Identity and Passport Service

MINUTES
Independent Scheme Assurance Panel (ISAP)
Monday 28th April 2008, 12.00- 15.30

Chairperson:	Alan Hughes	ISAP Member		AH
Members:	Fergie Williams	ISAP Member		FW
	Peter Simpson	ISAP Member		PS
	Malcolm Mitchell	ISAP Member		MM
	John Clarke	ISAP Member		JC
Attendees:	Bill Crothers	Executive Director	IPS	BC1
	Kevin Walsh	Partner	Deloittes	KW
	Andrew White	Associate Partner	Deloittes	AW
	Xxxxx Xxxxxxx	Design Authority Team	IPS	XX
	Bob Assirati	Mission Critical Director	OGC	BA
Secretariat:	Xxxxx Xxxxxx	Programme Support Manager	IPS	XX
	Xxxxxx Xxxxxx	Programme Support Officer	IPS	XX
Apologies	Brian Collins	ISAP Member		BC
Circulation of Minutes:	Members and Attendees Biometrics Assurance Group Scheme Management Board			

Agenda Item Comments

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1.	**March's ISAP Minutes, SMB and OGC Review papers** The minutes from the last meeting were approved. AH gave an update. The NIS is subject to a Treasury Major Project Review Group (MPRG) review, due to report in June. This looks at value for money, affordability and deliverability. AH has volunteered for ISAP members to be approached. He also advised that a cross government Ministerial I.D. Card Working Group has been set up to be chaired by the Home Secretary, which will look at ID Cards benefits realisation. AH also extended an invite to the ISAP members to attend future SMB meetings. AH stated that ISAP had been requested to undertake a review into the Application and Enrolment project (A&E) to which JC responded that he was	AH

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	happy to lead on once the NBIS procurement review had been completed. **Action point 1 : XX to email all future SMB dates to ISAP members** **Action point 2 : XX to advise AH and JC of A&E Programme Director contact details** **Action point 3 : AH to ask James Hall for the MPRG report to be copied to ISAP members.**	
2.	**<u>NBIS – ISAP Review Feedback – Interim Update</u>** FW reported on the NBIS review undertaken by himself and John Clarke. The objective of the review is to assess the readiness of the project to proceed, risk management and reasonableness of estimates. The NBIS team would welcome ISAP's views before May 15 when the case will be presented to the Investment Board. FW stated that the focus of the review had been on areas he thought were high risk. **Functional Requirements** NBIS is to store biometric data and record various update, read and management transactions. The functional requirements are clear and there is substantial experience of operating such services. Prudently the team have assumed every transaction will be logged to meet whatever future data governance demands may be placed on IPS. FW advised they considered this to be low risk. **Non-functional Requirements** Access controls: have not been reviewed yet but previous documents were comprehensive. Reliability (i.e. the level of false-positive, and false negative responses): The requirements are not yet defined and the view of the NBIS team is that they will evolve to balance need, performance and cost. BA stated that it is important to understand the standards to be expected. FW advised that if there was a target defined he would consider this a greater risk as the technology and its application are still improving. Volumes: NBIS will ultimately exceed the scale of existing services but not for many years, by which time the technology and experience will have moved on. Response times: A 10 second response time for a search of one to many has been set, which IAFS and the US Visit programme achieve. Nonetheless the NBIS project team are challenging the business processes to ensure requirements are reasonable. BA advised that the question should be put to potential users if this is adequate and not to assume the requirement. BC1 asked the Deloittes attendees to check this.	FW/JC

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	Resilience: It is too early to review in depth but the team are assuming a three datacentre configuration; two live, one hot standby. JC asked that synchronisation, data contamination and integrity be given specific attention with such a configuration.	
	Overall, FW and JC considered the approach being taken to be correct and appropriate to minimise risk.	
	Operating Costs	
	IAFS and US Visit programme costs have been extrapolated to provide cost estimates. No economies of scale have been assumed. An initial estimate of capital requirements for hardware has been made but it appears superficial, without the capacity to provide resilience and the test and development requirements of a large scale shared service. FW advised that there is a sensitivity between volume and costs relationship which needs to be looked at.	
	Build Costs and Timescales	
	Initial estimates were low and the NBIS team were concerned that they were too optimistic. A more pessimistic estimate is being prepared and three of the potential suppliers were asked to provide initial estimates. Timescales to build and test look reasonable and in line with US Visit experience. FW stated that hardware assumptions do look optimistic to him, with development, building costs and timescales being too low. BC1 confirmed that this was one of the reasons he asked for the review.	
	Governance	
	NBIS will be a shared service which brings with it the risk of managing multiple users, conflicting priorities and change requests. In addition the programme approval mechanism is a long and winding road. The team are factoring the risks into their plan but clearly it will need constant and cross government championing. FW advised that the biggest risk is getting agreement for the plan and dates and then adhering to it.	
	The Panel agreed with this review and expressed a concern that the good momentum to build this infrastructure should be matched with plans for it's use in practice, benefit realisation and the detailed user requirements for this.	
	Action point 4 : XXto check with Xxxxx Xxxxxxxx regarding the attendance of FW and JC at the SMB meeting on 19th May	
	Action point 5 : FW's notes and this minute to be copied to Bill Crothers for the NBIS team.	
3.	**Systems Integration & Architecture** A presentation was given on the Scheme Architecture – Proposed Approach by KW and AW (Deloittes). (Slide presentation appendix i) It commenced with the objectives of : • A single scheme wide architecture	BC1/ KW/AW

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	• Confidence in the end to end solution • Consistent communications KW and AW advised the panel that from next month the focus will be on how everything fits together. AH asked how 'Common Shared Understanding' would be communicated and asked how embedding of knowledge with operational staff and managers was going to happen ? BC1 stated that 3 factors were involved : Timing ; Delivery Imperative and Settled Management Team with validation being up and down and communication sent out to management level. MM suggested there should be clarity between the Plan and its delivery. He asked what the drops of delivery were and if delivery could go at different speeds. BC1 advised that A&E had delivery drops for software, he also referred to the Management Reference Guide. BC1 advised that IPS had a good definition of a 'Programme' but it doesn't have is a good enough definition of releases. This will be baselined on 19th May for CWIC (Critical Workers Identity Card) Scheme. BC1 gave an overview of NIS milestones • The Panel suggested there should be a map of functional releases by time and by programme with clarity of interdependencies, gaps and overlaps. • The Panel stressed this map should be well understood by everyone working on parts of the NIS and that knowledge transfer from those developing the Plans to those responsible for delivery was critical • The Panel suggested there should be clarity of alignment between the map and the Marketing and Communication plans. • The panel advised that the concept of level 0 and level 1 milestones needs to be shared with other stakeholders. The panel recommended that the milestones are structured and aligned to levels of authority, accountability and significance. It was acknowledged that shared understanding and communication across the whole programme needs to be improved. The Panel noted that the Gateway Review 0 was positve but expressed concerns about the status of the development of CWIC. BC1 advised that CWIC was 'Red' but the scheme as a whole was 'Amber' which has significantly improved. The panel advised that the area still missing was strong communication. BC1 mentioned an NAO/OGC paper on 'Common Causes of Failure' (see link below) that reinforced this point. http://www.ogc.gov.uk/documents/Project_Failure.pdf (appendices ii) **Action Point 6: BC1 advised that he had found the meeting very useful and would like to attend future ISAP meetings XX to speak to his PA regarding his availability, and provide date of future ISAP meetings.**	

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4.	**ISAP 2007 Annual Report – follow ups** XX advised that the ISAP 2007 Annual Report has incorporated the Ministers comments and is expected to be publised on 8th May along with the Cost Report and Lessons Learned. A draft response was circulated. **Action Point 7 : ISAP members to review the response for the May ISAP meeting.**	XX
5.	**NIS/SMB Reporting update** MM updated the Panel on his review. He recommended improvements for all reporting and not having reports specially manufactured or edited for ISAP. MM felt current reports were more of a retrospective summary of activity than a track of progress against plans and milestones. He suggested the Programme should review progress against all milestones and decision dates quarterly with monthly reports on each element. He also suggested that reporting tracked changes in the eternal environment such as political imperatives, public confidence and concerns, etc. The Panel agreed and asked that MM offer assitance with an update from the Programme in June. **Action Point 8 : XX to invite Xxxxx Xxxxx to next ISAP meeting (6th June 08) to update the Panel on reporting matters.**	MM
6.	**Communications and Benefits – update** PS updated the Panel on his conversations with Programme. He considered 6th March was a positive date for the National Identity Scheme with the message relatively well received. He advised the panel that Isabel Hunt had started with IPS taking over the reins from Andrew Dent as Executive Director for Business Development and Marketing Directorate. PS stated that the key question to be addressed was 'How do you manage the communications to the people that are going to be affected ?'. PS stated that the sussess of CWIC is hugely important as part of this perception. He advised that expectations need to be set. He told the panel that the Communications Group is planning a series of communications to all stakeholders throughout the year which will build on the plans of March 6. The Panel agreed that communications must ensure that the benefits of the card to its holder, were clear and well defined. A positive scheme for the youth market needed to be defined to enable people to say they want one. There is a need to state appealing benefits and to communicate these.	PS

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	Action Point 9 : XX to issue to ISAP members details of James Hall's direct reports (Management Team – organisational chart) **Action Point 10 : PC and AH to meet Isabel Hunt**	
7.	**AOB** All confirmed attendance for Dinner on19th May. Duncan Hine has identified the need for expert panel assurance on Information Security and Counter Fraud. **Action Point 11: XX to issue ISAP Agenda for 6th June for basis of discussion over dinner with James Hall and Bill Crothers**	AH

Details of Next meetings :

Date:	Location:	Focus:	Time:
06/06/2008	Allington Towers	TBC	10.00 – 15.00
11/08/2008	Allington Towers	TBC	10.00 – 15.00
03/10/2008	Allington Towers	TBC	10.00 – 15.00
05/12/2008	Allington Towers	TBC	10.00 – 15.00

Version control

Version No.	Date	Reason for Change	Author	Approved for Distribution by
0.01	30.04.2008	Initial draft	XX	-------------------
0.02	01.05.2008	Amendments	XX	-------------------
1.00	12.05.2008		AH	AH

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