



**Northern Ireland  
Assembly**

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## **Information Systems (IS) Strategy**

*This document describes the primary information systems required by the NI Assembly, the business factors that influence their provision and the implementation plan to deliver them.*

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1.0	B O'Neill	December 2009	Initial draft complete
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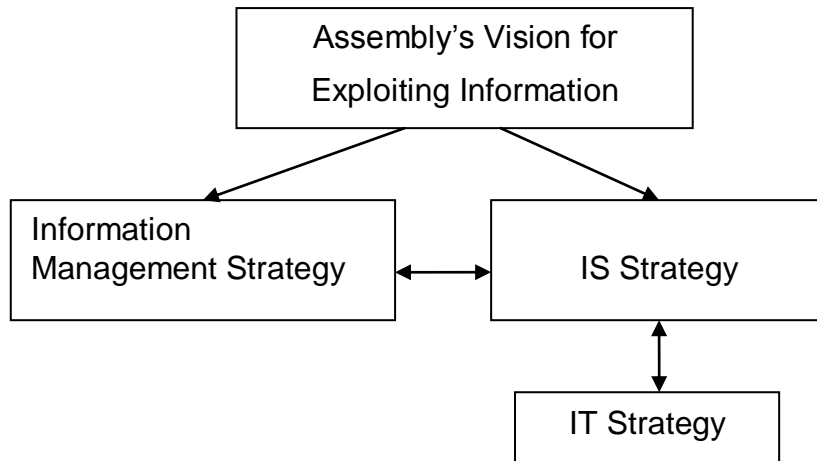
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## **Introduction**

1. The Northern Ireland Assembly Commission is the parliamentary body that supports the legislative processes of the Northern Ireland Assembly. The Northern Ireland Assembly Commission (the Commission) is committed to providing the best services for Assembly Members and supporting the democratic process. The staff of the NI Assembly Commission (the Secretariat) are employed to serve the Members of the Northern Ireland Assembly and to ensure its successful functioning as a democratic elected body.
2. The Secretariat aims to provide the best possible service to all Members achievable within resources, led by Members' expectations and informed by best practice elsewhere. The NI Assembly Commission and Senior Management Group have detailed the Vision, Values and Strategic Priorities and associated Corporate Objectives in the NI Assembly Secretariat Corporate Plan 2008/2011 (revised 2009).

## **Background**

3. In early 2000 the then Director of Research and Information commissioned an organisational strategy from John Holister which identified the principles behind the exploitation of information to meet the aspirations of the Assembly. The strategy, titled "Assembly's Vision for Exploiting Information" was presented for adoption to the Commission in May 2000 and developed the principle of "create once and reuse many times" along with the use of "best practise" standards in information handling and storage. This IS Strategy is part of a suite of documents covering Information Management and ICT service delivery which build on that work. It sets out the strategic approach to the development, management and use of Information & Communication Technology to meet Assembly business needs over the next 3 – 5 years (2010 – 2014), assuming minimal structural change to the responsibilities and operation of the Assembly during that period.
4. The Information Systems Strategy (What we do), details the information systems required to satisfy the business aims identified and informs the Information Technology Strategy (How we do it), which details the technologies required to provide the systems and services. The Information Management Strategy derives from a larger piece of work looking at other aspects of the Assembly's work.



## Resourcing

5. The Director of Resources, in conjunction with the Head of the Information Systems Office is responsible for the development and implementation of the strategic use of ICT on NI Assembly business. The Secretariat Management Group has responsibility for supporting and funding all relevant strategies while staff and Trade Unions will be consulted when aspects of policies derived from the strategy impact on staff.
6. Information systems identified within the strategy will be funded through established NI Assembly mechanisms including an approved Business Case establishing options and full economic appraisal. Funding for minor or regular adjustments to existing systems that maintain or enhance those systems will form part of the IS Office financial planning regime.
7. To assist in the identification of, and management of, the total cost of IS service provision to the NI Assembly the IS Office will wherever possible exploit existing service contracts to provide IT equipment required by a project and oversee subsequent maintenance costs. Indicative costs for those projects already identified and listed in Appendix A - Required NIA Information Systems, have been provided for planning purposes only.

## Governance

8. The rapid change in technological solutions and the maturing of the organisation require that the strategy be reviewed and amended on a regular basis (at a maximum of 2 years) ensuring that it still reflects the needs and ambitions of the organisation as a whole. The Director of Resources will ensure strategic alignment with business needs while the Head of the IS Office will be the focus for the implementation of the various initiatives. This document provides a medium term view of the development & support of the required information systems.

## **Business Drivers**

9. The strategy takes into account business drivers that the strategy should address. These were derived from the Corporate Plan 2008/2011 and following consultation with the ICT functions of the Scottish Parliament, the National Assembly for Wales, Westminster and the Oireachtas. They are;
- Efficiency
  - Effective
  - Flexibility
  - Information Assurance
  - Information Architecture
  - Sustainability

### ***1 – Efficiency***

10. It is important to recognise that as a provider of extensive and potentially expensive services to both Members and Secretariat staff the IS Office must seek the most efficient ways to provide all ICT services. Although many of the internal secretariat business processes appear “standard” at first, the unique work of the Legislature often adds hidden complexities and in conducting Assembly business it is important that core business systems are readily available. This high availability can only be delivered through the use of well proven technology backed up with support arrangements normally only available from commercial sources.
11. Through regular liaison with the in-house procurement unit, other Legislatures and the local NI public sector, the IS Office has access to agreements set up by the NICS and Office of Government Commerce (OGC) for the purchase of standard hardware and software. For non critical systems other supply routes are available and Central Government studies have indicated that these alternative approaches offer significant savings.
12. In order to ensure that no islands of information form which require complex data transfer processes the IS Office will maintain a challenge function for purchasing related to ICT enabled projects; ensuring that purchases represent financial Value for Money at that point in time and will also integrate with current and planned systems.
13. The drive for efficient provision of ICT services must be balanced with the need to ensure that Members are supported and that there is no disruption of Assembly business. This degree of support and assurance comes at a financial cost.

## **2 – Effectiveness**

14. Effective exploitation of ICT technologies and services can deliver robust business systems, supporting and enhancing the work of the NI Assembly. A structured approach to system design, development and delivery, with a focus on standardisation where feasible, will ensure a flexible response to incidents and organisational change.
15. To ensure an effective delivery of all the services involved the processes and procedures used within the IS Office will be based around the techniques within the “IT Infrastructure Library (ITIL) v3” framework for service delivery.
16. To ensure that the IS Office is appropriately staffed, all ICT posts within the IS Office, will be described and defined using the NIA core competencies and the IT skills essentials outlined using the “Skills For the Information Age (SFIA)” framework. This reference model provides a structured description of each post and the duties & responsibilities to be undertaken. These can be compared with other similar organisations and used to inform recruitment competitions.
17. Finally the effective delivery of ICT services will be blunted unless the Members and staff using them are in a position to exploit the technology with any degree of confidence. The provision of a robust, targeted training programme by the Learning and Development Unit (LDU) is essential.

## **3 – Flexibility**

18. This area is closely linked to Information Assurance and has important Member facing considerations.
19. There is a requirement, especially from Members, to present information in differing formats to support a wide variety of end user devices such as PC,s Netbooks and mobile phones in use today. This will be addressed through the adoption of open standards for the storage and manipulation of data along with the use of technology to transform that information into the required format at the point of delivery. This flexible approach also complements Sustainability initiatives.
20. The ability to adapt to changes within the Assembly organisation, whether structural or organisational is a constant challenge in the advancement of Assembly Commission aim to be a modern Legislature. In the development of applications the IS Office will use careful process design, system design and automation of the deployment of new software applications. In the evaluation of new technologies and devices, for use by Members, Party Support and Secretariat staff on Assembly business the IS Office will use a structured, evaluation mechanism to conduct Research and Development work.

21. Although this area focuses on the response to change, the creation of a flexible delivery service will improve the business continuity capabilities of the Assembly's information systems and the organisation as a whole.

#### **4 – Information Assurance**

22. In collecting, generating and storing documents and records on Assembly business it is imperative that only the right people can access accurate information, when needed. Any security systems deployed must address the protection of information while stored, being transmitted or when used but, should not interfere unduly with Assembly business.

23. The IS Office through the use of IT Governance arrangements and processes recommended by Central Government and in use in other Legislatures will ensure that IT systems are correctly configured and managed. All the hardware and software components of the information systems used by Assembly will be designed with resilience features to exclude failures due to simple mechanical faults or unexpected program errors. The management of the data contained within such systems used by Members and Secretariat staff will be governed by robust Information Management procedures.

24. The appropriate management of information is of significant interest to the Secretariat Audit and Risk Committee (SARC) and must be reported upon as part of the overall governance of the Assembly.

#### **5 - Information Architectures**

25. Information should be considered not just as a collection of documents or records on an individual computer but as a valuable Assembly resource, to be used not just in the day to day business of the Assembly but also as the future, historical record.

26. The documents and records used by the Assembly fall into two categories. The everyday memos, agendas, minutes etc and those elements unique to the legislative processes of the Assembly such as Legislatives Bills, the Official Report etc. While the former can be managed using traditional techniques special attention is needed for the management of the procedural record. To that end a database, based on the experiences of the Canadian Parliament, has been constructed and the system is now the focus of the application development work of the IS Office.

27. The rules and procedures by which information is collected, used and stored will be addressed by the Information Management initiative and managed through an information retention policy while the technical aspects, such as specific file formats, are dealt with by the ICT Strategies. At present there is little historic/ legacy information but as the institution matures the repository of older information will grow. Resources and thought must be given to the maintenance of that information. The Assembly will use open formats where possible but the use of proprietary



formats is unavoidable. It is important that at each change in technology or major changes to software versions occur that migration of historic information is planned for.

## **6 – Sustainability**

28. Traditionally ICT systems have been seen as having an adverse impact on an organisation's "carbon foot print" with resources consumed during computer manufacture, during operation and use of tapes, paper and printer toner. However they also have the potential to contribute to a "greener" organisation through; the reduction or removal of wasteful, duplicated processes; reduction of paper usage and better "smart power management". The majority of these improvements cannot be brought about instantly but incorporated into design of processes and systems.
29. While the primary focus is on use of physical assets, IS systems can improve the overall consumption of resources through; central storage and management of information, reduction of duplication of documents and through electronic dissemination of information, especially in the case of short lived information such as agendas and drafts for approval.
30. ICT technologies supporting "home working" and use of technologies such Video Conferencing and Voice over IP (VOIP) to reduce business travel can also assist with sustainability initiatives. Finally. Business Continuity planning and preparation also benefits from such initiatives.

## **Information System provision**

### ***Provision to Members and Party Support***

31. Members undertake little document production but are significant consumers of documents, proposals, reports and background material. They often have a need to access the information provided in a secure, consistent manner from a variety of locations. They also have high expectations of the availability of a range of communications tools including email and access to social networking tools. That portion of the IS Strategy that deals with Members is therefore focused on providing accurate documents in a timely manner and providing secure access to that material in a consistent manner. The technology aspects, or how we do it, are considered in the IT Strategy.
32. The Party Support staff are involved with the preparation of documents, analysis of information and dissemination of information for use by Members. They require access to standard Office Automation products and communications tools.
33. The Assembly does not currently develop or support unique software applications for either individual Assembly Members or for Party Support

staff and no requirement is apparent within the time-frame of this strategy. The supply of centrally funded and supported computer systems to support Members' Assembly business is currently limited to office automation, information dissemination and communications products.

### ***Provision to Secretariat***

34. The Assembly Secretariat undertake a wide variety of tasks in supporting the Members and the business of the Assembly. However the bulk of the work involves the creation, review and dissemination of documents and in fulfilling the various legal and business requirements of any organisation. A wide variety of business solutions are used to support that work and these are considered in the following sections.
35. However it is apparent that the IS Office serves 2 distinct sets of customers, often with differing perceptions of their requirements. The IS Strategy seeks to describe solutions that will satisfy the majority of needs with the least complicated solution. However where requirements differ then the requirements of the service to Members must take precedence.

### ***Selection***

36. There is a balance to be achieved between the provision of sophisticated information systems which ensure easy access by all users and the cost of providing all the facilities requested. The choice of the most appropriate method of implementing a new system to meet the business need will be considered using the processes below.
37. In the interest of manageability and efficiency the Assembly will aim for commercial "off the shelf" software solutions for common administrative functions such as HR, Finance and Office Productivity software, with IS staff acting in an "intelligent customer" role in the sourcing and customisation of third-party application systems. It will also explore the use of "Open Source Software", developed on a non commercial basis where appropriate, to meet Assembly requirements. Standard packages currently used and supported are detailed in the IT Strategy.
38. Where readily available packages are unable to deliver a suitable solution whether in standard form or with customisation, then consideration will be given to the use of bespoke systems. That selection decision will be part of the Business Case. Once the use of a bespoke system has been deemed necessary by the Project Sponsor and the Head of the IS Office, a further discussion on the appropriate provider will take into account the resources available.
39. The use of the private sector to develop bespoke Assembly systems is likely to be costly and expensive to maintain or amend as the Assembly's business needs change. In-house development and management of software does bring benefits from the Assembly staff's detailed understanding of internal business processes and organisational linkages.

However the downside is the need to resource a development team. As many of the bespoke systems identified so far are confined to the work of Legislatures, in-house development will therefore be the primary approach to the provision of such solutions. External support will be sought when resource or expertise needs so dictate.

40. Although the term “in-house development” has been used, the systems required and the approaches identified to deliver these will not be unique to the NI Assembly. There are opportunities to share programs, application development effort and business analysis with other public bodies, most likely the UK Legislatures. A suitable licensing model similar to that commonly used by Open Source Software developers for sharing of code without product liability has been developed by the NIA IS Office and will be used.

### ***Research and Development***

41. As technology continues to evolve and its use expands there is a need for the Assembly to explore the business benefits that may accrue. In such cases the IS Office, with its breadth of experience is best placed to coordinate such trials and assess the overall impact of the new technology. It will ensure that a suitable management structure, with formal controls, are in place to reduce the risk of any pilot system causing damage to Information or Information Systems that the Assembly relies on.
42. If a trial proves the worth of a particular approach then the formal acquisition or implementation of such technology will be undertaken as a separate business project. If the technology is not of benefit to the Assembly then the IS Office will ensure that the lessons from the trial are properly recorded and the project brought to an end.
43. Through this formal decision process to the selection and provision of Information Systems for the Assembly the IS Strategy will support the corporate objectives of supporting Assembly and Members’ needs through efficient use of publicly funded resources.

### **Information Systems required**

44. The Assembly’s first information systems were developed to suit the immediate business needs of the organisation at that time, when methods of working were still evolving, and small, discrete database systems offered the quickest, most flexible way of providing the required applications. Whilst these initial systems met the basic requirements the lack of integration caused duplication of effort and potential information inconsistency.
45. The business processes of the Assembly are now much better defined and the information systems required by the NI Assembly can be divided into 3 broad categories. Those are: Business Support Systems; Procedural

Support systems and Engagement Strategy Support. Provision of Information Systems to meet the needs of these areas can be directly linked to the “Revised Corporate Plan 2008/2011”. In particular the “effective and efficient service delivery” and “support of Members” through systems that deliver the required information in a “Flexible”, automated and secure manner.

### ***Business Support Systems***

46. These are the standard office tools such as email, file & print facilities, Internet access and document creation systems used by Members and Secretariat staff to create and manipulate. They also include those systems that support corporate functions such as:

- HR,
- Procurement,
- Financial management.

47. For the standard office automation (OA) tools the Assembly will use commercial packages such as Microsoft Office suite, which includes Microsoft Word and Microsoft Excel, as they continue to provide the range of features required by Members and Secretariat staff. The Assembly currently exploits the Government licensing agreements to manage the cost of such software. Alternatively for those needs which are low volume or not directly met by these agreements the IS Office will seek commercial solutions or use Open Source Software to supply these applications.

48. To protect Assembly information resources from both accidental and malicious damage, a variety of Information Assurance measures will be employed including a firewall system between the internal network and the internet connection, anti-virus software and security products along with internal information management procedures based on industry “best practice” standards. While all attempts will be made not to interfere in the execution of business there may be occasions when a compromise is required. A detailed discussion of the technologies employed can be found in the IT Strategy.

### **Implementation**

49. As the Assembly continues to evolve business support systems will reach natural review points. The current systems scheduled for review are listed in Appendix A along with resource needs. The underlying ICT infrastructure also requires constant review and updating to supply the modern services required by Members and Secretariat staff. Those due for replacement or upgrade are also listed in Appendix A.

## ***Procedural support systems***

50. These are the Information Systems that assist those undertaking the procedural work of the Assembly, whether in support of plenary session, the work of Committee meetings or production of official records. These involve the creation of material for discussion at meetings and recording decisions reached both in Plenary and Committee. Examples include:

- Production of the Official Record (Hansard),
- Management of the processing of legislation (Bill Template
- Management of Assembly Questions.

51. While the creation of the basic documents and the associated workflows have been achieved with standard OA packages, the unique needs of the legislature demand structured management of the procedural work. The IS Office has designed and constructed an Assembly Information Management System (AIMS). This is a central database to record, manage and disseminate the procedural information unique to the NI Assembly, based on the Canadian Parliament “Prism” system. This complements the approach taken in the Scottish Parliament to address similar issues.

52. The philosophy behind AIMS is:

- Data is recorded once, in a structured way and then extracted for re-use in different formats.
- Information is re-purposed quickly and easily to produce different outputs.
- That development is by staff from the Information Systems (IS) Office, working closely with other business areas to analyse requirements and develop business solutions.
- That AIMS will support production of material for both the intranet (AssISt) and the Assembly website.
- That AIMS is simple to use and is easily searchable.
- That it has a full audit trail of actions and can have different levels of access and security applied as appropriate.

53. The development of the AIMS system is central to the exploitation of the procedural and legislative information generated by the operation of the Assembly. The electronic distribution of composite material leads to a reduction in duplicated effort and high quality output. AIMS will conform to the principles of the Information Management Strategy, and in particular Information Security will be an integral element of the design.

54. Whilst AIMS will initially concentrate on the support of procedural Assembly business, consideration will be given to integration with corporate business systems. These are in the main large, complex

applications provided by third-party suppliers (such as HR and finance systems). The intention is, where possible, to rationalise information creation and use between these systems and AIMS.

55. The engagement Directorate has undertaken an update of the Assembly website which includes the introduction of a Content Management System (CMS) to manage information intended for display and distribution via the Assembly website ([www.niassembly.gov.uk](http://www.niassembly.gov.uk)) and intranet site (AsslSt) This complements the work on AIMS, standardising the production process and document styles. The CMS specification incorporates the information management philosophy developed during the creation of AIMS.
56. The changes brought about by the CMS will have an impact across all the Directorates. The AIMS system will automate the production of a large portion of procedural material but a significant amount will still be created by Secretariat staff. One of the factors in the success of this project will be the alignment of document standards under an Information Management Strategy and adoption of Corporate Document standards.

## **Implementation**

57. The development of AIMS has been taken forward as a phased programme. The first stage involved combining the Plenary procedural support systems with information relating to Assembly Members and Plenary Business. This resulted in the automation of work carried out by the Business Office in the preparation of Plenary business material and the management of information such as returns to Assembly Written Questions. This phased approach to AIMS development allows flexibility for other work to be undertaken if business priorities change.
58. Following a business decision by the Clerking Directorate the Office of the Official Report (Hansard) has been selected as the next business area to be tackled, replacing the obsolete audio cassette based workflow system with a Digital Audio Recording system and a workflow system to capture the Official Report into the procedural database. The development of the solution is expected to take up to two years to complete. Current work on this system has resulted in a significant opportunity for collaboration with the Scottish Parliament IS function.
59. Once the Hansard system is completed attention will turn to the other section of the Clerking Directorate, the work of the Committee Office. Work in this area is predicted to take a further 2 years. A more detailed timetable is available in Appendix B
60. The work on the CMS solution is being led by the Engagement Directorate as a strand of the Website Development project. IS Office staff are engaged in providing Project Board support, technical advice and assistance in the preparation of the functional specification for suppliers.

## ***Engagement Support***

61. The Engagement Directorate are tasked with providing information on the work of the Assembly, improving interest in, and understanding of, the work of the NI Assembly by the general public and special interest groups. The general public have an expectation of ready access to information following the introduction of the Freedom of Information Act and the widespread adoption of the internet as an information source. The Engagement Directorate have a requirement for distinct solutions to assist in this meeting these demands.

62. There are several areas to be tackled, including;

- Support for the review and renewal of the NI Assembly websites,
- Identification of tools to improve the dissemination of Assembly created information to the public,
- Identification of and support, for tools which improve interaction with the public
- Support for systems to enhance all visitor experience
- Development of new Corporate standards for documentation and publications
- Assistance to Media and other privileged visitors

63. This work program is directed by the Engagement Strategy which has several ambitious targets and relies heavily on technology support. The correct use of suitable Information Systems is critical to the success of the Strategy and the delivery of suitable services to the many, disparate customers of the Directorate.

64. The “Research and Development” approach discussed earlier is applicable to several of the Engagement projects. Other projects will fall under the normal project planning regime used throughout the Assembly to ensure efficient and effective use of scarce resources.

## **Implementation**

65. The Engagement Directorate are involved in a number of public facing projects that may either enhance or denigrate the public perception of the Assembly, both in the short and medium term and these are detailed in Appendix A.

## ***Ad Hoc systems***

66. Although the majority of work undertaken can be categorised under the 3 headings there will still exist some requests of an ad hoc nature and a need to respond to unplanned events.

67. In such cases, and where business needs demand, the IS Office will provide discrete solutions which might not initially be consistent with the overall Strategy but meet a specific need. If these projects are sufficiently large or disruptive there will be;

- An impact the work of the Application Development team;
- An impact and the AIMS development program.
- An impact on the Infrastructure Support team

68. In order to reduce the amount of nugatory work it is paramount that interfaces from these systems to AIMS be developed and future-proofed for eventual incorporation of the data collected into the AIMS system. Such systems will also interact with portions of the Enterprise Systems such as the network and centrally stored information. Adherence to the IS Strategy will ensure that such systems are delivered in the most effective manner.

## **Implementation of Strategy**

69. The successful implementation of the IS Strategy over the next 3 to 4 years is dependant on the nature and complexity of the systems adopted by the Assembly. As the Assembly has matured the importance of an integrated environment has come to the fore. The current project list, in Appendix A, is based on the priorities agreed by SMG, the plan for the delivery of AIMS modules, planned replacement work and those new systems planned for. For those projects undertaken, progress will be monitored on an ongoing basis, reporting via Corporate and Business plans.

## **Risks**

### ***Resourcing***

70. The implementation of the IS Strategy seeks to improve Assembly business processes. IS Office staff will bring value to the development of new applications through their analysis skills and experience in the use of technologies in other situations. However, it is the sponsoring business areas which will be responsible for the eventual day-to-day operation of any systems and as such they must be committed to the ownership of the work involved and be prepared to assign any resources required to enable the business change. The most successful development projects involve close working between business and application development staff. Without this involvement programmes such as AIMS will fail to deliver benefits.

### ***Lack of early involvement***



71. The demands for quick trials and for fast procurement and implementation can place undue pressure on the limited resources available throughout the Assembly. Therefore early involvement of the IS office is essential, to identify the potential complexity of the project, select a sourcing strategy and assist in developing the business justifications and project documentation. If demand exceeds the resources available then a prioritised list will be agreed with SMG and reviewed on a 6 monthly basis. Failure to use such a mechanism risks causing disruption to strategic projects.

### ***Use of Standards***

72. Although the majority of ICT systems which create, manage and store Assembly information are specified, managed and controlled by the IS Office there are others which, for operational reasons, do not fall within the day to day remit of the IS Office but which must interface with other systems and be supported by the IS Office. To avoid costly, time consuming customisation and post implementation change requests it is important that the standards developed for the Assembly by the IS Office are adhered to when these systems are proposed and specified: ensuring a consistent Information Architecture across the Assembly. The IS Office, in conjunction with the Information Standards Officer are best placed to manage the review of the compatibility of such systems.

### ***Aims Governance***

73. The importance of the AIMS system to the recording of both current and historical information should not be underestimated and any failure to strategically manage the work program will have long lasting consequences for long term Information Management. The IS Office may not always have full view of the strategic planning process and the priorities of the work of the Assembly. To ensure that the Assembly fully achieves the value of its investment in application development resources, there is a need for a Program Board to manage the overall development of AIMS, prioritising development requests as business requirements emerge, in line with their strategic importance.

## **Appendices**

## **Appendix A**

### **Information Systems required**

Project	Sponsoring Office		Priority H/M/L	Indicative Cost £ 000's
Information Assurance Policies and Strategies	SIRO SMG	To put in place mechanisms, procedures and technical solutions to improve information security	H	30
Business Continuity project	Facilities/ SMG	To deliver a business continuity plan and facilities for the Assembly	M	100
Hansard workflow and Digital Audio Recording – AIMS Phase II	Clerking and Reporting	To provide a replacement workflow system for the production of the Official Report, including a new digital recording system.	H	200 for whole system
Bill Template replacement project	Clerking and Reporting	Provision of a replacement system to manage the preparation and production of Legislative Bills	H	300
Website replacement project, including Web Design project Content Management System Website hosting	Engagement	To provide an enhanced Assembly website to meet the aims of the Engagement Strategy and business requirements.	H	300 for whole system
To provide an Internet connection independent of the current NICS link.	Resources	To provide an enhanced connection to the Internet	H	40
TV Signal Distribution project	Resources IS Office	To provide a TV Signal distribution system to replace the previous failing system.	H	160
SQL replication project	Resources IS Office	To provide suitable infrastructure supporting the emerging database systems being installed within the Assembly	H	Part of virtualisation
Replace Firewall with resilient Clustered solution	Resources IS Office	To enhance the security of the Internet connection. Replacement of older hardware	H	30

Project	Sponsoring Office		Priority H/M/L	Indicative Cost £ 000's
Windows 7 and Office 2007 Upgrade	Resources IS Office	To update the PC software to later versions to remain up to date	H	30
Adoption of Server Virtualisation technology and provision of enhanced storage	Resources IS Office	To replace the aging IT Server hardware with an up to date business solution through the use of Virtualisation technology. To improve on the current obsolete data storage solution through the provision of a Storage Area Network (SAN)	H	200 (will be influenced by Business Continuity solution)
Implementation of a Security Management System	Facilities	To procure and install a computer based security control system managing CCTV, Alarms and security incidents through a single integrated system.	H	500 for whole project IT is around 60
Democracy Live links	Engagement	To enhance access by external broadcasters to material produced by the Assembly broadcast unit, including archive material and data supporting Plenary	M	10
IS Security updates	Resources	To enhance the security controls managing access to ICT system and information held on them.	M	IS budget for updates
Fixed Asset Management System	Resources	To enhance the management of Fixed assets through the introduction of a centralised database recording details of fixed assets and inventory held by offices throughout the Assembly	M	40
e-Procurement systems	Resources	To better manage the procurement process throughout the Assembly and improve compliance with EU Directives.  e-Sourcing & e-Tendering solutions involved	M	20 eTender 20 eSource
Gifts and Hospitality register	Resources	To record and report on any Gifts or Hospitality given or received by Officials of the Assembly.	L	5
Replacement HR system	Resources	To replace the existing HR system with a one better able to meet the requirements of the Assembly	L	40

Project	Sponsoring Office		Priority H/M/L	Indicative Cost £ 000's
Facilities Management software	Facilities	To provide a system to oversee the Facilities Management requirements of the Assembly including asset management, space allocation, PPM of equipment	L	10
Corporate Document Standards	Engagement	To ensure that all official documents produced adhere to official standards through provision of document templates and AIMS templates	L	20
Exhibition of Assembly work	Engagement	To provide an interactive display of Assembly information with a focus on the history of the Assembly and information on Members and Constituencies.	L	50
AIMS modules to manage Committee work	Clerking and Reporting	To replace the existing stand alone Committee database with AIMS modules.	L	Cost of IS time
Records management	Compliance Unit	To manage the storage of Assembly official records and documents in a structured fashion.	L	40

## Appendix B AIMS Development timetable

ID	Task Name	Start	Finish	2006		2007		2008		2009		2010		2011		2012	
				1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half
				H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2
1	PROGRAMME START	Mon 02/10/06	Mon 02/10/06														
2	Phase 1 - Members' Information	Mon 02/10/06	Wed 31/01/07														
3	Phase 1 review	Thu 01/02/07	Wed 28/02/07														
4	Phase 2 - Plenary business	Tue 01/05/07	Wed 30/04/08														
5	Phase 2 review	Thu 01/05/08	Wed 28/05/08														
6	Phase 3 - Assembly questions	Thu 01/05/08	Mon 12/01/09														
7	Phase 3 review	Tue 13/01/09	Fri 30/01/09														
8	Phase 4 - Official Report workflow	Wed 01/07/09	Fri 31/12/10														
9	Phase 4 review	Mon 03/01/11	Mon 03/01/11														
10	Phase 5 - Official Report digital audio	Fri 01/01/10	Wed 01/09/10														
11	Phase 5 review	Thu 02/09/10	Fri 01/10/10														
12	Phase 6 - Hansard based committee informat	Mon 01/02/10	Fri 30/04/10														
13	Phase 6 review	Mon 03/05/10	Wed 02/06/10														
14	Phase 7 - Content Indexing	Mon 01/02/10	Wed 01/09/10														
15	Phase 8 - Additional Committee information	Tue 01/02/11	Mon 31/10/11														
16	Phase 8 review	Tue 01/11/11	Wed 30/11/11														
17	PROGRAMME END	Fri 29/06/12	Fri 29/06/12														