt with through the consultation process. Crucially a decision was taken to reduce the number of staff who would move to the 3rd floor. The latest iteration of the plans offered a modern, flexible working environment with sufficient quiet working and meeting space, although the question of floor-loading was not fully resolved. However, the move was cancelled in July 2010 in light of the requirement to make cost savings and the need for a new, Parliament-wide, accommodation strategy.

#### *Other activities*

A review was commissioned to examine current storage arrangements and consider future options for the storage and use of library collections from the libraries of both Houses [reported April 2011].

Education Service staff continued to work with the Parliamentary Estates Directorate on the provision of the Education Centre. During the course of the year it transpired that the previously identified location (Lower Secretaries area in the Palace) was not feasible, on structural grounds. A review of options just concluding is likely to reveal that the brief for the Centre cannot be met from within the existing Estate. Options are now being investigated to allow for an expansion of the current school visits programme within available accommodation, while a long term solution for the Education Centre is pursued

Despite the cancellation of the move from Derby Gate, other moves took place. The HCIO and SPIRE teams were co-located in 4 Millbank. Plans to improve the layout and

appearance of the Derby Gate Library were developed, and initial minor works were carried out, making the room considerably brighter and a more attractive place to work.

Overdue maintenance projects for Derby Gate were reinstated. Repairs and works to both lifts in Derby Gate were completed, although there continue to be problems with the lifts.

A supplier to replace the existing van service was selected. No problems have been reported with the new service. Following a survey of Derby Gate with a view to installing wi-fi, directors agreed that the whole building should be covered. This work, which is due in April 2011, will provide much more flexibility for staff and office moves as well as Members' staff working in DGL.

### ***Planning and Financial Management***

#### *Living within budget – spend/forecast*

The Departmental was underspent by £877,000 in 2010/11 for House of Commons costs (a variance of 4.9%). The table below sets out expenditure and the reasons for variances. Around half of the overall variance can be attributed to the savings programme – principally the mid-year saving on Voxpop as well as reduced spend on training and the Library van service. Around £77k of the underspend relates to funding for Public Information ICT projects paid for by PICT but for which funds were not transferred.

The Department's forecasting error reduced significantly as the year progressed, with forecasts since the start of the calendar year being within one percent of the outturn. The budget for 2011-12 was recalibrated based on actual staff levels and salary costs, which will enable more accurate profiling in the year ahead.

Information Services 2010/11 budget					
	Budget	Outturn	Variance		Reasons for Variance
	£000s	£000s	£000s	%	
Receipts	-962	-782	-180	18.7%	Tours: lower than expected Saturday income over the winter period, September sitting reducing income over Summer. Pre-payment of £32k for future tours (principally summer) included at year end for first time having one-off effect. £50k of income from HoL for Cultural Olympiad was budgeted here but refunded against actual expenditure.
Salaries	13,648	13,692	-44	-0.3%	Non-financing of 2010/11 pay award in budgets meant overspends in basic pay in many areas, particularly the Library. This was offset by substantial underspend on agency staff employed by Tours (Tour Guides Ltd). Agency staff costs in tours are demand led - lower than budgeted due to September sitting and lower demand in the Winter period.
Other Staff Costs	233	177	56	24.0%	Intentional and unintentional restraint in training expenditure as a response to the savings programme. Budgeted savings implemented in 2011/12.
Travel and Subsistence	389	265	124	31.9%	Changes in the delivery of outreach programmes over the year mean that substantially lower costs were experienced here. Experience of the subsidised schools programme also shows it persistently being delivered below budget. Budgeted savings implemented in Outreach and Transport Subsidy in 2011/12.
Information	2,697	1,979	718	26.6%	£352k of this underspend due to cancellation of Voxpop in December, which included a backlog of work relating to months prior to December. A number of underspends on printing budgets, with some expenditure, for example in outreach, reallocated elsewhere. Underspend on online databases due to reduced select committee activity following election and the timing of a number of renewals.
Communications	86	93	-7	-8.1%	Underbudgeting for mobiles and communications in visitor services, outreach, media and comms service. A reduction in the Library Van service, part of the savings programme, reduced the overspend.
Computers	214	174	40	18.7%	Slippages in work in Web and Intranet Service.
Catering Supplies	0	4	-4	0.0%	Mis-coding (should be information). Now corrected.
Office Supplies	103	123	-20	-19.4%	
Consultancy and Professional Services	1,179	1,005	174	14.8%	Slippages in work in Web and Intranet Service account for around £100k. Unspent central consultancy budget as well as other small budgets elsewhere.
Accommodation	187	158	29	15.5%	Small underspend in budgeted Works of Art maintenance as well as additional cleaning for tours.
Security	137	158	-21	-15.3%	Security costs for tours higher than expected.
Non-cash Expenditure	148	136	12	8.1%	No depreciation charged for book acquisitions, but unbudgeted depreciation charged for online services.
<b>Total</b>	<b>18,059</b>	<b>17,182</b>	<b>877</b>	<b>4.9%</b>	£77k of underspend to cover additional PICT work on Public Information ICT projects
<b>Capital Expenditure</b>	<b>95</b>	<b>108</b>	<b>-13</b>	<b>-13.7%</b>	

*Milestones:*

*Identify potential cost-reducing measures as part of the House's cost reduction programme [Sep-10].*

The Savings Programme was divided into two streams: an initial set of "tactical" savings and a longer term "strategic" strand. The DIS board recognised the need to ensure that front-line services were prioritised and the value of wide involvement in decisions about savings. Ten evidence-gathering groups were established and their outputs correlated. This evidence was considered by a meeting of the DIS Senior Management Team (heads of section and directors) on 15 June. A series of open meetings on the savings measures within the department were held. A package of recommendations was submitted to the Savings Team and in December the Management Board agreed a package of savings for DIS and other departments. The initial savings target for DIS was £1,863,000 in 2011-12, recurring in future years.

By the end of 2010-11 most of the required tactical savings had been realised (see last page), with the main items to be addressed in 2011-12 being:

- Co-ordinating A3s in DIS with House-wide FastStream (Sept 2011)
- Re-negotiate Hansard Society contract (Aug 2011)
- Develop self-funding specialist tours (Apr 2012)



- Decide on mix of LRS cuts in 2012/13 (Dec 2011)

*Develop better management information on costing and performance [Apr-11]*

*Budget holder delegations [Apr-10]*

*All budget holders to attend at least one workshop/training session [Dec-10]*

The DIS board agreed in January 2011 to review management information after the new business plan had been finalised [Deadline extended to April 2011]. Discussions with the Workforce Planning team in the Department of Resources resulted in greatly improved HR reporting from February 2011. After a discussion in the DIS board, PICT revised its reports to DIS resulting in a shorter but more useful report from March 2011.

Budget holder delegations were in place for DIS Directors in 2010-11. Implementation of delegations will continue in 2011-12.

Training sessions were held on financial management in the Department. All budget holders were invited and the majority attended. A final session will be held in 2011-12 for new budget holders and those that missed the previous sessions.

*Plan for improved communications strategy delivered to Directors [Nov-10]*

Achieved. Top priorities identified in the plan include:

- Improving the use of the management cascade
- Engaging all DIS staff in the use of the DIS Team Site.
- Delivering an effective departmental newsletter.

Subsequently arrangements for improved communication of the work of DIS directors were put in place, including a monthly pre-meeting to identify and coordinate messages from the forthcoming DIS board.

## Implementation of DIS tactical savings

Ref	Saving	Lords share	2011/12		Actions	
			Total £k	HoC £k		
1	Public Information Projects	Remove General Election resources budgets	0%	400	400	Remove £400k from non-staff budget for DALA cost centre.
2	Library/Research /POST	Limit spending attendance at external conferences and courses	0%	14	14	Remove £14k from training budgets on DBB and DGA cost centres.
3	Library/Research	Reduction of 1.5 band C posts in Reference Services and discontinuation of sandwich student post	0%	67	67	Savings already achieved. Remove appropriate sums from budgets for DAD & DCC cost centres.
4	Parliamentary outreach	Remove supernumerary posts and reduce training expenses.	30%	27	19	Remove £27k from non-staff budgets on DAGA cost centre.
5	Information & Data Management Section	Don't provide backfill for staff diverted to CPIMF project - loss of 0.5*A2	0%	35	35	Remove funding from DEA cost centre.
6	Library/Research	Recruit more posts at A3 rather than A2	0%	25	25	Presumption that external recruitment of researchers will be at A3 unless clear reason why not - enforce through RRF process. A£ recruitments have already taken place - need to co-ordinate with House-wide FastStream.
7A	Office Services	Discontinue van service	0%	50	50	Contract for reduced service comes into effect on 1 February. Will need to be reviewed when Offsite Consolidation Centre comes on stream. Remove £50k from non-staff budgets on DBC cost centre.
8	HCIO	Publish WIB electronically only and maintain a smaller range of Factsheets.	0%	75	75	Already implemented. Remove actual saving (£115k?) from non-staff budgets for DAG cost centre.
9	On-line Services	10% reduction in support for website and intranet	25%	269	202	Remove £269k from non-staff budgets for DAI cost centre.
11A	Curator's Office	Reduction in running costs	40%	20	12	Remove £20k from non-staff budgets on DEHA cost centre.
20A	Education Service: Transport Subsidy	Transport subsidy for visiting schools: eliminate underspend	30%	77	54	Represents current under spend. Remove £77k from DAFB cost centre.
22A	Support activities	Consolidate departmental support activities into a larger team with assumed loss of posts.	0%	82	82	Savings already achieved. Remove appropriate sums from DAD and DBA Cost centres
10	HCIO	Cancel New Voters' Guide	0%	600	600	Distribution ceased when contract ended on 31 December. Remove £600k from DAG budget.
11B	Curator's Office	Reduction in acquisitions (capital)	0%	50	50	Remove £50k from DEHA capital budget. Commission decided that this would be for one year only in the first instance.
12	Public Information Projects	Reduce Hansard Society contract from £70k to £50k	0%	10	10	Contract to be renewed in August 2011. Remove £10k from non-staff budget for DALA cost centre in anticipation. Further saving in 2012/13.
13	Library Resources	10% reduction in Library acquisitions and staffing consequences	0%	86	86	Remove £86k from non-staff budgets on DEC cost centre. Further saving in 2012/13. Review balance <u>between staff and non-staff budgets for later years</u>
14	Visitor Services	Recover cost of Clock Tower tours by charging	0%	-	-	Establish project to deliver self-funding specialist tours from April 2012 at latest.
15	Media Services	Reduction in general parliamentary material from Precise media monitoring service	0%	35	35	Remove £35k from non-staff budgets on DDC cost centre.
21	Parliamentary outreach	10% budget reduction with wide ranging impact (eg reduced marketing, fewer exhibitions and training materials, less work with Committees, reduced spending on adult education)	30%	138	97	Remove £138k from non-staff budgets on DAGA cost centre.

