

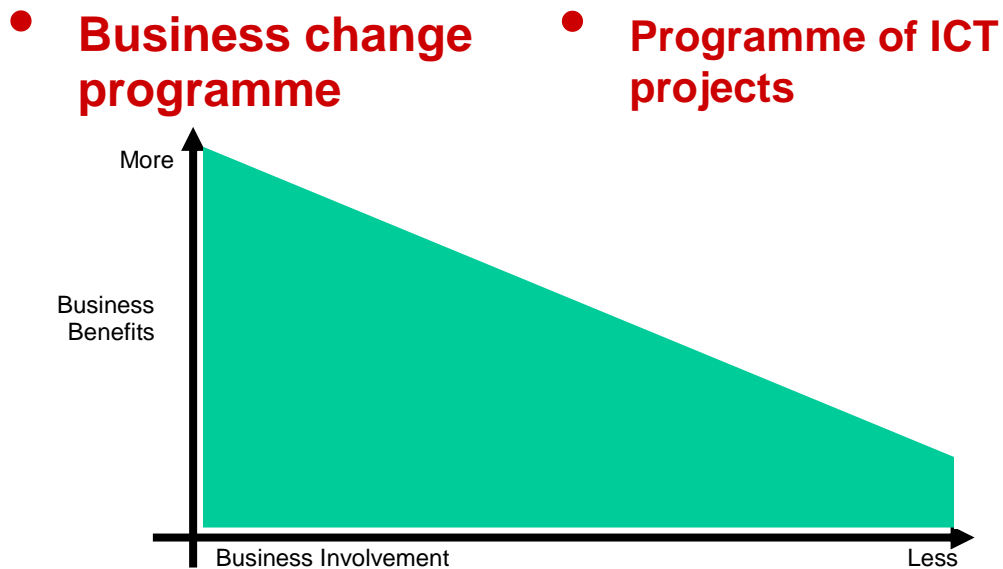
**National Assembly for Wales
Commission (Assembly Commission)**

Business Improvement Projects

1. Business Programme Approach

The iChange project has highlighted that there is no overall programme for business and ICT projects. Each initiative is separately justified and scheduled according to the project's needs rather than delivering benefits as part of a wider corporate programme.

A business change programme approach allows the Assembly as a whole to prioritise individual projects (both Business and ICT) against the agreed corporate priorities. Once the priorities are agreed, resources can be allocated to projects in a controlled manner.



A business focussed programme also allows the Assembly to drive benefits in a controlled manner by targeting resources on those projects that deliver most benefits.

A programme approach also provides the Assembly with an overall picture of the work being undertaken and allows more control of the delivery of individual changes into the Assembly.

The cost of a Programme Management Office approach is largely absorbed in the savings and benefits of the individual projects that make it up. The up front costs would be in the set up of the Project Management Office and establishing the programme framework. This would involve some specialist consultancy and external help at a cost of approximately £50,000. The ongoing cost would be three FTE posts; a benefits realisation manager, a business programme manager and a business programme office administrator. All of these posts would also be engaged in the management of project delivery, so the additional cost of resources would be marginal.

In summary, using a business led programme approach will:

- Enable more effective delivery of change;
- Keep the focus on the business change objectives;
- Provide a framework for senior management to direct the change process;
- Encourage more efficient use of resources through project prioritisation and integration;
- Provide better management of risk because the wider context is understood;
- Achieve business benefits during and after the programme through a formal process;
- Improve control of costs, standards and quality;
- Enable more effective management of the Business Case;
- Provide more efficient control of a complex range of activities;
- Provide a clear definition of roles and responsibilities;
- Deliver a smooth transition from current to future business operation;
- Ensure the programme fits with other corporate strategies.

2. Background to projects

The review identified three major subject areas that ICT could enable the business to improve its efficiency. The three main business areas are:

- Connect and Engage
- Better Managed Information
- Smarter Working

Each of the areas is a consolidation of many different comments made by Members and staff.

The themed areas have been broken down into three types of projects:

- Quick wins – projects that can be completed fairly quickly or at limited or no cost;
- ICT project – provision of software or service where the effect is to improve the service provided by ICT and which benefits many Members or staff;
- Business project – where the benefits of the project or programme are focussed on the business areas affected or where the majority of change will be in business processes.

All projects

<i>Quick Wins</i>	<i>ICT Projects</i>	<i>Business Projects</i>
Connect & Engage		
Google maps should be linked to Members Constituency offices	Research and information pods (Senedd, North Wales, other locations)	External contact management
Improved search engine rankings - within Google, the NaFW site is listed 3rd or 4th	Public Wi-Fi for Senedd/Public Areas	Paperless meetings (e-Books/e-Paper)
	Access to Social networking sites (Face book, Twitter, You tube)	Improved access to publications scheme and FOI request information
Website:		
Forums	- RSS Feeds	- Website redesign
front page refresh		- Schools microsite
		- Repurpose content to be more task specific
Better Managed information		
Improve file management (Business project)	Unified Network	Research database
- p: Drive review		Document and information asset management
- Document standards review		- eDocuments
- Introduce document templates		- Electronic Papers
		- Website publishing review
		- Business processes
Smarter working		
One-to-one training sessions for all staff (specifically in FrontPage and the email vault)	Webmail - Provision of external access to emails	Knowledge management system (Wiki)
Innovations room - a room will be established with access to PCs that aren't networked so that people can research the latest IT developments	Chat software for Members and staff	Floor based printers
Unrestricted internet access - Cyber Café in the canteen	Weekend support	Internal contact management system
Account manager role for ICT	Consolidated support for Members and staff	Research database
USB drives will be enabled so that memory sticks can be used (Members only)	Increase flexibility for Internet usage	Workflow management
Merlin catalogue - needs to be more user friendly	Improvements to VC facilities (North Wales et al.)	
	Unified network	
	Telephony	Accommodation equipment & Wall chart
	Specific software requests - Adobe, FrontPage	Media library (video footage and images)

Connect and Engage

The projects and requests under connect and engage are focussed around the way that the Assembly works with third parties.

There was a perception that the technology provided and the underlying contracts hold the Assembly back from innovating or using new engagement channels. There is no evidence to show that this is the case but the mechanism for developing new services does not provide an easy route for development of new engagement channels.

Members identified the following points as important for this area:

- Better office connectivity
- Case management software (*that works across our network*)
- Improved multi-media software
- Improved website search function

Staff identified the following:

- Improvements in interactive facilities in the Senedd
- Website content repurposed
- Contact management system

Resources

The projects that are recommended from these areas are as follows:

ICT Projects

- Improvements to interactive facilities in the Senedd
- Website content repurposed
- Contact management system

Business Projects

- Paperless meetings
- Improved access to publications scheme and Freedom of Information request information
- Website content review and potential website redesign
- Schools microsite

- Repurpose content to be more task specific

Better Managed Information

Members identified the following things as important for this area:

- Papers – currently use Email and Internet
- Knowledge database

Staff identified the following:

- Network
- Document management processes
- Intranet re-design

The projects that are recommended from these areas are as follows:

ICT Projects

- Unified network

Business Projects

- Research database
- Document and information asset management
- eDocuments
- Electronic Papers
- Website publishing review
- Business processes

Smarter Working

Members identified the following things as important for this area:

- Weekend support for a limited range of issues
- Less restrictive access to Internet
- Quicker innovation
- Members' account management / Spot training

Staff identified the following:

- Research database
- Wiki style knowledge base
- Contact management system

The projects that are recommended from these areas are as follows:

ICT Projects

- Webmail - Provision of external access to emails
- Chat software for Members and staff
- Weekend support
- Consolidated support for Members and staff
- Increase flexibility for Internet usage
- Improvements to video conferencing facilities
- Unified network

Business Projects

- Knowledge management system (Wiki)
- Floor based printers
- Internal contact management system
- Research database
- Workflow management

3. Programme timetable

Taking a business change programme management approach allows the business to prioritise individual projects against the business requirements. One possible programme of work is detailed in Figure 4 below. This draft plan provides an idea of the possible timing of the projects. A formal planning process would establish the business priorities and identify the possible savings.



Figure 4