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10 DOWNING STREET

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PART

CLOSED

From : D R W Horsburgh
Date : 8 November 1994

Mr Bullen

cc: Mr Allan
Miss Wilkinson
Mrs Richards
Mr Haslam
Mr Rees

TRAVELLING EQUIPMENT

Thank you for the chance to see the tempest protected laptop and printers it was most informative. I have spoken with Janice Richards and we are agreed that a minimum of three laptops and three printers would be required. However before committing it will be necessary to trial the machinery, a period of two weeks would be the absolute minimum.

We also need to consider the requirements of other No 10 staff travelling with the PM, in particular the Press Office and Policy Unit. The Press Office currently have one laptop and a printer. Policy Unit, Mrs Hogg, has one laptop. Staff using these machines will produce some classified work. Is it your understanding that their requirements would be covered by your budget?

It is our hope here that we can use some of these proposed machines to contact the No 10 network via secure communications links. Thereby allowing staff to receive/send electronic mail, search No 10 databases and edit documents directly located on the network. This is also the goal for the standalone machines at the remote sites in the UK. Can we meet to discuss progressing this.

On a more general note I feel it would be useful if we could set up regular meetings, once a quarter, to exchange information on progress of the IT and telecommunications systems in No 10. I feel that this would be beneficial for all concerned.

GR 1F

RESTRICTED - POLICY

MR DIBBLE

FROM: M B GLADWYN
DATE: 21 OCTOBER 1994

cc: PS/PS
PS/Mr Mottram
Mr Allan
Mr Whetnall
Ms Turton
Mr Hunt
Mr Horsburgh

INFORMATION SUPERHIGHWAYS - No 10 INTEREST

Yesterday afternoon, Alex Allan held a brief meeting to discuss possible uses of the 'Superhighway'. Andrew Whetnall, Jeannie Turton and Donald Horsburgh were present.

2. Two strands emerged from the discussion:

(i) the use of electronic mail in departments is widespread, but fragmented; and

(ii) there may be a need to emulate the US use of the 'World Wide Web' to provide public information from No 10.

3. The second can easily be accomplished. The first is more difficult, but probably more valuable in the long term. No 10 and the Treasury are making satisfactory progress towards the establishment of a secure X.400 based mail service, and services of this type could in principle be widely used, where there is a need.

RESTRICTED - POLICY

4. Allan's interest is wider than this, however, and technically easier to achieve. He believes that a simple mail system for routine traffic could quickly yield efficiency benefits, and enable Departments to operate more like commerce. The INTERNET is the obvious solution, already used by the US administration where officials switch between secure electronic mail and the INTERNET as necessary.

5. I believe that OPSS could usefully take a lead here. Some exhortation and the publication of a directory would probably be stimulus enough to start the ball rolling; if the scheme succeeds then peer and customer pressure will do the rest. In quick time, we could get to a position where many Civil Servants and all Ministers are as accessible by electronic mail as is currently the case by telephone or letter. This could speed up the conduct of business, between officials and with the public.

6. Could we take this as a topic at your meeting next Tuesday? If colleagues agree, it could form one of the leading themes for the consultative meeting on Superhighways on 21 November.

M B Gladwyn
Strategic Programmes
CCTA

FILE KK

From: **Alex Allan**
Date: **7 October 1994**

DONALD HORSBURGH

AN IT STRATEGY FOR NO. 10

Thank you for sending me a copy of your draft IT strategy for No. 10. I thought it covered most of the points, but I had the following comments.

I thought the document should bring out early on that No. 10 is a single, relatively small department. It makes sense to take strategic IT decisions centrally, since individual sections are too small to have the necessary expertise. But it is a central feature of our strategy that individual sections are consulted closely about their particular needs, and that we do not attempt to impose unnecessary uniformity.

On the "scale and scope", I would prefer references to "political" uncertainty and to a general election to be omitted: it is not clear to me that our IT strategy need be affected by these.

The next sub paragraph implies that the immediate IT needs of No. 10 do not extend to external links. I would question this. I should have thought that an explicit part of our strategy should be to develop external links, both to Government Departments and more widely.

On performance, I wonder whether it is right to set our objective as "matching or exceeding" those provided by comparable systems in the public or private sector. Why? Should not our objective be expressed in terms of what <u>we</u> need?

I was content with the recommended strategies, subject to the points above and to two additional points:

(i) I do not think we should limit ourselves to "explaining" the nature and extent of financial investment to users. Surely we should involve them more closely, by soliciting their views and taking account of them in drawing up the budget.

(ii) Shouldn't we have a strategy to develop new applications needed by specific sections in No. 10?

ALEX ALLAN

pps\it.kk

Single, small dept
Network / Needs of wider sector

1. **AN IT STRATEGY FOR NO 10.**

a. Introduction.

i. The need for an IT strategy in No 10.

(1) Most of IT systems in No 10 have been developed following guidelines contained in the Cabinet Office IT strategy paper "An IT Strategy for the Cabinet Office" (Appendix A.). While we wish to maintain our links with Cabinet Office it is felt that IT development in No 10 would benefit from a clearly defined local IT strategy. This is also the opinion of internal audit who recently carried out an audit of the IT systems in No 10.

ii. Scale and scope

(1) An appropriate horizon for an IT strategy tends to be approximately three years. Beyond that, ~~political,~~ business and technological uncertainty is too great and within three years, short term needs can drive out longer-term benefits. ~~There will also have been another general election during that time.~~

(2) Although there are several issues regarding external links to other government bodies and buildings this strategy statement is only concerned with the immediate IT needs of No 10.

iii. Necessity and speed.

(1) We should only pursue what is necessary. If, for example, technical standards have no benefit or will be subverted, we should not adopt them. Quick and partial IT strategies are better than slow and comprehensive ones.

(2) Successful IT planning depends on balance. An organisation such as No 10 needs goals and an overall plan, but we also require sufficient flexibility to respond effectively to changing political circumstances.

iv. Update and review

(1) IT strategy is an evolutionary process. A computer network in particular is never completed; it takes shape as demands emerge and issues are resolved. It must be continually updated to reflect information systems strategy and technology changes. A review interval of

one and a half to two years would be appropriate to check for major changes in the organisation, its business and for failure in the current infrastructure.

v. Fit and timing

(1) Many expensive and complex computer systems have failed because they were too late or over complex. The requirements and implications of any computer strategy should never be too far in of our ability to appreciate and support it. Nor should it be a misfit in terms of organisation structure, management style and business needs.

b. Background

i. Present Systems.

(1) The computing facilities are provided on a distributed processing or client server basis over a local area network.

(2) No 10 has a structured cabling system (OSCA) originally installed by British Telecommunications. The cabling is fibre optic which although it was expensive to install and maintain can carry very large amounts of data. Connections to each of the workstation and the file server are routed through a dedicated wiring hub made by Ungermann Bass.

(3) Novell provides the main network operating software called Safety Fault Tolerance (SFT) level III. This operating system uses two computers, running in tandem and offers excellent resilience.

(4) The network computers are IBM PC clones, Intel 486 minimum, running DOS and Windows. The workstation software is WordPerfect 6.0 and WordPerfect Office 4.0 electronic mail. There are several small databases written in MAGIC, a code-less 4GL database generator, the data for which resides on Novell file servers. There are also several discreet UNIX based systems that are gradually being phased out.

(5) The program to network all staff is nearing completion, approximately December 1994. When this is completed all staff will be connected by E-mail, have basic word processing facilities and connections to the various databases.

ii. Technical standards.

(1) *De facto* standards such as IPX/SPX, TCP/IP and Windows have proven the value of pragmatism in the face of commendable but unpopular technical standards. It is therefore vital that we only pursue only the standards that are necessary. If technical standards have no benefit or will be subverted, we should not adopt them. Technological innovation may cause sudden changes in user requirements. The key to any successful IT strategy is flexibility.

(2) For example our choice of workstation and network operating software are the leaders in their respective

markets. The office automation software, made by Wordperfect, is not the market leader but our choice in this area is restricted by the overwhelming share that Wordperfect has in the government market.

iii. Upcoming technologies.

(1) Such is the pace of change in computing is that products rarely last more than twelve to eighteen months. Cabling technologies and networking software are two of the fastest growing areas in computing. Products such as "Fast Ethernet" and ATM will potentially enable the transfer of large blocks of data and will make technologies such as video-conferencing an affordable possibility. Present Intel microprocessors are coming under increasing pressure from the manufacturers of RISC based micro processors. In 1995 Microsoft hope to launch their successor to Windows called imaginatively Windows95. One also cannot ignore the increasing acceptance of the Internet in business circles.

c. Other Influences

i. Cabinet Office Strategy

(1) No 10 receives funding from the Cabinet Office treasury vote and has received vital support from staff in the IT branch. The No 10 network was also but forward as an idea by staff in Cabinet Office IT and installed with the help of the Telecommunications secretariats. In the past we have taken advantage of the Cabinet Office "Umbrella" IT strategy and received their guidance and assistance on the strategic and financial matters. We have also followed their general strategy of distributed processing and local area networks that provides the basic tools and a common IT infrastructure with central support.

ii. CCTA guidelines.

(1) Require a statement of direction from senior management and their commitment to the importance and growing role of IT in No 10.

(i) That the strategy is harnessed in support of, and aligned to, the business aims, strategies and objectives of No 10.

(ii) That it established the common standards and the procedures necessary to achieve the foundations for the effective and efficient supply and the management of the IT systems.

iii. Financial strategy.

(1) The Cabinet Office has adopted an "umbrella" approach to IT finance. Cabinet Office IT branch is responsible for the provision of the cabling and network infrastructure, they are not responsible for the IT planning for individual cost centres. They provide support and advice but do not exercise any budgetary control over cost centre IT spend. This has caused problems where budget managers, unfamiliar with the pace of IT changes, have failed to budget for sufficient funds for IT spend. No 10 differs in that the IT budget is administered from one cost centre which lessens the budgeting burden on other cost centre managers.

d. Goals and aims.

i. Resilience.

(1) Twenty-four hour capability, 365 days a year.

ii. Performance.

(1) Produce a system whose standards match or exceed those provided by comparable systems in the public or private sector.

iii. Value for money.

(1) By budgetary control and resourceful procurement ensure maximum return on the investment in IT.

e. Recommended strategies.

i. Build on our existing infrastructure and facilities

(1) Continue to work towards the goal of supplying all members of staff with connections to the network.

(2) Once the installation of the networked machines has been completed, shift all the resources into developing the use of the network.

(3) Continue with the present client/server networking approach. This will provide all users with a core set of applications and the support to develop their IT knowledge and skills.

(4) Involve the staff in the decision-making process through IT user group meetings and newsletters.

ii. Purchase obsolescent-proof technologies wherever possible.

(1) Avoid any reliance on any one product or supplier.

(2) When purchasing equipment ensure that is compatible with existing standards and, where technically possible, has an upgrade path to future technologies. Any choice of equipment should fall broadly in line with the technical standards applicable in the Cabinet Office.

iii. Maintain our links with Cabinet Office.

(1) Without compromising our independence, continue to include Cabinet Office IT and Telecommunications branches in any strategic decisions that may affect the No 10 computer network.

(2) Keep in regular contact with staff in Cabinet Office IT branch and Telecommunications branches to ensure that they are familiar with the IT systems in No 10.

iv. Financial Control.

(1) Continue to administrate the IT budget centrally. Involve users by explaining exactly the nature and extent of financial investment in IT in No 10. ?

Service ? develop new applications.

Copy as promised
DEWK
3/10/94

CABINET OFFICE

An IT Strategy for the Cabinet Office

The Information Technology Strategy Committee believes that an "umbrella" IT Strategy, designed to meet the business objectives of the various parts of the Cabinet Office, should be agreed and promulgated. It has been drawn-up by reference to the CCTA "Guidelines for Directing Information Systems Strategy".

The paper touches on the structure of the department, identifies technical and administrative standards and adds experiences from the existing strategy. Finally it makes recommendations for a revised strategy.

A glossary of terms is provided at Annex A

ITM Branch
Government Offices
Great George Street
LONDON SW1P 3AL

May 1989

An IT Strategy for the Cabinet Office

— Contents —

PURPOSE OF AN IT STRATEGY

As has been said elsewhere, information is the lifeblood of business activity. It is not a resource that can be replaced easily. It must be protected and managed. It is a powerful tool which, if used effectively, will inform strategic planning, help define objectives and priorities, provide an indication to progress and form a measure for achievement. It is made useful through organised systems.

To be useful to the organisation information must be accurate, relevant, economic to produce and easy to access. For these purposes a well designed computer system is more efficient than a manual one and can be essential in maintaining adequate services. Economy of production and the ease of access can be greatly assisted by producing information in accordance with known standards and procedures. These features are best encouraged by an effective strategy for IT.

A well designed IT strategy provides the link between the IT systems and other senior management planning mechanisms, sets the standards for the holding, maintenance and exchange of information and provides guidance on the establishment of effective information systems.

The earlier Cabinet office IT strategy (issued in 1984) is now replaced by this new statement which has been approved by senior management.

WHAT SHOULD A CABINET OFFICE IT STRATEGY CONTAIN?

The CCTA guidelines suggest that an IT strategy should provide:-

1. A statement of direction from top management and their commitment to the importance and developing role of IT in the organisation.

2. The management and technical policies which determine the means and the ground rules by which information systems will be developed and managed. In particular to ensure:-

   a. that the strategy is harnessed in support of, and aligned to, the business aims, strategies and objectives of the department;

   b. that it provides a basis for discussion with HM Treasury Expenditure Divisions and a framework for judging individual projects;

   c. that it establishes the common standards and the procedures necessary to achieve the basic foundations for the effective and efficient supply and the management of the IT systems;

   d. that line managers are aware how best to organise and use available resources and facilities within the agreed levels of delegation.

Unlike some departments the structure of the Cabinet Office is such that there is no single and enduring corporate statement of purpose (a mission statement) which sets out the aims and objectives in support of the mission for the whole department. The Cabinet Office consists of different organisational units each of which has its own and distinctive job to do. These separate organisational units are served by a single Establishment and Finance Group and are all bound together by having at their head a Permanent Secretary who is both Head of the Home Civil Service and Secretary of the Cabinet.

As there can be no single corporate strategy given the structure of the Cabinet Office, our IT strategy should concentrate on supporting the aims and objectives of the separate organisational units in the most effective way. In particular by helping them to manage change, improve the efficiency and effectiveness of the use of the information and by increasing their confidence in the appropriateness of their IT plans and projects.

Nevertheless there needs to be an overall 'central' strategy covering the department as a whole if the advantages of common standards and procedures are to be secured. The purpose of the instructions and guidance given in the rest of this statement is, therefore, to provide an 'umbrella' strategy under which the separate organisational units can draw up, as required, their own appropriate sub-strategies relevant to their business needs and objectives.

SCOPE OF THE 'UMBRELLA' STRATEGY

The aim is to delegate to line managers the responsibility for IT matters, as far as possible. The CSO has its own formal appraisal and procurement services. In the rest of the Cabinet Office the following responsibilities (which together form the ribs of the umbrella) will

remain with the central ITM Branch until further notice:-

1. The lead, direction and impetus to support any central priorities.

2. The provision of information necessary for central decision-making, including the allocation of overall resources for IT.

3. The setting of technical standards.

4. Advising on and monitoring the use of investment appraisal and procurement guidelines issued by the CCTA and CUP (see Annexes B and C).

MANAGEMENT OF THE STRATEGY

There will be an IT Steering Group (ITSG) chaired by the PEFO with a membership drawn from the major areas within the department and with CCTA representation. IT sub-strategies (see paragraph) will be cleared with the ITSG. All strategy statements will be reviewed regularly by the ITSG and there will be a comprehensive review and report to top management every second year commencing in 1989.

The acquisition and implementation of IT systems will require professional advice. There is a limited number of IT staff in the Cabinet Office and even fewer experienced in investment appraisal and procurement procedures, although outside assistance in the latter may be purchased from CCTA. It is neither practical nor economic, therefore, for each area within the department, however defined to have its own professional IT staff. For the purposes of an IT sub-strategy the following areas will therefore be grouped together and common technical standards should apply within them. The groupings are based on geography rather than function, because it is easier to organise IT support to co-located businesses.

The groupings are as follows:-

70 Whitehall except the second floor.

Downing Street.

Richmond Terrace, 24 Whitehall, Training Development Division Belgrave Road, and the OMCS, the Establishment Officers Group, and Minister's Office in GOGGS.

The Central Statistical Office.

The Civil Service Commission at Basingstoke.

The Civil Service College.

The Occupational Health Service.

The first three will have the support of ITM Branch. The Central Statistical Office, the College, the Commission and the Occupational Health Service already have their own support staff.

CURRENT STATE OF PLAY

There are a range of IT developments in the Cabinet Office. Details are given in Annex D but the major ones are:

The ICL Vienna System in GOGGS.

The Central Statistical Office System in GOGGS.

The XIONICS network in 70 Whitehall.

The Civil Service College.

The Civil Service Commission.

The Occupational Health Service.

The Parliamentary Counsel's Office.

Further Installations in various locations

STANDARDS

For example, in the UK when a 13 amp square pin plug is added to an electrical device and plugged into a socket, so long as the plug is standard size and connected to a standard 240 volt 50 hz mains supply, it will work. This is a simple example of the use of standards, which are the fundamental rules necessary for entities to perform a task.

Computers are complex devices which need similar but less visible standards concerned with methods of presenting and handling data. In practice it has proved less difficult to obtain agreement to physical standards for computers. These have often been dictated by industry and general acclaim. For example the standard RS232 interface.

Gaining acceptance of procedural standards, eg the ways in which software must be written and information presented, has proved much more difficult. Progress has been made. Standards such as the Open Systems Interconnection (OSI) 7 layer model are now internationally recognised and attempts are being made to define a standard operating system which will result in the POSIX standard.

The department has made extensive use of micro computers and will continue to do so. A

large investment has been made already in the information on these machines. The previous IT Strategy ensured that they and the software that runs on them have been purchased to a standard that ensures that communication and information sharing can take place.

It is the intention of the department to adopt all possible International Standards. Thus we will not lose our existing investments and future computer based systems will continue to have the ability to communicate and share information, not just within the department, but with those outside who choose to follow the same International Standards route.

Technical Standards

Open Systems Interconnection (OSI) simplifies information exchange between different systems, permitting a mix of hardware and software from different suppliers. This effectively improves competition, increases customer choice and tends to lead to lower prices.

Legislation affecting standards has been enacted since the last IT Strategy was confirmed. CCTA and the EEC have stated that all public domain purchases should conform to International Standards and the Cabinet Office should be seen to support these initiatives.

There are no "standard OSI" systems currently available; there are limited conformance tests but some progress has been made. Many manufacturers are committed to OSI and to standards such as POSIX and have joined groups such as XOPEN; CCTA and the EEC are urging that government authorities move in this direction. CCTA has just produced the UK Government OSI Profile (GOSIP) standards for Government procurements. In addition, it is now possible to opt for industry standard software that will run on a range of similar hardware.

The widespread use of IBM compatible Personal Computers using the MSDOS operating system cannot be ignored. Although attempts are in hand by IBM and other vested interests to get customers to switch to the new OS2 operating system, it would appear there is great resistance and that such a shift is doubtful to occur. For the present, the advantages of remaining with the existing industry standards are overwhelming.

The department should make a commitment to the use of OSI products but these are not sufficiently advanced or numerous for to do so unreservedly. A more realistic approach is suggested by the following:

> Managers within the department are committed to the implementation, wherever practicable, of IT systems conforming to International Standards as defined in GOSIP. Where these are not yet available or unsuitable, then either intercept, or industry standards will be used. Personal Computer purchases should be IBM PC, AT or 386 compatibles running under MSDOS.

The options available now make it feasible to bring a tighter control to Operating Systems for major systems. It is proposed that all areas of the department are encouraged to move in the direction of Open Systems by adding:

> The department wishes to move towards Open Systems for its IT projects and any major procurements must conform to the proposed international standard for a portable operating system interface based on the IEEE "POSIX" standard, and to other relevant standards identified in the X/OPEN Portability Guide.

Working Standards

Even when OSI becomes fully effective, stability and simplicity are vital issues, especially for users. People are expensive to train, they are uncomfortable with change and most find computers difficult to use. If they are to be persuaded to use IT systems, it is essential to win their confidence and enthusiasm. Working among familiar systems assists this process.

If the earlier recommendations in this paper are accepted, the department will move to a common standard in all areas. But this does not mean a common user interface to computer systems, which is much further away. In the intervening period, within existing groups, a tight regime should be employed to keep systems as stable as possible, especially on the core elements used by all personnel, such as operating systems, and user interfaces.

Business Standards

The policy to date has been to purchase IT equipment in response to defined user requirements and this has usually been cost effective in providing systems in direct support of business needs.

Not every installed system has met its objectives. This has occurred most often when project plans and continuing management commitment have been missing. Commitment and management by those directly involved is essential if people and computer systems are to

be used correctly. A reference to this would seem appropriate in the Strategy:

> All proposals to instal IT systems shall be made by a project manager. He or she will make and investment appraisal in accordance with departmental guidelines (see Annex C), and provide finance, human resources, a project plan, and forecasts of benefits and savings.

EFFICIENT AND EFFECTIVE USE OF INFORMATION

Having determined the basic standards to which the department should be working, consideration should be given next to the production of information in the most effective manner. The processes to support the acquisition, storage, retrieval, collation and the presentation of information should be made as efficient as possible.

There is no doubt that modern programming tools such as fourth generation languages should be the first option and program writing by any other means kept to a minimum. Such tools permit simpler information manipulation and sharing and minimise programming effort. Reference to this should be made in the IT Strategy, for example:

> Application development should normally be by the use of standard packages such as spreadsheets, fourth generation languages and word processing systems, made available by the professional IT personnel of the department.

PERSONNEL EFFECTIVENESS

The department is short of skilled IT personnel. The most successful IT systems are those in which users are involved and to which they are committed. Our existing policy is to broaden the IT knowledge base by teaching users about IT and by involving them as much as possible.

This has borne fruit in that the areas that succeeded in building their own applications were successful and cost effective. Once a basic level of knowledge and confidence has been achieved the systems become essential office equipment. Progress has not been even. Overall too much was asked of users with too little available professional support. It is concluded that user involvement remains an achievable goal but that in most areas, until the build-up of greater computer literacy and the development of more easily used systems, the department will have to contribute more resources to help users achieve self sufficiency.

COMMUNICATIONS

It is often difficult to distinguish between computer and communication systems. Computer based information cannot be shared efficiently without a communications ability and users within the department are increasingly developing requirements that demand easy communications. In addition, significant Government investment is going into communications based systems such as GDN. It is important that an IT Strategy should encompass an ability for users to communicate should they so desire.

The previous strategy recommended that all installed equipment should be connected to a local area network. In practice, this has produced some difficulties in terms of functionality and expense. It is proposed to relax that recommendation to one that permits, where appropriate, the installation of stand alone equipment capable of connection to a local area network.

In 1984, as now, there were no apparent reasons for the various areas of the department to directly interrogate files of other areas but it was envisaged that textual material would need to be transferred. The previous IT Strategy therefore advocated that external communications should take the form of text interchange.

At that time too, the main threat to the integrity of the information held within our computer systems was seen to be from outside. Security is more effective if it is impossible to dial directly into a network and it was decided that transfer of text would normally be through a "store and forward" mail system.

Extensive use has not yet been made of these facilities, mainly because the system available is not very easy and convenient for users. However, new systems based on X400 standards and designed to overcome these deficiencies are planned and it is confidently expected that much greater use will be made in the future. X400 will also permit the transfer of non text based files.

For the security reasons alone, no change to this aspect of the strategy is desirable.

LINKS TO DEPARTMENTAL WORKING PRACTICES

The department has delegated authority from the Treasury regarding IT projects, which may not proceed without appropriate financial provision, appraisal and approval. The levels of delegation for these are explained in Annex C. The Estimates (PES) and Budget cycles must be used with anticipation in order to obtain finance in good time and liaison with ITM Branch and Finance Division is essential to ensure the smooth running of projects.

Projects require a business case prior to any financial allocation being granted. The level and type of investment appraisal will depend on the nature and value of the project, as set out in the Cabinet Office Guidance on Investment Appraisal (issued separately). Funding for major projects requires a PES bid, to be submitted to Treasury Expenditure Division, a Budget bid to be approved by Senior Management and further approval of the detailed proposals by the ITSC before procurement action commences. Additionally, if the full cost of the project is above the departmental delegation limit, a full investment appraisal, conforming to the Treasury Guidance on Investment Appraisal, must be submitted to and approved by Treasury Expenditure Division before any commitment to expenditure is made.

Smaller projects will not normally require a separate PES bid and confirmation of project plans and the investment appraisal will be given by the delegated authority. Advice should be sought from Finance Division and ITM Branch prior to any contractual discussions if there is any question of whether the project is within departmental delegation or if there is any doubt about the availability of funding.

The project manager for each project will be responsible for monitoring the cost of the project. Where costs exceed the original approval limit, particularly where the original or revised cost exceeds the departmental delegation limit, a revised investment appraisal and/or business case should be prepared. Major changes to project costs or timescales should be submitted to the appropriate delegated authority for approval.

It is departmental policy to use the competitive tender process for all procurements unless prior approval for single tender action has been given. Finance Division and ITM Branch should be consulted in all cases where single tender action is contemplated. For major projects the approval of the ITSC may also be required.

It is departmental practice to ensure that IT systems are installed to assist business plans and improve efficiency and effectiveness. Project management is expected to ensure that plans are carried out and objectives met by regular monitoring and assessment. Internal Audit may examine the results from an installation, post implementation, to assess the extent to which financial and other objectives have been achieved. Finance Division will also wish to ensure that financial and other value for money targets have been met and are reflected in budget baselines

RECOMMENDATIONS

The following is recommended as the IT Strategy for the Cabinet Office:

1. IT developments within the department should be committed to the implementation, wherever practicable, of systems conforming to International Standards. Where these are not available or are unsuitable, either intercept, or industry standards will be used. Personal Computer purchases should be IBM PC, AT or 386 compatibles running under MSDOS.

2. The department wishes to move towards Open Systems for its IT projects and any major procurements must conform to the proposed international standard for a portable operating system interface based on the "POSIX" standard, and to other relevant standards identified in the X/OPEN Portability Guide.

3. The department is divided into the following IT communities wherein identical standards should be maintained:

70 Whitehall except the second floor.

Downing Street

Richmond Terrace, 24 Whitehall and Training Development Division in Belgrave Road and the OMCS, Establishment Officer's Group, Minister's Office in GOGGS.

The Central Statistical Office.

The Civil Service Commission at Basingstoke.

The Civil Service College.

The Occupational Health Service.

(The groupings determined more by geography than function).

4. Each of the above communities will be entitled to form its own IT Development Committee and will be encouraged to develop its own IT Strategy related to its separate aims and objectives. (See Annex E). It will be encouraged to provide a representative to serve on the departmental IT Steering Group. Development plans for these communities will be subject to scrutiny and approval by the IT Strategy Committee. Such plans will be expected to include an undertaking to maintain system stability on essential items such as operating systems and user interfaces.

5. Each of the above communities will have a group of professional IT personnel available to them to provide support and advice, maintain departmental and local standards and liaise with the IT Strategy Committee. These groups may, when the IT Steering Group sees fit, receive degrees of delegation to exercise conformance monitoring and procurement powers.

6. All proposals to instal IT systems over £1000 shall be made by a project manager. He or she will carry out and provide the investment appraisal in accordance with departmental guidelines (Annex C) and provide human resources, finance, a project plan, and forecasts of benefits and savings.

7. Users will be encouraged to contribute to the development of their own computer applications and will be given training and support with the aim of making them self sufficient within their own business.

8. Normally, application development should be by the use of standard packages such as spreadsheets, fourth generation languages and word processing systems, recommended by the professional IT personnel of the department.

9. All IT equipment installed must be capable of communication to a Local Area Network (LAN). Communications from that LAN will be primarily by a store and forward mail system based on X400 protocols.

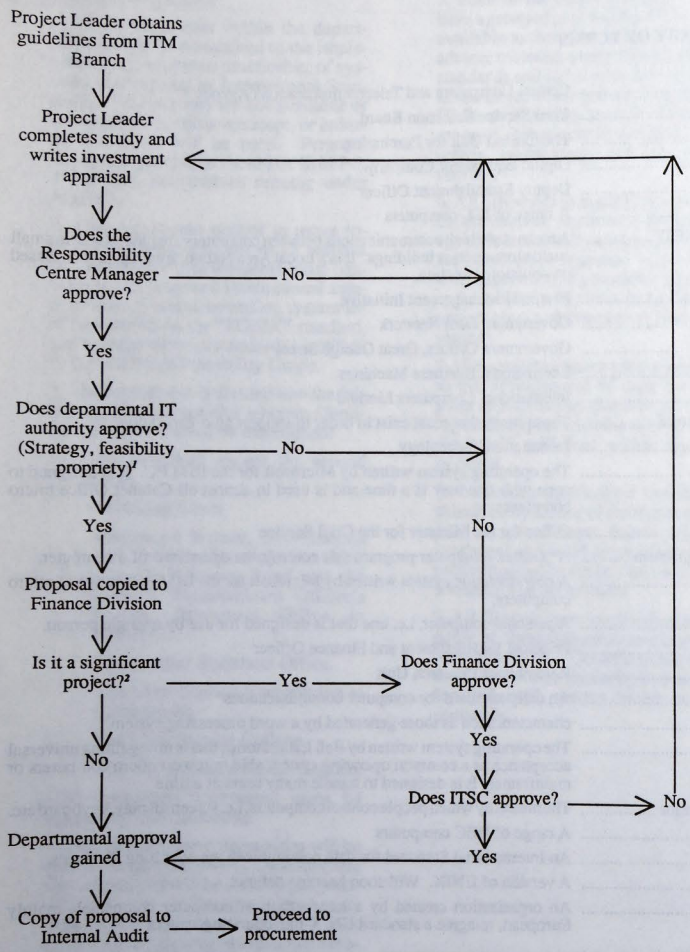
CABINET OFFICE IT STRATEGY

GLOSSARY OF TERMS

CCTA	Central Computers and Telecommunications Agency
CSSB	Civil Service Selection Board
CUP	The Central Unit for Purchasing
DEC	Digital Equipment Company
DEO	Deputy Establishment Officer
DRS	A range of ICL computers
ETHERNET	A means by which communications between computers are passed within small enclosures, such as buildings. It is a Local Area Network with protocols based on collision detection.
FMI	Financial Management Initiative
GDN	Government Data Network
GOGGS	Government Offices, Great George Street
IBM	International Business Machines
ICL	International Computers Limited
infrastructure	Those items that must exist in order to support an organisation.
IT	Information Technology
MSDOS	The operating system written by Microsoft for the IBM PC. It is designed to cope with one user at a time and is used in almost all Cabinet Office micro computers.
OMCS	Office for the Minister for the Civil Service
operating system	A "master" computer program that controls the operations of a computer.
OS2	A new operating system written by Microsoft for the IBM PC2 range of micro computers.
PC	A personal computer, i.e. one that is designed for use by a single person.
PEFO	Principal Establishment and Finance Officer
RRU	Recruitment Research Unit
RS232	An early standard for computer communications
text	characters such as those generated by a word processing system
UNIX	The operating system written by Bell Laboratories that is now gaining universal acceptance as a common operating system able to run on micro computers or mainframes. It is designed to handle many users at a time
user interface	The means by which people control computers, i.e. screen display, keyboard etc.
VAX	A range of DEC computers
X400	An International Standard for data communications over long distances.
XENIX	A version of UNIX. Will soon become defunct
XOPEN	An organisation created by a large group of computer companies, mainly European, to agree a standard UNIX-like operating system

Annex B

PROJECT APPROVAL IN THE CABINET OFFICE

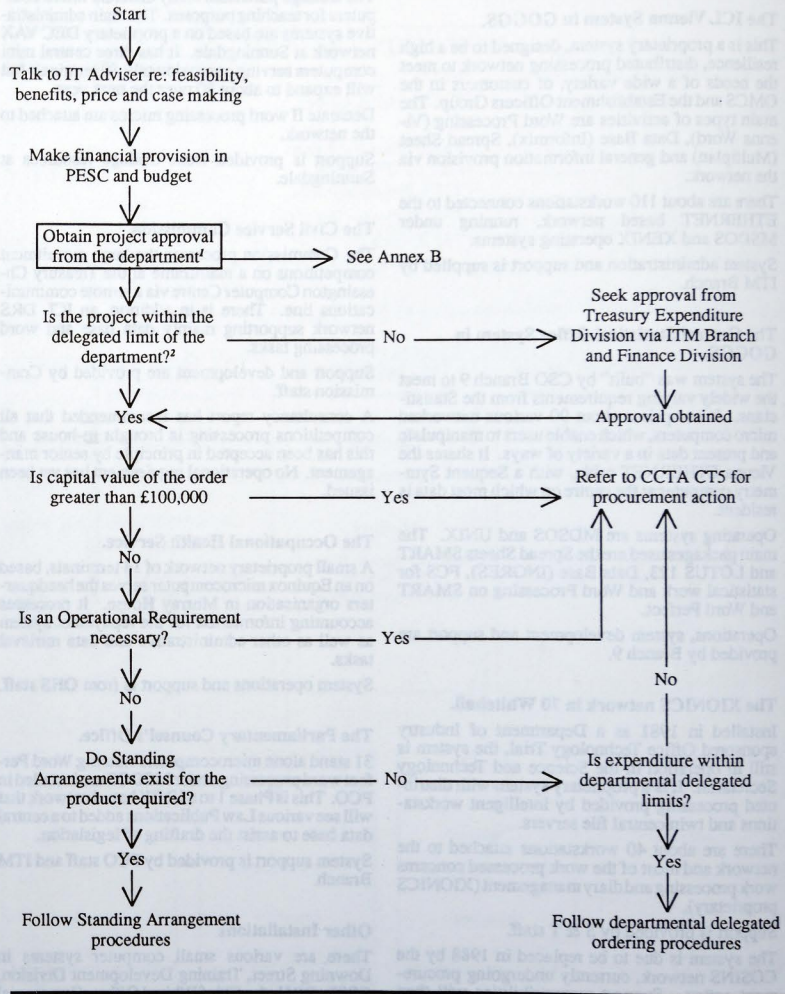


[1] Departmental IT authority: For CSO - Branch 9, for remainder of Cabinet Office - ITM Branch.

[2] Guidance re "significant" -
1. More than eight workstations in one financial year; 2. Any departure from departmental standards; 3. Any novel or contentious application; 4. System in a high visibility area.

January 1989

IT PROCUREMENT IN THE CABINET OFFICE



[1] 1. Responsibility Centre Manager, 2. IT Approval Authority, 3. Possibly ITSC
[2] Currently £500,000 for CSO - £100,000 for the remainder of the department

MAJOR CABINET OFFICE IT SYSTEMS

The ICL Vienna System in GOGGS.

This is a proprietary system, designed to be a high resilience, distributed processing network to meet the needs of a wide variety, of customers in the OMCS and the Establishment Officers Group. The main types of activities are Word Processing (Vienna Word), Data Base (Informix), Spread Sheet (Multiplan) and general information provision via the network.

There are about 110 workstations connected to the ETHERNET based network, running under MSDOS and XENIX operating systems.

System administration and support is supplied by ITM Branch.

The Central Statistical Office System in GOGGS.

The system was "built" by CSO Branch 9 to meet the widely varying requirements from the Statisticians. It comprises about 90 various networked micro computers, which enable users to manipulate and present data in a variety of ways. It shares the Vienna ETHERNET cable, with a Sequent Symmetry computer at the centre on which most data is resident.

Operating systems are MDSOS and UNIX. The main packages used are the Spread Sheets SMART and LOTUS 123, Data Base (INGRES), FCS for statistical work and Word Processing on SMART and Word Perfect.

Operations, system development and support are provided by Branch 9.

The XIONICS network in 70 Whitehall.

Installed in 1981 as a Department of Industry sponsored Office Technology Trial, the system is still in operation in the Science and Technology Secretariat. It is a proprietary system with distributed processing provided by intelligent workstations and twin central file servers.

There are about 40 workstations attached to the network and most of the work processed concerns work processing and diary management (XIONICS proprietary).

Support is provided by S & T staff.

The system is due to be replaced in 1988 by the COSINS network, currently undergoing procurement action. Support responsibilities will then move to ITM Branch.

The Civil Service College.

The College purchases many different micro computers for teaching purposes. The main administrative systems are based on a proprietary DEC VAX network at Sunningdale. It has three central mini computers serving approximately 50 terminals but will expand to about 80 over the next year.

Decmate II word processing micros are attached to the network.

Support is provided from College resources at Sunningdale.

The Civil Service Commission.

The Commission processes the large recruitment competitions on a mainframe at the Treasury Chessington Computer Centre via a remote communications line. There is in addition, an ICL DRS network supporting mainly data base and word processing tasks.

Support and development are provided by Commission staff.

A consultancy report has recommended that all competitions processing is brought in-house and this has been accepted in principle by senior management. No operational requirement has yet been issued.

The Occupational Health Service.

A small proprietary network of 14 terminals, based on an Equinox microcomputer serves the headquarters organisation in Murray House. It processes accounting information for the repayment system as well as other administrative and data retrieval tasks.

System operations and support is from OHS staff.

The Parliamentary Counsel's Office.

31 stand alone microcomputers running Word Perfect word processing under MSDOS are installed in PCO. This is Phase 1 to a UNIX based network that will see various Law Publications added to a central data base to assist the drafting of legislation.

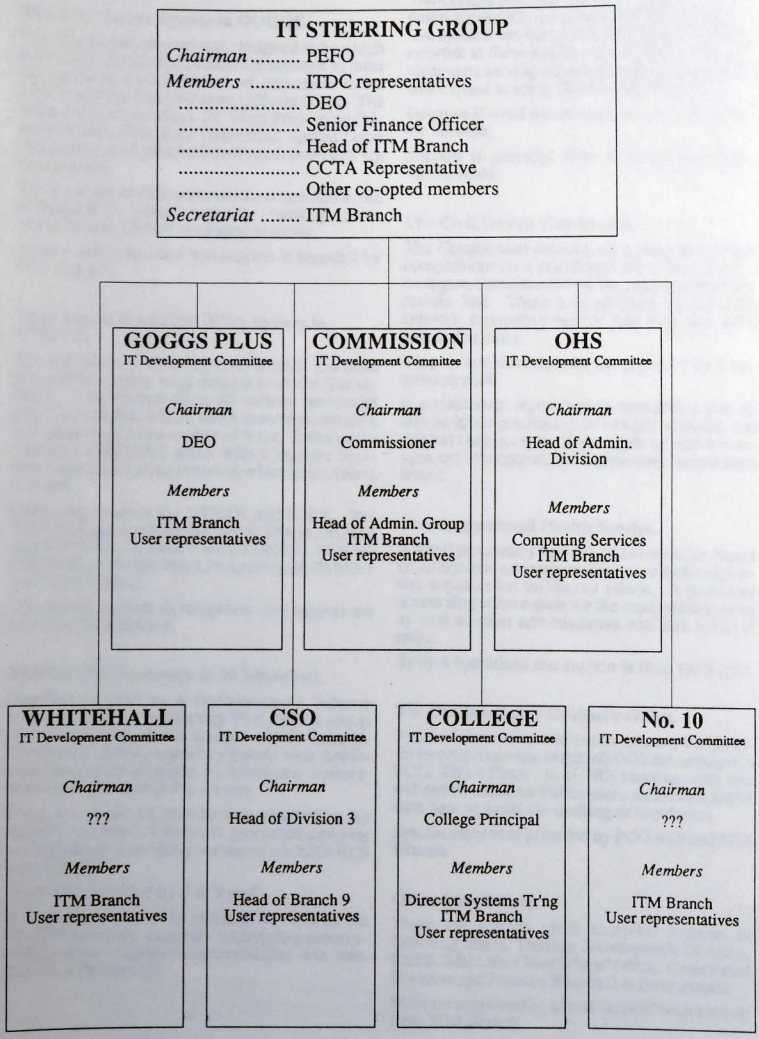
System support is provided by PCO staff and ITM Branch.

Other Installations

There are various small computer systems in Downing Street, Training Development Division, CSSB, RRU, the Chief Whips' Office, Ceremonial Division and Finance Branch 2 at Basingstoke.

Most are supported by a local "expert" with back up from ITM Branch.

CABINET OFFICE IT STEERING GROUP STRUCTURE



file

From : Alex Allan
Date : 21 September 1994

DONALD HORSBURGH

cc : Damian Green
Jonathan Haslam
Philippa/Rod or

INTERNET

Further to my earlier minute, I have been playing with my own (personal) Internet link. I attach a list of recent stuff the White House has made available on its Internet ftp link, plus an example of an individual item. There is a whole lot more of non-White House stuff too! It may give Press Office some ideas ...

Incidentally, if anyone here (ie either Rod/Philippa or Press Office) want to get copies of any White House announcements etc, it looks as if this may be quite a quick way of getting them.

Alex

ALEX ALLAN

15374 pub/dirmap (5498 bytes)
15373 pub/dirmap.Z (1989 bytes)
35907
pub/political-science/whitehouse-papers/1994/Sep/1994-09-20-President-and-VP-Gore-Celebrate-Customer-Service-Day (3839 bytes)
35908
pub/political-science/whitehouse-papers/1994/Sep/1994-09-20-President-names-OMalley-to-US-District-Court-in-Ohio (1402 bytes)
35909
pub/political-science/whitehouse-papers/1994/Sep/1994-09-19-Press-Secretary-on-Staff-Compliance-with-Subpoena (921 bytes)
35910
pub/political-science/whitehouse-papers/1994/Sep/1994-09-19-President-Names-Two-to-Federal-Service-Impasses-Panel (2408 bytes)
35911
pub/political-science/whitehouse-papers/1994/Sep/1994-09-19-Press-Conference-with-President-Carter-Powell-Nunn (31043 bytes)
35916
pub/political-science/whitehouse-papers/1994/Sep/1994-09-20-HUD-Directed-to-Make-Final-Push-for-Homeless-Strategy (1713 bytes)
35917
pub/political-science/whitehouse-papers/1994/Sep/1994-09-20-President-Remarks-in-Bipartisan-Leadership-Meeting (3979 bytes)
158934 pub/political-science/whitehouse-papers/1993/Apr/.cache+ (63008 bytes)
15361 pub/NEW-TODAY (1112 bytes)
15375 pub/ls-lR (490632 bytes)
15377 pub/ls-lR.Z (126099 bytes)
15363 pub/NEW-THISWEEK (5665 bytes)

[This is stuff posted 'today' — ie presumably in last 24 hours].

[This is stuff posted in September so far.]

15374 pub/dirmap (5498 bytes)
15373 pub/dirmap.Z (1989 bytes)
35869
pub/political-science/whitehouse-papers/1994/Sep/1994-09-13-Press-Briefing-by-Dee-Dee-Myers (38320 bytes)
35870
pub/political-science/whitehouse-papers/1994/Sep/1994-09-13-VP-Gore-on-Close-of-Population-and-Development-Conf (2751 bytes)
35871
pub/political-science/whitehouse-papers/1994/Sep/1994-09-12-President-Remarks-in-Video-For-Jewish-Organizations (5453 bytes)
35872
pub/political-science/whitehouse-papers/1994/Sep/1994-09-14-President-Names-Rostker-Assistant-Navy-Secretary (2063 bytes)
35873 pub/political-science/whitehouse-papers/1994/Sep/1994-09-14-RBTP-to-US-Attorneys (8448 bytes)
35874
pub/political-science/whitehouse-papers/1994/Sep/1994-09-14-President-Nominates-Ramon-US-Marshall-in-California (1145 bytes)
35875
pub/political-science/whitehouse-papers/1994/Sep/1994-09-13-President-Statement-on-Interstate-Banking-Bill (1259 bytes)
35876
pub/political-science/whitehouse-papers/1994/Sep/1994-09-14-Proclamation-of-National-POW-MIA-Recognition-Day (3729 bytes)
35877
pub/political-science/whitehouse-papers/1994/Sep/1994-09-14-President-Nominates-Eight-Federal-Judges (6174 bytes)
35878
pub/political-science/whitehouse-papers/1994/Sep/1994-09-14-President-and-VP-at-Reinventing-Government-Anniversary (27870 bytes)
35879
pub/political-science/whitehouse-papers/1994/Sep/1994-09-14-President-Nominates-Two-Judges-to-US-Tax-Court (1109 bytes)
35880
pub/political-science/whitehouse-papers/1994/Sep/1994-09-14-National-Hispanic-Heritage-Month (3719 bytes)
35889 pub/political-science/whitehouse-papers/1994/Sep/1994-09-15-Haiti-Executive-Order (1795 bytes)
35881
pub/political-science/whitehouse-papers/1994/Sep/1994-09-14-Presidents-Interview-on-Haiti-by-Wire-Reporters (26410 bytes)
35882
pub/political-science/whitehouse-papers/1994/Sep/1994-09-14-Press-Briefing-by-Dee-Dee-Myers (36992 bytes)
35883
pub/political-science/whitehouse-papers/1994/Sep/1994-09-14-President-Names-Kudo-to-Civil-Liberties-Public-Ed-Fund (1394 bytes)

[+ 3 more pages not included here]

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release September 19, 1994

PRESS CONFERENCE BY THE PRESIDENT,
PRESIDENT CARTER, SENATOR SAM NUNN AND GENERAL COLIN POWELL

The East Room

12:02 P.M. EDT

THE PRESIDENT: Good morning. I'd like to begin by thanking President Carter, General Powell and Senator Nunn for their extraordinary work in Haiti. They got in very early this morning; they have had hardly any sleep for the last two nights, as they have worked virtually around the clock.

The peaceful solution they helped to work out is another major contribution in all their careers, which have been devoted to the pursuit of peace and democracy. They have done a great service to our country, as well as to the people of Haiti, the people in our hemisphere and the efforts of the United Nations, and we owe them a great deal of gratitude.

I also want to thank the men and women of our United States Armed Services, who are beginning their operations in Haiti even as we meet here today. Their preparation and presence made a crucial difference in convincing the Haitian leaders to leave power.

In the end, two things led to the agreement to leave. The first was this delegation's appeal to the Haitians to do the right and honorable thing for their own people in accordance with the United Nations Security Council resolutions. The second was the clear imminence of military action by the United States.

This is a good agreement. It will further our goals in Haiti. General Cedras and the other leaders will leave power no later than October the 15th. After three years and a series of broken promises, American steadfastness has given us the opportunity to restore Haiti's democratically-elected government and President Aristide.

[next 10 pages omitted!]

THE PRESIDENT: First, let me say that our objective is twofold as a part of restoring democracy and President Aristide. The first was to have the step down. The second is to retrain and to help professionalize the army and the police forces so that they can never be either a participant in or a bystander while gross human rights violations occur, and so that they can help to secure the country and preserve order.

It has been our feeling that that was the most important thing. And, therefore, that was not an issue that I was ready to let this mission founder on, as long as they could achieve that. I think they should leave, and I think they probably will leave at some point. But that is something that still has to be worked out, and something that subsequent actions by all the actors in the Haitian drama will have to be heavily relied upon.

General Powell made a comment to me -- he might want to comment about this -- because I think it's very important that we not let this issue cloud the enormity of what has occurred and the practicality of what is likely to occur.

GENERAL POWELL: I'd just to add to that, that I am very pleased this morning -- the thing I was looking for -- would General Cedras be cooperating with General Shelton for real. Signing an agreement last night was one thing, but what would happen today. He is cooperating. And so the transition of power has begun. And sometime over the next month or so, either as a result of parliamentary action or the October 15th date arriving, General Cedras will step down, having done what I believe is the right and honorable thing in these circumstances.

It will remain an issue for President Aristide and General Cedras and others to consider where he should go or what he should do. But I don't think we need to spend a lot of time on that at this point. Let that flow out, and we will see what happens. He is stepping down from power, which I think is the important point.

Q Last week you told America that these people treated their own people shamefully, that they've massacred them, and raped them, and tortured them, and did all these frightful things. And now, all of a sudden, we've appealed to their military honor. I wonder how you detected that, and they're are partners and presumably our friends. It's a little --

THE PRESIDENT: No, that's not accurate. But we did say, I did say last week that they had one last chance to effect a peaceful transfer of power. And, you know, when you've got a country

deeply divided, I mean, think of the things which have happened in South Africa when reconciliation was possible.

Remember what President Aristide himself said when he came here -- after I spoke -- the next day -- he said we have to say no to violence, no to vengeance, yes to reconciliation. What this delegation did, and all this delegation did, was to give these people the chance to do something that is -- to use their words -- was right and honorable; and to do it in a peaceful way and to have a peaceful transfer of power. And I think that was an appropriate thing to do. In terms of the amnesty issue, I would remind you that was an issued raised and agreed to by all the parties in Governors Island. So that is something that has been on the board for quite a long while now.

Thank you very much.

END12:36 P.M.

File

From : Alex Allan
Date : 16 September 1994

DONALD HORSBURGH cc : **Damian Green**
Jonathan Haslam

INTERNET

We discussed this briefly, and I have had a subsequent word with Damian.

We need to consider what our objectives would be in linking up to the Internet. The most obvious ones are:

i. to allow members of the public linked to the Internet to send E-mail to the Prime Minister/Number 10, largely as an alternative to writing/faxing/phoning their views;

ii. to allow individuals linked to the Internet to pass messages to Number 10 staff and vice/versa;

iii. to allow Number 10 staff to get access to the services available on the Internet;

iv. to provide a way that people linked to the Internet can get access to Number 10 press notices, the Prime Minister's speeches etc;

There is also the more general objective of demonstrating that Number 10 is keeping up with technological trends.

We have obvious security problems in Number 10 that make it impossible for the present to allow any outside access to our internal network. So we have to think in terms of separate access. This could range from a few individuals in Number 10 having independent dial-up access, to a leased-line connection and a second network linking together some of the staff here.

If we had individual dial-up access, then those connected could access services and could send/receive E-mail. We could E-mail press notices, copies of the Prime Minister's speeches etc to known recipients who wanted copies. But we could not (I think) provide a way for a casual Internet user to access us and get this sort of information without E-mailing a specific request. This would be a relatively simple option, requiring some additional PCs, modems and perhaps telephone extension points. And it is one that could be set up quickly. But while it might be useful as a way of helping a few people get experience of using the Internet, it does not seem to me a long-term solution. I cannot, for example, see how we could sensibly accept E-mail for the Prime Minister via this sort of set-up.

A leased line would allow any outside Internet user to get access to information which we had decided to make publicly available and to download press notices, speeches etc. In time there are all sorts of bells and whistles we could add (World Wide Web links, for example, which is something I am told the White House is about to unveil).

We could also, I presume, link a number of people inside Number 10 via a (separate) network. This would mean more cabling and additional PCs (though we could, I hope, use just one keyboard and screen in the way you are setting up Mary's Reuters access). That would allow those connected to send and receive E-mail, as well as accessing all other services.

One particular issue is whether we should advertise that it is possible to send

messages to the Prime Minister, and - presumably - get a reply. The White House do this ("president@whitehouse.gov"). We would need to handle E-mail messages in much the same way as written correspondence to the Prime Minister, which would mean some people in Correspondence Section being included in any network. I am sure we should offer this in time, but I am cautious about rushing into it. I do not believe we would get a huge volume of E-mail in the long run, but we could expect an initial flood as people around the world tried it out for fun.

I should be grateful for your comments on these points. In particular, what might be the cost and practicability of a leased line and a limited network to link people here in?

I understand that the Treasury is about to link up to Internet to offer access to Treasury press notices, speeches and possibly some statistics. It would be worth your having a word with those involved to see what exactly they are planning. Is it possible for us to piggy-back on them in some way?

ALEX ALLAN

cc Donald Horsburgh

From: Damian Green
Date: 22 August 1994

MR ALLAN O/R

cc: Mrs Hogg o/r
Mr True o/r

INTERNET

Various MP's who are computer-literate have made the point to me that it would be advantageous for No. 10 to be seen to be up with developments in this area. Specifically, connecting No 10 with the Internet would keep us up with the White House, which has made a big thing of the modern way the Clinton/Gore administration deals with communications.

Internet users will be a growing group of opinion-formers, and I can just imagine Tony Blair showing how he belongs to a new generation by signing up. And up top of the purely political angle, there is a case to be made for encouraging schools to provide this resource to their pupils. A few are already doing so, but we are lagging behind the USA, and a well-publicised push from here would do some good.

Any interest?

D.G.

DAMIAN GREEN

22-8-2.dg

chex.kf/ob1/16

Treasury Chambers, Parliament Street, London, SW1P 3AG
071-270 5000

24 January 1994

Mrs Mary Francis
Private Secretary to the
Prime Minister
10 Downing Street
LONDON
SW1

1. cc Melanie Leech (Cabinet Office)
2. File.

Dear Mary,

WHITEHALL MANAGEMENT INFORMATION

The Chancellor has seen a copy of the President of the Board of Trade's minute of 15 December to the Prime Minister and the Prime Minister's response of 24 December.

Although most departments have made reasonable progress in developing their top management planning systems since the launch of the Financial Management Initiative in 1982, the Chancellor's impression is that there is still scope for improvement. We believe this to be of considerable importance in the context of current work on developing a resource accounting and budgeting framework for Government departments, and of Civil Service management reform more generally.

The Chancellor considers that it would be helpful if Treasury officials took the lead in preparing a note on best practice based on the experience of a number of departments, including DTI and Customs.

I am sending a copy of this letter to Peter Smith (DTI) and Andrew Cahn (OPSS).

Yours

for GILLIAN FINCH
Assistant Private Secretary

24.01. PM 9

10 DOWNING STREET
LONDON SW1A 2AA

THE PRIME MINISTER

Personal Minute
No. M32/93

THE PRESIDENT OF THE BOARD OF TRADE

WHITEHALL MANAGEMENT INFORMATION

Thank you for your minute of 15 December. Like you, I attach great importance to having good management information systems in Whitehall, and making proper use of them. The type of information system which departments require may differ depending on the nature of the department, but there clearly is a need to use all the available tools to help manage objectives and programmes effectively.

The pressure on running costs which we have imposed, and which we must clearly continue, will be a powerful instrument in forcing departments to set up systems which really do provide the management information they need. And this pressure will be complemented by the work now under way in the Treasury to introduce resource accounts. I would prefer, at any rate for the time being, to allow these pressures to bring departments to sharpen up their management systems, as they undoubtedly will, rather than to intervene directly myself. But I would be perfectly happy for you to continue to discuss the issues with William Waldegrave, and with Ken Clarke.

John M.

24 December 1993

cc Backup

Line to take - over

Ref: A093/3729

MR ALLAN

Whitehall Management Information

Thank you for showing me the minute of 15 December from the President of the Board of Trade.

2. As the Prime Minister will know, the need for MINIS-type systems in every Whitehall department is one of the President's idees fixes. He does not allow for two factors. One is that the sort of information systems which departments require differ according to the nature of the departments - for example, between a department with a large number of similar operations throughout the country like the Revenue Departments, the Department of Employment or the Department of Social Security (in none of which the President has served) and departments with a wide variety of different activities (like the DOE, DTI and to some extent MOD, which he knows well). The second factor he does not allow for is that some Ministers are interested in systems of this sort and others are not. The key point is that Departments themselves have effective systems for linking together aims, objectives and programmes. The custodians of this are in fact the Treasury although the Chancellor of the Duchy of Lancaster and his people take a close interest because of the implications for efficiency.

3. The Chancellor of the Duchy of Lancaster has I understand discussed this with the President together with Sir Peter Levene and Mr Heseltine's minute does not bring out all of that discussion. In particular it was suggested that these issues might be taken forward as part of the work now underway on introducing resource accounting under Andrew Likierman. This will inevitably raise issues over the future architecture of departmental information systems. None of this need stop the

Prime Minister taking up the President's suggestion and asking the Chancellor of the Duchy for a note, if he wishes. But as the final sentence of the President's minute indicates, the President envisages that he would then want to be involved in discussing the note and would no doubt use the occasion to press for further action. So I would prefer that the Prime Minister deflects the proposal, which I suggest he could do by saying that the most powerful instrument in ensuring that departments have not only to have such information systems but to use them is the pressure on running costs which the public expenditure plans will put them under. He might say that he would prefer, at any rate for the time being, to allow this to cause departments to sharpen up their management systems, as it undoubtedly will, rather than to take a further initiative himself.

F.E.R.B.

ROBIN BUTLER

17 December 1993

file

PPS | Ferb. ch

10 DOWNING STREET
LONDON SW1A 2AA

From the Principal Private Secretary

16 December 1993

SIR ROBIN BUTLER
CABINET OFFICE

WHITEHALL MANAGEMENT INFORMATION

I attach a note the President of the Board of Trade has sent the Prime Minister. As you will see, he is not convinced by the advice he is getting from the Chancellor of the Duchy about management information systems in Whitehall. He is therefore suggesting the Prime Minister should ask the Chancellor for a note.

I should be grateful for your advice on the best way to handle this. The Prime Minister will be seeing the President for a bilateral on Monday, and I should be grateful for advice during the course of tomorrow.

ALEX ALLAN

16 December 1993

CCPU

PRIME MINISTER

WHITEHALL MANAGEMENT INFORMATION

You know the importance I attach to having proper management information systems in Whitehall. I do not mind whether all departments have a system they call MINIS, provided that it delivers the same information as MINIS. The initiative you have taken on career management, which has led to the recent report by the Efficiency Unit, will help to introduce private sector disciplines into the personnel side of government departments. But if these disciplines are to be extended to all of a department's resources then they need the support of a MINIS type system.

2 I have raised this with William Waldegrave who said that all departments do indeed have the necessary systems in place. I am afraid, however, that I remain to be convinced. I also doubt that these systems are directed in the way that MINIS is to ensuring that Ministers themselves can get a grip on the management process.

3 You have far too much on your plate to get involved in the detail of this. But I wonder if you may like to ask William Waldegrave to let you have a brief note setting out what he regards as the essential management information that all departments should produce, their performance against this, and the extent of Ministerial involvement. I should be interested in the result.

MH

M H

15 December 1993

DEPARTMENT OF TRADE AND INDUSTRY PE12155

dti

the department for Enterprise

chex.kf/ob1/108a **CONTRACTS IN CONFIDENCE**

C-PU

pla

Treasury Chambers, Parliament Street, London, SW1P 3AG
071-270 5000

13 May 1993

Peter Smith Esq
Private Secretary to the
President of the Board of Trade
Department of Trade and Industry
Ashdown House
123 Victoria Street
LONDON
SW1E 6RB

(1) cc WEC - see Q & A. Prime Minister is anxious that many get a good press.

(2) pls. MP

Dear Peter,

INLAND REVENUE: IT CONTRACT

The Chancellor thought that the President of the Board of Trade should be aware that the Inland Revenue have announced this afternoon the shortlist of suppliers invited to tender for a major strategic contract to provide information technology services to the Department. I attach a copy of the Press Notice and supporting Q&A material.

As you will see, both the shortlisted companies are the UK arms of major US corporations. This may attract attention in relation to current trade disputes with the US. There might also be comment about the impact on UK employment and confidentiality of taxpayer information. All of these points are covered in the briefing.

In addition, in the context of the EC:US dispute on Government procurement, the Chancellor proposes to write to Bentsen to take credit for the UK's decision to stick, in difficult circumstances, to our commitment to open procurement. The President might want to write to Kantor in parallel.

There is some read across to our problems with the US on Unitary tax about which the Chancellor is making a separate announcement today. One of the two companies is California-based and could therefore become the target of UK retaliatory action.

I am copying this letter to Mary Francis (No.10), John Sawers (FCO), Andrew Cahn (OPSS), David Russell (DEmp) and Melanie Leech (Cabinet Office)

Yours, Owen

OWEN BARDER
Private Secretary

Inland Revenue

Inland Revenue
Press Office
North West Wing
Bush House
Aldwych
London WC2B 4PP

Media enquiries:
071 438 6692/6706/7327/7356
Non-media enquiries: your own tax office or
071 438 6420/6425

Press Release

13 May 1993

INLAND REVENUE INFORMATION TECHNOLOGY SERVICES

The Inland Revenue today announced that the following suppliers have been invited to tender for a strategic contract to provide information technology services to the Department:

- CSC Europe/IBM UK;
- EDS - Scicon Limited.

If the evaluation of tenders reveals benefit to the Inland Revenue, the Department aims to have a contract in place early in 1994.

The Board of Inland Revenue will continue to be responsible for the privacy and confidentiality of information held in the Revenue's computer systems. The ability of the shortlisted suppliers to meet all of the Board's stringent requirements on confidentiality will be fully tested during the evaluation of tenders. All the computer work involving the processing or handling of confidential information will, as now, be carried out in the UK. Access to confidential information will not be permitted outside the UK.

If a contract is put in place next year, this will involve the transfer, in stages, of the work of 2,100 civil servants in the Revenue's Information Technology Office to the winning supplier. The work of 300 other staff will remain in-house.

/ NOTES FOR EDITORS

NOTES FOR EDITORS

The ITO

1. Inland Revenue computing is provided by its in-house Information Technology Office (ITO).

2. The ITO's principal task is to build, maintain and operate computer systems for, and provide a range of other information technology services to, the rest of the Inland Revenue. The ITO's current budget is some £250 million with a workforce of 2,550, including some 2,400 civil servants, deployed in 3 Development Centres and 13 computer centres around the UK.

3. For many years, the ITO has worked closely with its private sector suppliers to provide the Inland Revenue with effective and efficient computing of all kinds. In response to the Government's White Paper "Competing for Quality" published in November 1991 (Cm.1730), the Inland Revenue is now looking to make further, significantly enhanced improvements in the value for money and quality of the work of the ITO.

Strategic contract

4. With the approval of Treasury Ministers, the Inland Revenue has mounted an open procurement to establish whether a strategic contract between the Department and a major private sector IT company can be successfully negotiated.

5. Under such a contract, if improved value for money can be demonstrated at each stage, the ITO's in-house business would be transferred ("outsourced") on an incremental basis to the private sector partner.

6. A strategic contract should provide new opportunities for civil servants in the ITO through transfer with their work to the private sector partner.

Expressions of Interest

7. On 23 December 1992 the Inland Revenue advertised in the Official Journal of the European Community for Expressions of Interest from suppliers who wished to be considered for the shortlist to receive Invitations to Tender for this contract.

8. The advertisement attracted a very strong field into the competition. Six formal Expressions of Interest were received. The other suppliers who responded, but who have not been shortlisted, are: Cap Gemini Sogeti (Hoskyns Group plc); Digital Alliance (consisting of Digital Equipment Company Limited, Logica and Barclays); ICL (UK) Limited/Andersen Consulting; and Sema Group UK.

/3. The Inland Revenue

9. The Inland Revenue were greatly impressed with the high quality of responses, by the tremendous efforts put in by all suppliers and by the constructive and cooperative way in which they approached this, essentially, new way of public and private sector doing business together. Much has already been learned and this valuable experience will be brought to bear in future Government procurement exercises.

10. Distinguishing between the six suppliers to reach a shortlist for an Invitation to Tender has been a difficult task. However, following a rigorous evaluation process, two clear front runners emerged. Given the exceptionally large scale and scope of this contract - which involves the supply of virtually all IT services to one of the largest users of computers in Government for the next ten years - the Department has decided that the shortlist should include only those two suppliers who, in its opinion, are clearly able to meet its very wide ranging needs.

Confidentiality

11. The Inland Revenue holds a great deal of personal information relevant to the tax affairs of the people and the businesses it deals with. The Board of Inland Revenue and the Government attach the greatest importance to safeguarding the privacy of the taxpayer information held by the Department.

12. The Board of Inland Revenue will remain responsible for preserving the privacy and confidentiality of this information if IT services which involve handling and holding it transfer to a private sector organisation.

13. The Department has already market tested and contracted out some activities, including record storage, and in the process has ensured that the relevant contracts include provisions to secure that the private contractors and their employees are required to adopt the same standards in protecting the privacy of any taxpayer information as apply to Inland Revenue employees. Similar provisions would apply to an IT contract.

14. At the same time, any contractors and their employees are subject, in the same way as Inland Revenue employees, to the criminal sanctions - a fine or imprisonment or both - provided by Section 182, Finance Act 1989 for unauthorised disclosure of taxpayer personal information.

Press enquires to: Diane Gee
Tim Morris
Eleanor Graham

on: 071 438 6692/6706/7327
(out of hours: 0860 359544)

PRESS RELEASE: SUPPLEMENTARY QUESTIONS

(1) SHORTLIST

1. Why have only two companies been shortlisted and not three (or more)?

- The selection of two companies to receive an Invitation to Tender (ITT) followed a rigorous and thorough evaluation of each supplier's capability to meet the Department's IT needs over the next decade.

- Two clear front runners emerged well ahead of the others, who were evenly matched and could not be sufficiently distinguished for the usual shortlist of three envisaged by the EC Services Directive.

2. Why are there no British companies on the shortlist?

- The companies who responded are mainly American or European multi-nationals. ICL is 80% Japanese-owned; only the computing arm of Barclays and Logica, who are in alliance with Digital, are British-owned.

- The evaluation produced two clear front runners: the UK subsidiaries of US companies.

- All of the potential suppliers would carry out the work in the UK, but their world-wide capacity and experience was considered an essential part of their capability to do the job required.

3. Why has there been a delay in announcing the shortlist?

- This is a very large contract worth in total well over £1 billion over the next ten years. Getting it right is crucial to the whole of the Inland Revenue's forward strategy.

- Further substantial costs are expected to be incurred by the shortlisted companies in responding to the ITT.

- The Department did not wish to rush such an important decision.

4. What impact does the delayed announcement have on the procurement timetable?

- Shortlisted suppliers will be asked to confirm within two weeks whether they intend to respond formally to the Invitation to Tender.

- No change to the time allowed for their response (two months from issue of the ITT).

- Revenue intends, as far as possible, to keep to the published timetable and is aiming to have a contract in place by early 1994.

- If, however, more time is needed to evaluate responses or negotiate a contract this will be taken.

5. What will happen if one of the two shortlisted companies drops out?

- The procurement would not necessarily have to be aborted if one company withdrew: the Department would still be able to test potential value for money from the contract against its own baselined costs.

- In any case, no compulsion to sign a contract at all unless benefit to the Department can be demonstrated.

6. Was price a consideration for the shortlist?

- The evaluation of the Expressions of Interest focused on the suppliers' capability to meet the Inland Revenue's requirement.

- Pricing considerations come into the reckoning in evaluating responses to the ITT.

7. What are the costs of the procurement?

- The total cost to the Department (civil servants and private sector advisors) is currently estimated at some £3 million.

- Costs of at least this size are expected to be incurred by shortlisted suppliers.

8. <u>What will be the role of the Department's existing suppliers, especially those who have not been shortlisted?</u>

- The ITO will continue to be responsible for the <u>management</u> of the provision of IT services to the Department.

- It expects to maintain the excellent working relationships it currently has with its major suppliers, who in the short to medium term, at least, will continue to have important role to play.

(2) WORK AND JOBS

(IF CONTRACT LET TO US-OWNED COMPANIES)

1. Work (and jobs) move to US?

- Delivery of the contract services is to the Inland Revenue in and throughout the UK.

- To deliver the service, suppliers will be invited to take over most of the existing in-house business - property, equipment and, in stages, 2,100 staff. (The work of some 300 other IT staff will remain in-house.)

- Contractual requirement that processing, handling and accessing confidential data received from or being sent to taxpayers in connection with their tax affairs, will only be carried out in the UK.

- This means that all Revenue's big computer systems will continue to be supported, operated and maintained here, involving some three-quarters of the jobs, at current manning levels.

2. Will any of Revenue's work move from UK?

- Processing etc of confidential taxpayer data: No (see above).

- Other IT work: short to medium term, No; even long term highly unlikely and, even then, only with the Revenue's agreement.

- Winning supplier will have existing bases in UK and, in acquiring the Revenue IT business, will broaden that base.

3. Will jobs be lost for any other reasons?

- Revenue expects the supplier to improve the efficiency and effectiveness of the Department's IT services. That is what this contract is about.

- As that happens, the supplier, just like any other business (including an in-house Government business) could find itself with surplus capacity, including people.

- However, all projections show strong growth over decade in demand for IT services. With capacity, including people, becoming available from Revenue contract, private sector supplier in good position to take advantage of that market.

4. What about reported job cuts by computer companies (eg IBM)?

- All organisations, public or private, have to undergo change to stay efficient and effective.

- Information technology industry is in a period of rapid change. Companies have to look constantly for ways of improving and adapting themselves to break out of their history and stay competitive and profitable.

- Inevitable that some will find it necessary to increase efficiency and reduce costs to stay competitive and strong in fast changing markets.

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(3) CONFIDENTIALITY

Will personal tax information still be confidential in private sector hands?

- YES. The Revenue remains responsible for ensuring the continuing confidentiality of information supplied by taxpayers in connection with their tax affairs.

- The processing and handling of, and access to personal tax data will, as now, only be carried out in the UK.

- Supplier will be used to giving secure treatment to confidential information from experience with other contracts (eg Defence).

- Legal sanctions (Section 182 of Finance Act 1989 - on conviction, a fine or imprisonment or both) apply to unauthorised disclosure of personal tax data whether by civil servant or private sector staff.

- In addition, supplier will be expected to discipline staff, up to and including dismissal, in the event of an unauthorised disclosure, just as is the case now with civil servants.

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COMMERCIAL IN CONFIDENCE
RESTRICTED COPY LIST

Treasury Chambers, Parliament Street, London, SW1P 3AG
071-270 5000

23 April 1993

Mrs Mary Francis
Private Secretary to the
Prime Minister
10 Downing Street
LONDON
SW1A 2AA

Dear Mary,

INLAND REVENUE INFORMATION TECHNOLOGY

You asked about the timing of the proposed announcement in relation to the EC:US dispute on government procurement. There have of course been further developments on EC:US dispute. We continue to believe that the best course is to announce soon, preferably within the next three or four days.

The latest, excellent news tonight is that the EC:US dispute appears to have been resolved to a large extent. The Americans have, however, announced that in view of the EC's refusal to withdraw the EC preference in the Utilities Directive in relation to telecommunications equipment, the US will introduce token sanctions. The European Commission may then propose token counter-retaliatory measures. But Sir Leon Brittan is reported to be against this, and there is at present a blocking minority in the Council against counter-retaliation. If the EC does decide on counter-retaliatory measures, this is unlikely to happen until some time after the Foreign Affairs Council on 10 May.

The case in substance for announcing the invitations to tender soon is that this is what we are committed to doing: the contender firms may suspect that delay implies uncertainty about the future of the project <u>or</u> political influence on the choice of tenderers.

From the point of view of presentation we would likewise see no gains in delaying. On the contrary, we think that the announcement would be more difficult, not less, if delayed until after the Americans have announced their (token) sanctions and the EC has responded in kind (if that should be the decision).

We have looked again at whether one or more of the four runners-up might be invited to tender. We remain of the view that this would be wrong in substance without ultimately being helpful in presentation. Apart from the considerable burdens and the delays involved in having to assess more tenders, the Inland Revenue are most concerned that the chosen firm should have the capacity to deliver the required service. A strategic partner who could not deliver would be quite disastrous. The Revenue and their professional advisers have considerable doubts whether any except the two consortia proposed could be relied on to deliver and would not be inclined to accept their tenders, therefore, even if highly competitive in terms of price. Any firm that was asked to tender, therefore, would be incurring very significant costs in pursuit of a contract they had almost no hope of securing.

As to presentation, the key point is that both the consortia proposed have a large UK presence: they would best be described as **the UK arms** of EDS - Scicon and CSC/IBM. The other contenders are all predominantly or entirely foreign owned as well.

Yours ever

Owen

OWEN BARDER
Private Secretary

chex.jp/jh1/20 **COMMERCIAL IN CONFIDENCE**

Treasury Chambers, Parliament Street, London, SW1P 3AG
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PRIME MINISTER

INLAND REVENUE MARKET TESTING: INFORMATION TECHNOLOGY

Inland Revenue intend to announce shortly that only two of the six suppliers who have expressed interest in the contract for moving the Inland Revenue's IT work into the private sector will be asked to tender for it. Since both are US owned - and the four unsuccessful suppliers are more or less European (and include ICL) - I thought you should be aware of this before the Revenue go public.

We can expect a good deal of Parliamentary and press interest - not least because the Inland Revenue Staff Federation are running a campaign against contracting out focused on taxpayer confidentiality.

You will remember these proposals to move the Revenue's IT Division into the private sector from when you were Chancellor. They first came up in Nigel Lawson's time; but the time was not then considered right. However, as part of the Department's response to *Competing for Quality*, the Revenue, with my agreement, at the end of last year began a formal competition for a 10-year contract with a private sector IT supplier to cover virtually all its IT services needs. The annual value of the contract is expected to be between £100 million and £150 million - exceptionally large by reference to previous outsourcing procurements in the UK or elsewhere.

The first step was an advertisement in the Official Journal of the EC for "Expressions of Interest". There were responses from 6 suppliers which the Revenue has been assessing to select a shortlist for the issue of formal Invitations to Tender. The evaluation so far has been about capability. The next stage brings price into the competition.

A thorough assessment of each supplier's capability has produced two front-runners:

EDS-Scicon

The UK arm of Electronic Data Systems, established by Ross Perot, now a subsidiary of General Motors. It is the world's largest computer services company with total revenues of around $8 billion. It employs 70,000 people world-wide, including over 4000 in Britain. It is widely perceived as the market leader in this field.

Computer Sciences Corporation in alliance with IBM

Both CSC and IBM are world ranking computer services companies. CSC generates annual revenues of around $2 billion in this field, and IBM about $7 billion. They are ranked fourth and third in the world after EDS and Andersens. CSC currently has a relatively small presence in the UK (about 650 employees), but IBM has a very large British presence.

The Revenue believe strongly that the other four responses were significantly less attractive than the two front-runners and that there was little to distinguish one from another. The four suppliers not proposed for shortlisting are:

CAP Gemini Sogeti
(trading in the UK through its subsidiary Hoskyns), which is French.

An alliance of Digital Equipment Company, Barclays Banks and Logica
One US-owned and two UK companies.

ICL in alliance with Andersen Consulting
80 per cent of ICL shares are owned by Fujitsu of Japan and Andersens, the world's second ranking computer services company, is part of a worldwide partnership.

Sema Group
registered in London but largely French owned.

Thus, on the basis of the capability evaluation, the Revenue propose to put two US-owned suppliers onto the shortlist but not one (or more) of the other four, who have a European flavour to them. Nonetheless there is no question of this involving "exporting jobs"; both the short-listed bids involve companies with a large presence in Britain, and who are already very significant employers here.

who will do the work?

The Revenue feel that they have run a structured and even-handed competition so far and that there is little to choose between the remaining four companies. They therefore feel that any attempt to invite one of those companies to proceed to the next stage of the competition would risk legal challenge from the remaining three.

I agree with the Revenue's proposals. There may be some backwash from the disappointed suppliers but the Revenue will be offering them constructive debriefings so that they can learn from their experience with this exercise and continue to be strong players for other Government IT contracts. All the companies involved are awaiting news - it has long been known that a shortlist would be issued around Easter - and I propose to give the Revenue the go-ahead to make announcements in the next day or so.

[N.L.]

21 April 1993

chex.jp/ob/20 **CONTRACTS IN CONFIDENCE**

Treasury Chambers, Parliament Street, London, SW1P 3AG
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PRIME MINISTER

INLAND REVENUE INFORMATION TECHNOLOGY

I have considered very carefully, in the light of our discussion last Wednesday, the terms of the proposed announcement of the short list for the Inland Revenue IT contract, the main elements of which were set out in my minute to you of 21 April.

As you know, this is a very large contract worth in total well over £1 billion over the next decade. The process we have agreed to embark on is akin to a substantial privatisation. For the Revenue, getting this right is crucial to the whole forward strategy: the successful supplier, wherever it is located, must be able to deliver and operate wholly reliable systems on time and in the most cost-effective way. To choose on any other basis, and so take substantial risks with this contract, would be to create an enormous rod for our own backs. In order to meet their objectives, the Revenue are going through an exhaustive process of selection, each step of which has been approved by me.

The present position is that the Revenue have evaluated the capability of the six suppliers who have expressed interest. The six suppliers concerned are all American or European (though ICL is of course 80 per cent Japanese owned). Any of these six suppliers would carry out most of the work in the UK; but their world wide capacity and experience is an essential part of their overall capability for doing the job required. So far as employment in the UK is concerned, I am convinced that the Inland

Revenue have made a convincing case that employment in the UK would not be harmed by the choice of either of the US owned suppliers.

Delivery of the contracted services is to the Revenue in and throughout the UK. To accomplish that, the winning supplier will take over most of the Revenue's existing in-house business-property, equipment and, in stages, 2100 staff (the work of 300 other IT staff will remain in house). In addition, it will be a contractual requirement that the processing and handling of and access to confidential data received from or being sent to taxpayers will only be carried out in the UK. This means that all the Revenue's big computer systems will continue to be supported, operated and maintained in the UK, involving some three quarters of the jobs at current manning levels. Non-confidential IT work will not move abroad in the short to medium term, is highly unlikely to do so even in the long term, and even then only with the Revenue's agreement. The Revenue understand that, in addition to prestige, winning this contract is central to the plans each of the proposed shortlisted suppliers has for developing their businesses in the UK and European markets. As the Revenue's IT work is done more efficiently, any reductions in staffing levels may therefore be offset by new jobs - a route not open to the Revenue if the work were not contracted out.

All that said, I have to say I do not think that the implications for UK employment can be the deciding factor in an issue of this kind. Our policy towards public sector procurement is governed by the belief that fully competitive tendering is in the best interests of the UK, and that we as a country have far more to gain by supporting, in practice as well as in principle, procurement policies which open up markets. The rigorous evaluation process undertaken so far shows that on the simple test

of their capacity to do the job required, the two US-owned suppliers are significantly ahead of the other four.

I fully share your desire to make substantial and real progress on the three issues we discussed: EC/US procurement; land rovers; unitary tax. I have considered very carefully how we could use the Revenue IT contract in order to get a better outcome.

I do not believe there is anything substantial to be gained from a delay, even of a week or two, in announcing a shortlist. Indeed such a delay would cause significant problems. We do not want the Government's procurement policies generally to be called into question and there are other procurements in progress, public and private sector, involving many of the same suppliers who are interested in the Revenue contract. The greater the delay in going ahead with the Revenue announcement, the more difficult the questions we will be called on to answer. In the Revenue's case, the suppliers there are incurring considerable daily costs while they wait for news. Moreover, proceeding with the shortlist announcement would add weight to those in Washington who do not want a sanctions war.

Why?

On the EC/US procurement issue, the fact is that the EC has already achieved a very good deal on most aspects of this issue. The deal will open up EC access to similar contracts in the US, provided the EC ratifies. The remaining issue is in the field of telecommunications, where the US will announce limited sanctions in response to the EC's refusal to withdraw EC preference. To link the IT contract with this public procurement dispute would send quite the wrong signals to the US and would not be welcomed by Leon Brittan. The fact is we do not need a negotiating lever in this issue: the US and the EC are well on the way to solving it. Moreover, the US are reported to be considering targeting certain member states, depending on their position in relation to

the draft agreement: this is an additional reason for not linking with the IT contracts. The position on this changes daily and it clearly would be important to avoid announcement on the same day of US sanctions and the IT contract. This is being monitored.

The dispute on sports utility vehicles is some way off being settled: I understand further work is underway by both sides. As yet, the US administration has not put forward a proposal for tariff reclassification and have indeed taken no action which would warrant retaliation. I believe, as I am sure does Michael Heseltine, that there is a real possibility of a satisfactory outcome here. This could be damaged by threats at this stage.

On unitary tax, I had a long session with Bentsen last week in Washington. I emphasised the intense feelings in Parliament, and our strong desire to avoid a confrontation with the US. Bentsen said he too wished to avoid a confrontation. We discussed the possibility of legislation which would make water's edge treatment mandatory. This could well solve the problems for the future, but would not clear up past problems. I regard this development as helpful, but we are a long way off getting a fully satisfactory outcome. Urgent work is in hand.

But I cannot believe that any attempt at linking unitary tax with the IT procurement would be successful. In the first place, we have our own way of retaliating on unitary tax, if we feel that is useful. Secondly, excluding US companies from the procurement exercise on IT contracts would be open to challenge. And the fact is that involvement by American companies is essential given the huge size of the Revenue's business, as the US Government well knows. They would rightly regard any threat to freeze out US companies is hurting us more than it hurts them. As it happens, one of the proposed short-listed companies, Computer Sciences, is headquartered in California and would be caught be retaliatory

action on unitary tax. This underlines the need to keep separate the tax and contract issues.

In my view we should consider holding up this short list to put pressure on the Americans only if:

- we have a credible threat, and one which we have a way out of if the Americans refuse to budge;

- there is a real prospect that the US will shift quickly as a result of the threat (since we cannot delay the next stage in contract procedures long without calling into question our whole policy).

My judgement is that these conditions are certainly not met on any of the three issues.

As you know, the six suppliers concerned have been awaiting news for a month; and further delays will lead to considerable difficulties. On the basis that we are following the right policy in this area - contracting out to the suppliers who offer the best overall value for money - and that we will gain nothing by delaying, I hope you can agree to going ahead with the announcement this week of the short list of two. I will of course ensure that it explains in the most positive terms possible why the short list does not include "British" companies.

... The attached paper by the Revenue sets out their conclusions in more detail and I believe you will find it helpful.

NL

[N.L.]

11 May 1993

INLAND REVENUE IT CONTRACT

POSITION PAPER AT 7 MAY

The Information Technology Office (ITO)

1. The ITO is the Revenue's in-house provider of IT services. Operating and capital costs are £250 million per annum spent on 2,400 civil servants, 150 consultants/contractors, 3 development centres and 13 computer centres. It is one of the largest organisations of its kind in the UK with a reputation for being a leader in the field.

Previous relevant events

2. In 1989, the Revenue received proposals from two private sector IT companies to buy out the ITO lock, stock and barrel. The possibilities were considered by Nigel Lawson, when Chancellor; the Prime Minister, when Chancellor; and Lady Thatcher, when Prime Minister. The time was not then considered right.

3. One of the issues then was the question of taxpayer confidentiality - would the handling and processing of taxpayer data by (possibly) non-UK owned companies cause public disquiet? Last year, Treasury Ministers decided that this possibility was not a show-stopper. However, the processing and handling of, and access to such data from outside the UK will not be allowed and there are criminal sanctions for infractions (S.182 Finance Act 1989). The Revenue Trades Unions are campaigning on the issue, so far without making much headway.

4. With Treasury Ministers' approval, and following informal talks with leading companies in the IT market place, at home and abroad, the Revenue developed a response to "Competing for Quality" for the ITO. This involves a

competition for a strategic IT partner to take over virtually the whole of the Department's IT services needs. On 28 October last, in reply to a Parliamentary Question, the Financial Secretary said:

> "The Government has authorised the Inland Revenue to proceed with a competitive tender to test the benefit available from a strategic contract with a major private sector computing supplier. If the tender reveals benefit to the Inland Revenue the aim will be to have a contract in place by the end of 1993."

Such a contract could be worth between £1 billion and £2 billion over its 10-year term. The explicit objectives are:

- step increases in cost efficiency;
- step improvements in new system delivery times;
- rapid access to the latest technologies and techniques;
- new career opportunities for in-house IT staff.

The current procurement

5. The procurement is being conducted in accordance with the EC Services Directive, which comes on stream from 1 July next, and began formally at Christmas with an advertisement in the Official Journal of the EC for "Expressions of Interest". This attracted 6 responses:

- **Cap Gemini Sogeti (trading as Hoskyns in the UK)**
- **Computer Sciences Europe in alliance with IBM UK**
- **Digital Equipment Ltd in alliance with Logica and Barclays**

- **EDS-Scicon**

- **ICL in alliance with Andersen Consulting**

- **Sema Group**

6. Cap Gemini Sogeti is French; Computer Sciences Europe/IBM UK are US-owned; Digital/Logica/Barclays consists of one US-owned and two UK-owned companies; EDS-Scicon is US-owned; ICL/Andersens is, respectively, predominantly Japanese-owned and part of a worldwide partnership; and Sema is registered in London but largely French-owned.

7. Following the Expressions of Interest, the procurement timetable, known to the market place, has been:

- Selection of a shortlist to receive an Invitation to Tender (ITT) - Easter.

- Selection of a winner - end-September/early October.

- Contract negotiation with winner - October/December.

- Contract start - January 1994.

8. The shortlist selection was made at Easter by the Board of Inland Revenue. It followed a rigorous and thorough evaluation of each supplier's capability to meet the Department's IT needs made by a broadly based evaluation team and a formal selection panel, which included senior representatives of the Treasury and CCTA, chaired by Sir Anthony Battishill. The evaluation included the formal responses from the six, follow-up questions and answers and references from other customers. The whole process has been

audited, and "Quality Assured" by external legal and other advisers. (Pricing, and therefore, value for money gains to the Revenue, do not come into the reckoning until the responses to the ITT are received.)

9. The proposed shortlist consists of two clear front-runners:

- **Computer Sciences Europe in alliance with IBM UK**
- **EDS-Scicon**

It is the Board's clear view, on the unanimous recommendation of the Selection Panel that, on the basis of a rigorous impartial business needs evaluation, only these two should be invited to tender for the contract. They believe strongly that the other four responses were significantly less attractive, with doubts about the capacity of each to meet the Department's needs, and that there was little to distinguish one from another. Those four might well therefore incur nugatory costs if they stayed in the competition with the odds already stacked against them.

Present state of play

10. All 6 suppliers have been anxiously waiting for a shortlist announcement since Easter. The Revenue are receiving enquiries almost every day. One supplier has now asked formally for an announcement date, since the cost of its 60-strong team in the UK and the USA is in excess of £50,000 per day.

11. ITO staff, who recently started industrial action in support of guarantees on terms and conditions if a contract is signed, are also waiting for news, as is the computing press, which, within the last week, has published one unhelpful report about the make-up of the shortlist. Only yesterday, a

French paper asked the Revenue to comment on reports that ICL are not on the shortlist and are lobbying hard.

Issues

12. There are two:

- The absence of a British company from the shortlist; and

- whether there is negotiating leverage in linking the contract to other open issues with the US.

(1) No British company?

13. Only the computing arm of Barclays Bank and Logica, who together have lined up with Digital, are British-owned. The other "British" company is ICL, which is 80 per cent Japanese owned and 20 per cent Canadian owned. Nonetheless, because of the size of its presence in the UK and its history, ICL regards itself as the flagship UK computing company. It has aligned itself with the UK end of Andersens, which is a multi-national partnership.

14. The Revenue has doubts about the capacity of these companies to meet its needs because they have not worked together as consortia before and do not have long experience of outsourcing let alone on anything like the scale proposed by the Revenue. By contrast, US companies have been outsourcing for 30 years on a much larger scale (eg ICL/AC some 80 current deals; EDS some 4,500) and are unquestionably the world's leaders.

15. If a shortlist between two and six were to be sought, there would be enormous difficulty in differentiating between the four back markers. The Revenue's evaluation model, given inevitable margins for error, puts nothing between them.

If, therefore, one further supplier (or two more) were selected, the Revenue are advised that they could run the risk of legal challenge from the other three (or two). The logic of going beyond the two US-owned clear front-runners, therefore, points to a shortlist of all six. That would be perceived as a nonsense and would undermine the whole competition, potentially bringing complaints from one or more of the companies involved.

16. If the Revenue were to attempt to produce a shortlist other than two or six, and which added ICL in particular (or ICL and Digital), the Revenue and its Selection Panel would be using its evaluation model to produce a result which, left to itself, it does not in fact show. If then challenged by one or more of the (remaining) unsuccessful companies, the Revenue believe it would be difficult to see off of such a challenge. What would be at stake here would be claims for costs and compensation.

17. The facts are that, in developing an evaluation process which would have the confidence of the market place and bring the world's best to the competition, the results inevitably point the way to go. There is no satisfactory basis, as the process has been conceived, which would allow the shortlist to be extended by one or two more suppliers without these risks of challenge. And if it became known that the procurement process had not been followed through at this stage, companies on the shortlist would be left wondering whether the selection of the eventual winner was or was not going to be made on the basis of value for money and quality gains to the Department.

18. The Revenue recognise that employment in the UK may be seen as an issue if the rest of the competition is dominated by US-owned suppliers. The on-shore processing of confidential data requirement (Para 3) keeps jobs here and the Revenue understand from previous informal talks with CSC and EDS that, in addition to prestige, winning this

contract is central to their plans for strategically developing their businesses in the UK and Europe. There is no reason either why non-confidential IT work should leave the UK but the Revenue's legal advice is that specifically to impose an on-shore requirement would run counter to EC law.

19. The Revenue also recognise that the announcement of a shortlist of two will need to explain, in as positive a way as possible, why no "British" company is included.

20. They believe this can be done by recognising positively in the announcement the merits of all six suppliers and their offerings, saying that two clear front runners had emerged; and explaining that it would have been invidious to have distinguished one (or more) from the other four, which included UK companies, whose claims were very evenly matched.

(2) The contract as a negotiating weapon on other UK/EC and US issues?

21. Holding up a very large contract - akin to privatisation - would be a major step only to be considered if

- the threat is credible
- it is likely to lead to early results
- there is a way of retreat if it is not successful
- we can live with the downsides of delay.

22. Overall, the judgement of the Treasury and the Revenue is that these conditions are not met in any of the three open issues, whereas the drawbacks from further delay are considerable:

- The present contract cannot be delayed much longer without calling into question the Government's public procurement policies, either on this contract or in other contracts by other Government departments.

- In particular, if this contract is delayed, there is the risk that US-owned companies would question their position in other current IT contracts (for example, it is believed that in Transport's privatisation of the IT function of the DVLC, EDS and IBM are leading contenders, whereas ICL is not. And in the private sector, where British Aerospace is contemplating an approach on a scale not much smaller than the Revenue's, most of the companies interested in the Revenue contract are also interested there, though in different combinations).

- The 6 suppliers might well re-think their interest in the Revenue's procurement, with its uncertain timetable and outcome, as well as their present consortium relationships.

- The Revenue could be open to claims for costs and compensation because the rules of the procurement have changed

- The benefits the Revenue are expecting to get would be delayed.

- The Revenue unions would no doubt claim something of a victory.

23. The position on the three issues with the US needs to be judged against this background.

Finally

24. There is a spotlight on this competition which amounts to potentially a new way of Government doing business with the private sector in achieving its objectives for the public services. The good impression which the procurement has so far made on the computing industry market place - Government meeting its declared timetable; doing things even-handedly and professionally - is at risk if an announcement of the shortlist is not made very quickly.

File

7 April 1993
cc. Mr M Adams
cc. Mr R P Mean

Mr Collins

COMPUTER CABLING

Recently the computer network has been surveyed by independent security consultants (Gamma Secure, a list X company) who were commissioned by ITSB with the authority of the ITSG to produce a system security profile (SSP) for the Downing Street network. Final approval for the SSP will be given by CESG.

The consultants examined all aspects of the system including the cabling infrastructure and advised on the potential gaps in security. In respect of the cabling they were concerned about two areas,

a. **The fibre optic hub in the Press Office.**

Note was made of the lack of physical access control at the five ports on the hub in the press office. Whereas each port at a connection box can be selectively disabled via the network management console (NMC) in the computer room none of the five ports emanating from the hub can be disabled without disabling the entire unit. This, unfortunately, means that it is possible to connect a device to a port that could be used to monitor all the data traffic on the network. As we are unable to feed more microduct into that room they suggested replacing the existing dumb hub with a small "intelligent" Ungermann Bass hub. The UB hub could then be controlled from the computer room. A hub plus one ethernet concentrator card to provide the necessary ports would cost in the region of £6,000 plus VAT.

b. **The cabinets housing the Access One hub.**

The consultants were unhappy with the locks fitted to the wiring cabinet in the basement. In particular they picked out the low level of security afforded by the locks and the wide distribution of the keys. They recommended that they be replaced, with padlocks if necessary, and two sets of keys held, one with the custody guards and the other with the system manager.

To gain CESG's approval for the system action must be taken to plug these gaps quickly and accordingly I would be grateful for your comments.

D R W Horsburgh
Ext 3045

File

IT/DM/93/012

From: Dave Mawby
Room: 1/3 GOGGS
Tel: 270 6069
Date: 2 March 1993

Mr M Adams
Private Secretary
No. 10 Downing Street

IT STRATEGY SCOPING STUDY

Thank you for agreeing to participate in the study being conducted by the CCTA consultant Mr Roger Lees. Mr Lees has the appropriate security clearance and there should be no problem with material discussed. However if you have any doubts please contact me prior to the interview.

I would like to confirm the arrangements, as follows:

Date: Monday 8th March

Time: 9:30

Location: No 10 Downing St.

I, or another member of ITSB, will introduce Mr Lees prior to the interview. Please contact me if there are any problems and thank you again for your co-operation in this exercise.

Head of ITSB
cc Mr D Horsburgh

file

MR. HART

FACSIMILE MACHINE IN CONFIDENTIAL FILING

We discussed this morning the practicability of switching over the C.F. fax machine to a direct line, i.e. dialable direct from outside Number 10 without going through the switchboard. You told me that the existing machine would remain in position and the only additional cost would be that of renting a direct line (in the region of £150 per annum). On the minus side, we understand that the switchboard will no longer be able to transfer calls from the board to our machine. I should be grateful if you would proceed with the exercise at your earliest convenience.

D Stacey

D. J. STACEY
Duty Clerk

20 January 1993

→ File

19 January 1993
cc. Mr M Adams
cc. Mr R P Mean

Mr Collins

ETHERNET CONCENTRATORS - ACCESS ONE

The Access One Hub in its present form can support up to 42 connections although I suspect one of these may be defective. The Ethernet concentrator cards - four in total - can each support 12 connections or pairs. The last card however is not fully populated with fibre interface modules and can only support six connections. At the time of writing I have 39 devices connected to the hub.

Unfortunately I am now in the position where I urgently require to add another eighteen connections. I have therefore spoken to BT and obtained an estimate for the necessary equipment. The estimate is attached. In table 1 below I have listed the total cost of providing 18 further connections.

Table 1.

No	Description	Unit cost	Total Cost
1	Ethernet over fibre Module	2347	£2347
9	Fibre Interface Modules	500	£4500
1	Cable kit	182	£182
1	Rack mount	150	£1500
		Total excluding VAT	£7,029.00

I also asked for them to quote to bring the fibre connection from the rear of the cabinet to the front as the present configuration is unworkable. These costs are detailed on table two.

Table 2.

No	Description	Unit cost	Total Cost
4	Cable kit	182	£728.00
4	Rack mount	500	£2,000.00
		Total excluding VAT	£2,728.00

I would point out that although we have always bought from BT there are not the only suppliers of Ungermann Bass equipment and higher discounts may be available elsewhere.

D R W Horsburgh
Ext 3045

cc Peter Taylor
Could we have a word? I plan to go ahead with this
Mary Francis
21/9.

cc Alex
David Parke
Gus O'D

I'd like to accept this. We are unlikely to get 2 more Knight Ridder connections free (Gus took ordering and vendors); and Gus sees advantage in having Reuters and Knight Ridder in the building. From over £1,000 per month came down to £744 - less than we pay at present. MF 14/9

REUTERS

10 September, 1992

Mary Francis
10 Downing Street
LONDON SW1A 2AA

Reuters Limited 85 Fleet Street London EC4P 4AJ Telephone (071) 250 1122 & (071) 955 0011 Telex 23222

Dear Mary

Referring to your letter of 7 September and our telephone conversation, I am writing to you with a new proposal which I hope will be of interest to you.

You mentioned that you would prefer to stay with Reuters if we can arrive at a satisfactory solution. We do, of course, want to keep you as a client and appreciate the competition we are faced with. I therefore have the pleasure of offering you the following terms for a Reuter subscription:

	£ per month
Money 200	450
UK Equity Focus	150
Money News @ 475	FOC
2 x Reuter Terminal @ 475	FOC
2 x London Stock Exchange Fee @ 40	80
1 x BT Line Charge	64
	£ 744

Both terminals will be able to access all information individually and simultaneously.

We will install the terminals free of charge and also take on the cost to upgrade your BT line.

Training will be done at your convenience at no extra cost.

I hope the above is of interest to you, and am looking forward to your comments on my proposal.

Yours sincerely

Eva Lindblom

EVA LINDBLOM
ACCOUNT MANAGER

REUTERS

→ Copy Mary F
PL.

Mr P Taylor
10 Downing Street
London SW1A 2AA

13 August 1992

cc Mr Poole
Would do you think? Enjoy on the intercommunal side?
Mary 18/8.

Reuters Limited 85 Fleet Street London EC4P 4AJ Telephone (071) 250 1122 & (071) 955 0011 Telex 23222

Dear Peter

I enjoyed visiting No. 10 today to discuss your requirements for price information and news.

As agreed, I am sending you a proposal to upgrade your existing systems to our new type terminal, accessing the information discussed with Mary Francis and David Poole.

You currently subscribe to the following:

	£ per month
Money Rates Service	*673
LIFFE	30
2 x BT Lines @ 82	164
	£867

* During our audit of your account we found that you have been charged the wrong amount for the Money Rates service. The correct price should be £825 per month, making the total subscription cost £1,019 per month.

The Money News Service, which Mary Francis requested, costs £475 per month. I have released this service to you on a one month free trial.

PROPOSED NEW SUBSCRIPTION

Option 1

	£ per month
UK Money Focus	150
UK Equity Focus	150
2 x Reuter Terminal @ 260	520
2 x London Stock Exchange Fee @ 40	80
1 x BT Line	64
	£964

Option 2

	£ per month
UK Money Focus	150
UK Equity Focus	150
Money News @ 475	FOC
2 x Reuter Terminal @ 318	636
2 x London Stock Exchange Fee @ 40	80
1 x BT Line	64
	£1,080

Both Terminals will be able to access all information subscribed to individually and simultaneously.

I suggest that the two different users split the total cost between them, which means that in Option 1 each user will pay £482 per month (£5,784 per annum) and in Option 2, £540 per month (£6,780 per annum).

Prices are exclusive of VAT.

Installation costs

You will need a new BT line for the new Reuter Terminal. BT charge £1,390 (once-off) to install 1 line.

Reuters charge £650 per Terminal installed.

The total installation cost is therefore £2,690. I am, however, pleased to offer you installation free of charge and will arrange for Reuters to take on the cost of the installation.

I will contact you during next week when you have had a chance to present the proposal to Mary Francis and David Poole.

In the meantime, please give me a ring on 324-7464 if you have any questions or require further information.

Yours sincerely

Eva Lindblom

Eva Lindblom
Account Manager

MR ALLAN
MR WALL
MRS FRANCIS
MR CHAPMAN
MISS PHILLIPS

Mark
Yes to X, happy to do it.
Mr

cc Duty Clerk

COMPUTER NETWORK

I held a meeting earlier today with Donald Horsburgh to discuss Private Office requirements for information technology.

You will recall from my earlier minute that I suggested it might be possible to provide us with facilities such as the ability to amend documents typed for us by Garden Rooms, the searching of the Garden Rooms database, and a computerised diary. A first step in achieving this is the completion of the Garden Rooms computer network itself. This should happen in the second week of August, subject to resolving any teething problems in installation.

I propose that from the time the network is up and running, one computer is placed in Private Office on an experimental basis, with as many of the facilities mentioned above available. I am happy to act as the guinea pig, at least up until the time we have to move from Private Office for the work on the windows. On our return, when I shall be on holiday, someone else might wish to volunteer to continue the experiment (please let me know if so).

If the experiment is successful, and as soon as all teething problems are ironed out, the intention would be to expand the number of computers in Private Office to meet the level of demand which you all have indicated. I imagine that this would be some time in the autumn.

MRA

Mark Adams
27 July 1992
c: computer (MJ)

10 DOWNING STREET

Mark

Lesley
Thank you. Certainly
1/7

Pl. see the attached.

I've spoken to Ron Sullen who tells me that there is a spare fax in the Cabinet Office which we could adopt. I think that it would be useful and I'm sure that Questions would welcome it. Ron tells me that Alex is agreeable & just needs a formal request.

Content for me to send the minute?

Lesley
1/7

file

10 DOWNING STREET

LONDON SW1A 2AA

MR. HART
CABINET OFFICE

cc Mr. Adams

INSECURE FAX FOR CF

I believe Ron Bullen spoke to you about the possibility of an insecure fax being installed in Confidential Filing.

We are faxing documents to other departments more and more, at the moment via the fax machine in Parliamentary Questions. This is far from ideal and on Tuesdays and Thursdays, when the briefing for Prime Minister's Questions is coming through almost non-stop, proves very disruptive to the Questions team. A fax in CF would solve the problem and prove invaluable both to Questions and CF. Perhaps you could investigate and let me know whether this would be possible.

LESLEY BAINSFAIR
CONFIDENTIAL FILING

1 July 1992

File

MR. ALLAN
MR. WALL
MR. POTTER
MR. CHAPMAN
MISS PHILLIPS

cc: Duty Clerk

NEW COMPUTER NETWORK

Work on the installation of the new network is nearing completion. It is possible to link one or two computers to the network from Private Office.

The facilities that the network might offer Private Office include the following:

- the ability to call up, and amend if required, documents from Garden Rooms;

- the possibility of accessing the Garden Rooms data base to investigate correspondence;

- the option to type and print one's own material;

- the ability to computerise the Prime Minister's diary and give Private Secretaries access to it on screen, and to offer a personal computerised diary.

The computers could be on individual desks or placed separately for general use. Computers possibly available include sophisticated flat-screen models which minimise desk space and are therefore unintrusive.

I can provide further details if required. I should be grateful for reactions.

(MARK ADAMS)
15 June 1992
c:\wpdocs\home\computers (sr)

file

MR. HORSBURGH

cc. Mrs. Richards
Mr. Hart
Mr. Mean

INSTALLATION OF NO. 10 NETWORK

I was grateful for your very helpful minute of 30 April. I apologise for not having replied sooner.

I agree with your suggestion for CF, in the absence of a database system for them. It certainly would be helpful if a course could be offered to CF's staff just before the installation of the database system.

I am not able to say yet where in Private Office we might wish to install a connection. I am writing separately to the Private Secretaries about this.

I also agree strongly with your suggestion for involving staff in the network. It will certainly be helpful to circulate regularly comprehensible information about the system. An informal user group will also be helpful - indeed, I ran such a group when installing a network in the Department of Employment - but you will of course need to take care not to overburden the extremely busy people in the office.

I understand you have discussed the security questions with Alastair Mathieson, and will be taking these forward separately.

I suspect we cannot expect better than central system availability of at least 99.5 per cent. Nevertheless, the one hour a week when the system is unavailable may well be of concern. I assume that there will be suitable back-up facilities, such as enabling our work stations to operate as stand-alones.

Finally, I indicated separately that I was happy for you to proceed with your proposal for new computers in the Garden Rooms.

MARK ADAMS

12 May 1992

A:\home\network.vlb

cc Mr Mahfouz
To note
MRA

30 April 1992

cc. Mrs Richards
Mr Hart
Mr Mean

RP
2 6983

Mr Adams

INSTALLATION AND IMPLEMENTATION OF THE NO 10 NETWORK

Work on the LAN is progressing and we hope to have selected areas of No 10 connected by approximately the second week in May. British Telecommunications has completed the installation of the network wiring hub in the basement and testing of the system has begun. Approximately 30% of the user's workstations have been converted for use with the network. Work continues on converting the remainder.

Training in the use of the network facilities and the new version of Wordperfect has been arranged and in some instances carried out. Staff in the Garden Rooms and the Press Office have already completed Wordperfect training. Network training dates for several of the staff have been arranged for the end of April. In addition each user once connected will receive a copy of the user guide.

Staff in Confidential filing will be connected to the network in order to use a computer database to track papers. IT Development staff at the Cabinet have suggested that a subset of a database application recently developed for the Registry staff may be suitable. Mr Stacey and Mr Brain have attended a second demonstration of the application and agreed that it may be a viable solution. In the meantime I do not feel there would be any benefit derived from placing them on the network until the database is acquired. Cabinet Office Training Branch will provide a bespoke network and word processing course for staff in Confidential Filing prior to the acquisition of the database system. ① agree

As part of the initial phase two fibre optic connections have been placed in the Private Office. I would however appreciate if you would advise me whether or not any of the members of the Private Office wish to be connected to the network . Mr Wall did express an interest recently in being able to edit drafts created in the Garden Rooms. The computers used need not be as large as the machines used in the Garden Rooms. The technology has reached a stage where we can use flat screens albeit at an additional cost. ICL who have factories in the Prime Minster's constituency can offer screens and computers at a sizeable discount. I have enclosed a leaflet that contains details of their computer range. ② Initial interest - discuss

Money has been found for the replacement of the computers in Garden Rooms. A suitable supplier has been chosen. The company, Dell computers, is American with manufacturing sites in Ireland. The present Garden Room machines are American but carry British Telecommunications badges. HM Systems, the British company who supplied the computers for the Press Office and Honours, are unable to offer the monitor size required. Before proceeding with the order I wonder if you wish to comment. ③ Answered

- GR
- CF

Before making the network available I would suggest a small presentation to representatives of the staff. This would be supplemented by a newsletter to all the staff. I would however welcome your comments on these proposals as I am increasingly concerned that we need to involve staff in the planning and form of the network if it is to gain general acceptance. I think it would be useful to form an informal user group to meet occasionally to discuss the IT needs of the staff and provide feedback on the performance of the computer systems.

✓ Agree (4) ✓ Agree

The arrival of the network raises several data security questions. The network will relieve staff of the responsibility for the security of the data and place it in the hands of the system manager. This however makes it crucial that suitable arrangements are made to insure the safety of the data in case of fire or other mishap. It is therefore proposed that a full tape copy of the network data is stored at secure offices in 70 Whitehall. In addition I would suggest the purchase of a fire proof safe to store the daily incremental backup tapes. However as there maybe be security implications I would welcome your thoughts on this proposal.

X (5) ✓ Alistair

The matter of support has been the subject of some consideration and has resulted in the attached draft technical support document. In brief the aim will be to provide central system availability of at least 99.5% that translates into less than one hour a week where the system will be unavailable. In addition it is planned that there will be 24 hour support with a target response time of 15 minutes. On more complex problems, the call response should be within the 15 minute window but a longer fix time is likely if a workstation requires disassembling.

backup systems? (6)

Day time support will be provided by the Information Centre Controller post holder; any absences on sick leave or annual leave will covered by ITSB staff. Support required outside the hours of 9:00 to 5:30 (Monday to Friday) will be provided initially by the Cabinet Office Telecomms Duty engineer. The duty engineer will assess the extent of the problem and wherever possible attempt to resolve it. If he is unable to resolve the problem then he will be able to contact the Information Centre Controller or his nominated representative who will be available to respond to out of hours calls.

Due primarily to the modular design of the network there will be no formal maintenance of the equipment instead there will be spares kept on site of all essential items, including a complete computer workstation.

D R W Horsburgh
Ext. 3045

Cf.
Personally have it
a file. Could you p
b.u. with this tomorrow

Date : 4 February 1992
cc : R P Mean

Mr Chapman

COMPUTER AND NETWORKS IN NO 10 - PROGRESS REPORT

As I have not had a chance to speak to you since my return from annual leave I thought you might find it useful if I summarise the computer related issues.

Network - The offices comprising phase one of the network have been identified and British Telecom will be "blowing" the fibres into the tubes very shortly. The necessary network equipment has been specified and quotes received. It is hoped to place an order very shortly although there remains some question over the source of the funds. Accommodation for the main network computers is causing some problems but an interim solution has been proposed.

Data - I have been informed by the Cabinet Office IT section that there may be a need, depending on the election result, to erase existing data from the computer systems. To prepare for this possibility I would be grateful if you would advise me of what may be legally required.

Support - I still have the loan of a portable telephone which is useful but has only one battery and is difficult to maintain on standby. I am also reluctant to distribute the telephone number freely to the staff as the telephone is only on loan. As a result there have been times during working hours when I cannot be contacted immediately. I have spoken to Mr Hart before Christmas and he explained then that he hoped to discuss the matter of a replacement or an alternative with you. Before I pursue the matter further I would be grateful if you would advise me if Mr Hart was able to discuss the subject with you.

D R W Horsburgh
Ext 3045

CF,
Personally here is a file. Could you p b.u. with me tomorrow

Date : 4 February 1992
cc : R P Mean

Mr Chapman

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D R W Horsburgh
Ext 3045

10 DOWNING STREET
LONDON SW1A 2AA

HONOURS IT EQUIPMENT
NOTE OF MEETING HELD ON TUESDAY 22 OCTOBER 1991

Present: Mike Childs
Lindsay Wilkinson
Donald Horsburgh
Ann Knight

1 Subject to confirmation of financial clearance from William Chapman, Mike Childs would confirm the order for 3 pcs (HM Minstrel 386SX) together with WordPerfect Version 5.1, with three colour monitors to be delivered to Honours Section as quickly as possible. This arrangement would be compatible with the new network plans for No 10.

2 Two of the current dumb terminals connected to the Unix system and HP LaserJet Series II would remain in position for the time being.

3 Donald Horsburgh would arrange for a suitable LaserJet printer to be delivered for use with the new pcs. (A printer with two trays - one of which is A5 - would be helpful for production of honours forms. The HP LaserJet Series III would enable ten forms to be printed at a time).

4 Donald would also purchase a switch and four cables (1 for each pc and one between switch and printer).

5 It was expected that the pcs could be delivered one week after financial clearance had been given.

6 Costs: For cost of the 3 pcs, switch,cables and LaserJet printer, see estimate attached.

AKnight

Ann Knight
22 October 1991

Distribution: Those present
Mr Turnbull
Mr Chapman

	Number	Unit cost minus VAT	plus VAT	Total
HM Minstrels	**3**	**1175**	£1,381	£4,142
Laser printer	**1**	**1600**	£1,880	£1,880
Cabling	**4**	**10**	£12	£47
T - Switch	**1**	**180**	£212	£212
				£6,280

file

MR. HORSBURGH

I attach a copy of the note which I mentioned to you about the extra equipment for Honours Section. I gather that Mr. Childs will be calling a meeting (indeed he may already have done so) with you and Ms. Wilkinson to take this forward.

I have spoken to a number of the people whom you identified as having the greatest interest in the new IT system for No.10. There seem to be mixed views on the need for a meeting. As someone who is always keen to minimise the number of meetings, I wonder if we could pursue the following way forward! It would be most helpful if you could provide on a sheet of paper, or at the most two, a simple guide on how the new system will work in terms fit for ignorant laymen and women. I appreciate you have already sent me a note on the subject. Something on the same lines, if possible even simpler, and explaining things like how information will be put on to the system and at what level of detail, would be ideal. For example, if we receive a letter from a Cabinet Minister will this have to be typed into the system or can it be scanned in, or will we only have access to a reference number which will tell us on which file (old-fashioned) it will be stored? I would then circulate the note and if anyone still had doubts or questions we could call a meeting then.

WEC

WILLIAM E. CHAPMAN

21 October 1991

c:\wpdocs\home\it.dca

IT/1/23

N/T CF

From: M L Childs

Date: 15th October, 1991

Mr Turnbull

cc: Ms Wilkinson
Mr Horsborough
Miss Buchan

IT EQUIPMENT - HONOURS SECTION

Thank you for your minute of 4th October. I have arranged for a start to be made on the purchase of the three PCs for the Honours Section and there is every chance that they will be delivered by the required date. I have arranged that Minstrel PCs, as supplied to the Press Office, will be provided; these have a small "footprint" on desks, are good value for money and have a "Union Jack" on the manufacturers nameplate.

Before we take any further action, I would like to discuss with the Honours Section staff matters such as:

office layout with the extra equipment, (it is already cramped in there),

the differences in work practice, (we need to set up the system to suit these),

what causes the existing printer to jam, (another could well do the same), and

what will be achieveable by 28th October.

As regards the latter, the connection of the PCs to the existing Honours Section data base computer will not be as simple as outlined in your note until Communications Secretariat have completed the installation of the cabling for the Local Area Network. Their current estimate is the end of December. However, I am confident that it is possible to devise an interim arrangement that will not compromise efficiency but I am sure you will agree that this must be done in consulatation with Lindsay Wilkinson. I have asked Don Horsborough to arrange the first discussion as soon as she is back from Annual Leave.

Finance Division have requested that you inform them which of your capital budgets you propose to debit for this project.

Mike Childs

M L CHILDS
Head of IT Systems Branch

IT/1/23

15.10. PM 3 1

From: M L Childs

Date: 15th October, 1991

Mr Turnbull

cc: Mr Wilkinson
Mr Horsborough
Miss Sochan

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Finance Division have requested that you inform them which of your capital budgets you propose to debit for this project.

M L CHILDS
Head of IT Systems Branch

Date : 4 October 1991
From : D R W Horsburgh
cc : R P Mean
cc : A Hart

→ DH
C – look for minutes.

BUDGET DETAILS

I have attached the planning exercise papers. The figures entered are in line with the proposals submitted earlier.

I delayed submission of the papers to allow time to meet with Mr Hart from Cabinet Office Telecommunication division to discuss the progress of the network cabling.

This meeting has taken place and I have been assured by Mr Hart that British Telecom still consider November to be the month during which they will finish the wiring project. Mr Hart did however urge caution and thought that it would be prudent to allow for slippage and advised that the end of December would be a more realistic date.

Although I was disappointed that to find that we are still not ready to install the network I was more concerned to learn that it would appear that no provision was made in the original budget for the physical connection of the cabling to the computers.

If we are to proceed with the installation we must make a decision quickly about the type of connection and, more importantly, the funds to buy the necessary equipment. I have therefore asked Mr Mean to supply figures for conventional connections and Mr Hart has promised to supply figures for direct fibre optic connections. *

As this problem will have financial repercussions I would be grateful if we can meet to discuss this and other IT related matters.

Donald Horsburgh
Information Centre Controller
Ext : 3045

F82h in hand

List of potential invitees to IT overview meeting

PRINCIPAL PRIVATE SECRETARY

Mr Andrew Turnbull

PRIVATE SECRETARIES

Mr Barry Potter
Mr Stephen Wall
Mr Dominic Morris
Mr William Chapman

PRESS OFFICE

Mr Jonathan Haslam

POLICY UNIT

Mrs Sarah Hogg ? x 3070

APPOINTMENTS

Mr Robin Catford/Mr Nick Wheeler/Miss Angela Hordern

HONOURS

Miss Lindsay Wilkinson

GARDEN ROOMS

Mrs Janice Richards — mtg not nec.

Find DTI's rep.

SECURITY CO-ORDINATOR

Mr Alistair Mathieson ?

OFFICE MANAGER

Mr Peter Taylor ?

Budget file.

From : D R W Horsburgh
Date : 24 September, 1991
cc : R P Mean

Mr Chapman

IT BUDGET FOR 10 DOWNING STREET (1992/93)

As I have previously explained No 10 has a mixture of computer systems. They comprise mainly small multiple user systems and personal computers.

The small systems are characteristically a more traditionally approach to computer system design where one computer is shared simultaneously by a number of users. The roots of such designs can be directly traced back to a time when computers were relatively expensive and it would have been financially unsound to devote all the processing resources of one computer to a single person. This approach also allows users sharing the computer to easily share data.

The personal computer is the direct result of the micro-chip revolution when it became economically feasible to build powerful computers for personal use. Initially the ability of such machines to be share data and programs was limited to the exchange of data on disks.

Due to the limitations of the personal computer design the choice in the past has been between personal computers for individual applications such as word processing and multiple users system for users requiring shared access to common data. It is now however possible to continue use personal computers and also access common data using a LAN.

A LAN consists of a number of personal computers linked by cabling, in our case fibre optic, to one or more central computers which store all or some of the data required by the staff. A member of the staff on the LAN will still use the word processing program on his own computer but will obtain the document files from the central computer known as the file server. In this way the LAN makes use of the local processing power of the personal computers but permits LAN users, with the appropriate permission, to access and share common data files.

The Cabinet Office decision to adopt a Local Area Network (LAN) strategy and install fibre optic wiring throughout No 10 will provide staff with the opportunity to communicate electronically and share data.

This infrastructure will also provide a means of sharing expensive resources which would ordinarily be too costly to purchase as a dedicated resource for one office. Examples of these are high volume printers, spreadsheet and graphics programs. Data which is to be shared amongst staff would reside on dedicated UNIX machines for databases (eg Appointments) linked to the network. These UNIX machines and the main network file servers would be maintained centrally, relieving the staff of need to backup data on the machines daily.

How many unix's?

Ideally all staff who can demonstrate a need for office automation products should be placed on the network but this would be expensive. The cost for each user would be approximately £ 2000. In addition there would be continuing training and maintenance costs.

In addition to the costs and the logistical task of training the majority of the No 10 staff there remains the task of convincing staff that the new equipment technology will improve their productivity. This could be addressed by training but there remains a need to build up confidence in the system and equipment.

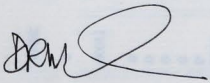
Due to the modular approach of the chosen system the advantages are that once sufficient capacity is provided at the central file servers staff can be added relatively easily. Nor are we tied irrevocably to the choice of programs or computers. The choice of security device, Trispan, is also not irreversible but any change in that area would require careful thought as Trispan affords the network the ability to meet CESG's security standards for the storage of documents classified up to and including SECRET. This would be very important if the ultimate goal of linking, via a secure encrypted data line, to 70 Whitehall and GoGGs is to be realised.

For these reasons I would suggest that we adopt the phased approach. Phase one would still comprise of the Garden Rooms, Private Office and Press Office and would be completed this financial year. Phase two would take place in the financial year 1992/93 and would involve the installation of network nodes in selected areas where it is thought that the staff would benefit from improved communications. Miss Wilkinson in Honours Section is a good example. In her duel role of personnel officer and Honours section manager she would benefit from access to corporate data such as personnel details which she would access from a database residing on a central UNIX machine. This machine could also be used for the correspondence logging database in Garden Room and the proposed confidential filing database.

I have detailed on the attached spreadsheet, Appendix 1, the approximate costs of full integration, phased and basic enhancement costs. These are based on the suggestions of Cabinet Office IT staff and where possible No 10 staff although I was not able to consult all the necessary staff. Appendix 2 describes the costs in more detail although bids already submitted for IT funds may have to be amended to tally with these. In Appendix 3, page one, I have listed the bids for maintenance received so far. On page two I have listed my suggested proposals for maintenance costs. These proposals provide funds for a maintenance contract for each piece of equipment and could be reduced if staff are content to accept ad-hoc maintenance terms.

In my bid I have requested a number of additional items required for IT support within No 10. Included are the maintenance costs for the network equipment although this figure does not include cable maintenance. Responsibility for the fibre optic cable will be decided once Mr Hart from Telecommunications secretariat has returned from leave.

As a result of the budget deadline, the time available to consult staff was limited and I would suggest that it would be beneficial to have a meeting of the heads of staff in No 10 and IT personnel to discuss strategy. The meeting would allow an opportunity for IT staff to answer any queries they may have and allow No 10 staff to gain an appreciation of the benefits that can be derived from networking.



D R W Horsburgh
Ext 3045

Appendix 1.

CAPITAL SPEND OPTIONS

		Networking throughout		Phased networking		
		Network nodes	Total cost	Network nodes	Total cost	Enhancements to the present system
77100	Principal Private Secretary	0	0	0	0	0
77110	PM personal	0	0	0	0	0
77120	PM Entertainment	0	0	0	0	0
77130	Principal Private Secretary	1	2000	0	0	0
77140	Foreign affairs Advisor	1	2000	0	0	0
77150	Honours section	5	10000	1	2000	1000
77160	Security Co-ordinator	1	2000	1	2000	0
77161	*Security Enhancement Project*	0	0	0	0	0
77170	PM's special communications	0	0	0	0	0
77180	No 10 Acc + Telecom Costs	0	0	0	0	0
77200	PS Parliamentary Affairs	1	2000	1	2000	0
77300	PS Home Affairs					
77310	PS Home Affairs	1	2000	0	0	0
77320	Garden Rooms	0	0	0	0	19000
77330	Correspondence section	7	14000	1	2000	6000
77340	Confidential Filing	0	0	0	0	6500
77341	*GCS Short term car hire*	0	0	0	0	0
77350	Home visits	0	0	0	0	0
77400	PS Economic Affairs	1	2000	1	2000	0
77500	PS Overseas Affairs	1	2000	1	2000	0
77510	PS Overseas Affairs	0				
77520	Overseas Mission	0				
77600	Secretary for Appointments					
77610	Appointments Section	7	14000	1	2000	9500
77620	GC-Short Term Car Hire	0	0	0	0	0
77640	Office Manager	1	2000	0	0	0
77650	Chequers	0	0	0	0	0
77660	Public Records	0	0	0	0	0
77670	Refurbishment Project	0	0	0	0	0
77700	Press office	0	0	0	0	11000
77800	Policy Unit	8	16000	1	2000	0
77900	IT Support	1	2000	1	2000	28310
	Totals additional nodes	**35**	**70000**	**8**	**16000**	
	Additional software		**7000**		**3000**	
	Network cards		**4725**		**1080**	
	Total Costs		**81725**		**20080**	**74810**

Appendix 2.

ACCOUNT DETAIL		SPEND NEXT FINANCIAL YEAR
77110	PM Personal	No proposals
77120	PM Entertainment and Invitations	No proposals
77130	Principal Private Secretary	No personal IT
77140	Foreign Affairs Advisor	No personal IT
77150	Honours Section *	1. Possible network node to allow staff access to network. a. Network node costs of £2000 ***. b. Maintenance (PC)**, approximately £200. 2. WordPerfect 5.0 for UNIX - £1000. ----------
77160	Security Co-ordinator *	Possible network node to allow custody guards to access and maintain a database of persons cleared to visit the building. 1. Network node costs of £2000 ***, Dedicated printer £400 and database software £500. 2. Maintenance (PC)**, approximately £200. ----------
77161	Security Enhancement Project	Possible purchase of Project Management software
77170	PM Special Communications	No proposals
77180	No 10 Accommodation and Telecommunications Costs	No proposals
77200	Parliamentary Affairs *	Possible network node to allow staff access to network. 1. Network node costs of £2000 ***. 2. Maintenance (PC)**, approximately £200. ----------

Appendix 2.

ACCOUNT DETAIL		SPEND NEXT FINANCIAL YEAR
77300	PS Home Affairs	No proposals
77320	Garden Rooms	1. Upgrade 3 laptops - £4000. 2. Upgrade OCR software allow the scanning and translation of additional sources such as faxes and multiple typefaces - £1000. 3. Upgrade of two Pcs to provide machines capable of using the scanning software - £4000. 4. 3 additional HP series III printers to provide Garden room staff with the ability to utilise the additional capabilities of Wordperfect 5.1 - £3500. 5. Replace printer sharing devices. - £1500. 6. Additional money to allow for the enhancement of existing database. - £5000. ----------
77330	Correspondence Section*	1. Upgrade existing software - £5000. 2. WordPerfect 5.0 for UNIX - £1000. 3. Possible network node to allow staff access to network. a. Network node costs of £2000 ***. b. Maintenance (PC)**, approximately £200. ----------
77340	Confidential Filing	1. Maintenance of 8 Pcs and 1 laser printer 2. Adaptation of existing database in GoGGs Registry to meet confidential filing requirements. The database would reside on either existing UNIX machine in Garden Room or on the proposed high performance central UNIX machine - £5000. 3. Additional printer - £1500. (could possibly be supplied from excess in Garden room). ----------
77350	Home Visits	No proposals
77400	PS Economic Affairs*	Possible network node to allow staff access to network.

ACCOUNT DETAIL		SPEND NEXT FINANCIAL YEAR
		1. Network node costs of £2000 ***.
		2. Maintenance (PC)**, approximately £200.

77500	PS Overseas Affairs *	Possible network node to allow staff access to network.
		1. Network node costs of £2000 ***.
		2. Maintenance (PC)**, approximately £200.

77610	Appointments *	1. Amendments to present software - £7500
		2. Additional Deskjet personal printers - £1000.
		3. Possible network node to allow staff access to network.
		a. Network node costs of £2000 ***.
		b. Maintenance (PC)**, approximately £200.
		4. WordPerfect 5.0 for UNIX - £1000.

77640	Office Manager	No proposals
77650	Chequers	(See Garden Room, BT machine at Chequers.)
77660	Public Records	No proposals
77670	Refurbishment Project	No proposals
77700	Press Office	1. Maintenance for 8 minstrels at £400 apiece.
		2. Additional printing facilities - £2500.
		3. Bespoke database to permit Press Office to schedule work and track releases - £7,500.
		4. Statistics program - £1000.
		5. Laptop - £2000.
		6. Optical Character Reader and scanner - £3000.
		7. Additional PC - £2000.

Appendix 2.

ACCOUNT DETAIL		SPEND NEXT FINANCIAL YEAR

77800	Policy Unit *	1. Maintenance of BT machines .....3 Tempest and laser .....1 Lasers .....3 Okidata laser .....1 Toshiba 1000LE .....2 ?
		2. Possible network node to allow staff access to network. a. Network node costs of £2000 ***. b. Maintenance (PC)**, approximately £200.
		---

* Proposed network node sites in phase two

** Maintenance costs will depend on the whether or not a contract is issued or we depend on carrying spare machines instead.

*** This cost comprises of £1500 for the computer and £500 for the trispan security device

▒ Additional bids by Press Office

Appendix 3.

EXISTING BIDS FOR MAINTENANCE (24/9/91)

Cost centre	Consumables	Maintanence	Total
77100			
77110			0
77120			0
77130	0	0	0
77140	0	0	0
77150	470	1300	1770
77160	0	0	0
77170			0
77180			0
77200	500	1500	2000
77300			0
77310			0
77320	3000	18000	21000
77330	2500	4425	6925
77340			0
77350			0
77400			0
77500			0
77510			0
77520	0	0	0
77600			0
77610			0
77620			0
77640			0
77650			0
77660			0
77670			0
77700			0
77800	0	0	0
77900			0
Totals	**6470**	**25225**	**31695**

Appendix 3.

BIDS FOR MAINTANENCE 1992/93

	Existing			Proposed (including maintenance for proposed additional network node machines)			
	Consumables	Maintanence	Total	Consumables	Maintenance	Total	
77100							
77110			0			0	
77120	*100*	*400*	*500*			0	
77130	0	0	0			0	
77140	0	0	0			0	
77150	470	1300	1770	100	550	650	1 PC node and add. IIISi laser
77160	0	0	0	100	400	500	1 PC node and add. printer
77170			0			0	
77180			0			0	
77200	500	1500	2000	100	250	350	1 PC node
77300			0			0	
77310			0			0	
77320	3000	18000	21000	100	250	350	1 PC node
77330	2500	4425	6925	100	250	350	1 PC node
77340	*200*	*2250*	*2450*	100	150	250	Add. laser
77350			0			0	
77400			0	100	250	350	1 PC node
77500			0	100	250	350	1 PC node
77510			0			0	
77520	0	0	0			0	
77600			0			0	
77610	500	2000	2500	100	500	600	1 PC node plus 2 Deskjets
77620			0			0	
77640			0			0	
77650			0			0	
77660			0			0	
77670			0			0	
77700	*500*	*2450*	*2950*	200	300	500	Add. 2 lasers
77800	**0**	**0**	**0**	100	250	350	1 PC node
	1000	*4800*	*5800*				
77900	*700*	*14300*	*15000*	100	1000	1100	Add. UNIX server
	9470	51425	60895	1300	4400	5700	

figures in italics are bids made added by IT support

figures in bold are bids made by cost centre managers with no provision for maintenance. I have amended to show maintenance - amended figures are underlined

FILE COPY

MRS. RICHARDS

cc. Mr. Mike Childs

COMPUTER EXPENDITURE IN 1990-91

Thank you for your helpful note of 14 February setting out what money we have and what computer equipment we might buy this year. The idea is to spend as much as we can this year so as to reduce the demands on our budget next year. In addition to the figures you gave me, we identified a few more areas of unspent computer money (circa £13,000 in the Principal Private Secretary's budget and circa £11,000 in the Private Secretary, Foreign Affairs' budget) and one further area of overspend (circa £11,500 in the PS Economic Affairs' budget). I also said you should set aside £7000 for Sue Goodchild's computer rather than £4,838.

As you know, we have been told by Finance Branch that we cannot use running cost overspend to meet capital expenditure this year. But it would seem from the figures and the overspend we have identified that we could meet all the costs set out in your minute and still have a little bit extra to spare. In view of this, I think Mike Childs should go ahead and order this equipment as soon as possible.

You are also taking a look at whether we could afford a new photocopier for the room in the House of Commons, although this is not as much a high priority as the other computer expenditure. We had wanted a new photocopier with an enlarging facility as this is something Mrs. Thatcher needed, but the current Prime Minister does not - at the moment - need this facility there.

By my calculations, if we spend all this money this year, we do not need to make £13,244 of the bid for computer capital currently in next year's budget. We also mentioned to the Cabinet Office that we <u>might</u> need to bid for £30,000 for a new computer system in the Press Office; £6,000 for a computer for Confidential Filing and a further £6,000 for a computer for the Private Secretary, Economic Affairs. We should not need to add these bids in because we have included expenditure for the first two items in our spending plans for this year and my computer, which William does not want, can be given to Barry Potter.

CAS

CAROLINE SLOCOCK

22 February 1991 a:\computer.vlb

MRM

CAROLINE

Robin Mean's minute to me of 1 February regarding proposed computer expenditure 1990/91 sought approval for potential spend. I have sought figures from the various sections concerned (which I have to say are by no means firm) and the results would seem to be as follows:

1. Garden Rooms

We have more than sufficient to cover the estimated £51,763 costs. We should have an underspend on computers in the region of £28,000.

2. Press Office/ 6. COI (NDS)

We shall need to find in the region of £4000.

3. Confidential Filing

We shall need to find in the region of £14,000. £5,607 in next years budget

4. IT Support

We will, of course, have paid out nothing on salary, but we shall need to find £2,738 (Robin's figure for wp/pc).

5. Invitations Secretary

I have not the figures to hand for this Cost Centre, but we should allow for having to find £4,838. — £6,987 in next yrs budget for this

6. COI(NDS/HANSARD LINK

The COI costs are included in 2. above. Questions do not wish

to proceed with the Hansard Link.

7. Appointments Section

Angela Hordern has confirmed that they should be able to meet the proposed costs of £7,060.

8. Honours Section

Are broke. They have an overspend on T&S in the region of £9,000 at present. However, it is a relatively small figure to have to find on the computer side, which is £1,761.

9. Correspondence Section

We should have an underspend of £4,239. This is after having allowed for an extra printer.

6,650 in next years budget

10. Private Office

No computer expenditure.

11. Sir P. Cradock

There are no expected extra costs here. The Tempest machine is installed and was paid for in last year's budget.

Policy Unit

I have confirmed, both with Gill Keen and with Robin Mean that funds should be available for the two portable computers, which will cost a maximum of £3,000 for both machines. An order has been placed.

On the figures above, the underspend is in the region of £32,000. The monies we have to find amount to £c30,000. This is a rough estimate, but we seem to have enough funds to

meet all the proposed costs in Robin's worksheet.

I have spoken to Robin, who has double checked his own figures and spoken to Peter Sharp. They both feel there are more than adequate funds. Jo Buchan also seems to be quite happy with things.

If you are happy, therefore, I will write to Robin giving him the formal go ahead.

JANICE RICHARDS
14 February 1991

COMPUTERS IN 1990/91

Money Available	
GR underspend	£28,000
Appointments	£7,060
Correspondence	£4,239
3 Policy Unit	£3,000
PPS	12,995
PS (Foreign Affairs)	10,718
PS	
	£42,299

Money Needed	
Press Office/ COI Unit	£4,000
CF	£14,000
IT support HEO	£2,738
Sue Goodchild	£7,000
Appointments	£7,060
Honours	£1,761
Policy Unit	£3,000
~~Correspondence~~	~~4,239~~
	£39,559

Money Available	£42,299
Money to be spent	£39,559
	£2,740

3 Questions

1) Cabinet Office finance say we cannot use running cost money this year for capital expenditure. Where sections have said they can meet the costs, are we confident they are drawing from capital funds?

2) What about other equipment eg – a new photocopier in the house, which I gather GR want?

3) Where is the additional £2,740 coming from?

N.B. I have increased the amount for Sue Goodchild's equipment – c.£7,000 is allowed in next years budget

By my calculations this means we do not need £19,244 of next year's budget bid, as we will have spent this this year

Correspondence will not need no new computers this year

Rle

MRS RICHARDS

COMPUTERS

cc Mr Robin Mean

I had a call today from Sarah Hogg's secretary, Gill. Two new members of the Policy Unit would like to have portable computers which Gill thinks would cost about £3,000 each. I understand that John Mills considers that there should be money in the Policy Unit budget because they spent less than anticipated on staff costs.

We need to add these computers to our "shopping list" for computers. I am not sure whether it is possible to use money for staff salaries on computers but we should be able to fit these in somehow on our budget. The Policy Unit need the computers quickly though so perhaps we could have a word after you have spoken to Robin Mean.

CAS

Caroline Slocock
6 February 1991

c: Computers (MJ)

Ele 87

MIKE CHILDS

cc: Andrew Turnbull
Charles Fountain
Ken Davies
Janice Richards

NETWORKING OF INFORMATION SYSTEMS IN NO. 10

Thank you for your minute of 28 September.

From this and our subsequent telephone conversation I understand that the first stage of networking - the laying of conduits to carry the cables - can be achieved with no additional costs to No. 10 because this work would be done in any case for No. 10's new telecommunications system. There would be some additional expenditure when the cables are installed but this would be relatively small. Indeed, it seems to me that the laying of conduits could in the end save us some expenditure on computers. This is because it would mean, if I understand you correctly, that one file server could serve the whole of No. 10. Even if we were not to network different parts of No. 10 to each other, different sections might still wish to be networked internally. Certainly this is true of the Garden Rooms where efficiency would be improved if each terminal were able to access the other files and make use of the correspondence database. It is also true of the Press Office which will need access to a file server when its new computers are installed if it is to retain internal networking. If the conduits and cables are in place, the Press Office will be able to use the Garden Rooms' file server rather than purchasing one of its own. There may be similar savings elsewhere in No. 10.

I was grateful for your assurance that the network system would be secure for SECRET and information of a lower classification. I have discussed this with Charles Fountain who is satisfied that information passed through fibre optic cables will be secure from outside monitoring. He also accepts that on the face of it we can design the system in such a way that privileged information within No. 10 can be kept secure from other No. 10 users. A further issue in the event of our being linked to users outside

No. 10 would be whether we can keep our files secure from them where necessary. A special modem might be necessary, and this is something we would need to look at carefully at such time as these links are set up and Charles will need to be consulted.

In the light of the above, Mr. Turnbull is content that you should go ahead with your plans for the laying of conduits for networking. We now need to set up a work programme in consultation with Telecommunications Branch which takes on board our networking priorities as far as possible. The most important thing is that the Gardens Room should be internally networked as soon as possible. If work to lay the conduits cannot be achieved until the 1991 summer recess, in my view we should not wait but should explore other ways of linking the computers. I hope we will be able to set targets shortly.

CDS

CAROLINE SLOCOCK

4 October 1990

c:\home\networking (jt)

file 8T

MIKE CHILDS

cc: Andrew Turnbull
Charles Fountain
Ken Davies
Janice Richards

NETWORKING OF INFORMATION SYSTEMS IN NO. 10

Thank you for your minute of 28 September.

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CS

CAROLINE SLOCOCK

4 October 1990

c:\home\networking (jt)

Mrs Shorock
I accept the case. We can scare be unaware installation of this as one of our targets!
AT 2/10

ANDREW TURNBULL
CHARLES FOUNTAIN

NETWORKING OF INFORMATION SYSTEMS IN NO. 10

We discussed at a recent security meeting the need to take a close look at what has being planned for the networking of our computers and to make sure that the system will be secure and cost effective. I explained that I had already raised this with Mike Childs in the ITM Branch of the Cabinet Office and he has now replied to my request for information as in the attached.

What this boils down to is that ITM are entirely confident that a networking system of computers would be secure for the handling of SECRET information. We will of course have a TEMPEST system for work of a higher classification which will not be part of a networked system. Although eventually most computers in No. 10 may be networked to a central computer located in the Garden Rooms, safeguards can be put in place which will ensure that privileged information is not available to unauthorised users within or outside No. 10.

As far as cost is concerned, there is an overwhelming case for going ahead with the initial stage of networking, the laying of conduits to carry the cables. Although Mike Child's minute is not entirely clear, having spoken to him, I have established that in fact there are no additional costs involved to No. 10 in the laying of these conduits for networking. This is because the cables will have to be laid in any case for the new telephone system. Indeed I think there may well be one saving in that it will be possible once networking is in use to have only one central file server at No. 10 (in the Garden Rooms) rather than one for each of the main sections which need to network their computers amongst themselves eg the Press Office. There will be some costs when the networking is actually installed, such as the cost of cables, but this will be small.

In view of these assurances, it is my view that the work should go ahead as soon as possible and that the cables should be laid in such a way that a central file server can be used by all computers in No. 10 where there is networking.

I would be grateful for your confirmation that you are happy with this.

CAS

CAROLINE SLOCOCK

2 October 1990

c:\home\network (jt)

IT/1/23

From: M L Childs

Date: 28th September, 1990

Ms Slocock

cc: Mr Davies

INFORMATION SYSTEMS IN NO 10 DOWNING STREET

I promised you some thoughts regarding the Information Systems in No 10 Downing Street and in particular the need for a Local Area Network (LAN).

The business needs of organisations are frequently answered by the use of Information Systems. Good applications promote increases in efficiency and effectiveness and give value-for-money.

No 10 Downing Street has already invested extensively in Information Systems and those installed recently include Honours, Appointments, Correspondence Sections and the Garden Rooms. Each has been installed for cost justified reasons against specific requirements.

It is part of the IT Strategy of the Cabinet Office that most effective use is made of our IS investments. To this end we put into place Information Systems that adhere to recognised Standards; this allows users to become familiar and expert in the use of the equipment and permit support staff to do their job more efficiently.

Our second major thrust in the effective use of our IS investment is to ensure that the systems installed may be used for many different purposes, if required. For example, a machine purchased for Word Processing may also be used to maintain and interrogate a data base, or for financial modelling.

Information and knowledge is the most valuable asset of most organisations. To use it effectively, we may need to share our own with others or vice versa. Either way, we give or receive information by the process of communication.

The use of computers also has drawbacks. Many people find them difficult to understand; they sometimes go wrong; they impose essential but unfamiliar additional tasks upon users to keep their information safe; users need technical support.

Our IT Strategy has accordingly included a policy whereby the ability to have access to a wide range of computer based facilities, to share and communicate, to safeguard information and provide effective support is part of the standard services to be offered to IS users. They are the "added value" to any investment they may choose to make when installing systems for specific reasons.

The networks in 70 Whitehall and GOGGS and others being installed at the Civil Service Commission and the Civil Service College are

examples our Strategy being implemented. These are necessary steps in the creation of the infrastructure necessary to move into a future dominated by electronic rather than paper based information and communication systems.

We have discussed the business requirements of the Garden Room, which include the need to access a data base from each of the machines. We also established that other areas would find communications with the Garden Room useful. We have also to consider the replacement of the Press Office System, the new equipment of which will look remarkably similar to that needed in the Garden Rooms.

In short, one set of file servers installed for the Garden Rooms, will be sufficient to serve the known needs of the remainder of No 10. Each workstation will however, need to be connected to the file servers as there resides the programs and data used. The LAN is the medium by which this is achieved; it is also the medium by which most of the added value services are delivered.

Despite the centralisation of the information, each user has control over who may view their files; they have to grant access rights or send information before others can see the contents. The COSINS system in 70 Whitehall has been approved by CESG as suitable for holding classified information up to and including SECRET. It is proposed to replicate this system for No 10.

The network and the equipment therein do not all have to be put into place in one operation. It is akin to an electronic "Leggo" kit; bits may be added when required but the file servers have to be included from the start.

Telecommunications Secretariat's plans to re-cable the building, and specifically their plans to instal the blown-fibre conduit mean that the "one bit at a time" approach will be even easier and less disruptive to the work of No 10, providing the conduit is laid. I understand that the cost of this work will be about £20,000. I believe that this will be one of the most cost effective and far sighted investments that you could make at this time and I hope you will be able to persuade your management to authorise the installation.

In addition to the standard COSINS facilities, the added value services currently available or being planned include:

Electronic Mail to and from 70 Whitehall and GOGGS;

Electronic Mail to and from other Government Departments;

Departmental data such as back numbers of Office Notices, Office Directory, etc.

I hope this document is suitable for your needs. Please don't hesitate to contact me if you require any clarification.

Mike Childs

M L CHILDS
Head of ITM Branch

[illegible] being implemented. There are necessary steps to be taken prior to the creation of the infrastructure necessary to move [illegible] operations to electronic rather than paper based interaction and communication systems.

We have discussed the business requirements of the Garden Room, which include the need to access a data base from each of the machines. We also established that other areas would find communications with the Garden Room useful. We have also to consider the replacement of the Press Office System, the new equipment of which will look remarkably similar to that needed in the Garden Rooms.

In short, one set of file servers installed for the Garden Rooms will be sufficient to serve the known needs of the remainder of No 10. Each workstation will however, need to be connected to the file servers as there resides the programs and data used. The LAN is the medium by which this is achieved; it is also the medium by which most of the added value services are delivered.

Despite the centralisation of the information, each user has control over who may view their files; they have to grant access rights or send information before others can see the contents. The COSINE system in 70 Whitehall has been approved by CESG as suitable for holding classified information up to and including SECRET. It is proposed to replicate this system for No 10.

The network and the equipment therein do not all have to be put into place in one operation. It is akin to an electronic "Lego" kit; bits may be added when required but the file servers have to be included from the start.

Telecommunications Secretariat's plans to re-cable the building, and specifically their plans to install the blown-fibre conduit mean that the "one bit at a time" approach will be even easier and less disruptive to the work of No 10, providing the conduit is laid. I understand that the cost of this work will be about £80,000. I believe that this will be one of the most cost effective and far sighted investments that you could make at this time and I hope you will be able to persuade your management to authorise the installation.

In addition to the standard COSINE facilities, the added value services currently available or being planned include:

Electronic Mail to and from 70 Whitehall and COCOS;

Electronic Mail to and from other Government Departments;

Departmental data such as back numbers of Office Notices, Office Directory, etc.

I hope this document is suitable for your needs. Please don't hesitate to contact me if you require any clarification.

D.M. (on return)

R619.

MISS SLOCOCK

From: N A Croft
Date: 5 September 1990

cc Miss Buchan
Mr Sharp

COMPUTER FURNITURE

Thank you for your minute addressed to Miss Buchan concerning the need for computer furniture in Appointments and Honours Section.

I understand from Robin Mean that Appointments are now suitably equipped but that there will still be a need to to find budgetary cover for appropriate furniture in Honours Section.

Unfortunately budgets for the current year are already over committed and next year is not looking any better. It is unlikely that assistance can be provided from elsewhere in the Vote and I am afraid I must ask you to see if you can find sufficient provision from within your existing resources.

Nick Croft

NICK CROFT
Finance Division

file

SPW

10 DOWNING STREET

LONDON SW1A 2AA

From the Private Secretary

MR. CHILDS
ITM BRANCH

COMPUTER EQUIPMENT IN NO.10

Thank you and Robin Mean for coming over yesterday to talk about computers at No.10. I know we all found the meeting very helpful.

As far as the equipment in Appointments is concerned, we agreed that Robin Mean and Nick Wheeler would liaise about the furniture which would be needed for the new computers and that Robin would speak to me, after consulting Joy Buchan, about how we would meet the costs involved. It was helpful to learn about the provision which Robin believes exists in the computer budget of the Appointments section for the extra staff we will need to input data on to the data base. Robin kindly agreed to confirm that there was such a provision so that Nick could start recruiting as soon as he had had a chance to talk to Robin Catford. You also noted that the secretaries in the Appointments section might be able to help at slack times by putting this information onto the computer. On training, you pointed out that word processor training was available at no cost and throughout the year and I know that the Appointments section will want to take advantage of this. They will also need training on data input once the computers are in place. Overall, we agreed to set a target of getting the new furniture and computers in place by 15 October. But we will certainly need to have determined what furniture we need well before then to give us time to find the money for, and order, what is necessary. Robin Mean will also need to book the staff at Daton to do the wiring.

We discussed the networking system for the computers at No.10. You explained that the cables which would enable networking would be laid as part of a project to install new telecommunications lines in No. 10. You said that you had heard from Ken Davies that we at No.10 did not want this new system to be installed while the Gulf crisis was on. I consulted Charles Fountain who explained that he had simply pointed out when asking Alex Hart when the work was going to start that the Gulf crisis would place further constraints on the operation. He was not suggesting that the work should not take place. On the contrary we would have liked the work to start as soon as possible. This is the second year running when we have had budget provision that we have made no progress on the project. And of course there are very large

sums of money involved remaining unused. I said that I would speak to Charles about this. Perhaps we as customers might see whether we could do more to make sure that the project goes ahead according to target.

As far as the computer networking is concerned I asked Robin Mean to provide me in writing with a description of what would be involved, the services which would be provided and at what cost. You suggested that a sensible approach might be to break down the work into modules. Some of it might be completed in the shorter recesses, perhaps at Christmas. We agreed that our priorities on computer networking should be to get the system in the Garden Rooms in place. Other areas which might benefit from networking within No.10 might be Appointments, Honours and the Press Office (who in turn would like an electronics mail facility with the Central Office of Information). I said that I thought that in due course the Garden Rooms might benefit from being networked to the Correspondence Section, the Policy Unit and the data bases of other sections within No.10. But this would need careful consideration and consultation with the users of the system; and would be an ideal project for our new computer person to work on when they arrive.

I am copying this minute to Nick Wheeler, Angela Hordern and Charles Fountain.

CAS

(CAROLINE SLOCOCK)
29 August 1990

R2418

IT/1/23

From: M L Childs

Date: 23rd August, 1990

Ms Slocock

cc: Mr Catford

COMPUTER EQUIPMENT IN APPOINTMENTS UNIT

Thank you for your minute of 15th August. I have now investigated and your note is well timed as there are obvious differences in perception of the progress of the project and in who is responsible for action.

The project has several elements and I will deal with each individually.

Computer Hardware

With the exception of one or two VDU screens, all the equipment has been delivered and paid for in the previous financial year. Some has been installed for some months in a temporary configuration which enables operation from the general office via the console or from the terminal in Mr Wheeler's office. The remaining VDUs can be delivered as soon as decisions have been made about accommodation.

Computer Software

The Ecclesiastical database was specified by ITM Branch, agreed with the staff in the section and passed to Daton to write. It was written, accepted and paid for last financial year. It would not appear that any of the staff from the section have input the information necessary to use it since then as only a dozen or so records were on the machine a short while ago. There is, nor has there been any technical reason to prevent the use of the machine for this purpose since the software was accepted.

The Civil database has been specified and written by Daton. This has not yet been accepted by Mr Catford but there seems to be no reason why it cannot be loaded on to the hardware with a view to acceptance.

Installation

This area is causing difficulty. In order to instal the hardware in a satisfactory permanent position, with adequate mains supply and proper cable runs, work is necessary within the general office as well as the purchase of some new furniture. There is simply not room for a proper installation with the present furniture. In addition, the cable runs to Mr Catford's room must be done professionally and in sympathy with the decor.

A rough estimate for this work, including furniture, is £6000. It would seem that there may be a reluctance to release the funds for furniture (e.g. the recent Honour case), and further work obviously cannot be commissioned until there is money available. Perhaps you can assist in this area as I understand that funds for furniture do exist within No 10. The remaining cost of wiring and VDU can be covered by your IT budget.

Project Management

The success of any IT project depends upon active user participation. ITM Branch provide advice and do technical and procurement work but look to the user of the system to manage the project. Take for example the Honours System. Lindsay Wilkinson acted as project manager, finding the funds, defining her requirements, setting time scales, organising and briefing her staff and accepting the system. Her people are currently "dry running" the system prior to final acceptance.

There does not seem to be a Lindsay Wilkinson equivalent in the Appointments Section project and I fear for it unless some such contribution is not soon forthcoming.

Summary

ITM Branch can do no more until:

Funds have been cleared to carry out the recommended installation plan.

Appointments Section contacts Daton to tell them to load the Civil database on to the machine with a view to trialling and acceptance.

When the funds are cleared, we can arrange for the installation work to be done and the other VDU screens to be purchased. We will also assist the project manager in recommended training and operating procedures.

The Ecclesiastic database has been written but before it can be of use, a significant amount of data must be input. It is the responsibility of the user to do this, not ITM Branch. The same will apply to the Civil database.

Would it be useful for us to meet shortly to discuss how to start this project moving again?

Mike Childs

M L CHILDS
Head of ITM Branch

FILE KK

10 DOWNING STREET

LONDON SW1A 2AA

From the Private Secretary

MIKE CHILDS
CABINET OFFICE

cc Mr. Catford

Robin Catford drew to my attention recently that although he now has the computer equipment ordered for the Appointments Section it has not yet been installed. Many months have elapsed since it was delivered and Robin, rightly, is getting very anxious. As you know, the data base is being designed and the consultants concerned are ready and more than willing to start work. If we are not careful, we will be unable to pay the fee to them in this financial year. Equally important, valuable equipment is being wasted; and it is always better to set this equipment up during the quiet summer months.

I know that the Computer Branch is very busy but I am sure that installation of this equipment would not take a great deal of time. I wonder if you could arrange for it to be done as soon as possible. At the very least, we need a target date.

CAS

CAROLINE SLOCOCK
15 August 1990

FILE KK

C/Home/Buchan

10 DOWNING STREET

LONDON SW1A 2AA

From the Private Secretary

JOY BUCHAN
CABINET OFFICE

cc Mr. Catford
Miss Wilkinson

COMPUTER FURNITURE

Computers have recently been installed in the Honours Section and it has become clear that we will need new furniture to accommodate them. The current desks are not the right height to sit comfortably using the computers. The computers also have a certain amount of wiring which in special computer desks can be safely concealed, but otherwise may be a hazard.

Lyndsay Wilkinson advises me that new furniture would cost £4,006 but Robin Catford understands that we have no provision in the relevant Cabinet Office budget (cost centre CAB 95830) for computer furniture. As I understand it, we are not in direct control of our accommodation budget and did not therefore submit a bid for this area when our budgets for this year were put together. I fear that the experience of the Honours Section will not be unique. Appointments, which also has computers to install, may also need new furniture. In view of this, I thought I should draw this to your attention to ask how we might carry this forward. Immediately, we may need to make a special bid for the furniture for the Honours Section if it is impossible to find the money in existing budgets either in the Cabinet Office or here. More generally, we need to sort out whose expenditure this should be and think ahead about how to meet additional demands this year.

CAROLINE SLOCOCK
15 August 1990

Caroline

Content for me to proceed with bid for Honours furniture?

Lindsay

10/8

MISS SLOCOCK

Caroline

HONOURS SECTION: OFFICE EQUIPMENT

You will see from my minute to Robin Catford (plus attachment) that I am trying to raise sufficient funds to purchase IT Office furniture to support the new CASU computer system, recently installed in Honours Section.

Robin Catford has confirmed that the Cost Centre CAB 95830, which has a budget of £15,000 for No 10 and £3,000 for No 12 for office furniture, has no provision for IT related items. [In fact, Mr Catford is also without funds to purchase such equipment when the time comes for the Appointments Section System].

Therefore, I have no option but to seek your permission to submit a bid for £4,006 to the Cabinet Office, Finance Officer, Joy Buchan.

Lindsay W

LINDSAY WILKINSON

8 AUGUST 1990

Andrew
For info
L. 24/7

MR CATFORD

HONOURS SECTION: OFFICE EQUIPMENT

Honours Section are about to move into the office technology age.

We have purchased a new CASU system consisting of a memory and consul with 3 workstations. We took delivery of the equipment yesterday and I would like to submit a request for office furniture to support it.

I attach the specifications for desk systems, power sockets and cabling and a table for the laser printer as prepared by Office Services, Cabinet Office in conjunction with Information Technology Branch.

Please would you authorise the purchase of these items from No 10 office equipment budget so that I can place an order with Mr Nicholson.

LW

LINDSAY WILKINSON

24 July 1990

Mr M Dean
Office Services
GOGGS

From: A G Nicholson

23 July 1990

Re: Miss L Wilkinson's Office Furniture request for new IT Equipment in No 10 Suite.

I suggest Crown Suppliers 'Laserglide Officer Furniture' which appears to be middle range and the Tables are fitted with integral cable management facilities.

3 X 1400 x 800 Laserglide Writing Tables	@	333	999
3 X 800 x 800 " " "	@	279	837
1 1400 x 1135 " Table Screen	@	POA	
1 800 x 1135 " " "	@	POA	
3 X 424 x 615 x 635 Laser Mobile Peds (02 50 0728 3 Drawer)	@	310.04	930.16
3 X Switched Double Socket Outlets (02 66 2612)	@	21	63
Cables Various (Connecting)			20
1 Laser Mobile Printer Table	@	335	335
			3,184
allowing 300 for the Screens			300
			3,484
		+ 15%	522
			£4,006

Nic

Mr. Turnbull

10 DOWNING STREET

LONDON SW1A 2AA

From the Private Secretary

MR. MEAN

CABINET OFFICE

NO. 10 COMPUTERS

We had a meeting earlier this week to discuss two aspects of No. 10 computers:

- plans to install computer networking cables in No. 10 during the Summer Recess at the same time as new telephone cables are laid;

- we have Cabinet Office clearance to take on an HEO to handle our computer work at No. 10 and we need to recruit someone urgently.

We agreed that the best way forward on the networking of No. 10 was to hold a meeting with those involved in Cabinet Office and those affected within No. 10 just as soon as we had quotations for the work and a clear idea of what it would involve. You explained that you had asked the contractors to lay the cables in every room which is occupied within No. 10 (this excludes the State Rooms but may include certain rooms within the Flat). You had asked for this because the system will need to last for ten years and it is difficult to anticipate fully our requirements. Until we receive these quotations we will not know the full cost, but you thought they lay between £150,000 to £200,000, although much of this cost would be for the telephone work rather than the IT cable.

I said that this seemed a very high cost and I would like to be convinced that the facilities we will gain from networking are worth this before we actually proceed. You explained that in 70 Whitehall the networking had proved useful: it was used primarily for saving computer files centrally and meant that users did not have to make their own back-up files. It is also used for sending electronic mail and for a common data base. Some of these uses may be helpful within No. 10 and others less so. I think the Garden Rooms would benefit from sharing a data base with the Press Office, for example, but in other instances I am less convinced that networking will be necessary. I suggested that we should be given quotations for the maximum and minimum installation of networking and also should know clearly how much

work disruption the installation of these options would cause. It would be essential that all work was completed during the Recess period and was kept to schedule. You said that you would speak to Alex Hart and, as soon as these quotations were available, arrange for us to hold a meeting.

You are drawing up urgently a trawl notice for an HEO to carry out our computer work. Originally we had hoped that someone from the Cabinet Office staff might be available. But you explained that a recent reorganisation had meant that this was now unlikely. This puts us in a difficult position: we need someone with experience who is able to work alone and who is also positively vetted, and we need such a person quickly. They will be charged with developing applications for the new networking system, helping in the Press Office to install new machines and making sure that the new data bases within the Garden Rooms and elsewhere are developed effectively.

You promised to be in touch with me shortly.

I am copying this minute to Mr. Childs and Mr. Hart (Cabinet Office) and to Mr. Turnbull, Mr. Catford, Mr. Perks, Mr. Mills, Miss Wilkinson, Mr. Fountain and Mrs. Richards (No. 10).

CS

Caroline Slocock

27 June 1990

PA

10 DOWNING STREET

Caroline

AC, Charles
File

Ken Davies says
we're alright; he has
the cash. No need
to sell a painting.

Derek.

30/1.

CABINET OFFICE
70 Whitehall London SW1A 2AS Telephone 01-270 0402

2G/4042

24 January 1990

See Distribution

CF
So more - does this affect us?
CAB

SECURE CUPBOARDS FOR PRIVATE OFFICE FACSIMILE NETWORK

Reference 2G/4042 dated 5 January 1990. — with CAS?

1. Arrangements have now been made to place an order for the secure cupboards (SO Code: 25251159) referred to in paragraph 2 of my letter at Reference. As these items are currently out of stock, and will have to be manufactured, there will be a delay of several weeks before the items can be delivered. It had been hoped that the transaction could have been completed in the current financial year but this will not now be possible.

2. The cost per unit is expected to be £850 inclusive of VAT and will need to be recovered from Departments in the FY 1990/1991 instead of the FY 1989/1990 as originally planned. I apologise for this inconvenience and trust that this will not cause undue financial difficulties to Departments.

C K Davies

C K DAVIES
Telecommunications Secretariat

Distribution: Mr D Morris, No 10 Downing Street
Mr M Childs, Cabinet Office
Mr L J Harris, Department of Edn and Science
Mr G Craik, Department of Employment
Mr T Eavis, Department of the Environment & Tpt
Miss S Blacklaws, DTI
Mr P B Cullen, FCO
Mr M Rees, HM Treasury
Mr R Wright, Home Office
Mr L H Foulger, IT Directorate, MAFF
Mr Barrow, Ministry of Defence
Mr D Coleman, NIO London
Mr A F Harrison, Scottish Office
Mr S Paris, Welsh Office
Mr A Phillips, Cabinet Office

For Info: Mr T Prior, Department of Energy
Miss J F Sell, Privy Council Office
Mr N Luck, Cabinet Office
Mr D J Cockshott, MOD
Mr M Robinson, GCHQ
Mr R Bullen, Cabinet Office

10 DOWNING STREET
LONDON SW1A 2AA

8 November 1989

This is simply to confirm our telephone conversation this morning when I said it would be quite in order for the No.10 Wang computer you currently hold to be permanently transferred to Conservative Central Office.

Derek Kerr

Graham Beswick Esq.

IT/1/23

From: M L Childs

Date: 12th October, 1989

Mr Davies

cc: Mr Morris
Ms Slocock
Mr Royston

Mr Davies,

COMPUTERS FOR NO 10

Thank you for your minute of 4th October.

I would like to dispel your impression that IT equipment has been installed in No10 without consultation. Both Mr Fountain and Mr Hart were made aware of our present and future plans for computers in No 10, indeed, it was only when we talked to Mr Hart that we heard about your plans for the BT OSCAR network system. The need for communication works in both directions!

For some time we have agreed that we must to try to keep in close touch, particularly on No 10 and 70 Whitehall projects. We are both aware that the increasingly large overlap between communications and computing is making the task of determining responsibilities, more exacting.

For example, ITM Branch have installed LANs and networked computer systems in GOGGS, 36 Whitehall and 70 Whitehall; you have decided to instal a LAN in No 10. Who is going to be responsibile for coordinating Cabinet Office needs, you or me? Dominic Morris' reply to your minute shows further confusion about our respective responsibilities. He appears to believe that compatibility, networking and IT security are matters for Communications Secretariat. In fact they can only lay with those responsible for the design, installation and support of the systems, i.e. ITM Branch.

Your comments regarding budgets have been answered by Dominic Morris. It is a matter of policy that No 10 is to use the OMCS budgeting and accounting procedures. The situation is no different from GOGGS. Computing bids should be generated as a result of discussions between budget managers and their IT support. In that manner priorities within No 10 can be resolved and those charged with system implementation are able to discuss resource implications. For example, whether work can be done with in-house resources or if bids for consultancy should also be made.

Caroline Slocock has called a meeting for next week, to which you are invited, when I hope that we can resolve many of the current problems.

Mike Childs

M L CHILDS

DOWNING ST. ZKO TECH
Pt 6

File

10 DOWNING STREET

LONDON SW1A 2AA

From the Private Secretary

MR. DAVIES
CABINET OFFICE

COMPUTER FACILITIES IN NO.10 DOWNING STREET

You copied to me your minute of 4 October to Mr. Childs. You asked in particular about whether there should be a central budget, with you as budget controller, for computers as well as telecommunications equipment.

I wholeheartedly endorse the view that the Telecommunications Secretariat should be consulted both about individual ordering decisions for computers within No.10 and at least once a year for the overall No.10 computer purchase requirements at the time of the budgeting exercise. This has the advantage not merely of ensuring that all the necessary security aspects have been thought through, but also that issues such as networking and compatibility have been fully considered.

By virtue of this minute, which I am copying to cost centre managers within No.10, and as my last act on budgeting matters before Caroline Slocock takes them over, I am asking all cost managers who still have computer orders budgeted for but not yet taken up this year, to consult you before placing their order. For next year, Caroline will want to discuss with you an overall No.10 requirement once the budget bids are in, in the next month or two.

As for a central budget for computers as well as telecommunications equipment, we are less convinced. The spirit of FMI is to devolve budgeting where this is practicable. Obviously, it makes sense to have a central budget for telecommunications equipment, the majority of which is shared and for which a division would be artificial. Despite the requirement of networking, most computer equipment is discrete and the budgets should be held by individual cost centre managers, subject to the consultative process before ordering, which I have outlined above.

I am copying this minute to Mr. Childs (Cabinet Office) and to Andrew Turnbull, Caroline Slocock, Charles Fountain and all other cost centre managers here.

DM

DOMINIC MORRIS

9 October 1989

c.c. M. Childs, Cabinet Office
Mr. Turnbull
Mrs. Ponsonby
Mrs. Goodchild
Miss Wilkinson
Mr. Fountain
Finance Branch, Basingstoke
Ms. Slocock
Mrs. Richards ~~(GR)~~
~~Mrs. Richards (CS)~~
~~C.F.~~
Mr. Gray
Mr. Powell
~~Mrs. Richards (Overseas Missions)~~
Miss Drever
Mr. Catford ~~(GCS)~~
~~Mr. Catford (Shared Office Manchinery)~~
Office Manager
~~Mr. Catford (Chequers)~~
Mr. Green (Public Records)
Press Office
Policy Unit

2G/3151/26

From: Mr C K Davies
Date: 4 October 1989

MR M L CHILDS

cc No 10 Downing Street
Mr D Morris
Mr C Fountain

COMPUTER FACILITIES IN NO 10 DOWNING STREET

1. We talked recently about proposals you were dealing with for computer facilities in No 10. Until you spoke I was unaware of this system which it seems has been under consideration for some time.

2. You know the Telecommunications Secretariat has responsibility for communications arrangements in No 10. You may not be aware that we have also been actively concerned with implications for technical security ie to ensure that any new wiring and equipments are properly recorded (which has not happened in the past) and are situated so that they do not introduce technical security weaknesses. We therefore advise on the placement of telephones, communications equipments and all wiring and it had been agreed, in writing with Mr Fountain (and copied to Mr Bearpark and Mr Taylor) that we should be consulted on all changes or proposals involving electrical equipments.

3. I am a surprised not to have been consulted on these new proposals and to learn also that individual sections are now budgeting separately for various items of equipments.

4. As one of the budget holders for No 10, I currently fund telephones, cellradios, hot-lines, private wires, Press system maintenance etc and, where I have been advised of a requirement, for computers and any other communications related equipment I have also made financial provision for new systems eg for the Press Office. We have consulted you on each occasion on the selection of computers eg for portable computers for use by Garden Room staff for overseas visits and in the case of the Press Office you arranged the whole thing. This arrangement has worked satisfactorily. I do not see much value in changing this and indeed I think there are disadvantages in allowing piecemeal arrangements for IT and telecomms. Without co-ordination money will be wasted: we are for example currently engaged in a proposed programme of rewiring the whole of No 10 using the British Telecom system called OSCAR. This will provide facilities for a local area computer network - but it will require appropriate interfacing which needs to be taken into account at the design stage.

5. We have discussed the relationship between IT and Telecommunications at some length, and agreed that it is virtually impossible to separate them. I consider it essential therefore that the Telecommunications Secretariat is closely involved in any proposals for No 10 and I shall be grateful if you would include me in any future discussions.

6. On the question of budget provision, perhaps Dominic Morris, to whom I am copying this minute, would let me have his views.

C K DAVIES
Telecommunications Secretariat

TODD RESEARCH LTD

Robjohns Road
Chelmsford
CM1 3DP
England

Telephone 0245 262233
Telex 99327
Facsimile 0245 269409

Our Ref: SRD

14th March 1989

Air Commodore C. Fountain
10 Downing Street
London SW1

Dear Sir,

Re: **TR Security X-Ray Apparatus**

We refer to your previous interest in our security X-ray units and would advise that the prices have now been increased. A copy of the current price list is attached.

We have also recently opened a new Showroom at our Chelmsford factory which includes a display area for our security apparatus. This enables us to easily demonstrate the benefits of using an X-ray unit to quickly check incoming mail for suspect devices. A map showing our location is included. If there is anyone interested in a demonstration of this apparatus, please telephone me and I can make all the necessary arrangements.

We trust that we can be of assistance to you with your security needs and look forward to hearing further from you.

Yours faithfully,

Sandra R. Downs
Secretary to Managing Director
TODD RESEARCH LIMITED

CF for Filing
Seary 54

TODD RESEARCH LTD

Robjohns Road
Chelmsford
CM1 3DP
England

Telephone 0245 262233
Telex 99327
Facsimile 0245 269409

QUOTATION No. 27071/0389 Date 14th March 1989

Air Commodore C. Fountain
10 Downing Street
London SW1

quotation

Quantity		Price
1	TR Executive Detector Unit	£ 5550.00
1	TR Desk Detector Mk II	9200.00
1	TR Drawer Detector, mirror viewing	10,500.00
1	TR Drawer Detector, CCTV viewing	18,500.00

The above prices are VAT exclusive including delivery, installation and operator training

Despatch - ex stock at the present time

Validity of offer - 60 days from date of quotation

For and on behalf of TODD RESEARCH LIMITED

SRD

TR EXECUTIVE MAIL BOMB DETECTOR

Mark II with mirror viewing

Low cost yet effective mail inspection unit

TR EXECUTIVE MAIL BOMB DETECTOR
Mark II with mirror viewing

In some organisations, the volume of mail (or lack of space) does not justify the purchase of a larger type of post room X-ray detector.

The TR Executive Mail Bomb Detector is the answer to the problem.

This latest addition to our range of security X-ray apparatus examines letters and packets up to 320 × 217 × 50 mm (12.5 × 8.5 × 2 ins). It is easy to use, showing the contents of the suspect item in clear detail with a large viewing area of 250 × 200 mm (10 × 8 ins). It is safe, meeting strict radiological safety requirements. Installation is simple, only requiring a normal electrical supply socket.

Its compact design and colour blends into the modern office or executive rooms. This new low cost X-ray unit will help protect you and your staff from the everyday risk of handling mail.

All enquiries will meet with immediate and confidential attention.

المكتب
المكشاف تي آر TR

في بعض المؤسسات ، كمية وحجم البريد (أو الافتقار الى الاتساع والحيّز) لا يمكن تبريرها بشراء نوع أكبر من مكشاف الأشعة السينية بغرفة البريد .

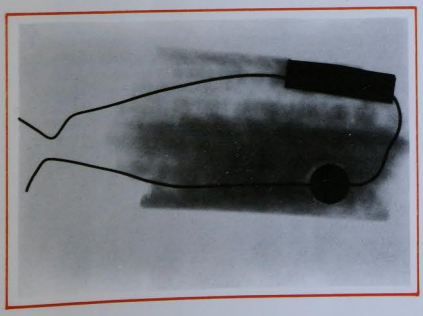
والمكتب المكشاف تي آر TR هو الاجابة على هذه المشكلة .

فهذا الطراز الأخير ، الذي أضيف الى مجموعة أجهزة الأمن بالأشعة السينية ، يفحص الخطابات والرزم التي يصل حجمها حتى ٣٢٠×٢١٧×٥٠ مم (١٢,٥×٨,٥×٢ بوصة) . وهو سهل الاستعمال ويبين محتويات البريد بكل تفصيل ووضوح على منطقة رؤية أو معاينة مساحتها ٢٥٠×٢٠٠ مم (١٠×٨ بوصة) . وهو سالم وآمن ومطابق لكافة متطلبات الوقاية الاشعاعية . وطريقة تركيبه في غاية البساطة حيث المطلوب هو فقط مقبس عادي لمنبع التيار الكهربائي .

ويتفق انسجام التصميم واللون مع ذوق المكاتب الحديثة أو القاعات الادارية .

وستعمل هذه الوحدة السينية الجديدة الرخيصة التكاليف على حمايتك وحماية مستخدميك من أخطار تداول البريد اليومية .

وسيرد فوريا على كافة الاستفسارات كما وستعامل بسرّية كاملة .



The compact design and modern colours blend into the home or office

TODD RESEARCH LTD

Robjohns Road
Chelmsford CM1 3DP
England

Telephone (0245) 262233
Telex 99327
Facsimile (0245) 269409

TR DESK DETECTOR

Mark II with mirror viewing

Immediate inspection of letters and small parcels

TR DESK DETECTOR
Mark II with mirror viewing

The TR Desk Detector, the latest generation of detectors for examining letters and small parcels. It results from the experience of the past decade. It includes all the proved features of earlier units plus the added advantages of a larger viewing area and a choice of object penetration.

The TR Desk Detector offers reliability, speed of examination and excellent object definition. The viewing area is now 330 × 330 mm (13 × 13 ins). A single push button control creates an immediate X-ray image of the item so assisting the operator to correctly assess its contents. This is helped by a special wall chart illustrating current terrorist mail bomb devices. For larger, more dense items, the operator can now switch to a high intensity mode.

The TR Desk Detector is compact, blending into any office suite. It is easy to use, requiring only a few minutes study of the instruction booklet. It is safe, meeting stringent radiological requirements. Like other office equipment it requires only an ordinary mains socket.

The TR Detector Desk is used in many parts of the world. Now you can take advantage of this latest version and help protect you and your staff in these uncertain times from attacks by terrorist and other dissident groups.

We welcome your further enquiry which will meet with immediate and confidential attention.

SPECIFICATION

Maximum chamber capacity:
Unit will accept items up to:
360mm (14ins)
× 360mm (14ins)
× 300mm (12ins)

Controls:
1. Supply on/off switch
2. High/low intensity control
3. X-ray exposure switch
4. Remote control facility

Dimensions:
Height: 1000mm (39ins)
Width: 440mm (18ins)
Depth: 575mm (23ins)

Mains input:
220/240v 50/60Hz supply 1[illegible]W
Other supply requirements can be met if specified when ordering.

قد تصبح الشخصيات القيادية البارزة في بلدك هدفا لنوع من أعمال الارهاب التي لا تعرف تمييزا والتي أصابت العديد من الهيئات في الأشهر الأخيرة .

وللمساعدة في توفير الحماية ضد التهديدات المستمرة من الهجوم بالقنابل المرسلة بالبريد ، فقد قمنا بصنع المكتب المكشاف تي آر TR المصمم لاجراء الفحص الفوري بالأشعة السينية للخطابات والطرود الصغيرة المشتبه في احتوائها على متفجرات أو مخدرات أو مواد مشابهة غير قانونية .

ويوفر المكتب المكشاف تي آر TR الاعتمادية الكبير وسرعة الفحص والتحديد الدقيق للأشياء . وتتكون منطقة المعاينة من شاشة بعديها ٣٠ سم × ٣٠ سم تصدر صورة فورية ومباشرة بالأشعة السينية للمادة المشتبه فيها ، مما يساعد المشغل على التقييم الصحيح والدقيق لمحتوياتها .

والمكتب المكشاف تي آر TR صغير ولا يشغل سوى حيّز المكتب العادي ، كما أنه سيندمج في طقم الأثاث لأي مكتب تجاري أو إدارة . وهو سهل الاستعمال ولا يتطلب سوى بضعة دقائق من التشغيل ، كما أنه مأمون ويقابل كافة المتطلبات الصارمة للسلامة الاشعاعية ، بالاضافة الى أن التمديدات الكهربائية الوحيدة المطلوبة هي منبع كهربائي لتيار عادي شدته ١٣ أمبير .

ويستعمل المكتب المكشاف حالياً من قبل عدد من الهيئات كجزء من أنظمتها الأمنيّة الداخلية .

ان هذه المكاتب تستطيع حماية رؤساء الحكومات ومديرين الأعمال في هذه الأزمنة غير المأمونة التي تصبح فيها الشخصيات البارزة أهدافا للارهاب .

هذا وستعامل كافة الاستفسارات في كل مكان بسرية كاملة .

TODD RESEARCH LTD

Robjohns Road
Chelmsford CM1 3DP
England

Telephone (0245) 262233
Telex 99327
Facsimile (0245) 269409

TR DRAWER DETECTOR
with mirror or CCTV viewing

All purpose unit for mail and hand luggage inspection

TR DRAWER DETECTOR
with mirror or CCTV viewing

The TR X-ray Drawer Unit is a complete and economic addition to your security arrangements. It provides your organisation with an all purpose unit to meet the majority of requirements for X-ray examination facilities.

It gives an immediate image of your in-coming mail to help identify a terrorist device. A large drawer type examination compartment holds bundles of mail so that rapid and effective screening can be performed without delaying your mail room procedures. The edges of large parcels can be screened by using the scanning control on the front panel. Your security arrangements are completed by using the unit to examine not only mail but hand luggage, brief cases, hand bags etc. requiring examination within your premises.

The TR X-ray Drawer Unit provides reliable and excellent object definition. The control panel is simple to use and includes a key switch to prevent unauthorised use. The unit is mobile and compact requiring only a normal electrical mains supply.

The TR X-ray Drawer Unit offers wide facilities, ease of operation and day by day reassurance that your mail is safe.

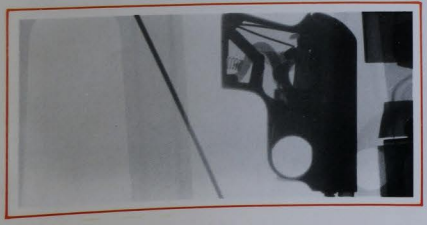
It is an essential aid in the continuing battle against terrorism.

The optional CCTV mode

ان وحدة الادراج « تي آر » المزودة بأشعة « اكس » هي وحدة متكاملة اقتصادية بجانب ترتيبات الأمن التي تتخذونها . انها يمكن أن توفر لشركتهم وحدة ذات أغراض كثيرة لتفي بمتطلبات التسهيلات الخاصة بالفحص بأشعة « اكس » . ان يقدم هذه الوحدة ان تعطي صورة للبريد الوارد حيث تقوم بالمساعدة على تعيين أي جهاز ذات طابع ارهابي . ويحتوي صندوق الفحص من النوع الكبير على درج كبير يمكنه ان يحمل ربطات من البريد بحيث يمكن امرارها لتظهر بوضوح على الشاشة وبذلك يتم الفحص بدون إحداث أي تعطيل بمراحل العمل بحجرة البريد . كما يمكن ظهور حواف الطرود الكبيرة (حتى أبعاد ٦٠٠ مم × ٤٥٠ مم × ١٣٠ مم) على الشاشة باستخدام وسيلة التحكم بالشاشة الموجودة على اللوحة الأمامية . وبذلك تكتمل الترتيبات باستخدام الوحدة التي لا تفحص البريد فقط بل أيضا تقوم بفحص الأمتعة اليدوية وحقائب رحال الأعمال وحقائب اليد الخ . التي تستلزم الفحص داخل منشآتكم .

وتقوم وحدة الادراج « تي آر » المزودة بأشعة « اكس » بتوفير تحديد واضح يتسم بالامتياز والوثوقية . وتتميز لوحة التحكم بالبساطة عند الاستخدام وتحتوي على مفتاح للغلق لكي يمكن الحيلولة دون الاستعمال لغير المصرح لهم بذلك . كما ان الوحدة متنقلة وموجزة تحتاج لمصدر تيار عادي فقط .

وتوفر وحدة الادراج « تي آر » المزودة بأشعة « اكس » مجموعة عريضة من التسهيلات ، وتخفف من عبء العمل كما تقوم بتقديم الطمأنينة يوما بيوم من أن بريدكم يحيطه الأمان . ان وحدة الادراج هذه تقدمُ معاونة أساسية لا غنى عنها في المكافحة المستمرة ضد أعمال الارهاب .



SPECIFICATION

Maximum chamber capacity:
Unit will accept items up to:
640mm (25ins)
× 480mm (19ins)
× 165mm (6.5ins) high

Viewing area:
450mm (17½ins)
× 675mm (26½ins)

Controls:
1. Supply on/off switch
2. Scanning control
3. X-ray on/off switch
4. Remote control handswitch (option)

Dimensions (mirror version):
Height: 1370mm (54ins)
Width: 740mm (29ins)
Depth: 535mm (21ins)

Dimensions (CCTV version):
Height: 1715mm (68ins)
Width: 780mm (31ins)
Depth: 730mm (29ins)

Mains input:
220/240v 50/60Hz supply.
Other supply requirements can be met if specified when ordering.

CCTV system:
Low light level TV camera system
625 line 2:1 interlaced.
Resolution better than 600 line.
Automatic line control.
43cm (17ins) CCTV monitor with brightness and contrast controls.

TODD RESEARCH LTD

Robjohns Road
Chelmsford CM1 3DP
England

Telephone (0245) 262233
Telex 99327
Facsimile (0245) 269409

R 13/1

FROM: PETER MARTIN
Date: 12 January 1989

MR GREY

cc Mr Bearpark
Mr D C Morris
Miss Holt

PARLIAMENTARY QUESTIONS: COMPUTER SYSTEM

As you know, I have confirmed that you may proceed with the purchase and installation of the additional equipment as outlined in Mr Bearpark's minute of 11 January. I must, however, clarify one point raised by Mr Bearpark. No.10's total annual budget for computer equipment is already overspent and this position will inevitably worsen when outstanding bills are brought to account. Funding for this, and other extant computer projects in No.10, is being made available, but the funds will have to come from sources other than the No.10 computer budget and any additional purchases or new proposals must be brought to my attention.

Peter Martin

P MARTIN
Finance Division

File
HK

10 DOWNING STREET
LONDON SW1A 2AA

From the Private Secretary

MR. ALAN GREY
CABINET OFFICE

c.c. Peter Martin, CO
Dominic Morris
Sue Holt

PARLIAMENTARY QUESTIONS - COMPUTER SYSTEM

Further to our conversation yesterday I confirm that I should like you to proceed with the installation of a screen and keyboard by my desk in the Private Office. I understood from what you said that there is no problem over the funding for this as the budget for computer equipment is currently under-spent - in so far as it exists.

P. A. BEARPARK
11 January 1989

MCM

CABINET OFFICE

Government Offices
Great George Street
LONDON SW1P 3AL

Mr Bearpark.

I attach the quotation from CASU for cabling for your proposed screen. The total price would be :-

£771 plus VAT.

Alan Gray

With compliments

Telephone: (01)-270 6038
Information Technology and Methods Branch

Report on Cable Installation in the Parliamentary Questions Section at 10 Downing Street, LONDON SW1.

1. General

A request was received from Mr Alan Grey of the Cabinet Office to install cabling for an additional user to the 2-user Casu Unix 386AT system used by the Parliamentary Questions Office. The new VDU is to be installed in the Private Office on the half-floor above the Parliamentary Questions office. The System Manager of the system is Ms. Sue Holt and is located in the PQ office; Mr Alan Grey of the Cabinet Office is project controller for the system. Mr Grey is available on 270 6038.

2. Equipment Location

The new Wyse 120 VDU is to be installed on the North wall of the Private Office adjacent to the East window and the cabling will need to cross the office and the adjacent corridor, pass through the wall into the PQ office and be taken to the host processor. There is some doubt regarding the most convenient route since provision exists on the North wall of the PQ office for cabling to be accomodated within a cable duct which may provide a suitable access to the stair-well between the two affected offices. Otherwise, an alternative routing can be taken into the corridor adjacent to the door to the PQ office and through the ceiling into the floor of the stair-well above.

3. Cabling Requirements

A single 5-way screened cable will be run from the host processor to the Private Office and terminated at a wall-box adjacent to the East window. This cable will be installed in existing trunking as far as possible and otherwise surface-tacked at low level in other parts. Although the requirements of V24/V28 (RS232C) indicate the regeneration of the signal at intervals of about 25 metres, it is fully expected that no boosters will be required providing the cable is kept terminated by attachment to the VDU at all times. If problems are experienced, a signal-powered booster may be installed at any time and at modest cost.

4. Provision of Power

A power outlet is available mounted in the floor beneath the desk on which the VDU is required and will be suitable for powering the VDU.

5. Costings

Materials:	
Cable 36 metres @ £1/metre	£ 36.00
1 wall-box @ £10.box	£ 10.00
2 Terminations @ £5/termination	£ 10.00
Miscellaneous (clips, screws,etc.) say	£ 10.00
Labour:	
1 man-day @ £150/day	£150.00
Contingencies:	
To cover travelling, etc. say	£ 50.00
Total	£266.00

J A B 9 December 1988

FILE

KK

cc R. Catford

10 DOWNING STREET

LONDON SW1A 2AA

From the Private Secretary

4 August 1988

Further to your conversation with Sue Holt today and your letter of 25 May, I am writing to confirm that we have opted for the multi-user system plus letter quality printer for the Parliamentary Questions database and word processing. I would be grateful if you could now order the appropriate equipment which should be installed by 30 September 1988.

(P. A. BEARPARK)

Alan Grey, Esq.

FROM : A S GREY
DATE : 25 MAY 88

TO : MR M ADDISON

PQ SECTION (NO 10) - PROPOSED SYSTEM

I refer to your minute of 20 April requesting further information on the various costings of the proposed systems.

(i) The £1000 I quoted as the cost of the new chip to run Word Perfect on a multi-user computer was based around projections from suppliers - no final figures are available yet, but I expect them shortly. If it turns out to be correct then, after discount, the net upward effect would be £750.

(ii) Popular well regarded laser printers (eg Canon, Hewlett-Packard) can be purchased for as little as £1600 so there would be a corresponding downward effect of approximately £1200 on both options.

(iii) Only option A would be cheaper by approximately £300 if Word Perfect was purchased. I do not know at this stage exactly how much a multi-user version would cost, but dealerships suggest a figure of approximately £600.

You asked for the cost of a simple word processor and printer. This is entirely dependent on what sort of machine you may wish to purchase, eg:

AMSTRAD PCW - dedicated word processing, usually purchased for home use, can be bought for £500 plus VAT and would also include a letter-quality printer, but would not link to the separate database system. I cannot possibly recommend this as an option since it is not designed for heavy usage, there is virtually no on-site support available and is not compatible with any other equipment being installed within No 10 or the Cabinet Office.

SCREEN-BASED TYPEWRITER - a good quality system dedicated to word processing can be purchased for anything between £1000 - £2500, but as above would not link to the database system. This type of machine is generally being phased out within the Office and is, again, not compatible with other equipment, not supported by ITM Branch and is somewhat limited in its word processing facilities.

PC WITH WP SOFTWARE - equivalent of computer described in option A. The database system with its identical hardware could make use the WP printer by use of a "T" switch and additional cabling which would cost in the region of £100. This is the option we would recommend and support if it was decided not to go the multi-user route.

If one of the cheaper word processing options were chosen, then the database system may need its own dedicated printer. The typical cost of a dot-matrix printer is £350 inclusive of VAT.

We shall be attending a demonstration of the multi-user version of Word Perfect within the next few weeks, but it has not yet been configured for the NT/ICL machine.

Alan Grey
Information Technology & Methods Branch
270 6038

File VC

10 DOWNING STREET

LONDON SW1A 2AA

From the Private Secretary

MR. GREY
INFORMATION TECHNOLOGY & METHODS BRANCH (Cabinet Office)

Many thanks for your minute of 5 April to Sue Holt about the proposed new system for Questions.

There are one or two points I think it would be helpful to sort out before I put a submission forward.

(i) In your note you say the new chip to run Word Perfect on the multi-user will increase the cost by about £1,000. I take it that applies only to the multi-user option, and that would have a net upward effect on the final price of some £750. Is that right?

(ii) You also say that laser printers should be available for less than the listed figure. I take it that means, in effect, that there would be a downward effect on prices of both options of some £1,200. Is that right?

(iii) If Word Perfect is half the price of Vienna Word I take it that would have a downward effect on the final price of both options of some £300. Is that right?

For the purposes of costing a full range of options, it would also be helpful to know the price of a simple word processor and printer to replace the existing typewriter, and a separate system of the kind we have now for data retrieval, perhaps linked to the word processor printer if that is possible.

I am sorry to put you to further work, but I think we must have a fairly complete and worked out range of figures on which to base our decision.

MEA

MARK ADDISON

20 April 1988

285

FROM : A S GREY
DATE : 5 APR 88

Sue.

TO : MISS S HOLT

PQ SECTION (NO 10) - PROPOSED SYSTEM

I enclose copies of quotations from NT (now ICL) for the proposed system in your section.

Quote A — 2 stand alone computers sharing a laser printer.

Quote B — 2 terminal multi-user system with a spooled laser printer.

Both configurations use the same software packages, but under quote A, one computer can use only the word-processing and the other only the database application.

Both quotations are based on current technology available from NT and are a fair representation of prices from other reputable companies. The new microchip which will permit the standard word processing package (Word Perfect) to run on the multi-user system should be released very shortly and prices will obviously be affected upwards. We would expect the increase to be about £1000, but this is only a guess. Word Perfect, on a single user system, is only half the price of Vienna Word - we do not have a figure for the multi-user version nor its release date although 'second quarter' has been mentioned to us. NT have quoted for their own badged laser printer, but it is possible to obtain similar models elsewhere for less (eg £1600 plus VAT).

As you know, ITM Branch consider that the multi-user system is by far the best option, though it does mean waiting until Word Perfect produce their new product.

Alan

Alan Grey
Information Technology & Methods Branch
Extn 6038

? a word processor.
? costed also micro.

A

northern telecom

QUOTATION FOR PARLIAMENTARY QUESTIONS SECTION, 7TH MARCH 1988

Reference MV/64/88/AJM/Desktop

MODEL	QTY	DESCRIPTION		PURCHASE PRICE		MONTHLY MAINT
V8P33	2	AOC II Desktop Model 3 1Mb RAM 1.2Mb Diskette 40Mb Disk Serial/parallel card	2725	5,450		54
V1244	2	Black/white screen	1240	1,480		20
V1144	2	Screen Adapter		-		-
V1340	2	Vienna Keyboard	198	396		4
V4600	1	Laser Printer	1890	3,290	-1600	40
V4961	1	RS232 Serial Interface	95	95		-
V97054A	2	MS-DOS 3.2	144	144		-
V99547A	1	Informix	800	800		16
V99114A	1	Vienna Word	—	650	-450	20
		SUB TOTAL	6892	12,305		154
		DISCOUNT 25%	b 25% 5200	3,630		
		TOTAL		8,675	7730	154

data here only, no wp

B

northern telecom

QUOTATION FOR PARLIAMENTARY QUESTIONS SECTION, 7TH MARCH 1988

Reference MV/64/88/AJM/AOC II

MODEL	QTY	DESCRIPTION	PURCHASE PRICE	MONTHLY MAINT
V8P23	1	AOC II Model 3 2Mb RAM 1.2Mb Diskette 60Mb Streamer Vertical Stand 62Mb Disk	7,265	73
V1213	2	Intelligent Terminal	1,584	16
V1340	2	Keyboard for Above	396	4
V4600	1	Laser Printer	3,290 -1600	40
V4961	1	RS232 Serial Interface	95	-
V98030A	1	Xenix 5 (+ menu)	425	4
V9A547A	1	Informix 3.3	1,050	21
V9A114A	1	Vienna Word	800 -200	22
		SUB TOTAL	14,905	180
		DISCOUNT	3,388	
		TOTAL	11,517	180

14105 20%

10550

not discounted in this month of 25 May.

Radiopager sent with GTV

VC.

10 DOWNING STREET
LONDON SW1A 2AA
From the Private Secretary

10 February 1987

Telecom Radio Paging

We have just discovered that one of our two bleepers in the Private Office at No. 10 - the one with serial number 31 0256556 on its base - has not been usable since mid-1985, at which time we understand its subscription was discontinued. If nothing else this may explain why I have yet to be disturbed by it when I take it home at weekends when I am on duty!

But seriously we do require two functioning bleepers for the Private Office. Could you please arrange for this one to be re-instated or for us to be provided with another.

(ANDY BEARPARK)

C.K. Davies, Esq.,
Cabinet Office.

VC

digital

Digital Equipment Co. Limited
Snamprogetti House
Basing View, Basingstoke, Hants RG21 2YG England
Tel: (0256) 470147, Telex: 859061 DEC GNA

18 November 1986

Mr T J Flesher
Prime Minister's Office
No. 10 Downing Street
London
SW1

Dear Mr Flesher

I am writing to introduce myself as the DEC Account Manager with responsibility for The Prime Minister's Office.

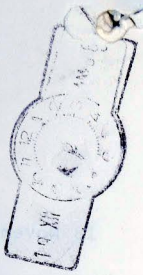
As you are probably aware, DEC is the world's largest mini computer manufacturer offering total solutions ranging from office automation to statistical analysis.

Should you wish to discuss any problem within your organisation or potential DEC solutions, please do not hesitate to contact me.

Yours sincerely

D. Goldberg

David Goldberg
Civil Government Sales



DEPARTMENT OF TRADE AND INDUSTRY
1-19 VICTORIA STREET
LONDON SW1H 0ET
Telephone (Direct dialling) 01-215) 5422
GTN 215)
(Switchboard) 01-215 7877

Secretary of State for Trade and Industry

PS/

18 July 1986

Rachael Lomax
Private Secretary to the
Chancellor of the Exchequer
HM Treasury
Parliament Street
LONDON
SW1P 3AG

1. ~~DW~~
2. ~~MEA~~ MOA
3 ~~CR~~.

Dear Rachel,

COMPUTERISED MINISTERIAL DIARY NETWORK

We now have our Ministers' agreement to install a computerised office network ("the network") which may be of interest to you and others in Departments with a number of Ministers. It will link all Ministers' offices, our Parliamentary Branch, Press Office and the Permanent Secretary's office.

Initially, the main purpose of the network will be to improve the efficiency of Ministerial diary business. Each Minister's diary will held on the network: it can be checked (but not changed) by other offices wanting to set up meetings with that Minister. (The diary will be protected by privacy arrangements so that the Diary Secretary will still control what others know of the Minister's movements.) We shall be able to generate the usual regular reports (such as the daily diary, fortnightly diary and the lists of visitors for our Reception.) But our system will also produce a complete list of all Ministers' public engagements ("the long-term diary") which we already use for speech planning and for monitoring the spread of regional and overseas Ministerial visits.

We hope to install the diary during August, going live in September. Over the next six weeks we will be having a series of workshops to work up the design of the diary screen and the various print-outs and to ensure that the system does what we want it to do. The first of these takes place next week (Monday, 21 July at 2.30pm; Tuesday, 22 July at 11.30am and 2.30pm).

JF1BFV

1786 1986 BOARD OF TRADE BICENTENARY

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If you or a member of your office would like to attend, would you please contact Ann Taylor (215 4494).

When the computerised diary is working satisfactorily we shall incorporate our word-processing and computerised correspondence record-keeping on to the network. There will be capability to expand the number of terminals on the system and we will have links into other office networks in the Department (not many at the moment but increasing). This will allow us to transfer documents to Divisions on the network and vice versa. And perhaps of still more interest to anyone who has been forced to dash an urgent document to No.10, we are also looking at the possibility of secure links to No.10, FCO and Cabinet Office.

If you, or any one to whom I am also copying this letter would like further information, perhaps with a view to using our system, please give me or Ann Taylor a call.

Copies of this letter go to David Norgrove (No.10), Tony Galsworthy (FCO), Stephen Boys Smith (Home Office), John Lambert (Employment), Geoff Dart (Energy), Tony Laurance (Health & Social Security), Richard Mottram, (Defence) Rob Smith (Education & Science), Ivor Llewelyn (MAFF), Robert Gordon (Scottish Office), Colin Williams (Welsh Office), Jim Daniell (N. Ireland Office) and Michael Stark (Cabinet Office.

Yours ever,

John

J F MOGG
Private Secretary

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