

**MINUTES**  
**Independent Scheme Assurance Panel (ISAP)**  
**Monday 6 July, 2009**

<b>Chairperson:</b>	Alan Hughes	ISAP Member		AH
<b>Members:</b>	John Clarke	ISAP Member		JC
	Malcolm Mitchell	ISAP Member		MM
	Peter Simpson	ISAP Member		PS
	Fergie Williams	ISAP Member		FW
<b>Attendees:</b>	Bob Assirati	Mission Critical Director	OGC	BA
	Vince Gaskell	Executive Director, New Service Implementation	IPS	VG
	Isabel Hunt	Executive Director, Communications and Marketing	IPS	IH
	Deborah Chittenden	Integration Director	IPS	DC
	Dave Anderson	NIS Commercial Director		DA
<b>Secretariat:</b>	Xxxxx XXXXXX	Secretariat Officer	IPS	XX
<b>Circulation of Minutes:</b>	Members of Scheme Management Board			
<b>Apologies</b>	Fergie Williams Bill Crothers XXXXX XXXXXXXX			

**Meeting Minutes**

Agenda Item No.	Agenda Item comments	Presenter
1.	<p><b><u>June 09 Minutes</u></b></p> <p>The minutes from the June ISAP meeting were approved. There were no new conflicts of interest. MM continues to be employed by BAA.</p>	AH
2.	<p><b><u>SMB Report</u></b></p> <p>The last SMB meeting was held on 25 June 2009. AH noted :</p> <ol style="list-style-type: none"> <li>1. There is an inherent incompatibility in programme delivery, illustrated by the different suppliers' designs. It is good that this was discussed, however, to what degree it is being addressed is unclear.</li> <li>2. ID cards under CWIC have now been made voluntary.</li> </ol> <p>AH informed ISAP of comments on the 2008 ISAP Annual Report from Peter Hawkes of BAG. One of the observations was that IPS should be relying on published and emerging standards from BSI/ISO rather than developing their own. DC advised that IPS is working with BCS (British Computer Society) to develop standards that are pertinent to specific data.</p> <p>In response to the ISAP recommendations of June 2009 on Scheme assurance, AH had briefed James Hall and will also brief the MPRG at HMT. DC advised that James has asked her to consider Scheme-wide assurance.</p> <p><b>ACTION 01</b> : DC to provide ISAP with more information on this at a later date.</p>	AH
3.	<p><b><u>NIS Implementation Plans</u></b></p> <p><b>3.1 Presentation</b></p> <p>The group heard a presentation from VG on NIS' implementation plans. VG is the newly appointed Executive Director of New Service Implementation.</p> <p>VG outlined the Home Secretary's announcement on 1 July that the 2009-10 launch of ID cards will be voluntary but, if possible, larger, and free to citizens over age 75.</p> <p>VG then outlined CWIC and Early Interest's activities and plans over the next few weeks in light of the Home Secretary's announcement.</p> <p>VG advised ISAP that he was confident on the estates work and capability for the end of CWIC and Early Interest, but less confident of the delivery of the software in time for the planned launch.</p>	VG/DC

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	<p><b>3.2 Discussion</b></p> <p>ISAP commended VG's role and the clarity of his approach.</p>	
4.	<p><b><u>NIS Commercial Plans</u></b></p> <p><b>4.1 Presentation</b></p> <p>DA provided ISAP with an update on the procurements in progress, namely that of CWIC, A&amp;E, NBIS and PDP. The CWIC contract has been awarded to Thales, The A&amp;E contract has been awarded to CSC, the NBIS contract has been awarded to IBM and the PDP contract has been awarded to De La Rue.</p> <p>DA did not cover the biographical database contract that will be with DWP.</p> <p>Following contract award, the Commercial Team is engaging in a number of contract management activities including:</p> <ul style="list-style-type: none"> <li>• Behavioural monitoring tools and processes;</li> <li>• Monthly Supplier Relationship Reviews;</li> <li>• Quarterly Executive Relationship Forums; and</li> <li>• Scorecard reporting on quality, time, cost and behaviours.</li> </ul> <p>The new PDP contract with De La Rue was signed on 2 July 2009 will replace the current production contract with 3M SPSL from October 2010, to 2020. DA advised that 3M has queried the decision not to award the contract to their company and the Commercial Team has engaged in a detailed debrief of the outcome of the procurement process.</p> <p>Mobilisation for A&amp;E is due for completion on 16 July 2009 and is on plan. Mobilisation has included the setting up of internal processes, the development of a Programme Charter and a Risks and Issues Log. Challenges have included the usage of 2 different IT systems between IPS and the CSC. A complete IPS admin IT network will be installed at CSC's site by 28 July 2009. The dialogue between IPS and CSC is good. Overall the teams have been able to mobilise effectively.</p> <p>The mobilisation checkpoint for NBIS is 31 July 2009 and the activities completed include the provision of space, a secure network and security clearance for the Supplier at Allington Towers. IBM have taken a professional but narrow view of the contract terms, with a 1 month delay being documented already.</p> <p>The CWIC project is entering a period of testing before deployment. CWIC has three main technical components: 1. Core Application Processing and Biometric Database (Thales), Public Key Encryption to secure the ID on the card (nCIPHER) and card production facilities to make and personalise the card (3M SPSL).</p> <p>Thales has just started the User Acceptance Tests for the core system. This is later than planned owing to difficulties in building a stable test environment. The test phase is being replanned to include greater parallelism. However, there are concerns over the go-live date of 5 October 2009. DA advised that Thales are aware that they are expected to go-live on 5 October 2009 to avoid</p>	DA

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	<p>triggering contract penalties.</p> <p>nCipher is progressing to an agreed plan to deliver PKISS. Thales bought nCipher in August 2008.</p> <p>3M SPSL has assured the design of the ID card for CWIC.</p> <p>The Commercial Team is carrying out Supplier Relationship Management (SRM) which is focused on bringing to life principles set out in the partnering manual.</p> <p>There are various forums which govern SRM and in which IPS engages with the Suppliers. These forums are the NIS Partner Management Board, the Framework Management Board, the Supplier Relationship Forum and the Executive Supplier Forum. DA took ISAP through the SRM governance structure, reporting functionality and tools for behavioural monitoring work on a quarterly cycle. Behaviours will be measured on a monthly basis against nine business principles: transparency, predictability, delivering Scheme goals, being responsive to change, prioritising value over cost, co-operation and industry best practice. The first behavioural monitoring process with CSC and IBM was run in June 2009. DA advised that they have looked at areas for improvement and will conduct the process again next month.</p> <p><b>4.2 Discussion</b></p> <p>ISAP noted that the strict, contractual approach taken by IBM may make IPS vulnerable if it finds the need to request late changes.</p> <p>ISAP noted that both the A&amp;E and the PDP contracts are cheaper than the present suppliers to IPS.</p> <p>ISAP discussed IPS' relationship with Thales. ISAP had highlighted previously that there is a need to include in Suppliers' contracts that they have to provide IPS with information at points throughout the implementation process.</p> <p>ISAP queried the Commercial Team's level of confidence on PKISS and was advised that the level of confidence on getting an agreement on PKISS is good.</p> <p>ISAP noted that the behavioural monitoring process has a good structure and is thorough. Integration risks and business change are the two key areas to focus on.</p> <p><b>4.3 ISAP recommended:</b></p> <ol style="list-style-type: none"> <li>Suppliers' contracts should stress the obligation to provide progress updates and information to IPS at set points throughout the implementation process.</li> <li>IPS' relationship management strategy should not be one-sided and should let Suppliers have a chance to give IPS feedback and to talk about future opportunities. IPS should reposition their stance at SRM forums to stress a message of mutual benefit and seek other opportunities. A partnership, not adversarial, style is two way.</li> <li>The supply by DWP of the biographical database should be subject to similar SRM practices and structures to monitor and synchronise progress.</li> </ol>	

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5.	<p><b><u>Managing Implementation Risks – ISAP Discussion</u></b></p> <p>AH invited ISAP to consider whether IPS is doing everything it can to minimise risks.</p> <p><b>5.1 Discussion</b></p> <p>ISAP noted that there has been a disproportionate amount of attention on CWIC and that the Manchester CWIC roll-out will not be a true trial as it will use temporary systems and process resources.</p> <p>ISAP noted that given the information received so far, it would make sense for CWIC to be simplified into one place, i.e. only in Manchester.</p> <p>ISAP expressed concern at how integration with other government departments will be managed, e.g. DWP as a supplier.</p> <p>ISAP noted that they have seen no evidence on communications on ID services and there is a real need to do this so that the ID card is recognisable. Operationally, a lot of joined up work needs to happen. ISAP observed that the way to minimise the operational problem is to descope.</p> <p>To ensure a successful launch ISAP agreed that it is advisable to have a soft launch, perhaps internally, before it is absolute certain that things will work as they should. The full-scale launch can follow afterwards. All acceptance factors should be confirmed to be in place.</p> <p>From a PR point of view, it is important that exception handling is thoroughly developed and is in place during the launch. Staff should be clear on any problems and what to do when they occur.</p> <p><b>5.2 ISAP recommended:</b></p> <ol style="list-style-type: none"> <li>1. Descope wherever possible to minimise operational problems.</li> <li>2. Carry out a soft launch to ensure everything works as it should before carrying out a big media launch.</li> <li>3. Have a contingency plan in place.</li> <li>4. Place conspicuous, knowledgeable floor walkers at offices on launch day to make sure consumers know who to go to for help.</li> <li>5. Assign specialised staff to the helpdesks, with power to act, not just record and pass messages.</li> <li>6. Use positive examples internally and possibly externally to develop understanding.</li> <li>7. Establish a clear and effective feedback data capture system to ensure that user experience is used to improve operational design, particularly the future operating model for the 2012 launch.</li> <li>8. Establish an effective failure handling system.</li> <li>9. Do not finalise design of the strategic systems solutions without detailed feedback from this launch, to prove that components can integrate seamlessly in practice.</li> </ol> <p><b>ACTION 02 :</b> XX to arrange with IH for members of ISAP to receive an</p>	AH

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	<p>invitation to go on the staff trial.</p> <p><b>ACTION 03</b> : XX to send link for registering interest to ISAP.</p>	
6.	<p><b><u>ID Cards and Communications Plans</u></b></p> <p><b>6.1 Presentation</b></p> <p>IH gave ISAP an update on the overall public information communication strategy and plans for autumn 2009. A separate update on ID services will be given by her team in August.</p> <p>She outlined the challenges and barriers her team will face in delivering stakeholder support, building an aware and informed business community and generating consumer demand ; namely hostile media environment, political uncertainty, business and consumer ambivalence and poor understanding.</p> <p>The Passport Service enjoys strong consumer trust and there is consumer support for ID cards (tracked to around 60%).</p> <p>IH took ISAP through the different integrated communications for the different target audiences. Progress to date :</p> <ul style="list-style-type: none"> <li>• The early interest website on Directgov was launched in May 2009, capturing the details of potential early adopters ;</li> <li>• The NIS stakeholder newsletter has been launched and will be published monthly with ad-hoc newsletters going out following any significant announcements ;</li> <li>• The IPS corporate site has been overhauled with updated identity information and links to the Directgov site and database ;</li> <li>• The 2009 Delivery Report was published in March 2009 ;</li> <li>• Manchester has been announced as the first public location ;</li> <li>• The IPS public seminar programme is underway ;</li> <li>• A programme of stakeholder exhibitions and conferences has been organised ;</li> <li>• The Home Secretary's "further and faster" announcement detailing plans to roll out to the North West, make the service entirely voluntary and provide free cards to over 75s.</li> </ul> <p>The communications team's strategies are :</p> <ul style="list-style-type: none"> <li>• Engagement with traditional media and online resources to create a more positive background noise for the launch of ID cards against which the Manchester campaign can be run. This includes carrying out active rebuttal to negative stories in the press ;</li> <li>• Build awareness that the ID card is here ;</li> <li>• Persuade consumers that the ID card can help save them time and hassle in verifying their identity ;</li> <li>• Identify primary business and consumer usage locations in Manchester ;</li> <li>• Activate reasons to join and accelerate uptake in these potential high usage locations by informing local businesses and consumers.</li> </ul> <p>The Public Information Campaign communication is to provide consumers and businesses with information about what ID cards will do for them, and how they</p>	IH

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	<p>will help them in everyday life. She set out the campaign target markets and the various types of communications that her team intends to use.</p> <p>The creative approach of the campaign will be to bring personality and warmth to the brand using a range of fingerprint characters that have been developed to illustrate different benefits. These characters will be used in conjunction with the ID Smart logo across all communication materials to integrate the campaign and to optimise impact. IH confirmed that the positioning and the use of the character has been fully endorsed by consumer research.</p> <p><b>6.2 ISAP recommended :</b></p> <ol style="list-style-type: none"> <li>1. Care should be taken in the use of the fingerprint characters in terms of what the characters say about the consumer. The existing fingerprint characters also do not relate to over 75s.</li> <li>2. The over 75s may need to be given some benefits to adopt the ID cards.</li> <li>3. Carry out a soft launch rather than starting off with a big campaign before it is absolutely certain that things will operate and go as planned.</li> <li>4. The message for airside workers should be the same as that for general consumers. Operations should be simplified to make it one big project rather than separate ones.</li> <li>5. "Confidence" should perhaps be the essence of the communication and if so, it should be resonant in all the media and creative tools used. The first person used should be "my identity", not the heavier-handed "your identity".</li> </ol>	
7.	<p><b><u>AOB</u></b></p> <p>None.</p>	AH

#### **Details of Next meeting :**

Date:	Location:	Room:	Time:
04/08/2009	Allington Towers	1.1	10.30 – 16.00

#### **Version control**

Version No.	Date	Reason for Change	Author	Approved for Distribution by
0.01	07/06/09	Initial draft	XX	-----
1.00	15/07/09	Final version	XX	AH