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CONFIDENTIAL

# 10 DOWNING STREET

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FILE TITLE: <b>MILLENNIUM BUG</b>		SERIES: <b>HERITAGE</b>
PART BEGINS: <b>25<sup>th</sup> February 1999</b>		PART: <b>6</b>
PART ENDS: <b>7 April 1999</b>		CAB ONE:

**LABOUR ADMINISTRATION**

PART 6 CLOSED

7.4.99

~~PRGM 49/846~~

CONFIDENTIAL



7.4.99	DATE CLOSED
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**CLOSED**

**PART 6**



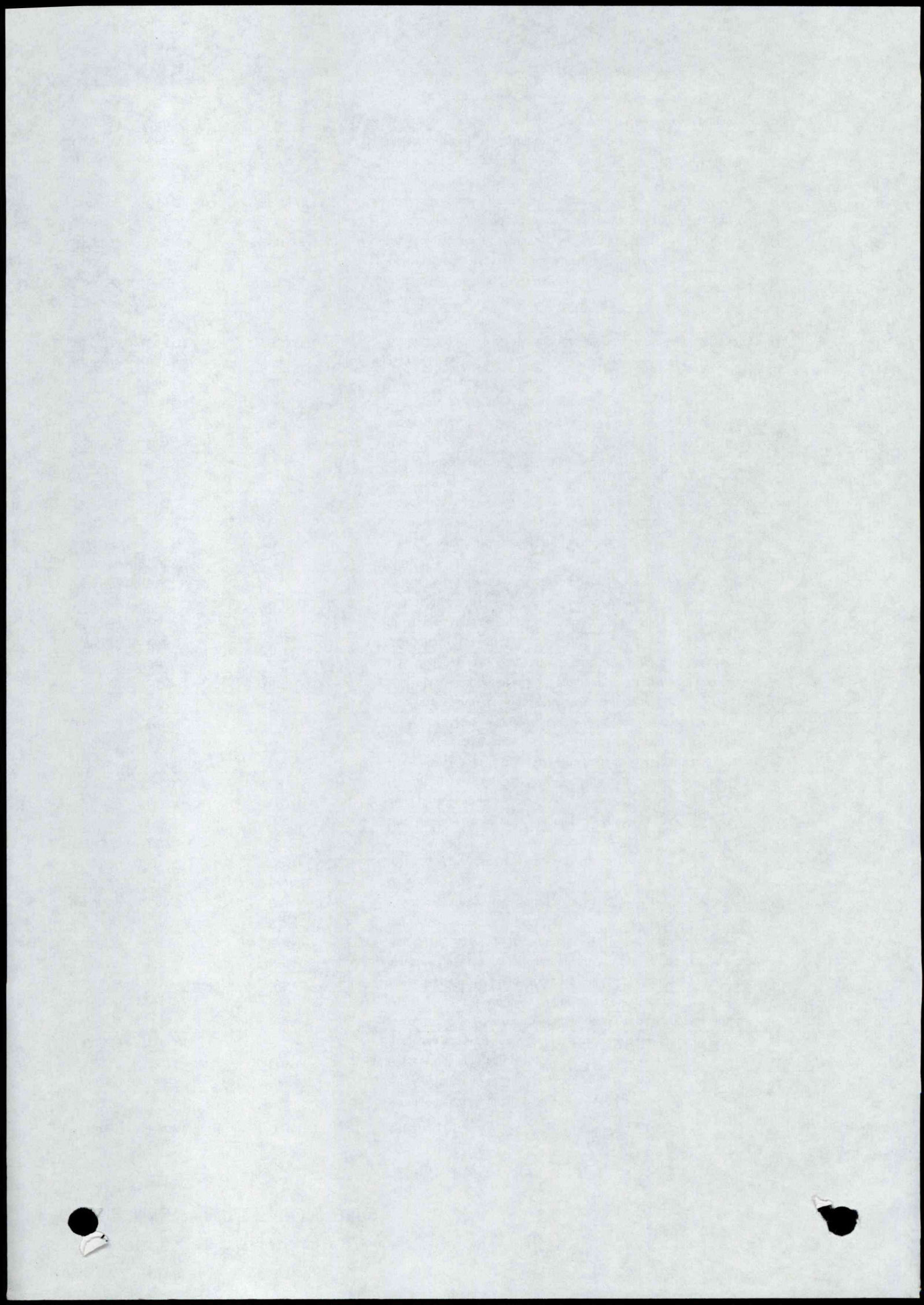
Series : HERITAGE

File Title : MILLENIUM BUG

Part : 6

Date	From	To	Subject	Class	Secret
25/02/99	SS/DoH	PM	Arrangements for the Millennium	U	0
26/02/99	DfEE	EA/APS	Bug Busters	U	0
01/03/99	CST	LP	Bid for additional Y2K resources	C	0
01/03/99	Cab Off		Business case to support bid for additional Y2K resources	C	0
02/03/99		EA/APS	Action 2000 - PM warns Uk PLC ' You're nor doing enough to beat th	U	0
02/03/99		PM	Letter from Action 2000 - The bug and Government	C	0
03/03/99	LP	DPM	Millennium date change problem : quarterly Statement to Parliament	R	0
03/03/99	LP	DPM	Ministers' information requirements over the millennium holiday perio	U	0
03/03/99	DfEE	EA/APS	Bug Buster Training Programme	U	0
04/03/99	LP	CST	Bid for additional Y2K resources	C	0
04/03/99	Cab Off	EA/APS	Key findings from Risk Seminar	U	0
05/03/99	DTI	EA/APS	Millennium bug	U	0
05/03/99	LP	DPM	Monitoring progress on year 2000 issues	U	0
08/03/99	SS/DoH	CST	Year 2000 Bank Holiday Weekend - NHS Pay	R	0
08/03/99	HO	HO	New Head of Emergency Planning Division	U	0
10/03/99	PUS/DTI	LP	2000 date Change	U	0
10/03/99	SS/DoH	LP	Millennium Date Change Problem: Quarterly Statement to Parliamen	U	0
10/03/99	MS/DETR	LP	Millennium Date Change Problem:Quarterly Statement to Parliament	R	0
11/03/99	SS/DfEE	LP	Millennium date change problem: Quarterly Statement to Par`ent	U	0
11/03/99	MS/NIO	LP	Millennium Date Change Problem : Quarterly Statement to Parliame	U	0
12/03/99			Briefing for Lord President's quarterly statement	C	0
12/03/99	HS	LP	Millennium Date Change Problem : quarterly Statement to parliament	R	0
15/03/99	SS/WO	HS	Civil Contingencies Committee Validation Exercise 11 May 1999	R	0
15/03/99	EA/PS	D/C	Bug Email Message	C	0
15/03/99	LC	LP	Millennium Date Change : Quarterly Statement to parliament	U	0
16/03/99	LP	PUS/DETR	Millennium Date Change - Quarterly Statement	U	0
16/03/99	PUS/DfEE		MISC4(99)24 - Ministerial Group on the Millenium Date Change - not	C	0
16/03/99	PUS/DfEE		MISC4(	C	0
17/03/99	CST	HS	Civil Contingencies Committee Validation Exercise - 11 May 1999	R	0
17/03/99	CST	LP	Bid on reserve for additional year 2000 resources	R	0
17/03/99			Check Against Delivery: Rt Hon Margaret Beckett MP: Progress on t	U	0
17/03/99	Cab Off		Y2K International action group meeting	C	0
17/03/99			99 Failures - examples of IT failures on 31/12/99	U	0
22/03/99	Cab Off	ms/cabinet office	Risk	U	0
24/03/99		EA/PS	News clipping from Daily Telegraph, 24 March: Millenium Bug warnin	U	0
24/03/99	Cab Off		Risk Seminar - Draft Recommendations	C	0
24/03/99	Cab Off	Cab Off	Meeting with don Cruicjshank	C	0
25/03/99	Cab Off	Cab Off	Y2K Action 2000	C	0
26/03/99	Cab Off	Cab Off	Action 2000 where are we in preparation for our meeting with James	C	0
29/03/99	Cab Off		Y2K NIF campaign	C	0
30/03/99	SS/SO	LP	Monitoring progress year 2000 issues	C	0
31/03/99	DfEE	EA/PS	Bug Buster Training Programme	U	0
31/03/99	FCO		Millenium bug: international action group meeting 29 March 1999	U	0
31/03/99	M/MAFF	HS	Civil contingency committee validation exercise	C	0
31/03/99	FST	LP	Ministers' information requirements over the Millennium holiday perio	U	0
31/03/99	Cab Off	P Di	Year 2000 plans - progress reviews	R	0
01/04/99	LP	HS	London and the Millennium	U	0
01/04/99	Cab Off	LPO	Regional Coverage of the Millennium Bug 26 March - 1 April 1999	R	0
06/04/99	Cab Off	SOC	Millennium Bug (Y2K): International Impact	R	0
07/04/99	SS/NIO	LP	Ministerial information requirements over the Millennium period	U	0







7.APR.1999 10:50

DR M MOWLAM STORMONT

NO.871 P.1/2



Northern Ireland Office  
Block B, Castle Buildings  
Belfast BT4 3SG

The Rt Hon Margaret Beckett MP  
President of the Council  
Privy Council Office  
68 Whitehall  
LONDON  
SW1A 2AT

April 1999

*Dear Margaret*

### MINISTERIAL INFORMATION REQUIREMENT OVER THE MILLENNIUM PERIOD

Thank you for copying to me your letter to John Prescott asking for details of Cabinet Minister's personal needs for information about incidents which might be attributed to the bug over the millennium date change period.

We are presently considering the mechanisms we need to be put in place in Northern Ireland to co-ordinate incoming information about incidents or system failures (bug related or otherwise) and how best to relay information to the media and public. We have drafted plans for the setting up of a Northern Ireland Management Information Centre which would comprise key personnel from all the public services and the utilities plus the Northern Ireland Information Service. This centre would be in a position to supply all relevant information to myself and Ministers, or to the new administration as appropriate, and to provide information for public releases.

We have asked Departments to submit their proposals for providing information to the Information Management Centre. We are looking at developments in England, Wales and Scotland to help inform us of best



7.APR.1999 10:50

DR M MOWLAM STORMONT

NO.871

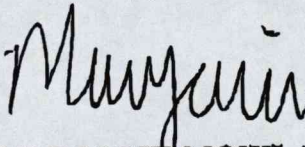
P.2/2



practice which we can adopt, and to ensure that we can share information and contribute to the national picture. We will also require information on UK wide services to be passed to our regional centre and are currently looking at this as a part of our plans.

We in Northern Ireland have, of course, had some experience of incident management in the past which has given us a feel for the practicalities of managing periods of disruption, but we acknowledge that we need to be prepared for the unforeseen and we hope to have our planning completed shortly. When this has been completed my officials will contact the Cabinet Office to discuss the details of our information requirements.

I am copying this letter to recipients of yours.

  
MARJORIE MOWLAM



DEPARTMENT/SERIES <i>PREM 49</i> PIECE/ITEM <i>846</i> (one piece/item number)	Date and sign
Extract/Item details: <i>Minute dated 6 April 1999</i>	
CLOSED FOR .....YEARS UNDER FOI EXEMPTION	
RETAINED UNDER SECTION 3(4) OF THE PUBLIC RECORDS ACT 1958	<i>C. Charker</i> <i>6.7.21</i>
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**Instructions for completion of Dummy Card**

Use **Black Pen** to complete form

Use the card for one piece/item number only

Enter the Department, Series and Piece/Item references clearly  
e.g.

DEPARTMENT/SERIES ..... <i>GRA 168</i> .....
PIECE/ITEM ..... <i>49</i> ..... (ONE PIECE/ITEM NUMBER ONLY)

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If the document is Closed under a FOI exemption, enter the number of years closed. See the TNA guidance *Preparation of records for transfer to The National Archives* , section 18.2

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TO: PS/PRESIDENT OF THE COUNCIL

FROM: SHARON CREARY  
Room 124/70 Whitehall  
Tel: 0171 270 6193

1 April 1999

cc: PS/Mr. Kilfoyle  
PS/Mr Tipping  
Mandy Mayer, Year 2000 Team  
Marie Pender, Year 2000 Team  
Valerie Keating, Year 2000 Team  
Kristian Armstrong Year 2000 Team  
James Purnell, No 10  
Owen Barder, No 10  
Vaughn Birbeck, MAFF  
Don Cruickshank, Action 2000  
Niki Akhurst, Action 2000  
Elizabeth Allen, Action 2000  
Nicci Russell, SA/President  
Mike Ricketts, Y2KMCU  
Sarah Charman, Y2KMCU

~~DN~~  
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REGIONAL COVERAGE OF THE MILLENNIUM BUG

26 March - 1 April 1999

1. NORTH EAST

Coverage: Fair  
Tone: Positive  
Synopsis: Schools and the bug  
Comment: Only bug story to appear this week was one generated by us about good practice in education establishments. We worked with DfEE to have a 'Bug' quote added to Estelle Morris's press release during a visit to Newcastle. On the back of the visit we issued a press pack about education and the bug.

2. NORTH WEST

Coverage: Medium  
Tone: Positive



Synopsis: Several stories on action by public service organisations such as councils and the police ("Cops get ready for year 2000" in the Tameside Reporter, which combined the report with coverage of the force's plans to minimise disorder during celebrations.) Paddy Tipping's visit to the region last week won good coverage in the Lancashire Evening Post, and in the Tameside Reporter and on Teletext. The Oldham Evening Chronicle provided the only detected coverage of the announcement that the UK's air traffic control systems are "bug free" – with Manchester Airport attracting so many travellers from across the North West this story could have obtained a higher regional profile.

### 3. MERSEYSIDE

Coverage: None

### 4. YORKSHIRE & HUMBERSIDE

Coverage: Moderate

Tone: Neutral

Synopsis: Preparations for the Millennium.

Comment: Not much on the Bug front this week. The Yorkshire Post had a story about fears that airlines would be badly hit by a lack of business at the end of year ("Millennium bug fear will hammer airline business"). Other stories included "Bird firm wins Bug contract" (Bridlington Free Press) which told of a local firm's contract to solve Millennium Bug IT problems.

### 5. WEST MIDLANDS

Coverage: Moderate

Tone: Positive

Synopsis: Business Links push to Y2K angle

Comment: Evidence of a concerted campaign from Business Links to push their help for companies to become Y2K compliant, with a number of small but positive stories across the region. Sandwell Healthcare NHS Trust also announced its plans to beat the bug.

### 6. EAST MIDLANDS

Coverage: Medium

Tone: Positive

Synopsis: The public sector and the Millennium Bug



Comment: Some excellent coverage this week for public sector organisations and what they are doing to beat the bug: "Effective treatment for the Millennium Bug" referring to the Northamptonshire Health Authority in the Northampton Chronicle and Echo, "Bid to beat the bug" – Nottingham hospitals (Nottingham Evening Post), and "Bid to beat the bug on our roads" (Lincolnshire Echo). "Buying sheets to beat the bug" is a slightly offbeat story in the Northamptonshire Evening Telegraph about Kettering General Hospital's worries about supplies being affected if water services are disrupted by the bug. The hospital plans to spend £25,000 on sheets, pillowcases and blankets just in case. The Northampton Chronicle and Echo carried a story about George Howarth's visit to a Millennium event in April – "Government's view of the Millennium is spelled out". The Derbyshire Times had a two page feature with some alarming headlines – "Sinister side to Millennium fever could mark the end of the world as we know it" and "Experts' alarm as timebomb is ticking away", but the content of the actual stories was better balanced.

## 7. EASTERN

Coverage: Light  
Tone: Factual  
Synopsis: Millennium bug and Action 2000. On-going coverage in the local press.

## 8. SOUTH-EAST

Coverage: Nil  
Tone: N/A  
Synopsis: N/A

## 9. LONDON

Coverage: Moderate.  
Tone: BUG puts shine on gold.  
Synopsis: Richard Morrissey, writing in the ES pink pages, speculates that a Y2K banking collapse could put a new shine on gold. He says: "Retail demand for gold has already risen by 30% because of Y2K. If this stockpiling continues to gather pace, it just could unsettle the bond investors who, although relaxed right now about commodities generally, are aware that several members of the Federal Reserve's Policy Committee refer to gold as a lead indicator of inflationary pressures."



## 10. SOUTH WEST (BRISTOL)

Coverage: Moderate

Tone: Mostly positive

Synopsis: Bath's Royal United Hospital used their Board meeting to talk about plans for the Millennium – including dealing with the BUG (they signed the Pledge at the meeting) – this was reported on local radio and in the local paper with an editorial praising the hospital for all its preparations. Fire brigades in Avon and Gloucestershire warned that people should check their alarms for the M bug. Bristol Water reported via the Bristol Evening post that they are nearing the end of their 3 year programme of checking and replacing systems where necessary, 'Water firm tackles the high tech bug'. Radio headlines today talk of warnings that the start of the financial year could cause M Bug chaos.

Comment: Close working with Bath RUH NHS Trust ensured public Pledge signing.

## 11. SOUTH WEST (DEVON & CORNWALL)

Report not received.

**SHARON CREARY**

**Year 2000 Media Co-ordination Unit**





The Communication Agency

**'Don't let  
the bug  
bug you'**

FARMERS, growers and fishermen need to act now to avoid the threat to their businesses posed by the Millennium Bug.

That is the theme of a major campaign being launched jointly by the Government and the National Farmers' Union.

Research has shown that the level of action being taken by the farming industry to deal with the Millennium Bug remains worryingly low.

The campaign encourages farmers to anticipate potential problems using a series of practical guides which will be distributed free across the UK.

The are tailored to nine different sectors. They take producers through a series of simple steps on how to beat the Millennium bug and will shortly be distributed direct to farmers, growers and fishermen.

*Hexham Carant 1.11.99 P10*





The Communication Agency

## Newcastle Evening Chronicle

130-3-99 PLS



### Top marks for schools

SCHOOL Standards Minister Estelle Morris, above, has praised Newcastle schools for tackling the Millennium Bug.

On a visit to Kenton Comprehensive she said she was pressing all education authorities to make sure disruption was minimised.





The Communication Agency

# Newcastle Evening Chronicle



**FULL CHECKS -**

David Bell

27-3-99 pg

## Beating the Bug

CHILDREN hoping for a break in lessons caused by computer failure may be disappointed as education chiefs move to stamp out the Millennium Bug.

Computers and computer-controlled equipment in Newcastle are being tested in preparation for the next century.

Education director David Bell said: "All the central equipment in the education department has been checked and we've been advising schools since October, 1998."





The Communication Agency

## Newcastle Evening Chronicle

27-3-99 P13

# Bugged by Millennium

A UNIVERSITY is leaving nothing to chance in its attempts to beat the Millennium bug.

Students at Sunderland University have had all their computers protected under the Government's Action 2000 plan.

The scheme encourages organisations to work together to cope with the effects of the date change. Some computer experts fear systems all over the country could crash.

Steven Varvell has been appointed Project 2000 manager at the university as part of the measures.





Central Office of Information  
the communication agency

# TELETEXT NORTH WEST

North  
West

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## MINISTERS VISIT NORTH WEST

Millennium bug minister Paddy Tipping is checking a North West hospital's computers are Year 2000 compliant.

Mr Tipping will look at the ~~systems~~ and learn about the checks being carried out on equipment at Tameside General Hospital in Ashton-under-Lyne.

Social Security Minister Angela Eagle is also in the region looking at a new system for ~~benefits help in Widnes~~.

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Millennium Countdown 105- C4 Sport 170  
Win your holiday free, every day by  
booking with Teletext. See p362 NOW



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**Millennium visit**

A GOVERNMENT minister is visiting Tameside today (Thursday) to check on how the borough is preparing for the Millennium Bug.

Paddy Tippling MP, the minister with responsibility for year 2000 compliance, will visit both Tameside Council offices and Tameside General Hospital.

Both have been named by the government as forerunners in achieving year 2000 compliance.

Mr Tippling will view upgraded Information Technology systems and learn about checks that are being carried out on millions of pounds worth of equipment at the hospital.

5

Tameside Reporter

# TAMESIDE REPORTER



Central Office of Information  
the communication agency



# Praise for the NORWEB bug-busters

Bolton Evening News 26/3/99



Mr Beckitt (left) and Mr Tipping get ready for a spot of Millennium Bug-bashing. Ref: G1021/19.

**THE** Government minister responsible for tackling Millennium computer chaos has praised NORWEB's bug-busting efforts.

Mr Paddy Tipping, Labour MP for Sherwood and Parliamentary Secretary at the Privy Council, was in Bolton yesterday at the company's Call Centre in Manchester Road.

He met staff working on Millennium-readiness programmes and saw examples of the company's customer education programme.

Earlier he picked up a sledge hammer and posed symbolically with NORWEB chairman John Beckitt alongside a number of "rogue" electricity meters.

### Replaced

Extensive Year 2000 tests revealed that a small number of the company's 330,000 electricity meters had a problem in recognising the year 2000 as a leap year.

They will be replaced in time for the Millennium.

NORWEB, part of United Utilities, says it has identified and eradicated the Millennium Bug from all its most important business systems.

Mr Tipping said with confidence: "I know that NORWEB are going to keep the lights on up here."

The company plans to have staff either working-or-on call over the Millennium period to ensure "business as usual."

Mr Beckitt said: "We identified all our business critical systems and have ensured that they will not fail at the Millennium."

"No one can be entirely sure about what will happen at this year end."

"What I can say with confidence is that NORWEB has planned for the worst and so will deliver the best."

But Mr Tipping said he was worried that a lot of other companies — particularly small businesses — were not looking far enough into the future.

Places on Government bug-busting courses were still available through Business Links.

After his Bolton visit Mr Tipping assessed bug preparation at Tameside General Hospital in Ashton-under-Lyne and Tameside Metropolitan Council.

He is particularly keen to see that local councils take all the necessary steps to avoid chaos in their services.

"We are going to name those who are not making a big enough effort by the summer," he said.

● The Millennium Bug is the inability of many business systems and other electronic devices to recognise the date change from 1999 to 2000.



# Air-traffic check has bug beaten

BRITAIN'S air-traffic control systems are millennium bug-free, it has been announced.

The UK's air space will be as safe as possible for the 5,000 flights that pass through every day, said National Air Traffic Services.

The bug-free declaration came after NATS completed testing work on all its computer systems.

The tests were carried out by changing the data on systems at Manchester and Heathrow airports, among others, as part of a £10 million project to test control systems in the UK.

The Foreign Office issued travel advice at the beginning of the month to business and consumer travellers, warning them to be aware of the possible dangers of the millennium bug and the potential risk of flying.

The chief executive of NATS, Bill Semple, said: "We are doing everything we can to ensure that we provide a normal service to airlines and to passengers in the new millennium."

"Our declaration of NATS readiness for the year 2000 is an important milestone in the process,"

NATS, which is run by the Civil Aviation Authority, said that it will test compliance with neighbouring systems in Europe as well as Canada and hoped to have this stage completed by June.

The organisation was still working on contingency plans, however, making sure that energy supplies would still continue and monitoring the potential failure of external systems.

Director of NATS, Frank Agnew, said: "Safety has always been our first priority, but we want to do much more than just provide a safe service."





# Ready for the bug

THE millennium bug could strike early for some computer users.

This was the main thrust of a message delivered at a seminar for North-West members of the Chartered Institute of Management Accountants, attended by many from Oldham.

Delegates were told that some software packages had notated the date September 8, 1999 as 9999 — causing the system to crash.

"An audit of all software and hardware is recommended to prevent such failures. Neither can users assume that even relatively new computers will be year 2000 compliant," reported Colin Greenfield, from Austerlands, who attended the seminar at Royals Hotel, Northenden.

The seminar was addressed by a number of speakers on topics ranging from taxation to marketing and liaison with high street banks.

The Manchester section of the institute is the strongest in the country, with members from North Wales to Cumbria.

As part of an increasing profile aimed at smaller businesses, the institute has upgraded its website and a visit to [www.cima.org.uk](http://www.cima.org.uk) will provide a wealth of information on interests to accountants and non-accountants said Mr Greenfield, whose business is Financial Management Services.

OLDMHAM EVENING CHRONICLE 30/3/99

# OLDHAM EVENING CHRONICLE



Central Office of Information  
the communication agency



**Bug buster's mission**

BURY is getting its own bug buster to make sure the borough has a trouble-free transition into the 21st century.

Paul Fraim will help ensure the millennium bug does not hit council services when the clock strikes midnight to mark the arrival of the year 2000.

The troublehunter will visit local authority premises to ensure equipment is checked and contact equipment is prepared for all areas of work.

It is also encouraging departments to draw up emergency and contingency plans for all areas of work.

Paul, whose post is temporary, will also respond to inquiries from outside organisations about the council's readiness and will help to make sure staff know their responsibilities.

Meanwhile the council has been preparing staff leaflets and posters to raise awareness.

*Manchester Evening News 31.3.99 Page 1a*

**MANCHESTER EVENING NEWS**



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# MANCHESTER EVENING NEWS



Central Office of Information  
the communication agency

## Bug buster's mission

Manchester Evening News

BURY is getting its own bug buster to make sure the borough has a trouble-free transition into the 21st century. Paul Braln will help ensure the millennium bug does not hit council services when the clock strikes midnight to mark the arrival of the year 2000. The troublehooter will visit local authority premises to ensure equipment is checked and contact equipment

suppliers about their readiness for the date change. Paul, whose post is temporary, will also respond to inquiries from outside organisations about the council's readiness and will help to make sure staff know their responsibilities. Meanwhile the council has been preparing staff leaflets and posters to raise awareness. It is also encouraging departments to draw up emergency and contingency plans for all areas of work.



# Chips are down in race against bug

*Lancashire Even. Post*

COUNCIL workers are battling around the clock to root out rogue computer chips which could plunge the area into chaos at the end of the year.

The town hall is supposed to be fully year 2000 compliant by the start of August, but hundreds of machines still need their chips replacing.

Now, to boost the battle against the millennium bug, £50,000 is to be spent to quicken efforts up.

## Malfunction

The council has to update not only its computers but everything which contains a microchip so they do not "crash" on December 31 this year.

Machinery that is not checked and updated will malfunction because most micro-processors will not identify the year 2000 as a proper date.



**BUG-BUSTER:**  
Alan Kirby

So far experts have identified 318 separate pieces of equipment which contain embedded chips.

A risk assessment has to be carried out on each of them, they are then tested and updated.

The work takes a long time and it will prove very difficult for the town hall to be entirely problem free

27.3.99  
by August. Contingency plans also need to be put in place in the event of anything going wrong.

Alan Kirby, head of Lancaster Council's administration services, said the £50,000 should cover the cost of replacing all the authority's embedded chips.

He said: "Work is about to start on drawing up contingency plans by services which have systems falling into the high risk category such as aged persons accommodation with central heating and places with entry phones and lifts."

He added: "Now that all the systems have been identified and the risk assessments undertaken, the detailed work of contingency and emergency planning needs to be undertaken."



# LANCASHIRE EVENING TELEGRAPH



Central Office of Information  
the communication agency

**WARNING:** Council staff could be sued for damage

*Lancashire Evening Telegraph 27.3.99.*

# Millennium bug insurance alert

COUNCIL officers in East Lancashire could be personally sued by the public for financial loss suffered as a result of problems caused by the millennium bug.

Local authorities have been warned by their insurers that if a third party suffers financial loss as a result of an officer failing to properly address the Year 2000 issue then the council will not be covered by insurance.

The Association of British Insurers has said that insurance policies are not designed to cover the risk of the millennium

**By DAVID AYRTON**

Telegraph Reporter

because the millennium itself was a certainty and not a risk.

Burnley councillors have been told that it is possible individual council employees could be sued as a result of damage arising out of their failure to deal properly with problems caused by the millennium bug.

The policy and resources committee agreed to indemnify its employees against claims made against them provided they had acted reasonably and within the

scope of their duties and responsibilities.

Explaining the council's insurance cover, director of support services Susan Walsh said that if a heating system in sheltered housing failed and caused a fire the council would be covered for injury and damage from the fire.

But if as a result of the failure an elderly resident developed hypothermia and died the council would not be covered.

That was why contingency plans, in that event to provide gas heaters, were being prepared to cover all eventualities.

Council officers have been working to ensure that any equipment which could be affected by the

bug has been given a compliance certificate by the supplier.

The equipment is also checked by the council. On top of that contingency plans are being prepared in case problems still occur.

The support services director added that a disaster scenario event was also being planned which would tease out any further problems.

It would also be used to test the major peace time emergency plan.

A spokesman for Blackburn with Darwen Council said that some things were insured against the millennium bug and some weren't.





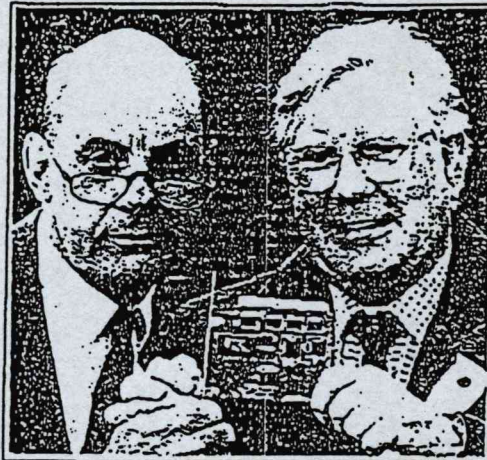
Advertising tel: 606606. Editorial 677338

AH/HS BFP 18/3 PLS

On the  
business  
front

# Brid firm wins 'bug' contract

By Simon Haldenby



● Bug besters - UK director Barry Woodcock, left, and managing director Alan Buckley with the type of computer chip they hope to help with the new device. (9912-4B)

A BRIDLINGTON firm will be travelling the world in an effort to beat the Millennium Bug.

SSC International Group, based in High Street, has won one of its biggest contracts to market a new gadget aimed at solving the computer problems which are predicted for the year 2000.

The company will be responsible for taking the Delta-T Probe to Eastern Europe, the Middle East and the Far East.

Alan Buckley, managing director, will be jetting off next week to introduce the device to overseas distributors and government officials.

Mr Buckley said: "This is potentially huge for our company and it's good news for Bridlington, because this sort

of thing doesn't happen very often."

He said the company would be working with some of the contacts it has built up in 40 countries over the past few years and through its associated offices in Bulgaria, Dubai and Malaysia in a bid to sell the Delta-T Probe.

Mr Buckley is joined in the firm by director Barry Woodcock, technical manager Emma Robinson and information technology manager Izzam Ibrahim. All four are looking forward to the new challenge.

The Delta-T Probe is made by EMSYS UK, of Hemel Hempstead, and was invented by Patrick Bossert - the man who solved the riddle of the Rubik's Cube at the age of 12, and wrote a book about it.

The device, which has already been used by Sainsbury's and British Airways, scans computer controlled equipment, checking whether the chips inside them will be affected by the Millennium Bug.

SSC International Group, which was launched eight years ago, was chosen to market the invention abroad after EMSYS UK saw its advert in a national newspaper.

Mr Buckley, who recently returned from Poland after talks with banks and the military about the device, said: "It's a brilliant product produced in the UK."

"We are pleased that our network of established overseas distributors enables us to have the advantage over other European competitors."





Wednesday  
31 March  
1999



The Communication Agency

HS KADN 31-3

## Millennium bug course

BUSINESS people in the Humber region are being invited to attend new courses designed to beat the Millennium Bug.

The three courses have been approved at the University of Lincolnshire & Humberside's Advanced Technology Education Consultancy, which runs Year 2000 (Y2k) projects to help businesses.

Due to start this April, the latest course is an intensive, one-day workshop which covers contingency planning.

Angus Marshall, head of the university's BugBuster team, said: "The course covers key aspects of business contingency and information technology disaster recovery."

"The course is free to qualifying businesses in our catchment area."

For information, contact Sam Hendley on (01522) 886244.



Monday  
29 March  
1999



The Communication Agency

## Millennium bug fear 'will hammer airline business'

AIRLINES will be hit by a dramatic fall in business at the end of 1999 because many people will avoid flying out of fear that the millennium bug will disturb aircraft instruments, an Australian aviation official warned yesterday.

Airlines and tourism operators are likely to face heavy losses during the Christmas-New Year period, said Peter Harbison, managing director at the Centre for Asia Pacific Aviation.

"When a large part of the world's population changes its behaviour simultaneously, the commercial implications can be enormous," he said. But he insisted

fears about the bug were unfounded: "There has been a serious focus on aviation safety beyond January 1, 2000, and the industry is well advanced in its preparations."

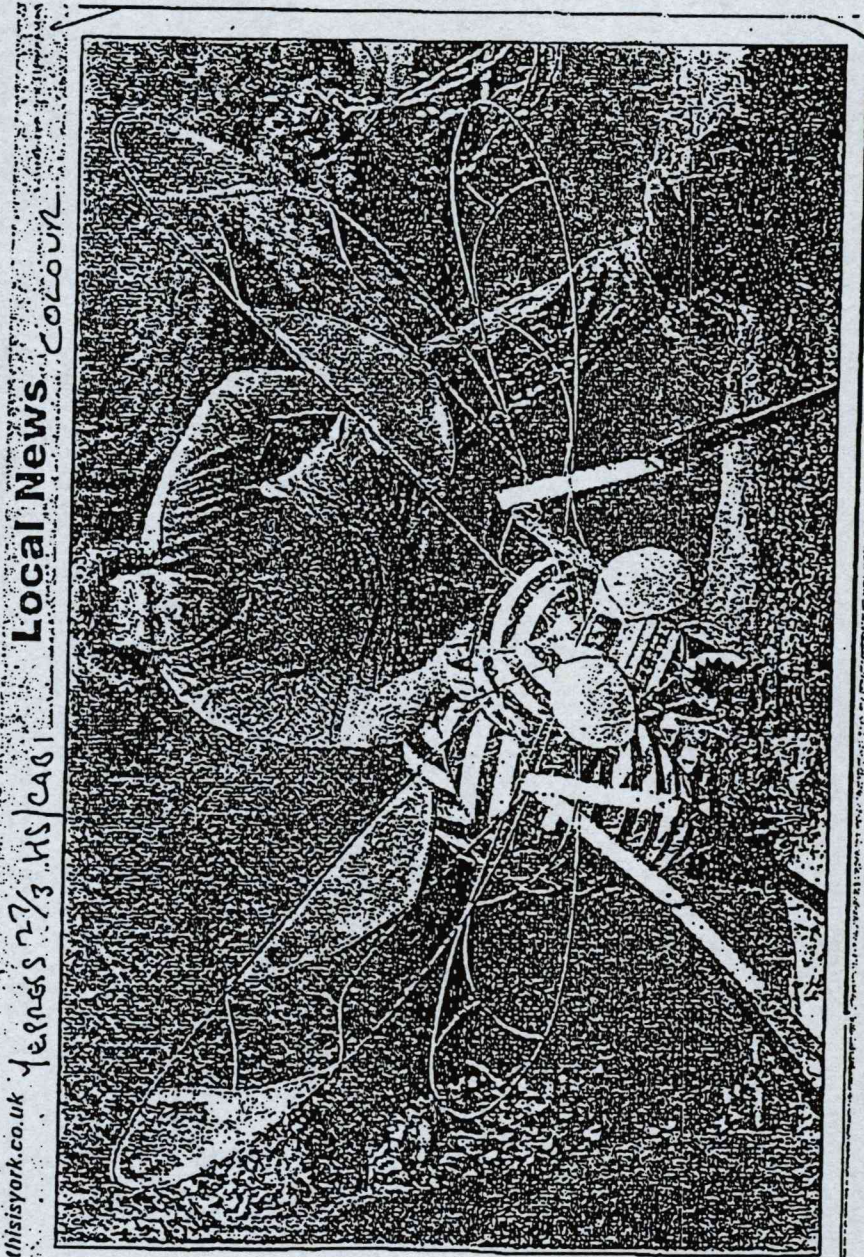
More than half of Americans surveyed recently said they would not travel by air during the period, Mr Harbison said.

Operators should consider discount packages and frequent flyer deals as marketing tools to help overcome the expected shortfalls, he suggested.

A conference about the impact of millennium bug on the aviation industry will be held in Sydney next month.

1999/03/29 13:45 HS/CAG/227/P-10





Evening Press www.thisisyork.co.uk Yerness 27/3 HS/CAGI Local News Colour

# It's a bug's life

Steve Blaylock, 35, of the Tubal Cain Arts Foundation, shows one of the Millennium bugs he has made for Harlow Carr Gardens, Harrogate. He said: "I thought I would make some Millennium bugs which would actually be fun." The giant insects will remain in the gardens until at least June 1.

● Picture: Richard Doughty



Millennium bug scares get hairier by the day: *Paul Pearson* goes bug-busting

# There's still time to beat the bug to death

PAUL PEARSON

MILLENNIUM bug experts have moved to dispel fears that the advent of 2000 will signal chaos in homes across the country as everyday household gadgets cease to function.

Vacuum cleaners, washing machines and central heating will not seize up at the stroke of midnight on December 31.

These soothing noises come from Action 2000, the Government agency set up to help tackle the potential problems caused by the failure of some computer systems to recognise the date change.

To save precious memory space, year dates in computers are represented using only the last two digits. So, when the car clicks over from 99 to 00, the computer may think it is 2000.

Although most electronic equipment in the home will be unaffected, small businesses are still being urged to act quickly to combat the danger. The bug represents a real threat to their future and the livelihood of their employees.

Mr Paul Goodlad, Action 2000's regional programme manager, said: "We want to destroy some of the myths that ones will fall out of the sky and washing machines won't work. The vast majority of people won't have a problem."

Most domestic appliances will be unaffected because they do not include date functions. Most of those that do, such as video recorders, but alarm and fax machines, are also unlikely to fail.

Mr Goodlad said that machines which display a time and date can usually be reset by referring to the user's guide.

But he did warn people to make sure, well beforehand, that they had enough cash to see them over Christmas and new year. Hole-in-the-wall cash machines might not be able to cope with the sheer numbers of customers.

Otherwise, only home computers could pose any real problems, especially if used for business purposes or linked to an office. Mr Goodlad advised people not to dabble themselves, but to seek advice from the retailer or manufacturer.

Those with specialised items at home, such as medical equipment, should seek professional advice.

Detailed advice is available from Action 2000, which produces a millennium bug home check magazine and a disk listing the status of the 100 most popular software programs.

Both can be obtained free by ringing the Action 2000 helpline on 0845 6012000.

But Mr Goodlad warned that the majority of small businesses had still not woken up to the possible serious problems.

He said: "Our major problem at the moment is getting the message across to the business community that they are very susceptible to the bug."

"We are encouraging people to find out for themselves what their employer is doing to minimise the problem."

According to the latest national survey results, which are mirrored in the North-East, three-quarters of firms employing fewer than ten people have yet to take any real action.

Mr Goodlad predicted that disputes would arise with both suppliers and customers as computer invoice systems malfunctioned.

And businesses needed to make sure, not only that their own systems were bug free, but that their customers and suppliers were also millennium compatible.

Any interruption to the supply of raw materials or components, or any cash flow problems, could prove disastrous to smaller operators.

"Those that are doing something are getting a competitive advantage by being able to say to people they deal with, 'we are confident we can supply you because we have checked everything out,'" said Mr Goodlad.

One of the biggest dangers to the smooth running of a business could come from embedded microchips, which are date-sensitive, and controlled items like automatic doors, air conditioning and security systems.

Because they are hidden away, they could easily be forgotten.

Mr Goodlad also warned that people with the skills to sort out problems were already in short supply and demand was likely to increase. But companies should check the cre-

dentials of anyone claiming to be able to help.

Local firms which had been in existence for some time were probably the safest bet.

Funding for bugbuster training schemes run by local training and enterprise councils and business links has just been extended, but competition for places is hotting up. Smaller business are signing up at a rate of 2,000 a week.

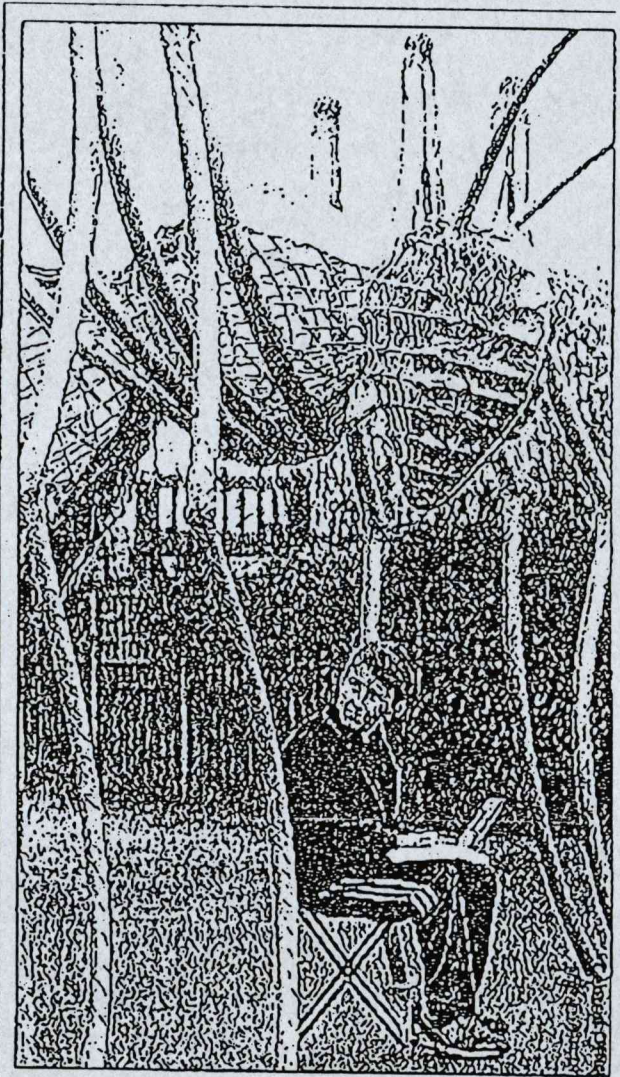
Mr Goodlad was confident that the major utilities were well on target to keep essential services running, while local authorities were also beginning to get to grips with the bug.

He said: "The public sector is being scrutinised independently to make sure things like refuse collection won't be disrupted. In general, local authorities were behind the private sector."

"They can't pay the sort of fees being asked by specialist consultants, but they are getting their act together. The vast majority are now on target."

As he spoke, three Tyneside borough councils - Stockton, Middlesbrough and Redcar and Cleveland - were signing up to Pledge 2000, committing themselves to do everything in their power to beat the bug.

The problems for the business community could start much earlier than New Year's Eve. The start of the new financial year, in April, could well give some indication of the seriousness of the threat to come.



**NO BUGS HERE:** Ten-year-old Fergus Hopper, working on his laptop computer under the logo of a giant millennium bug created by his artist father, Graeme Hopper, at their home in Hunwick, near Bishop Auckland. Mr Hopper hopes that the galvanised steel sculpture may one day find a home on the premises of a suitably bug-free technology company. - DST





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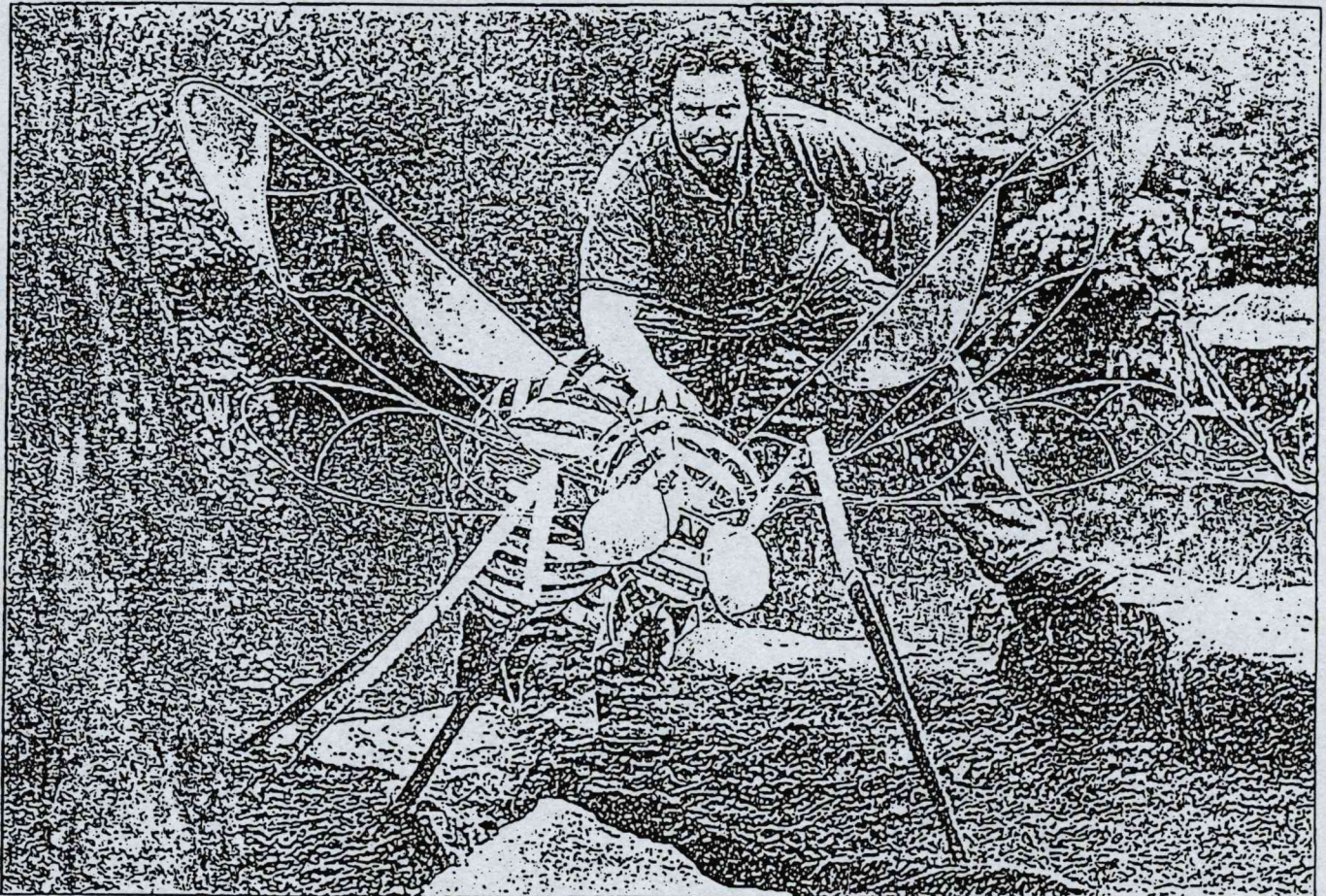
REGIONAL NEWS

26/3

N Echo

HS p 7

### GIANT BUGS TAKE UP RESIDENCE DOWN IN THE GARDENS



Steve Blaylock with one of his bug creations at Harrogate's Harlow Carr Botanical Gardens/Neg No. 99/C3/AA Picture: RICHARD DOUGHTY

EVERY garden boasts its fair share of insects, but few have bugs quite like those that have just taken up residence in a North Yorkshire park.

For lurking amid the foliage at Harlow Carr Botanical Gardens, Harrogate, are a family of metallic monsters. A bluebottle,

praying mantis, spider, dragonfly, beetle and wasp - all of giant proportions - have been artfully placed around the gardens by their creator, Steve Blaylock.

Steve, 35, of the Tubal Cain Arts Foundation, made the creatures as a response to all the doom and gloom talked about the mil-

lennium bug that is threatening computers everywhere. "Everybody seems to be so sure it will be bad news, so I thought I would make some millennium bugs which would actually be fun," he said.

The giant insects will remain in the gardens until at least June 1.



### **Millennium bug tamed**

Companies in Walsall say they are set to snap up business from rivals next year because they have beaten the Millennium bug.

Business Link Walsall's information technology advisor Mr Nick Down said firms were likely to win thousands of pounds worth of new trade from other companies which ignored warnings about Year 2000 compliance.

He said: "Some companies are oblivious to the significance of the Millennium and appear to have adopted a head-in-the-sand mentality to many problems."

Birmingham Post

29th March 1999

P4



## Firms sign up to beat the date bug

Staffordshire leads the way in the number of companies which have taken advantage of a Government-sponsored training scheme designed to help beat the millennium bug.

According to Business Link Staffordshire, more than 850 county firms have signed up for training.

Business Link contract manager Jonathan Andrew said: "When training started last year Staffordshire achieved the highest take-up in the country.

"We put a lot of effort into marketing the service, the bulk of which was carried out by Stafford-based Voice Technology Solutions."

The Government provided almost £800,000 towards training at centres throughout the county.

Birmingham Express & Star

29th March 1999 P16



## Race against the clock

DUDLEY companies are racing against the clock to beat the millennium bug through a Government-funded training course.

The Bug Busters course was set up last spring with the aim of training 20,000 people by March.

Now the Government has agreed to fully fund the scheme which created the demand.

Gornal-based Computeach is one of hundreds of UK firms taking part in the scheme and is offering

the course free to small companies with fewer than 250 staff.

The firm is asking other companies to come forward warning that current systems will crash if not updated in time.

Computeach's development director, Karl Parkinson, said: the scale of the problem was much larger than anticipated.

Anyone interested in the course should contact 01384 458515.



HM002

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# Effective treatment for the Millennium Bug

THE threat of the Millennium Bug is still being dealt with by Northamptonshire Health Authority.

With fewer than nine months until the turn of the century, health authority chiefs are keeping a close eye on their technology.

Rears have been expressed that the nation's health service could be thrown into disarray unless life-saving equipment is made safe.

Computers could short-circuit as clocks turn to the year 2000, with circuits reading the new date as a hundred years previous.

But the health authority was quick to ally any such concerns, which were discussed at a meeting yesterday.

A spokesman said: "The report sets out a clear policy for the service to follow.

"We are continuing to liaise closely with other agencies and working in partnership with trusts and the county council.

"We have got things in hand, although there is still a lot of work to be done."

Northampton Channel & Echo  
25 March 1999  
Central Office of Information  
the communication agency





# Bid to beat the bug

## Millennium plans 'will cost £1.25m'

By MEL HUNTER

**MORE** than £1m is being spent to beat millennium power blackouts and equipment failures at Nottingham hospitals.

The precautions — against millennium bug disasters at Nottingham City Hospital and the Queen's Medical Centre — are the second phase of preparations for 2000.

The plans — including extra staff, equipment testing, new machines and parts — are likely to cost the QMC £1.25m.

### Serious

Each directorate at the hospital has now earmarked the number of staff needed to cope in a breakdown.

And work is already well under way to test 5,000 items of equipment.

As an extra precaution the hospital's main generator will be upgraded over the summer months so that it can be recharged immediately if a New Year failure occurs.

All the plans will get a trial run over the summer.

Professor Colin Barber, head of medical physics — and the man in charge of the millennium change-over — said: "I wouldn't like to understate the problem — it is a big problem — but I think we are on top of it. Everyone is very calm and very well informed."



**TESTS AND CHECKS:**  
Nottingham City Hospital

Prof Barber continued: "Everyone's biggest worry is how we will cope if the power goes down. That will mean, for example we can't use the equipment to dispose of bedpan contents — which would lead to a serious risk of infection."

At Nottingham City Hospital, the Year 2000 project team is working to ensure millennium problems elsewhere don't pull the plug on the hospital's electricity supply.

A series of tests and follow up assessments is being carried out.

Last week all the power was switched off to check back-up generators were working correctly.

Project manager Janet White said: "We have already learned a lot about emergency power provision, generator capacity, lighting requirements and the staff's ability to cope during power interruptions."

But staff recognise that there are some things out of their control. Communications difficulties, traffic congestion, and the extra number of patients generated by the millennium celebrations, could all have a huge impact on the running of the hospitals.

Page 12

Nottingham Evening Post  
29 March 1999

Central Office of Information  
the communication agency





Page 9

TRAFFIC chiefs have recruited experts to ensure the Millennium Bug doesn't bring chaos to the county's roads.

The County Council has commissioned engineers JMR to examine the difficulties that may be caused by the bug to the county's computer-controlled traffic system.

Key dates have been pinpointed as potential problem days that the system will be unable to handle correctly.

These include 8/9/99 and 29/02/00 - a day that will not exist because of the Leap Year.

But bosses say that some of the work has already been completed and that as a result no serious complications are expected.

Dr Adrian Withill, Associate Director of JMR, said the county council is well ahead of the game and even though such systems are thoroughly tested to British Standards Industry guidelines, it was wise to have independent checks.

"We will be checking 12 control boxes which cover every type of signal in the county including traffic lights and pedestrian crossings," he said. "It will simply be a case of changing the relevant dates that each box deals with."

"They all have watchdog programmes anyway and even without any attention there would only be small inefficiencies, like mistaking a Wednesday for a Thursday."

Road-users' safety will not be at risk, he added.

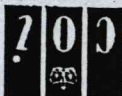
Brian Crossland, of the county council Traffic Department, said that little disruption from the traffic signals was expected.

BY DAN MARTIN

# Bid to beat the bug on our roads

Lincolnshire Echo 29 March 1999

Central Office of Information the communication agency







Central Office of Information  
the communication agency

Northamptonshire Evening  
Telegraph  
27 March 1999

# Buying sheets to beat the bug

**KETTERING** General Hospital is planning to spend thousands of pounds on new linen to beat the dreaded millennium bug.

The hospital hopes to buy £25,000 worth of sheets, pillowcases and blankets to safeguard against possible computer mayhem at the start of 2000.

Society Linen in Irthlingborough has the contract to wash all the hospital's linen with a consortium of eight other organisations, including the Three Shires Ambulance Service.

But health bosses fear the service could be disrupted if electricity and water supplies are affected by the so-called millennium bug.

Hospital linen services manager, Zak Strilkowski, said: "We need to do this to cover our backs just in case there are problems.

"The level of linen will need to be increased around that time anyway and this is one way of safeguarding against any problems."

The hospital will consider purchasing the linen with other parties in the consortium.

Mr Strilkowski said: "We are in negotiations with Society Linen which has told us the linen cleaning service will not be disrupted and it is drafting in more staff over the millennium period.

"But we have to be sure our supplies of clean linen will be available at a constant level."

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H4002

Page 12

Other speakers at the event will include chief executive of Northamptonshire Health Authority Lynda Hamlyn and Barry Latham of the Home Office Emergency Planning College.

A series of workshops will be held in the afternoon at the Diamond Centre, at which members of the public will be able to learn how to celebrate the Millennium safely.

Representatives will be on hand to answer questions on the Millennium Bug, fire safety, fireworks, first aid and making the media work for you.

Visitors will also be able to watch a special daylight fireworks display which can be watched from inside the Diamond Centre. Anyone interested in taking part in the workshops or visiting the exhibition - which is free - should contact Joanne Hopper on Northampton 236844.

### Speakers

HOME Office minister George Howarth will launch a special Millennium event in the county next month.

Working Together for the Millennium has been organised by the county's Year 2000 group. The minister will talk about the Millennium to an invited audience at the Diamond Centre, Irthlingborough, on Tuesday, April 13.

The Year 2000 group brings together the county council's emergency planning team and fire and rescue, Northamptonshire Health Authority, Northamptonshire Police, Northamptonshire Chamber, Two Shires Ambulance NHS Trust, the New Millennium Experience Company and the Central Office of Information.

# Government's view of the Millennium is spelled out

Northampton Chronicle & Echo  
25 March 1999

Central Office of Information  
the communication agency





# SINISTER SIDE TO MILLENNIUM FEVER COULD MARK END OF

# Bug-busters tackle huge threat

■ The end of the millennium is being heralded as the dawn of a new age — a time of hope, progress and exciting possibility.

But there is a more sinister side to the celebrations, which some experts claim could mark the end of the world as we know it.

Derbyshire Times deputy news editor PHIL BRAMLEY looks at the dangers posed by a possible technological meltdown which could cause chaos across the entire planet.

**IT'S** the end of the world as we know it, according to some experts — and it could be closer than you think.

The Millennium bug — which threatens the computer systems that run every aspect of our modern lives — is set to bite in just a few weeks.

Some analysts believe the problem, following precautionary measures taken by the Government, businesses and services, will pass unnoticed.

Others say a massive computer failure will leave us without light, heat, money or food, with law and order breaking down as desperate families fight to survive.

In America, many people are so convinced that power supplies will fail, stores are selling out of wood-burning stoves and emergency generators.

But in this country, national grid boss Wob Gerretsen says he won't let

Britain down.

"The national control centre is year 2000 compliant. But we are taking nothing for granted and our main systems are currently being rechecked.

"Others in the industry — generators who produce power and the regional electricity companies who supply the customers — are also working hard to



ensure that, come the Millennium, not only will all the lights still go on, but people will still be able to tune into Coronation Street."

Similar reassurances have come from other utility bosses, police chiefs and the Government.

And Action 2000, the group set up to warn companies and the public about

potential millennium bug problems, says most electrical equipment in the home will be unaffected.

But the bug could hit video recorders, burglar alarms, answerphones, camcorders and watches.

A spokesman for the group said: "A small number of domestic appliances have date/time functions.

"Although the millennium bug is unlikely to stop these working, it may confuse some timing devices."

Videos can be tested by setting the machine's date and time to just before midnight on 31/12/1999 and waiting for the clock to turn to 01/01/2000.

If successful, your video will be fine — if not, contact retailers or the manufacturer for advice.

Similar tests can be run on home computers, but Action 2000 recommends that only people with the necessary technical skills and back-up equipment tackle the job.



COI

COI NOTTS  
Derbyshire Times  
25 March 1999



HH002

Page 41

# Experts' alarm as timebomb is ticking away

THE millennium bug threat - tens millions of computer chips found in electronic equipment in homes and businesses across the world. The problem has been sparked because of the way computers calculate dates using just the last two digits of any given year. Experts fear many vital systems could crash or malfunction when confused technology switches overnight from year 99 to year 00. Battered computers may suddenly believe they have arrived back in 1900 and, unable to cope with the situation, simply stop working. With so much of modern life - from traffic lights and bank accounts to video recorders and air-traffic control systems - run by computers, the potential effect could be enormous. And it could be worse. If technology does keep working, wiping vital records now believed to be out of date, or delivering deadly doses of medicine to babies calculated to be 99 years old. Most people have been focusing on the date the new millennium begins, but the first potential disaster date is just weeks away - on April 9. This is because early computer bottles used a series of nines as a cut-off signal, ordering programs to stop. There are fears that on April 9 - the 99th day of the 99th year - the millennium timebomb might start to explode.

• Haven: All the items in the above illustration have been confirmed by manufacturers and retailers not to be affected by the bug.



THE WORLD AS WE KNOW IT

Central Office of Information  
the communication agency  
Derbyshire Times  
25 March 1999





Page 6

**Contingency planning for Year 2000**

**Defining the objectives**

We are now well into 1999 and the advent of Year 2000 approaches. We are still asked the same old question "Will it be as bad as predicted?". The answer is still the same: we don't really know, however there is strong evidence to suggest that it will not be an easy time and that there will be problems, some of which may be severe.

Of course everyone is looking to the actual roll over date of 1st January 2000 as being the time when mayhem begins. However, the likelihood is that only around 20% of problems will occur on or around January 1st 2000. Other key dates are following: 1st April 1999 and 5th September 1999 (most commonly written as 5/9/99). The prediction is that we have seen approximately 10% of Year 2000 failures, will see a further 50% during the year (mostly after the 1st April) and the remaining 50% in Year 2000 itself. What then can we do about Year 2000 - or at least what can we do to mitigate the effects of Year 2000? There is still time to begin contingency planning for the event.

**Looking at the important business processes**

Start by identifying the most important business processes for your organisation - processes that simply must be kept going if the company is to continue to trade successfully in the Year 2000 and beyond. These may include:

- Making sure that key shops and offices are open for trading as early in the Year 2000 as is possible/practicable
- Ensuring that those shops and offices can be re-supplied on an on-going and consistent basis from early in 2000
- Ensuring that you can continue to pay wages and salaries on time from the beginning of 2000

There are obviously other key processes and activities that will need to be addressed if the company is to continue trading - all of which need to be identified along with their interdependencies. Once these have been identified as the priority for the company, then the thrust of the contingency planning should be in that direction.

**Business impact analysis**

One of the key activities in contingency planning is the business impact analysis. Simply stated, it is an analysis of the organisation by business function and an assessment of the impact upon the business that each function, or lack of that function, will have. Some key questions to be answered here are:

- What makes this function so important to the business?
- What would happen if you couldn't perform this function for:
  - Four hours
  - A day
  - A week
  - A month?
- Is there a knock-on effect to other parts of the business?
- Is customer confidence at risk?
- How long can the organisation reasonably survive without the business function?

Once the risk profile is understood, the business functions can be divided into three categories:

- RED - has to be recovered within (say) 5 hours
- AMBER - has to be recovered within (say) 2 days
- GREEN - has to be recovered within (say) one week of the Year 2000 failure

Once you understand the importance of everything that you do and the impact that failure of any process will have on the business, your priorities will become very clear.

**What does this mean?**

Think about these key business priorities and ask "What can be done to mitigate the effect of Year 2000 in these areas?". Now simply build the plan from bottom up, rather than top down. In the way we will begin to resolve possible problems without being overwhelmed by the magnitude of dealing with national and global issues.

It is a logical step to look at each of these activities and see what will need to happen. They are to be undertaken, given any likely disruption, say from loss of electricity supply. Think what actions you would need to undertake in order to ensure that you are in the right place at the right time on the first working day on Year 2000.

Of course this is simplistic in its outlook, but does, with some lateral thinking, state a chance of ensuring that the key individuals are where they should be at the time they should be there.

Now think about the actions that you can undertake to help mitigate the effects of Year 2000 - whenever the effects may appear.

The views expressed are not necessarily those of the Derby Evening Telegraph.

**• If you have any questions, send them in the strictest confidence to Chris Ward, Business Editor, Derby Evening Telegraph, Meadow Road, Derby DE1 2DW**

**YEAR 2000 ADVICE**

John Wain of Solstice Consulting answers your questions on Year 2000 issues.



Derbyshire Evening Telegraph  
30 March 1999  
Industrial Survey

Central Office of Information





## MILLENNIUM BUG

Source: Evening Standard (London) (NEWS EXTRA)

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Central Office of Information

the communication agency

# Bonds in for a jolt if Y2K worry puts a shine back on gold

Glimmer of hope:  
retail demand for  
gold has risen  
30% because of  
millennium fears



**E**VERYONE agrees: gold is in a bear market. If central banks aren't busy lending the once-precious commodity to hedge funds and other short-sellers, they are looking instead at ways of offloading their holdings.

Politicians have also been talking gold down, with President Clinton joining Britain and France in calling for IMF gold sales to help reduce the debts of poorer nations.

Three years ago, gold was brushing \$420 an ounce. Following these latest calls for IMF sell-offs, it has fallen to \$283, close to the 19-year low of \$275 set in August last year when deflation fears were at their peak.

Behind the plunging prices lies the general theme of demonetisation of gold, where it is no longer seen as a significant store of value. This has combined with massive cen-

tral bank sales, hedge-fund shorting and the backdrop of a weak environment for commodities generally over the past two years.

At this point, gold has been written off as not telling us anything about inflation, and bond markets are treating the commodity as pretty much an irrelevance.

Such an overwhelming consensus of opinion can be correct but is prone to shocks that can trigger sharp unexpected price movements. The recent swift upward movement in the oil price, which has put on 20% over the past three weeks on the latest effort by Opec to control production and the hugely surprising turnaround in the Japanese yen last autumn are

## CREDIT MARKETS

by RICHARD MORRISSEY

testimony to the degree to which the consensus can be wrongfooted.

The same could surely happen to gold, especially since the infamous hedge funds have been aggressively borrowing gold from central banks and then shorting the market in a "one-way bet" — just as the yen had appeared to be.

What could turn gold around? The bulls' case for gold, at least in the short term, lies with Y2K — that worries over a possible banking system collapse, or worse, over the millennium, could enhance the attraction of gold as a store of value. Retail demand for gold has already risen by about 30% because of Y2K.

If this stockpiling continues

to gather pace, it just could unsettle bond investors who, although relaxed right now about commodities generally, are aware that several members of the Federal Reserve's Policy Committee refer to gold as a lead indicator of inflationary pressures. A combination of a stronger oil price and a turnaround from very depressed levels in gold could look more than just a coincidence.

Bond investors — especially those involved in the US Treasury market — have already been fretting about stronger growth than originally expected so far this year. Firmer commodities could tip the current state of equilibrium around a 5.5% long bond yield in favour of a move higher. The stock market's biggest fear — a rate interest rise by the Federal Reserve — could also come into the fray as a meaningful worry.





Friday, March 26, 1999

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## 2000 <sup>BRISTOL</sup> bug fire <sup>EVE POST</sup> warning <sup>Pib</sup>

AVON Fire Brigade is warning businesses to arm their equipment against the Millennium Bug.

A letter is being sent out to firms warning of the possible impact of the change-over to the year 2,000.

It says: "The Millennium Bug is not just a computer issue. It could affect other systems in your organisation such as fire alarms and other fire-related installations, telephones, security systems and lifts.

"Most electronic timing devices rely on a micro-computing circuit to keep time and dates."

Dates causing concern are: September 9 and December 31 1999, January 1 2,000 and February 28 and 29, 2,000.

Anyone with queries on fire safety should contact their local fire station.



Supplied by the Central Office of Information  
SW Cuttings Service. Tel 0117 945 6862.



The Communication Agency

# WATER FIRM TACKLES THE HI-TECH BUG

BRISTOL EVE POST 26/3/99  
P25

BRISTOL Water is telling customers how it will make sure they aren't left high and dry by the Millennium Bug.

The firm has spent more than £100,000 testing pumps and computer systems to make sure supplies keep flowing come New Year's Day.

It has sent out more than 250 invitations to a briefing for major customers who cannot do without water, from chemical plants in Avonmouth to hospitals, dairies and Avon Fire Brigade.

Leaflets are being produced for smaller companies and domestic customers.

Bristol Water is calling its campaign H2000.

The company is nearing the end of a three-year programme of checking its systems and replacing them where necessary.

So far several software systems used by the firm have had to be replaced.

Spokesman Jeremy Williams said the firm had a fleet of tankers on standby and contracts to hire

**KEN MCCORMICK**

more if necessary, should supplies break down.

Mr Williams said: "All the systems that keep the water flowing are being carefully checked.

"We have looked at the treatment works, the telemetry systems which scan the whole network and the pumping stations themselves where devices controlling the rate of flow have embedded microchips.

"We have a whole range of customers who expect a constant supply from individuals to ICI.

"We are holding briefings to explain to them just what we are doing to make sure the water keeps flowing.

"We will certainly be ready. While you can't guarantee nothing will ever go wrong we are confident in what we are doing.

"We want to tell our customers and find out if they have any problems themselves."

For more information on the briefings call 0117 953 6400.

For a leaflet call 0117 934 1117.



GWR FM GWR FM GWR FM GWR FM GWR FM GWR FM GWR FM GWR FM GWR FM

Programme Name : 1700 news  
Programme Date : 26.03.99 Station Code: LR46  
Programme Time : 1700 - 1710  
Presenter : JULIAN BURNELL

Page No. 1

1700 news

- 001 HEADLINES PRECIS E- 00.30

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- 002 64 NATO aircraft took part in last nights strikes on Yugoslavia. Various reports. E- 01.00

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- 003 N. Swindon MP Michael wills is holding a public forum tonight to talk about local issues with the public. E- 00.30

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- 004 Bath's RUH has joined Pledge 2000 campaign. E- 00.13

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- 005 SPORT  
Football - England squad for Polish match announced  
Rugby Union - players may go to court re pay cuts E- 00.21

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- 006 ADVERT E- 00.30

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- 007 travel news/weather E- 01.00

-----Log Details-----  
 Bristol Office Printed: 29.03.99 at: 07:25:36  
 Log Christine Deadman Time Taken: 00:02:15



Supplied by the Central Office of Information  
SW Cuttlings Service. Tel 0117 945 6862.



The Communication Agency

Friday March 26 1999 **BATH CHRONICLE** Local News  
NEW YEAR WARNING: companies urged to act over security devices

# Fire brigade sounds a millennium alarm

FIRE and burglar alarms could be affected by the millennium bug, businesses were warned today.

Avon Fire Brigade officials are urging local firms to act now before important safety devices are rendered useless due to computer failure over the New Year.

The brigade says the computer microchips that run security systems, fire alarms, telephones and even lifts could shut down as the timing devices fail to register the correct date as 1999 turns into 2000.

Other dates that experts believe could cause computer problems are September 9, 1999 and February 28/29, 2000.

Although experts say it is impossible to pre-

dict what the extent of the problem, if any, may be, they are warning businesses to take precautions.

In the letter to be sent out to hundreds of firms, managers are urged to take action as soon as possible.

It says: "The Millennium Bug is not just a computer issue - it could affect other systems in your organisation such as fire alarms and other fire-related installations, telephones, security systems and lifts."

"Most modern electronic timing devices rely on a micro computing circuit to keep time and dates.

## By Imogen Sellers

"The effect on these systems is currently unknown and, in the majority of cases, there may be no effect at all.

"You are advised, however, to check with your suppliers or maintenance contractors as soon as possible.

"The question as to whether your systems will operate efficiently after January 1, 2000 needs an answer now."

A spokesman for the brigade said: "Avon Fire Brigades are sending out the letter to local businesses in an effort to, not only ensure the maintenance of public safety in buildings, but to minimise any false alarms caused by non-compliant organisations."



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SW Cuttings Service. Tel 0117 945 6862.



The Communication Agency

CONTINGENCY PLANS: RUH prepares for births and emergencies

# Hospital staff ready for millennium rush

26/3/99  
BATH CHRONICLE P2

By Phil Chamberlain

MANAGERS at Bath's Royal United Hospital have negotiated extra pay for staff working over the New Year period as part of plans to cope with the millennium.

The hospital has several working parties looking at how the turn of the century could affect it.

They cover everything from making sure its computers are working to putting in place contingency plans for an increase in patients.

Yesterday the hospital signed the Government's Pledge 2000 to declare it is actively working on the millennium bug problem. A meeting of the hospital trust was told managers were as happy as they could be that there would not be a widespread systems failure.

There is an electricity generator, water storage, and alternative fuel supply on site in case mains services go down.

Part of the expected rise in admissions is a projected 20 per cent increase in births, with some couples now trying for a "millennium baby". There is also likely to be a rise in emergency patients because of the extra number of revellers.

With only two working days for GPs over the holiday period and voluntary services stretched, more people are likely to go to the RUH's accident and emergency unit rather than be assessed and treated elsewhere first.

To help free up bed space the hospital is proposing not to do any non-urgent surgery between December 22 and January 5 — appointments will be scheduled for another time.

A local agreement has been reached to pay staff working a 50 per cent supplement while executive directors will be putting in 12-hour shifts.

Nick Carver, head of operations and nursing, said: "We are very pleased we have this local agreement and staff have been very helpful. It is very important that we recognise the particular efforts of our staff who will be working at a time when most other people will be partying."

As a way of saying thank you, the hospital will be holding a free party in the Assembly Rooms on January 7 for all staff who missed out on New Year celebrations.

Mr Carver said: "There are nightmare scenarios that could overwhelm us but we continue to plan for virtually every conceivable scenario."

Finance director Martin Dove said the cost of covering the millennium could be as high as £500,000 — with no extra support from the Government.

"It is generally expected as part of providing a public service," he said.

▲ Fire warning — page 13



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The Communication Agency

# The Bath Chronicle

Speaking out for Bath since 1760

COMMENT

March 26 1999

## Millennium preparations

CELEBRATIONS don't come cheap and the Royal United Hospital in Bath is expecting to have to pay around £500,000 providing health and emergency care to the people of Bath over the millennium.

We all rely on our public services and it is at times of national celebration when the rest of the country is engaged in enjoying themselves that we should spare a thought for the people who carry on day after day, caring for the sick, birthing babies and dealing with the less pleasant aftermath of too much fun.

They are certainly expecting to be busy during millennium night. Even if, as expected, there are no added complications from computer failure, with 20 per cent more babies than usual forecast and a big increase anticipated in the numbers of emergency patients, it will not be an easy night for those unlucky enough to be on duty.

News that managers at the RUH have negotiated extra pay for their staff who work through the millennium should therefore be welcomed as rightful recognition of their sacrifice.

Just because they are working in a caring profession does not mean that nurses or other hospital staff should be treated less favourably than those operating in a more overtly commercial world.

Every day it seems we hear of people charging outrageous sums of money for their services on millennium night. Waiters, babysitters and musicians are all cashing in on what is expected to be the party to beat all parties, and time and a half for nurses does not seem to be unreasonable.

It is also encouraging that the hospital is taking so much trouble to plan ahead. The millennium bug is a threat that none of us can afford to dismiss lightly and the RUH, more than most institutions, must be vigilant in ensuring first that its own computers are not going to crash and second, that it has contingency plans in place if other systems fail.

The two short days at the end of December and beginning of January have been more discussed and analysed than perhaps any in history, heralding for some the best party ever or, for others, the beginning of the end of the world as we know it.

Only one thing is certain. Whether celebrating with friends or working in a busy casualty department - December 31 1999 will be a night to remember.



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The Communication Agency

# Year 2000 may spark fire cash

Ghos 2440 30/3/99 P15

Every firefighter on duty on New Year's Eve is in line to receive an extra £30 unless councillors think they deserve more.

Service bosses say it is up to Gloucestershire County Council to decide if staff should get an additional bonus for working at the turn of the millennium.

They have not suggested a figure and are leaving it up to the public protection committee to come up with one tomorrow.

It all depends whether councillors think it is appropriate to reward officers for spending the occasion at work.

## Crews could reap reward

Firefighters are paid an average £15,000 a year. They will get the usual bank holiday rate, on time-and-a-half, which works out at an extra £30 for the shift.

More than 250 officers will be working or on call during New Year's Eve as part of the service's £48,000 "worst case sce-

nario" preparations.

Adrian Clissold, lead fire officer for Year 2000 issues, said: "Lots of people will be celebrating and there could be accidents or fires.

"What if things don't work because of the millennium bug, electrical things like lifts. If people get stuck who will they call?"

"We have to put emergency systems in place, just in case things should things go a bit pear-shaped. We must be ready."

County ambulance crews are waiting to hear whether they will receive special payments. Police will not receive any.

FLAS, 3115



01-APR-1999 08:17 FROM

Page No. 1

Programme Name : SEVERN SOUND  
 Programme Date : 31.03.99 Station Code: LR45  
 Programme Time : 1700 - 1705  
 Presenter : ANNA JORDAN

- |     |   |                      |
|-----|---|----------------------|
| 001 | Aid agencies are facing a race against time to get food supplies to get food supplies to the Ethnic Albanians fleeing Kosovo. Colin Baker reports.  | 17:00:00<br>D- 00.44 |
| 002 | Talks to break the deadlock in the Northern Ireland Peace Process have failed to produce a time table for decommissioning.  | 17:00:44<br>D- 00.18 |
| 003 | The hay fever season is back already. Specialist Dr Glenyis Scanning comments.  | 17:01:02<br>D- 00.28 |
| 004 | There are reports the two Lockerbie suspects are to be flown out of Libia in the next 24 hours.   | 17:01:30<br>D- 00.22 |
| 005 | A deal has been reached to secure the future of the Rover plant at Longbridge.  | 17:01:52<br>D- 00.12 |
| 006 | The Millenium Bug could start to cause computer chaos as early as tommorrow. Many companies start the new financial year on April 1st meaning computers could read the date as April the 1st 1900 rather than 2000. | 17:02:04<br>D- 00.11 |
| 007 | A survey cut today reveals men from Glos. feel their Dad's cur their greatest hero. Pshycologist Dr Davis lewis comments.   | 17:02:15<br>D- 00.25 |
| 008 | People have been warned to beware of low flying Peacocks in search of a lvoe nest Keppers at Dudley Zoo have said the birds were likely to leave the zoo.   | 17:02:40<br>D- 00.14 |
| 009 | Entertainment News with Glevum Windows.   | 17:02:54<br>D- 05.16 |

## -----Log Details-----

Printed: 01.04.99 at: 07:08:19  
 Time Taken: 00:08:10

Bristol Office  
 OM Log Jane Fazackarley



Programme Name : ORCHARD NEWS  
Programme Date : 31.03.99 Station Code: LR49  
Programme Time : 1700 - 1705  
Presenter : NEWS

- 001 MASSIVE AID for refugees is underway gov ctiticised for not planning ahead Claire Short... 17:00:00  
D- 00.39

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- 002 Identity of GKN WESTLAND ALAN JENNINGS REPORT... JAPENSE to take delivery of aircraft part built i yeovil EH101 handed over to the special 17:00:39  
D- 00.31

---

- 003 reports two lockerbie suspects wilbe flown out in next 24 hours to Rotterdam... 17:01:10  
D- 00.24

---

- 004 High court private prosecution agsint 2 police officdrs in hillsborough disaster accused of manslaughter charges brought by family group ... 17:01:34  
D- 00.37

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- 005 Contrverisla plans to reopen a road is being opposed by residents sayig it will lead to increaed problems SOUTHERN BUS COMPANY says understand but insist it is a good thing... 17:02:11  
D- 00.39

---

- 006 west country cycist won battle from train of SOUTH WEST TRAINS being charged to take his bike 17:02:50  
D- 00.20

---

- 007 Rovers appears to be safe BMW agreed a deal with the Gov Tony Blair... 17:03:10  
D- 00.36

---

- 008 work on new BUTLINS SOMERWEST WORLD is finally complete centre claims to have most up to date attractions and accmodation west somerst tourism bosses are welcoming it.. 17:03:46  
D- 00.23

---

- 009 mellenium bug could cause chasos as early as tomorrow ITN ON LINE..very unlikely 17:04:09  
D- 00.32

---

- 010 group of soldiers in somerst taking break ffrom charity cycle ride using time in Tauto to tell adets about their journey 17:04:41  
D- 00.35

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- 011 SGT POTTEN from Langport... cycle ride along pacific coast we are seriously thikig of it 17:05:16  
D- 00.18

-----Log Details-----

Bristol Office  
OM Log JO PERRY

Printed: 31.03.99 at: 21:44:17  
Time Taken: 00:05:34



01-APR-1999 09:23

FROM

TO

99456877 P.19/19

BBC GLOUCESTER

BBC GLOUCESTER

BBC GLOUCESTER

BBC GLOUCESTER

Programme Name : RADIO GLOUCESTERSHIRE  
 Programme Date : 31.03.99 Station Code: RA39  
 Programme Time : 1700 - 1710  
 Presenter : CHARLOTTE SPACKMAN

Page No.

- 
- 001 A woman is being questioned following the death of a two year old boy. Phil Mackey reports. 17:00:00  
D- 00.35
- 
- 002 A woman has died in a road accident which closed one of the main roads in Glos. 17:00:35  
D- 00.25
- 
- 003 Germany wants an international Peace Conference on Kosovo. Andrew Harding reports. 17:00:56  
D- 01.05
- 
- 004 Gloscat has confirmed it is looking at Benhall for a purpose built site. Comments follow. 17:02:05  
D- 00.47
- 
- 005 Fire officers in Glos. will be in line for extra cash for having to work the Millenium. Fire officer John Bonney comments. 17:02:52  
D- 00.51
- 
- 006 A deal has been struck to secure the long term future of Longbridge. Comments from Steven Byers. 17:03:43  
D- 00.38
- 
- 007 Councillors in Tewkesbury are to spend more time with voters and less time in chambers. Jo Salamon reports. 17:04:21  
D- 00.56

-----Log Details-----

Bristol Office  
OM Log Jane Fazackarley

Printed: 31.03.99 at: 18:00:25  
Time Taken: 00:05:17





The Rt Hon Margaret Beckett MP

PRIVY COUNCIL OFFICE  
68 WHITEHALL LONDON SW1A 2AT

Top - 1. OB  
2. DN 01

cc RR  
PJ

F

- 1 APR 1999

Dear Jack..

### LONDON AND THE MILLENNIUM

Thank you for copying me your minute to the Prime Minister of 16 March.

I very much share the concern implied there that the Millennium period will present us with a range of difficult issues, many of which will not directly result from Bug problems but may be compounded by them. It is becoming clear from the discussions in MISC4 that the greatest challenge we may face may well be the result of behavioural issues.

As Chairman of MISC4, I would of course be happy to work closely with any structure which the Prime Minister considered necessary to address the wider issues you highlight. I would only make a plea that we try and keep the picture as straightforward as possible. It is proving hard enough to pull the threads together across Ministerial interests on the Bug; any new structure needs to avoid complicating interests.

I am copying this letter to the Prime Minister, John Prescott, Chris Smith, and to Sir Richard Wilson and Mike Granatt.

Ryade  
Margaret

MARGARET BECKETT

The Rt Hon Jack Straw MP  
Secretary of State  
Home Office  
50 Queen Anne's Gate  
LONDON SW1H 9AT

AM 124





Foreign &  
Commonwealth  
Office

London SW1A 2AH

Telephone: 0171-270

31 March 1999

(F)

TOP-DN  
E.PU

Members  
International Action Group

*Don C. Murray*

**MILLENNIUM BUG: INTERNATIONAL ACTION GROUP MEETING  
29 MARCH 1999**

1. I attach a list of action points arising from our meeting on 29 March. Please note that there are some specific action points for members not at the meeting. I also attach for ease of reference a copy of the Risk Matrix which we must complete quickly. I should be grateful if all members could look at the paper and let me have your input as soon as possible.

We will be writing around shortly to arrange meetings of the sub-groups that we agreed should be set up.

The next meeting will take place at the beginning of May. I will be in touch with a firm date soon.

*Simon Elvy*  
*Simon Elvy*

Simon Elvy  
Environment, Science and Energy Department

0171 270 4112

cc: Mr Shepherd



To: All Members  
International Action Group

**MILLENNIUM BUG INTERNATIONAL ACTION GROUP**

**MEETING 29 MARCH 1999: ACTION POINTS**

1. I attach a list of those who attended the International Action Group meeting on 29 March. The following action points arose from the meeting. There were a number of action points still outstanding from the last meeting. Would all members (including those not present) therefore please consider carefully what needs to be done before the next meeting.

**ACTION POINTS**

- Chair emphasised continuing Ministerial priority given to international aspects of Y2K, and for this group to be addressing the relevant issues. Mr Brenton, FCO Director, Global Issues, will be writing shortly to Whitehall counterparts to highlight the importance of these issues.

- Disclosure - JEPD/DTI to sort out mechanics of providing in confidence briefing to business; ESED to convene sub-group to discuss wider issues of disclosure, including briefing of National Infrastructure Forum members.

- Of particular concern was the need for sectoral departments to populate the risk matrix circulated at the 15 December meeting. ESED had so far only received 4 out of 25 responses. All members of the action group were asked to look urgently at the matrix and make their contributions.

- All departments to make contact with their counterparts in key countries overseas to discuss cross-border dependencies in their sectors. MOD and HSE already pursuing. Others to take forward quickly.

- Cabinet Office and Action 2000 to follow-up contacts with Germany.

- Concern remained about lack of information on EU activity on Y2K issues. All EU Councils should be encouraged to look at Y2K issues in their sector. Need for high level approach. ESED to set up sub-group with EUD(I)/HSE/Cabinet Office/Home Office to look at ways to take this forward.



- UK/US/Russia contacts on nuclear issues temporarily stalled. But work continuing in NATO. Need now to look at other nuclear powers. MOD/FCO to discuss way forward.

- Ambassadors for British Business briefed to raise Y2K issues overseas. JEPD to press posts for reporting on Y2K issues arising.

- Sponsored visits. Posts had already identified a number of candidates. First group of overseas officials visited in March. Individual programmes arranged for Y2K experts from India and Nigeria have taken place. More planned. All members to consider potential candidates for sponsored visits and make recommendations to ESED.

- DfID to be included in MISC 4 group. Cabinet Office to arrange.

- Overseas Territories. Reports from OTs received (except Gibraltar). Concern expressed about possible failures due to external dependencies. OTD to write to governors to seek assurance that OTs are looking at supply chain issues as well as internal preparedness. Paper to be produced by OTD for MISC4. OTD to take forward liaising with ESED and DfID.

- Supply chains. DTI/HMCE/DETR to take forward work on food supply chain security. Members endorsed the terms of reference for DTI sub-group. Cabinet Office to provide ESED with agreed TORs for circulation.

- Satellite Positioning System. ESED/MOD to produce short paper on GPS dependencies and Y2K readiness.

#### Next Meeting

The next meeting will be at the beginning of May. Date to be notified.

Simon Elvy  
K 229A  
Tel: 0171 270 4112  
Fax: 0171 270 4077  
esed.fco@gtnet.gov.uk



MEETING 29 MARCH: Y2K

JOHN ASHTON	FCO - CHAIR
MIKE HILL	FCO
PHIL HICKSON	OTD, FCO 270 2697
ALAN DACEY	AMD, FCO 270 2624
MAGNUS OMAN	ERD, FCO 270 3675
MIKE WELCH	CONSULAR DIVISION, FCO 238 4584
EMMA LOCKWOOD	NEWS DEPT, FCO 270 3114
WILLIAM PERRIN	AS, CABINET SECRETARIAT
LES JEARY	BRITISH COUNCIL, 389 4591
TREVOR EDWARDS	BRITISH COUNCIL
JANET RODEMARK (JOBSHARE WITH CAROLINE SAUNDERS)	JEPD, FCO/DTI 215 8415
VANESSA CHANDLER	ACTION 2000
MIKE MAHONY	HSE
DAVID LONGHURST	MOD
JOHN SALMON	MOD/DIS
CHRIS HORSEY	DOH
MANDY MAYER	CABINET OFFICE/YEAR 2000 TEAM
HARRY HOVARD	HOME OFFICE
CARL JENNINGS	HOME OFFICE
DUDLEY CROSSLAND	FCO/ESED
PETER HAYES	FCO/ESED
SIMON ELVY	FCO/ESED - SECRETARY



<b>Country</b>	<b>Sector</b>	<b>Risk Issue</b>	<b>Comment</b>	<b>What The UK Can Do</b>	<b>Lead Department</b>
<b>RUSSIA</b>	<b>Energy</b>	<b>Nuclear Safety</b>			
	<b>Telecoms</b>	<b>Weather Data- Reporting From Russian Met Hub</b>			
<b>CZECH</b>	<b>Energy</b>	<b>Nuclear Safety</b>			
	<b>Environment</b>	<b>Chemical Spillage Into Danube</b>			
<b>FRANCE</b>	<b>Energy</b>	<b>Nuclear Safety</b>			
	<b>Transport</b>	<b>Air Traffic Infr. Rail Infrastructure Channel Shipping</b>			
<b>GERMANY</b>		<b>Air Traffic Infr.</b>			



**Y2K: International Action Group  
List Of Members**

	<b>DEPT</b>	<b>TEL</b>	<b>FAX</b>
John Ashton	ESED	270 4073	270 4077
Peter Hayes	ESED	270 3222	
Mike Hill	ESED	270 4111	
Simon Elvy	ESED	270 4112	
Dudley Crossland	ESED	270 3092	
Owen Barder	10 Downing Street	930 4433	
Alastair Clark	OED	760 8092	0181 760 8206
Alan Dacey	AMD	270 2624	270 3386
Sarah Cullum	EUD(I)	270 2317	270 2320
Kathryn Hutton	UND	270 2485	270 3942
Yinka Dawodu	UND	270 3403	270 3942
Mike Welch	Consular Division	238 4584	238 4582
Jim Atkinson	Consular Division	238 4510	238 4509
Philip Cooper	ISD CS	3905 5321	3905 5178
Emma Lockwood	News Department	270 3114	270 <del>3094</del> 1468
Trevor Edwards	British Council		
Barbara Robinson	British Council	389 4511	0171 389 4961
Andrew Young	Legal Advisers	270 3066	270 2767
Andrew Noble	SecPol	270 3765	270 2846
Alan Attryde	SecPol	270 3151	270 6385
Caroline Saunders	JEPD	215 8415	215 2452
Alastair Newton	ERD	270 2671	270 3443
Magnus Oman	ERD	270 3675	270 3443
Phil Hickson	OTD	270 1443	270 2879
Mike Mahony	HSE	717 6282	717 6680
Frank Evans	DETR - Aviation	3533 5659	676 2192
Carl Jennings	Home Office	271 8763	271 8553
Stephen Boddy	Home Office, Emergency Planning	273 3221	273 4094
Harry Hovard	Home Office, Emergency Planning	273 3708	273 4094
William Perrin	Assessment Staff	270 1218	
Mandy Mayer	Year 2000 Team, Cabinet Office	238 0376	238 0374
Sebastian Madden	Year 2000 team, Cabinet Office	238 0379	238 0374
Chris Horsey	DoH	972 6139	972 6560
Steven Murdoch	DoH		
Alan Hill	MAFF	1453 3521	
Ken Grimshaw	DFID	917 0459	917 0074
Vanessa Chandler	Action 2000	238 2313	<u>238 2323</u>
Ray Browne	DTI	215 1287	<u>215 1800</u>
Gerry Mogg	DTI		
David Longhurst	MOD	218 9914	2188 0617
Alesey Chun	HMT	270 4320	270 4976
John Salmon	MOD	218 3826	218 9526



C Y2K

An Executive Agency of the Cabinet Office

David  
could we pls  
meet briefly to  
discuss this &  
other Y2K  
matters?  
Pat.

Ms Pat Dixon  
The Prime Minister's Office  
10 Downing Street  
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SW1A 2AA

tel: GTN 7358 0100  
fax:  
email:

Direct Line 01603 704816  
GTN 3040 4816  
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(F)

March 31st, 1999

Dear Pat

**YEAR 2000 PLANS - PROGRESS REVIEWS**

I understand that the Cabinet Office Year 2000 team has contacted you with regard to the Prime Minister's Office taking part in the reviews of government department's year 2000 programmes.

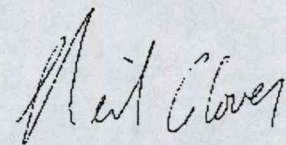
No, they haven't

Enclosed are paper and electronic copies of the progress review forms for the next quarter and the following two monthly interim progress checks. *The electronic documents are called QTR\_6, JULY\_99 and AUG\_99 and are in RTF and WordPerfect formats.* You should already know that the Year 2000 Cabinet Committee (MISC4) has decided to supplement the quarterly progress reviews with interim monthly progress checks, starting from July this year. As you will see from the attached documents, the monthly checks are based on an extract from the full review questionnaire.

Each questionnaire should cover the period up to the end of the month before the review. The table below shows the period covered by each of the review documents and the deadline for returning them to CCTA.

Questionnaire	Period Covered	Return Deadline
Quarter Return for the June Statement	Up to the end of MAY	April 30th
Interim report for July Statement	Up to the end of JUNE	June 25th
Interim report for August Statement	Up to the end of JULY	July 30th

You will see that the return for the June statement is asking for an estimate of the status of your programme as at the end of May, to be returned to CCTA by the end of April. Please contact me if there are any changes you need to make between the April 30<sup>th</sup> deadline and the June Statement.



Neil Glover  
Year 2000 Programme





**ORGANISATION DETAILS**

Department or Organisation Name:

Centre/ Agency:

**NOTES:**

- Please answer all questions, even those that are the same as in the last quarter's review.
- New, and changed, questions are marked \*.
- Do complete the cost and progress profile tables with information updated from the last quarter.
- In general answering not applicable without further explanation will not be accepted and responses will be returned.

**SUMMARY TABLE**

1. List your organisation's key objectives, business processes and key services(see the explanatory notes):

Key Service	Is it Millennium Ready?	If not, when will it be?	Is there a contingency plan?	If not, when will there be?

**THE PROGRAMME**

2. Is there a management board (Director) sponsor for the whole year 2000 programme? ..... [Yes/ No]  
State the Sponsor's name and position in the organisation.

3. Describe any changes to the scope and/ or organisation of the programme that have happened since the last review

4. **\*Programme Assessments.** In the table below list the assessments carried out of your year 2000 programme by someone independent of the programme. Also include planned assessments with their completion dates.

- Type of assessment would be internal or external, i.e. internal or external to the Department
- Date should show when the assessment was completed
- Under Scope, say whether the assessment looked at processes and/ or validation and the range of systems it covered e.g IT systems only, telecommunication systems and/ or embedded systems



PUBLIC SECTOR YEAR 2000 PLANS: QUARTERLY REVIEW - JUNE 1999

Type of Assessment	Who Did It	Date	Scope	Main Recommendations

If you do not intend to have your programme assessed please say why.

- Are there any projects outside the scope of your Year 2000 programme that will replace non compliant systems and which therefore need to be in place before 2000? ..... [Yes/ No]  
If the answer is yes, list the projects, with expected completion dates for each and indicate whether they are business critical.
- Has testing and/or an independent audit identified a need to change your programme? ..... [Yes/ No]  
Please explain
- Are your systems being tested for compliance using a defined standard? ..... [Yes/ No]  
If so please state which (e.g. the EILF Code of Practice)

**COST PROFILES**

- In the table below, enter the actual expenditure figures to date in the first column and cumulative total estimates for future quarters. Please enter this information even if it is unchanged from the last return. The final figure quoted for *Total expenditure* will be reported as the overall cost estimated.

Cumulative Forecast Totals	1999			2000
	June	Sept	Dec	March
Total expenditure				

List any of the cost elements in the explanatory notes that are not included in the estimate and say why they have been omitted.

- Has the estimate been formally reviewed since last provided? ..... [Yes/ No]

Last Review	
This Review	

Where the estimate has changed significantly since the last return, say why and where the additional funding (if necessary) has been found.

- \*What is your organisation's total annual IT spend?

	1998/99	1999/2000
Capital Costs		
Running Costs		
Total		







**COMPLIANCE OF YOUR SUPPLY CHAIN**

14. \* Complete the table below with details of suppliers of all products and services in the supply chains for your key services identified in answer to question 1 (see explanatory notes for an example)

Have you identified ALL the suppliers in your key supply chains?	Yes/ No
How many suppliers have you identified?	
Of these, how many have you contacted for assurances that they are prepared for the year 2000?	
How many of them have provided you with satisfactory replies to your enquiries?	
From how many of them have you sought evidence of readiness	

What action are you taking where you have not had satisfactory assurances from suppliers?

15. What percentage of suppliers of IT products and equipment with embedded processors have provided assurances of compliance ..... [ ]  
Have you sought any means of verifying their assurances? Please comment.

**YEAR 2000 BUSINESS CONTINUITY PLANNING**

16. \*Have you completed your full business continuity plan (BCP)? ..... [Yes/ No]  
If not, say what still needs to be done and when it will be completed

17.\*For each of the key services identified at 1, please complete the following table entry

Key Service	Risks Identified	Impact of Possible failure	Proposed Countermeasures	Have these been tested?

18. Have you considered any additional measures you could take to ease the pressure on your business processes up to and through the year 2000 ..... [Yes/ No]  
Please give examples.

19. \* Have you identified the services you need to have operational during the century date change period and the resources and support services necessary to run them? ..... [Yes/ No]



## EXPLANATORY NOTES

Many of the questions ask for a [Yes/ No] response followed by space for comment. If you are using the electronic copy of the questionnaire, please delete whichever word is inappropriate. If you feel a definitive answer is not suitable, please provide an explanation

**Question 1.** The answer to this question should list your organisation's key objectives, business processes and the key services you provide. As the year 2000 approaches it is vital to ensure that public services are protected and you should show the links between your organisations objectives, the services you provide, the systems required to support them and the measures being taken to protect them. You will see that later questions refer to these objectives and services. Please complete this question even if you provided an answer at the last review.

**Question 4.** It is recommended that all programmes should be subject to an assessment by a body external to the project team. In this table, identify when assessments took place or are planned, who the assessor is and the scope of the assessment. The scope will include which categories of system are included in the assessment and whether it examined just the year 2000 programme processes or included some validation of the corrected systems. Include a brief summary of action recommended by the assessors.

**Question 5.** This question seeks to identify any projects whose late delivery could jeopardise the year 2000 programme or that could otherwise represent a risk to the processes identified at question 1. It is important that you provide a completion date for these projects.

**Question 7.** Identify any standards or codes of practice that have been used to provide rigour to system testing. These may include quality assurance procedures but we are particularly interested to identify where year 2000 based standards have been adopted. The example quoted in the question is the EIFF Code of Practice which has been developed by the industry as a year 2000 testing approach.

**Question 8.** The table below is an example of how to enter cumulative costs. Enter a best estimate of actual costs to date for the first quarter and estimated cumulative totals for the remaining quarters. The final forecast cost quoted should be your total estimated costs.

Cumulative Forecast Totals	1999			2000
	June	Sept	Dec	March
Total expenditure	375,000	400,000	425,000	

**Total expenditure** should include all the costs you have accounted for in your estimates. In this example, **£375,000** will be taken as expenditure to date and **£425,000** will be regarded as the total estimated cost of the project.

A cost model for a year 2000 programme can include a wide range of factors but we would like you to say which of the following are included in and excluded from your estimate:

- Replacement hardware: mainframes, network components, PCs etc
- Replacement software: operating systems, net-ware, packages, and applications programs
- Software tools: code inspection, PC testers, test-bed generators etc
- Other equipment (embedded systems)
- In house staff, including non IT staff engaged on the project
- Consultants and contractors
- Costs incurred by the outsource/ FM company on behalf of the department
- Revised contracts for outsourced systems.

Please specify any other costs you have included that are not on this list.

**Question 10.** Please enter the estimates you have for IT spend for the two financial years specified. The area covered by these estimates should be the same as that for your year 2000 programme estimates. E.g. if your year 2000 programme covers the department and its agencies then the IT spend estimates should also cover the departments and its agencies.

**Question 13.** Enter the profile data as increasing percentages of completion. In reporting progress, the quarter when implementation is 100% complete will be regarded as the completion date for the system category. Enter the best estimate of progress for the first column. The estimate for the this quarter should be for progress up to the end of **MAY**.



PUBLIC SECTOR YEAR 2000 PLANS: QUARTERLY REVIEW - JUNE 1999

The entries for non-IT systems have been simplified to include only the inventory and implementation activities. Implementation should be interpreted to mean that the system is back in operation.

The example below shows part of the new table format with the inventory information included

	1999						
	May	June	July	Aug	Sept	Oct	Nov
<b>Business Critical IT Systems</b>	COMPLETED December 1998						
Inventory/ Audit [ 12 ]							
Correction							
Testing							
Implementation							
<b>Non Critical IT Systems</b>							
Inventory/ Audit [ 80 ]	100						
Correction	95	100					
Testing	80	95	100				
Implementation	80	90	100				

**Question 14.** All organisations use goods and services in the execution of their business. Many public bodies also provide goods and services so that other organisations can carry out their business. This question is concerned with the position of your organisation in the supply chains that exist to support the key objectives and business processes identified in question 1. Below is an example of how to complete the table for this question:

Have you identified ALL the suppliers in your supply chains?	Yes
How many suppliers have you identified?	134
Of these, how many have you contacted for assurances that they are prepared for the year 2000?	125
How many of them have provided you with satisfactory replies to your enquiries?	74

**Question 15.** Where question 14 is concerned with general goods and services, this question focuses on IT and chip based products. Comment on the means of verification used and the results achieved. Suppliers could be asked if they have adopted to any testing standards or codes of practice.

**Question 16.** Where the last review asked about initial plans, this review is concerned with the status of the full business continuity plan. Say whether it is complete and if not, what is still required and when you plan to complete it.

**Question 17.** This table should provide summary information about your full business continuity plan. List each of the services provided for question 1 and show the risks that have been identified for each, the impact that the risks would have on the service and, in brief outline, the countermeasures that you continuity plan proposes for them. Complete as much of this table as possible even if your plans are incomplete.

**Question 18.** It may be possible to ease pressure on the organisation, systems and staff over the century date change by taking some avoidance measures. Examples could be running some processes earlier or later than the new year or not doing things normally done at that time, perhaps even by lowering the usual standards of service. Please say if you have considered such measures and what they may be.

**Question 19.** Some departments have already identified the processes and services they need to have operational in a period up to, including and beyond the New Year. Please say whether your organisation has defined its "millennium operating regime".

Please return this questionnaire by **April 30th, 1999** to  
 Neil Glover  
 CCTA  
 Rosebery Court  
 St Andrews Business Park  
 NORWICH NR7 0HS

Or e-mail to [nglover@ccta.gov.uk](mailto:nglover@ccta.gov.uk)



**ORGANISATION DETAILS**

Department or Organisation Name:  
Centre/ Agency:

**SUMMARY TABLE**

1. List your organisation's key services (see the explanatory notes):

Key Service	Is it Millennium Ready?	If not, when will it be?	Is there a contingency plan?	If not, when will there be?

**PROGRESS**

2. Enter a profile of estimated progress over the remaining months.

	1999							2000		
	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
<b>Business Critical IT Systems</b>										
Inventory/ Audit [    ]										
Correction										
Testing										
Implementation										
<b>Non Critical IT Systems</b>										
Inventory/ Audit [    ]										
Correction										
Testing										
Implementation										
<b>Business Critical Embedded Systems</b>										
Inventory/ Audit [    ]										
Implementation										
<b>Non Critical Embedded Systems</b>										
Inventory/ Audit [    ]										
Implementation										
<b>Business Critical Telecommunications</b>										
Inventory/ Audit [    ]										
Implementation										
<b>Non Critical Telecommunications</b>										
Inventory/ Audit [    ]										
Implementation										

List those services identified at question 2 that depend on business critical systems yet to be completed



**EXPLANATORY NOTES**

**Question 1.** The answer to this question should list your organisation's key objectives, business processes and the key services you provide. As the year 2000 approaches it is vital to ensure that public services are protected and you should show the links between your organisations objectives, the services you provide, the systems required to support them and the measures being taken to protect them. You will see that later questions refer to these objectives and services. Please complete this question even if you provided an answer at the last review.

**Question 2.** Enter the profile data as increasing percentages of completion. In reporting progress, the month when implementation is 100% complete will be regarded as the completion date for the system category. Enter the best estimate of progress for the first column.

- For each system category show the cumulative percentage of each stage completed at each month.
- Enter the number of systems identified by the inventory in the space provided e.g.  

Inventory/ Audit [ 350 ]
--------------------------
- Implementation means that the systems have been corrected, tested and are back in service. The completion date for each system category will be taken to be the month showing 100% implementation.
- Where all work has been finished for any of the systems categories write COMPLETED with the completion date next to the system category e.g.

<b>Business Critical IT Systems</b>	COMPLETED December 1998
-------------------------------------	-------------------------

The entries for non-IT systems have been simplified to include only the inventory and implementation activities. Implementation should be interpreted to mean that the system is back in operation.

The example below shows part of the new table format with the inventory information included

	1999						
	June	July	Aug	Sept	Oct	Nov	Dec
<b>Business Critical IT Systems</b>	COMPLETED December 1998						
Inventory/ Audit [ 12 ]							
Correction							
Testing							
Implementation							
<b>Non Critical IT Systems</b>							
Inventory/ Audit [ 80 ]	100						
Correction	95	100					
Testing	80	95	100				
Implementation	80	90	100				

Please return this questionnaire by **June 25th, 1999** to  
 Neil Glover  
 CCTA  
 Rosebery Court  
 St Andrews Business Park  
 NORWICH NR7 0HS

Or e-mail to [nglover@ccta.gov.uk](mailto:nglover@ccta.gov.uk)



**ORGANISATION DETAILS**

Department or Organisation Name:  
Centre/ Agency:

**SUMMARY TABLE**

1. List your organisation's key services(see the explanatory notes):

Key Service	Is it Millennium Ready?	If not, when will it be?	Is there a contingency plan?	If not, when will there be?

**PROGRESS**

2. Enter a profile of estimated progress over the remaining months.

	1999						2000		
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
<b>Business Critical IT Systems</b>									
Inventory/ Audit [    ]									
Correction									
Testing									
Implementation									
<b>Non Critical IT Systems</b>									
Inventory/ Audit [    ]									
Correction									
Testing									
Implementation									
<b>Business Critical Embedded Systems</b>									
Inventory/ Audit [    ]									
Implementation									
<b>Non Critical Embedded Systems</b>									
Inventory/ Audit [    ]									
Implementation									
<b>Business Critical Telecommunications</b>									
Inventory/ Audit [    ]									
Implementation									
<b>Non Critical Telecommunications</b>									
Inventory/ Audit [    ]									
Implementation									

List those services identified at question 2 that depend on business critical systems yet to be completed



## EXPLANATORY NOTES

**Question 1.** The answer to this question should list your organisation's key objectives, business processes and the key services you provide. As the year 2000 approaches it is vital to ensure that public services are protected and you should show the links between your organisations objectives, the services you provide, the systems required to support them and the measures being taken to protect them. You will see that later questions refer to these objectives and services. Please complete this question even if you provided an answer at the last review.

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- For each system category show the cumulative percentage of each stage completed at each month.
- Enter the number of systems identified by the inventory in the space provided e.g.

Inventory/ Audit [ 350 ]

- Implementation means that the systems have been corrected, tested and are back in service. The completion date for each system category will be taken to be the month showing 100% implementation.
- Where all work has been finished for any of the systems categories write COMPLETED with the completion date next to the system category e.g.

Business Critical IT Systems      COMPLETED December 1998

The entries for non-IT systems have been simplified to include only the inventory and implementation activities. Implementation should be interpreted to mean that the system is back in operation.

The example below shows part of the new table format with the inventory information included

	1999						2000
	July	Aug	Sept	Oct	Nov	Dec	Jan
<b>Business Critical IT Systems</b>	COMPLETED December 1998						
Inventory/ Audit [ 12 ]							
Correction							
Testing							
Implementation							
<b>Non Critical IT Systems</b>							
Inventory/ Audit [ 80 ]	100						
Correction	95	100					
Testing	80	95	100				
Implementation	80	90	100				

Please return this questionnaire by **July 30th, 1999** to  
 Neil Glover  
 CCTA  
 Rosebery Court  
 St Andrews Business Park  
 NORWICH NR7 0HS

Or e-mail to [nglover@ccta.gov.uk](mailto:nglover@ccta.gov.uk)





Treasury Chambers, Parliament Street, London, SW1P 3AG

The Rt Hon Margaret Beckett MP  
Privy Council Office  
68 Whitehall  
London SW1A 2AT

P

DN  
C. 03  
JJH  
PU

31 March 1999

Dear Margaret

**MINISTERS' INFORMATION REQUIREMENTS OVER THE  
MILLENNIUM HOLIDAY PERIOD**

Thank you for your letter of 1 March.

As you say, my officials will be dealing with the first broad category listed in your letter and will pass information to the information management centre as appropriate. On the other two, it would be helpful to have information from the management information centre on :

- any significant adverse impact on public expenditure overall;
- any stories (after 3 January) of suppliers having difficulty in meeting the deadlines for payment of PAYE, VAT and excise duty;
- information on the emerging picture of the likelihood of additional exposure to economic risk (both domestic and overseas);
- possible effect of the global economy; and
- impact on the global financial services sector.

Information on Bug and non-Bug related issues covering the above areas would be useful.

I am copying this letter to the recipients of yours.

*Yours ever*  
*Barbara*  
BARBARA ROCHE



Top: ~~AS~~  
2.0N  
EC: P



SANCTUARY BUILDINGS GREAT SMITH STREET  
WESTMINSTER LONDON SW1P 3BT  
TELEPHONE 0870 0012 345  
E-mail dfee.ministers@dfee.gov.uk  
The Rt Hon DAVID BLUNKETT MP

1. ~~Duty Clerks~~  
Pse tell Dfee to  
addgr then to me in  
future.

2. file.

OW  
7/4

Owen Barder  
10 Downing Street  
LONDON SW1A 2AA

31 March 1999

Dear Owen

**BUG BUSTER TRAINING PROGRAMME**

I attach the fortnightly report on the 'Bug Busters' training programme. This includes statistics on the number of trainees up to 19 March. My apologies for the delay.

<b>Total starts since the programme began</b>	<b>27,661</b>
<b>of which</b>	
<b>Total number of completions</b>	<b>25,354</b>
<b>Total number of bookings awaiting starts</b>	<b>8,065</b>

I attach an annex which provides statistics broken down by Region. As you will see we are now close to achieving the new target of 30,000 training places announced by the Prime Minister on 25 January.

The ending of free training is being managed as set out in my letter of 12 March to Clare Hawley ie:

there will not be any formal announcement about closure of the programme - TECs will make their own arrangements with training providers as and when the budget for free training runs out;

we will not make any single announcement about achieving the target which could encourage expectations of further funding - instead we will draw attention to the success of Bug Busters at appropriate occasions such as ministerial regional visits;





we will promote the wider Millennium Bug strategy through advertising the availability of a range of training courses at a commercial rate.

I propose to send my next and final report on Bug Busters when the target of 30,000 trainees is achieved.

*Jaws*

*Lindsey*

**LINDSEY BROWN  
PRIVATE SECRETARY**



19 March 99

**BUG BUSTERS**  
As at 19 March 1999

Region	No Starters	No Completers	Training Places Booked	
South East		3697	3550	685
London		4523	4043	1037
Eastern		2571	2349	942
South West		1379	1104	823
West Midlands		3574	3251	718
East Midlands		1750	1638	357
Yorks & Humber		2502	2486	217
North West		3079	2634	2076
North East		843	770	258
ITNTO		3743	3529	952
<b>ENGLAND TOT</b>		<b>27661</b>	<b>25354</b>	<b>8065</b>

Figures provided by GOs at Telekit 19.03.99





TOP - DN  
e. P.

Ministry of Agriculture, Fisheries and Food,  
Nobel House, 17 Smith Square, London SW1P 3JR

From the Minister

P

**RESTRICTED - POLICY**

The Rt Hon Jack Straw MP  
Home Secretary  
Queen Anne's Gate  
London  
SW1H 9AT

31 March 1999

*Dear Jack*

**CIVIL CONTINGENCIES COMMITTEE VALIDATION EXERCISE - 11 MAY 1999**

Thank you for sending me a copy of your letter of 26 January to Margaret Beckett, requesting Ministerial attendance at exercise Hydra.

I can confirm that both Jeff Rooker and Elliott Morley will participate in this most important part of our preparations for the Millennium. The experience to be gained from such events should greatly aid our understanding and effective use of available procedures. Departmental officials will also be actively involved, but we will not involve those who are planning the exercise.

I am copying this letter to the Prime Minister, Cabinet colleagues and to Sir Richard Wilson.

*Yours  
Nick*

**NICK BROWN**





Top: EAPs  
SPU



THE SCOTTISH OFFICE  
DOVER HOUSE  
WHITEHALL  
LONDON SW1A 2AU

f

The Rt. Hon Margaret Beckett MP  
President of the Council and Leader of  
The House of Commons  
Privy Council Office  
68 Whitehall  
LONDON  
SW1A 2AT

30 March 1999

*Dear Margaret,*

### **MONITORING PROGRESS ON YEAR 2000 ISSUES**

Thank you for copying to me your letter of 5 March to John Prescott.

Your letter suggested further action on two aspects of Year 2000 date change preparatory work: Ministers to obtain more frequent reports on the progress of independent assessments from responsible bodies, so that we would be aware of and could react quickly to any signs of difficulty; and Ministers to scrutinise Departments' business continuity plans, to ensure that adequate plans are in place and are being tested. You also described your plans for publishing information about Departments' business continuity plans as part of the quarterly reporting cycle.

#### **Information About Independent Assessment**

In terms of the analysis of the national infrastructure on which the independent assessment programme is based, this Department is responsible for ensuring independent assessment of various sectors including the water industry in Scotland; the NHS in Scotland; police forces and fire brigades; the criminal justice system; and key local authority services. For most of these services, The Scottish Office is itself the responsible body and is already receiving reports direct from those such as the Police and Fire Inspectorates, Accounts Commission or external consultants who have been engaged to carry out the independent assessments. In the

SKP 30/3/99



case of the water industry, we have joined forces with OFWAT to have joint assessments carried out; but again information flows direct to officials in this Department.

In each case, the information received here from the independent assessment covers the headings you list in your letter, and officials are able to respond immediately if difficulties are reported. Arrangements are in place to ensure that information produced from the independent assessment exercises is sent to Cabinet Office as soon as possible, and indeed Cabinet Office officials have been very helpful in setting up and monitoring this work. Monthly reports covering progress with independent assessment and other Year 2000 issues are made by officials to the responsible Minister here, Gus Macdonald, and to the Permanent Secretary who are therefore well placed to take an overall view of progress and of any need for further action. And of course our "responsible persons" contribute to reports to the National Infrastructure Fora.

I am therefore confident that Scottish Office Ministers are kept as fully up-to-date as possible on Year 2000 progress. Reporting arrangements after July will be a matter for the new Administration, but I expect that there will continue to be a high degree of co-operation and information sharing for the duration of the work required to prepare for the date change problem.

### **Business Continuity Planning**

Within The Scottish Office and its agencies, initial business continuity plans are in place. We have commissioned an external review of these plans to help satisfy ourselves that they are adequate. This Department plans to undertake a limited number of trial runs of contingency plans in key areas in the period to this autumn, so that we are not dependent on untried processes at the end of the year. Discussions are well advanced on staffing arrangements and guidance covering the date change period will be issued soon. My letter in response to yours of 1 March set out our more detailed plans for staffing The Scottish Office Emergency Room in Edinburgh over the period, and for keeping in touch with events round Scotland.

As regards contingency planning in the wider public sector in Scotland, that is of course part of what is being reviewed and reported on by the Year 2000 independent assessment exercises; and as explained above we are monitoring the results of these. If in the judgement of the independent assessors key service providers need to do more in terms of business continuity planning, we will ensure that they are in no doubt about what is expected of them.

On your plans for publishing Departments' business continuity plans, I had no difficulty with your proposals as set out in the last paragraph of your letter. We will ensure that adequate information about The Scottish Office's plans are included in quarterly returns, for publication in the summer. Arrangements thereafter will of course be for incoming Ministers to agree, but I expect broad consistency in the frequency and coverage of published material.

Clearly our thinking on these arrangements will develop further, and will be a matter for Scottish Ministers once in place. But I do not expect significant changes to the broad arrangements which I have sketched out above.



I am copying this letter to the Prime Minister, Cabinet colleagues, MISC4 members, and to Sir Richard Wilson.

*Yours sincerely,*

*Donald Dewar*

**DONALD DEWAR**



238 0376

**FAX MESSAGE FAX MESSAGE**

Central Office of Information  
Hercules Road  
London SE1 7DU  
Direct Line: 0171 261 8717  
Fax: 0171 620 3815  
Email: mumarji@col.gov.uk

**TO:** Sarah Charman  
cc: Mike Ricketts  
Sue Smith  
(Action 2000)  
Peter Buchanan  
Deborah Condor  
Malcolm Lemmer  
Jeremy Found  
Carol Alexander

**FROM:** Mehboob I.M. Umarji

**DATE:** Monday, 29 March 1999

**PAGES:** 08 (Including this one)

**SUBJECT:** Y2K: NIF CAMPAIGN

*ei Mandy Hanger  
Mark Ricketts  
Val Keating*

**URGENT AND IMMEDIATE**

**MESSAGE**

Sarah,

Further to our conversation on last Friday afternoon, I am able to supply a National Press schedule including the major titles in the Provinces, outlining Three Waves of Activity, on the aforementioned campaign.

**OPTION 1**

(Based upon Mono FP in tabloids and Page Dominants in Broadsheets)

You will note that Option 1, Wave 1, is able to deliver 91.2% cover against all businessmen and giving on average an OTS of 6.4.

Option 1, Waves 2 and 3 respectively, deliver 88.3% cover against all businessmen giving on average 5 OTS.

Overall, this translates into the campaign delivering over the 3 Waves, 95% Cover @ on average 15OTS.



OPTION 2

(Based upon Colour FP in tabloids and Page Dominants in Broadsheets)

You will note that Option 2, Wave 1, is able to deliver 86.5% cover against all businessmen and giving on average an OTS of 4.3.

Option 2, Waves 2 and 3 respectively, deliver 83.5% cover against all businessmen giving on average 3.6 OTS.

Overall, this translates into the campaign delivering over the 3 Waves, 93% Cover @ on average 10.5OTS.

COI's view is that provided the message concentrates on key facts and is consistent (albeit adding information in Waves 2 & 3) then Option 1 is an effective means of impacting the target audience, it would represent a "medium-to-heavyweight" campaign. Option 2, would also deliver acceptable levels of cover and frequency versus the target audience, but would represent a "medium weight" campaign.

However, if the message is complex and different for each wave of activity, we would need to upweight the spend to deliver a higher OTS. The exact timing of each wave would also be a factor.

BVC

If anything is unclear do not hesitate to call.

Kind Regards

M. Umari



























**RESTRICTED - POLICY**

**FROM: MANDY MAYER**  
**Head of Year 2000 Team**  
**Central IT Unit**  
**Room 67/b**  
**Horse Guards Road**

**TEL: 238 0376**  
**FAX: 238 0374**

**Date: 26 March 1999**

**MR BENDER**

cc

PS/Sir Richard Wilson  
PS/Sir Robin Mountfield  
Mr Granatt  
Mr Cooke  
Mr Ricketts  
Mrs Keating  
Mr Barder  
Mr Purnell  
Year 2000 Policy Managers  
Ms Russell

**ACTION 2000: WHERE WE ARE  
IN PREPARATION FOR OUR MEETING WITH JAMES PURNELL ON 30 MARCH  
(10:00 in your office)**

When you met Don this Tuesday it was agreed that a number of meetings should take place (on the Actionline; on the NIF press advertising; and the meeting of the Media Strategy Group on the spring campaign). These have all now happened, and Don has also of course met Mrs Beckett. The President made it clear that there were no more funds and that it was unacceptable for Don to adopt too precious a stance on the use of Action 2000 branding.

2. In all of these meetings with Action 2000 they have taken the firm line that they are no longer associated with the public information campaign.
3. The position now is that:

Actionline

The current budget of £3.8m is the same as included in the Treasury bid. Action 2000 now say that they only agreed to this as they had a gun to their heads(!). It is clear that they would now prefer separate funding to them for calls to the Actionline on



## RESTRICTED - POLICY

national infrastructure issues and for the Actionline not to be used for public information calls.

4. The collective professional advice on our side (COI, Mike Ricketts and Luther Pendragon) is that this would be unacceptable. Indeed Don took the same view very strongly in earlier times.

*Bottom line:*

- one line/one number to cover all Bug calls (Sitel will break them down between NIF/SMEs/public)
- one Action 2000 contract with Sitel
- weekly monitoring (which A2k agrees)
- a review of "responsiveness" - or as Don would put it - whether this is a "responsible" Actionline" in a couple of months time (which A2k agrees)

### National Infrastructure Press Advertising

5. Those involved in putting the Bid together will recall that this was an area where our professional advisors were least convinced of the Action 2000 arguments but we were conscious that they held very strong views on the subject. Hence, when forced to offer up further cuts to the Treasury bid, this was one of the areas chosen. The bid was for £3.4m for 4 waves of advertising and we now have £1.3m for 3 waves.

6. The weighting of the spending of the £1.3m was provisionally set at 400k—400k—500k. Our professional advisors have agreed with Action 2000 that this should change to 5-4-4 to weight the advertising towards the 21 April meeting of the NIF. But A2k still argue that they need £3.4m.

7. They have their eye on the £850k which was the subject of a "deal" between the Cabinet Office and DTI. Sir Robin agreed that as A2k needed more funds in this financial year than we had budget to give them, DTI would give them the necessary £850k and we would pay DTI back from our 1999/2000 budget. However A2k have not been able to spend that money (and there is therefore an extra £850k in my budget) so they now want it to add to the £1.3m. They know however that we intend to add that money to the reduced funds for the Autumn campaign (and they thought it a good idea when they had an interest in that campaign).

8. There is another and more tricky issue. Central to the question of how much press advertising you need to support the NIF work is the issue of how simple or complicated a message you are going to get across. COI's advice that a £1.3m campaign would be effective was based on the principle that a simple message was being put across. A2k are now saying that it is a much more complex story - they want to put something quite detailed down on all the tranche 2 sectors which will report on



## RESTRICTED - POLICY

21 April to the NIF. These tranche 2 sectors are a much more mixed bag than the tranche 1 sectors (utilities and finance) that were covered at the 21 Jan NIF.

9. I have strong concerns that A2K is contemplating too complicated a message which will raise anxiety and will not concentrate on the key underpinning utilities which are of most interest to the business community - the target for this campaign. Tranche 2 includes the NHS, local authorities, fire and police as well as transport and food supply.

COI are doing some more costings for us which should be available on Monday but they do not affect the central issue of the nature of the message which will still have to be resolved.

*Bottom line:*

- the reweighting profile is agreed
- there is only £1.3m - the £850k is not available
- the messages need to be simple, focused on the business audience and majoring on the utilities and finance sector. The content will need to be agreed between us through the Media Strategy Group

### Spring Campaign

10. Nikki Akhurst and COI have put together the spec for the Spring campaign and his was agreed by the Media Strategy Group yesterday afternoon. We had to take decisions to commit £7525 for Action 2000 for setting up the Actionline to support the NIF work from 21 April, and £3.143m with the COI on TV space, press inserts and booklet production for the spring campaign. (You will be interested to learn that we have ended up with TV advertising of 72% coverage and 3.5 OTS.)

11. We are hopeful that the team of two that have been working on the booklet within A2K would be prepared to transfer over to COI but the most senior person may very well not. This would present us with significant difficulties when up against some cruel deadlines. Mike Ricketts is exploring with Luther Pendragon what we could do to plug the gap.

12. There are some outstanding and potentially difficult issues with Don about branding and handling. As you know he has sent out some uncomfortable signals on both while on the other hand, he reassured Mrs Beckett that he wished to do nothing that would imply publicly a breach with the Government.

*Bottom line:*

- A2K have agreed that we can use the bug and triangle branding (everyone does) but I am not convinced that they are signed up to us using the pictorial representation of a house which was used on Homecheck 1 and which COI says is



## RESTRICTED - POLICY

essential because it is central to the media concepts which have been worked up by the two advertising agencies who are in the frame for the spring campaign

- both media concepts rely heavily on the colour and style of Action 2000's literature. Nikki implied that they may cut up rough about this - they simply cannot for there is not time for us to start from base with the agencies. Also COI attaches very high importance to this booklet having an Action 2000 feel to it because that is a feel already accepted and recognised in the market place. The assumption that it would be there underpins the package of TV and press advertising
- handling is potentially even more tricky. Don will have to be prepared to sign up to a "story" about why the Govt is doing this campaign, be prepared to signpost it and not damn it even by faint praise

13. I do not think any of these issues can be resolved between meetings involving us and Action 2000. I believe there will need to be a meeting between him and No 10 after which, assuming he accepts the line proposed, he then gives the lead to his team and we can discuss the detail with them. I am assuming in all this that we are not going to try and argue him out of his determination to disengage. My personal view is that there is no point. Even if No 10 got him the £29m it would not make any difference (as he has said to you).

14. Interestingly, Gwynneth Flower went to share her troubles with Iain Anderson yesterday evening. He had known none of what had happened over the last few days (in bed with flu) but he told Gwynneth that he had always held the view that communicating with the public was a complex thing and just throwing money at it would not necessarily give you the right answer. There was always something that could be done even with reduced monies; the professional challenge was to optimise the effectiveness. In contrast to Gwynneth he did not believe the situation was any different in the private sector where he had masses of experience of company boards reducing the budget for marketing and effective work still being done.

M S MAYER





**MANDY MAYER**

From: BRIAN BENDER  
Head of Public Service Delivery  
Room: 60/1, Horse Guards Road  
Tel: 270 6593  
Fax: 270 6595  
Date: 25 March, 1999

cc: Jeremy Heywood  
Owen Barder  
James Purnell  
Helen Edwards  
Sir Richard Wilson  
Sir Robin Mountfield  
Mike Granatt  
Mike Ricketts  
David Cooke

### **Y2K: ACTION 2000**

1. This is to record my phone call this morning from Don Cruickshank, which I conveyed to you orally before he called on Mrs Beckett.
2. He said that he had been reflecting further on Action 2000's role in the light of our meeting yesterday. His considered view was that Action 2000 should continue to deliver the National Infrastructure Forum work as foreseen; but it should withdraw from the leading role on public information work, instead receiving money from the Government to provide advice and staff work in support of Government activities in this area. He went on to say that, on reflection overnight, he would have taken this line even if the Cabinet Office had secured the full £29 million bid for from the Treasury: given the fact that the public information campaign was (or would become) at bottom political, it was right that Government should be in control and that Action 2000 should fulfil an advisory role. He proposed speaking in these terms to Mrs Beckett.
3. After some discussion, I said that I was sure that Mrs Beckett and the Prime Minister would attach importance to avoiding any appearance of public rift between the Government and Action 2000; indeed, it remained vital that



we continued to work closely together. Don Cruickshank emphatically agreed, and said that he would say as much to Mrs Beckett. He added that, if he was asked at some point by the media whether in his view the Government was spending enough on public information, he would have to express his doubts, but he saw no reason for this to be done in a divisive way.

4. I said that I would ensure that Mrs Beckett was aware of his views before he called on her (which I did via you). I would also ensure that No 10 were informed. We would reflect on next steps in the light of his meeting with Mrs Beckett.

*Brian Bender*

**B G BENDER**



**RESTRICTED - POLICY**

**FROM: MANDY MAYER**  
**Head of Year 2000 Team**  
**Central IT Unit**  
**Room 67/b**  
**Horse Guards Road**

**TEL: 238 0376**

**FAX: 238 0374**

**Date: 24 March 1999**

**MR BENDER**

cc

PS/Sir Richard Wilson  
PS/Sir Robin Mountfield  
Mr Bender  
Mr Granatt  
Mr Cooke  
Mr Ricketts  
Mrs Keating  
Mr Heywood  
Mr Barder  
Mr Purnell  
Year 2000 Team  
Ms Russell

**MEETING WITH DON CRUICKSHANK: 24 MARCH**

At the meeting with Mrs Beckett at lunchtime Don referred to the meeting with Brian, his continued and fundamental belief that the confidence work was being underfunded and his decision, on reflection, to re-position Action 2000. Such re-positioning would mean that Action 2000:-

- would deliver the National Infrastructure programme (independent assessment project) and front up the disclosure through the NIF forums and press events
- would act as an advisor to the Cabinet Office on the public information programme and would sit on the Media Strategy Group as advisors
- would keep the small team of Action 2000 people working on the content of the Homecheck brochure in place but would not be responsible for the spring campaign, the placing of advertisements, fronting up the campaign etc
- would ensure that all this was not presented publicly as a breach with Government



## RESTRICTED - POLICY

2 He felt that the defining of this advisory role was merely a reflection of what was happening in practice (this is disingenuous). He would expect all this to be set out clearly in revisions to the draft offer letter currently being discussed between the Cabinet Office and Action 2000.

3 When prompted for clarification Don made a number of additional points (some clearly less thought out than others and some clearly more worrying than others):-

- he recognised that if he was going to stay responsible for the NIF then it would be sensible in principle for Action 2000 to take responsibility for the press advertising associated with the NIF disclosure but he continued to believe that the funds available of £1.3m were inadequate
- he was, at least initially, implying that we could not use the Action 2000 Actionline and the Action 2000 brand for the public information campaign because, after all, he remained unconvinced that it would be an effective campaign as it was underfunded. Mrs Beckett reacted sharply to this and he began to backtrack but he never fully accepted that we could use them
- this led him to return to his concerns about the Actionline. He was extremely unhappy about the discussion on this item at last night's meeting. He believed that the Cabinet Office did not understand what a "responsible" Actionline service entailed. If the public information campaign was to use the Action 2000 Actionline then there was a further debate to be had about the budget for the Actionline

4 At the end of this short meeting Mrs Beckett said that we would need to reflect on what Don was proposing and discuss with No 10. They both agreed that the meetings should go ahead which were agreed at last night's meeting (ie on the Actionline, NIF and the Media Strategy Group). Mike Ricketts had encapsulated the first two into one meeting this afternoon. Interestingly, Action 2000 has pulled out of that meeting despite my telling them what Don had said at the meeting with Mrs Beckett.

5 After the meeting, Mrs Beckett expressed her concern, particularly about the point on branding and the Actionline. I said we would come back to her after the proposed meetings and with No 10's advice.

6 I assume that the next stage is a meeting between ourselves and No 10. Meanwhile Mike Ricketts is pursuing with COI the mechanics of how we might run the spring campaign on our own, and trying to reschedule the meeting with Action 2000 on the NIF and the Actionline for tomorrow morning. The Media Strategy Group will go ahead as usual tomorrow afternoon.

M S MAYER



**RISK SEMINAR  
DRAFT RECOMMENDATIONS**

*[Handwritten signature]*  
④

**Summary**

1. The attached paper considers government handling of risks to public health and safety, and the environment. It has been prepared jointly by the Better Regulation Unit, Office of Science and Technology, and the Inter-departmental Liaison Group on Risk Assessment. It notes that government is increasingly criticised for appearing inconsistent in its approach to these risks; and highlights the importance of avoiding knee-jerk responses. The paper suggests that the handling of risks must be considered within the mainstream policy making context.

2. The four broad recommendations below, flow from the paper, and suggested detailed action points are set out in Annex 1. The recommendations are based around applying good practice and greater openness, seminar attendees are asked to consider whether these will be sufficient to deliver the Government's objectives. To facilitate discussion, two examples of "best practice" are attached at Annex 2 and some more radical actions are suggested in Annex 3.

**Recommendations**

1. **Best practice:** Government needs to improve the way it manages risk. In particular, the handling of risk needs to be strategic, joined-up, evidence based, outward looking, and learn lessons of past successes and failures. Further research and improved guidance is needed in a number of specific areas e.g. clarifying the role of experts in the decision making process, and consulting and incorporating stakeholder views/values.
2. **Transparency:** Departments and agencies to set out and make public the frameworks or procedures they use for reaching decisions on the risks for which they are responsible.
3. **Communication:** Improved communication with the public on risk issues and initiatives aimed at educating the public and raising the level of debate. A more mature relationship with the media to ensure that the public enter a risk debate better informed to contribute their judgements.
4. **Trust:** A public declaration by the Government on its approach to the management of risks. This might be a broad policy statement, establishing key principles and procedures.



## RISKS TO PUBLIC HEALTH AND SAFETY, AND THE ENVIRONMENT

### Introduction

1. Much government activity, cutting across departmental boundaries, is concerned with the management of risks to public health and safety, and the environment. Government is criticised for appearing inconsistent in its approach to these risks; adopting an unnecessarily interventionist approach to some, whilst failing to properly protect from others. Government also often comes under considerable pressure to react quickly in the face of scares or disasters. However, knee-jerk responses are typically inappropriate and bad for public confidence and understanding.

2. The key questions for government are which risks require intervention and what form such intervention should take. The on-going challenge is to protect the public, including vulnerable groups, properly, whilst keeping restrictions on personal freedom and choice, and costs to business, acceptably low. Developments in science and information technology, and an increasingly sophisticated and educated population, also mean that attitudes to risk are changing. As a result, there are growing demands from the public for explanations on how departments reach decisions on risk, and calls for more openness and transparency in that process. Government, however, cannot respond only on the basis of public perceptions of risk. There is a need to match political realities with virtuous aspirations.

### Best practice and consistency

3. Approaches to managing and regulating risks have not developed systematically from the centre, but evolved over time within departments. However, risks rarely apply to single receptors (e.g. the public, workers), and departments may have responsibilities that overlap in some areas and leave gaps in others. These factors can lead to risks being dealt with in a piecemeal fashion, and leave government open to criticisms of inconsistency.

4. Government management of risks needs to be seen as part of good policy making, and, as such, should be considered within the overall context of the Modernising Government agenda. In particular, the handling of risk, as for all policy making, must be strategic, joined up, evidence based, outward looking and learn lessons of past successes and failures.

5. There is broad agreement across Whitehall on what constitutes best practice in policy making, with corresponding guidance available, including central guidance on the use of scientific advice, appraisal and evaluation, impact assessment, communication, consultation and enforcement, and various departmental guidance on risk assessment and policy appraisal etc. **However, it is not clear to what extent departments when handling risk issues are consistently applying existing best practice guidelines.**

6. The management of risks is not entirely within departments' control i.e. when regulations are being decided at the European level and when they are



enforced. **If it is to be genuinely joined up, policy making cannot be seen in isolation from effective policy implementation. And, we need to better integrate the European dimension into policy making.**

7. In the light of recent experience, it may also be necessary to revisit some existing best practice guidance and provide further guidance in some areas. For example, policy decisions on risks need to take account of the best available independent science. However, the difficulty with many risk issues is the considerable uncertainty that often surrounds them. There may be a basic lack of "scientific knowledge", such that reliance has to be placed on scientific advice as opposed to scientific facts. Given such uncertainties, the need to take a precautionary approach has long been recognised. **However, what a "precautionary approach" means in practice is less than clear, and interpretations may vary.**

8. The Chief Scientific Advisor's guidelines on the Use of Scientific Advice in Policy Making set out key principles (i.e. to get advice from the best experts, consulting widely; and to publish the evidence on which policy decisions are based) and provide a basis for dealing with scientific uncertainty. **It might be necessary to revisit and develop this, and other, guidance, in the light of, for example, the BSE inquiry and the House of Commons Science and Technology Committee inquiry into the Scientific Advisory System, both of which are due to report later this year. ILGRA has also identified and is acting on the need to provide further guidance on the role of experts in the decision making process.**

9. People, depending on factors such as how well understood the risk is, whether the risk is assumed voluntarily, and the benefits derived from the risk, are more averse to certain risks than others. **ILGRA identifies the need for government to develop better approaches to accessing stakeholder views and incorporating them into both the generation and choice of policy options.**

10. Government decisions on risks necessarily involve making value judgements, and taking into account important ethical and distributional considerations, and they will not always be popular. **In essence, whilst paying due regard to the scientific arguments and stakeholder views, policy decisions on how to manage risks will often be driven by existing pressures and be fundamentally political. Applying best practice will take government only so far; decision making also requires political judgement.**

#### Public Confidence: transparency and communication

11. People cannot always assess for themselves many of the risks they encounter, and they might not avoid risks they are unaware of or would prefer

*Publ. advice to Government?*

*degree of risk averseness*



not to incur. Because of this, public trust and confidence are essential in gaining acceptance of government risk management decisions. Greater openness about how government decisions on risk are reached would make more transparent the objectives being pursued and do much to build public trust and confidence. **Departments and agencies should set down and publish the frameworks they use for reaching decisions on risks.**

12. Pressure for greater openness surrounding risk decisions will also come from the Freedom of Information Bill. This will require public authorities to have schemes in place for making information publicly available. The publication of frameworks within which risk decisions are made will sit well within this. Certain information, such as policy advice to ministers, inter-ministerial correspondence, and commercial in confidence, will be protected.

13. Greater openness will, of course, make government more accountable, and the increased provision of information will have to be managed. One specific consequence of more openness, may be to draw attention to the conflicts that departments often have to resolve in balancing their dual or "gamekeeper/poacher" roles. **This will require better explanations of decisions taken, any uncertainties involved and the assumptions and trade-offs being made. Overall, government will need to be more proactive in its disclosure of information.**

14. Further, greater openness should not simply involve making information available; government has a responsibility to educate. **Effective communication by government on risk issues with the public is essential for promoting informed and constructive debate, for improving mutual understanding of public and government attitudes to policy making on risks, and for influencing behaviour in a positive way.** It is vital if we are to deliver proportionate and publicly acceptable responses to risk.

15. Some risk issues capture the media's attention and become amplified and some become "crises". These can constrain government's ability to follow best practice and recent such examples have emphasised the importance of effective communication. **Departments should develop risk communication strategies for dealing with crisis situations [Nb as far as possible, this should be in conjunction with their major communication media, as is the case in the context of civil emergencies].**

16. The intention to be more transparent and to better communicate with the public on risk issues, could be signalled by a **public declaration by the Government on its broad approach to the management of risks.**

Proactive  
rather than  
reactive

Q. Government too  
= risk averse?



## ANNEX 1

### Recommendation 1: Best practice

#### **i) Better promotion, co-ordination, and implementation of existing best practice guidance:**

##### Action

1. **Sign-posting of existing guidance** - Identify and bring together all the best practice policy guidance that currently exists, and make it available in one place (e.g. in electronic format).
2. **Training** - ensure all aspects of good policy making, e.g. risk assessment, impact assessment, consultation, communication, working with Europe, are integrated into mainstream Civil Service training courses, and such training be also core requirements for fast streamers and SCS. [Nb COBRU is working on a single integrated training course for impact assessments. DH recently ran a workshop on risk communication which the Civil Service College has incorporated into their programme.]
3. Given the considerable uncertainty that surrounds many risks subject to government decisions, there is a strong need to ensure that actions taken are evaluated, and risk decisions revisited in the light of further research and experience. Departments to establish a formal programme of evaluation for key areas of risk regulation, and subject to external scrutiny.
4. Departments to report annually on their implementation of Chief Scientific Advisor's guidelines in their annual reports, and OST to develop an action plan to identify and overcome practical difficulties in the implementation of the guidelines. [Nb Departments already report on the quality of their regulatory activity and application of Better Regulation Task Force principles of good regulation in this way].
5. Promote the Chief Scientific Adviser's guidelines in Europe.

#### **ii) Further research and guidance in a number of specific areas.**

##### Action

6. A research project aimed at drawing up principles of good practice for elicitation, engagement and incorporation of expert advice into the decision making process, has been commissioned by HSE on behalf of a number of departments (including DH, MAFF, DETR, OST, SO, CO). The research is to be completed in June 2000. The results should be widely disseminated and discussed.



7. Research into developing new approaches to accessing stakeholder views and incorporating them into both the generation and choice of policy options.

8. All relevant guidance, e.g. the Use of Scientific Advice in Policy Making, should be revisited and developed as appropriate in the light of the BSE inquiry and the House of Commons Science and Technology Committee inquiry into the Scientific Advisory System, both of which are due to report later this year. [Nb DH and MAFF have been reviewing with their expert advisory committees how expert advice feeds into policy making and are developing generic principles, which can be published]

### **Recommendation 2: Transparency**

**i) A commitment by departments and agencies to set out and make public the frameworks or procedures they use for reaching decisions on the risks for which they are responsible.**

nb This would be a fairly major undertaking for most departments, and although may be a requirement under FOI, the resources involved should not be underestimated. HSE are to publish their framework this summer. Their experience in doing so could be useful to other departments.

### **Action**

9. Departments to describe comprehensively their frameworks for characterising a problem, obtaining the necessary information to evaluate options to address it, and adopting decisions, while actively engaging stakeholders. ILGRA suggests that this requires describing procedures for:

making sure that Government action is taken only when necessary, including applying the precautionary principle;

ensuring that the potential or current problem is framed as stakeholders see it. This requires shedding the default assumption that identifying the root of the problem is a matter only for the department or agency involved;

obtaining the necessary data and knowledge for informing decisions, such as the results of a risk assessment, the available options and their constraints;

adopting decisions, including the criteria used for ensuring the residual risks that remain, after preventative and protective



measures have been introduced, are acceptable to those affected and society in general;

implementing the decisions using the range of instruments available to regulators and enforcers for that purpose;

evaluating the effectiveness of the action taken. This is necessary to make sure that the action taken results in what was intended, and to identify lessons to be learned to guide future risk management decisions; and

actively engaging stakeholders in all stages of the above process so that they can influence the assumptions and value judgements that permeate the whole procedure, and hence concur more readily with decisions emanating from it.

### **Recommendation 3: Communication**

**i) Improved communication with the public on risk issues and initiatives aimed at educating the public and raising the level of debate. A more mature relationship with the media to ensure that the public enter a risk debate better informed to contribute their judgements.**

#### **Action**

10. Departments to benchmark the handling of current risk issues against existing risk communication guidance.
11. Ensure risk education is embedded in the school curriculum, so that the public of the future can take an active and better informed part in risk based decisions.
12. A workshop for Ministers on risk and risk communication.
13. A series of discussions/seminars with MPs.
14. Media articles and events.

### **Recommendation 4: Trust**

**i) A public declaration by the Government on its approach to the management of risks.**



Internet

= Modern

mother in law ?



COMPUTER



## Action

15. The Government to publish a broad policy statement, establishing key principles and procedures. The draft outline below suggests that such a statement could be built around the Better Regulation Task Force's principles of good regulation. The timing of such a statement would need to be considered and would need to be carefully drafted to reflect that, for example, scientific advice can conflict, stakeholders are diverse, there is a need sometimes to act quickly in emergencies, significant resources may be required (e.g. for an efficient appeals procedure), consistency does not necessarily imply the "same or identical", striking the right balance requires political judgement etc.

16. The Government will establish a Ministerial Committee to monitor implementation of these principles and publish an annual report.

## Draft outline for public statement

**Transparency** - We will clearly define and effectively communicate risk policy objectives, and the need for any government intervention, to all those concerned. We will publish departmental and agency frameworks used for reaching decisions on risk; the information upon which decisions are based; and any uncertainties, and interpretations, in scientific data. We will ensure that those being regulated understand their obligations and know what to expect from enforcing authorities.

**Accountability** - We will publish proposals and consult widely before decisions are taken, accepting ~~cases where emergency action may be required~~. Citizens and business alike will have rights of recourse. We will ensure that there are well publicised, accessible, fair and efficient appeals procedures.

**Targeting** - We will produce practical, flexible and feasible solutions, legislating where necessary, that take into account all relevant factors and impacts. We will evaluate the outcomes of policy decisions and review our actions.

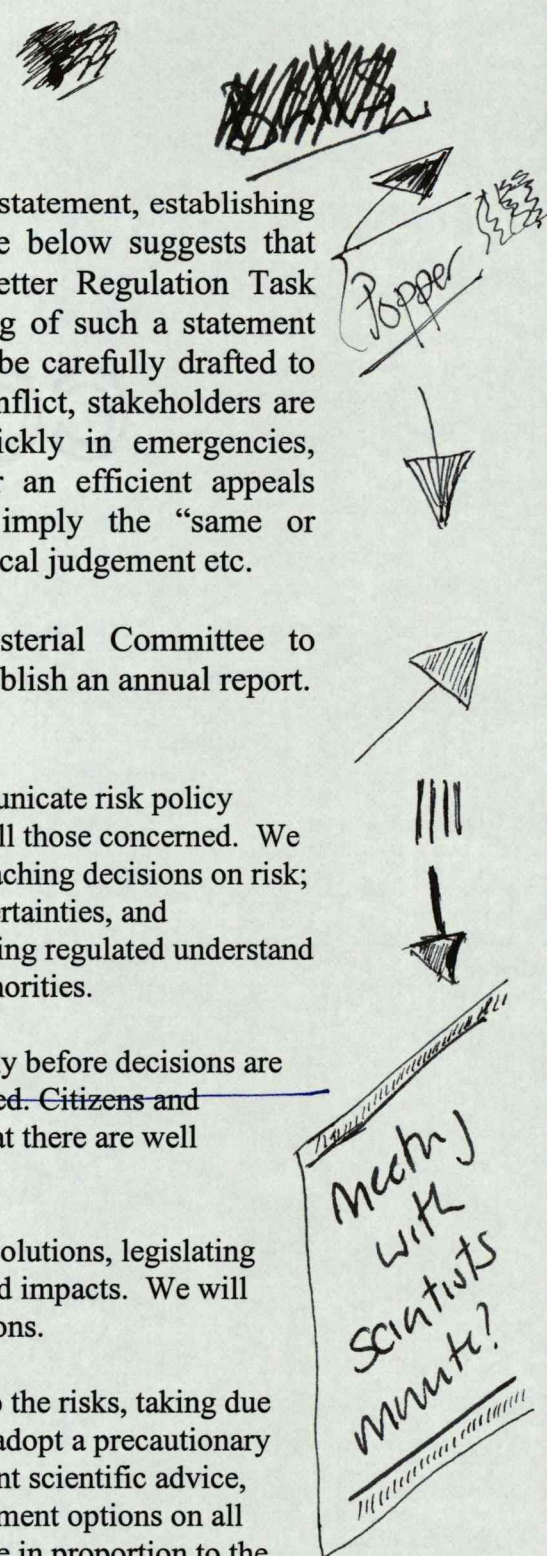
**Proportionality** - Any action we take will be in proportion to the risks, taking due account of any uncertainties and the need where necessary to adopt a precautionary approach. In striking the right balance we will take into account scientific advice, stakeholder views and the impact of both the risk and management options on all those affected. Any enforcement (i.e. inspection, sanctions) be in proportion to the risks and seriousness of the offence.

**Consistency** - We will ensure that government approaches to risks are compatible, including with our EU and other international obligations.

## **Annex 2: Best practice case studies**

### DTI - flammable furniture

1. In the mid to late 1980s, following a number of tragic fires caused by polyurethane foam furniture, there was increased pressure for stricter controls on the flammability of polyurethane furniture.





2. Against this background, DTI brought in the Furniture and Furnishings (Fire) (Safety) Regulations 1988. These Regulations are based on flammability performance tests for the furniture filling (often polyurethane) and the covering. The Regulations themselves were made in a fairly emotive climate and were not subject to much in the way of formal cost / benefit or risk appraisal. There were accompanying complications concerning coverage of second hand products, transition periods and the position of furniture provided with accommodation, but these were separate from the basic principle of regulation flammability performance. Industry initially thought they would be economically burdensome, but these costs were to some extent mitigated by appropriate transition periods and the requirements are now widely accepted within the UK. Recent analysis for DTI has suggested that deaths in fire have dropped from a pre 1988 high of over 700 deaths a year to just over 500 in 1995 and much of this can be attributed to the lower flammability of domestic furniture.

3. The recent importance of risk assessment, however, can be seen in the UK response to pressure within the EU against the UK Regulations. Manufacturers have used flame retardants in order to meet the lower flammability standards required by the Regulations. Flame retardant chemicals by their very nature (and in order to work effectively to retard flame spread) are stable and potentially persistent in the environment. This has caused environment bodies to focus their concern on risks associated with flame retardant chemicals. Recently an EU risk assessment was carried out on the polybrominated diphenyl ether flame retardants. Work carried out for the DTI by the University of Surrey on the "Risk and Benefits in the use of Flame Retardants" suggested that the flame retardants examined give only a small risk to human health and the environment and that the benefits in terms of fire safety outweigh that risk.

4. The strength of the UK position is reflected in the interest which the US product safety authorities have been taking in our experience - it seems likely that they will be introducing similar requirements. Equally risk assessment is able to shed additional light on the debate within Europe. Different lifestyles mean that the case for Regulation to reduce furniture flammability differs according to the balance of risk and benefit involved in different countries (e.g. in Southern European countries there is already a much lower danger from furniture fires).



### **MAFF - mycobacterium paratuberculosis (MPTB)**

1. A potential major food scare arose in June 1998 when provisional findings were notified in MAFF that mycobacterium paratuberculosis (MPTB) could survive in pasteurised milk contrary to previous Ministerial assurances. This suggestion was significant in that MPTB has been plausibly argued to be linked with Crohn's disease which causes chronic inflammation of part of the human intestine, although the connection remains unproven. The research work in question at Queen's University Belfast was known to be attracting media interest from Channel 4.

2. MAFF and DH established a joint strategy for handling the issue which involved taking the initiative with a public announcement of the unconfirmed research finding coupled with clear public health advice that there was no need to alter dietary habits. The dairy industry, National Farmers' Union, retailers and consumer groups were all briefed prior to the announcement. The chosen media spokesman was a scientist who was Vice-Chairman of the relevant advisory committee who combined both expert knowledge and a high level of communication skills to put the issue in perspective for ordinary people. The announcement on 10 August ran as the lead news item on successive TV bulletins. The Government was praised for putting the research information into the public domain whilst commentators universally endorsed the advice that there was no need to change milk consumption patterns. There was in fact no perceptible change in the public's pattern of milk consumption.



Wouldn't you love  
to have David  
Srinivasan's money?

1 Month  
25 → 66%

Very interesting article:  
The Economist  
wrote ego pointing out that  
do/dorsphine public supply  
no net risk. Or what is the possibility  
of risk. What is the possibility  
of people there 50% that too people's  
wants plus the possibility  
of consistency/consistency/ear?  
/sect. have.



Below are a number of more radical suggestions on what could be done differently to improve the way in which risk issues are handled. The suggestions are in bullet form and have deliberately not been pre-evaluated by civil servants.

1. Restructure government to remove potential conflicts of interests which arise when departments are both sponsors and regulators of an activity.
2. Adopt a more radical/Scandinavian approach to Freedom of Information - expose policy advice to Ministers with minimal/no exemptions on grounds of commercial confidentiality;
3. Abolish advisory panels and expose ideas to full scientific community and seek thereafter to distil responses and identify consensus;
4. Alternatively, introduce new stage in regulatory process formalising period of consultation with business/consumer/other interests before regulations can be made (nb this is already part of Health and Safety at work Act);
5. Give officials - scientific advisers or policy staff - responsibility for making many/all public announcements on risk;
6. Review and amend proposals for agencies in the pipeline ( Food Standards Agency in particular) to extent necessary to meet all the recommendations in the main paper;
7. Invite all leading media organisations to plenary (No 10?) to discuss alternative/more adult approach to risk reporting; and
8. Introduce public review period to allow considered approach to new risks ( save those which identifiably present an immediate threat to life or limb).



What are now called advisory committees. of SETAC, ANPP, ARRS

But when you open up advisory committees

Why because de facto decision-making bodies of SETAC.

What about

Legal advice /

rules?

But...

We are not going

to publish what, are we?!

~~Who is the  
Shake with  
Shake with  
Shake with~~

Sam Gelbock  
Larry Blundy

How depoliticised.

Hugh Blyth

Stress costs of taking action  
and costs of action.

John Sellar -

dealing subject by subject.  
science versus context.  
default science as a general principle.

dot know under

FOI, I think not.

quicker advice  
to get assumption-

so which first advice  
are we taking about?



Owen  
==

# Millennium Bug warning over Home Office files

(K)

By Philip Johnston, Home Affairs Editor

FURTHER delays in introducing a new computer system at the crisis-hit Immigration and Nationality Directorate could leave millions of files exposed to the Millennium Bug, spending watchdogs have warned.

Existing and outdated computers should have been replaced and upgraded under a private finance contract with the German group Siemens Business Systems.

But the project has been dogged by delays, throwing the Home Office directorate into chaos. Long queues have formed daily outside its south London headquarters as foreign nationals based in Britain seek visas to allow them to return if they travel abroad.

Now, according to the National Audit Office, another problem is looming — a threat to existing computers from the date-change bug.

“Many of the directorate’s existing IT systems are not compliant with the Year 2000 requirements and might need to be updated if the new systems are not available,” says a report today.

Although most of the directorate’s files are on paper, it has a number of separate computer systems that store personal details, keep a data base of asylum applicants and

track files. While the auditors accept that big savings both in cost and time will be made when the system is running, further delays will have “a serious impact”.

There is already a backlog of 80,000 asylum cases to be dealt with and the Government has recently introduced legislation based on a promise to speed up the processing of applications.

The new computer system is now due to be launched on a pilot basis in June, with no guarantee that it will work. It will not be fully operational until January — more than a year behind schedule.

The NAO says that, with hindsight, the project may be seen to have been “too ambitious”. Siemens won the contract in a private finance initiative competition and is expected to be paid £77 million once full cost savings are obtained.

The problems have been compounded by the relocation of more than 1,000 staff from the directorate’s headquarters in Croydon to another office nearby.

Jack Straw, Home Secretary, has acknowledged the seriousness of the problems and has privately let it be known that they are “totally unacceptable”.





7

**MINISTER FOR THE CABINET  
OFFICE**

from: **GEORGE KIDD**  
Better Regulation Unit  
64/3 GOGGS  
270 6458  
date: 22 March 1999

cc: PS/Lord Falconer  
PS/Mr Kilfoyle  
PS/Sir Richard Wilson  
PS/Sir Robin Mountfield  
Mr Bender  
Mr Elvidge  
Mr Sutlieff  
Mr Stanley  
Mr Evans SCU  
Mrs Baker  
Mr Walker  
Ms Healy

## **RISK**

### **Issue**

1. Handling of risk seminar that you are chairing on 24 March.

### **Recommendation**

2. I attach a steering brief.

### **Timing**

3. Normal.

### **Background**

4. You wrote to the Prime Minister on 4 November, with suggestions for a series of events on risk (i.e. an initial external Better Regulation Task Force seminar, followed by an internal second seminar chaired by yourself, and culminating in a third event at Downing Street). The intention being to combine the results of the first and second seminars, and to take a number of specific recommendations to the Prime Minister's event at Downing Street. No 10 replied on 19 November that the Prime Minister was content.

5. The Task Force event took place on 8 February. Lord Haskins wrote to you on 3 March summarising the event and setting out some emerging issues. The paper for the 24 March Meeting has been put together by BRU, OST and ILGRA. It and the draft recommendations have been discussed by an inter-departmental group of officials, chaired by the Cabinet Office Secretariat.



6. There are two items on the agenda, and you have an hour and a half:

- **Outcome of Better Regulation Task Force Seminar** - Oral report by Lord Haskins chairman of Task Force; and
- **Government handling of risk** - Officials paper and draft recommendations.

7. We expect the following attendees:

Lord Haskins	Tessa Jowell	Dawn Primarolo
Lord Falconer	George Howarth	Hugh Bayley
Lord Sainsbury	Jeffrey Rooker	Professor Sir John Pattison
Dr Jim McQuaid CB	Owen Barder	Sir Robert May FRS
Ed Gallagher	Professor Liam Donaldson	Estelle Morris MP
Lord Whitty	Dr Kim Scott Howells MP	Frank Davies CBE
James M Scudamore		

8. Following the seminar, you will need to decide whether the outcomes warrant a further event at Downing Street.

George Kidd



## **STEERING BRIEF - RISK SEMINAR 24 MARCH**

### **Decisions Needed**

- Agreement on the four draft recommendations and detailed action points set out in the Officials paper.
- Direction on how best to take forward the recommendations.
- Conclusion on value / content of a possible event at Downing Street.

### **Opening Remarks**

1 Welcome everybody and thank them for attending. Stress the importance that you and the Prime Minister attach to this work. Note the topicality e.g. recent events surrounding GMOs. Draw attention to the valuable work carried by ILGRA in helping to help disseminate and advance good practice in this area [*Jim McQuaid chair will be present*].

### **Item 1: Oral report by Lord Haskins on outcomes of Better Regulation Task Force Seminar.**

2 Invite Lord Haskins to give an oral presentation on the outcomes of his seminar and thank him and the Task Force for their input.

### **Background**

3 Lord Haskins is likely to emphasise the relative lack of confidence people have for advice given by ministers, journalists and business people, and that this situation must improve if government is to manage risk sensibly. He will argue that as far as possible people should be allowed to make their own choices based on intelligent information and sound advice.

### **You may wish to sum up along the following lines:**

4 **Grateful to Task Force. There are a series of issues to address**

- public uncertainty over the basis on which decisions are taken
- the way in which we are informed by scientific advice
- The extent to which we do or do not follow existing best practice
- Government's performance as a communicator



5 The Task Force points are addressed in the Officials paper. You should propose colleagues comment on the Task Force findings under the paper's headings.

6 The paper does not require a formal presentation. You may wish to introduce it as follows:

- You will all have had chance to study the paper and consider the draft recommendations. The paper suggests that in order to make progress in this area, risk must be considered within the mainstream policy making context.
- The recommendations are based around applying good practice and greater openness, and we are here today to agree whether they will be sufficient to deliver the Government's objectives. I propose to take each recommendation in turn.

### Recommendation 1

7 This calls for greater consistency in the application of existing best practice and further guidance in some areas, should not be too contentious. You may wish to call upon Sir Robert May to talk about scientific uncertainty and the importance of applying his guidelines. The Chief Medical Officer (Prof Liam Donaldson) might also comment

8 Within the action points in Annex 1, a formal programme of evaluation may cause some concern. But, the action is entirely consistent with strategic policy making and the Modernising Government Agenda, and necessary given the considerable uncertainty that often surrounds many risk issues. Others (e.g. DH, DETR, MAFF) might also be encouraged to comment.

9 In summing up (depending on discussion),

- Confirm agreement to recommendation 1, and to the specific action points set out in Annex 1.
- Invite departments to agree with BRU, OST and ILGRA a programme of regulations that departments will evaluate and within a given time scale.

### Recommendation 2

10 The proposal on greater transparency, may cause some concern. At official level, departments have emphasised the costs associated with greater openness, especially in terms of highlighting conflicts and any difficult trade-offs being made, and the resources involved in departments setting out their risk frameworks.



11 In introducing discussion you might point out that greater openness will make government more accountable and should do much to build public trust and confidence. Inviting colleagues to comment, you should emphasise the requirements for greater openness that will come, in any event, from the Freedom of Information Bill. You might call upon the Health and Safety Commission chairman Frank Davies or Dr Jim McQuaid HSE/ILGRA to talk about HSE's experience of greater transparency.

12 (If appropriate) In summing up you should accept that setting out frameworks will take time and maybe resource intensive, but note the agreement in principle to publication. You might suggest this proposal be developed for inclusion in the report to the Prime Minister.

### Recommendation 3

13 Improved communication and public debate, is central to improving government handling of risk. You should invite DfEE and Lord Sainsbury to comment on the role of the school curriculum in improving public understanding of risk issues.

14 You should invite discussion on a suggestion made by DETR that we hold a high level "bilateral" with media interests to discuss the value of a two way code of practice between Government and the media as a prelude to a more open dialogue on risk (as already exists in the civil emergency field). You might invite Lord Whitty and SCU to comment.

15 You might raise with the group the suggestion that we set up a "rapid response team" of experts and those with experience in handling risk issues to give immediate advice to Ministers who suddenly find themselves in the firing line. The team could advise on media handling as well as how to react, in practice to the risk itself.

16 In summing up, you should confirm agreement on recommendation 3 and ask ILGRA, OST, and BRU to jointly develop proposals for a ministerial workshop on risk and a series of discussions/ seminars with MPs, and to work with SCU on media events and articles.

### Recommendation 4

17 You should invite views on the merits of a public statement, who should make it, and discuss timing (in the light of the BSE inquiry. You should ask for views on the appropriateness of basing such a statement on the Better Regulation Task Force's principles of good regulation. Lord Haskins may comment

### Further recommendations/suggestions



18 In discussion at official level, it was felt that in addition to the four draft recommendations we needed some "big ideas" to take to any possible event with the Prime Minister. The setting up of a "rapid response team" and DETR's suggestion for a code of practice between the Government and the Press, are two such ideas. **You should ask the group if they have any further suggestions or if they have any views on the "brain storming ideas" set out in Annex 3 of the officials paper.** You should be aware that the ideas in Annex 3 are not a "civil service wish list".

### 19 Event at Downing Street

The group needs to discuss the merits in taking the recommendations forward to a Downing street event and the possible role of the Prime Minister. **In inviting comments you observe that:**

- a number of the action points have been agreed (best, practice, frameworks?) and that work has been commissioned on others (communications, curriculum)
- an event involving the Prime Minister needed to add to this output. It might do so by :-
- addressing radical ideas - a risk rapid response team, a media bilateral on a Code of Conduct on disclosure and the reporting of risk.
- involving a range of leading interests and presenting/announcing findings and action in hand ( including the public declaration? - needs handling ahead of the BSE report)
- focusing an internal session with Cabinet colleagues around the best practice action points and communications.

### In closing

20 Thank Lord Haskins, colleagues and officials for their contributions. Invite officials to prepare a full report and "Next Steps Action Plan" for agreement with colleagues.



## RISK SEMINAR DRAFT RECOMMENDATIONS

### Summary

1. The attached paper considers government handling of risks to public health and safety, and the environment. It has been prepared jointly by the Better Regulation Unit, Office of Science and Technology, and the Inter-departmental Liaison Group on Risk Assessment. It notes that government is increasingly criticised for appearing inconsistent in its approach to these risks; and highlights the importance of avoiding knee-jerk responses. The paper suggests that the handling of risks must be considered within the mainstream policy making context.

2. The four broad recommendations below, flow from the paper, and suggested detailed action points are set out in Annex 1. The recommendations are based around applying good practice and greater openness, seminar attendees are asked to consider whether these will be sufficient to deliver the Government's objectives. To facilitate discussion, two examples of "best practice" are attached at Annex 2 and some more radical actions are suggested in Annex 3.

### Recommendations

- 1. Best practice:** Government needs to improve the way it manages risk. In particular, the handling of risk needs to be strategic, joined-up, evidence based, outward looking, and learn lessons of past successes and failures. Further research and improved guidance is needed in a number of specific areas e.g. clarifying the role of experts in the decision making process, and consulting and incorporating stakeholder views/values.
- 2. Transparency:** Departments and agencies to set out and make public the frameworks or procedures they use for reaching decisions on the risks for which they are responsible.
- 3. Communication:** Improved communication with the public on risk issues and initiatives aimed at educating the public and raising the level of debate. A more mature relationship with the media to ensure that the public enter a risk debate better informed to contribute their judgements.
- 4. Trust:** A public declaration by the Government on its approach to the management of risks. This might be a broad policy statement, establishing key principles and procedures.



## RISKS TO PUBLIC HEALTH AND SAFETY, AND THE ENVIRONMENT

### Introduction

1. Much government activity, cutting across departmental boundaries, is concerned with the management of risks to public health and safety, and the environment. Government is criticised for appearing inconsistent in its approach to these risks; adopting an unnecessarily interventionist approach to some, whilst failing to properly protect from others. Government also often comes under considerable pressure to react quickly in the face of scares or disasters. However, knee-jerk responses are typically inappropriate and bad for public confidence and understanding.

2. The key questions for government are which risks require intervention and what form such intervention should take. The on-going challenge is to protect the public, including vulnerable groups, properly, whilst keeping restrictions on personal freedom and choice, and costs to business, acceptably low. Developments in science and information technology, and an increasingly sophisticated and educated population, also mean that attitudes to risk are changing. As a result, there are growing demands from the public for explanations on how departments reach decisions on risk, and calls for more openness and transparency in that process. Government, however, cannot respond only on the basis of public perceptions of risk. There is a need to match political realities with virtuous aspirations.

### Best practice and consistency

3. Approaches to managing and regulating risks have not developed systematically from the centre, but evolved over time within departments. However, risks rarely apply to single receptors (e.g. the public, workers), and departments may have responsibilities that overlap in some areas and leave gaps in others. These factors can lead to risks being dealt with in a piecemeal fashion, and leave government open to criticisms of inconsistency.

4. Government management of risks needs to be seen as part of good policy making, and, as such, should be considered within the overall context of the Modernising Government agenda. In particular, the handling of risk, as for all policy making, must be strategic, joined up, evidence based, outward looking and learn lessons of past successes and failures.

5. There is broad agreement across Whitehall on what constitutes best practice in policy making, with corresponding guidance available, including central guidance on the use of scientific advice, appraisal and evaluation, impact assessment, communication, consultation and enforcement, and various departmental guidance on risk assessment and policy appraisal etc. **However, it is not clear to what extent departments when handling risk issues are consistently applying existing best practice guidelines.**

6. The management of risks is not entirely within departments' control i.e. when regulations are being decided at the European level and when they are



enforced. **If it is to be genuinely joined up, policy making cannot be seen in isolation from effective policy implementation. And, we need to better integrate the European dimension into policy making.**

7. In the light of recent experience, it may also be necessary to revisit some existing best practice guidance and provide further guidance in some areas. For example, policy decisions on risks need to take account of the best available independent science. However, the difficulty with many risk issues is the considerable uncertainty that often surrounds them. There may be a basic lack of "scientific knowledge", such that reliance has to be placed on scientific advice as opposed to scientific facts. Given such uncertainties, the need to take a precautionary approach has long been recognised. **However, what a "precautionary approach" means in practice is less than clear, and interpretations may vary.**

8. The Chief Scientific Advisor's guidelines on the Use of Scientific Advice in Policy Making set out key principles (i.e. to get advice from the best experts, consulting widely; and to publish the evidence on which policy decisions are based) and provide a basis for dealing with scientific uncertainty. **It might be necessary to revisit and develop this, and other, guidance, it in the light of, for example, the BSE inquiry and the House of Commons Science and Technology Committee inquiry into the Scientific Advisory System, both of which are due to report later this year. ILGRA has also identified and is acting on the need to provide further guidance on the role of experts in the decision making process.**

9. People, depending on factors such as how well understood the risk is, whether the risk is assumed voluntarily, and the benefits derived from the risk, are more averse to certain risks than others. **ILGRA identifies the need for government to develop better approaches to accessing stakeholder views and incorporating them into both the generation and choice of policy options.**

10. Government decisions on risks necessarily involve making value judgements, and taking into account important ethical and distributional considerations, and they will not always be popular. **In essence, whilst paying due regard to the scientific arguments and stakeholder views, policy decisions on how to manage risks will often be driven by existing pressures and be fundamentally political. Applying best practice will take government only so far; decision making also requires political judgement.**

#### **Public Confidence: transparency and communication**

11. People cannot always assess for themselves many of the risks they encounter, and they might not avoid risks they are unaware of or would prefer



not to incur. Because of this, public trust and confidence are essential in gaining acceptance of government risk management decisions. Greater openness about how government decisions on risk are reached would make more transparent the objectives being pursued and do much to build public trust and confidence. **Departments and agencies should set down and publish the frameworks they use for reaching decisions on risks.**

12. Pressure for greater openness surrounding risk decisions will also come from the Freedom of Information Bill. This will require public authorities to have schemes in place for making information publicly available. The publication of frameworks within which risk decisions are made will sit well within this. Certain information, such as policy advice to ministers, inter-ministerial correspondence, and commercial in confidence, will be protected.

13. Greater openness will, of course, make government more accountable, and the increased provision of information will have to be managed. One specific consequence of more openness, may be to draw attention to the conflicts that departments often have to resolve in balancing their dual or "gamekeeper/poacher" roles. **This will require better explanations of decisions taken, any uncertainties involved and the assumptions and trade-offs being made. Overall, government will need to be more proactive in its disclosure of information.**

14. Further, greater openness should not simply involve making information available; government has a responsibility to educate. **Effective communication by government on risk issues with the public is essential for promoting informed and constructive debate, for improving mutual understanding of public and government attitudes to policy making on risks, and for influencing behaviour in a positive way.** It is vital if we are to deliver proportionate and publicly acceptable responses to risk.

15. Some risk issues capture the media's attention and become amplified and some become "crises". These can constrain government's ability to follow best practice and recent such examples have emphasised the importance of effective communication. **Departments should develop risk communication strategies for dealing with crisis situations [Nb as far as possible, this should be in conjunction with their major communication media, as is the case in the context of civil emergencies].**

16. The intention to be more transparent and to better communicate with the public on risk issues, could be signalled by a **public declaration by the Government on its broad approach to the management of risks.**



## ANNEX 1

### Recommendation 1: Best practice

#### **i) Better promotion, co-ordination, and implementation of existing best practice guidance:**

##### Action

1. **Sign-posting of existing guidance** - Identify and bring together all the best practice policy guidance that currently exists, and make it available in one place (e.g. in electronic format).
2. **Training** - ensure all aspects of good policy making, e.g. risk assessment, impact assessment, consultation, communication, working with Europe, are integrated into mainstream Civil Service training courses, and such training be also core requirements for fast streamers and SCS. [Nb COBRU is working on a single integrated training course for impact assessments. DH recently ran a workshop on risk communication which the Civil Service College has incorporated into their programme.]
3. Given the considerable uncertainty that surrounds many risks subject to government decisions, there is a strong need to ensure that actions taken are evaluated, and risk decisions revisited in the light of further research and experience. Departments to establish a formal programme of evaluation for key areas of risk regulation, and subject to external scrutiny.
4. Departments to report annually on their implementation of Chief Scientific Advisor's guidelines in their annual reports, and OST to develop an action plan to identify and overcome practical difficulties in the implementation of the guidelines. [ Nb Departments already report on the quality of their regulatory activity and application of Better Regulation Task Force principles of good regulation in this way].
5. Promote the Chief Scientific Adviser's guidelines in Europe.

#### **ii) Further research and guidance in a number of specific areas.**

##### Action

6. A research project aimed at drawing up principles of good practice for elicitation, engagement and incorporation of expert advice into the decision making process, has been commissioned by HSE on behalf of a number of departments (including DH, MAFF, DETR, OST, SO, CO). The research is to be completed in June 2000. The results should be widely disseminated and discussed.



7. Research into developing new approaches to accessing stakeholder views and incorporating them into both the generation and choice of policy options.

8. All relevant guidance, e.g. the Use of Scientific Advice in Policy Making, should be revisited and developed as appropriate in the light of the BSE inquiry and the House of Commons Science and Technology Committee inquiry into the Scientific Advisory System, both of which are due to report later this year. [Nb DH and MAFF have been reviewing with their expert advisory committees how expert advice feeds into policy making and are developing generic principles, which can be published]

### **Recommendation 2: Transparency**

**i) A commitment by departments and agencies to set out and make public the frameworks or procedures they use for reaching decisions on the risks for which they are responsible.**

nb This would be a fairly major undertaking for most departments, and although may be a requirement under FOI, the resources involved should not be underestimated. HSE are to publish their framework this summer. Their experience in doing so could be useful to other departments.

### **Action**

9. Departments to describe comprehensively their frameworks for characterising a problem, obtaining the necessary information to evaluate options to address it, and adopting decisions, while actively engaging stakeholders. ILGRA suggests that this requires describing procedures for:

making sure that Government action is taken only when necessary, including applying the precautionary principle;

ensuring that the potential or current problem is framed as stakeholders see it. This requires shedding the default assumption that identifying the root of the problem is a matter only for the department or agency involved;

obtaining the necessary data and knowledge for informing decisions, such as the results of a risk assessment, the available options and their constraints;

adopting decisions, including the criteria used for ensuring the residual risks that remain, after preventative and protective



measures have been introduced, are acceptable to those affected and society in general;

implementing the decisions using the range of instruments available to regulators and enforcers for that purpose;

evaluating the effectiveness of the action taken. This is necessary to make sure that the action taken results in what was intended, and to identify lessons to be learned to guide future risk management decisions; and

actively engaging stakeholders in all stages of the above process so that they can influence the assumptions and value judgements that permeate the whole procedure, and hence concur more readily with decisions emanating from it.

### **Recommendation 3: Communication**

**i) Improved communication with the public on risk issues and initiatives aimed at educating the public and raising the level of debate. A more mature relationship with the media to ensure that the public enter a risk debate better informed to contribute their judgements.**

#### **Action**

10. Departments to benchmark the handling of current risk issues against existing risk communication guidance.
11. Ensure risk education is embedded in the school curriculum, so that the public of the future can take an active and better informed part in risk based decisions.
12. A workshop for Ministers on risk and risk communication.
13. A series of discussions/seminars with MPs.
14. Media articles and events.

### **Recommendation 4: Trust**

**i) A public declaration by the Government on its approach to the management of risks.**



## **Action**

15. The Government to publish a broad policy statement, establishing key principles and procedures. The draft outline below suggests that such a statement could be built around the Better Regulation Task Force's principles of good regulation. The timing of such a statement would need to be considered and would need to be carefully drafted to reflect that, for example, scientific advice can conflict, stakeholders are diverse, there is a need sometimes to act quickly in emergencies, significant resources may be required (e.g. for an efficient appeals procedure), consistency does not necessarily imply the "same or identical", striking the right balance requires political judgement etc.

16. The Government will establish a Ministerial Committee to monitor implementation of these principles and publish an annual report.

### **Draft outline for public statement**

**Transparency** - We will clearly define and effectively communicate risk policy objectives, and the need for any government intervention, to all those concerned. We will publish departmental and agency frameworks used for reaching decisions on risk; the information upon which decisions are based; and any uncertainties, and interpretations, in scientific data. We will ensure that those being regulated understand their obligations and know what to expect from enforcing authorities.

**Accountability** - We will publish proposals and consult widely before decisions are taken, accepting cases where emergency action may be required. Citizens and business alike will have rights of recourse. We will ensure that there are well publicised, accessible, fair and efficient appeals procedures.

**Targeting** - We will produce practical, flexible and feasible solutions, legislating where necessary, that take into account all relevant factors and impacts. We will evaluate the outcomes of policy decisions and review our actions.

**Proportionality** - Any action we take will be in proportion to the risks, taking due account of any uncertainties and the need where necessary to adopt a precautionary approach. In striking the right balance we will take into account scientific advice, stakeholder views and the impact of both the risk and management options on all those affected. Any enforcement (i.e. inspection, sanctions) be in proportion to the risks and seriousness of the offence.

**Consistency** - We will ensure that government approaches to risks are compatible, including with our EU and other international obligations.

## **Annex 2: Best practice case studies**

### **DTI - flammable furniture**

1. In the mid to late 1980s, following a number of tragic fires caused by polyurethane foam furniture, there was increased pressure for stricter controls on the flammability of polyurethane furniture.



2. Against this background, DTI brought in the Furniture and Furnishings (Fire) (Safety) Regulations 1988. These Regulations are based on flammability performance tests for the furniture filling (often polyurethane) and the covering. The Regulations themselves were made in a fairly emotive climate and were not subject to much in the way of formal cost / benefit or risk appraisal. There were accompanying complications concerning coverage of second hand products, transition periods and the position of furniture provided with accommodation, but these were separate from the basic principle of regulation flammability performance. Industry initially thought they would be economically burdensome, but these costs were to some extent mitigated by appropriate transition periods and the requirements are now widely accepted within the UK. Recent analysis for DTI has suggested that deaths in fire have dropped from a pre 1988 high of over 700 deaths a year to just over 500 in 1995 and much of this can be attributed to the lower flammability of domestic furniture.

3. The recent importance of risk assessment, however, can be seen in the UK response to pressure within the EU against the UK Regulations. Manufacturers have used flame retardants in order to meet the lower flammability standards required by the Regulations. Flame retardant chemicals by their very nature (and in order to work effectively to retard flame spread) are stable and potentially persistent in the environment. This has caused environment bodies to focus their concern on risks associated with flame retardant chemicals. Recently an EU risk assessment was carried out on the polybrominated diphenyl ether flame retardants. Work carried out for the DTI by the University of Surrey on the "Risk and Benefits in the use of Flame Retardants" suggested that the flame retardants examined give only a small risk to human health and the environment and that the benefits in terms of fire safety outweigh that risk.

4. The strength of the UK position is reflected in the interest which the US product safety authorities have been taking in our experience - it seems likely that they will be introducing similar requirements. Equally risk assessment is able to shed additional light on the debate within Europe. Different lifestyles mean that the case for Regulation to reduce furniture flammability differs according to the balance of risk and benefit involved in different countries (e.g. in Southern European countries there is already a much lower danger from furniture fires).



### **MAFF - mycobacterium paratuberculosis (MPTB)**

1. A potential major food scare arose in June 1998 when provisional findings were notified in MAFF that mycobacterium paratuberculosis (MPTB) could survive in pasteurised milk contrary to previous Ministerial assurances. This suggestion was significant in that MPTB has been plausibly argued to be linked with Crohn's disease which causes chronic inflammation of part of the human intestine, although the connection remains unproven. The research work in question at Queen's University Belfast was known to be attracting media interest from Channel 4.

2. MAFF and DH established a joint strategy for handling the issue which involved taking the initiative with a public announcement of the unconfirmed research finding coupled with clear public health advice that there was no need to alter dietary habits. The dairy industry, National Farmers' Union, retailers and consumer groups were all briefed prior to the announcement. The chosen media spokesman was a scientist who was Vice-Chairman of the relevant advisory committee who combined both expert knowledge and a high level of communication skills to put the issue in perspective for ordinary people. The announcement on 10 August ran as the lead news item on successive TV bulletins. The Government was praised for putting the research information into the public domain whilst commentators universally endorsed the advice that there was no need to change milk consumption patterns. There was in fact no perceptible change in the public's pattern of milk consumption.



Below are a number of more radical suggestions on what could be done differently to improve the way in which risk issues are handled. The suggestions are in bullet form and have deliberately not been pre-evaluated by civil servants.

1. Restructure government to remove potential conflicts of interests which arise when departments are both sponsors and regulators of an activity.
2. Adopt a more radical/Scandinavian approach to Freedom of Information - expose policy advice to Ministers with minimal/no exemptions on grounds of commercial confidentiality;
3. Abolish advisory panels and expose ideas to full scientific community and seek thereafter to distil responses and identify consensus;
4. Alternatively, introduce new stage in regulatory process formalising period of consultation with business/consumer/other interests before regulations can be made (nb this is already part of Health and Safety at work Act);
5. Give officials - scientific advisers or policy staff - responsibility for making many/all public announcements on risk;
6. Review and amend proposals for agencies in the pipeline ( Food Standards Agency in particular) to extent necessary to meet all the recommendations in the main paper;
7. Invite all leading media organisations to plenary (No 10?) to discuss alternative/more adult approach to risk reporting; and
8. Introduce public review period to allow considered approach to new risks ( save those which identifiably present an immediate threat to life or limb).



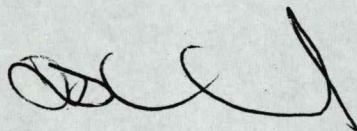
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*TOP-SECRET*  
*C. P.*

From: Dudley S Crossland, ESED  
Date: 17 March 1999 cc:  
To: See Attached Addressees

**SUBJECT: Y2K: INTERNATIONAL ACTION GROUP MEETING**

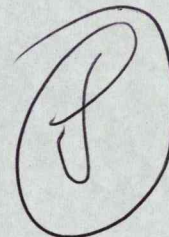
1. The next Y2K: International Action Group meeting will be held on 29 March 1999 at 11.15 am in room K123, Foreign and Commonwealth Office, King Charles Street.
2. I will notify you all separately concerning the agenda shortly, but it will follow the basis of the attached MISC(4) paper



Dudley S Crossland  
Science and Space Section  
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Tel: 0171 270 3092  
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NO. OF ATTACHMENTS: 0

*bt 29/3 → 0*



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**Y2K: International Action Group  
List Of Members**

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Kathryn Hutton	UND	270 2485	270 3942
Yinka Dawodu	UND	270 3403	270 3942
Mike Welch	Consular Division	238 4584	238 4582
Jim Atkinson	Consular Division	238 4510	238 4509
Philip Cooper	ISD CS	3905 5321	3905 5178
Emma Lockwood	News Department	270 3114	270 <del>3094</del> 1468
Trevor Edwards	British Council		
Barbara Robinson	British Council	389 4511	0171 389 4961
Andrew Young	Legal Advisers	270 3066	270 2767
Andrew Noble	SecPol	270 3765	270 2846
Alan Attryde	SecPol	270 3151	270 6385
Caroline Saunders	JEPD	215 8415	215 2452
Alastair Newton	ERD	270 2671	270 3443
Magnus Oman	ERD	270 3675	270 3443
Phil Hickson	OTD	270 1443	270 2879
Mike Mahony	HSE	717 6282	717 6680
Frank Evans	DETR - Aviation	3533 5659	676 2192
Carl Jennings	Home Office	271 8763	271 8553
Stephen Boddy	Home Office, Emergency Planning	273 3221	273 4094
Harry Hovard	Home Office, Emergency Planning	273 3708	273 4094
William Perrin	Assessment Staff	270 1218	
Mandy Mayer	Year 2000 Team, Cabinet Office	238 0376	238 0374
Sebastian Madden	Year 2000 team, Cabinet Office	238 0379	238 0374
Chris Horsey	DoH	972 6139	972 6560
Steven Murdoch	DoH		
Alan Hill	MAFF	1453 3521	
Ken Grimshaw	DFID	917 0459	917 0074
Vanessa Chandler	Action 2000	238 2313	238 2323
Ray Browne	DTI	215 1287	215 1800
Gerry Mogg	DTI		
David Longhurst	MOD	218 9914	2188 0617
Alesey Chun	HMT	270 4320	270 4976
John Salmon	MOD	218 3826	218 9526



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**INTERNATIONAL ISSUES : PRIORITIES FOR UK ACTION**

**MEMORANDUM BY THE MINISTER OF STATE FOR FOREIGN AND COMMONWEALTH AFFAIRS**

Previous FCO papers have identified action which has been important in building up a picture of the global Y2K scene. Much of that activity is still being pursued. I believe that there is now a need however for more specific activity targeted directly at the threats which have been identified in previous and parallel work.

Separate papers being submitted by my colleagues in the Ministry of Agriculture, Fisheries and Food, HM Treasury and the Department of Trade and Industry give detailed assessments of the interdependencies in their areas. This work, being undertaken in other departments, is important in assisting the FCO to identify areas where we can add value to the concerted effort.

To complement the work being done elsewhere and drawing on some of the analyses undertaken by my colleagues' departments, I submit a paper which identifies key threats to British interests by sector and location and recommends courses of immediate action to address the threats.

I invite MISC4 colleagues to consider and endorse the actions proposed. One general theme which emerges from them is that, as we move towards the increasingly specific identification of threats and formulation of responses, it will be important for all Departments and the agencies for which they are responsible to focus on the need for action within their sectors and, where appropriate, to conduct dialogue on Y2K issues with their overseas counterparts.

Derek Fatchett



**MILLENNIUM BUG : INTERNATIONAL ISSUES : PRIORITIES FOR UK ACTION**

**NOTE BY FCO OFFICIALS**

This paper focusses on key threats to British interests - what they are, where they are and what we might be able to do about them. Gaps in our knowledge remain. It is therefore important for the FCO to receive as much information as possible about the specific international concerns of other Departments so that further action can be formulated.

**THREAT 1 : FOOD SUPPLIES, PARTICULARLY PERISHABLES**

The disappearance of common food stocks from shelves would shake public confidence. The consequences could go beyond shortages in specific sectors: panic buying could for example lead to shortages in others. This risk is highest in the case of perishable food, which could disappear quickly from shelves. It is therefore critical that an uninterrupted food supply chain is maintained.

The UK imports 32% of its food, 65% of which comes from Western Europe. Most arrives by sea or road with the Port of Rotterdam as the hub for much of this trade. Other ports also play important hub roles (eg Antwerp, Tarragona). Apart from Y2K compliance of the port infrastructure itself, the smooth running of customs and excise processes will also be important.

**ACTION**

- British Embassies in European countries with key port operations will be instructed to approach port authorities direct to ascertain and assess the robustness of millennium compliance programmes;
- In parallel, Embassies will be instructed to make similar approaches to host government Ministries with responsibility for port operations;
- HMG, through DTI and MAFF should seek to encourage the food supply industry to track through their own supply chains, and to draw our attention to specific threats and possible responses;
- It might be helpful if HM Customs and Excise were to begin or intensify dialogues on Y2K compliance with key EU counterparts, particularly in the Netherlands, France,



Germany and Belgium.

**THREAT 2 : ROAD TRANSPORT**

It is also vital that the road transport systems to and from the hub ports are maintained. The disruption caused in the UK by recent haulage blockades in France illustrates the risks. Key dependencies in this sector are the French, German, Dutch and Belgian road infrastructures and the interfaces between them. Also critical are the cross-channel links - the ferries and channel tunnel. The European Commission has important powers and responsibilities in this area.

**ACTION**

- Dialogue already exists between Action 2000 and the French Y2K team. Action 2000 already plan to expand this to include Germany. Road infrastructure should be an important focus of these discussions, which should also be broadened to include dialogues with Belgium and the Netherlands;
- More detailed analysis might be helpful by DTI on the non-EU land routes for UK-bound road haulage vehicles, to determine the type of good and the UK dependency on it, and the vulnerability of the routes;
- British Embassies in key European land route countries will be instructed to approach the host government authority to seek details of compliance programmes (eg concerning motorway toll systems, traffic management in key transport intersections) and to make initial assessments of the vulnerabilities;
- The British Embassy in Paris will be instructed to approach directly the cross-channel ferry port authorities in France to ascertain the status of their compliance programmes; approaches will also be made to the relevant French Ministry;
- It might be helpful in DETR Ministers wrote to the EU Transport Commissioner inviting the Commission to produce an Action Plan for the mitigation of Y2K disruptions to key EU transport systems.

**THREAT 3 : AIR TRAFFIC**

Only 1% of the UK's freight travels by air. Passenger air traffic is the key issues. Millions of UK citizens travel abroad by air every year. Inward tourism is an important UK invisible export. Disruption in this sector could quickly undermine wider public confidence and/or cause economic damage (illustrated by the effects on the UK tourism and air travel industries of perceived terrorist threats to UK



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airlines in recent years). The industry itself is active and the physical safety of European airlines seems to have been addressed thoroughly. There are more doubts about air traffic control systems.

**ACTION**

- The CAA/DTI/DETR might undertake an analysis of the key air traffic control systems (including the hub links and possible vulnerabilities) which are important for UK airlines;
- This work could also be extended to include an analysis of the highest volume air routes in and out of the UK, where disruption would be most visible and potentially damaging;
- Based on these analyses further targeted actions could be considered, for example to encourage critical air traffic authorities to address concerns about their compliance;
- IATA should be pressed to release into the public domain the results of its work on international airport compliance.

**THREAT 4 : SHIPPING**

UK seaport cargo (imports and exports) in 1996 was 345 million gross tonnes, compared to 1.8 million tonnes of commercial air freight. Disruption to shipping would be felt in slightly slower time than in aviation; but could have more serious consequences for the UK economy. The Port of Rotterdam (already identified as crucial to food imports) is rumoured to be considering an attempt to ban "non-compliant ships" from docking. In addition there are obvious sea route choke points that may be at risk, eg the Suez and Panama canals and the English Channel Navigation System. More information is needed to assess these risks, encompassing not only the ships themselves but the routes and the external dependencies, such as navigations systems, weather reporting etc.

**ACTION**

- It would be helpful if DETR could undertake an analysis of the state of readiness and vulnerabilities of the key UK registered shipping lines;
- In parallel, the key sea trade routes feeding UK ports should be mapped, indentifying which ports abroad are most important to UK, including transit ports;
- British Embassies in Egypt and Panama will be instructed to approach the Canal authorities for information about their compliance programmes. In parallel, political



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approaches will be made to the host governments emphasising HMG's concerns;

- Further information will be sought from the US about the compliance of the Global Positioning Satellite System;
- The Meteorological Office's work on the Y2K compliance of the global weather reporting system should be analysed and disseminated to the transport industries.

**THREAT 5 : SAFETY OF BRITISH NATIONALS OVERSEAS**

As the recent atrocity in Uganda showed, this is a high profile issue, again with wider implications for public confidence in the response by Government to Y2K risks. We are committed to avoiding disruption to the services HMG provides to British citizens abroad. We shall shortly issue a travel advisory Note urging travellers to take account of the possibility of Y2K disruption in planning overseas travel.

**ACTION**

- The position is not yet sufficiently clear, but as more information becomes available, the FCO will undertake an analysis of where the threat of physical danger to UK nationals, eg through social unrest, is highest;
- In parallel, FCO and MOD will prepare contingency plans for evacuation of British nationals from high risk locations (on a worst case scenario). (These will build on existing contingency plans for use in the case of civil disasters).
- FCO will explore the possibility of pooling consular/evacuation plans and resources with close partners (eg US, Canada, Australia, New Zealand);
- FCO's public advice to travellers will be continually reviewed and updated as required. And the public advice of close partners will be constantly monitored and coordinated where possible.

**THREAT 6 : DEFENCE**

The central issue is nuclear weapons. Mod/Cabinet Office assess the risks as low; but the consequences of Y2K failure are potentially so serious that we should do all we can to build confidence before the millennium. The US has already begun such a process bilaterally with Russia.

**ACTION**

- We suggest a joint FCO/MOD approach to the US and Russia, to seek details of and offer a UK contribution to the embryonic US/Russia process;



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- We will consider with MOD the feasibility and desirability of approaches (either bilaterally or in wider partnerships) to all other nuclear weapon States, with the aim of building mutual confidence about the risk of Y2K failures in weapons systems.

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Top 08  
cc JJH  
PJ

**RESTRICTED - POLICY**  
Treasury Chambers, Parliament Street, London, SW1P 3AG

The Rt Hon Margaret Beckett MP  
President of the Council and Leader of the House of Commons  
Privy Council Office  
68 Whitehall  
LONDON  
SW1A 2AT

(f)

17 March 1999

Dear President of the Council -

**BID ON RESERVE FOR ADDITIONAL YEAR 2000 RESOURCES**

Thank you for your letter of 4 March.

2. I can agree with the proposed timing of the summer review, which I understand should be available in time for us to decide whether to proceed with an autumn campaign in July and the scope for involving the private sector in the campaign.

3. Regarding preparatory work to improve value for money for an autumn campaign, I am concerned that you should avoid nugatory spending and avoid closing off options including the option of not proceeding with an autumn campaign. But I can agree, provided as you say there is no commitment of resources until the review is completed and that any preparatory work is without prejudice to our decisions in the light of the review.





**RESTRICTED - POLICY**

4. I am copying this letter to the Prime Minister, Jack Cunningham and Stephen Byers, and to Sir Richard Wilson.

*Yours sincerely*  
*Alan Milburn*

**ALAN MILBURN**

*(Approved by the Chief Secretary  
and signed in his absence)*



file

**CHECK AGAINST DELIVERY**

**RT HON MARGARET BECKETT MP**

**PROGRESS ON TACKLING THE MILLENNIUM BUG WITHIN CENTRAL GOVERNMENT AND KEY PARTS OF THE NATIONAL INFRASTRUCTURE**

**5th Quarterly Review - March 1999**

**Introduction**

I am announcing today the results of the 5<sup>th</sup> quarterly review of progress in tackling the Millennium bug for government departments, agencies and key parts of the wider public sector. I have arranged for all completed questionnaires to be placed in the Libraries of the House and published on the Internet. To allow people to see at a glance how well individual departments and agencies are doing I will also be publishing tables illustrating their performance against a number of key criteria.

**Summary of progress within central government**

Good progress continues to be made by central government as a whole. The majority of bodies covered by this exercise are near to completing their correction programmes.

Almost half of departments and agencies have now completed their work on business critical IT systems - that means that the problems have been fixed, the fix has been tested and the system is back in operation. Progress for business critical embedded and telecommunications systems is equally good. On this basis we expect most departments will have finished work on their



## CHECK AGAINST DELIVERY

business critical systems by July. Ten bodies report they have already completed all of their correction work on critical and non-critical systems.

Costs remain relatively stable. The total estimate for central government departments and agencies now stands at just over £420 million, a two and a half percent increase on the previous quarter.

I am pleased to report that the Driver Vehicle Licensing Agency, Inland Revenue and the Medicines Control Agency which I named in my last statement have made significant improvements over the last quarter.

Slippage continues to be apparent in other cases, although most of these are minor adjustments of a month or two in the first half of this year. I do however have a number of specific concerns about departments' programmes. These include the Foreign & Commonwealth Office, although I acknowledge the unique difficulties they face in operating around the world. The Foreign Secretary assures me that the serious resources which the FCO is devoting to its Y2K programme and relevant system upgrades will ensure that the FCO is Year 2000 compliant worldwide in time. I have written to colleagues to express these concerns and will continue to monitor progress closely.

The Armed forces continue to make good progress in dealing with the bug, and the Ministry of Defence expects that the Royal Navy, Army and RAF front line units will be compliant by late summer. There remains, however, no room for slippage in the large and complex defence programme. I am providing more detailed information on the Ministry of Defence's programme in a separate section of the tables which I am publishing today.

I am pleased to report that work is also now well underway on business continuity planning. Departments are looking at the impact of possible bug related failures, both in their own systems and in key organisations within their supply chain, on their ability to continue to deliver key services. Most



## CHECK AGAINST DELIVERY

departments and agencies now have initial business continuity plans in place. Those that do not are required to produce one as a matter of urgency. These initial plans will be developed and tested over the course of the year. Details of progress in developing initial plans are available in the published returns.

All but five departments and agencies have had some form of additional assessment of their programmes, either by internal auditors or external experts. Of the remainder, all have plans for such assessments in place.

### **Wider public sector**

The returns for British Nuclear Fuels, the BBC, National Air Traffic Services, London Transport, the Bank of England, the Post Office and the General Consumer Council for Northern Ireland show that all are continuing to make good progress.

In my last statement I expressed concern about the Environment Agency's rate of progress in tackling the bug in its business critical embedded systems. I am pleased to report that this work is now 90% complete and is on course to be finished by the end of June.

Progress across the police service is mainly satisfactory, although a few forces have completion dates for business critical systems in the second half of 1999. Progress on business continuity planning however is disappointing. 27 of the 46 forces in England and Wales do not yet have an initial business continuity plan in place. The Association of Chief Police Officers' Millennium Co-ordination Committee is monitoring progress closely and its Chairman has recently written to Chief Constables to raise issues of concern. Her Majesty's Inspectorate of Constabulary is continuing to review individual forces' Year 2000 arrangements and identify areas for improvement. A similar process is taking place in Scotland



## CHECK AGAINST DELIVERY

The returns for the Fire Service in England and Wales show an improvement over the previous quarter. All brigades expect to complete work by the end of the year, although a few do not expect to complete work until the final quarter of 1999, allowing little room for slippage. Her Majesty's Fire Service Inspectorate will continue to monitor progress closely and offer brigades advice. Brigades in Scotland are moving forward to a similar timescale.

The results of the most recent NHS quarterly review in England were announced on 16 February. The number of organisations reporting good or satisfactory progress was slightly down on the previous quarter, at 91%. However 98% of NHS Trusts and Health Authorities met the NHS Executive's deadline of 31 December 1998 for having identified and resourced effective solutions for all Year 2000 problems that could pose a threat to patient safety. The estimated cost of remedial Year 2000 work remains at about £320 million. The NHS in Scotland and Wales are also making satisfactory progress.

The Audit Commission's latest analysis of progress across local government in England and Wales shows that the situation as a whole is slowly improving but much more work remains to be done. The new teams in Government Offices, announced by the Prime Minister on 25 January, are working with the Audit Commission and Local Government Association to help authorities, particularly those who are furthest behind, to prioritise their programmes and access advice and good practice. The picture in Scotland is similarly mixed and I am pleased that the Convention of Scottish Local Authorities and the Accounts Commission for Scotland are progressing work with Scottish Local Authorities.

Over the last quarter we have also taken steps to put in place a rigorous and independent assessment programme for those elements of the public sector



## CHECK AGAINST DELIVERY

that are key elements of our national infrastructure. These assessments will include the NHS, local government, emergency services, the criminal justice system and the payment of benefits and will reinforce our existing monitoring arrangements. This will give us one of the most, if not the most, objective and comprehensive monitoring regime in the world. I shall report on progress in my next quarterly statement.

### Summary

With less than 300 days to go until the century date change it is important that departments and agencies make the fullest and best use of the remaining time available. Looking at the overall picture, the vast majority are well placed to finish work on business critical systems in good time. However, in a few areas a concerted effort is required to ensure that the remaining work is finished to time. We will also be placing an ever increasing emphasis on business continuity planning as we move through the rest of the year.

This Government will continue to lead by example by making information on our progress in beating the bug regularly available to this House, and to the public.



File

## 99 FAILURES

### GENERAL

Two medical products, a Hewlett-Packard external defibrillator and Invivo's Research Inc.'s Millennia 3500 multiparameter patient monitor, perform basic functions properly, but display the wrong time and date if not reset properly. More than 39,000 of defibrillators and more than 2,000 patient monitors are in use around the world;

Various reports from programmers on the Internet of companies programmes they deal with hitting 99 problems and needing to be de-bugged.

### HONG KONG

On New Year's Eve 1999 hit the Marine Department. Hong Kong's Marine supremo, Tsui Shung-yiu, admitted his Department's vital information system which tracks vessels in and out of Hong Kong crashed on December 31. It was restored to normal operation later on the same morning. The virtual cyberspace iceberg which the shipping computer systems ran into was an early incarnation of the Y2K bug. Mr Tsui said: "Very luckily, there were no troubles in the harbour," and added that the system crash was a "good experience for us"

### SINGAPORE

Computerized taxi meters went dead at noon Jan. 1 for about two hours, according to The Sunday Times;

### SWEDEN

Stockholm's largest taxi service recently changed the way it calculates fares. But when 1998 became 1999, some of its computers didn't adjust properly and passengers were charged normal rates, instead of the higher holiday and late-hour fares. 'The problem has been patched and now we'll get to the root of the problem,' Taxi Stockholm managing director Anders Malmqvist said in a telephone interview Saturday;

Customers of Statoil, Norway's state oil company which operates about 600 gas stations in Sweden, couldn't use their credit cards Friday because pumps were programmed to accept them only through Dec. 1998. 'There was nothing wrong in the data technology, but rather it was we who programmed badly,' Statoil spokesman Henrik Siden told the regional newspaper Oestgoeta Correspondenten;

The day before, police at Stockholm's Arlanda international airport were temporarily unable to issue provisional travel documents to four travelers who had misplaced their passports, the Swedish news agency TT reported. When they attempted to input the date, some computers would not accept '99' and transmitted in response: 'end of run' or 'end of file.'

According to the Stockholm newspaper, 'Svenska Dagbladet', the modem-based 'Giroguide' payment service run by the PostGiro refused to process payments 'if the



payer provided a specific date in 1999'. (PostGiro is a convenient payment system run by the Post Office.) 'It was due to a programming error' that can depend on the combination '99' that, in some cases, is used to mark end-of-run.

## US

Albuquerque, New Mexico, Police and Fire systems went down over the New Year, according to local news report as reported on the Internet.

Cougar Mountain Software Inc. of Boise Idaho rushed the newest version of its Act Plus accounting program to Lynn Electric on Thursday after the small Bluefield, W.Va., company tried to close its 1998 payroll. It was using 3 1/2-year-old software unable to translate dates that included the year 2000. 'All the documents reverted to 1944," Cougar Mountain spokesman Dave Lakhani said. 'They were unable to process their payroll and had to order the update to correct the problem.' Even with the lost man hours, potentially lost data and the hassle of trying again to close its books over the New Year's holiday weekend, Lynn Electric got off cheap. The software upgrade cost only \$400.

In Anchorage, Alaska, the AM radio station KFQD was unable to receive The Associated Press' wire when the date changed. Jay White, chief engineer for the station, said the software for reading the wire went down Saturday morning and wasn't brought back up until Monday morning. When the date changed to Jan. 1, 1999, a bug in the out-of-date software hit the ``99" and ceased to function;





**RESTRICTED - POLICY**  
Treasury Chambers, Parliament Street, London, SW1P 3AG

The Rt Hon Jack Straw MP  
Secretary of State for the Home Office  
Home Office  
50 Queen Anne's Gate  
LONDON  
SW1H 9AT

(f)

Top ✓  
cc JJM  
PJ

17 March 1999

*Dear Secretary of State -*

**CIVIL CONTINGENCIES COMMITTEE VALIDATION EXERCISE -  
11 MAY 1999**

Thank you for sending me a copy of your letter of 20 January to Margaret Beckett, seeking confirmation of attendance at this Exercise. I apologise for the delay in replying.

- 2. I can confirm that Barbara Roche, the Financial Secretary, will be representing the Treasury on this Exercise.
- 3. I am copying this letter to Cabinet colleagues and to Sir Richard Wilson.

*Yours sincerely*

*Alan Milburn*  
P.P. ALAN MILBURN

*(Approved by the Chief Secretary  
and signed in his absence)*



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**THIS DOCUMENT IS THE PROPERTY OF HER BRITANNIC MAJESTY'S  
GOVERNMENT**

MISC4 (99) 24  
16 March 1999

COPY NO 1

CABINET

**MINISTERIAL GROUP ON THE MILLENIUM DATE CHANGE**

**A Note by the Parliamentary Under-Secretary of State, Department for Education and  
Employment**

**BUG BUSTERS**

I am delighted to report that the programme has been a resounding success. Demand for training has increased dramatically over the last 3 months. We have now not only achieved the Prime Minister's original target of 20,000 businesses trained by the end of March 1999, but we are well on the way to meet the extended target of another 10,000 places, funded from the original budget, which was announced by the Prime Minister in January. As at 5 March, 24,774 people had started courses and a further 9,474 had booked places. By the end, we estimate that between 32,000-34,000 people will have benefited from the training.

Although the free training programme has now been completed and has more than fulfilled expectations, the Bug Buster training infrastructure will remain in place with trainers continuing to provide training, but at commercial prices. The average cost per business of a two day Bug Buster course will come to about £750 per trainee, which is a sound investment compared to the potential financial damage posed by the Millennium Bug. The DfEE call centre will remain operational, helping callers with details of how to get trained against the Bug. Small businesses can also get advice and guidance on Year 2000 issues from their local Business Link.

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The Rt Hon Margaret Beckett MP

PRIVY COUNCIL OFFICE

68 WHITEHALL LONDON SW1A 2AT

Dear Hilary,

16 MAR 1999

OB  
TOP-41  
S-RR  
PU.  
P

Thank you for your letter of 10 March on the draft quarterly statement.

You expressed surprise that I should propose to refer to three DETR agencies in the statement and offer lengthy explanations why this would give misleading impressions of their millennium testing programmes. Now that you have seen their responses, I think you will agree that the state of preparedness that you now explain is not at all apparent from the questionnaires that these organisations submitted. It remains true that all three agencies have completion dates of August or September, for systems which they themselves describe as business critical. These dates leave little room for slippage, whether or not the issues arise because of changes in contractors or installation of new equipment.

I know that there has been intensive work by your officials and those in my Year 2000 Team over the past two weeks to try to establish the position of these agencies. As a result, I understand that their Chief Executives have agreed that their questionnaires, as first submitted, did not accurately reflect their position and have submitted revised versions. On this understanding, I agree not to name them in this statement.

These returns are published exactly as they are submitted, and I am sure you agree that it is important that they present a reliable picture of the organisations' state of play. I hope that these, and all other bodies submitting returns, will take extra care in submitting future returns so that we can avoid these lengthy negotiations.

I am copying this letter to the Prime Minister, Cabinet colleagues, the Attorney General, the Lord Advocate and the Lords Chief Whip, and to Sir Richard Wilson.

Regards

Margaret

MARGARET BECKETT

Hilary Armstrong MP  
PUSS  
DETR  
Eland House  
Bressenden Place  
London



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Top RR  
cc An  
PJ → J6



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Tŷ GWYDIR

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Oddi wrth Ysgrifennydd Gwladol Cymru

The Rt Hon Alun Michael JP, MP

WELSH OFFICE

GWYDYR HOUSE

WHITEHALL LONDON SW1A 2ER

Tel: 0171-270 3000 (Switchboard)  
0171-270 0538 (Direct Line)

Fax: 0171-270 0561

From The Secretary of State for Wales

Our Ref: CT/99-10694

15 March 1999

*Alun Michael*

**CIVIL CONTINGENCIES COMMITTEE VALIDATION EXERCISE  
11 MAY 1999**

Thank you for sending a copy of your recent letter to Margaret Beckett, requesting confirmation of Ministerial attendance at the above exercise.

I hope to be able to attend the exercise, as an observer. I look forward to hearing the lessons learned from it.

I am copying this letter to Cabinet colleagues and to Sir Richard Wilson.

*Yours sincerely*  
*Alun Michael*

Forward → The Rt Hon Jack Straw MP  
Home Secretary  
The Home Office  
Queen Anne's Gate  
LONDON SW1H 9AT

17/3



## Helena Hopkins

file

**From:** Owen Barder  
**Sent:** 15 March 1999 16:31  
**To:** Requests  
**Subject:** FW: Bug email message

pls file

-----Original Message-----

**From:** Alun Evans  
**Sent:** 15 March 1999 15:12  
**To:** David Peel; Siobhan Kenny; Jeremy Heywood; James Purnell; Owen Barder; Godric Smith  
**Cc:** Clare Hawley  
**Subject:** RE: Bug email message

David: See attached. Does this answer your queries pre lobby? A



MILL BUG FACTS.doc

-----Original Message-----

**From:** David Peel  
**Sent:** 15 March 1999 14:13  
**To:** Alun Evans; Siobhan Kenny; Jeremy Heywood; James Purnell; Owen Barder; Godric Smith  
**Cc:** Clare Hawley  
**Subject:** Bug email message  
**Importance:** High

I attach a draft press notice on the Millennium Bug email message the PM is sending out today. For the 4 o'clock lobby today - Alastair will need a cleared press notice.

He'll also need answers to the following -

\*how this email was sent (should that be in the PN under notes to editors - if so and if anyone can explain to me how it was sent I will include it)?

\*can small and medium sized firms can reply - and how?

\*has the PM ever done this before - has the Govt ever done this before?

\*75,000 small businesses is a poor hit rate out of 1.2m small firms - how will we reach the rest

\*how much did this exercise cost?

\* etc - those of you who know more about this email idea than I will be able to come up with more difficult questions that this I'm sure?

\*when did this email get sent?

<< File: MBUG BUSINESS EMAIL.doc >>



## **PRIME MINISTER'S EMAIL MESSAGE TO SMALL BUSINESSES**

- The Prime Minister sent his message to small businesses via the Business Link national network (a small business support organisation part funded by DTI and part by subscriptions)
- The message was sent to the central Business Link organisation and, through them, cascaded to all their small business contacts on Email (some 75,000 small firms)
- The message was sent from the PM at 3pm
- It will be forwarded electronically over the next hour or so
- DTI use Business Link to target a range of messages on small and medium sized enterprises. Ministers have done this before on some issues. The Prime Minister has never done this.
- It hits about 6% of all VAT registered small businesses. That is a small percentage but it is a high percentage of those which are on the internet.
- The message encourages small businesses to pass on the message to their suppliers (the "trickle-down" effect!) and to contact Action 2000 for advice and help
- Small firms can also reply direct by Email to their local Business Link if they want help
- It is just one part of the overall strategy of raising awareness
- It is remarkably cost effective. The actual cost of sending the message is negligible. (DTI has already paid for the service so it comes at no additional costs to central government)



FROM THE RIGHT HONOURABLE THE LORD IRVINE OF LAIRG



HOUSE OF LORDS,  
LONDON SW1A 0PW

→ *Ughe*  
*(100)*

15 March 1999

The Rt Hon Margaret Beckett MP  
President of the Council  
Privy Council Office  
68 Whitehall  
London SW1A 2AT

~~TOP-RR~~  
E: OS  
P.

Dear *Margaret,*

**MILLENNIUM DATE CHANGE: QUARTERLY STATEMENT TO PARLIAMENT**

Thank you for your letter of 3 March requesting comments on the draft statement to Parliament and the accompanying tables.

I take a very close interest in the progress being made in the organisations for which I am responsible. I am pleased that a number of them are able to report completion of their Year 2000 Projects already. We are close to completion in LCD headquarters and our Associated Offices, and in the Public Trust Office (98% and 93% respectively by the end of March). Our main compliance problem is in the core IT system in the Crown Court but I can assure you that my officials are well aware of the criticality of meeting the remaining milestones and of avoiding slippage.

As far as the tables detailing various aspects of progress are concerned, I do have a concern that they should be put in context by a clear mention in your statement for the need for them to be considered along with the full departmental returns. In isolation the tables give no clear picture of the relative size and complexity of departmental programmes and the comparisons they invite are potentially misleading.

I cannot emphasise too highly the need for the tables to be meticulously presented. Can I request that you ensure that they are printed with page numbers and correctly ordered? For example, in the first set of tables for Business Critical Systems, the table for Northern Ireland has been mistakenly interspersed with that for England and Wales, presenting a confusing picture. The headings for the tables should make it absolutely clear what is included (I assume that the first table covers IT, Embedded and Telecommunications systems but it should be explicitly stated) and the significance of some of the column headings in the later tables requires further explanation.



Like you, I am committed to openness about Year 2000 issues but we need to take considerable care in their presentation to ensure that public confidence is not unjustifiably undermined.

I am copying this letter to recipients of yours.

*Yours ever,  
Devry*



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file Top: SA  
cc: RR  
P



QUEEN ANNE'S GATE LONDON SW1H 9AT

12 MAR 1999

The Rt Hon Margaret Beckett MP  
President of the Council  
Privy Council Office  
68 Whitehall  
London  
SW1A 2AT

*Dear Margaret,*

**MILLENIUM DATE CHANGE PROBLEM:  
QUARTERLY STATEMENT TO PARLIAMENT**

Thank you for copying to me your letter of 3 March to John Prescott, asking for comments on a draft of your quarterly statement to Parliament on the date change problem.

I have no comments on this draft. I understand that a section on the police and fire services will be inserted in a later draft, and that the wording of this section will be agreed between officials.

I have a minor correction to make to Table 4c, showing progress on business critical telecommunications systems. This states that the Prison Service completed work on this type of system in March 1998. In fact it did so in November 1997.

I am copying this letter to the Prime Minister, the Deputy Prime Minister, Cabinet Colleagues, the Lord Advocate and the Lords' Chief Whip, and to Sir Richard Wilson.

*Yours ever,  
Jack*

JACK STRAW  
RESTRICTED - POLICY



## **BRIEFING FOR MRS BECKETT'S QUARTERLY STATEMENT**

### **THE ENDING OF FREE BUG BUSTER TRAINING**

#### **BACKGROUND**

1. Free Bug Buster training commenced very slowly last summer but has accelerated at such a pace that the Prime Minister's target of 20,000 businesses trained by end March 1999 has now been surpassed. A further 10,000 free places were made available in January, funded out of savings made from the original £26 million budget. Latest figures are a great success story with 24,774 starters on the course, of whom 22,376 have completed and a further 9,474 have booked. An infrastructure of over 180 accredited training providers has been created to deliver the training, which is accredited and quality assured by the IT National Training Organisation (IT NTO). TECs have brokered the arrangements between the businesses seeking to be trained and relevant training providers.

#### **CURRENT POSITION**

2. There will be no further funding to extend the number of free places on the Bug Buster scheme. This will mean that once the budget of £26 million is exhausted the offer of free training will cease - although this will happen at different times depending on how fast take-up has been within each region. It has already happened in certain areas of the West Midlands, London and the South East. By the end, we estimate that between 32,000-34,000 people will have benefited from the training. Bug Buster training will of course still be available, but at a cost to the business. Many businesses, small and large are still unprepared for the Millennium Bug according to Action 2000.

#### **QUESTION AND ANSWER BRIEF**

Q How is the Bug Buster scheme going?

A The programme has been a resounding success. Demand for the training has increased dramatically over the last 3 months and feedback from trainees has been that it was exactly what they needed.

Q How many people have been trained?

A As at 5 March, 24,774 people had started courses, of whom 22,376 had completed the training and a further 9,474 had booked. This means that not only have we already met the original target of 20,000 trained by the end of March, but we are on course to meet the Prime Minister's extended target of another



10,000 places.

Q How much has this cost?

A The budget was £26 million for 20,000 places. We have succeeded in reducing the unit cost of the course and are therefore able to deliver the 10,000 extra places out of the original budget.

Q Why is the Government removing this help at such a critical time?

A The Government has made a significant investment (£26 million) in pump-priming the training and setting up the infrastructure. The offer of free training was always time limited and that time has now elapsed. Our publicity material made it clear that time was running out and advised people to apply by mid-February. The training is still available, but at commercial prices.

Q What will the training cost at commercial prices?

A The average cost per business of a two day Bug Buster course will come to about £750 per trainee which is a sound investment compared to the potential financial damage posed by the Millennium Bug.

Q What other help is available apart from training?

A The DTI Business Link network can provide advice and guidance to small businesses on Year 2000 issues. At national level there is the Action 2000 helpline on 0845 601 2000.

Q Why is free training still available in some parts of the country and not others?

A Each TEC was allocated a budget for free training, based on the total number of businesses in their area. Businesses in some areas have been much quicker to take advantage of the offer and in those areas the budget has now run out.

Q What about Scotland, Wales and Northern Ireland?

A Separate arrangements were made by the Scottish, Welsh and Northern Ireland Offices. Free training is still available in Scotland and Wales.





Rathgael House  
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Co Down  
BT19 7NA

Minister of State

The Rt Hon Margaret Beckett MP  
President of the Council  
Privy Council Office  
68 Whitehall  
LONDON  
SW1A 2AT

(1 March 1999

*f*  
*LOB*  
*SA*  
*e-pu*  
*SCU*  
*Press*  
*Qs*

*Dear Margaret,*

**MILLENNIUM DATE CHANGE PROBLEM: QUARTERLY STATEMENT TO PARLIAMENT**

Thank you for copying to me your letter of 3 March 1999 to John Prescott with a copy of your draft statement to the House.

I am content with the general tenor of the statement in that it reflects the good work which has been done across departments and other organisation. Naturally, I am concerned at the specific mention of the Department of Finance and Personnel in Northern Ireland which is highlighted as continuing to cause concern. This Departments latest quarterly progress questionnaire showed that it had moved forward from a compliance date for business critical IT systems from January 2000 (obviously a cause for concern) to June 1999. This is a considerable achievement which reflects the effort the Department has put into addressing the problem and we will look into the reason for the delay on the non-IT front to see if the target date for completion can be moved forward. Our initial investigations show that this may in fact be due to a communications problem between two of our Departments. I note that all our Departments and organisations are continuing to make a concentrated effort to complete their compliance programmes on or before their target date and are progressing their business continuity planning as quickly as possible and this is reflected in the analysis.

I am copying this letter to the **Prime Minister**, Cabinet Colleagues, the Attorney General, the Lord Advocate and the Lords Chief Whip, and to Sir Richard Wilson.

*Yours ever,*  
*Paul*

**THE RT HON PAUL MURPHY MP  
MINISTER OF STATE**

Telephone: 01247 858177 Fax: 01247 858184



-EB



(F)

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TELEPHONE 0870 0012 345  
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The Rt Hon DAVID BLUNKETT MP

The Rt Hon Margaret Beckett MP  
Privy Council Office  
68 Whitehall  
LONDON  
SW1A 2AT

11 March 1999

Dear Margaret

**MILLENNIUM DATE CHANGE PROBLEM: QUARTERLY STATEMENT TO PARLIAMENT**

Thank you for providing me with the opportunity to comment on the draft of your next quarterly statement to parliament on progress across government to tackle the threat posed by the Millennium date change. I have no specific comments on the draft as offered.

As you will know from the returns provided by my officials, good progress continues to be made by both my Department, and it's Next Step Agency, the Employment Service. As work to secure compliance of business critical systems nears completion, the focus of work in my department and the Employment Service is shifting to the development of robust business continuity plans. Business continuity planning is an essential part of the Department for Education and Employment and Employment Service approaches to tackling the date change problem. Accordingly, I can assure you that there is no question of the issues being paid lip service in either DfEE or the Employment Service.

Copies of this reply go to the Prime minister, Cabinet colleagues, the Attorney General, the Lord Advocate and the Lords Chief Whip, and to Sir Richard Wilson.

Best wishes

*David Blunkett*

DAVID BLUNKETT





Michael Wills MP  
Parliamentary Under Secretary  
of State for Small Firms, Trade and Industry



**Department of  
Trade and Industry**

1 Victoria Street  
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E Mail Address  
tlo.wills@tlo.dti.gov.uk

The Rt Hon Margaret Beckett MP  
The President of the Council and  
Leader of the House of Commons  
Privy Council Office  
68 Whitehall  
London SW1A 2AT

10 March 1999

1. ~~of~~ 2. file  
SA  
C/A

Dear Margaret

I agreed at MISC4 on 16 February to provide the Committee with further information on a number of points raised by colleagues during discussion of the Department's paper 'Preparations to deal with the Year 2000 Date Change in the National Infrastructure' (MISC(99)9). The information requested is set out below, cross-referenced to the appropriate paragraph of the minutes.

m) None of the electricity, oil, gas, nuclear or telecommunication companies subject to independent assessment have been placed in the red category. I am not aware of any coal companies being in the red category, but definitive information on this will be available only once the independent assessment of the sector is completed shortly.

n) All gas companies have undertaken preliminary testing of their main import terminals for Millennium compliance, and no problems have been reported to date. Final testing of entire systems will take place in Q3 this year to ensure that upgrades or other changes have not inadvertently introduced other elements of non-compliance.

o) Upstream oil and gas, and downstream oil companies have indicated that in general they are in the blue category. The activities that remain in the amber category are concentrated in external dependencies, staffing and contingency plans. Work in these remaining areas is scheduled to be completed by end October. An independent assessment of the companies' work on the Bug is due in April.







The Rt Hon Margaret Beckett MP

March 1999

Work in the downstream gas and electricity sectors continues, and the results of independent assessments will be announced in March. This is expected to show substantial progress has been made since the National Infrastructure Forum on 21 January.

p) I have asked my officials to prepare a paper on the Post Office for discussion in the Committee at the end of April or in early May. This will include the more detailed breakdown of progress requested.

q) My Department's understanding is that the National Grid company is planning to operate the Anglo-French Interconnector at less than full capacity over the Millennium period so that the effect of any problem that may arise is minimised. The capacity of the interconnector is 2,000MW compared to a total generating capacity in England and Wales of more than 65,000 MW.

I am copying this letter to MISC4 colleagues.

*Yours ever*

*Michael*

MICHAEL WILLS



## Ministerial Group On The Millennium Date Change (MISC 4)

### Composition

President of the Council and Leader of the House of Commons (Chair)  
Minister of State, Department of the Environment, Transport and the Regions  
Paymaster General, Treasury  
Minister of State, Foreign and Commonwealth Office  
Minister of State, Home Office  
Minister of State, Scottish Office  
Minister of State, Ministry of Defence  
Minister of State, Department of Health  
Minister of State, Northern Ireland Office  
Parliamentary Under - Secretary of State, Department of the Environment, Transport and the Regions  
Parliamentary Under - Secretary of State, Department for Education and Employment  
Parliamentary Secretary, Cabinet Office  
Parliamentary Under - Secretary of State, Welsh Office  
Parliamentary Under - Secretary of State, Department of Social Security  
Parliamentary Under - Secretary of State, Ministry of Agriculture, Fisheries and Food  
The Chairman of Action 2000 and the Prime Minister's Adviser on the Year 2000 problem



*file*

RESTRICTED



DEPARTMENT OF THE ENVIRONMENT,  
TRANSPORT AND THE REGIONS

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BRESSENDEN PLACE  
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The Rt Hon Margaret Beckett MP  
President of the Council  
Privy Council Office  
68 Whitehall  
LONDON  
SW1A 2AT

OUR REF: PT/PSO/4319/99

10 MAR 1999

*TOP - CH*  
*C: OB*  
*RR*  
*PU*

*Dear Margaret*

**MILLENNIUM DATE CHANGE PROBLEM: QUARTERLY STATEMENT TO PARLIAMENT**

Thank you for your letter of 3 March to John Prescott attaching a copy of the draft quarterly statement to Parliament on the millennium date change problem.

I am pleased to note that the majority of departments and agencies are making progress in tackling the bug, and that the overall message in the draft statement is positive. I was particularly pleased to see the draft refer to the progress made by the Environment Agency, the National Air Traffic Services, and the Driver Vehicle Licensing Agency.

I also share your view about the importance of business continuity, and can assure you that this Department's initial business continuity plan will be refined and developed further over the coming months.

Turning to the detail of your draft statement, I was surprised to see that you were proposing to refer to specific concerns about the programmes of three DETR agencies: the Maritime and Coastguard Agency, the Driving Standards Agency, and the Vehicle Inspection Agency. Referring to these agencies as a cause for concern gives a totally misleading impression of their millennium testing programmes. The state of readiness of each of these agencies is set out below:

Driving Standards Agency

Two of the Driving Standards Agency's three key services will be millennium ready this month. The third concerns the out-sourced theory test booking system. In the December quarterly return, this system required minor amendments to be millennium ready and was due



**RESTRICTED**

for completion in March 1999. However, following the retendering of the theory test contract in December, the new contract was awarded to a new supplier, Sylvan Prometric. For service delivery reasons, Sylvan decided not to use the existing system. They are now in the process of developing a new booking system which will go into final acceptance testing in July/August 1999. Consequently the later delivery date in the March CCTA return has nothing to do with millennium bug issues, nor does it represent any slippage. It merely reflects the different service delivery approaches of the new supplier.

Maritime and Coastguard Agency (MCA)

I understand that, following discussion with officials from the Cabinet Office, the MCA has submitted an amended quarterly return which clarifies the progress that it has made over the last quarter. All but one of the MCA's corporate IT systems have been certified as being millennium compliant. The exception is the Coastguards Action Data System (ADAS), which is used to log the action taken during maritime incidents. It is about to be replaced by a new compliant rebuilt system, ADAS 2000, and installed in 23 Coastguard Stations. Whilst it was previously envisaged that installation would be complete by June, rigorous acceptance testing has meant that this date has shifted slightly. The installation will begin next month, and the MCA are confident that it will be complete by September. The MCA will shortly complete business contingency plans which will cover all its activities, including logging incidents, to ensure that its service does not suffer in the event of faults in ADAS or any other system.

Vehicle Inspectorate Agency

The Vehicle Inspectorate's position is in fact very good. 90% of its business critical IT systems have been replaced with completely new Year 2000 compliant systems. The remaining 10% will be replaced in all Vehicle Inspectorate offices by September.

Given the above, I do not feel that it is appropriate for the statement to the House to refer to the millennium programmes for these agencies as being a cause for concern. That would misrepresent the position. It could also result in unnecessary criticism and concern amongst the customers of the agencies and the Department, and could undermine the good progress that is being made to tackle the bug throughout this Department and its Agencies.

I would therefore be grateful for your reassurance that the draft statement will be amended by deleting the references to specific concerns about the programmes of these three agencies.

I am copying this to the Prime Minister, Cabinet colleagues, the Attorney General, the Lord Advocate and the Lords Chief Whip, and to Sir Richard Wilson.

*Yours sincerely*

*Hilary*

HILARY ARMSTRONG





Richmond House 79 Whitehall London SW1A 2NS Telephone 0171 210 3000  
From the Secretary of State for Health

Alle  
TOP - CH  
C: OB  
PU.

The Rt Hon Margaret Beckett MP  
President of the Council  
Privy Council Office  
68, Whitehall  
London  
SW1A 2AT

10 March 1999

**MILLENNIUM DATE CHANGE PROBLEM: QUARTERLY STATEMENT TO PARLIAMENT**

Your letter to the Deputy Prime Minister dated 3 March, copied to Cabinet colleagues asks for comments on the draft quarterly statement and tables showing how departments are tackling the millennium date problem.

I am pleased to see that the efforts being made by the Medicines Control Agency are being recognised. I am also aware my officials have already commented on some points of detail concerning the tables, which I assume will be taken up in the final version.

You comment on the latest quarterly monitoring returns for the NHS for 31 December 1998 which show the overall progress made against a wide set of criteria set by the NHS Executive, including staffing, contingency planning issues, computer systems and embedded chips. The latest figures show fewer organisations in the satisfactory category and more reporting good progress. This reflects the more stringent benchmarks applied this quarter. This does not necessarily mean organisations are slipping back but it will focus minds on where further action is required, as we will ask them to meet tougher targets.

The National Health Service is stepping up work to tackle a whole range of issues that will arise around the millennium and the Millennium





computer bug is one of them. During 1999 the performance of every NHS Trust and Health Authority will be monitored against progressively tighter benchmarks. This will ensure that a clear picture is drawn of progress in the NHS against a greater number of measures.

I am copying this letter to the Prime Minister, Cabinet colleagues, Attorney General, Lord Advocate, Lords Chief Whip and to Sir Richard Wilson.

A handwritten signature in black ink, consisting of a stylized 'F' and 'D' followed by a horizontal line and a flourish.

**FRANK DOBSON**





Richmond House 79 Whitehall London SW1A 2NS Telephone 0171 210 3000  
From the Secretary of State for Health

Top - FHM  
CRR  
CM  
PU  
Root M

**RESTRICTED - POLICY**

The Rt Hon Alan Milburn MP  
Chief Secretary  
HM Treasury  
Parliament Street  
London  
SW1P 3AG

→ Jeremy <sup>Free</sup>

Your comment's a bit unfair. I think what Frank is saying is I will stand firm if the rest of you do. The device of a millennium pot is purely to get round the DOL problem - we need not ever announce it publicly (or is that naive?)

March 1999

*Alan*

**YEAR 2000 BANK HOLIDAY WEEKEND - NHS PAY**

The NHS has been planning for some time to ensure effective services over the millennium bank holiday period. There are various risks to normal services from possible "Y2K bug" failures in critical areas, within the NHS and elsewhere, and also some risks on staff availability at a time of celebration (as well as general winter pressures).

National NHS Trades Unions have made a claim for special pay enhancements for staff working on the extra bank holiday and around that period. While the actual claim is exorbitant, I have considered carefully whether some pay recognition is appropriate, nationally or locally, for people working at the millennium holiday.

I am reluctant to pay people over the odds (we already pay double time for most staff on bank holidays). I am minded to reject a national deal and strongly discourage local deals. This may have additional costs but I will resist the idea that huge bonuses are in order. I want to emphasise the public service ethos, together with reinforcing good employer messages like helping staff with child care costs or transport breakdowns.

We need both to respond to the Trades Unions claim and the service soon. But it is important to have a co-ordinated view across Government. A firm approach in the NHS would be undermined by extra pay elsewhere in the public sector.

*dm813*





I would be grateful if colleagues would comment on how they are dealing with this issue; and if my approach will cause them any difficulties.

I would be grateful for a response within 2 weeks of the date of this letter.

I am copying this letter to Donald Dewar, Mo Mowlam, Alun Michael, members of MISC4 and Sir Richard Wilson

A handwritten signature in black ink, appearing to read "Frank Dobson". The signature is stylized with a large initial "F" and a long horizontal stroke.

**FRANK DOBSON**





# HOME OFFICE

Emergency Planning Division, Room 660  
50 Queen Anne's Gate, London SW1H 9AT  
Switchboard: 0171 273 4000 Fax: 0171 273 3078 Direct Line: 0171 273 4137

---

Our reference:

Your reference:

Date: 8 March 1999

Dear Colleague,

*WJ*  
*important*  
*for Y2K*

*Top - GH*  
*C: JS*

*(F)*

## NEW HEAD OF EMERGENCY PLANNING DIVISION

Following Sarah Paul's letter of 21 February, I am writing to let you know that Peter Davies, currently Head of the Home Office Procurement Unit, will take over as the Head of Emergency Planning Division immediately after Easter.

Peter hopes to spend some time with us before then, but if you have any urgent business which cannot be dealt with by direct contact with other EPD colleagues, I will be keeping things ticking over in the meantime.

I can also now announce that Sue Street's replacement as the Director of Fire and Emergency Planning, with effect from 7 April, will be Charles Everett on secondment from the Lord Chancellors Department.

*Yours Sincerely,*

*Tony Lewis*

**Tony Lewis**  
Emergency Planning Division





The Rt Hon Margaret Beckett MP

PRIVY COUNCIL OFFICE

68 WHITEHALL LONDON SW1A 2AT

*COB*

- 5 MAR 1999

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cc Po*

*Dear John,*

### MONITORING PROGRESS ON YEAR 2000 ISSUES

Recent discussions at MISC 4 have identified two areas in which we need to step up the level of information coming to Ministers as we move towards the Millennium. I am writing to let you know what these are, to explain my thinking on the issues and to outline the action I propose Ministers should take.

The first issue is improving information on progress in sectors covered by the Independent Assessment Project, from 'responsible bodies', in or linked to each Department. As you know, the responsible bodies for the providers of key public services are reporting regularly to the National Infrastructure Forum - the next meeting is on 21 April. However, the Forum only meets quarterly, and I do not think that we as Ministers can afford to be without up-to-date, and potentially privileged, information for that length of time, as the Millennium gets closer.

I propose therefore that Ministers in charge of the relevant Departments should arrange to receive information from their responsible body, or bodies, on a monthly basis, starting at the end of March. I would expect that these reports should cover:

- progress in the sector(s), including establishing the process of Independent Assessment;
- the latest results of the assessment process, and whether any of this information has not yet been passed to Action 2000;
- participation in the National Infrastructure Forum; and
- strategies for communication of plans and progress to customers.

In particular, I think it is important that this information is provided to us 'warts and all'. In general, I am satisfied that good progress is being made across both the private and public sectors. However, it would be foolish to assume that no problems will arise; and if they do, it is important that we are aware of them at an early stage. It is particularly important that we have early warning of service delivery organisations or processes likely to be categorised as "red", i.e. where there is significant threat of material disruption. Now is the time to understand that such problems exist, and to assure ourselves both that appropriate action is being taken to tackle them and that plans are being formulated for disclosure to those likely to be affected.



I would be grateful if these reports could be copied, as a matter of routine, to the Cabinet Office Year 2000 team.

The second issue concerns Business Continuity Planning, and specifically, proposed staffing arrangements over the Millennium. As I said in my letter of 1 March, which asked Cabinet Ministers to provide details of their personal information needs over the Millennium period, we shall need to be able to deal with a range of issues - not all of them bug-related - over that weekend. We need to take steps now to ensure that the right staff are available to support us in this.

I am pleased to report that the great majority of Departments and Agencies had initial Business Continuity Plans in place, as requested, by January 1999. Some, however, had not, and they have been asked to deal with that as a matter of urgency. I have asked for a further update at a MISC 4 meeting scheduled for 23 March. Following our discussion at MISC 4, I am more than ever convinced that this is an area in which we as Ministers need to take a close personal interest. Given the importance of this issue, I should be grateful if you and colleagues would consider how you might ensure that your Departments have suitable procedures in place. You might, for example, want to request monthly progress reports on Business Continuity Planning generally, and perhaps on some key areas, such as staffing, in particular.

Finally, you will wish to know what MISC 4 has agreed in respect of the publication of Business Continuity Plans. The Government has, of course, always been committed to being as open as possible on Year 2000 issues. However, such plans often contain sensitive material, and editing them for publication would be difficult and resource intensive. We have agreed therefore that the information on Business Continuity Planning in each Department's quarterly returns should be expanded, and published in the normal way. This should provide the public with the reassurance they need to maintain public confidence, without compromising national security or imposing an unreasonable burden on Departments. However, it will be up to individual Ministers to decide how much information to release in addition to that made public through the quarterly reviews.

I am copying this letter to the Prime Minister, Cabinet colleagues, MISC 4 members and to Sir Richard Wilson.

*Regards*  
*Margaret*

MARGARET BECKETT

Rt. Hon. John Prescott MP  
Deputy Prime Minister  
Department of environment Transport and the Regions  
Eland House  
Bressenden Place  
LONDON SW1E 5DU.



file



The Rt Hon Stephen Byers MP  
Secretary of State for Trade and Industry

Ms Clare Hawley  
Assistant Private Secretary  
to the Prime Minister  
10 Downing Street  
LONDON  
SW1A 2AA

Secretary of State  
Department of  
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5 March 1999

*Dear Clare*

~~Fixed~~

*C. W  
Sew  
AC*

You asked how we might distribute an e-mail message from the Prime Minister to small firms on the Millennium Bug. We could target around 75,000 small firms using the Business Link network.

Estimates from local Business Link partnerships suggest that they could on average reach around 6% of VAT registered businesses below 200 employees via e-mail, with regional variations. In real terms this would mean the message reaching around 75,000 businesses on the day it was sent, with the likelihood of onward transmission through their own supply chains.

The mechanism for undertaking the cascade would be quite straightforward. You would only need to e-mail a named contact at the Business link Network Company, who would then ensure onward transmission to the 85 Business Link partnerships. Staff within the partnerships would then cascade the PMs message to SMEs in their areas, and could encourage further onward transmission if required.

In order to ensure quick and efficient transmission it would be better to have plain text with a signature rather than any higher graphical content.

As to the actual message itself, we would be more than happy to provide a draft working in conjunction with the President of the Council's office.

*Yours, Chris*

CHRISTOPHER WOOLARD  
Private Secretary



Department of Trade and Industry

PE3014.DOC

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RESTRICTED - POLICY



The Rt Hon Margaret Beckett MP

PRIVY COUNCIL OFFICE

68 WHITEHALL LONDON SW1A 2AT

4/3/99

Dear Alan,

**BID ON RESERVE FOR ADDITIONAL  
YEAR 2000 RESOURCES**

Thank you for your letter of 1 March.

I am extremely grateful to you for your further consideration of this bid in the light of the concerns which I set out in my letter of 23 February. We will now be able to discuss with Action 2000 how to manage down the programme of work on the basis of the funds available.

Before doing that, I would like to clarify handling of the Summer review. I propose starting the review as soon as possible after the Spring booklet is published so that we are well placed for any Autumn campaign. To do this, appropriate questions will be included in the market research immediately following publication of the Spring booklet. Our officials can then consider the implications in time for the Autumn campaign.

We shall, however, need to make arrangements for an Autumn campaign ahead of the review, although of course we would not commit any resources until the review was completed. To fail to do this would jeopardise the campaign and bring financial penalties i.e. it would not be good value for money. The type of work we need to get underway is: beginning negotiations with the Royal Mail for a door drop; booking advertising space at the most competitive prices (i.e. sooner rather than later); and perhaps discussing style and content of the campaigns jointly so that we can benefit from cost reductions in using the same company and creative staff. I would be grateful for confirmation that you are content for us to proceed on this basis.

I am copying this letter to the Prime Minister, Jack Cunningham and Stephen Byers, and to Sir Richard Wilson.

Regards  
Margaret

MARGARET BECKETT

The Rt Hon Alan Milburn MP  
Chief Secretary  
Parliament Street  
London SW1P 3AG

5/3





# Better Regulation Task Force

Room 67a/3, Cabinet Office, Horse Guards Road, London SW1P 3AL  
Telephone 0171 270 6014 Fax 0171 270 6991

---

Chairman: Lord Haskins

4 March, 1999

Ms Clare Hawley  
APS Private Office  
10 Downing Street  
LONDON

*Queen*

*Ms Clare*

## Key Findings from Risk Seminar

I would like to take the opportunity to thank you for your involvement in the Risk Seminar on the 8<sup>th</sup> February, and for contributing to the discussion. For your information, attached is a summary note of the seminar, outlining the key points made in the debate.

The next stage in proceedings is that I will present our findings to the inter-Ministerial seminar which Jack Cunningham is hosting later this month. I am grateful for your input into our work on these challenges and I hope that the second seminar will be able to identify practical actions which can be taken forward to the Prime Minister. My preliminary thoughts are that these constructive outcomes might be:

- improved departmental and ministerial performance in the managing of risk;
- a more balanced, engaged response from media and pressure groups;
- intelligent information which will help citizens to manage risk for themselves;
- an approach which will increase the confidence of citizens in the government's ability to give proper advice and to act appropriately.

Yours sincerely,

*Chris*

CHRISTOPHER HASKINS



## Better Regulation Task Force

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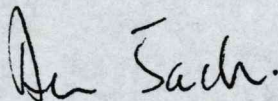
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**Chairman: Lord Haskins**

CRH/kev

3<sup>rd</sup> March 1999

The Rt. Hon. Dr. Jack Cunningham, M.P.  
Minister for the Cabinet and  
Chancellor of the Duchy of Lancaster  
Cabinet Office  
70 Whitehall  
London  
SW1A 2AS



Attached to this letter is a summary of the Risk Seminar we arranged on Monday February 8. My perceptions of the emerging issues are as follows:

The Mori Poll indicates the relatively low regard people have for the advice given by ministers, journalists and businesspeople. A key priority, therefore, must be to improve this situation if we are to manage risk sensibly.

The Mori Poll also indicated that people were most concerned about risks relating to crime, health, unemployment and drugs. It is felt that government has a particular obligation to protect vulnerable groups, but otherwise people seem to feel that, as much as possible, they should be allowed to make their own choices based on intelligent information and sound advice. The influence of the 'discredited' media over people's risk priorities is strong.

### **Possible Questions for the next Seminar:**

1. When should government intervene?
  - Clearly, the more certain the risk, the greater the need for action.
  - The protection of vulnerable groups is crucial
  - But there are risks inherent in over-reaction, such as the dangers of committing people to institutions and the trap of offering false security.



2. Evidence-based decisions:

- Policy must be based upon a careful appraisal of the likelihood of risk, including the benefits or disbenefits which may arise from regulation and, of course, not forgetting the cost.
- There is a particular need to reconcile the different perspectives based on evidence arising from individual departments: (the GMO debate covers two very different areas of risk – environmental and food safety).
- Government must be seen to be accessing the best scientific/sociological advice available.

3. Transparency:

- We can all agree on the need for an open discussion of risks and possible responses to such risks. It is crucial to raise the public's confidence in the advice given.
- We need to distinguish between areas where clear-cut advice and action is needed (the measles, mumps and rubella vaccination issue), as opposed to areas where uncertainty remains but choice is tolerable (unpasteurised milk).
- Information must be refined (by credible scientists and journalists) in order to be intelligible.
- The government needs a clear framework for dealing with risk, which should be based on our five principles of good regulation – transparency, accountability, targeting, consistency and proportionality. This should help the public to understand the basis for developing policies on risk.

4. Leadership:

- This is in my view the most critical aspect of successful risk management. Political leadership must be firm, confident, informed, consistent and helpful, especially when the evidence is not entirely clear-cut.

5. Periodic evaluation:

- It makes sense to review risk regulation from time to time to ascertain whether more or less intervention may or may not be appropriate.

**Expected Outcomes:**

My preliminary thoughts are that we are looking for four constructive outcomes from these discussions:



- a) Improved departmental and ministerial performance in the managing of risk.
- b) A more balanced, engaged response from the media and pressure groups when issues arise.
- c) Intelligent information which will help citizens to manage risk for themselves as much as possible.
- d) An approach which will increase the confidence of citizens in the government's ability to give proper advice and to act appropriately.

Copies of this letter have been sent to David Milliband, Claire Hawley and James Purnell

*Paul Walker*  
*Chris Haskins*

CHRISTOPHER HASKINS



## SUMMARY OF BETTER REGULATION TASK FORCE SEMINAR ON RISK

Monday 8 February 1999, Conference Room B, 70 Whitehall, 1000-1315

*Present:* Professor Peter Hennessy (Chair), Lord Haskins, Professor John Adams, Jenny Bacon CB, Professor Liam Donaldson, Robin Esser, Brian Gosschalk, Lady Sally Greengross OBE, Christine Hancock, Clare Hawley, Professor Christopher Hood, Michael Jarman, Sir Robert May FRS [left at 1210], Sheila McKechnie OBE, Bill Morris [left at 1300], Geoff Mulgan [left at 1130], Rt Hon Sir Patrick Nairne GCB KCB, Steven Norris [left at 1230], Dr Chai Patel, Professor David Pearce, Janet Russell, Sue Slipman, Professor Adrian Smith, George Staples QC, Nick Timmins

1. *Lord Haskins* welcomed delegates and outlined the background to the seminar. Expressing surprise that a similar event had not been previously organised, *Professor Hennessy* declared that 'government is about constant risk management'. He expressed his desire that the seminar should 'add value' to the government's process of improving risk management.

### Presentations

2. *Brian Gosschalk*, of MORI, presented the findings of their qualitative and quantitative work on **public attitudes to risk**. This indicated that:
  - people's highest worries were crime, health, unemployment and drugs;
  - there was low trust in government;
  - there was support for intervention where risk was substantial, where there was a role in limiting panic, where vulnerable groups were affected
  - in general, people felt that government should publish what information it had available and let them decide.Overall, despite inconsistencies, the MORI work showed mistrust, a desire for more openness, and support for legislation in certain areas.
3. *Adrian Smith* responded, focusing on some of the poll's contradictions (including the ambiguity of words such as 'independent'). He noted the problems of defining 'risk', and concluded that the biggest single message from the research was a desire for more openness.
4. Chris Haskins spoke on behalf of *Mary-Ann Sieghart*, on the subject of **Liberty and Choice**. Her paper discussed 'blame culture' and emphasised that the government did not take into account the **rewards** of taking risks. On this basis, it argued that government should only intervene when there were no rewards, or the safety of others was in danger. She supported clear information so that there was a wider understanding of scale and proportionality. She asserted that both over- and under-regulation led to mistrust.



5. *Sir Robert May* spoke on **Science and Scientific Uncertainty**. He explained that science is not a set of certitudes; that reliable predictions cannot always be made; and that there was a great deal of scientific ignorance. However, he insisted that there was no safe path, and that both over- and under-reaction held dangers. In support of this government could take steps to make processes open, but he warned that **openness had costs**.
6. *Jenny Bacon* spoke on **Health and Safety**. She discussed HSE's experience of best regulatory practice, including factors affecting risk perceptions; the need for targeting; understanding of risk amplification; the impossibility of 'zero risk'; and the social acceptance of risks. She believed that this was a political (rather than scientific) issue, and to this end government could regulate (by setting standards / targeting), research (to reduce risk and uncertainty), inform and offer guidance (to risk creators and the public) and act after incidents (to determine liability / fix compensation). In addition, she felt that protecting vulnerable groups was a clear priority, as was improving public understanding and confidence (through clear communication and a framework for decision taking). Having outlined some lessons from the past, she concluded that best practice should include
  - openness, involvement and communication,
  - a clear framework for decisions and processes,
  - best regulatory practice (5 principles),
  - peer review of expert judgement,
  - research and evaluation to scope uncertainty
  - simplify, exemplify, not quantify.
7. *Nick Timmins* spoke on **vulnerable groups**, and said that, as interpretation of what constituted a risk varied, there was no simple answer. He discussed how attitudes to risk had changed over time, and how individual choice had to be balanced against the needs of society. With reference to care of the elderly, he pointed to the need for a better discussion of health care.

### **Round Table Discussion**

8. The debate opened with a discussion of the costs / benefits of **transparency** in the **medical health** context. It was suggested that, while a clear cost/benefit analysis could be made for some specific treatments, at other times risks needed balancing with freedom of choice. On a practical level delegates felt that confessing to lack of knowledge was difficult in the public realm, because openness could be interpreted as dishonesty. This was especially true of many fast moving risk issues, where judgements about causality were needed rather than further evidence. **Communication** was identified as a problem.
9. It was suggested that political fear of the **media** was a cause of poor risk communication, and that better levels of reporting, as well as a Freedom of Information Bill might resolve this. Some felt that that many in the media were 'individualists' (as reflected in their reporting); yet that many people did not have



the 'freedom' to choose. Delegates advised against knee-jerk reactions to media pressure and expressed support for revealing all the facts. In **defence of the media** it was alleged that the demand for certainty was a hang up from days of 'paternalistic government'. Some believed that the media and public would respond intelligently to **openness** (despite initially adverse headlines). In agreement, there was an observation that both the media and public were **inconsistent**; but a belief that increased regulation led to increased blame and compensation culture.

10. However, it was argued that no risks were consequence free. It was agreed that there were clear **costs to risk reduction**, and that these were generally not considered. For example there could be a financial cost to both the recipient and producer. It was also argued that there were **costs of openness**, for example the undermining of trust by delegation of too much choice to the individual (i.e. dangers of swamping people with too much complex detail). There was a wish for government to be less condescending, to emphasise a sense of 'we're all in it together'; and for information to be seen as positive rather than suspect.
11. In addition it was felt that a top-down **change of climate in Whitehall** would be needed for **greater openness** to be achieved. There was support for wider awareness of public perspectives, especially by 'Whitehall insiders', before government made decisions. There was agreement that government should not only make information available, but should be seen to be transparent. With regard to **trust**, it was observed that often the most informed (Ministers) were the least trusted, but the least informed (friends/ family) were most trusted. Part of a system to rebuild public confidence might include a recognition of and apology for past mistakes.
12. Others expressed a belief that government had become too dependent on a closed system of **scientific advice** (rather than a legal or consultative system). This coincided with a decline of faith in science, and greater access to information. Yet it was observed that people never acted on all the guidance they were given. It was stated that the UK was second only to Denmark in the **scientific literacy** of its population, even though people tended to place too much trust in science.
13. As a result the need for a **new model for risk management** was reiterated, which would set out a system for openness, communication and consultation. There was hope that the Food Standards Agency would prove to be a success in this area. With regard to **government mechanisms**, it was noted that many regimes for risk regulation were not joined up, specifically in relation to differing risk logics:
  - responsive logic (that government should respond to public attitudes)
  - capitalist logic (that government should respond to market failures)
  - bargaining logic (that government should negotiate with key stakeholders for solutions).

Alternatively, there was a call for a **taxonomy of risk**, to distinguish between the different topics raised in discussion. This might include both a taxonomy of agents (instigators, victims, knowledge) and a taxonomy of outcomes (both positive rewards and negative costs). A further distinction was offered between risks



directly perceived (e.g. riding a bicycle, where effective intervention is problematic), risks perceived through science (e.g. disease), and virtual risk (areas of uncertainty/complexity).

14. On the issue of **intervention**, there was discussion of the need for further assessment of the precautionary principle. Speakers asked what actions would limit damage, and stated the need to **convert information into intelligence** (for example by talking to NGOs and key stakeholders). Concerns about openness and information were reiterated, but with emphasis that information needed synthesising, in particular with **education** as a key.
15. Other delegates addressed **the role of government**. The view was held that while government was "gatekeeper" of its citizens interests, individual choice should not usurp **the duty of citizenship**. In addition there was a call for the phrase "**nanny state**" to be dropped, as it obscured debate. It was noted that legislation responded to vested interests, but there was a belief that government could forge outcomes (along the lines of the HSE model). It was also asserted that institutions were by nature high risk and that openness would tackle this.
16. A request was made for consensus on a definition of **vulnerability**. Vulnerable groups were defined as those with no stakeholders to represent them, or those without a safety net. Delegates sought clarity about who was being protected. The gap between perceptions and reality (e.g. elderly fear of crime) was also discussed.
17. Other specific risk issues were discussed. It was noted that 'good government administration is the anticipation of agitation', and surprise was expressed that public concern over terrorism and the millennium bug seemed low. On **financial risk**, it was perceived that while 'retail investors' should be protected by regulation, 'wholesale investors' should be allowed to take risks, and that this had implications for the nation's GDP.
18. The Chair concluded by re-iterating the need to convert information into intelligence and asked each delegate to note down **5 bullet points for action**.

Christian Turner  
Secretary to the Task Force  
February 1999





The Rt Hon Margaret Beckett MP

PRIVY COUNCIL OFFICE  
68 WHITEHALL LONDON SW1A 2AT

~~cc Pat Dixon~~

Re  
Top: CH  
cc: B

Dear John,

**MINISTERS' INFORMATION REQUIREMENTS OVER THE MILLENNIUM  
HOLIDAY PERIOD**

**Summary**

This letter requests Cabinet Ministers to provide details of their personal needs for information about incidents which might be attributed to the bug over the millennium date change period. These will be incorporated in the millennium information management plan which will be reported to MISC 4 in due course. The plan will include a central information management centre linked to Departments and other information sources. A response is requested by Wednesday 31 March.

During the millennium date change period, we are planning to set up a central information management centre staffed by officials from the Year 2000 Team in the Cabinet Office and a press team led by Mike Ricketts, who has responsibility for our Year 2000 communications. This will liaise closely with the Domestic and Economic Secretariat in the Cabinet Office on issues related to the Civil Contingencies Committee.

The centre will need to have a good overview of events both at home and overseas, including good news as well as bad, so as to be able to provide accurate and up to date briefing to the Prime Minister, myself and other Ministers who might be required to respond to events affecting their Departmental interests. Although the centre will be able to monitor the media, it will rely on Departments to condense and analyse information from their areas and feed these to it.

The Domestic and Economic Secretariat have asked Departments to provide information covering:

- how they intend to monitor the effect of Y2K on their Departments, agencies and sponsored sectors, over the holiday period and when many businesses start up again on 4 January;
- how they envisage communicating that information to Departmental Ministers and the centre;
- how they intend to address civil contingencies, whether or not caused by / aggravated by



Y2K problems (or confirmation, if appropriate, that their normal civil contingency arrangements will be in place unchanged);

- what arrangements are being made for internal and external communications, for example whether their press office will be staffed throughout the period;
- how they plan to ensure a communications link is maintained with their Department's emergency planners.

However, so that we can ensure that both the information management centre and Departments can provide an effective and efficient service to Ministers, it would be helpful to officials working on the information management arrangements to know what key information we, as Ministers, will want personally. It seems likely that this information will fall into three broad categories:

- that which relates to our own departmental responsibilities;
- general information about Millennium Bug problems at home and abroad (including good news about how problems have been satisfactorily resolved, as well as bad news); and
- general information about non-bug related problems over the millennium weekend, such as electricity cuts caused by bad weather (again including good news about how problems have been dealt with, as well as bad news).

Officials in your own Department will, of course, be dealing with the first of these, but it may be that the latter two categories will need an input from the information management centre. I should therefore be grateful if you could give some thought now to your personal information needs over the millennium period (for these purposes, considered as 31 December 1999 to 6 January 2000), and those of Ministerial colleagues in your Departments, and let me know your requirements. These can then be incorporated in the millennium information management plans which will be reported to MISC 4 in due course. A reply by **Wednesday March 31** would be very helpful.

I am copying this letter to the Prime Minister, other Cabinet colleagues, MISC 4 members and to Sir Richard Wilson.

Regards  
Margaret

**MARGARET BECKETT**

Rt Hon John Prescott MP  
Deputy Prime Minister  
Department of Environment, Transport and the Regions  
Eland House  
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LONDON SW1A 2AA

The Rt Hon DAVID BLUNKETT MP

3 March 1999

Dear Clare

### **BUG BUSTER TRAINING PROGRAMME**

I am writing to confirm our telephone conversation yesterday morning and to follow up my letter of 24 February 1999.

We have now delivered the original target of 20,000 places within the timescale and are very close to filling the additional 10,000 places announced in January by the Prime Minister. Some areas in the country, where demand is particularly high, have already exhausted their funding and are beginning to compile waiting lists in the hope that more money might be found. There are, however, a couple of areas where training take up has been slow and will continue into June.

As I confirmed yesterday, it will not be possible to sustain the programme without additional funds being released by the Treasury. My Secretary of State raised the possibility of additional funding for an extension to this programme with the Chancellor last week. We have considered other options including opening up the programme to the unemployed through the New Deal route which we decided against as very few employers would be willing to take on an unemployed person to deal with such a sensitive issue. We have consulted DTI who confirmed there is no prospect of any further funding from any of their budgets or initiatives. The only way to allow the training to continue is at normal commercial rates.

On the assumption that there are no additional funds available, we shall shortly need to inform our network of training providers that programme funds have almost been used up. Early notification of this will allow them to reduce marketing activity and manage the expectations of employers. This 'soft landing' approach is important in reducing any negative publicity that may occur because of the removal of the 'free' element of the training. If, exceptionally, further funds are indeed likely to be available I would be grateful if you would let me know urgently.

*Gay*

*Lindsey*

**LINDSEY BROWN  
PRIVATE SECRETARY**





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The Rt Hon Margaret Beckett MP

PRIVY COUNCIL OFFICE  
68 WHITEHALL LONDON SW1A 2AT

- 3 MAR 1999

Dear John,

**MILLENNIUM DATE CHANGE PROBLEM: QUARTERLY STATEMENT  
TO PARLIAMENT**

I have just received the results of the fifth quarterly review of progress by Departments, Agencies and key parts of the wider public sector in tackling the Millennium bug. I intend to announce the results by way of an oral statement to the House, press notice and press conference on Tuesday 16 March.

I attach a draft copy of the statement. **I would welcome colleagues' comments on it by close on Wednesday 10 March**. I also attach a series of draft tables, which will be published alongside my statement and Departments' quarterly returns, and which illustrate how well Departments and Agencies are doing in tackling the bug against a number of specific performance criteria.

The overall message in the statement is positive. The majority of Departments and Agencies are making fair progress in tackling the bug. However, the review has identified a number of areas where much work still remains to be done between now and the century date change. I will be writing to colleagues separately on the basis of these concerns.

However, I would like to express a general concern about the continuing slippage in the completion dates for work on business critical systems that was apparent in the returns. In the majority of cases the slippage has been relatively minor, a few months in the first half of the year. As insignificant as such slippage may appear, it does add to the burden of work to be done in the time remaining. I would also make the point that it is extremely difficult to communicate the central message that the Government is taking the problem seriously and in control when slippage continues to occur. Of particular concern are those few organisations which have, even at this late stage, slipped significantly towards the end of the year.

We must continue to work hard to contain any further slippage. I would look to all colleagues to assure themselves that the problem is being given a high enough priority within their Departments and is being adequately resourced.



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As we move through 1999 more attention must also be paid to business continuity planning. While virtually all Departments now have initial business continuity plans in place, my suspicion is that a number of organisations are merely going through the motions. I would remind all colleagues that testing can never give complete assurance, nor can the cumulative impact of possible failures in the wider environment or in supply chains either be properly predicted or discounted. A variety of system failures and other problems will undoubtedly occur despite our best efforts. But we can ensure that the impact on government is minimised by ensuring that we have proper business continuity and contingency plans in place. The best of private sector organisations have already been working on their business continuity plans for some considerable time and are devoting considerable resources to the problem. Reuters, for example, expects to spend £14 million in this country alone on implementing its business continuity and contingency planning for the bug. We must treat the issue with similar importance.

I am copying this letter to the Prime Minister, Cabinet Colleagues, the Attorney General, the Lord Advocate and the Lords Chief Whip, and to Sir Richard Wilson.

By order  
Margaret

MARGARET BECKETT

The Rt Hon John Prescott MP  
Deputy Prime Minister  
Department of the Environment, Transport & the Regions  
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Version 5 - 1 March

**RESTRICTED****PROGRESS ON TACKLING THE MILLENNIUM BUG WITHIN CENTRAL  
GOVERNMENT AND KEY PARTS OF THE NATIONAL INFRASTRUCTURE****5th Quarterly Review - March 1998*****Introduction***

I am announcing today the results of the 5<sup>th</sup> quarterly review of the progress that government departments, agencies and key parts of the wider public sector are making in tackling the bug. I have arranged for all completed questionnaires to be placed in the Libraries of the House and published on the Internet. To allow the public to see at a glance how well individual departments are doing I will also be publishing tables illustrating organisations' performance against a number of key criteria.

**Summary of progress within central government**

Good progress continues to be made by central government as a whole. The majority of bodies covered by this exercise are now coming towards the end of their correction programmes.

Almost half of departments and agencies have now completed their work on business critical IT systems - that means that the problems have been fixed, the fix has been tested and the system is back in operation. The figures are similarly positive for business critical embedded and telecommunications systems. On this basis we expect most departments will have finished work on their business critical systems by the mid year point. 10 bodies have reported that they have completed all of their correction work on critical and non-critical systems.



Version 5 - 1 March

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Costs remain relatively stable. The total estimate for central government departments and agencies now stands at just over £420 million, a two and a half percent increase on the previous quarter.

I am pleased to report that the Driver Vehicle Licensing Agency, Medicines Control Agency and Inland Revenue which I named in my last statement have made significant improvements over the last quarter. Slippage continues to be apparent in other cases, although most of these are only minor adjustments of a month or two in the first half of this year. I do however have specific concerns about the programmes of the [Maritime & Coastguard Agency, Foreign & Commonwealth Office, Valuation Office, Driving Standards Agency and the Vehicle Inspection Agency and MoD]. Within Northern Ireland the Department of Finance and Personnel continues to cause concern. I have written to colleagues to raise these concerns and progress in these organisations will be monitored closely.

I am pleased to report that work is now well underway on business continuity planning. Departments are looking at the impact of possible bug related failures, both in their own systems and in key organisations within their supply chain, on their ability to continue to deliver key services. [All departments report they have initial business continuity plans in place.] These initial plans will be developed and tested over the course of the year. Details of these initial plans are available in the published returns.

All but five departments and agencies have had some form of additional assessment of their programmes, either by internal auditors or external experts. Of the remaining five, all have plans for an assessment in place.

#### **Wider public sector**



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Within the wider public sector I am publishing returns for the United Kingdom Atomic Energy Authority, Advisory, Conciliation and Arbitration Service, and General Consumer Council for Northern Ireland for the first time. The returns for British Nuclear Fuels, the BBC, National Air Traffic Services, London Transport, the Bank of England, the Post Office show that all are continuing to make good progress.

In my last statement I expressed concerns about the rate of progress by the Environment Agency in tackling the bug in its business critical embedded systems. [I am pleased to report that this work is now 90% complete and is on course to be completed by the end of June.]

**[Police]****[Fire]**

The results of the most recent quarterly monitoring returns from all NHS Trusts and Health Authorities in England were announced on 16 February. The number of organisations reporting good or satisfactory progress was slightly down on the previous quarter at 91%. However 98% of NHS Trusts and Health Authorities met the NHS Executive's deadline of 31 December for having identified and resourced effective solutions for all Year 2000 problems that could pose a threat to patient safety. The estimated cost of the problem remains at about £320 million. The NHS in Scotland and Wales are also making satisfactory progress.

The Audit Commission's latest analysis of progress across local government in England and Wales shows that the situation as a whole is slowly improving, but much more work remains to be done. The new teams in Government Offices, announced by the Prime Minister on 25 January, are now in place and will work with the Audit Commission and Local Government Association to help authorities, particularly those who are furthest behind, to prioritise their programmes and access advice and good practice. The picture in Scotland is



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similarly mixed and I am pleased that the Council of Scottish Local Authorities and the Accounts Commission are progressing work with Scottish Local Authorities.

Over the last quarter we have also taken steps to put in place a rigorous and independent assessment programme for those elements of the public sector that make up a key part of our national infrastructure. These assessments will include the NHS, local government, emergency services, the criminal justice system and the payment of benefits and will reinforce our existing monitoring arrangements, providing greater public confidence about the plans of these key parts of the national infrastructure. This will give us one of the most, if not the most, objective and comprehensive monitoring processes in the world. I shall report on progress in my next quarterly statement.

### **Summary**

With fewer than 300 days to go until the century date change it is important that the fullest and best use of the remaining time available is made by departments and agencies. Looking at the overall picture, the vast majority of departments and agencies are well placed to finish all work on business critical systems in good time. However, in those few areas I have identified today a concerted effort is required to ensure that the remaining work is finished to time. We will also be placing an ever increasing emphasis on business continuity planning as we move through the rest of the year.

This Government will continue to lead by example by making information on our progress in beating the bug available to the House and thereby to the public at regular intervals. We will not shrink from our task in tackling the bug. Neither will we shrink from keeping the UK informed.

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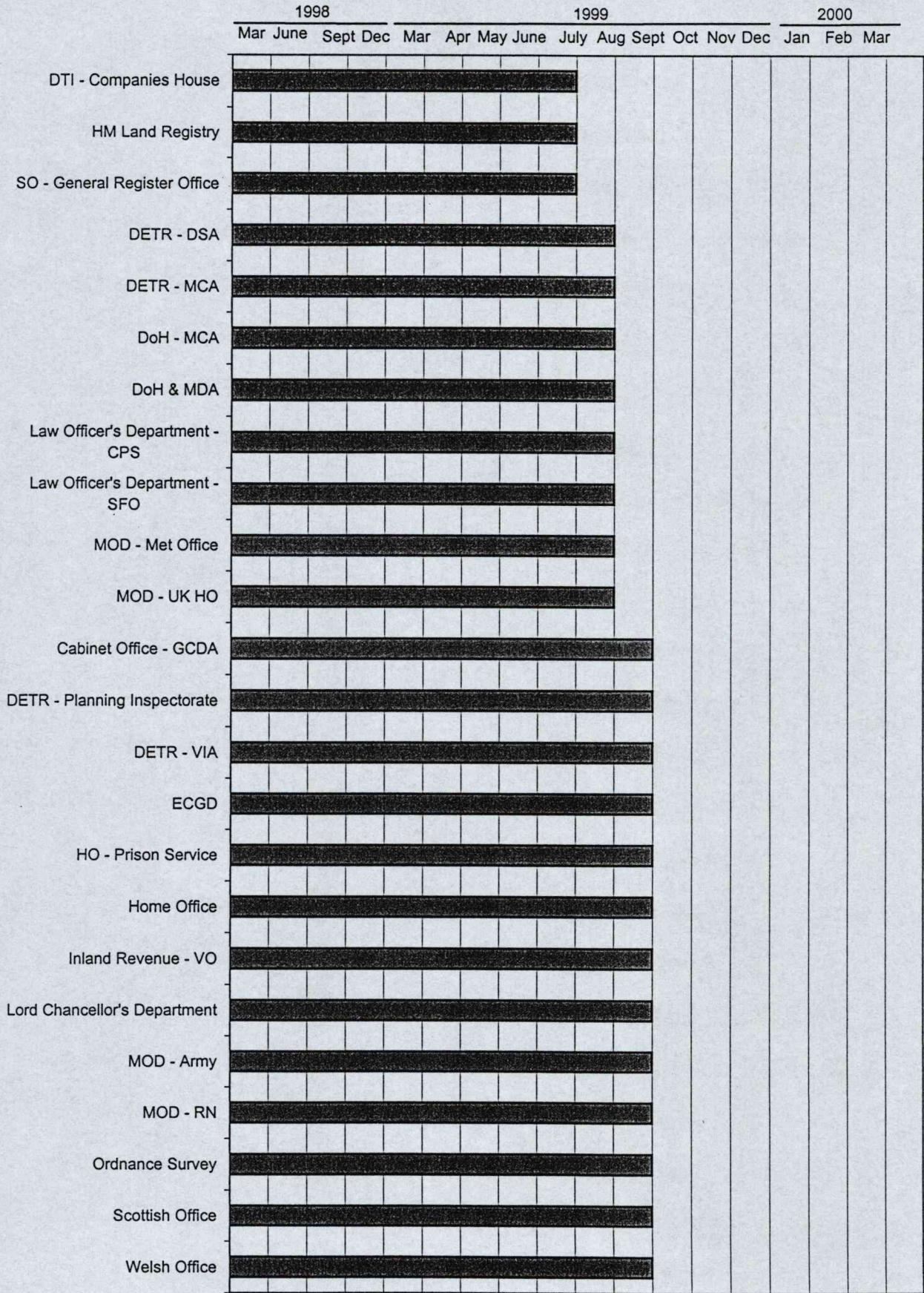








Latest Date for Business Critical Systems





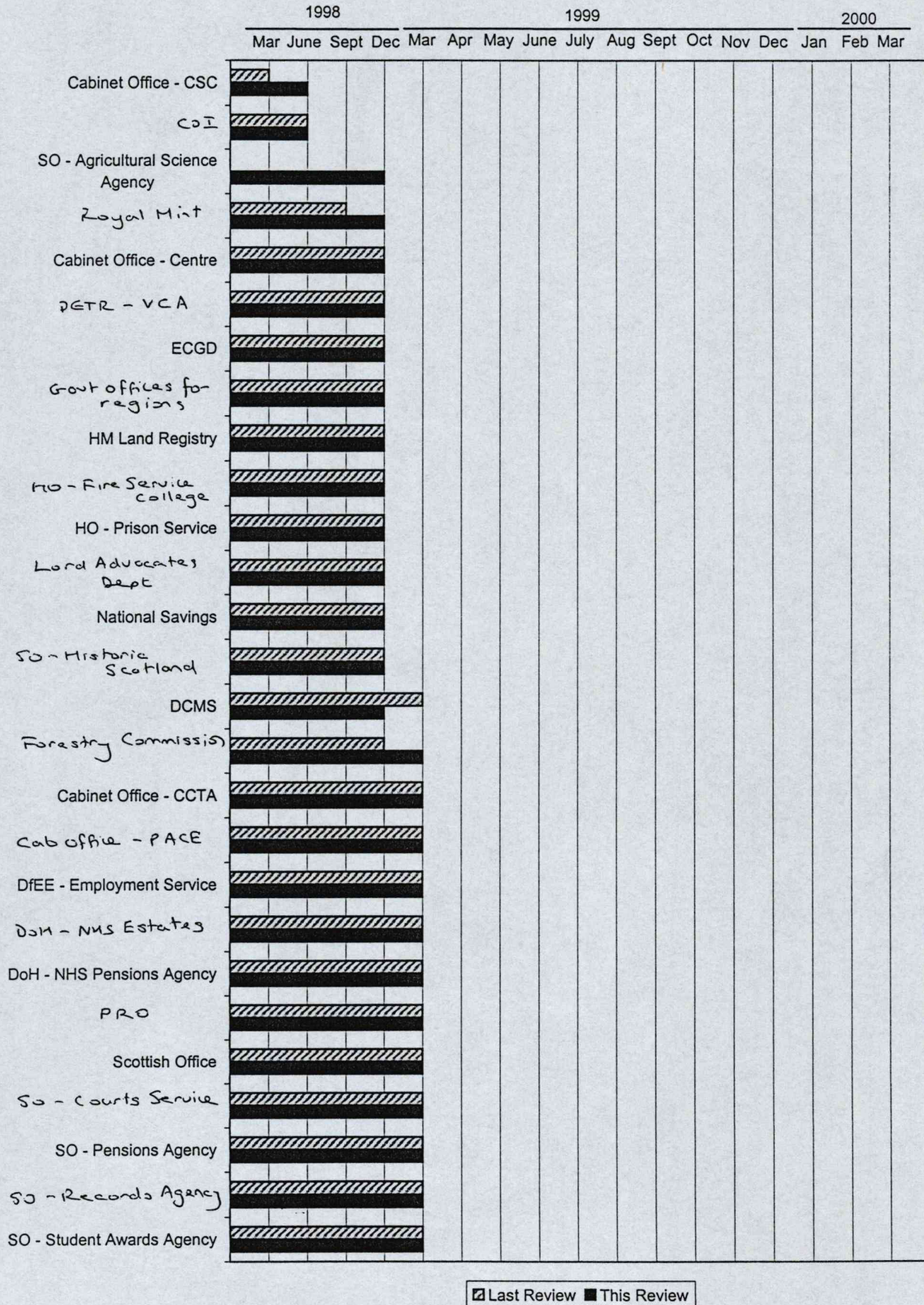








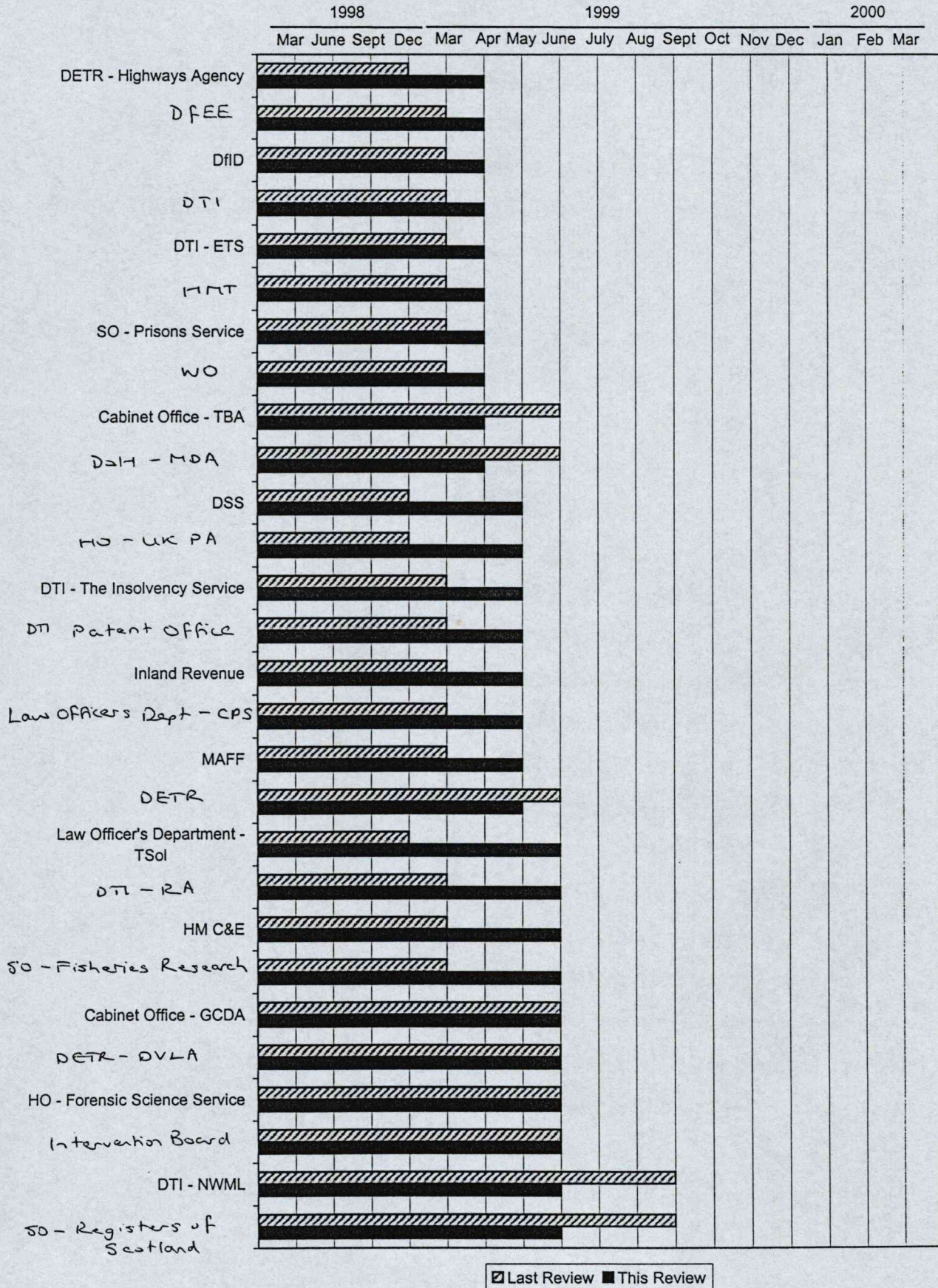
## Expected Completion Dates for Business Critical IT Systems



■ Last Review
■ This Review



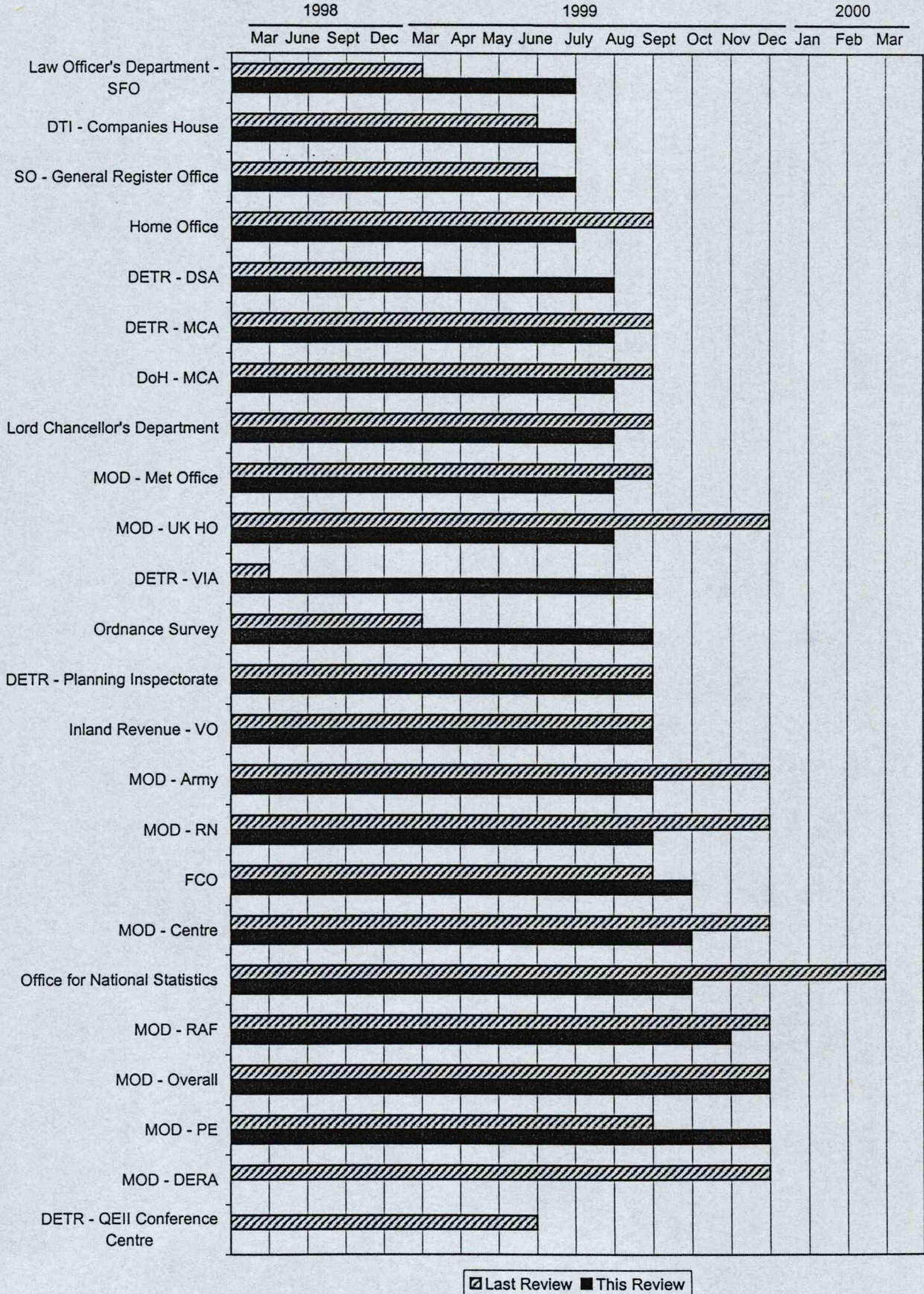
### Expected Completion Dates for Business Critical IT Systems



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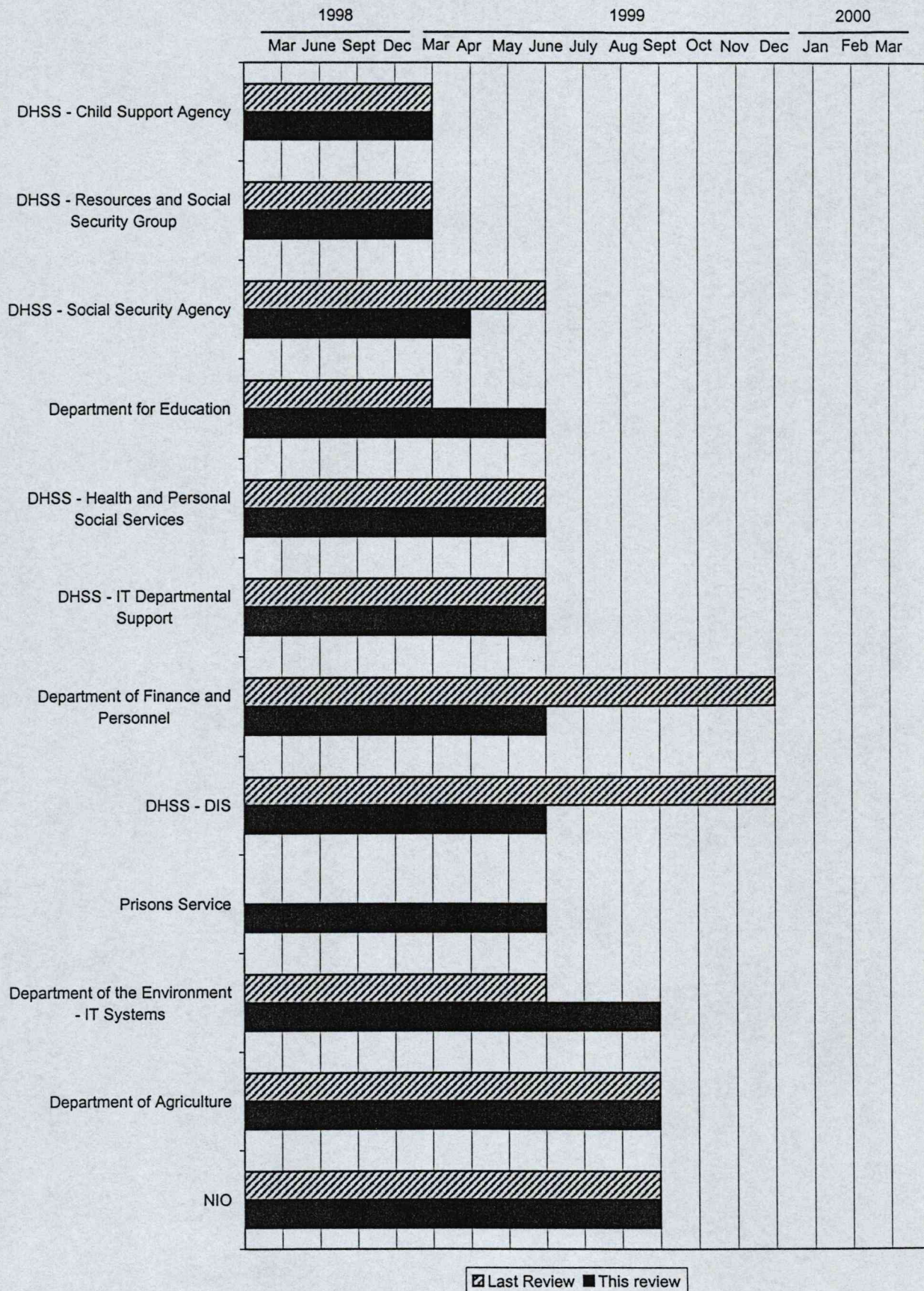


### Expected Completion Dates for Business Critical IT Systems





### Expected Completion Dates for Business Critical IT Systems (NI)





**Table 4a: Progress with  
Business Critical IT Systems**

*% completion*

Department	Agency	This Quarter	Next Quarter	July	Completion date
Cabinet Office	Central Office of Information	100			Jun-98
Cabinet Office	Civil Service College	100			Jun-98
Cabinet Office	Centre	100			Dec-98
Department of Environment, Transport and Regions	Vehicle Certification Agency	100			Dec-98
Department for Culture, Media and Sport	Centre and all agencies	100			Dec-98
Government Offices for the Regions	Reports to DTI, DfEE, DETR	100			Dec-98
HM Land Registry	Reports to Lord Chancellor	100			Dec-98
Home Office	Fire Service College	100			Dec-98
Home Office	Prison Service	100			Dec-98
Lord Advocate's Department	Crown Office for Scotland	100			Dec-98
National Savings	Reports to Chancellor of the Exchequer	100			Dec-98
Royal Mint	Responsible to HM Treasury	100			Dec-98
Scottish Office	Historic Scotland	100			Dec-98
Scottish Office	Agricultural Science Agency	100			Jan-99
Department for Education and Employment	Employment Service	100			Mar-99
Department of Health	NHS Estates	100			Mar-99
Export Credits Guarantee Department	Reports to Pres. Of Board of Trade	100			Mar-99
Forestry Commission	Centre	100			Mar-99
Public Record Office	Reports to Lord Chancellor	100			Mar-99
Scottish Office	Centre	100			Mar-99
Scottish Office	Courts Administration/ Service	100			Mar-99
Scottish Office	Pensions Agency	100			Mar-99
Scottish Office	Records Office	100			Mar-99
Scottish Office	Student Awards Agency	100			Mar-99



Department of Health	NHS Pensions Agency	100			Mar-99
Cabinet Office	Central Computer & Telecommunications Agency	100			Mar-99
Cabinet Office	Property Advisers to the Civil Estate	100			Mar-99
Department of Social Security	Centre and all agencies	99	100		May-99
Ministry of Agriculture, Fisheries and Food	Centre and all agencies	99	100		May-99
Inland Revenue	Reports to Chancellor of the Exchequer	99	100		May 99
Department of Trade and Industry	Centre	98	100		Apr-99
HM Customs & Excise	Reports to Chancellor of the Exchequer	95	100		Jun-99
Scottish Office	General Register Office	95	95	100	Jul-99
Home Office	Forensic Science Service	94	100		Jun-99
Department of Health	Centre	92	100		Apr-99
HM Treasury	Centre	91	100		Apr-99
Department for Education and Employment	Centre	90	100		Apr-99
Department of Trade and Industry	Patent Office	90	100		May-99
Cabinet Office	Government Car and Despatch Agency	90	100		Jun-99
Department of Health	Medicines Control Agency	90	96	98	Aug-99
Department of Environment, Transport and Regions	Centre	86	100		May-99
Law Officer's Department/ Attorney General	Crown Prosecution Service	85	100		May-99
Department of Environment, Transport and Regions	Highways Agency	85	100		Apr-99
Home Office	Centre	83	99	100	Jul-99
Ministry of Defence	Centre	83	91		Oct-99
Welsh Office	Centre	80	100		Apr-99
Department of Trade and Industry	Radiocommunications Agency	80	100		Jun-99
Intervention Board for Agricultural Produce	Reports to MAFF, SO, WO, NIO	80	100		Jun-99
Department of Environment, Transport and Regions	Driver and Vehicle Licensing Agency	80	100		Jun-99
Cabinet Office	The Buying Agency	77	100		Apr-99
Lord Chancellor's Department	Centre and all agencies	76	98	99	Aug-99
Department of Trade and Industry	National Weights and Measures Laboratory	75	100		Jun-99
Ministry of Defence	Army	75	85		Sep-99



Scottish Office	Registers of Scotland	70	100		Jun-99
Office for National Statistics	Reports to Chancellor of the Exchequer	70	88	90	Oct-99
Law Officer's Department/ Attorney General	Treasury Solicitor's Department	66	100		Jun-99
Ministry of Defence	Overall	64	83		Dec-99
Ministry of Defence	PE	61	82	90	Dec-99
Department of Environment, Transport and Regions	Maritime and Coastguard Agency	60	95	97	Aug-99
Ordnance Survey	Reports to Secretary of State ETR	55	90	90	Sep-99
Foreign and Commonwealth Office	Centre	50	80	90	Oct-99
Ministry of Defence	RAF	43	70	80	Nov-99
Department of Environment, Transport and Regions	Planning Inspectorate	40	80		Sep-99
Department of Environment, Transport and Regions	Driving Standards Agency	36	77	91	Aug
Department of Trade and Industry	Companies House	33	90	100	Jul-99
Ministry of Defence	Meteorological Office	33	33	66	Aug-99
Department of Trade and Industry	The Insolvency Service	30	100		May-99
Inland Revenue	Valuation Office	30	80	90	Sep-99
Ministry of Defence	RN	18	42		Oct-99
Department of Trade and Industry	Employment Tribunals Service	15	100		Apr-99
Ministry of Defence	UK Hydrographic Office	14	57	57	Aug-99

**Programmes with No Systems in the Category**

Scottish Office	Fisheries Protection Agency				
The Privy Council <i>office</i>					
Ministry of Defence	Defence Evaluation and Research Agency				

**Returns without a profile for this quarter**

Department of Environment, Transport and Regions	Vehicle Inspectorate Agency	No profile	No profile	No profile	Sep-99
Department for International Development	Centre	No profile	100		Apr-99
Home Office	UK Passport Agency	No profile	100		May-99
HM Treasury	Debt Management Office	No profile	100		Jun-99
Scottish Office	Fisheries Research Service	No profile	100		Jun-99



Scottish Office	Prisons Service	No profile	100		Apr-99
Law Officer's Department/ Attorney General	Serious Fraud Office	No profile	75	100	Jul-99

**Returns without a Completion Date**

Department of Environment, Transport and Regions	QEII Conference Centre	66	66	66	
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*QEII only have one system left to replace and are waiting for a delivery date from the supplier*



**Table 4a : Progress  
with Business Critical  
IT Systems**

Agency	This Quarter	Next Quarter	July	Completion date
Department for Economic Development	100			Nov-98
DHSS - Child Support Agency	100			Mar-99
DHSS - Resources and Social Security Group	100			Mar-99
DHSS - Social Security Agency	93	100		Apr-99
Department for Education	80	100		Jun-99
Department of Finance and Personnel	60	100		Jun-99
DHSS - DIS	73	100		Jun-99
DHSS - Health and Personal Social Services	80	100		Jun-99
DHSS - IT Departmental Support	50	100		Jun-99
Department of Agriculture	70	85	90	Sep-99
Department of the Environment - IT Systems	90	98	98	Sep-99
NIO	96	96	96	Sep-99

**Programmes with No Systems in the Category**

DHSS - Core Non-IT systems				
DHSS - HSS Non-IT systems				

**Returns without a profile for this quarter**

DHSS - HPSS	No profile	No profile	No profile	
<p><i>Most business critical systems are included in the separate DIS return. Of the 4 remaining systems, 3 will be 100% implemented by March. The last project is</i></p>				



*scheduled to complete in October 1999.*

NIO - Prison Service	No profile	No profile	No profile	Jun-99
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*NIO - Prison Service has produced a profile showing numbers of systems rather than percentage completion.*



**Table 4b: Progress with  
Business Critical Embedded  
Systems**

*% completion*

Department	Agency	This Quarter	Next Quarter	July	Completion date
Department of Trade and Industry	Employment Tribunals Service	100			Aug-98
Home Office	Fire Service College	100			Dec-98
Law Officer's Department/ Attorney General	Treasury Solicitor's Department	100			Dec-98
Law Officer's Department/ Attorney General	Serious Fraud Office	100			Dec-98
National Savings	Reports to Chancellor of the Exchequer	100			Dec-98
Scottish Office	Courts Administration/ Service	100			Mar-99
Department of Health	Centre	100			Mar-99
HM Treasury	Centre	100			Mar-99
Forestry Commission	Centre	100			Mar-99
Ministry of Agriculture, Fisheries and Food	Centre and all agencies	100			Mar-99
Scottish Office	Historic Scotland	100			Mar-99
Department for Education and Employment	Employment Service	100			Mar-99
Inland Revenue	Reports to Chancellor of the Exchequer	100			Mar-99
Foreign and Commonwealth Office	Centre	100			Mar-99
Public Record Office	Reports to Lord Chancellor	100			Mar-99
Department of Health	NHS Estates	100			Mar-99
Scottish Office	Registers of Scotland	100			Mar-99
Lord Advocate's Department	Crown Office for Scotland	100			Mar-99
Intervention Board for Agricultural Produce	Reports to MAFF, SO, WO, NIO	100			Mar-99
Department of Trade and Industry	Patent Office	100			Mar-99
Department for Education and Employment	Centre	100			Mar-99
Department of Health	Medicines Control Agency	100			Mar-99
Scottish Office	General Register Office	100			Mar-99



Department of Trade and Industry	Companies House	100			Mar-99
Scottish Office	Agricultural Science Agency	100			Mar-99
Department of Health	NHS Pensions Agency	100			Mar-99
Department of Social Security	Centre and all agencies	100			Mar-99
Department of Trade and Industry	National Weights and Measures Laboratory	100			Mar-99
Ministry of Defence	UK Hydrographic Office	100			Mar-99
Cabinet Office	Civil Service College	100			Jun-98
Cabinet Office	The Buying Agency	100			Sep-98
Cabinet Office	Centre	100			Dec-98
Department of Environment, Transport and Regions	Vehicle Certification Agency	100			Dec-98
Cabinet Office	Property Advisers to the Civil Estate	100			Mar-99
Cabinet Office	Central Computer & Telecommunications Agency	100			Mar-99
Department of Environment, Transport and Regions	QEII Conference Centre	100			Mar-99
Scottish Office	Prisons Service	100			Mar-99
Ministry of Defence	Army	97	98		Sep-99
Ordnance Survey	Reports to Secretary of State ETR	95	100		Jun-99
Ministry of Defence	RAF	92	96	96	Nov-99
Department of Trade and Industry	The Insolvency Service	90	100		Apr-99
Department for International Development	Centre	90	100		Apr-99
Export Credits Guarantee Department	Reports to Pres. Of Board of Trade	90	100		Jun-99
Ministry of Defence	PE	84	92	95	Dec-99
Lord Chancellor's Department	Centre and all agencies	83	97	98	Sep-99
Department of Trade and Industry	Radiocommunications Agency	80	100		Jun-99
Royal Mint	Responsible to HM Treasury	80	100		Jun-99
HM Land Registry	Reports to Lord Chancellor	77	96	100	Jul-99
Ministry of Defence	Overall	76	89		Dec-99
Welsh Office	Centre	75	No profile	No profile	Sep-99
Department of Environment, Transport and Regions	Centre	75	100		May-99
Home Office	Centre	75	93	93	Sep-99
Office for National Statistics	Reports to Chancellor of the Exchequer	75	85	90	Sep-99



Department of Trade and Industry	Centre	70	100		Jun-99
Ministry of Defence	Defence Evaluation and Research Agency	67	85	92	Dec-99
Law Officer's Department/ Attorney General	Crown Prosecution Service	60	80	90	Aug-99
Ministry of Defence	RN	51	80		Aug-99
Department of Environment, Transport and Regions	Highways Agency	50	100		Jun-99
Home Office	Prison Service	50	98	98	Sep-99
Scottish Office	Centre	50	75	85	Sep-99
HM Customs & Excise	Reports to Chancellor of the Exchequer	44	No profile	No profile	Dec-99
Department of Environment, Transport and Regions	Driving Standards Agency	20	76	100	Jul-99
Home Office	Forensic Science Service	10	20		Dec-99
Ministry of Defence	Centre	0	100		Jun-99
Department of Environment, Transport and Regions	Maritime and Coastguard Agency	0	100		Jun-99

**Programmes with No Systems in the Category**

Government Offices for the Regions	Reports to DTI, DfEE, DETR				
Inland Revenue	Valuation Office				
The Privy Council <i>office</i>					
Scottish Office	Pensions Agency				
Department of Environment, Transport and Regions	Driver and Vehicle Licensing Agency				
Ministry of Defence	Meteorological Office				
Cabinet Office	Central Office of Information				
Scottish Office	Fisheries Protection Agency				<i>Handled centrally by Scottish Office</i>

**Returns without a profile for this quarter**

Department of Environment, Transport and Regions	Vehicle Inspectorate Agency	No profile	No profile	No profile	Sep-99
Cabinet Office	Government Car and Despatch Agency	No profile	No profile		Sep-99
Department of Environment, Transport and Regions	Planning Inspectorate	No profile	100		Jun-99



Scottish Office	Fisheries Research Service	No profile	100		Jun-99
HM Treasury	Debt Management Office	No profile	100		Jun-99
Home Office	UK Passport Agency	No profile	100		Jun-99
Scottish Office	Records Office	No profile	100		May-99
Scottish Office	Student Awards Agency	<i>Suspended pending possible outsourcing</i>			

**Returns without a Completion Date**

Department for Culture, Media and Sport	Centre and all agencies	75	No profile		No date
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**Table 4b : Progress with Business Critical Embedded Systems**

Agency	This Quarter	Next Quarter	July	Completion date
Department for Economic Development	100			Nov-98
Department for Education	100			Dec-98
DHSS - Child Support Agency	100			Mar-99
NIO - Prison Service				Mar-99
	<i>Progress expressed as number of systems</i>			
Department of Agriculture	75	100		Jun-99
DHSS - Core Non-IT systems	No profile	100		Jun-99
DHSS - Social Security Agency	No profile	100		Jun-99
Department of Finance and Personnel	0	45	60	Oct-99

**Programmes with No Systems in the Category**

DHSS - Resources and Social Security Group	Responsibility of DOE(N/I)			
DHSS - IT Departmental Support				
DHSS - HPSS				
DHSS - DIS	Responsibility of DOE(N/I)			
DHSS - Health and Personal Social Services				

Returns without a profile for this quarter

NIO	Most are responsibility of DOE(N/I), checking the rest			
DHSS - HSS Non-IT systems	Progress charts provided are incompatible with this table			



**Table 5: Business Continuity Plans**

Department	Agency	Initial BCP completed?	when it will be done	Key services identified	Risks assessed	Plan for completing BCP	Resources for plan identified	Strategy for informing staff	Procurement milestones identified
Cabinet Office	Central Computer & Telecommunications Agency	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Cabinet Office	Central Office of Information	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Cabinet Office	Centre	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Cabinet Office	Government Car and Despatch Agency	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Cabinet Office	Property Advisers to the Civil Estate	Yes		No	Yes	No	No	No	No
Cabinet Office	The Buying Agency	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Department for Education and Employment	Centre	Yes		Yes	No	Yes	No	No	No
Department for Education and Employment	Employment Service	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Department for International Development	Centre	Yes		Yes	Yes	Yes	Yes	On going	N/A
Department of Environment, Transport and Regions	Centre	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Department of Environment, Transport and Regions	Driver and Vehicle Licensing Agency	Yes		Yes	Yes	No	Yes	Yes	No
Department of Environment, Transport and Regions	Driving Standards Agency	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Department of Environment, Transport and Regions	Highways Agency	Yes		Yes	Yes	Yes	Yes	On going	On going
Department of Environment, Transport and Regions	Planning Inspectorate	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Department of Environment, Transport and Regions	QEII Conference Centre	Yes		Yes	Yes	No	Yes	No	No
Department of Environment, Transport and Regions	Vehicle Inspectorate Agency	Yes		Yes	Yes	Yes	Yes	No	Yes



Department of Health	Centre	Yes		Yes	Yes	Yes	Yes	Yes	No
Department of Health	Medicines Control Agency	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Department of Health	NHS Estates	Yes		Yes	Yes	Yes	Yes	Yes	No
Department of Health	NHS Pensions Agency	Yes		Yes	Yes	Yes	No	No	No
Department of Trade and Industry	National Weights and Measures Laboratory	Yes		Yes	Yes	Yes	No	No	No
Department of Trade and Industry	Patent Office	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Foreign and Commonwealth Office	Centre	Yes		Yes	Yes	On going	Yes	Yes	On going
Forestry Commission	Centre	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Government Offices for the Regions	Reports to DTI, DfEE, DETR	Yes		Yes	Yes	No	Yes	Yes	No
HM Customs & Excise	Reports to Chancellor of the Exchequer	Yes		Yes	Yes	Yes	Yes	Yes	N/A
HM Land Registry	Reports to Lord Chancellor	Yes		Yes	Yes	Yes	Yes	Yes	Yes
HM Treasury	Centre	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Home Office	Fire Service College	Yes		Yes	Yes	No	Yes	No	No
Home Office	Forensic Science Service	Yes		Yes	Yes	Yes	No	No	Yes
Home Office	Prison Service	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Home Office	UK Passport Agency	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Inland Revenue	Reports to Chancellor of the Exchequer	Yes		Yes	Yes	Yes	On going	On going	On going
Law Officer's Department/ Attorney General	Treasury Solicitor's Department	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Lord Advocate's Department	Crown Office for Scotland	Yes		Yes	Yes	Yes	Yes	No	Yes
Lord Chancellor's Department	Centre and all agencies	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Ministry of Agriculture, Fisheries and Food	Centre and all agencies	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Ministry of Defence	Army	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Ministry of Defence	Centre	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Ministry of Defence	Defence Evaluation and Research Agency	Yes		On going	On going	Yes	On going	Yes	On going



Ministry of Defence	Meteorological Office	Yes		On going	Yes	Yes	On going	On going	On going
Ministry of Defence	Overall	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Ministry of Defence	RN	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Office for National Statistics	Reports to Chancellor of the Exchequer	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Ordnance Survey	Reports to Secretary of State ETR	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Royal Mint	Responsible to HM Treasury	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Scottish Office	Fisheries Protection Agency	Yes		Yes	Yes	Yes	No	No	No
Scottish Office	General Register Office	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Scottish Office	Historic Scotland	Yes		Yes	Yes	Yes	Yes	Yes	N/A
Scottish Office	Pensions Agency	Yes		Yes	Yes	Yes	Yes	N/A	N/A
Scottish Office	Records Office	Yes		Yes	Yes	No	Yes	No	No
Scottish Office	Registers of Scotland	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Scottish Office	Student Awards Agency	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Welsh Office	Centre	Yes		Yes	Yes	Yes	Yes	No	No
Scottish Office	Prisons Service	Yes		N/A	N/A	N/A	N/A	N/A	N/A
Cabinet Office	Civil Service College	On going	end January	Yes	Yes	No	Yes	Yes	No
Department for Culture, Media and Sport	Centre and all agencies	On going	end February						
Department of Social Security	Centre and all agencies	On going	End March	Yes	Yes	Yes	Yes	Yes	Yes
Department of Trade and Industry	Centre	On going	April	Some	Yes	Yes	Yes	Yes	Yes
Department of Trade and Industry	Companies House	On going	End January	Yes	Yes	Yes	Yes	Yes	Yes
Department of Trade and Industry	Employment Tribunals Service	On going	End January	Yes	Yes	Yes	Yes	Yes	Yes
Department of Trade and Industry	The Insolvency Service	On going	Mid February	Yes	Yes	Yes	Yes	Yes	Yes
Export Credits Guarantee Department	Reports to Pres. Of Board of Trade	On going	End January	Yes	Yes	No	No	Yes	No
Home Office	Centre	On going	March	Yes	Yes	On going	On going	On going	On going
Inland Revenue	Valuation Office	On going	March	Yes	Yes	Yes	Yes	Yes	Yes
National Savings	Reports to Chancellor of the Exchequer	On going	End January	Yes	Yes	Yes	Yes	Yes	Yes



Scottish Office	Agricultural Science Agency	On going	End January	Yes	Yes	Yes	Yes	Yes	Yes
Scottish Office	Centre	On going		Yes	Yes	Yes	On going	On going	Yes
Scottish Office	Courts Administration/ Service	On going	End January	Yes	Yes	Yes	Yes	Yes	Yes
Department of Environment, Transport and Regions	Maritime and Coastguard Agency	No	March/ April	Yes	Yes	Yes	Yes	Yes	Yes
Department of Environment, Transport and Regions	Vehicle Certification Agency	No	Mar-99	Blank	Blank	Blank	Blank	Blank	Blank
Department of Trade and Industry	Radiocommunications Agency	No		Yes	Yes	Yes	Yes	Yes	Yes
HM Treasury	Debt Management Office	No	And April	Yes	Yes	Yes	Yes	Yes	Yes
Intervention Board for Agricultural Produce	Reports to MAFF, SO, WO, NIO	No	March	Yes	Yes	Yes	Yes	Yes	Yes
Law Officer's Department/ Attorney General	Crown Prosecution Service	No	August	No	No	No	No	No	No
Law Officer's Department/ Attorney General	Serious Fraud Office	No	March	Blank	Blank	Blank	Blank	Blank	Blank
Ministry of Defence	PE	No	end March 1999	Yes	Yes	Yes	Yes	Yes	Yes
Ministry of Defence	RAF	No	end January 1999	Yes	Yes	Yes	Yes	Yes	Yes
Ministry of Defence	UK Hydrographic Office	No	end April 1999	Yes	Yes	Yes	Yes	Yes	Yes
Public Record Office	Reports to Lord Chancellor	No	None given	No	No	No	No	No	No
Scottish Office	Fisheries Research Service	No	June	No	No	No	No	No	No
The Privy Council Office		No	None intended						







Table 4c: Progress with  
Business Critical Telecom  
Systems

*% completion*

Department	Agency	This Quarter	Next Quarter	July	Completion date
Department of Trade and Industry	Employment Tribunals Service	100			Aug-98
Department of Environment, Transport and Regions	Driver and Vehicle Licensing Agency	100			Sep-98
Department of Environment, Transport and Regions	QEII Conference Centre	100			Nov-98
Forestry Commission	Centre	100			Dec 98
Cabinet Office	Central Office of Information	100			Dec 98
Government Offices for the Regions	Reports to DTI, DFEE, DETR	100			Dec 98
Department for Education and Employment	Centre	100			Dec 98
Royal Mint	Responsible to HM Treasury	100			Dec 98
Ordnance Survey	Reports to Secretary of State ETR	100			Dec 98
HM Customs & Excise	Reports to Chancellor of the Exchequer	100			June 98
Home Office	Prison Service	100			March 98
HM Treasury	Centre	100			March 99
Department of Trade and Industry	Centre	100			March 99
Department of Social Security	Centre and all agencies	100			March 99
Scottish Office	Courts Administration/ Service	100			March 99
Home Office	Fire Service College	100			March 99
Welsh Office	Centre	100			March 99
Scottish Office	General Register Office	100			March 99
Department for Culture, Media and Sport	Centre and all agencies	100			March 99
Department of Health	NHS Pensions Agency	100			March 99
Department of Trade and Industry	Companies House	100			March 99
Intervention Board for Agricultural Produce	Reports to MAFF, SO, WO, NIO	100			March 99
Lord Advocate's Department	Crown Office for Scotland	100			March 99
National Savings	Reports to Chancellor of the Exchequer	100			March 99



Office for National Statistics	Reports to Chancellor of the Exchequer	100			March 99
Scottish Office	Historic Scotland	100			March 99
Department of Health	NHS Estates	100			March 99
Public Record Office	Reports to Lord Chancellor	100			March 99
Department of Health	Medicines Control Agency	100			March 99
Department for International Development	Centre	100			March 99
Ministry of Agriculture, Fisheries and Food	Centre and all agencies	100			March 99
Scottish Office	Centre	100			March 99
Department for Education and Employment	Employment Service	100			March 99
Ministry of Defence	Defence Evaluation and Research Agency	100			Mar-99
Ministry of Defence	UK Hydrographic Office	100			Mar-99
Department of Environment, Transport and Regions	Vehicle Certification Agency	100			Dec 98
Cabinet Office	Civil Service College	100			June 98
Department of Environment, Transport and Regions	Driving Standards Agency	100			March 99
Cabinet Office	Centre	100			March 99
Cabinet Office	Central Computer & Telecommunications Agency	100			March 99
Cabinet Office	Property Advisers to the Civil Estate	100			March 99
Cabinet Office	The Buying Agency	100			Sept 98
Scottish Office	Prisons Service	100			Mar-99
Inland Revenue	Reports to Chancellor of the Exchequer	98	100		Apr 99
Home Office	Centre	97	100		May 99
Department of Health	Centre	96	99	99	Aug 99
Department of Trade and Industry	Patent Office	85	100		June 99
Department of Environment, Transport and Regions	Highways Agency	84	100		June 99
Lord Chancellor's Department	Centre and all agencies	83	100		June 99
Ministry of Defence	PE	82	91	100	Jul-99
Department of Trade and Industry	The Insolvency Service	80	100		May 99
Department of Environment, Transport and Regions	Centre	77	100		May 99
Ministry of Defence	Army	75	75		Sep-99



Ministry of Defence	Centre	70	85		Dec-99
Ministry of Defence	Overall	69	79		Dec-99
Export Credits Guarantee Department	Reports to Pres. Of Board of Trade	60	No profile	90	Sept 99
Law Officer's Department/ Attorney General	Crown Prosecution Service	60	100		May 99
Ministry of Defence	RAF	60	100		Jun-99
Foreign and Commonwealth Office	Centre	57	75	81	Nov 99
Ministry of Defence	RN	50			Sep-99
Department of Trade and Industry	National Weights and Measures Laboratory	50	100		Apr 99
Department of Trade and Industry	Radiocommunications Agency	50	100		June 99
HM Land Registry	Reports to Lord Chancellor	50	100		June 99
Scottish Office	Records Office	0	100		May 99
Department of Environment, Transport and Regions	Maritime and Coastguard Agency	0	100		June 99
Ministry of Defence	Meteorological Office	0	0	100	Jul-99

**Programmes with No Systems in the Category**

The Privy Council <i>office</i>					
Cabinet Office	Government Car and Despatch Agency	<i>Managed service by CCTA</i>			
Law Officer's Department/ Attorney General	Treasury Solicitor's Department	<i>Managed service by CCTA</i>			
Scottish Office	Student Awards Agency	<i>Suspended pending possible outsourcing</i>			
Scottish Office	Pensions Agency	<i>Responsibility of Scottish Office</i>			
Scottish Office	Fisheries Protection Agency	<i>Responsibility of Scottish Office</i>			
Scottish Office	Agricultural Science Agency	<i>Responsibility of Scottish Office</i>			

**Returns without a profile for this quarter**

Law Officer's Department/ Attorney General	Serious Fraud Office	No profile	No profile	No profile	Aug 99
Home Office	Forensic Science Service	No profile	No profile	No profile	Dec 99



Department of Environment, Transport and Regions	Vehicle Inspectorate Agency	No profile	No profile	50	Sept 99
Scottish Office	Registers of Scotland	No profile	100		Apr 99
Department of Environment, Transport and Regions	Planning Inspectorate	No profile	100		June 99
Scottish Office	Fisheries Research Service	No profile	100		June 99
HM Treasury	Debt Management Office	No profile	100		June 99
Home Office	UK Passport Agency	No profile	100		June 99

**Returns without a Completion Date**

Inland Revenue	Valuation Office	<i>No implementatin details given</i>			
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Ministry of Defence	RN	Yes	Yes	Yes	Yes
Ministry of Defence	Defence Evaluation and Research Agency	Yes	Yes	Yes	No
Ministry of Defence	UK Hydrographic Office	Yes	Yes	Yes	Yes
National Savings	Reports to Chancellor of the Exchequer	Yes	Yes	Yes	Yes
Office for National Statistics	Reports to Chancellor of the Exchequer	Yes	Yes	Yes	No
Ordnance Survey	Reports to Secretary of State ETR	Yes	Yes	Yes	Yes
Scottish Office	Centre	Yes	Yes	Yes	Yes
Scottish Office	Agricultural Science Agency	Yes	Yes	Yes	Yes
Scottish Office	Fisheries Protection Agency	Yes	Yes	Yes	No
Government Offices for the Regions	Reports to DTI, DfEE, DETR	Yes	On going	Yes	Yes
Law Officer's Department/ Attorney General	Crown Prosecution Service	Yes	On going	Yes	No
Royal Mint	Responsible to HM Treasury	Yes	On going	Yes	No
Cabinet Office	Centre	Yes	No	Yes	Yes
Department for Culture, Media and Sport	Centre and all agencies	Yes	No	Yes	No
Department of Environment, Transport and Regions	Centre	Yes	No	Yes	Yes
Department of Environment, Transport and Regions	Maritime and Coastguard Agency	Yes	No	Yes	No
Department of Environment, Transport and Regions	Vehicle Certification Agency	Yes	No	No	No
Department of Health	Medicines Control Agency	Yes	No	Yes	No
Department of Health	NHS Estates	Yes	No	Yes	No
Department of Trade and Industry	Patent Office	Yes	No	Yes	No
Foreign and Commonwealth Office	Centre	Yes	No	Yes	No
HM Land Registry	Reports to Lord Chancellor	Yes	No	Yes	No
HM Treasury	Centre	Yes	No	Yes	On going
Home Office	Centre	Yes	No	Yes	No
Home Office	Fire Service College	Yes	No	Yes	No
Public Record Office	Reports to Lord Chancellor	Yes	No	Yes	No
Scottish Office	Courts Administration/ Service	Yes	No	Yes	Yes
Scottish Office	General Register Office	Yes	No		
Scottish Office	Historic Scotland	Yes	No	Yes	No
Scottish Office	Student Awards Agency	Yes	No	Yes	No



Welsh Office	Centre	Yes	No	Yes	Yes
Scottish Office	Prisons Service	Yes	No	No	No
Department of Environment, Transport and Regions	Vehicle Inspectorate Agency	Yes		Yes	No
Ministry of Defence	Meteorological Office	Some	Yes	Yes	Yes
Department of Environment, Transport and Regions	Driving Standards Agency	On going	Yes	Some	No
HM Customs & Excise	Reports to Chancellor of the Exchequer	On going	On going	Yes	Yes
Department of Environment, Transport and Regions	Driver and Vehicle Licensing Agency	On going	No	On going	Yes
Department of Environment, Transport and Regions	Highways Agency	On going	No	Yes	No
Cabinet Office	Government Car and Despatch Agency	On going	Blank	Blank	Blank
Cabinet Office	Central Computer & Telecommunications Agency	No	Yes	Yes	Yes
Cabinet Office	Property Advisers to the Civil Estate	No	Yes	Yes	No
Department of Environment, Transport and Regions	Planning Inspectorate	No	Yes	Yes	Yes
Department of Trade and Industry	Companies House	No	Yes	Yes	No
Home Office	Forensic Science Service	No	Yes	Yes	Yes
Law Officer's Department/ Attorney General	Serious Fraud Office	No	Yes	Yes	No
Law Officer's Department/ Attorney General	Treasury Solicitor's Department	No	Yes	No	No
Scottish Office	Fisheries Research Service	No	Yes	Yes	No
Scottish Office	Records Office	No	Yes	Yes	Yes
Scottish Office	Registers of Scotland	No	Yes	Yes	No
HM Treasury	Debt Management Office	No	On going	No	No
Cabinet Office	The Buying Agency	No	No	No	No
Cabinet Office	Central Office of Information	No	No	N/A	N/A
Home Office	UK Passport Agency	No	No	No	No
The Privy Council <i>office</i>		No	No		
Scottish Office	Pensions Agency	No	No	On going	On going
Department for International Development	Centre	No	Blank	Yes	No

Yes	59	47	69	30
No	17	27	6	45



Ongoing  
Some

5  
1  
82

5  
0  
79

2  
1  
78

3  
0  
78



**Table 6: Audits**

Agency	Internal assessment	External assessment	Management processes examined	Conversion work validated
Department for Economic Development	Yes	Yes	Yes	Yes
Department for Education	Yes	Yes	Yes	No
Department of the Environment	Yes	Yes	Yes	No
Department of Finance and Personnel	Yes	Yes	Yes	Yes
DHSS - Health and Personal Social Services	Yes	Yes	Yes	No
DHSS - Child Support Agency	Yes	Yes	Yes	No
DHSS - DIS	Yes	Yes	Yes	Yes
DHSS - HPSS	Yes	Yes	Yes	Yes
DHSS - HSS Non-IT systems	Yes	Yes	Yes	N/A
DHSS - IT Departmental Support	Yes	Yes	Yes	No
DHSS - Social Security Agency	Yes	Yes	Yes	No
NIO - Prison Service	Yes	Yes	Yes	No
Department of Agriculture	Yes	No	Yes	Yes
DHSS - Core Non-IT systems	Yes	No	Yes	No
DHSS - Resources and Social Security Group	On going	Yes	Yes	No
NIO	On going	No	Yes	No



**Table 6: Audits**

Department	Agency	Internal assessment	External assessment	Management processes examined	Conversion work validated
Cabinet Office	Civil Service College	Yes	Yes	Yes	No
Department for Education and Employment	Centre	Yes	Yes	Yes	Yes
Department for Education and Employment	Employment Service	Yes	Yes	Yes	No
Department of Environment, Transport and Regions	QEII Conference Centre	Yes	Yes	Yes	Yes
Department of Health	Centre	Yes	Yes	Yes	No
Department of Health	NHS Pensions Agency	Yes	Yes	Yes	Yes
Department of Social Security	Centre and all agencies	Yes	Yes	Yes	On going
Department of Trade and Industry	Centre	Yes	Yes	Yes	No
Department of Trade and Industry	Employment Tribunals Service	Yes	Yes	Yes	No
Department of Trade and Industry	The Insolvency Service	Yes	Yes	Yes	No
Department of Trade and Industry	National Weights and Measures Laboratory	Yes	Yes	Yes	No
Department of Trade and Industry	Radiocommunications Agency	Yes	Yes	Yes	No
Export Credits Guarantee Department	Reports to Pres. Of Board of Trade	Yes	Yes	Yes	Yes
Forestry Commission	Centre	Yes	Yes	Yes	No
Home Office	Prison Service	Yes	Yes	Yes	No
Inland Revenue	Reports to Chancellor of the Exchequer	Yes	Yes	Yes	Yes
Inland Revenue	Valuation Office	Yes	Yes	Yes	No
Intervention Board for Agricultural Produce	Reports to MAFF, SO, WO, NIO	Yes	Yes	Yes	No
Lord Advocate's Department	Crown Office for Scotland	Yes	Yes	Yes	Yes
Lord Chancellor's Department	Centre and all agencies	Yes	Yes	Yes	Yes
Ministry of Agriculture, Fisheries and Food	Centre and all agencies	Yes	Yes	Yes	No
Ministry of Defence	Overall	Yes	Yes	Yes	Yes
Ministry of Defence	Army	Yes	Yes	Yes	Yes
Ministry of Defence	Centre	Yes	Yes	Yes	Yes
Ministry of Defence	PE	Yes	Yes	Yes	Yes
Ministry of Defence	RAF	Yes	Yes	Yes	Yes



**Table 4c : Progress with  
Business Critical Telecom  
Systems**

Agency	This Quarter	Next Quarter	July	Completion date
Department of Finance and Personnel	100			Mar-99
Department for Education	100			Dec-98
Department of Agriculture	100			Mar-99
Department of the Environment - IT Systems	93	100		Apr-99
DHSS - IT Departmental Support	0	100		Jun-99
NIO - Prison Service	<i>Not expressed as a percentage</i>			Mar-99
<b>Programmes with No Systems in the Category</b>				
NIO	<i>Covered by DFP</i>			
DHSS - Social Security Agency				
DHSS - Resources and Social Security Group				
DHSS - HSS Non-IT systems				
DHSS - HPSS				
DHSS - DIS	<i>Responsibility of BDS</i>			
DHSS - Core Non-IT systems				
DHSS - Child Support Agency				
DHSS - Health and Personal Social Services				
Department for Economic Development				





Millennium bug  
act now!

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2000

## FAX MESSAGE / COVER SHEET

**TO:** Siobhan Kenny  
Mike Ricketts  
**FAX:** 0171 343 0431  
0171 270 6628  
**FROM:** Elizabeth Allen  
PR Manager  
**PHONE:** (0171) 215 2000  
**FAX:** (0171) 215 2744  
**DATE:** March 2, 1999  
**TIME:** 1750  
**NO OF PAGES TO FOLLOW:** 3

IF YOU DO NOT RECEIVE ALL THE PAGES, PLEASE CONTACT ME AS SOON AS POSSIBLE.

Siobhan and Mike

Draft of our *State of the Nation* press release for Thursday with apologies for the delay and the usual request that we need it yesterday!

I do have a 14 page report which explains the figures in the release, which will be finalised Wednesday morning. I'll send this across to both of you anyway, but the gist of the findings are obviously in the release.

Please call with any queries. My mobile number if you need me tonight is 0403 576 940 or I'm around all Wednesday.

Elizabeth



**DRAFT****PRIME MINISTER WARNS UK PLC: 'YOU'RE NOT DOING ENOUGH TO BEAT THE BUG'****Businesses' 'tunnel vision' blamed as new Action 2000 research reveals slowdown**

March 4, 1999

Prime Minister Tony Blair today sounds a 'do or die' Millennium Bug warning to British businesses.

Research by Action 2000, the company responsible for the Government's Millennium Bug campaign, shows too many businesses are 'woefully behind' in their Bug preparations.

Just two in five (43%) are on course for the New Year.

Mr Blair said: "Time has very nearly run out for the firms that are behind. With under ten months to go, they have two clear choices: Use the time to beat the Bug, or risk being beaten by it.

"The Bug is biting now. One in ten companies interviewed by Action 2000 have already suffered disruption caused by the Bug.

"I strongly urge board directors, managers and employees alike to ensure their firms, their jobs and their livelihoods are safe from the Bug."

Gwynneth Flower, Action 2000's managing director, warns: "Our research shows that, at the current rate of change, 40% of small-to-medium businesses will not be in a position to beat the Bug in time."

Analysts Gartner Group describe five consequences of not being ready for the Bug: health or safety hazards; considerable revenue loss; significant litigation expense; significant loss of customers or shutdown of business, production or product delivery operations.

Flower said: "Let's be clear. We are talking about the risk of severe disruption, or worse, if they fail to address their own vulnerability to the Bug.

"It is worth reminding companies that HSE regulations require an assessment of potential safety hazards and the Bug is such a hazard."

more/...

draft



2/...

Action 2000's fourth wave of research highlights three sectors of businesses:

- progress by large companies (250+ employees) has been largely static in the last quarter
- small-to-medium businesses (10-249 employees) have improved, but not quickly enough: 58% are on course, compared to 49% previously
- x • firms with 1-9 employees have progressed with 34% ~~are~~ now on track

Action 2000 believes thousands of businesses are suffering from 'Bug tunnel vision'.

Flower said: "Many said they would be ready by the end of 1998 and we expected to be able to report far more progress today. I'm surprised and disappointed that we can't."

Firstly, despite saying they appreciate the potential impact of the Bug, companies aren't doing enough about it:

- four in five small-to-medium businesses (78%) describe it as 'serious' for them - but only half that number believe their management or board treat it as a 'high priority' (40%), and
- although the vast majority of them describe their IT (85%) and communications (91%) systems as 'critical', just 46% have contingency plans for their failure.

Secondly, too many small-to-medium companies think they are more prepared than they really are:

- four fifths of those that think they are fully ready, are not: some of those have, in fact, taken no effective action

Flower said: "Many directors who think they've given the Bug top priority and got it sorted appear to have got it very wrong on both counts."

"Progress is far too slow. It is encouraging to see companies moving in the right direction, but current progress is not sufficient to ward off severe failure."

- x Action 2000's study focuses on small-to-medium businesses. Their readiness is crucial to the progress of large companies responsible for many essential services.

(10-249 employees)

more/...

draft



3/...

Within this group, readiness levels differ by industry sector. Businesses in manufacturing (68%), business activities (67%), finance (66%) and retail (61%) are most advanced.

Two-thirds of companies believe their business would be seriously affected if they experienced disruption in essential supplies, and a third would find it difficult to source alternative suppliers quickly.

Flower commented: "Despite this, it is worrying that just a quarter of those companies interviewed have no formal plans in place for switching to an alternative supplier in the event of disruption.

"Our interviews show that preferred supplier status is the most effective method of encouraging suppliers to take action."

- Ends -

Notes to Editors:

tbc.

1. Action 2000's State of the Nation (Wave 4) Research is included in the press pack. If you require additional copies, please call the Press Office on 0171 497 2000
2. Wave 4 research comprises 2,610 half-hour telephone interviews with private sector organisations. The interviews were conducted between 18 January and 5 February, 1999. All interviews were conducted using CACTI (Computer Assisted Telephone Interviewing) technology by fully trained interviewers at BRMB. The sample of businesses was drawn from Dun & Bradstreet marketing database and the population was defined as head offices and single site organisations within the UK.
3. Corrective weighting was applied at the analysis stage so that the proportions are representative of UK business as a whole.
4. Millennium Bug Campaign ...

**For further information, contact:**

The Action 2000 Press Office  
Tel: 0171 497 2000

draft.



2 March 1999

The Rt Hon Tony Blair MP  
10 Downing Street  
London SW1A 2AA

TOP-CH  
C: P.

Dear Mr Blair

### The Millennium Bug and Government

This letter

- describes the expected direct impact of the Millennium Bug on the UK economy
- argues that if hard facts about the national infrastructure are not well communicated, anticipatory behaviour by households and smaller businesses will add a larger, indirect and adverse impact
- seeks appropriate funding for the Cabinet Office to communicate effectively to the general public so as to moderate that anticipatory behaviour
- and identifies the need for action by the developed world to limit the likely large direct and indirect impact on developing countries

### Direct impact on the economy

2. It is now clear that the larger the organisation (public or private) the less likely it is to fail. Large organisations generally have the resources and awareness to manage the problem. By contrast, small traditional businesses will fail to act, or more probably and at some cost will operate without electronic information.
3. The organisations at most risk are mid size, those employing between 10 and 250 employees on whom Action 2000's research and support efforts now focus. Current research findings show a depressingly low rate of improvement in their state of preparedness. I suspect that the management and resources are just simply missing. Those companies that are crucial to large organisations' supply chain will be sorted out or dropped from supplier lists in 1999.
4. It is the behaviour of mid size organisations later in 1999, allied to the effect of large organisations' contingency planning that will be the direct impact on the economy. Additional (panic) investment by mid size organisations, inventory accumulation, and investment in contingency planning support materials and systems by all organisations will push 1999 growth higher. In this assessment, I am assuming that we will get the national infrastructure message to large organisations within the resources available. We do not need mass market media for that.

#### Registered details

Action 2000 is the trading name  
of Action for Year 2000.  
Registered in England and Wales  
under Company No. 3463493.  
Registered Office:  
90 Fetter Lane, London EC4A 1JP.



5. Once 1 January 2000 rolls round, after a spike of problems that the UK should be able to deal with relatively easily, there will be a return to normal inventory and business behaviour: inventory reduction - almost certainly with some spot shortages - perhaps an inflation spike too, and some reduction in investment, especially by mid size organisations.
6. The overall direct impact is likely to be small - perhaps too small to be significant, 0.1 to 0.3 percentage points on GDP at most. But, and a very big but, the anticipated event is nevertheless a "signal" event. The Millennium Bug may itself not be serious. It is in how we react to the prospect of disruption that the dangers of a serious shock lie. Even modest attempts by businesses and households to protect themselves against the Bug could have a large economic and social impact. As could the Government's and Bank of England's response to rational defensive behaviour.

### Communication of hard facts

7. The introduction to a Y2K booklet in wide circulation in the US (your officials have a copy) says: "In the absence of hard facts and data we are left with only one option - to take precautions". The author is right. The public, instinctively sensible as always, will agree. They will respond rationally, and in all probability follow some such advice. **Food distribution (stockpiling and storage), water (stockpiling and treatment), sanitation, health, financial systems, power and light, transportation and safety, and a few other typically American subjects, are the key headings.** They uncannily match the headings of the national infrastructure forum work.
8. The Government is but one step away from an effective response to the Bug - indeed probably the most effective response in the world if my observations of the California scene are typical of the US. The missing step is to communicate clearly and loudly to the public the facts, so that they can work out for themselves how to behave over the Millennium period, in particular how to respond to the advice that " In the absence of hard facts and data, we are left with only one option - to take precautions". Without these hard facts, we are likely to see patterns of behaviour, which, if followed by any significant proportion of the population, would severely disrupt the economic and social life of the country.
9. The facts required to inform the public and avoid disruption are already, or soon will be, available to Government. They concern the national infrastructure, and over the next few months the work of the National Forum will be able to provide them. We know that they are likely to be good news.
10. **But it seems that the funds are not to be forthcoming to communicate effectively.** I must advise that:
  - the aggregate of statements from the providers of the infrastructure will not do. They will not use simple standard language. Their statement must be qualified by their interdependencies on others - which only make the problem seem more real to the public



- proactive PR activity will be lost in the commercial, religious and new age noise surrounding the Millennium. We have already experienced this. Speculation and bad news are manna to the media. And in the absence of hard facts editors may well quite reasonably choose to echo the "take precautions" advice
- to wait until there are signs of problems with the public's behaviour is to court disaster. All the media spend in the world will not do then, even if there were time to prepare
- only Government with its unique understanding of the state of preparedness of public services and the results of the National Forum work with the private sector can make comprehensive and convincing statements about the whole of the national infrastructure
- these statements need to be in print, in detail, but backed by modest press, radio and TV in order to alert people that the information is available at all, and to reach beyond the editorialising, indeed to seek to influence editorial comment

### **Appropriate funding**

11. The Treasury response to the Cabinet Office bid is wrong. The bid in my view was just sufficient. I would have felt much more comfortable with the significantly larger numbers set out in my letter to James Purnell. The country will have spent some £17 billion on system changes and replacement. I judge that the job will be on the whole well done. To fail to communicate the results of this effort and so run the distinct risk of even higher costs, all for the sake of £10 million media spend would be negligent. I urge that the Cabinet Office is properly funded to carry out its responsibilities.
12. As far as Action 2000 and my role in this is concerned, I await proposals as to the objectives and targets we are to be asked to meet and the funding that is to be available. I will not wish to ask any staff to take on obligations without adequate resources. I would add that the same issues surround the current negotiation with the DTI on Action 2000's budget to persuade and support mid size companies.

### **Developing countries**

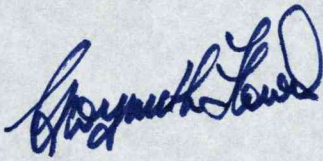
13. Despite fears to the contrary - Italy, Japan - my judgement is that the direct impact of the Millennium Bug on developed countries will be close to the UK pattern. The economic shock may be greater, and the incidence of problems higher, but they have the resources and quality of administrative infrastructure to cope. Of course, they have to deal with the anticipatory effect too.
14. This will not be true of many developing countries. They will suffer some degree of anticipatory behaviour - unhappily much of it from business and financial organisations in the developed world - and a higher incidence of failure for extended periods. Working and living will slow down. The risk is the sharp discontinuity caused by the aggregate of failures over an extended period. The impact of Bug failure is not linear - 2n failures are many times more serious than n failures. The possibility of this - I would say the probability - should be of concern to the developed world.



15. At this late stage, they need people - not money - to help make judgements on priority systems, to advise on contingency planning, and to work on emergency planning with developed countries and relief agencies. Surely the developed world can do more on this shared problem?

I would be happy to elaborate on what I have attempted to make as succinct a letter as possible given the importance of the choices that are now being made. Should this letter not persuade you, I respectfully seek the opportunity to put the arguments in person.

Yours sincerely



pp.

Dictated by Don Cruickshank, Chairman Action 2000

(Signed in his absence by Gwynneth Flower, MD Action 2000)



Top JHH CM  
cc: RR  
CH  
PU



**RESTRICTED - POLICY**  
Treasury Chambers, Parliament Street, London, SW1P 3AG

The Rt Hon Margaret Beckett MP  
President of the Council and Leader of the House of Commons  
Privy Council Office  
68 Whitehall  
LONDON  
SW1A 2AT

1 March 1999

*Dear President of the Council —*

**BID ON RESERVE FOR ADDITIONAL YEAR 2000 RESOURCES**

Thank you for your letter of 23 February.

2. I have considered the issues further in the light of your concerns and I am prepared to consider increasing funding from the Reserve. In the circumstances I am prepared to agree a claim on the Reserve for a first tranche of £17 million, with a further second tranche of £5 million available for an autumn campaign. The release of this second tranche would be, as I indicated in my last letter, dependent on the results of a summer review, which should consider evidence of value for money in expenditure already incurred, including evidence generated through your market research, and the need for further expenditure, taking into account the prevailing state of public confidence in preparations for the Millennium bug.

3. I understand your officials have scrutinised whether there was scope to bring forward expenditure to the current year consistent with the requirements of Government Accounting. I am disappointed to learn that, as a result of the lead times involved, it was not possible to bring forward elements of the campaign.





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4. I am copying this letter to the Prime Minister, Jack Cunningham, Stephen Byers, and to Sir Richard Wilson.

*Yours sincerely*

*James Nell*

**PP. ALAN MILBURN**

*(Approved by the Chief Secretary and signed in his absence)*



## BUSINESS CASE TO SUPPORT BID FOR ADDITIONAL YEAR 2000 RESOURCES

### Summary

1 The millennium date change raises serious issues for the Government. Problems in key sectors, particularly in the financial sector, could have a significant and damaging effect on the UK economy and problems which might affect the emergency services and NHS would severely dent public confidence. The UK is one of the countries along with USA, Canada and the Netherlands at the forefront of millennium preparedness. Others are not so well prepared and, no matter how well prepared we are, this could have an impact on the UK. Progress so far has been to ensure that industry addresses the problems in an orderly way and that the public are kept informed. Misc 4, the Cabinet Committee charged with devising and co-ordinating the programme, has agreed that there now needs to be a step change if there is to be an orderly transition over the millennium. The programme will need to be funded.

2 The business case set out below describes the current work programme and the reason for and cost of the new initiatives now deemed necessary. There are 3 elements:

- a public information campaign in 1999 cost £21.1M This assumes a steady and orderly progression into the millennium. If events transpired which led to high levels of public anxiety and panic it would probably be necessary to undertake a high profile information and reassurance campaign which would necessitate a further bid on the reserve.
- further work on the national infrastructure £ 0.2M in 1998/99; £ 4.8M in 1999/00 and £0.7M in 2000/01;
- expansion of Cabinet Office support to ensure co-ordination of Government activities on the bug £3M in 1999/00 and £0.3M in 2000/01.

3 Current funding is fully committed. At the time of the CSR the Cabinet Office, who are co-ordinating the work on behalf of Misc 4, secured some £10.2m to meet the cost of the programme then envisaged. No uncommitted resources are available elsewhere in the department and the small Department Unallocated Provision (DUP) of £3.5m (other current expenditure) is largely already ear-marked for other high priority work.



## RESTRICTED POLICY

4 The business case sets out the resources needed to deliver a smooth transition over the millennium. In summary these are:-

	£M
1998/99	0.2
1999/00	29.0
2000/01	1.0
<b>Total</b>	<b>30.2</b>

The marginal extra resources required in 1998/99 can be found and the £1M for 2000/01 could be found from the DUP provided that we could use this to fund that element (£0.3M) which comprises additional Cabinet Office running costs, which are otherwise totally committed. However the £29M for 1999/00 will need to be met from the Reserve.

### Reason for bid

5 The successful handling of the Millennium Bug depends on two factors. First, that everything possible is done to ensure that the Bug is dealt with, wherever it might occur. Secondly, that the actions of the public remain constructive, calm and confident. The millennium date change issue is being addressed by Government in three main initiatives:

- programmes in individual Departments and Agencies for which they each secure funding. These amount to some £400m;
- Action 2000 which is sponsored and funded by the DTI to the tune of £18,760,000. It was set up in 1998 originally to raise awareness and provide advice on Y2K issues to SMEs;
- the Year 2000 Team in the Cabinet Office which was set up in May 1998 to co-ordinate and drive forward action across Government in support of MISC4, the Ministerial Group established by the Prime Minister, and chaired by Mrs Beckett. Current funding is £5.2m for 1998/99 and £5m for 1999/00. (Details of current funding are at Annex A)

6 During 1998 MISC 4 considered, and approved in principle, proposals from Don Cruikshank, Chairman of Action 2000, for a Public Confidence Programme. The main purpose of the programme is to contribute to the Government objective of no material disruption to essential public services over the millennium. It will provide information to reassure the public about the impact of the bug. It was agreed that the work would be taken forward jointly by Action 2000 and the Year 2000 Team under the auspices of the Cabinet Office. The programme is composed of two elements: work on the national infrastructure and the provision of information to the public (much of which will flow from the infrastructure work). Work on the millennium preparedness of key parts of the national infrastructure, has already started using such funds as could be made available from the Year 2000 Team budget.

7 On public information we have undertaken some market research which shows that the public are aware of the bug problem but that they do not really understand it. There is a touching faith that the "powers that be" will sort it out, scepticism about scare stories in the press but also an



## RESTRICTED POLICY

expectation that the Government will provide them with information. A separate, recent, MORI poll found that 19% of the public thought the Government's handling of the millennium bug was unsuccessful compared with only 6% which considered it successful.

8 Without a public information campaign, in the worst case, public uncertainty could turn to fear and panic, even if no Bug-related problems occur. Even the best stocked supply chains have collapsed when faced by massive and irrational public demand. Unfounded rumours have emptied supermarket shelves or caused long queues at petrol stations, causing further panic and problems.

9 A confident public will perceive a minor power cut as just that, unless told otherwise. A public afraid of the Bug will immediately assume it is part of major collapse and act accordingly. On February 1, a popular daytime television show (*Richard and Judy*) claimed that the Bug would cause a wholesale collapse in essential services and supplies - perhaps for years. Thousands of people saw this and many, including the elderly, phoned the Action 2000 helpline. This has occurred even though our market research shows a general lack of public concern, a firm belief that "they" are dealing with the Bug and considerable scepticism about press scare stories.

10 The public information campaign is designed to reinforce those well-founded helpful attitudes, while encouraging timely and calm action. It has the secondary purpose of demonstrating that the Government and others are taking effective action to tackle the Bug. It relies on the continual building of public confidence through the year, with a crescendo in the Autumn when people will be making decisions about the Millennium celebration period. That is also the time when it will be possible to publish a great deal of hard information about compliance, and sources of advice and help.

11 However, rumours and concern will begin to accumulate during the early part of the year. If helpful public attitudes were left to deteriorate, loss of credibility would be difficult to reverse. Therefore the campaign will open with an early reinforcement of helpful public attitudes. Action and preparation will be demonstrated through a communication push in the Spring (probably late May). A booklet giving details of action and advice will be issued via newspapers and TV listing magazines. It will be supported by limited TV and press advertising to ensure that people expect it and recognise it; by the Actionline; and by pro-active press office activity. The booklet will be strong, directly-presented evidence to counter sceptics and rumours.

12 The media campaign will then continue, with two strong emphases - the rebuttal of rumour, and the selling of fact. Other, business-directed activity will address the key audience for the National Infrastructure Forum work. Even so, potential concern about the Bug will rise as the end of the year approaches. The campaign is shaped to match.

13 The cap will be a definitive booklet, designed to be kept for reference, which will be delivered to every household around the end of September. It will reinforce helpful attitudes by containing the best available general advice and information, both new and updated. It will receive similar advertising support to the Spring, but upweighted to take account of its status and the need to compete with growing commercial activity. Its timing balances the availability of the best information, the seasonal cost of advertising, and the lead times for a complex operation.

14 Proposals for additional work for a public information programme are set out in Annex B, on the national infrastructure in Annex C and additional funds for the Cabinet Office Year 2000



## RESTRICTED POLICY

Team and press office to deal with increased activity leading up to and over the millennium in Annex D.

15 These proposals assume that we proceed to the millennium in an orderly way and that the public do not become unduly alarmed. Should public concern rise and panic ensue further effort to communicate with the public will be needed which we estimate might require a substantial additional programme. This is not included in this business case.

16 We have considered whether it would be possible to obtain financial support from the private sector in order to carry out some or all of this work. Action 2000 approached them in relation to the national infrastructure work and met with no success. Businesses and utilities see their responsibilities for communicating only with their own customers and see no benefit in contributing to the type of general messages aimed at informing and re-assuring which are proposed in this case. Those organisations most likely to be interested in sponsorship, say of the proposed booklets, would be those hoping to make extra sales as a result of the date change e.g. computer manufacturers. Such sponsorship, even if it could be obtained would almost certainly undermine the overall public confidence messages which we are seeking to promote. The funding of messages by individual businesses to their customers does not form part of this bid.

### **Evaluation**

17 We will evaluate the programme against the objectives for the Public Confidence Programme set out in paragraph 1 of Annex B using information available from the tracking market research on public perceptions described in Annex B and data from Action 2000's monthly "State of the Nation" market research which covers SMEs. We will also review the shape of the Autumn campaign in the light of the Spring campaign and the outcome of the tracking research.



## CURRENT FUNDING OF YEAR 2000 TEAM

	1998/99 £'000	1999/00 £'000
Year 2000 Team Budget	5,200	5,000
Overheads covered by DTI	850	
<b>Sub Total</b>	<b>6,050</b>	<b>5,000</b>
Overheads covered for DTI		850
Y2K running costs	247	300
Public Confidence market research	402	
Ernst and Young Consultancy work	751	
Action 2000 for Homecheck	1,430	
Additional funds for Homecheck staff until mid January Contribution to Action line	80	
<b>Sub Total</b>	<b>2910</b>	<b>1150</b>
Action 2000 for National Infrastructure work	3065	3761
<b>Total</b>	<b>5975</b>	<b>4911</b>
<b>Not yet committed</b>	<b>75</b>	<b>389</b>



## PUBLIC INFORMATION CAMPAIGN

1 The Cabinet Office and Action 2000 have agreed the following objectives for a public confidence and information programme.

### Objectives:

- The public should be confident about UK preparedness in general and particularly about essential services. They retain their scepticism about scare stories.
- The public should be aware of any action they need to take at home or as consumers, and when to take it. They have the knowledge and confidence to act reasonably and in good time.
- The public should know where to seek further information.

### Strategies

- **Campaign shape.** The information campaign will build public knowledge throughout the year as specific advice and data harden up. The crescendo will be in the early Autumn, but reinforcement will carry through to the end of 1999 and beyond. Information will be delivered directly and through third parties, including the media. Third party and direct communication work will be co-ordinated.
- **Openness.** The objectives and shape of the Government/A2K information campaign will be publicised at an early stage to prepare the media, other opinion-formers, and other information providers. Other groups and organisations will be encouraged to shape their information activity to match
- **Tone.** The information will be informative and reassuring in tone, but frank and realistic about possible problems. It will not duck issues where the public needs to take action. It will address the need to act in good time to prevent overstressing supply chains.
- **Information flow.** Information will be provided continually throughout the year, with two main direct bursts - in late Spring and early Autumn. These will centre on detailed information for households in booklet form. The booklets - particularly in the Autumn - will be designed for reference and retention. The Autumn booklet should be a comprehensive source of information. The booklets will be supported by advertising, specific free media activity, and a telephone action line.
- **Third party endorsement.** The credibility of third-party endorsement will be exploited as fully as possible. "Hero figures" from interest groups and business sectors will be supported and encouraged.
- **Press and broadcasters.** Particular effort will be made to stimulate accurate and informative media reporting, reinforcing the overall campaign. Pro-active national and regional work will place specific information and signposts to other sources. Reactive work will seek to rebut unfounded scare stories, to provide spokesmen or "hero figures" for interview, and to provide



## RESTRICTED POLICY

rapid access to key information.

- **Further sources.** A key provision will be advice on sources of detailed information about particular sectors or services. The booklets and the telephone action line will signpost these sources. Providers of further information will continue to be drawn in to this process.
- **Website.** It will be essential to have a source of continually updated information available for the public and the media. This will be done using a website.

Details of the programme elements proposed to meet these objectives and strategies are given below and the proposed management structure is at Annex E.

### Market Research

**Objective** - to track the public's perceptions about the effect of the bug on them and their information needs about it in 1999.

	1998/99 £'000	1999/00 £'000	2000/01 £'000
Tracking Research		720	

2 If the public do not believe that life will continue substantially as normal on and after 1 January 2000 there is likely to be increasingly abnormal behaviour as the Millennium approaches. Any widespread action taken to pre-empt a perceived shortage or deficiency (e.g. shortage of food stuffs or inability to get cash from ATMs over the long holiday) may, on its own, cause a crisis in services or supplies, exacerbating or even surpassing the impact of the bug itself. To address this Action 2000 produced Homecheck! in October 1998 as an insert to a number of national newspapers. This contained information about the impact of the millennium bug on domestic equipment and home PCs. However Homecheck reached a relatively small part of the general public. In order better to understand the public's need for information or reassurance about the millennium bug the Cabinet Office commissioned market research in late November 1998 to assess the public's perceptions about the millennium. This indicated that, while levels of awareness of the bug are relatively high, understanding is patchy and attitudes, which are not well formed, are currently extremely fluid. The research also showed that although the public were aware of scare stories they tended to consider that these had been whipped up by the press and that "the powers that be" would deal with the problem. Primary responsibility for dealing with the millennium bug was laid at the door of big businesses and large organisations but the public assumed the Government would be making sure that companies are properly prepared and that essential utilities and services do not malfunction. There were also widespread and spontaneous requests for a booklet to be delivered to every home, which could be kept for reference purposes, and which would contain information about the bug and how it could affect individuals. Interviews with those concerned with caring for vulnerable people and ethnic minority groups who might have special information needs produced similar results.

3. We propose tracking of the public's perceptions about the bug in 1999 to assist us establish whether concern is rising and how target any necessary information. This will involve monthly surveys involving 2000 interviews with a cross section of the public. Funds are available in the Year 2000 budget for this financial year but some £720K will be needed for April-December 1999.



## RESTRICTED POLICY

**Effect of not undertaking this work – we will not be able accurately to assess the needs of the general public for information/reassurance. In particular we might miss the opportunity of responding to needs of particular groups e.g. elderly people. Nor will we be able to validate our campaign.**

### Issues management

**Objective-** to provide an independent professional assessment of the public information programme to ensure it meets the public's needs for information/reassurance.

4 The Cabinet Office engaged Luther Pendragon, a specialist issues management consultancy, to advise on the need for and content of a public information programme. We propose retaining them in 1999 /00 in a consultancy role to advise on the public information programme and any modifications that may be needed as indicated by the market research. The cost of this will be £350K.

**Effect of not undertaking this work -the quality of the programme might suffer without the involvement of specialists who can provide an independent perspective.**

### Spring Programme

#### **Information booklet**

**Objective-** to provide up to date information to the public about the preparedness of the infrastructure and the implications of the bug on domestic appliances, and important aspects of domestic life e.g. financial services, travel, insurance etc.

5 A booklet would be delivered in late May via inserts in all National and regional Sunday titles and TV listings guide giving an all adults coverage of 74%. This route has been selected over a door drop as a door drop planned at this level of notice would take 5 weeks to complete. This would extend the associated "warm up" activity which would in turn increase the cost. In addition to the newspaper inserts the booklet would be made available at Post Office counters to increase availability to non- Sunday newspaper buyers and lower income groups such as pensioners and benefit recipients. The text would also be made available on disc if supermarkets etc. wished to print it and issue it to customers (experience with Homecheck was that several organisations wanted to distribute it but issuing a disc rather than supplying copies will keep costs down).

	1998/99 £'000	1999/00 £'000	2000/01 £'000
Booklet 16 page A5 4 colour (30 million)		2,000	
Press Insert		729	
Post Office Counters		105	
Discs		20	
<b>Sub-total</b>		<b>2854</b>	



**RESTRICTED POLICY**

**Effect of not undertaking this work – the Government would be perceived as ducking responsibility for advising the public on what may come to be seen as a national emergency. Counterproductive and economically damaging public behaviour could start to take hold. Supporting Warm -Up Activity**

**Objective-** to increase the number of people reading/ keeping the booklet

6 Unless people are aware that there is something special about the booklet there is a real risk that they may throw it out as junk mail. COI experience backed up by research shows that readership of the booklet is likely to be increased if there is media activity, particularly TV advertising, just before the booklet is issued, which alerts the public to look out for it and tells them where to find it. The warm up activity proposed is fliers to be included in bank statements, utility bills etc.; advertisements in the regional press, banner advertising links to websites and a series of TV advertisements prior to publication.

	1998/99 £'000	1999/00 £'000	2000/01 £'000
Fliers (30,000,000)		225	
TV adverts		1,694	
Regional press adverts		235	
Website		59	
Production costs all media		646	
<b>Sub Total</b>		<b>2859</b>	

**Effect of not undertaking this work- Best value for money will not be obtained from the Spring Booklet. In particular, its penetration and impact will be lost.**

**Action line**

**Objective -** to provide a means of order taking for the booklet for those who have missed it and to sign post those with enquiries to sources of information e.g. regional water companies etc.

7 Experience with the publication of Homecheck in the Autumn showed that the provision of information resulted in a considerable amount of interest and questions by the general public. The Action 2000 action line received a significant number of additional calls from the general public. The existing line was designed for small business users and offers personal responses to enquiries. The cost per call is somewhat expensive (£8+) so we propose a more limited service which would take orders for booklets, sign post callers to other sources of information e.g. utility providers, ABTA etc. The Actionline is budgeted to deal with 1,050,000 calls between April and December 1999 which takes account expected increases in calls coinciding with media activity in the Spring and Autumn and after meetings of the National infrastructure Forum. The cost per call is budgeted at £3.03 for an average of 3.5 minutes.

	1998/99 £'000	1999/00 £'000	2000/01 £'000
Action line		4,000	

**Effect of not undertaking this work – the Government would again be seen as ducking responsibility for advising the public on what may come to be seen as a national emergency.**



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Website

**Objective** – to update the Action 2000 website with information about the domestic environment and infrastructure

8 The site will be designed to link up with other sites. It will need to be updated on a regular basis. **Cost £40K**

**Effect of not undertaking this activity –the credibility and comprehensiveness of Action 2000’s activity would be damaged giving hostile commentators an easy opening.**

Autumn Programme

**Objective** - to deliver comprehensive information about the preparedness of the infrastructure and other information about essential services to every household in the country.

9 The market research which has been undertaken shows that the public expect a booklet to keep which contains information they might need about the millennium bug. A booklet would be delivered to every household in the country using the Royal Mail (and other door drop organisations to ensure 100% coverage over a two week period). The booklet would contain up to date information about the infrastructure preparedness based on the independent assessments (see Annex C for details), sources of further information and a summary of information about the domestic environment for those who had missed earlier publications. Like the Spring programme this would be supported by “warm up” activity. For maximum effectiveness this would be designed for wider coverage.

	1998/99 £'000	1999/00 £'000	2000/01 £'000
Booklet Production		2,600	
3 million bi-lingual, large print, audio, video etc.		350	
Booklet Distribution		1,976	
TV adverts		2,865	
Press adverts (national and regional)		1,762	
Website (banner advertising)		59	
Production costs all media		902	
Concept testing		150	
<b>Sub Total</b>		<b>10,664</b>	

**Effect of not undertaking this activity -the Autumn programme is the focal point of the public information programme and without it the Government would not fulfil its responsibilities in ensuring all members of the public have information they need about the impact of the bug on themselves and their families.**



**NATIONAL INFRASTRUCTURE**

**Key objective** - to assess the millennium preparedness of key sectors of the economy and to encourage the sharing of this information between sectors and eventually with the wider public with the intention of generating public confidence.

	1998/99 £'000	1999/00 £'000	2000/01 £'000
Existing funding	3,065	2,450	
Proposed increase	197	4787	713
<b>Total</b>	<b>3262</b>	<b>7237</b>	<b>713</b>

1. Work on the preparedness of the national infrastructure falls into two broad areas, the National Infrastructure Forum (NIF) and the Independent Assessment Project. Both the NIF and the Independent Assessment Project build on the work which Ernst and Young did for the Cabinet Office which involved mapping the interdependencies of the various sectors of the economy. This demonstrated a hierarchy of dependencies with Water, Fuel (gas, electricity and oil), Telecomms and Financial Services being those on which most other sectors depend. An understanding of the preparedness of the key sectors is essential so that the Government can assess any areas of weakness which might threaten the smooth running of the economy and emergency services and cause panic and bizarre behaviour among the public (such as the stockpiling of items rumoured to be in short supply as has happened in the past e.g. sugar and petrol). Such behaviour might itself become a millennium problem. As a result of information disseminated in the NIF its members will also be able to assess whether their own businesses will be affected by the preparedness of those on whom they depend and inform their customers.

**National Infrastructure Forum (NIF)**

**Objective** - to encourage members to share information about millennium preparedness with each other and eventually with the wider public with the intention of generating public confidence

	1998/99 £'000	1999/00 £'000	2000/01 £'000
Existing funding	432	800	
Proposed increase	157	470	1,863
<b>Total</b>	<b>589</b>	<b>1270</b>	<b>1,863</b>

2. The NIF brings together representatives of key sectors of the infrastructure from industry, regulatory bodies and Government Departments. The aim is to encourage those who attend to share



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information about millennium preparedness with each other and eventually with the wider public, with the intention of generating public confidence. The first meeting was held on 13 October 1998. The intention is to have meetings at three monthly intervals. The Forum is supported by a number of working groups. The first is a Steering Group which has so far addressed the issues of independent assessment, disclosure of information on readiness and business continuity. As a result, the wider Forum received reports on preparations in the five sectors upon which others depend. A second advisory group has been established to advise Action 2000 on the needs and expectations of key players (such as the supermarkets) who are dependent on the state of preparedness of the infrastructure.

3. Businesses of all sizes are already expressing an interest in the preparedness of the infrastructure and we expect that interest to extend to the general public in 1999. The work of the Forum, drawing on the independent assessment work described below, will play an important part in getting across messages to the public that it should be "business pretty much as usual" over the millennium.

4. Existing funding permits the NIF to organise and support its various groups. However, as increasingly detailed information becomes available about the preparedness (or otherwise) of the infrastructure, Action 2000 will need to be able to respond to increased public interest. The Cabinet Office and Action 2000 consider that it will be for individual businesses and sectors to communicate their own preparedness to their customers but market research undertaken at the end of November 1998 showed that the public has expectations of Government involvement in ensuring that the country as a whole is ready. It is at the level of the NIF that the "big picture" on preparedness comes together. There will be both a practical and political need to manage well the communication of this centrally available information, so that the implications of what may not all appear be "good news" are presented in context and in a way that can be readily understood by members of the public. Additional funding would therefore be used for the following purposes.

### Public Relations Team

**Objective** - to co-ordinate, manage and disseminate messages from the NIF and Independent Assessment Project and co-ordinate messages across sectors and with big companies for uniformity of language and to co-ordinate timing of messages.

	1998/99 £'000	1999/00 £'000	2000/01 £'000
Cost	57	230	

5. This would pay for a dedicated public relations team of four people working within Action 2000, for the national infrastructure activity.

**Effect of not undertaking this work** – there will be no central co-ordination of messages, leaving the press and public to make what they can of disparate messages from companies seeking to maintain their market share. There is also a risk that the Government will be perceived as not undertaking the role the public sees as their responsibility i.e. ensuring that key sectors of the economy make proper preparations particularly in key economic sectors.



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### Extended Press Office

**Objective** - to disseminate the messages developed by the PR team.

	1998/99 £'000	1999/00 £'000	2000/01 £'000
Cost	100	240	

6. This would pay for Action 2000's consultants who handle their press work.

**Effect of not undertaking this work - key messages about the infrastructure would not get to the public in a co-ordinated manner.**

### National Infrastructure Independent Assessment Project

**Objective** - to ensure that independent assessment is undertaken of the state of readiness of key sectors of the infrastructure and that business continuity plans are in place.

	1998/99 £'000	1999/00 £'000	2000/01 £'000
Existing funding	1,908	1,506	
Additional Funding	40	920	
<b>Total</b>	<b>1948</b>	<b>2426</b>	

7. This project builds on earlier work undertaken by Ernst and Young for the Cabinet Office to map the interdependencies of key sectors of the economy. Without independent assessments we will always be reliant on what we are told, not on what we know.

8. The project team is working with each sector to:

- identify bodies which will be responsible for the assessment work e.g. the regulators for key utilities, the Home Office and Her Majesty's Inspectorate for the Fire Services. The Audit Commission will have a key part to play in relation to the NHS and local authorities;
- ensure that the standard of assessment is consistent across all sectors - although the assessment method may vary from sector to sector.

9. The project will work through sectors using the hierarchy developed in the Ernst and Young work which identifies those sectors with the largest number of interdependencies. Work initially focused on the top five key sectors - Water, Fuel (Gas, Nuclear, Oil and Coal), Electricity, Telecomms and Financial Services but has now extended to the next group of sectors Transport, Food Production and Distribution, the NHS and the Emergency Services (Fire, Police, Ambulance). It is already clear from work in the Water Sector that assessment will be an iterative process. Resources are required to fund additional sector co-ordinators to take forward the project in other key sectors (e.g. transport, local government, welfare, justice etc.) and to help speed up the rate of work across the other key sectors where work is already underway



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10. In order to get it up and running quickly Ernst and Young were contracted to provide sector managers in the first instance whilst a recruitment exercise was carried out. Finding suitable people with a comprehensive understanding of the sectors and immediately available to work on a short term exercise has proved extremely difficult. This has partially been overcome by using members of the Year 2000 team as sector managers in the public sector, but this limits the amount of work they can do on the Team's own objectives and is not a long term solution.

**Effect of not undertaking this work- incomplete information would be available for the public and businesses in this vital area of work which underpins the entire public confidence programme of work.**

**National Press Advertising**

**Objective** - to ensure that information about the state of readiness of the infrastructure gets to the general public and businesses. This also provides a link with the Action 2000 SME programme of work.

	1998/99 £'000	1999/00 £'000	2000/01 £'000
Cost		3395	

11. This activity is necessary to supplement the work of the PR team and press office. After each meeting of the NIF a press conference is held updating the media on progress in key sectors of the infrastructure. Experience has shown that when the news is good it receives very little coverage. There are three Forum meetings before December 1999 and it is therefore proposed to run national press advertising targeting businesses to inform them of the preparedness of key sectors; key milestones; self/independent assessment status and explaining the roles and responsibilities of regulatory bodies. The costs of the first two waves of advertising would be £725K each and for the last wave in 1999 a heavier weight coverage is envisaged, in line with the overall strategy of building up activity into the Autumn costing £1,222K. We suggest making provision for a wave of advertising in early 2000 lest infrastructure problems arise. This is also costed at £725K

**Effect of not undertaking this work - businesses would not have an accurate and reliable picture of progress over the entire infrastructure. They would only have such information as their infrastructure suppliers decided to give and partial and often inaccurate press reports.**



## CABINET OFFICE

**Creation of a dedicated Millennium Bug press office team within the Cabinet Office for 1999/00**

**Objectives:** to provide:

- the Government's press office on Y2K, representing the President of the Council as lead Minister;
- a central Government press team and press co-ordination centre for Y2K information and crisis management;
- the "source on sources" for the media.

Media interest is forecast to increase dramatically during 1999 and the Government will need to be able to respond to the pressure. We will need to be proactive in co-ordinating the media response across Whitehall, generating stories and placing articles if we are to attempt to command the agenda and minimise the damage from articles that spread scare stories or proffer incorrect advice. A great deal of fire fighting will also be needed. Our experience in 1998 already points toward this and the Cabinet Office press office will need to be expanded to cope with the increase in work. However the demands are likely to increase dramatically as we move into 1999 and closer to the century date-change. Key dates/events which we know will trigger press interest include the quarterly meetings of the NIF beginning on 21 January, the quarterly statements to Parliament, NAO and Audit Commission Reports and incidents of failures triggered by earlier date problems e.g. 1/4/99 and 9/9/99.

To respond to this we propose to establish a small dedicated Millennium bug team comprising a SCS team head, 2 x Senior Information Officers and 2 x Information Officers.

**Information management centre**

It is already accepted that there will inevitably be failures in key services as a result of the bug. The most likely scenario is that failures will be localised rather than national, albeit fairly widely distributed across the country. This will make it difficult to take a clear view of the impact of the bug. We will need to ensure that government has an "accurate" picture of what is likely to be a very scattered picture and is in a position to respond adequately for requests for information from the media. Arrangements will need to be put in place therefore to gather and analyse information on the impact of the bug from across the country and overseas before and immediately after the date change and to communicate this information to Ministers, the media and general public. This has been discussed under Chatham House rules with the media in the Media Emergency Forum under the auspices of the Home Office Emergency Planning Unit. The media would welcome a focal point for information on millennium issues.



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We envisage the need to pull together a team of up to 15 x Information Officer / HEO staff which would be built up gradually during the 2nd half of 1999 (there will have to be a lead time for training and recruitment etc.) to supplement press office and Year 2000 Team resources in manning the information centre, in responding to requests for information, and in co-ordinating messages across government. The team would work closely with other key players in the regions, the private sector and the major utilities with work building up from early November and over the millennium period.

### Regional press operation

For the current financial year we have used the COI regional press operation to monitor regional coverage of the bug and to generate regional press interest. In 1999 we will be seeking to encourage the major utility service providers to disclose more information about their state of preparedness to their customers. It will therefore become increasingly important to monitor press coverage in the region and be in position to fill any 'gaps' in coverage at the regional level. We will need funding to meet the increasing demand placed on the COI regional press operation in the financial year 1999/2000.

Cost for enhanced press office team, information management centre up to and over the millennium and regional press monitoring is estimated at **£2M in 1999/00 and £0.2M in 2000/01**

**Effect of not undertaking this activity – the Government will not be able to control, co-ordinate and react to media coverage of the millennium problem issues. This would be damaging politically and practically in what might come to be seen as a national emergency.**

### Reinforcement of the Year 2000 Team

**Objective** - to support MISC 4, co-ordinate information and initiatives across central Government and to work with Action 2000 on the implementation of the Public Information Programme.

The Year 2000 Team currently comprises 11 staff including a SCS Team Head, a SCS Technical Adviser and four G7 Policy Managers. The team was established in May 1998 since when its workload has steadily increased as the work programme of MISC4 has expanded, the need for greater co-ordination across central Government, the public sector and the national infrastructure has become apparent, and as media and Parliamentary interest in the subject has grown. It is now clear that additional staff will be needed during 1999 to cope with the increasing volume of work. We propose to augment the team with the addition of two more policy managers at G7 and a further two support staff.

The work of the Year 2000 team will not stop in the first few months of 2000. There are a number of dates in 2000, notably 29 February 2000, which may cause failures. A modest team will be needed in 2000/01 and additional funding will therefore also be required

**Cost: £.700K for the financial years 1999/00 and £.100K in 2000/01**

**Effect of not undertaking this activity – the team will not be able to provide effective support to Ministers and MISC 4 in taking forward work across Government and the public sector.**



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**This will have consequential effects for the Government press effort before and during the millennium.**

### **Quarterly monitoring**

Progress in tackling the bug across central government departments and agencies and key parts of the wider public sector is currently monitored on a quarterly basis. This enables MISC4 to monitor preparedness and chase progress across government and is an essential driver in ensuring that departments take proper action to tackle the problem.

Each agency and department is required to complete a detailed self-assessment questionnaire. These are then analysed, and reports on each organisation are produced. This work is carried out under contract on the Cabinet Office's behalf. The results are reported to parliament and the individual completed questionnaires are published. The openness of this process is important in maintaining confidence in how the government is managing its own bug problems.

The monitoring exercise will need to continue into 1999 and early 2000. We will also have to move to a monthly monitoring cycle in the 2nd half of 1999 to respond to the request from MISC4 for closer monitoring in the immediate run up to the Century date-change.

**Cost: £ 300K**

**Effect of not undertaking this activity – we will not be able to monitor millennium preparedness more closely as requested by MISC 4.**



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SUMMARY OF ADDITIONAL COSTS

	1998/99 £'000s	1999/00 £'000s	2000/01 £'000s
<b>National Infrastructure</b>			
PR Team	57	230	
Press Office	100	240	
Press Advertising		3395	
Independent Assessment Project	410	920	
Salaries			713
<b>Sub Total</b>	<b>567</b>	<b>4785</b>	<b>713</b>
<b>Public information</b>			
<b>Tracking Research</b>		720	
<b>Issue Management</b>		350	
<b>Spring Campaign</b>			
Booklet 16 page A5 4 colour (30 million)		2,000	
Press Insert		729	
Post Office Counters		105	
Discs		20	
Fliers		225	
TV adverts		1,694	
Regional press adverts		235	
Website		59	
Production costs all media		646	
<b>Sub Total Spring Campaign</b>		<b>5713</b>	
<b>Action line</b>		<b>3790</b>	
<b>Website</b>		<b>60</b>	
<b>Autumn Campaign</b>			
Booklet Production		2,600	
3 million bi-lingual, large print, audio, video etc.		350	
Booklet Distribution		1,800	
TV adverts		2,865	
Press adverts (national and regional)		1,762	
Website (banner advertising)		59	
Production costs all media		902	
Concept Testing		150	



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<b>Sub total Autumn Campaign</b>		<b>10,488</b>	
<b>Cabinet Office</b>			
CO Press Office and Info Centre including Regional COI		2,000	20
Y2K Team		700	10
Quarterly Monitoring		300	
<b>Sub Total</b>		<b>3000</b>	<b>30</b>
<b>Grand Total (inc. VAT)</b>	<b>567</b>	<b>28906</b>	<b>743</b>

NB All items are non-running costs other than £720K for tracking research, £350K for Issue Management and £3.3 M for Cabinet Office costs.





**YEAR 2000 PUBLIC CONFIDENCE PROGRAMME: MANAGEMENT FRAMEWORK**

Objectives

- (i) The public are confident about UK preparedness in general and particularly about essential services. They retain their scepticism about scare stories.
- (ii) The public are aware of any action they need to take at home or as consumers, and when to take it. They have the knowledge and confidence to act reasonably and in good time.
- (iii) The public know where to seek further information.

Assumptions

2.

- (i) The public should principally look to the providers of key "public" services to provide such information
- (ii) the role of Government is to complement this activity where necessary by pulling information together into a wider picture and, in the last resort, to provide advice to the public on what precautionary action they should sensibly take.
- (iii) the programme includes the media handling of the output from the National Infrastructure Forum projects and the managing of the Actionline



Management

3. This is a joint programme between Cabinet Office and Action 2000, managed by a Media Strategy Group. The Group will be chaired by Mike Ricketts of the Cabinet Office and have the following members:-

Nikki Akhurst, Peter Buchanan (COI), Sarah Charman, Gwynneth Flower, Mike Granatt, Valerie Keating, Mandy Mayer, Marie Pender, Luther Pendragon (advisors).

4. The Group will meet on a [...day] every week and will replace the existing Tuesday weekly press meeting
5. Luther Pendragon will provide regular reviews of the progress and development of the strategy, in the light of market research findings, media commentary, and other activity. They will have a particular responsibility to watch for significant trends in public confidence, commentators' comments and non-governmental activity and to suggest appropriate action - for example, an increase or decrease in specific campaign activity, or special attention to an individual sector or a media outlet. Luther Pendragon may be required to carry out some activity by the Group.

Role of Group

6. The Group will:
  - i. draw up and revise the media strategy



- ii. consider as part of the strategy, the activities of the main spokesmen under the programme:

Margaret Beckett

Don Cruickshank

Gwynneth Flower

Paddy Tipping

- iii. have final editorial control over all messages and media content
- iv. take final decisions on all contracts let to implement the agreed strategy
- v. advise the Head of the Year 2000 Team on the budgetary implications of all proposed changes in the programme
- vi. steer the development of the market research work which underpins the programme

### Implementation

7. (i) contracts under the programme will normally be let by Action 2000 using COI arrangements; and

(ii) Cabinet Office Press Office and Action 2000 will tell each other automatically when interviews are accepted by their respective spokesmen. The contact in the cabinet office will be the senior press officer (currently Howard Rhoades, pending the development of Mike Ricketts' own team).



(P)



Prime Minister

AL

Top SA  
cc/Pu  
Press  
SW

**ARRANGEMENTS FOR THE MILLENNIUM**

Up to now, when the Millennium is mentioned most attention has concentrated on the problem of the Millennium Bug. I am now convinced that although the Bug is a problem for the NHS the biggest problem for us at the Millennium will be people rather than technology.

Like the rest of the country, in recent years the NHS has substantially shut up shop between Christmas and New Year. I now believe that, holiday break on top of the flu was the main cause of the 12,000 rise in waiting lists in December. They have fallen by around 14,000 in January despite a lot of flu still being around in the first week or so of January.

I propose to take special measures to ensure appropriate health and social services are available over the Christmas/Millennium period, and if they work, to insist that the same approach is applied for the Christmas/New Year break in future years.

Up to now arrangements have had a voluntary tinge to them. That's just not good enough. So I am making arrangements to ensure that in every part of the country the local Health Authority will have to draw up and implement plans to make sure the necessary cover is provided. We can't expect the emergency services to do it all.

Over next Christmas and the Millennium, people who are ill must be able to call on the normal range of services. They must be able to get their local GP or deputising service. If they are given prescriptions by their GP there must be a pharmacist available to dispense their medicine.

Community services will have to be available to help look after people in their own homes and so must social services. Ambulance services and accident and emergency departments can expect higher than average calls over this period. And hospital services must be available.

Every service will have to work with the others or else the emergency services won't be able to cope. All these arrangements will have to be planned and delivered locally and we will be making sure the necessary arrangements are in place.

What I have in mind is, for example, to insist that every Primary Care Group must arrange adequate GP cover with a "cascade" system so that if the practices which are open can't cope then other practices open up to deal with the workload. And the same approach will apply to all other health and social services including pharmacies. The emphasis will be that over the Millennium, as at any other time, NHS professionals will be expected, when needed, to do their job. It seems to me this approach will put the whole thing on the right footing. We must resist all efforts to suggest that NHS professionals are doing us a favour by working during this period.





We may need to find some extra funds to ease this process but I will resist the idea that huge bonuses are in order.

Special measures will also be taken – this includes my decision to bring forward to the beginning of December the extension of NHS Direct to cover 60 per cent of the population. The original target date was Easter 2000.

I assume this approach meets with your approval.

A handwritten signature in black ink, appearing to be 'ZL'.

F.D.

February 1999

kr250201.doc





cc: *gs* *he*  
*SR*

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The Rt Hon DAVID BLUNKETT MP

Clare Hawley  
10 Downing Street  
LONDON SW1A 2AA

26 February 1999

Dear Clare

### BUG BUSTERS

We spoke on Monday about the Bug Buster training programme. As you will know from the fortnight report, demand is continuing to grow and faster than expected. We have virtually achieved the original 20,000 places and are well on the way to the additional 10,000 announced by the PM in January.

Take up varies across the country. A couple of TECs have sufficient funding and places to continue to June but the majority will exhaust their places and money very shortly. Some TECs will stop taking bookings in the next couple of weeks.

Ministers are considering a range of options for the future. If the programme continues, it will need funding and we do not have any existing cover for this within DfEE. If we end the programme, Government may be criticised for stopping it at the height of its success.

Based on broad brush evidence only so far, we estimate that demand could continue for a further 20,000 places. This would cost some £16m next year. I understand that the Cabinet Office may have been offered at least £10m by the Treasury for next year for a further 'public confidence' campaign on the Millennium Bug. Would an announcement of this, together with the £16m for additional Bug Buster training make a possible Budget package? As you know, the Chancellor covered the original Bug Buster/Millennium Bug projects funding in the 1998 Budget and an announcement on tackling the date change problem was then made specifically by the Prime Minister. Could we look to a similar arrangement this year?

You may know that my Secretary of State met the Chancellor on Wednesday morning and raised this issue. As timing is very tight, I would be grateful for your views on how we might now move forward.

*Jas*

*Lindsay*

LINDSEY BROWN  
PRIVATE SECRETARY

**DfEE**



W6

**● CABINET OFFICE Y2K PRESS TEAM**

**Objectives:** to provide:

- the Government's press office on Y2K, representing the President of the Council as lead Minister;
- a central Government press team and press co-ordination centre for Y2K information and crisis management;
- the "source on sources" for the media.

**Critical partnerships:** the team should work closely with Cabinet Office Year 2000 team; Action 2000; Cabinet Office Information Group; Strategic Communication Unit, No10. For the critical period, the team must also have developed working relationships with a wider range players, detailed in the tasks below.

**Critical period:** In this context, the period is defined as 1 September 1999 - 1 March 2000.

**Tasks:**

1. **Handling media enquiries about Government, and particularly Ministerial, issues regarding Y2K.** In this respect, the team will be working alongside the Cabinet Office press office. In addition to the President of the Council and other Cabinet Office Ministers, the team will work to ensure the appropriate deployment of Ministers from other Departments.
2. **Developing productive relationships with key journalists, programme makers and programme planners.** Outcomes should include timely warnings of emerging issues and early intervention. An urgent element is to ascertain the potential for free coverage using the BBC.



- Developing the work of the Strategy Group of Whitehall press office contacts, and improving interdepartmental liaison.** Outcomes should include a central database of Government preparedness, strong information exchange, and systems to prevent cross-departmental issues being overlooked.
4. **Providing the "source on sources".** Outcome: a knowledge base for referring media inquiries and partners to the right office.
5. **Designing and testing systems for the operation of the press team and the information centre, particularly during the critical period.** 18-hour office manning plus home duties is probable; 24-hour manning may be necessary. Strong technical systems will be needed to support (a) the information centre's links with other organisations; (b) Col's regional offices and electronic news distribution service; and [c] home workers for night duty or in case of transport disruption. The Media Monitoring Unit will need to provide specific 24-hour support. Outcome: systems, technical facilities and other support capable of 24-hour and distributed working.
6. **Developing effective liaison with the emergency services, other public bodies, and the utilities.** Outcomes: swift information exchange and action, particularly during the critical period; systems to ensure that issues and enquiries are fielded to the appropriate respondent quickly and positively.



- 7. Developing arrangements with broadcasters to facilitate the swift transmission of public information in an emergency or a lesser crisis; and for ensuring that all interested parties are kept informed. Support for the CCC, if necessary.** Outcomes: speedy reassurance and advice for the public during shortages or outages. Distribution of good information about local to help all partners displace rumour with fact. (Many industries and departments have their own routines in place, but the Y2K news factor will heighten fears and expectations. The team should aim to encourage the tardy, support the able, and help the rest. Catastrophe routines are already in place with the broadcasters via the Home Office under civil contingency arrangements. The team will support the CCC, if necessary.)
- 8. Designing and implementing training systems for staff brought during the critical period.** Outcome: Induction training which will allow staff to be effective as swiftly as possible after joining.
- 9. Implementing a resource management system** for the unit as a cost centre. Running costs will include overtime and other staff costs, CoI regional services, on-line information systems (e.g. PA), additional MMU staffing.



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