

**BENEFITS AGENCY
SOCIAL SECURITY AGENCY (NI)
POST OFFICE COUNTERS LIMITED**

**PROGRAMME DELIVERY AUTHORITY
MASTER PLAN**

Version 1

16 August 1996

Creating Business Advantage

CONTENTS

1. INTRODUCTION

- 1.1 Purpose
- 1.2 Status
- 1.3 Related Documents
- 1.4 Terminology

2. STRATEGIC MILESTONES

- 2.1 List of Strategic Milestone
- 2.2 Strategic Milestone Relationships

3. THE MASTER PLAN

- 3.1 Plan Structure
- 3.2 Plan Summary
- 3.3 Responsibilities
- 3.4 Plan Assumptions
- 3.5 External Dependencies
- 3.6 Internal Dependencies
- 3.7 Business Risks
- 3.8 Programme Organisation
- 3.9 Programme Resourcing

APPENDICES

- A. Terminology
- B. Strategic Milestone Definitions
- C. Intermediate Milestones
- D. Overview Plan
- E. Activity Descriptions
- F. Assumptions
- G. Handshake Milestones

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	--	-----------------------------

1. INTRODUCTION

1.1 Purpose

This document sets out the Master Plan for the delivery of the PDA programme. It brings together the activities of the BA, SSA, POCL and Pathway and covers the timescale up to completion of the programme in 1999.

The objectives of this plan are to:

- integrate at the high level the activities of all parties. Each activity on the plan will be supported by a lower level sub-ordinate plan
- communicate key information on the status of the programme regarding scope, implementation approach, responsibilities and timescales
- clarify uncertainties and communicate their status
- to provide the framework for ongoing management (monitoring, reporting and control).

The plan will be updated as required, initially this is expected to be monthly.

1.2 Status

This version of the plan was agreed by the PDA Board on 13 August for sign-off and general release. The changes requested by the Board have been incorporated. It is signed-off on the basis that the following have yet to be addressed:

- the target dates are those which all the parties are endeavouring to meet even where they may be different from the baseline dates. It is intended that when change control is introduced the baseline dates will be changed formally
- the roll out programme has yet to be agreed. The proposed roll out strategy has been approved by the Board in principle and Pathway are to submit a detailed plan. When this is received and agreed the roll-out plan can be baselined

Benefits Agency	Programme Delivery	Version 1
Post Office Counters Ltd	Authority (PDA)	
Social Security Agency (NI)	MASTER PLAN	16 August 1996

- the duration for Release 1 UAT is two months and assumes the provision of a model office test environment dedicated to the PDA from 1 November. This too is being discussed together with other aspects required to achieve this duration
- it has not been possible to yet ascertain the intermediate milestones for all the strategic milestones. These will be added when determined. Similarly, as all the sub-ordinate plans are not in place all interrelationships and the full set of handshake milestones cannot yet be determined
- resourcing has to be applied and is dependent on the development of sub-ordinate plans
- the POCL systems migration and testing plan has to be developed
- contingency plans have to be developed.

The sign off means:

- commitment to work toward and achieve the (target) dates on the basis that they will be endorsed by change control (as appropriate in due course)
- commitment to develop sub-ordinate plans in line with the Master Plan
- baselining the business cases on the basis of the Master Plan
- proceeding on the basis set-out in the Master Plan.

1.3 Related Documents

In preparing the plan we have sought to minimise duplication with other documents. The plan should therefore be read in conjunction with the following:

- **Project Initiation Document** for definition of programme objectives, responsibilities and business risks
- **Pathway Contract** for the contractual definition of deliverables and responsibilities

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	--	-----------------------------

- **Business Cases** for the key assumptions on what the programme will deliver and at what cost in delivering the required benefits
- **Functional Specification** for the description of what will be included in the Pathway Service for Release 1.

1.4 Terminology

Terminology varies across the programme (sponsors and service provider). Appendix A provides a list of suggested terms for universal use and which are used throughout this plan.

Please note that, throughout the document, where square brackets [] are used this denotes that the data inside the brackets has to be confirmed.

Benefits Agency	Programme Delivery	Version 1
Post Office Counters Ltd	Authority (PDA)	
Social Security Agency (NI)	MASTER PLAN	16 August 1996

2. STRATEGIC MILESTONES

2.1 List of Strategic Milestones

The plan is designed to achieve the Strategic Milestones and target dates listed below which are described in detail in Appendix B. The intermediate milestones by which achievement will be monitored are listed in Appendix C.

SM	Description	Target Date	Source
A1	One office automated for restricted ChB payment by card	23 September 1996	Step 1 plan
A2	Ten offices automated for restricted ChB payment by card	21 October 1996	
B1	first of 200 pilot Post Offices live and available for customer use and with EPOSS, APS, and OBCS functionality	3 March 1997	PDA Board Paper
B2	all 200 pilot Post Offices live and available for customer use	6 April 1997	
C1	first national roll out Post Office live and available for customer use	2 June 1997	
C2	5,000 Post Offices automated	tbd	tbd
C3	10,000 Post Offices automated	tbd	
C4	15,000 Post Offices automated	tbd	

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	--	-----------------------------

SM	Description	Target Date	Source
C99	all Post Offices automated	mid November 1998	PDA Board Paper
D1	first NI Post Office live and available for customer use	August 1997	SSA plan and discussions
D2	all (~670) NI Post Offices live and available for customer use	September 1997	
D3	PSCS/Incap first card payment by normal renewal cycle in NI (SSA)	September 1997	
D4	AA/DLA first card payment by normal renewal cycle in NI (BA and SSA)	September 1997	
D5	FamC/DWA/ETU first card payment by normal renewal cycle in NI (SSA)	November 1997	
D6	IS/JSA/ChB first card payment by normal renewal cycle in NI (SSA)	January 1998	
D7	SF first card payment by normal renewal cycle and start of LGL in NI (BA and SSA)	5 January 1998	
D8	Clerical Benefits first card payment by normal renewal cycle and start of LGL in NI (BA and SSA)	23 February 1998	

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	--	-----------------------------

SM	Description	Target Date	Source
D99	All SSA customers and benefits can be paid by card	tbd	
E1	Child Benefit by normal renewal cycle (non-selected customers) (BA)	20 January 1997	CAPS plan and correspondence
E2	PSCS/Incap first card payment by normal renewal cycle and start of a three month LGL (BA)	12 May 1997	
E3	FamC/DWA/ETU first card payment by normal renewal cycle (BA)	mid June 1997	
E4	AA/DLA first card payment by normal renewal cycle (BA and SSA)	early September 1997	CAPS plan and correspondence
E5	IS/JSA first card payment by normal renewal cycle and start of a three month LGL (BA)	October 1997	
E6	SF/WarP first card payment by normal renewal cycle and start of LGL (BA and SSA)	5 January 1998	
E7	Clerical Benefits first card payment by normal renewal cycle and start of LGL (BA and SSA)	23 February 1998	
E99	All customers and benefits can be paid by card (BA and SSA)	May 1999	Derived from CAPS dates

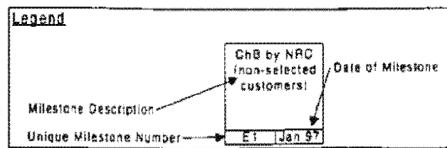
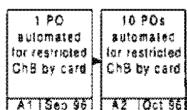
Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	--	-----------------------------

SM	Description	Target Date	Source
F1	full TIP system operational	2 June 1997	tba
G1	Pathway Release 1 ready for user acceptance testing	31 December 1996	Pathway contract
G2	PW Release 2 operational	October 1997	tba
G3	PW Release 3 operational	April 1998	
G4	PW Release 4 operational	October 1998	
H99	Programme complete	May 1999	

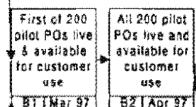
Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	---	-----------------------------

2.2 Strategic Milestone Relationships

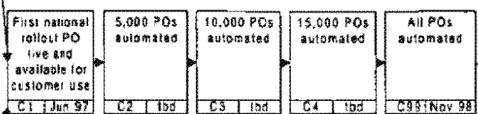
GROUP A: INITIAL GO LIVE



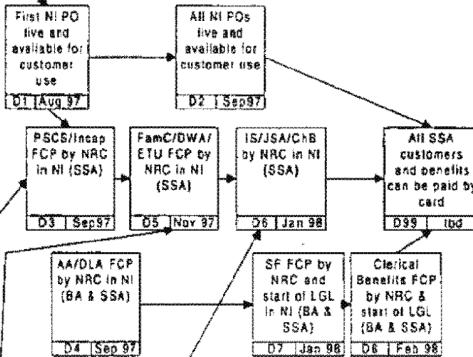
GROUP B: PILOT



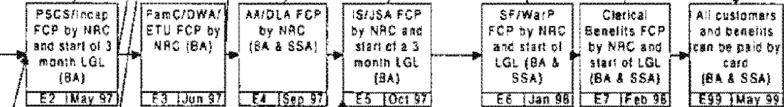
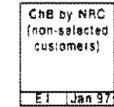
GROUP C: MAINLAND PO ROLLOUT



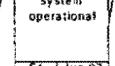
GROUP D: NI PO AND SSA BENEFIT ROLLOUT



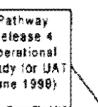
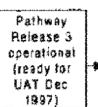
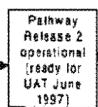
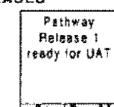
GROUP E: BA BENEFIT ROLLOUT



GROUP F: POCL DEVELOPMENTS



GROUP G: PW RELEASES



The relationships between the milestones and the plan activities are set out in 3.1 below.

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	--	-----------------------------

3. THE MASTER PLAN

3.1 Plan Structure

The plan has been structured with three principles in mind;

1. The work (and the plan) divides into the eight groups set out in section 2.2.

Group A - **Initial go live** which summarises the intermediate milestones and activities leading to the IGL strategic milestones (A1 and A2)

Group B - **Pilot** which summarises the intermediate milestones and activities leading to the Pilot strategic milestones (B1 and B2)

Group C - **Mainland PO roll-out** which summarises the roll-out of automation into offices; this is not (strictly) dependent on product development (C1-C99).

Group D - **NI PO and SSA benefit roll-out** which summarises the roll-out of automation into NI POs (D1-D99). In NI all offices are automated when the products are delivered and the migration taken place over the period shown. Milestones D4, D7 and D8 replicate the milestones E4, E6 and E7 respectively, as they denote when these benefits become available within Northern Ireland.

Group E - **BA benefit roll-out** which summarises the delivery of BA benefits with the key intermediate milestones, when defined (E1-E99)

Group F - **POCL developments** which covers the POCL AP migration and settlement projects. (F1)

Group G - **Pathway releases** which sets out the operational dates for Pathway releases 1 to 4 (G1-G4)

Group H - **PDA Programme support** which summarises the PDA support activities (which will have sub-ordinate plans) leading to the 'programme complete' strategic milestone (H99) when all benefits can be paid electronically and all POCL current products are re-engineered, as appropriate.

Benefits Agency	Programme Delivery	Version 1
Post Office Counters Ltd	Authority (PDA)	
Social Security Agency (NI)	MASTER PLAN	16 August 1996

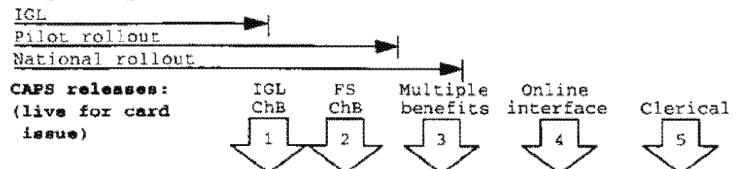
2. Each activity on the Master Plan shall be the responsibility of a single person and be supported by a sub-ordinate plan (or plans). This will form the process for ongoing management review and reporting.
3. For activities on the plan of more than three months duration the imminent intermediate milestones will be included for reporting purposes.

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	---	-----------------------------

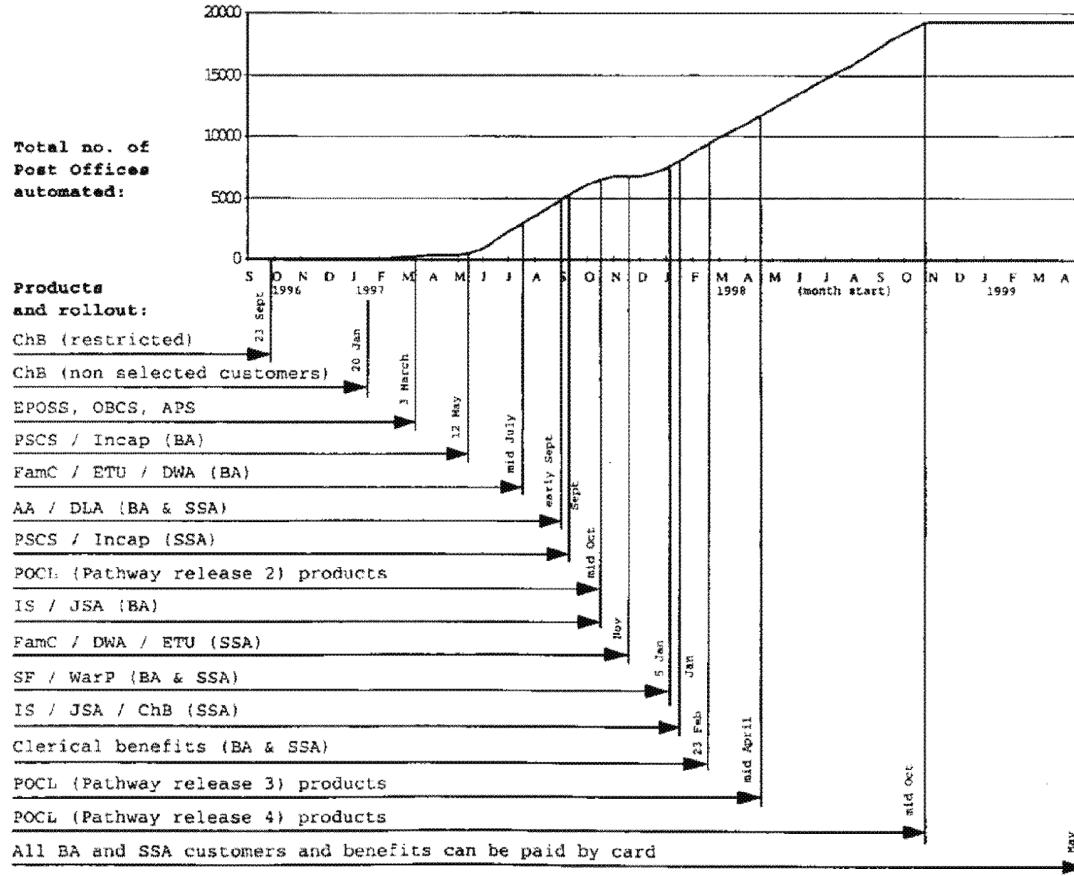
3.2 Plan Summary

The overview plan is presented in Appendix D, with the descriptions of the activities in Appendix E. The plan is summarised in the diagram overleaf. Resourcing has not yet been applied to the plans.

Preparatory activities:



Pathway releases:



Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	--	-----------------------------

3.3 Responsibilities

The responsibilities for the activities on the plan are identified on the Gantt Chart and also the Activity Descriptions.

Responsibilities are defined in detail in the PID which will be updated by the PDA as required. At a high level the responsibilities of the parties are:

BA

- to deliver the CAPS systems on time and meeting the requirements in the interface specification (feeds, responses etc)
- to upgrade the functionality of equipment in BA offices and centres, introduce new processes and train staff appropriately
- to ensure customer data is migrated in a timely manner to be fed to Pathway.

POCL

- to provide the TIP system in time for national roll-out, preceded by manual systems or an appropriate prototype for IGL and the pilot
- to provide reference data in a timely manner to meet the roll-out programme
- to make staff available for training
- to edit, print and distribute appropriate Post Office procedures
- to manage data links with client systems ensuring feeds operate satisfactorily
- to specify re-engineered, and new, products for Pathway to implement.

SSA

- to upgrade the functionality of equipment in district offices, introduce new processes and train staff appropriately

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	--	-----------------------------

- to ensure customer data is migrated in a timely manner to be fed to Pathway

Pathway

To provide the service as set out and defined in the contract and in particular

- to develop, test, implement, operate and maintain the service
- to install equipment in Post Offices, write procedures and train staff to meet the roll-out programme
- to produce cards and manage all customer communications.

PDA

- to achieve overall management and co-ordination of the programme to ensure the business case is met
- to monitor the development of the system to assure satisfactory performance and that the service is fully secure
- to co-ordinate the user requirements and sign these off on behalf of the BA, SSA and POCL
- to manage the Pathway contract
- to oversee Pathway testing (functional, performance and security) and conduct end to end tests. To provide a model test office with the full range of Post Office equipment.

3.4 Plan Assumptions

In preparing the plan a number of assumptions have been made. These are set out in Appendix F with the key ones being:

- that the CAPS programme is able to meet the expected dates for Pensions which is due at the start of the national roll-out. The business case is highly sensitive to the dates of pensions and IS/JSA combined with the number of Post Offices automated

Benefits Agency	Programme Delivery	Version 1
Post Office Counters Ltd	Authority (PDA)	
Social Security Agency (NI)	MASTER PLAN	16 August 1996

- stability of the interface spec (v6) for all future CAPS releases. CAPS developments will not require changes to the Pathway software
- POCL will have systems acceptable to BA and other clients for reconciliation and settlement allowing both the pilot and national roll-out to proceed satisfactorily
- that the POCL migration plan will maintain a seamless service to the AP clients allowing the best reaction to Cashstop. It is expected that POCL will, however, take additional measures
- roll-out can ramp up to [300] offices per week total and 60 offices per week in any POCL region.

The plan is constrained by a number of factors. The key constraints are:

- SSA require all Giro Payments to be transferred to card by 31 March 1998
- Post Office roll-out must not disrupt POCL business during the busiest trading period from mid November to the end December
- PSCS and Incapacity Benefit will not be rolled-out before the next election. It has been stated that the Government would not risk upsetting pensioners in the run-up to an election. Clearly, if the Government does not call the election until the last possible date then the programme will be delayed.

3.5 External Dependencies

The programme has few external dependencies. The primary one is government policy and other political decisions or priorities which may affect the direction or speed of the programme.

The SSA are dependent on ITSA completing activities by particular dates, as identified in the SSA plan

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	--	-----------------------------

3.6 Internal Dependencies

The major dependencies between parties are identified as handshake milestones in Appendix G and give the date for the provider/recipient handover.

Other dependencies are built into the Gantt chart and are included in the sub-plans. The routine planning review process will develop the plans such that dependencies are well understood and communicated to the responsible parties by the programme management process.

3.7 Business Risks

The business risks are described in the PID and are not repeated here. It may be appropriate at a later stage to transfer them to this document.

3.8 Programme Organisation

The PDA organisation is defined in the PID together with the responsibilities. The supplier/sponsor organisation is the responsibility of that supplier/sponsor.

3.9 Programme Resourcing

The PDA resourcing is defined in the PID together with the responsibilities. The supplier/sponsor resourcing is the responsibility of that supplier/sponsor.

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	--	-----------------------------

APPENDIX A - TERMINOLOGY

TERM:	DEFINITION:
AA:	Attendance Allowance
APS:	Automated Payment Systems (POCL system for bill prepayment)
CBC:	Child Benefit Centre (Washington)
ChB:	Child Benefit
CMS:	Card Management System
CPCS:	The CAPS Customer Payment Computer System
CTP:	Client Transaction Processing - an existing POCL system to be partially replaced by TIP.
DLA:	Disability Living Allowance
DNS:	Department of National Savings
DWA:	Disability Working Allowance
E2E test:	The 'end to end test' is the final testing of the system prior to its live use. It is intended to prove both technical and business process aspects of the system
EPOSS:	POCL Electronic Point of Sale System
ETU:	Earnings Top Up
FamC:	Family Credit
FCP:	'First card payment' is the date of the first card payment of a particular benefit. Note that this may be initiated by normal renewal cycle, manually prepared entries or by a set of special circumstances

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	---	-----------------------------

FS: 'Full service' is when payment of a particular benefit by card is released for all applicable customers

ICA: Invalidity Care Allowance

IGL: 'Initial go live' is the programme of work leading to the payment of ChB at 10 Post Offices, starting with FCP on 23 September 1996. This programme will continue until the first 10 offices are upgraded to the full release specification. It is synonymous with Step 1

IIB: Industrial Injuries Benefit

INCAP: Incapacity Benefit

IS: Income Support

JSA: Job Seeker's Allowance

LGL: 'Limited go Live' is the trial period for a limited release of a benefit.

Live for Card Issue: The date when CAPS releases will issue instructions to the CMS to issue live cards.

National Roll-out: Making available for customer use automation equipment at Post Offices throughout the UK in accordance with the agreed roll-out plan.

NRC: Normal Renewal Cycle for BA and SSA cards and tokens

OBCS: Order Book Control System

Online interface: Interface required to provide fast updates to the PAS details allowing urgent card payments and stops.

PAS: Payment Authorisation System

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	--	-----------------------------

PDCS: Personal Details Computer System. The single system to which the personal (customer) details are to be migrated from the many different benefit systems

Pilot: The bringing live of automation equipment and trialling of the payment of ChB and EPOSS, APS and OBCS functions at 200 Post Offices. This leads to full service acceptance

PSCS: Pensions Strategy Computer System

RFRO: 'release for roll-out' is the time when software becomes available for global implementation.

RP: Retirement Pension

SF: Social Fund

Step 1: the same as 'initial go live'

TIP: Transaction Information Processing, the planned POCL settlement and reconciliation system

WarP: War Pensions

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	--	-----------------------------

APPENDIX B - STRATEGIC MILESTONE DEFINITIONS

The Strategic Milestone Definitions that follow describe the required status that must be achieved, in a number of categories, for the milestone to have been achieved.

The areas where then required status is defined is in the categories:

- external customers
- products available
- BA systems
- BA/SSA offices and staff
- POCL Systems/links
- Post Offices, staff and agents
- Pathway systems
- PDA

The change column indicates whether a change in status from any of the preceding milestones is required for this milestone to be achieved. If the required status has been implemented for a preceding milestone then no change is required (N) for this milestone. If the required status appears for the first time in this milestone the the change is required (Y) and needs to be managed as part of the achievement of this milestone. The responsibility for actioning the change is also defined.

The milestone definitions are an initial draft for detailed review by all parties (including, for instance, training groups) to ensure that they reflect the detailed plans

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
---	---	-----------------------------

APPENDIX B - STRATEGIC MILESTONE DEFINITIONS

MILESTONE A1

One office automated for restricted ChB payment by card.

First card payment by 'hand crafted' procedures at one post office. Approximately 14 selected customers. Foreign encashments not supported.

		Visibility (highest)
Baseline date:	w/c 23 September 1996	Ministers
Target date:	23 September 1996	Programme
Preceding milestone(s):	n/a	

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	Y	PW	Final design of card. Temporary procedures in place
Awareness	Y	PW	Only the selected customers
Products			
BA	Y	BA	ChB system for limited selected customers
POCL			n/a
BA Systems			
CAPS CPCS	Y	BA	CAPS CPCS Release 1 operational with magnetic media transfer as backup and on-line link to Pathway
Feeder systems	Y	BA	ChB feed to CPCS operational
PDCS	Y	BA	Operational with batch refresh of ChB details overnight
Helpdesks	Y	BA	To handle limited benefit-related enquiries
Acc.& reconciliation	Y	BA	Temporary system agreed and in place
BA/SSA Offices and Staff			
Procedures	Y	PDA	Temporary limited procedures required for CBC
Training	Y	PDA	CBC selected staff
Communication	Y	PDA	Awareness in CBC and local BA offices
POCL Systems/links			
Distribution			n/a
Acc.& reconciliation	Y	POCL	Temporary system agreed and in place
Reference data	Y	POCL	Manually prepared for first PO
AP Interfaces			n/a
Post Offices, Staff and Agents			
Equipment	Y	PW	First Post Office operational
Procedures	Y	PW	Developed for IGL
Training	Y	PW	Staff at first office trained
Communications	Y	PW	Awareness nationally, detail locally
Pathway systems			
Host systems PAS/CMS	Y	PW	Limited functionality operational (PW Release 0.9 supporting BES at first PO)
Other systems			n/a
Helpdesks	Y	PW	IGL help desk to handle limited systems enquiries
PDA			
Plans	Y	PDA	Step 1 (IGL) Plan and Communications Plan. Policies on procedures, customer selection and training
Communication	Y	PDA	Government and within programme
Testing & trialling	Y	PDA	Limited release UAT tested
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	---	-----------------------------

APPENDIX B - STRATEGIC MILESTONE DEFINITIONS**MILESTONE A2****Ten offices automated for restricted ChB payment by card.**

Payment of ChB at 10 offices to a limited number of selected customers by normal renewal cycle

Baseline date:	21 October 1996	Visibility (highest)
Target date:	21 October 1996	Ministers
Preceding milestone(s):	A1	Programme

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	Y	PW	Complete draft issue procedures in place
Awareness	Y	PW	Local awareness
Products			
BA	N	BA	ChB system for limited selected customers
POCL			n/a
BA Systems			
CAPS CPCS	N	BA	CAPS CPCS Release 1 operational with magnetic media transfer as backup and on-line link to Pathway
Feeder systems	Y	BA	ChB feed to CPCS operational
PDCS	Y	BA	Operational with batch refresh of ChB details overnight
Helpdesks	Y	BA	Expanded to handle more benefit-related enquiries
Acc. & reconciliation	N	BA	Temporary system agreed and in place
BA/SSA Offices and Staff			
Procedures	N	PDA	Temporary limited procedures required for CBC
Training	Y	PDA	CBC additional selected staff
Communication	Y	PDA	National awareness
POCL Systems/links			
Distribution			n/a
Acc. & reconciliation	N	POCL	Temporary system agreed and in place
Reference data	Y	POCL	Updated as roll-out progresses
AP Interfaces			n/a
Post Offices, Staff and Agents			
Equipment	Y	PW	First 10 Post Offices operational
Procedures	N	PW	Developed for IGL
Training	Y	PW	Staff at first ten POs trained
Communications	Y	PW	National awareness
Pathway systems			
Host systems PAS/CMS	Y	PW	Limited functionality operational (PW Release by supporting BES at all ten POs) 0/2
Other systems			n/a
Helpdesks	Y	PW	Expanded to meet demand
PDA			
Plans	N	PDA	Step 1 (IGL) Plan
Communication	Y	PDA	Government and within programme
Testing & trialling	Y	PDA	Limited release fully UAT tested
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
---	---	-----------------------------

APPENDIX B - STRATEGIC MILESTONE DEFINITIONS**MILESTONE B1**

First of 200 pilot Post Offices live and available for customer use, with EPOSS, AP and OBCS functionality

Baseline date:	1 April 1997	Visibility (highest)
Target date:	3 March 1997 (tba)	Programme
Preceding milestone(s):	A2,E1,G1	Programme

CATEGORIES	CHANGE? RESP. STATUS REQUIRED		
External customers			
Cards and tokens	Y	PW	Final issue and release procedures in place
Awareness	Y	PW	Local awareness in pilot regions
Products			
BA	N	BA	Payment of 'non-selected' ChB customers
POCL	Y	POCL	EPOSS, APS, OBCS functionality
BA Systems			
CAPS CPCS	N	BA	CAPS CPCS Release 2 operational
Feeder systems	N	BA	ChB feed to CPCS operational
PDCS	N	BA	On-line dialogues operational for updates
Helpdesks	Y	BA	Expanded to meet demand
Acc.& reconciliation	Y	BA	In line with Business Continuity Processing - to be agreed, then implemented
BA/SSA Offices and Staff			
Procedures	N	PDA	CBC procedures for online dialogues
Training	N	PDA	CBC training for online dialogues
Communication	Y	PDA	Awareness nationally, details locally
POCL Systems/links			
Distribution			n/a
Acc.& reconciliation	Y	POCL	Business Continuity Processing in place
Reference data	Y	POCL	Data available for first pilot post office and FE offices
AP Interfaces	Y	POCL	Migration plan (tbd) implemented as required
Post Offices, Staff and Agents			
Equipment	Y	PW	First pilot Post Office operational
Procedures	Y	PW	PW Release 1 procedures required OneOff
Training	Y	PW	PW Release 1 operator training required OneOff
Communications	Y	PW	Advise Post Offices affected and adjacent Offices, plus regional staff
Pathway systems			
Host systems PAS/CMS	Y	PW	Pathway Release 1 operational
Other systems	Y	PW	All of Pathway Release 1 operational
Helpdesks	Y	PW	Expanded to meet demand
PDA			
Plans	Y	PDA	Agreed pilot rollout, fraud, contingency, communications and training plans
Communication	Y	PDA	Communications strategy and plan agreed. Communications to Government and within programme
Testing & trialling	Y	PDA	Pathway Release 1 and CAPS Release 2 fully UAT tested
Operations	Y	PDA	Service level monitoring in place

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS**MILESTONE B2****All 200 pilot Post Offices live and available for customer use**

		Visibility (highest)
Baseline date:	n/a	-
Target date:	6 April 1997 (tba)	Programme
Preceding milestone(s):	B1	

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	N	PW	Final issue and release procedures in place
Awareness	Y	PW	Local awareness in pilot regions
Products			
BA	N	BA	Payment of 'non-selected' ChB customers
POCL	N	POCL	EPOSS, APS, OBCS functionality
BA Systems			
CAPS CPCs	N	BA	CAPS CPCs Release 2 operational
Feeder systems	N	BA	ChB feed to CPCs operational
PDCS	N	BA	On-line dialogues operational for updates
Helpdesks	N	BA	Expanded to meet demand
Acc. & reconciliation	N	BA	In line with business continuity processing to be agreed, then implemented
BA/SSA Offices and Staff			
Procedures	N	PDA	CBC procedures for online dialogues
Training	Y	PDA	CBC training for online dialogues
Communication	Y	PDA	Awareness nationally, details locally
POCL Systems/links			
Distribution			n/a
Acc. & reconciliation	Y	POCL	Business Continuity Processing in place
Reference data	N	POCL	Updated as rollout progresses (200 offices)
AP Interfaces	N	POCL	Migration plan (tbd) implemented as required
Post Offices, Staff and Agents			
Equipment	Y	PW	All 200 pilot POs operational
Procedures	N	PW	PW Release 1 procedures required implemented
Training	Y	PW	PW Release 1 operator training required initial out
Communications	Y	PW	Advise Post Office affected and adjacent offices, plus regional staff
Pathway systems			
Host systems PAS/CMS	N	PW	Pathway Release 1 operational
Other systems	N	PW	All of Pathway Release 1 operational
Helpdesks	N	PW	Expanded to meet demand
PDA			
Plans	N	PDA	Agreed pilot rollout, fraud, contingency, communications and training plans
Communication	N	PDA	Ongoing, in line with communications plan
Testing & trialling	N	PDA	Pathway Release 1 and CAPS Release 2 fully UAT tested
Operations	N	PDA	Service level monitoring in place

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS

MILESTONE C1

First national roll-out Post Office live and available for customer use

Baseline date: 1 July 1997 Visibility (highest)
 Target date: 2 June 1997 Programme
 Preceding milestone(s): B2, E2, F1

CATEGORIES	CHANGE? RESP. STATUS REQUIRED		
External customers			
Cards and tokens	N	PW	Final issue and release procedures in place
Awareness	Y	PW	National awareness, local area more detailed
Products			
BA	N	BA	ChB payments and LGL for PSCS/Incap proceeding satisfactorily
POCL	N	POCL	EPOSS, APS, OBGS functionality available
BA Systems			
CAPS CPCs	N	BA	CAPS CPCs Release 3 operational
Feeder systems	N	BA	ChB feeder system operational. PSCS special procedures in place
PDCS	N	BA	Holds ChB data. Relevant PSCS customer details added manually
Helpdesks	Y	BA	Expanded to meet demand
Acc. & reconciliation	Y	BA	Full system in place
BA/SSA Offices and Staff			
Procedures	Y	PDA	CAPS CPCs Release 3 procedures in place
Training	Y	PDA	Training in CAPS CPCs Release 3 for relevant staff
Communication	Y	PDA	National awareness, detail in affected offices
POCL Systems/links			
Distribution			n/a
Acc. & reconciliation	Y	POCL	Full TIP in place
Reference data	Y	POCL	Automated update system operational
AP Interfaces	Y	POCL	Implemented in line with migration plan (tbd)
Post Offices, Staff and Agents			
Equipment	Y	PW	First national Office operational
Procedures	Y	PW	Full procedures produced and agreed
Training	Y	PW	Training plan agreed, programme in place. First Offices trained
Communications	Y	PW	National awareness, local more detailed
Pathway systems			
Host systems PAS/CMS	N	PW	Pathway Release 1 fully operational
Other systems			n/a
Helpdesks	Y	PW	Expanded to meet demand
PDA			
Plans	Y	PDA	Agreed national roll out plan
Communication	Y	PDA	Government
Testing & trialling	Y	PDA	CAPS Release 3 and Pathway Release 1 UAT completed successfully
Operations	Y	PDA	Full service level monitoring in place

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS

MILESTONE C2

~~5,000 Post Offices automated~~

Need this to be regionally based
 ... number reflects regional total

Baseline date: tbd

Visibility (highest)

n/a

Target date: tbd

n/a

Preceding milestone(s): C1

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	Y N	PW	Cards and PUNs issued as required
Awareness	Y N	PW	Via general advertisements
Products			
BA			n/a
POCL			n/a
BA Systems			
CAPS CPCs			n/a
Feeder systems			n/a
PDCS			n/a
Helpdesks	N	BA	Ongoing expansion to meet demand
Acc. & reconciliation			n/a
BA/SSA Offices and Staff			
Procedures			n/a
Training			n/a
Communication			n/a
POCL Systems/links			
Distribution			n/a
Acc. & reconciliation			n/a
Reference data	N	POCL	Continually being updated
AP Interfaces	N	POCL	Implemented in line with migration plan
Post Offices, Staff and Agents			
Equipment	Y N	PW	Ongoing installation of equipment
Procedures			n/a
Training	Y N	PW	Continued operator training
Communications	Y N	PW	Detailed communication with affected Post Offices
Pathway systems			
Host systems PAS/CMS			n/a
Other systems			n/a
Helpdesks	N	PW	Ongoing expansion to meet demand
PDA			
Plans	N	PDA	Roll out plan
Communication			n/a
Testing & trialling			n/a
Operations	N	PDA	Continued monitoring of service levels

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS

MILESTONE C3

10,000 Post Offices automated

Baseline date: tbd Visibility (highest)
 Target date: tbd n/a
 Preceding milestone(s): C2 n/a

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	N	PW	Cards and PUNs issued as required
Awareness	Y~	PW	Via general advertisements
Products			
BA			n/a
POCL			n/a
BA Systems			
CAPS CPCs			n/a
Feeder systems			n/a
PDCS			n/a
Helpdesks	N	BA	Ongoing expansion to meet demand
Acc. & reconciliation			n/a
BA/SSA Offices and Staff			
Procedures			n/a
Training			n/a
Communication			n/a
POCL Systems/links			
Distribution			n/a
Acc. & reconciliation			n/a
Reference data	N	POCL	Continually being updated
AP Interfaces	N	POCL	Implemented in line with migration plan
Post Offices, Staff and Agents			
Equipment	Y~	PW	Ongoing installation of equipment
Procedures			n/a
Training	Y~	PW	Continued operator training
Communications	Y~	PW	Detailed communication with affected Post Offices
Pathway systems			
Host systems PAS/CMS			n/a
Other systems			n/a
Helpdesks	N	PW	Ongoing expansion to meet demand
PDA			
Plans	N	PDA	Roll out plan
Communication			n/a
Testing & trialling			n/a
Operations	N	PDA	Continued monitoring of service levels

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS**MILESTONE C4****15,000 Post Offices automated**

Baseline date:	tbd	Visibility (highest)
Target date:	tbd	n/a
Preceding milestone(s):	C3	n/a

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	N	PW	Cards and PUNs issued as required
Awareness	Y~!	PW	Via general advertisements
Products			
BA			n/a
POCL			n/a
BA Systems			
CAPS CPCs			n/a
Feeder systems			n/a
PDCS			n/a
Helpdesks			Ongoing expansion to meet demand
Acc. & reconciliation			n/a
BA/SSA Offices and Staff			
Procedures			n/a
Training			n/a
Communication			n/a
POCL Systems/links			
Distribution			n/a
Acc. & reconciliation			n/a
Reference data	N	POCL	Continually being updated
AP Interfaces	N	POCL	Implemented in line with migration plan
Post Offices, Staff and Agents			
Equipment	Y~!	PW	Ongoing installation of equipment
Procedures			n/a
Training	Y~!	PW	Continued operator training
Communications	Y~!	PW	Detailed communication with affected Post Offices
Pathway systems			
Host systems PAS/CMS			n/a
Other systems			n/a
Helpdesks	N	PW	Ongoing expansion to meet demand
PDA			
Plans	N	PDA	Roll out plan
Communication			n/a
Testing & trialling			n/a
Operations	N	PDA	Continued monitoring of service levels

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS

MILESTONE C99

All Post Offices automated

Baseline date: 31 December 1998 **Visibility (highest)**
Target date: mid November 1998 **Ministers**
Preceding milestone(s): C4 **Programme**

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	N	PW	Cards and PUNs issued as required
Awareness	Y/N	PW	Via general advertisements
Products			
BA			n/a
POCL			n/a
BA Systems			
CAPS CPCs			n/a
Feeder systems			n/a
PDCS			n/a
Helpdesks			Ongoing expansion to meet demand
Acc. & reconciliation			n/a
BA/SSA Offices and Staff			
Procedures			n/a
Training			n/a
Communication			n/a
POCL Systems/links			
Distribution			n/a
Acc. & reconciliation			n/a
Reference data	N	POCL	Continually being updated
AP Interfaces	N	POCL	Implemented in line with migration plan
Post Offices, Staff and Agents			
Equipment	Y/N	PW	Ongoing installation of equipment
Procedures			n/a
Training	Y/N	PW	Continued operator training
Communications	Y/N	PW	Detailed communication with affected Post Offices
Pathway systems			
Host systems PAS/CMS			n/a
Other systems			n/a
Helpdesks	N	PW	Ongoing expansion to meet demand
PDA			
Plans	N	PDA	Roll out plan
Communication			n/a
Testing & trialling			n/a
Operations	N	PDA	Continued monitoring of service levels

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS**MILESTONE D1****First NI Post Office live and available for customer use**

Baseline date:	-	Visibility (highest)
Target date:	August 1997	n/a
Preceding milestone(s):	C1	Programme

CATEGORIES **CHANGE? RESP. STATUS REQUIRED**

External customers			
Cards and tokens	N	PW	No cards issued in NI for this milestone
Awareness	N	PW	None
Products			
BA			n/a
POCL	N	POCL	PW Release 1 products operational
BA Systems			
CAPS CPCs			n/a
Feeder systems			n/a
PDCS			n/a
Helpdesks			n/a
Acc.& reconciliation			n/a
BA/SSA Offices and Staff			
Procedures			n/a
Training			n/a
Communication			n/a
POCL Systems/links			
Distribution			n/a
Acc.& reconciliation			n/a
Reference data	Y	POCL	Updated to include first NI Post Office
AP Interfaces			n/a
Post Offices, Staff and Agents			
Equipment	Y	PW	First NI Post Office operational
Procedures	Y	PW	Customised for NI
Training	Y	PW	Training customised for NI. First Office trained
Communications	Y	PW	Detailed communication with first NI PO and awareness throughout NI
Pathway systems			
Host systems PAS/CMS			n/a
Other systems			n/a
Helpdesks	Y	PW	Procedures customised for NI and ongoing expansion to meet demand
PDA			
Plans	Y	PDA	NI roll out plan agreed
Communication			n/a
Testing & trialling			n/a
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS**MILESTONE D2****All (~670) NI Post Offices live and available for customer use**

Baseline date:	n/a	Visibility (highest)
Target date:	September 1997	n/a
Preceding milestone(s):	D1	Programme

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens			n/a
Awareness			n/a
Products			
BA			n/a
POCL	N	POCL	PW Release 1 products operational
BA Systems			
CAPS CPCS			n/a
Feeder systems			n/a
PDCS			n/a
Helpdesks			n/a
Acc.& reconciliation			n/a
BA/SSA Offices and Staff			
Procedures			n/a
Training			n/a
Communication			n/a
POCL Systems/links			
Distribution			n/a
Acc.& reconciliation			n/a
Reference data	Y	POCL	Updated to include all NI Post Offices
AP Interfaces			n/a
Post Offices, Staff and Agents			
Equipment	Y	PW	All NI Post Offices operational
Procedures			n/a
Training	Y	PW	All Post Offices trained
Communications	Y	PW	Detailed communication with all NI POs
Pathway systems			
Host systems PAS/CMS			n/a
Other systems			n/a
Helpdesks	Y	PW	Ongoing expansion to meet demand
PDA			
Plans	N	PDA	NI roll out plan agreed
Communication			n/a
Testing & trialling			n/a
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS**MILESTONE D3****PSCS/Incap first card payment by normal renewal cycle in NI (SSA)**

Baseline date: Visibility (highest)
n/a
Target date: September 1997
Preceding milestone(s): D1,E2
Programme

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	Y	PW	NI card and PUN designs agreed and issued to initial customers
Awareness	Y	PW	NI targetted awareness, detail to affected customers
Products			
BA	N	BA	PSCS Incap LGL sucessfully completed
POCL			n/a
BA Systems			
CAPS CPCS	N	BA	CAPS CPCS Release 3 operational
Feeder systems	N	BA	PSCS/Incap feeder operational
PDCS	N	BA	PDCS includes all NI PSCS/Incap customers
Helpdesks	Y	BA	NI customised procedures in place
Acc.& reconciliation	N	BA	Full agreed system in place
BA/SSA Offices and Staff			
Procedures	Y	PDA	NI customised procedures in place
Training	Y	PDA	NI customised training
Communication	Y	PDA	Awareness to all SSA staff and offices; and detail to PSCS administrative centres and affected local offices
POCL Systems/links			
Distribution			n/a
Acc.& reconciliation	N	POCL	Full TIP system in place
Reference data	N	POCL	PSCS/Incap data included
AP Interfaces			n/a
Post Offices, Staff and Agents			
Equipment	N	PW	First NI Post Office operational
Procedures	Y	PW	NI customised procedures for BES
Training	N	PW	Training completed for operational POs
Communications	Y	PW	Awareness to all NI POs
Pathway systems			
Host systems PAS/CMS	N	PW	Release 1 operational
Other systems			n/a
Helpdesks	Y	PW	NI customised procedures
PDA			
Plans			n/a
Communication	Y	SSA/ PDA	NI Government
Testing & trialling	N	PDA	CAPS Release 3 and Pathway Release 1 UAT completed successfully
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS**MILESTONE D4****AA/DLA first card payment by normal renewal cycle in NI (BA and SSA)**

Baseline date: early September 1997 **Visibility (highest)**
Target date: early September 1997 **Programme**
Programme
Preceding milestone(s): E4

CATEGORIES		CHANGE? RESP. STATUS REQUIRED	
External customers			
Cards and tokens	N	PW	NI cards and PUNs issued as required
Awareness	N	PW	NI targetted awareness, detail to affected customers
Products			
BA	Y	BA	AA/DLA operational
POCL			n/a
BA Systems			
CAPS CPCs	Y	BA	CAPS CPCs Release 3 operational
Feeder systems	Y	BA	AA/DLA feeder operational
PDCS	Y	BA	Includes all AA/DLA customers
Helpdesks	Y	BA	AA/DLA support included
Acc. & reconciliation	N	BA	In line with business continuity processing to be agreed, then implemented
BA/SSA Offices and Staff			
Procedures	Y	PDA	Agreed and released
Training			n/a
Communication	Y	PDA	NI National awareness
POCL Systems/links			
Distribution			n/a
Acc. & reconciliation	N	POCL	Agreed systems in place
Reference data	Y	POCL	Includes AA/DLA data
AP Interfaces	Y	POCL	Migration plan (tbd) implemented as required
Post Offices, Staff and Agents			
Equipment			n/a
Procedures			n/a
Training			n/a
Communications	Y	PW	NI National awareness
Pathway systems			
Host systems PAS/CMS	N	PW	Pathway Release 1 operational
Other systems			n/a
Helpdesks	Y	PW	Ongoing expansion to meet demand
PDA			
Plans			n/a
Communication	Y	SSA/ PDA	NI Government
Testing & trialling			n/a
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS

MILESTONE D5

FamC/DWA/ETU first card payment by normal renewal cycle in NI (SSA)

Baseline date:		Visibility (highest)
Target date:	November 1997	n/a
Programme:		Programme

CATEGORIES		CHANGE? RESP. STATUS REQUIRED		
External customers				
Cards and tokens	Y	PW	NI cards and PUNs issued as required	
Awareness	Y	PW	NI targetted awareness, detail to affected customers	
Products				
BA	N	BA	PSCS/Incap LGL sucessfully completed	
POCL			n/a	
BA Systems				
CAPS CPCS	N	BA	CAPS CPCS Release 3 operational	
Feeder systems	N	BA	FamC/DWA/ETU feeder operational	
PDCS	N	BA	Includes all FamC/DWA/ETU customers	
Helpdesks	N	BA	NI customised procedures	
Acc.& reconciliation	N	BA	Full system in place	
BA/SSA Offices and Staff				
Procedures	Y	PDA	NI customised procedures	
Training	Y	PDA	NI customised training	
Communication	Y	PDA	Awareness to all SSA staff and offices; and detail to PSCS administrative centres and affected local offices	
POCL Systems/links				
Distribution			n/a	
Acc.& reconciliation	N	POCL	Full TIP system in place	
Reference data	N	POCL	FamC/DWA/ETU data included	
AP Interfaces			n/a	
Post Offices, Staff and Agents				
Equipment	N	PW	Most NI Post Offices operational	
Procedures	N	PW	NI customised procedures for BES	
Training	N	PW	Training completed for operational POs	
Communications	Y	PW	Awareness to all NI Post Offices	
Pathway systems				
Host systems PAS/CMS	N	PW	Pathway Release 1 operational	
Other systems	N	PW	All of Pathway Release 1 (other systems) operational	
Helpdesks	N	PW	NI customised procedures	
PDA				
Plans			n/a	
Communication	Y	SSA/ PDA	NI Government	
Testing & trialling	N	PDA	CAPS Release 3 and Pathway Release 1 UAT completed successfully	
Operations			n/a	

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS**MILESTONE D6****IS/JSA/ChB first card payment by normal renewal cycle in NI (SSA)**

Baseline date:	-	Visibility (highest)
Target date:	January 1998	n/a
Preceding milestone(s):	D5, E5	Programme

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	Y	PW	Temporary tokens useable. NI cards and PUNs issued as required
Awareness	Y	PW	NI targetted awareness, detail to affected customers
Products			
BA	Y	BA	IS/JSA LGL sucessfully completed in GB
POCL			n/a
BA Systems			
CAPS CPCS	N	BA	CAPS CPCS Release 4 operational
Feeder systems	N	BA	IS/JSA feeder system operational
PDCS	N	BA	PDCS includes all IS/JSA customers
Helpdesks	N	BA	NI customised procedures
Acc. & reconciliation	N	BA	Full system in place
BA/SSA Offices and Staff			
Procedures	Y	PDA	NI customised procedures
Training	Y	PDA	NI customised training
Communication	Y	PDA	Awareness to all SSA staff and offices; and detail to PSCS administrative centres and affected local offices
POCL Systems/links			
Distribution			n/a
Acc. & reconciliation	N	POCL	Full TIP system in place
Reference data	N	POCL	IS/JSA data included
AP Interfaces			n/a
Post Offices, Staff and Agents			
Equipment	N	PW	Most NI POs operational
Procedures	N	PW	NI customised procedures for BES
Training	N	PW	Training completed for operational POs
Communications	Y	PW	Awareness to all NI POs
Pathway systems			
Host systems PAS/CMS	N	PW	Pathway Release 2 operational
Other systems	N	PW	All of Pathway Release 2 (other systems) operational
Helpdesks	N	PW	NI customised procedures
PDA			
Plans			n/a
Communication	N	SSA/ PDA	NI Government
Testing & trialling	N	PDA	CAPS Release 4 and Pathway Release 2 UAT completed successfully
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS

MILESTONE D7

SF first card payment by normal renewal cycle and start of LGL in NI
(BA and SSA)



Visibility (highest)
Baseline date: 5 January 1998
Target date: 5 January 1998
Preceding milestone(s): D4, E6

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	Y	PW	NI cards and PUNs issued as required
Awareness	Y	PW	NI targetted awareness, detail to affected customers
Products			
BA	Y	BA	SF operational
POCL			n/a
BA Systems			
CAPS CPCs	N	BA	CAPS CPCs Release 4 operational
Feeder systems	Y	BA	SF feeder operational
PDCS	N	BA	Includes all SF customers
Helpdesks	Y	BA	SF support included
Acc. & reconciliation	Y	BA	In line with business continuity processing - to be agreed, then implemented
BA/SSA Offices and Staff			
Procedures	Y	PDA	Agreed and released
Training	N	PDA	NI customised training
Communication	Y	PDA	NI National awareness
POCL Systems/links			
Distribution			n/a
Acc. & reconciliation	N	POCL	Agreed systems in place
Reference data	Y	POCL	Includes SF data
AP Interfaces	Y	POCL	Migration plan (tbd) implemented as required
Post Offices, Staff and Agents			
Equipment			n/a
Procedures			n/a
Training			n/a
Communications	Y	PW	NI National awareness
Pathway systems			
Host systems PAS/CMS	N	PW	Pathway Release 2 operational
Other systems			n/a
Helpdesks	Y	PW	Ongoing expansion to meet demand
PDA			
Plans			n/a
Communication			n/a
Testing & trialling	N	PDA	CAPS Release 4 and Pathway Release 2 UAT completed successfully
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS

MILESTONE D8

Clerical benefits first card payments by normal renewal cycle and start of LGL in NI (BA and SSA)

Visibility (highest)
 Baseline date: 23 February 1998
 Target date: 23 February 1998
 Preceding milestone(s): D7, E7

Programme
 Programme

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	Y	PW	NI cards and PUNs issued as required
Awareness	Y	PW	NI targetted awareness, detail to affected customers
Products			
BA	Y	BA	Clerical Benefits operational
POCL			n/a
BA Systems			
CAPS CPCS	Y	BA	CAPS CPCS Release 5 operational
Feeder systems	Y	BA	Clerical benefits feeder system, if required (tbc)
PDCS	N	BA	All SSA customers on PDCS
Helpdesks	Y	BA	Clerical Benefits support included
Acc.& reconciliation	Y	BA	Agreed systems in place
BA/SSA Offices and Staff			
Procedures	Y	PDA	Agreed and released
Training	N	PDA	NI customised training
Communication	Y	PDA	NI National awareness
POCL Systems/links			
Distribution			n/a
Acc.& reconciliation	N	POCL	Agreed systems in place
Reference data	N	POCL	All benefits reference data included
AP Interfaces	Y	POCL	Migration plan (tbd) implemented as required
Post Offices, Staff and Agents			
Equipment			n/a
Procedures			n/a
Training			n/a
Communications	Y	PW	National awareness
Pathway systems			
Host systems PAS/CMS	N	PW	Pathway Release 2 operational
Other systems			n/a
Helpdesks	Y	PW	Ongoing expansion to meet demand
PDA			
Plans			n/a
Communication			n/a
Testing & trialling	N	PDA	CAPS Release 4 and Pathway Release 2 UAT completed successfully
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS

MILESTONE D99

All SSA customers and benefits can be paid by card

Baseline date:	tbd	Visibility (highest)
Target date:	tbd	n/a
Preceding milestone(s):	D2, D6, D8	n/a

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	N	PW	All SSA customers migrated to cards
Awareness			n/a
Products			
BA	N	BA	All SSA planned benefits developed
POCL			n/a
BA Systems			
CAPS CPCS	N	BA	CAPS CPCS Release 5 operational
Feeder systems	N	BA	All SSA benefits operational
PDCS	N	BA	All SSA customers on PDCS
Helpdesks	N	BA	Fully operational for all SSA benefits
Acc.& reconciliation	N	BA	Final system implemented
BA/SSA Offices and Staff			
Procedures	N	PDA	All procedures defined and implemented
Training	N	PDA	Training completed
Communication			n/a
POCL Systems/links			
Distribution			n/a
Acc.& reconciliation	N	POCL	Final system implemented
Reference data	N	POCL	All reference data included
AP Interfaces	N	POCL	Implemented as planned (tbd)
Post Offices, Staff and Agents			
Equipment	N	PW	All NI Post Offices installed and operational
Procedures	N	PW	All procedures defined and implemented
Training	N	PW	Training completed
Communications			n/a
Pathway systems			
Host systems PAS/CMS	N	PW	Pathway Release 2 fully operational
Other systems			n/a
Helpdesks	N	PW	Fully operational
PDA			
Plans			n/a
Communication	Y	SSA/ PDA	NI Government
Testing & trialling			n/a
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS

MILESTONE E1

ChB by normal renewal cycle (non-selected customers) (BA)

ChB can be paid to all customers within the IGL area, not just to those selected according to their circumstances. Full functionality is available

Visibility (highest)

Baseline date: 20 January 1997 Programme
Target date: 20 January 1997 Programme

Preceding milestone(s): n/a

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	Y	PW	Cards and PUNs issued as required
Awareness	Y	PW	Via general advertisements
Products			
BA	Y	BA	Payment of 'non-selected' ChB customers
POCL			n/a
BA Systems			
CAPS CPCS	Y	BA	CAPS CPCS Release 2 operational
Feeder systems	Y	BA	ChB feeder system operational
PDCS	Y	BA	Holds all ChB customers
Helpdesks	Y	BA	Ongoing expansion to meet demand
Acc.& reconciliation			n/a
BA/SSA Offices and Staff			
Procedures	Y	PDA	CBC on-line dialogue procedures
Training	Y	PDA	CBC training for on-line dialogues
Communication	Y	PDA	Awareness nationally, details locally
POCL Systems/links			
Distribution			n/a
Acc.& reconciliation			n/a
Reference data			n/a
AP Interfaces			n/a
Post Offices, Staff and Agents			
Equipment			n/a
Procedures			n/a
Training			n/a
Communications			n/a
Pathway systems			
Host systems PAS/CMS			n/a
Other systems			n/a
Helpdesks	Y	PW	Ongoing expansion to meet demand
PDA			
Plans			n/a
Communication			n/a
Testing & trialling	N	PDA	CAPS Release 2 fully UAT tested
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS

MILESTONE E2

PSCS/Incap first card payment by normal renewal cycle and start of a
3 month LGL (BA)

Visibility (highest)
Baseline date: 12 May 1997
Target date: 12 May 1997
Preceding milestone(s): E1,G1

?

CATEGORIES		CHANGE? RESP. STATUS REQUIRED	
External customers			
Cards and tokens	Y	PW	Cards and PUNs issued as required
Awareness	Y	PW	Via general advertisements, details to affected customers
Products			
BA	Y	BA	PSCS/Incap operational
POCL			n/a
BA Systems			
CAPS CPCS	Y	BA	CAPS CPCS Release 3 operational
Feeder systems	Y	BA	PSCS/Incap feeder operational
PDCS	Y	BA	Includes necessary PSCS/Incap customers added manually
Helpdesks	Y	BA	PSCS/Incap support included
Acc.& reconciliation	N	BA	In line with Business Continuity Processing to be agreed, then implemented
BA/SSA Offices and Staff			
Procedures	Y	PDA	Agreed and released to affected offices
Training	Y	PDA	For affected staff
Communication	Y	PDA	National awareness, details for areas affected
POCL Systems/links			
Distribution			n/a
Acc.& reconciliation	N	POCL	Business Continuity Processing in place
Reference data	Y	POCL	Includes PSCS/Incap data
AP Interfaces	N	POCL	Migration plan (tbd) implemented as required
Post Offices, Staff and Agents			
Equipment			n/a
Procedures			n/a
Training			n/a
Communications	Y	PW	National awareness, detail for offices affected
Pathway systems			
Host systems PAS/CMS	N	PW	Pathway Release 1 operational
Other systems			n/a
Helpdesks	Y	PW	Ongoing expansion to meet demand
PDA			
Plans			n/a
Communication	N	PDA	Government
Testing & trialling			n/a
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS**MILESTONE E3****FamC/DWA/ETU first card payment by normal renewal cycle (BA)***Revolving Credit, Disabling benefit Allowance, Being Tp up*

Baseline date: mid June 1997 **Visibility (highest):**
Target date: mid June 1997 **Programme**
Preceding milestone(s): E2 **Programme**

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	N	PW	Cards and PUNs issued as required
Awareness	N	PW	Via general advertisements
Products			
BA	Y	BA	FamC/DWA/ETU operational
POCL			n/a
BA Systems			
CAPS CPCs	N	BA	CAPS CPCs Release 3 operational
Feeder systems	Y	BA	FamC/DWA/ETU feeder operational
PDCS	Y	BA	Includes all FamC/DWA/ETU customers
Helpdesks	Y	BA	FamC/DWA/ETU support included
Acc.& reconciliation	N	BA	In line with business continuity processing to be agreed, then implemented
BA/SSA Offices and Staff			
Procedures	Y	PDA	Agreed and released
Training			n/a
Communication	Y	PDA	National awareness
POCL Systems/links			
Distribution			n/a
Acc.& reconciliation	N	POCL	Agreed systems in place
Reference data	Y	POCL	Includes FamC/DWA/ETU data
AP Interfaces	Y	POCL	Migration plan (tbd) implemented as required
Post Offices, Staff and Agents			
Equipment			n/a
Procedures			n/a
Training			n/a
Communications	Y	PW	National awareness
Pathway systems			
Host systems PAS/CMS	N	PW	Pathway Release 1 operational
Other systems	~		n/a
Helpdesks	Y	PW	Ongoing expansion to meet demand
PDA			
Plans			n/a
Communication			n/a
Testing & trialling			n/a
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS**MILESTONE E4****AA/DLA first card payment by normal renewal cycle (BA and SSA)***Milestone Allowance, Pending Line Item*

Baseline date: early September 1997 **Visibility (highest)**
Target date: early September 1997 **Programme**
Programme
Preceding milestone(s): E3

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	N	PW	Cards and PUNs issued as required
Awareness	N	PW	Via general advertisements
Products			
BA	Y	BA	AA/DLA operational
POCL			n/a
BA Systems			
CAPS CPCS	Y	BA	CAPS CPCS Release 3 operational
Feeder systems	Y	BA	AA/DLA feeder operational
PDCS	Y	BA	Includes all AA/DLA customers
Helpdesks	Y	BA	AA/DLA support included
Acc.& reconciliation	N	BA	In line with business continuity processing to be agreed, then implemented
BA/SSA Offices and Staff			
Procedures	Y	PDA	Agreed and released
Training			n/a
Communication	Y	PDA	National awareness
POCL Systems/links			
Distribution			n/a
Acc.& reconciliation	N	POCL	Agreed systems in place
Reference data	Y	POCL	Includes AA/DLA data
AP Interfaces	Y	POCL	Migration plan (tbd) implemented as required
Post Offices, Staff and Agents			
Equipment			n/a
Procedures			n/a
Training			n/a
Communications	Y	PW	National awareness
Pathway systems			
Host systems PAS/CMS	N	PW	Pathway Release 1 operational
Other systems			n/a
Helpdesks	Y	PW	Ongoing expansion to meet demand
PDA			
Plans			n/a
Communication			n/a
Testing & trialling			n/a
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS

MILESTONE E5

IS/JSA first card payment by normal renewal cycle and start of a 3 month LGL (BA)

Issue Support
 To Sett's Allowance

Baseline date: October 1997
 Target date: October 1997
 Preceding milestone(s): E4, G2

Visibility (highest)
 Programme
 Programme

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	Y	PW	Temp tokens useable. Cards and PUNs issued as required
Awareness	Y	PW	Local awareness
Products			
BA	Y	BA	IS/JSA operational
POCL			n/a
BA Systems			
CAPS CPCS	Y	BA	CAPS CPCS Release 4 operational
Feeder systems	Y	BA	IS/JSA feeder operational
PDCS	N	BA	Includes relevant IS/JSA customers
Helpdesks	Y	BA	IS/JSA support included
Acc. & reconciliation	Y	BA	In line with business continuity processing - to be agreed, then implemented
BA/SSA Offices and Staff			
Procedures	Y	PDA	Agreed and released
Training			n/a
Communication	Y	PDA	National awareness
POCL Systems/links			
Distribution			n/a
Acc. & reconciliation	N	POCL	Agreed systems in place
Reference data	Y	POCL	Includes IS/JSA data
AP Interfaces	N	POCL	Migration plan (tbd) implemented as required
Post Offices, Staff and Agents			
Equipment			n/a
Procedures			n/a
Training			n/a
Communications	Y	PW	National awareness
Pathway systems			
Host systems PAS/CMS	Y	PW	Pathway Release 2 operational
Other systems			n/a
Helpdesks	Y	PW	Ongoing expansion to meet demand
PDA			
Plans	Y	PDA	Temporary token plan agreed
Communication			n/a
Testing & trialling	Y	PDA	Pathway Release 2 successfully completed with CAPS Release 4
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS

MILESTONE E6

SF/WarP first card payment by normal renewal cycle and start of LGL (BA and SSA)

Initial Issue

Wet Period

Visibility (highest)

Baseline date: 5 January 1998

Programme

Target date: 5 January 1998

Programme

Preceding milestone(s): E5

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	Y	PW	WarP cards and procedures available. Cards and PUNs issued as required
Awareness	Y	PW	Local awareness
Products			
BA	Y	BA	SF and WarP operational
POCL			n/a
BA Systems			
CAPS CPCS	N	BA	CAPS CPCS Release 4 operational
Feeder systems	Y	BA	SF and WarP feeder operational
PDCS	N	BA	Includes all SF and WarP customers
Helpdesks	Y	BA	SF and WarP support included
Acc.& reconciliation	Y	BA	In line with business continuity processing - to be agreed, then implemented
BA/SSA Offices and Staff			
Procedures	Y	PDA	Agreed and released
Training	Y	PDA	WP Agency trained
Communication	Y	PDA	National awareness, details to WarP Agency
POCL Systems/links			
Distribution			n/a
Acc.& reconciliation	N	POCL	Agreed systems in place
Reference data	Y	POCL	Includes SF and WarP data
AP Interfaces	Y	POCL	Migration plan (tbd) implemented as required
Post Offices, Staff and Agents			
Equipment			n/a
Procedures			n/a
Training			n/a
Communications	Y	PW	National awareness
Pathway systems			
Host systems PAS/CMS	N	PW	Pathway Release 2 operational
Other systems			n/a
Helpdesks	Y	PW	Ongoing expansion to meet demand
PDA			
Plans			n/a
Communication			n/a
Testing & trialling	N	PDA	Pathway Release 2 successfully completed with CAPS Release 4
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS**MILESTONE E7**

Clerical benefits first card payments by normal renewal cycle and start of LGL (BA and SSA)

Baseline date:	23 February 1998	Visibility (highest)
Target date:	23 February 1998	Programme
Preceding milestone(s):	E6	Programme

CATEGORIES	CHANGE? RESP. STATUS REQUIRED		
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External customers			
Cards and tokens	Y	PW	Temporary tokens useable. Cards and PUNs issued as required
Awareness	Y	PW	Via general advertisements
Products			
BA	Y	BA	Clerical Benefits operational
POCL			n/a
BA Systems			
CAPS CPCs	Y	BA	CAPS CPCs Release 5 operational
Feeder systems	Y	BA	Clerical benefits feeder system (if required tbc)
PDCS	N	BA	All BA customers on PDCS
Helpdesks	Y	BA	Clerical Benefits support included
Acc.& reconciliation	Y	BA	Agreed systems in place
BA/SSA Offices and Staff			
Procedures	Y	PDA	Agreed and released
Training			n/a
Communication	Y	PDA	National awareness
POCL Systems/links			
Distribution			n/a
Acc.& reconciliation	N	POCL	Agreed systems in place
Reference data	Y	POCL	All benefits reference data included
AP Interfaces	Y	POCL	Migration plan (tbd) implemented as required
Post Offices, Staff and Agents			
Equipment			n/a
Procedures			n/a
Training			n/a
Communications	Y	PW	National awareness
Pathway systems			
Host systems PAS/CMS	N	PW	Release 2 operational
Other systems			n/a
Helpdesks	Y	PW	Ongoing expansion to meet demand
PDA			
Plans			n/a
Communication			n/a
Testing & trialling	N	PDA	Pathway Release 2 successfully completed with CAPS Release 4
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS**MILESTONE E99****All customers and benefits can be paid by card (BA and SSA)**

		Visibility (highest)
Baseline date:	May 1999	n/a
Target date:	May 1999	n/a
Preceding milestone(s):	C99, D99, E7	

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	N	PW	All customers migrated to cards
Awareness			n/a
Products			
BA	N	BA	All planned benefits developed
POCL			n/a
BA Systems			
CAPS CPCS	N	BA	CAPS CPCS Release 5 operational
Feeder systems	N	BA	All benefits operational
PDCS	N	BA	All customers on PDCS
Helpdesks	N	BA	Fully operational for all benefits
Acc. & reconciliation	N	BA	Final system implemented
BA/SSA Offices and Staff			
Procedures	N	PDA	All procedures defined and implemented
Training	N	PDA	Training completed
Communication			n/a
POCL Systems/links			
Distribution			n/a
Acc. & reconciliation	N	POCL	Final system implemented
Reference data	N	POCL	All reference data included
AP Interfaces	N	POCL	Implemented as planned (tbd)
Post Offices, Staff and Agents			
Equipment	N	PW	All Post Offices installed and operational
Procedures	N	PW	All procedures defined and implemented
Training	N	PW	Training completed
Communications			n/a
Pathway systems			
Host systems PAS/CMS	N	PW	Pathway Release 2 fully operational
Other systems			n/a
Helpdesks	N	PW	Fully operational
PDA			
Plans			n/a
Communication			n/a
Testing & trialling			n/a
Operations	N	PDA	Systems and procedures ready to handover responsibility to POCL

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS**MILESTONE F1****Full TIP system operational**

Baseline date: n/a
Target date: 2 June 1997
Preceding milestone(s): n/a

Visibility (highest)
 n/a
 Programme

CATEGORIES		CHANGE? RESP. STATUS REQUIRED	
External customers			
Cards and tokens			n/a
Awareness			n/a
Products			
BA			n/a
POCL	N	POCL	n/a
BA Systems			
CAPS CPCs			n/a
Feeder systems			n/a
PDCS			n/a
Helpdesks	N	BA	n/a
Acc. & reconciliation	Y	BA	Accounting systems developed to interface
BA/SSA Offices and Staff			
Procedures			n/a
Training			n/a
Communication			n/a
POCL Systems/links			
Distribution			n/a
Acc. & reconciliation	Y	POCL	Specification agreed with BA
Reference data			n/a
AP Interfaces	Y	POCL	As required (tbd)
Post Offices, Staff and Agents			
Equipment			n/a
Procedures			n/a
Training			n/a
Communications			n/a
Pathway systems			
Host systems PAS/CMS			n/a
Other systems			n/a
Helpdesks			n/a
PDA			
Plans		PDA	
Communication		PDA	
Testing & trialling	Y	PDA	UAT/Integration tests successfully completed
Operations		PDA	

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS

MILESTONE G1

Mobile Office Testing

Pathway release 1 ready for user acceptance testing

Baseline date: 31 December 1996 Visibility (highest)
 Target date: 31 December 1996 Programme
 Preceding milestone(s): n/a Programme

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens			n/a
Awareness			n/a
Products			
BA	N	BA	BES operational
POCL - AP	Y	PW	Operational
POCL - DVLA			n/a
POCL Royal Mail			n/a
POCL - BBC			n/a
POCL - DNS			n/a
POCL - Girobank			n/a
BA Systems			
CAPS CPCS			n/a
Feeder systems			n/a
PDCS			n/a
Helpdesks			n/a
Acc. & reconciliation			n/a
BA/SSA Offices and Staff			
Procedures			n/a
Training			n/a
Communication			n/a
POCL Systems/links			
Distribution			n/a
Acc. & reconciliation	Y	POCL	TIP upgraded as required
Reference data	Y	POCL	New product data available
AP Interfaces	tba	POCL	Depends on products
Post Offices, Staff and Agents			
Equipment	Y	PW	None required - depends on products
Procedures	Y	PW	Required for each new product
Training	Y	PW	Training plan
Communications	Y	PW	Communications plan
Pathway systems			
Host systems PAS/CMS			n/a
Other systems	Y	PW	Depends on actual products
Helpdesks	Y	PW	Probably further expansion
PDA			
Plans	N	PDA	POCL product plan and test plan
Communication			n/a
Testing & trialling	N	PDA	Pathway tests witnessed
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS**MILESTONE G2****Pathway release 2 operational**

Baseline date:	n/a	Visibility (highest)
Target date:	October 1997	n/a Programme
Preceding milestone(s):	G1	

CATEGORIES **CHANGE? RESP. STATUS REQUIRED**

External customers			
Cards and tokens	tba	PW	tba
Awareness	tba	PW	tba
Products			
BA	N	BA	tba
POCL - AP	N	PW	Operational
POCL - DVLA	tba		tba
POCL Royal Mail	tba		tba
POCL - BBC	tba		tba
POCL - DNS	tba		tba
POCL - Girobank	tba		tba
BA Systems			
CAPS CPCS			n/a
Feeder systems			n/a
PDCS			n/a
Helpdesks			n/a
Acc.& reconciliation			n/a
BA/SSA Offices and Staff			
Procedures			n/a
Training			n/a
Communication			n/a
POCL Systems/links			
Distribution			n/a
Acc.& reconciliation	Y	POCL	TIP upgraded as required
Reference data	Y	POCL	New product data available
AP Interfaces	tba	POCL	Depends on products
Post Offices, Staff and Agents			
Equipment	Y	PW	None required - depends on products
Procedures	Y	PW	Required for each new product
Training	Y	PW	Required for all operators
Communications	Y	PW	Required for all operators
Pathway systems			
Host systems PAS/CMS			n/a
Other systems	Y	PW	Depends on actual products
Helpdesks	Y	PW	Probably further expansion
PDA			
Plans	N	PDA	POCL product plan
Communication			n/a
Testing & trialling	Y	PDA	UAT successfully completed
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS**MILESTONE G3****Pathway release 3 operational**

Baseline date:	n/a	Visibility (highest)
Target date:	April 1998	n/a
Preceding milestone(s):	G2	Programme

CATEGORIES CHANGE? RESP. STATUS REQUIRED

External customers			
Cards and tokens	tba	PW	tba
Awareness	tba	PW	tba
Products			
BA	N	BA	tba
POCL - AP	N	PW	Operational
POCL - DVLA	tba		tba
POCL Royal Mail	tba		tba
POCL - BBC	tba		tba
POCL - DNS	tba		tba
POCL - Girobank	tba		tba
BA Systems			
CAPS CPCs			n/a
Feeder systems			n/a
PDCS			n/a
Helpdesks			n/a
Acc. & reconciliation			n/a
BA/SSA Offices and Staff			
Procedures			n/a
Training			n/a
Communication			n/a
POCL Systems/links			
Distribution			n/a
Acc. & reconciliation	Y	POCL	TIP upgraded as required
Reference data	Y	POCL	New product data available
AP Interfaces	tba	POCL	Depends on products
Post Offices, Staff and Agents			
Equipment	Y	PW	None required - depends on products
Procedures	Y	PW	Required for each new product
Training	Y	PW	Required for all operators
Communications	Y	PW	Required for all operators
Pathway systems			
Host systems PAS/CMS			n/a
Other systems	Y	PW	Depends on actual products
Helpdesks	Y	PW	Probably further expansion
PDA			
Plans	N	PDA	POCL product plan
Communication			n/a
Testing & trialling	Y	PDA	UAT successfully completed
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS**MILESTONE G4****Pathway release 4 operational**

Baseline date:	n/a	Visibility (highest)
Target date:	October 1998	n/a
Preceding milestone(s):	G3	Programme

CATEGORIES	CHANGE? RESP. STATUS REQUIRED		
External customers			
Cards and tokens	tba	PW	tba
Awareness	tba	PW	tba
Products			
BA	N	BA	tba
POCL - AP	N	PW	Operational
POCL - DVLA	tba		tba
POCL Royal Mail	tba		tba
POCL - BBC	tba		tba
POCL - DNS	tba		tba
POCL - Girobank	tba		tba
BA Systems			
CAPS CPCs			n/a
Feeder systems			n/a
PDCS			n/a
Helpdesks			n/a
Acc. & reconciliation			n/a
BA/SSA Offices and Staff			
Procedures			n/a
Training			n/a
Communication			n/a
POCL Systems/links			
Distribution			n/a
Acc. & reconciliation	Y	POCL	TIP upgraded as required
Reference data	Y	POCL	New product data available
AP Interfaces	tba	POCL	Depends on products
Post Offices, Staff and Agents			
Equipment	Y	PW	None required - depends on products
Procedures	Y	PW	Required for each new product
Training	Y	PW	Required for all operators
Communications	Y	PW	Required for all operators
Pathway systems			
Host systems PAS/CMS			n/a
Other systems	Y	PW	Depends on actual products
Helpdesks	Y	PW	Probably further expansion
PDA			
Plans	N	PDA	POCL product plan
Communication			n/a
Testing & trialling	Y	PDA	UAT successfully completed
Operations			n/a

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX B - STRATEGIC MILESTONE DEFINITIONS**MILESTONE H99**
Programme complete

Visibility (highest)

Baseline date: May 1999**Target date:****Preceding milestone(s):** E99, G4**CATEGORIES** **CHANGE? RESP. STATUS REQUIRED**

External customers			
Cards and tokens			
Awareness			
Products			
BA			
POCL - AP			
POCL - DVLA			
POCL Royal Mail			
POCL - BBC			
POCL - DNS			
POCL - Girobank			
BA Systems			
CAPS CPCs			
Feeder systems			
PDSCS			
Helpdesks			
Acc. & reconciliation			
BA/SSA Offices and Staff			
Procedures			
Training			
Communication			
POCL Systems/links			
Distribution			
Acc. & reconciliation			
Reference data			
AP Interfaces			
Post Offices, Staff and Agents			
Equipment			
Procedures			
Training			
Communications			
Pathway systems			
Host systems PAS/CMS			
Other systems			
Helpdesks			
PDA			
Plans			
Communication			
Testing & trialling			
Operations			

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES

The full set of intermediate milestones leading to each strategic milestone has to be developed for Version 2 of the Master Plan. This will follow the format shown.

Certain intermediate milestones will be determined handshake milestones.

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES**MILESTONE A1**

One office automated for restricted ChB payment by card.

First card payment by 'hand crafted' procedures at one post office. Approximately 14 selected customers

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
	PW	Cards issued to first customers	
	PW	Instructions to first customers	20/09/96
Products			
	BA	ChB 'card ready' for first customer	12/09/96
BA Systems			
	BA	CAPS CPCS Release 1 specification agreed	
	BA	Start of early release test for CAPS CPCS Release 1	
	BA	Final CAPS Release 1 system test complete	
	BA	CAPS Release 1 joint system integration test supported	13/09/96
	BA	CAPS CPCS Release 1 model office test supported	
	BA	CAPS CPCS Release 1 code tested and ready for release	
	BA	Live environment built	19/09/96
BA/SSA Offices and Staff			
	BA	Scope and procedures agreed for BA help desk	
	BA	Identify staff that require training	
POCL Systems/links			
	PW/ POCL	Agree full scope of reference data required for first Post Office	
Post Offices, Staff and Agents			
	PW	Equipment procured for first Post Office	
	POCL	POCL liaison point established for first Post Office	
	POCL	Identify staff/agents that require training	
Pathway systems			
	PDA	Sign off Pathway pre-release software	
	PW	Scope and procedures agreed for system help	
	PW	CMS/PAS tested and operational	
PDA			
	PDA	Card design agreed	
	PDA	First customers selected	
	PDA	Outlet nominated for FCP	
	PDA	Card procedure agreed	
	PDA	Card specification agreed	
	PDA	CAPS CPCS Release 1 joint system integration test complete	13/09/96
	PDA	CAPS CPCS Release 1 model office test complete	
	PDA	CAPS CPCS Release 1 technical sign-off	

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES**MILESTONE A2****Ten offices automated for restricted ChB payment by card**

Payment of ChB at 10 offices to a limited number of selected customers, by normal renewal cycle

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
	PDA	Agree PUN format	
	PW	PUNs issued to relevant customers	20/09/96
Products			
BA Systems			
	PW	Electronic transfer between CAPS and PAS/CMS	
	BA	Customer files available	
BA/SSA Offices and Staff			
	BA	Implement card awareness campaign for staff	
POCL Systems/links			
	POCL	Reference data for a further 9 Post Offices provided	
Post Offices, Staff and Agents			
	POCL	POCL liaison point established for all 10 POs	
	PW	Procure equipment for all 10 POs	
	PW	Identify staff that require training	
Pathway systems			
	PW	Cards sent to relevant Post Offices	11/10/96
	PW	Pre-release (version 2) software installed	
PDA			
	PDA	Security procedures agreed	30/08/96
	PDA	Contingency plan agreed	
	PDA	10 Post Office outlets nominated	

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES**MILESTONE B1**

First of 200 pilot Post Offices live and available for customer use, with EPOSS, APS and OBGS functionality

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
	PDA	Agree card procedures	
	PDA	Agreed communication plan	
Products			
	PDA	ChB full system requirements agreed	
	PDA	ChB design agreed	
	BA	ChB (Internal) testing started	
	BA	ChB released for full PDA testing	
BA Systems			
	BA	CAPS CPCS Release 2 specification agreed	
	BA	Start of early release test for CAPS CPCS Release 2	
	BA	Final CAPS Release 2 system test complete	
	BA	CAPS Release 2 joint system integration test complete	
	BA	Supporting CAPS CPCS Release 2 model office test	
	BA	CAPS CPCS Release 2 code tested and ready for release	
	BA	Live environment built	
BA/SSA Offices and Staff			
	PDA	BA staff communications plan agreed for pilot roll out	
	PDA	Agree extent of BA staff training for pilot roll out	
POCL Systems/links			
Post Offices, Staff and Agents			
	PDA	Post Office staff/agents communications plan agreed for pilot roll out	
	POCL	EPOSS procedures completed	
	PDA	Agree extent of POCL staff/agents training for pilot roll out	
	POCL	Reference data available for all 200 POs	
	PW	Pilot roll out PO equipment procured	
	POCL	Post Office equipment configured	
	PDA	Agree extent of POCL staff/agents training	
Pathway systems			
	PW	PW Release 1 start integration test	
	PW	PW Release 1 available for UAT	31/12/96
	PDA	Scope and requirements of help desk agreed	
	PW	Help desk procedures complete	
PDA			
	PDA	Security policy agreed	
	PDA	Customer communications plan agreed	
	PDA	Test strategy agreed	
	PDA	Test plan complete	
	PDA	Service levels/measures agreed	
	PDA	Pilot rollout plan agreed	
	PDA	Agree strategy for IGL to trial	

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES

MILESTONE B2

All 200 pilot Post Offices live and available for customer use

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
Products			
BA Systems			
BA/SSA Offices and Staff	BA	Publicity complete in new areas	
POCL Systems/links			
Post Offices, Staff and Agents	PW	Original 10 POs re-equipped	
	PW	Staff retrained in the first 10 POs	
	POCL	Liaison points established for the 200 POs	
	PW	Begin trained staff/agents in the 200 POs	
	PW	Remaining 190 POs equipped	
Pathway systems	PDA	200 PO outlets nominated & agreed	
PDA	PDA	Agree extent of BA/POCL staff training	

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	---	-----------------------------

APPENDIX C - INTERMEDIATE MILESTONES**MILESTONE C1**

First national roll out Post Office live and available for customer use

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
	PW	PSCS/Incap PUNs to new customers	
Products			
	BA	PSCS/Incap benefit 'card ready'	
	BA	PSCS/Incap link operational	
BA Systems			
BA/SSA Offices and Staff			
	PW	Cards issued to BA offices	
	PDA	BA staff communications plan agreed for national roll out	
	PDA	Agree extent of BA staff training for national roll out	
POCL Systems/links			
	POCL	Start migration from CTP to TIP	
	PW	Links operational from TIP to TMS	
Post Offices, Staff and Agents			
	PDA	Agree extent of POCL staff/agents training for national roll out	
	PW	Start national training programme	
	PW	National roll out PO equipment procured	
	PW	Start equipping rollout POs	
	POCL	Reference data available for these POs	
	PDA	Post Office staff/agents communications plan agreed for national roll out	
Pathway systems			
PDA			
	PDA	Agree national roll out plan	
	PDA	Sign off completion of trial	
	PDA	Full SLAs agreed	

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES

MILESTONE C2

5,000 Post Offices automated

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
Products			
BA Systems			
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents	PW	1,000 Post Offices automated	
	PW	2,000 Post Offices automated	
	PW	3,000 Post Offices automated	
	PW	4,000 Post Offices automated	
Pathway systems			
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES

MILESTONE C3

10,000 Post Offices automated

CATEGORIES	RESP INTERMEDIATE MILESTONES		DATE
External customers			
Products			
BA Systems			
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents	PW	6,000 Post Offices automated	
	PW	7,000 Post Offices automated	
	PW	8,000 Post Offices automated	
	PW	9,000 Post Offices automated	
Pathway systems			
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES**MILESTONE C4**

15,000 Post Offices automated

CATEGORIES	RESP INTERMEDIATE MILESTONES		DATE
External customers			
Products			
BA Systems			
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
	PW	11,000 Post Offices automated	
	PW	12,000 Post Offices automated	
	PW	13,000 Post Offices automated	
	PW	14,000 Post Offices automated	
Pathway systems			
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES

MILESTONE C99

All Post Offices automated

CATEGORIES	RESP INTERMEDIATE MILESTONES		DATE
External customers			
Products			
BA Systems			
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
	PW	All POCL staff/agents trained	
	PW	16,000 Post Offices automated	
	PW	17,000 Post Offices automated	
	PW	18,000 Post Offices automated	
	PW	19,000 Post Offices automated	
Pathway systems			
PDA	PDA	Post implementation review	

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
---	---	-----------------------------

APPENDIX C - INTERMEDIATE MILESTONES

MILESTONE D1

First NI Post Office live and available for customer use

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
	PW	NI PUN format agreed	
	PW	Start of NI PUN issue for all benefits	
Products			
BA Systems			
	SSA	Scope of NI help desk agreed	
BA/SSA Offices and Staff			
	PDA	SSA staff communications plan agreed for NI roll out	
	SSA	NI SSA training needs ascertained and agreed	
	SSA	Start of NI staff awareness/training	
POCL Systems/links			
Post Offices, Staff and Agents			
	PW	NI Post Office equipment procured	
	POCL	POCL Post Office liaison points agreed	
	POCL	NI PO training needs ascertained and agreed	
	POCL	Training arrangements in place	
	PDA	Post Office staff/agents communications plan agreed for NI roll out	
Pathway systems			
	PW	Sight of proposed formats	
	SSA	Procedures to NI requirements	
PDA			
	PDA	NI Post Office roll out plan agreed	
	PDA	NI Communication plan agreed	

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES**MILESTONE D2**

All (~670) NI Post Offices live and available for customer use

CATEGORIES	RESP INTERMEDIATE MILESTONES		DATE
External customers			
	PW	All PUNs (PSCS/Incap) issued	
Products			
	SSA	FCP of PSCS/Incap	
BA Systems			
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems			
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES

MILESTONE D3

PSCS/Incap first card payment by normal renewal cycle in NI (SSA)

CATEGORIES	RESP INTERMEDIATE MILESTONES		DATE
External customers			
Products			
BA Systems			
	BA	PSCS/Incap benefit 'card ready'	
	BA	PSCS/Incap link operational	
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems			
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	--	-----------------------------

APPENDIX C - INTERMEDIATE MILESTONES

MILESTONE D4

AA/DLA first card payment by normal renewal cycle in NI (BA and SSA)

CATEGORIES	RESP INTERMEDIATE MILESTONES		DATE
External customers			
Products			
BA Systems			
	BA	AA/DLA benefit 'card ready'	
	BA	AA/DLA link operational	
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems			
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
---	--	-----------------------------

APPENDIX C - INTERMEDIATE MILESTONES

MILESTONE D5

FamC/DWA/ETU first card payment by normal renewal cycle in NI (SSA)

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
Products			
BA Systems	BA	FamC/DWA/ETU benefit 'card ready'	
	BA	FamC/DWA/ETU link operational	
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems			
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
---	--	-----------------------------

APPENDIX C - INTERMEDIATE MILESTONES**MILESTONE D6**

IS/JSA/ChB first card payment by normal renewal cycle in NI (SSA)

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
Products			
BA Systems			
	BA	IS/JSA/ChB benefit 'card ready'	
	BA	IS/JSA/ChB link operational	
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems			
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES

MILESTONE D7

SF first card payment by normal renewal cycle and start of LGL in NI
(BA and SSA)

CATEGORIES	RESP INTERMEDIATE MILESTONES		DATE
External customers			
Products			
BA Systems			
	BA	SF benefit 'card ready'	
	BA	SF link operational	
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems			
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
---	--	-----------------------------

APPENDIX C - INTERMEDIATE MILESTONES**MILESTONE D8**

Clerical Benefits first card payment by normal renewal cycle and start of LGL in NI (BA and SSA)

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
Products			
BA Systems			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems			
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
---	--	-----------------------------

APPENDIX C - INTERMEDIATE MILESTONES**MILESTONE D99**

All SSA customers and benefits can be paid by card

CATEGORIES	RESP INTERMEDIATE MILESTONES		DATE
External customers			
Products			
BA Systems			
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems			
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
---	--	-----------------------------

APPENDIX C - INTERMEDIATE MILESTONES**MILESTONE E1**

ChB by normal renewal cycle (non-selected customers) (BA)

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
Products			
BA Systems			
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems			
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	---	-----------------------------

APPENDIX C - INTERMEDIATE MILESTONES

MILESTONE E2

PSCS/Incap first card payment by normal renewal cycle and start of the 3 month LGL (BA)

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
Products			
	PW	PSCS/Incap benefit 'card ready'	
	BA	CAPS CPCS Release 3 specification agreed	
	BA	Start of early release test for CAPS CPCS Release 3	
	BA	Final CAPS Release 3 system test complete	
	BA	CAPS Release 3 joint system integration test complete	
	BA	Supporting CAPS CPCS Release 3 model office test	
	BA	CAPS CPCS Release 3 code tested and ready for release	
	BA	Live environment built	
BA Systems			
	PDA	CAPS CPCS release 3 signed off	
	BA	Manual customer data provided	
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems			
	PW	PW release 1 software operational	
	PDA	CAPS CPCS Release 3 joint system integration test complete	
	PDA	CAPS CPCS Release 3 model office test complete	
	PDA	CAPS CPCS Release 3 technical sign-off	
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
---	--	-----------------------------

APPENDIX C - INTERMEDIATE MILESTONES

MILESTONE E3

FamC/DWA/ETU first card payment by normal renewal cycle (BA)

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
	PW	FamC/DWA/ETU benefit 'card ready'	
Products			
	BA	CAPS CPCs release 3 operational	
	BA	Personal data for manual take-off	
BA Systems			
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems			
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	---	-----------------------------

APPENDIX C - INTERMEDIATE MILESTONES

MILESTONE E4

AA/DLA first card payment by normal renewal cycle (BA and SSA)

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
Products	PW	AA/DLA benefit 'card ready'	
BA Systems			
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems			
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
---	--	-----------------------------

APPENDIX C - INTERMEDIATE MILESTONES**MILESTONE E5**

IS/JSA first card payment by normal renewal cycle and start of a 3 month LGL (BA)

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
Products			
	PW	IS/JSA benefit 'card ready'	
BA Systems			
	BA	CAPS CPCS Release 4 specification agreed	
	BA	Start of early release test for CAPS CPCS Release 4	
	BA	Final CAPS Release 4 system test complete	
	BA	CAPS Release 4 joint system integration test complete	
	BA	Supporting CAPS CPCS Release 4 model office test	
...	BA	CAPS CPCS Release 4 code tested and ready for release	
	BA	Live environment built	
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems			
	PW	PW release 2 software operational	
PDA			
	PDA	CAPS CPCS Release 4 joint system integration test complete	
	PDA	CAPS CPCS Release 4 model office test complete	
	PDA	CAPS CPCS Release 4 technical sign-off	

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES**MILESTONE E6**

SF/Warp first card payment by normal renewal cycle and start of LGL (BA and SSA)

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
Products			
BA Systems			
	BA	CAPS CPCS Release 5 specification agreed	
	BA	Start of early release test for CAPS CPCS Release 5	
	BA	Final CAPS Release 5 system test complete	
	BA	CAPS Release 5 joint system integration test complete	
	BA	Supporting CAPS CPCS Release 5 model office test	
	BA	CAPS CPCS Release 5 code tested and ready for release	
	BA	Live environment built	
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems			
PDA			
	PDA	CAPS CPCS Release 5 joint system integration test complete	
	PDA	CAPS CPCS Release 5 model office test complete	
	PDA	CAPS CPCS Release 5 technical sign-off	

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
---	--	-----------------------------

APPENDIX C - INTERMEDIATE MILESTONES

MILESTONE E7

Clerical Benefits first card payment by normal renewal cycle and start of LGL (BA and SSA)

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers	PW	WP cards issued	
Products	PW	Clerical benefit 'card ready'	
BA Systems			
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems			
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES**MILESTONE E99**

All customers and benefits can be paid by card (BA and SSA)

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
Products			
BA Systems			
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems			
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
--	--	-----------------------------

APPENDIX C - INTERMEDIATE MILESTONES**MILESTONE F1****Full TIP system operational**

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
Products			
	PW	ChB (unlimited) in full service	
	PW	PSCS/Incap in full service	
	PW	FamC/DWA/ETU FCP achieved	
BA Systems			
BA/SSA Offices and Staff			
POCL Systems/links			
	POCL	TIP fully tested	
	POCL	CTP to TIP migration complete	
Post Offices, Staff and Agents			
	POCL	Accounting and reconciliation processes	
	POCL	Identify POCL staff/agents training requirements in new systems	
	PW	Accounting and reconciliation training	
Pathway systems			
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES

MILESTONE G1

Pathway release 1 ready for User Acceptance Testing

CATEGORIES	RESP	INTERMEDIATE MILESTONES	DATE
External customers			
Products			
	POCL	Product plan agreed	
	POCL	Key product group agreed	
	POCL	Specification agreed	
BA Systems			
BA/SSA Offices and Staff			
POCL Systems/links			
	PW	Full TIP system operational	
Post Offices, Staff and Agents			
	POCL	Procedure agreed	
	POCL	Training plan agreed	
	POCL	Communications plan agreed	
	POCL	Equipment required confirmed	
Pathway systems			
	PDA	System requirements agreed	
	PDA	Contract let	
	PW	System available for UAT	
	PDA	UAT completed	
	POCL	POCL product specification agreed	
PDA			
	PDA	UAT test plan agreed	

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES

MILESTONE G2

Pathway release 2 operational

CATEGORIES	RESP INTERMEDIATE MILESTONES		DATE
External customers			
Products			
BA Systems			
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems	POCL	POCL product specification agreed	
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES

MILESTONE G3

Pathway release 3 operational

CATEGORIES	RESP INTERMEDIATE MILESTONES		DATE
External customers			
Products			
BA Systems			
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems	POCL	POCL product specification agreed	
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency(NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES**MILESTONE G4**

Pathway release 4 operational

CATEGORIES	RESP INTERMEDIATE MILESTONES		DATE
External customers			
Products			
BA Systems			
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems	POCL	POCL product specification agreed	
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX C - INTERMEDIATE MILESTONES**MILESTONE H99**
Programme Complete

CATEGORIES	RESP INTERMEDIATE MILESTONES		DATE
External customers			
Products			
BA Systems			
BA/SSA Offices and Staff			
POCL Systems/links			
Post Offices, Staff and Agents			
Pathway systems			
PDA			

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX D - OVERVIEW PLAN

The overview plan has been structured into the eight groups defined in Section 3.1. The plan includes a reference to the organisation and person responsible for each of the key activities and milestones.

Group A: Initial go live

Group B: Pilot

Group C: Mainland Post Office Roll-out

Group D: NI Post Office and SSA Benefit Roll-out

Group E: BA Benefit Roll-out

Group F: POCL Development

Group G: Pathway Releases

Group H: PDA Programme Support

APPENDIX D - OVERVIEW PLAN

ID	Task Name	Org.	Resp.	96			1997			1998			1999		
				J	A	S	O	N	D	J	F	M	A	J	S
1.0	GROUP A: INITIAL GO LIVE														
1.1	Pathway Release 0														
1.1.1	Monitor and support Pathway development	PDA													
1.1.2	Pathway Release 0 system test	PW													
1.1.3	Pathway Release 0 ready for UAT	PW													
1.1.4	User acceptance test	PDA													
1.2	Roll Out														
1.2.1	CAPS CPCS Release 1 live for card issue	BA													
1.2.2	1 Post Office automated for restricted ChB FCP	BA													
1.2.3	10 Post Offices automated for restricted ChB payment	BA													
2.0	GROUP B: PILOT														
2.1	Pathway Release 1 (includes EPOSS/APS/OBCS)														
2.1.1	Monitor and support Pathway development	PDA													
2.1.2	Pathway Release 1 system development	PW													
2.1.3	Pathway Release 1 system test	PW													
2.1.4	User acceptance test	PDA													
2.2	Pilot Post Offices														
2.2.1	First of 200 pilot Post Offices live and available	PDA													
2.2.2	All 200 pilot Post Offices live and available for customer use	PDA													
2.2.3	Pilot evaluation	PDA													
3.0	GROUP C: MAINLAND POST OFFICE ROLLOUT														
3.1	Rollout preparation														
3.1.1	Prepare Post Offices for rollout	POCL													
3.1.2	Reference data project	POCL													
3.2	Rollout Areas														
3.2.1	First national roll out Post Office live and available for customers	PDA													

Planned Activities (Baseline)

Strategic Milestone (SM)

Key Intermediate Milestone

APPENDIX D - OVERVIEW PLAN

ID	Task Name	Org.	Resp.	96	1997			1998			1999		
				J	A	S	O	N	D	J	F	M	A
3.2.2	National Rollout of major urban areas	PW											
3.2.3	National Rollout of main outlets	PW											
3.2.4	Rollout of remaining outlets	PW											
3.2.5	Rollout within the M25	PW											
3.3	Number of Post Offices Automated												
3.3.1	5,000 Post Offices automated	PW											
3.3.2	10,000 Post Offices automated	PW											
3.3.3	15,000 Post Offices automated	PW											
3.3.4	All Post Offices automated	PW											
4.0	GROUP D: NI POST OFFICE AND SSA BENEFIT ROLLOUT												
4.1	NI Post Office Rollout												
4.1.1	First NI Post Office live and available for customer use	PW											
4.1.2	National Rollout in Northern Ireland	PW											
4.1.3	All NI Post Offices live and available for customer use	PW											
4.2	SSA Benefit Rollout												
4.2.1	NI ICA system migrated to the GB system	SSA											
4.2.2	PSCS/Incap FCP by NRC in NI	SSA											
4.2.3	Migrate/rollout PSCS/Incap	SSA											
4.2.4	AA/DLA FCP by NRC in NI	BA/SSA											
4.2.5	Migrate/rollout AA/DLA	SSA											
4.2.6	FamC/DWA/ETU FCP by NRC in NI	SSA											
4.2.7	Migrate/rollout FamC/DWA/ETU	SSA											
4.2.8	NI ChB migrated to the GB system	SSA											
4.2.9	IS/USA/ChB FCP by NRC in NI	SSA											
4.2.10	Migrate/rollout IS/USA/ChB	SSA											
4.2.11	SF FCP by NRC in NI	BA/SSA											
4.2.12	SF LGL in NI	SSA											

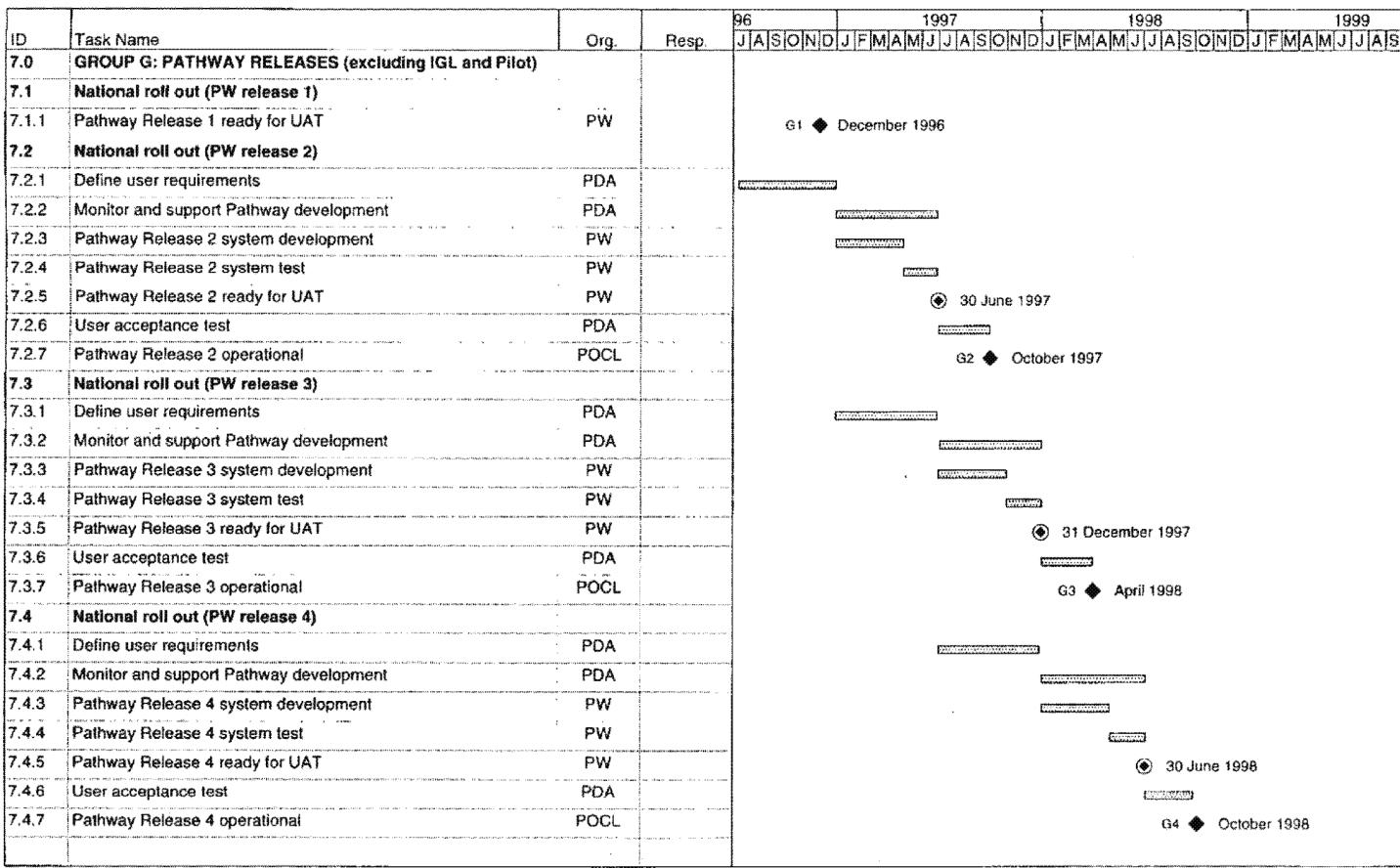
Planned Activities (Baseline)  Strategic Milestone (SM) Key Intermediate Milestone 

APPENDIX D - OVERVIEW PLAN

ID	Task Name	Org.	Resp.	96			1997			1998			1999		
				J	A	S	O	N	D	J	F	M	A	J	S
4.2.13	Clerical Benefits FCP by NRC in NI	BA/SSA													D8 ◆ 23 February 1998
4.2.14	Clerical Benefits LGL in NI	SSA													
4.2.15	Migrate/rollout SF/Clerical Benefits	SSA													
4.2.16	All SSA customers and benefits can be paid by card	SSA													D99 ◆ tbd
5.0	GROUP E: BA BENEFIT ROLLOUT														
5.1	CAPS CPCS Release 2 live for card issue	BA													④ 16 December 1996
5.2	ChB (non-selected customers) by NRC	BA													E1 ◆ 20 January 1997
5.3	CAPS CPCS Release 3 live for card issue	BA													④ 6 April 1997
5.4	PSCS/Incap FCP by NRC and start of 3m LGL	BA													E2 ◆ 12 May 1997
5.5	FamC/DWA/ETU FCP by NRC	BA													E3 ◆ mid June 1997
5.6	CAPS CPCS Release 4 live for card issue	BA													④ September 1997
5.7	AA/DLA FCP by NRC	BA/SSA													E4 ◆ September 1997
5.8	IS/JSA FCP by NRC and start of 3m LGL	BA													E5 ◆ October 1997
5.9	SF/WarP FCP by NRC and start of LGL	BA/SSA													E6 ◆ 5 January 1998
5.10	CAPS CPCS Release 5 live for card issue	BA													④ January 1998
5.11	Clerical Benefits FCP by NRC and start of LGL	BA/SSA													E7 ◆ 23 February 1998
5.12	All BA and SSA customers and benefits can be paid by card	BA													E99 ◆ May 1998
6.0	GROUP F: POCL DEVELOPMENT														
6.1	AP interface migration	POCL													
6.2	Business Continuity Processing	POCL													
6.3	Full TIP system operational	POCL													F1 ◆ 2 June 1997
6.4	Reference data project	POCL													

Planned Activities (Baseline) Strategic Milestone (SM) Key Intermediate Milestone 

APPENDIX D - OVERVIEW PLAN



Planned Activities (Baseline)  Strategic Milestone (SM) 

Key Intermediate Milestone

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APPENDIX D - OVERVIEW PLAN

ID	Task Name	Org.	Resp.	96	1997	1998	1999											
				J	A	S	O	N	D	J	F	M	A	M	J	J	A	
8.0	GROUP H: PDA PROGRAMME SUPPORT																	
8.1	Contract finalisation	PDA	Kelsey															
8.2	Business cases	PDA	Riley															
8.3	Project processes / office	PDA	Robinson															
8.4	Communications	PDA	Dugdale															
8.5	Product management	PDA	Meagher															
8.6	Fraud strategy and plan	PDA	Lewis															
8.7	Design Authority	PDA	Godeseth															
8.8	Service levels	PDA	McNiven															
8.9	Card management	PDA	Dugdale															
8.10	Testing	PDA	King															
8.11	Programme Complete																	

H99 ♦ May 1999

Planned Activities (Baseline) █ Strategic Milestone (SM) ♦ Key Intermediate Milestone (◎)

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Page D6 of 6

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX E - ACTIVITY DESCRIPTION

This summarises in greater detail the tasks defined in the Overview Plan in Appendix D.

APPENDIX E - ACTIVITY DESCRIPTIONS

ID	Task Name	Org.	Resp.	Activity Description
1.0	GROUP A: INITIAL GO LIVE			
1.1	Pathway Release 0			
1.1.1	Monitor and support Pathway development	PDA		Monitor and support Pathway development of Release 0 prior to testing
1.1.2	Pathway Release 0 system test	PW		Pathway system test of Pathway Release 0
1.1.3	Pathway Release 0 ready for UAT	PW		Pathway Release 0 ready for User Acceptance Testing
1.1.4	User acceptance test	PDA		User acceptance test of Pathway Release 0
1.2	Roll Out			
1.2.1	CAPS CPCS Release 1 live for card issue	BA		The release of the first CPCS system, fit for IGL, but with volumes limited by the need for manual supporting processes
1.2.2	1 Post Office automated for restricted ChB FCP	BA		First card payment of Child Benefit restricted to approximately 12 customers (BA staff in Stroud). The card issue and payment instructions will not follow the normal 4 week cycle
1.2.3	10 Post Offices automated for restricted ChB payment	BA		Ongoing trial of Child Benefit payment (including first major trial of the system) using the normal 4 week issue cycle started on date of FCP
2.0	GROUP B: PILOT			
2.1	Pathway Release 1 (includes EPOSS/APS/OBCS)			
2.1.1	Monitor and support Pathway development	PDA		Monitor and support Pathway development of Release 1 prior to testing

APPENDIX E - ACTIVITY DESCRIPTIONS

ID	Task Name	Org.	Resp.	Activity Description
2.1.2	Pathway Release 1 system development	PW		Pathway system development of Release 1
2.1.3	Pathway Release 1 system test	PW		Pathway system test of Pathway Release 1
2.1.4	User acceptance test	PDA		User acceptance test of Pathway Release 1
2.2	Pilot Post Offices			
2.2.1	First of 200 pilot Post Offices live and available	PDA		First of 200 pilot Post Offices live
2.2.2	All 200 pilot Post Offices live and available for customer use	PDA		Last of 200 pilot Post Offices live
2.2.3	Pilot evaluation	PDA		Evaluation of pilot roll out
3.0	GROUP C: MAINLAND POST OFFICE ROLLOUT			
3.1	Rollout preparation			
3.1.1	Prepare Post Offices for rollout	POCL		Technical and business preparation for installation of equipment and introduction of new products
3.1.2	Reference data project	POCL		Reference data includes locations and contact data for all Post Offices. The full scope of what is required has not yet been defined
3.2	Rollout Areas			
3.2.1	First national roll out Post Office live and available for customers	PDA		First national roll out Post Office live

APPENDIX E - ACTIVITY DESCRIPTIONS

ID	Task Name	Org.	Resp.	Activity Description
3.2.2	National Rollout of major urban areas	PW		National rollout of Post Offices within the major urban areas of Great Britain
3.2.3	National Rollout of main outlets	PW		National rollout of main outlet Post Offices in Great Britain
3.2.4	Rollout of remaining outlets	PW		National rollout of the remaining Post Office outlets in Great Britain
3.2.5	Rollout within the M25	PW		Rollout of the Post Offices within the M25 area around London
3.3	Number of Post Offices Automated			
3.3.1	5,000 Post Offices automated	PW		A total of 5,000 Post Offices automated
3.3.2	10,000 Post Offices automated	PW		A total of 10,000 Post Offices automated
3.3.3	15,000 Post Offices automated	PW		A total of 15,000 Post Offices automated
3.3.4	All Post Offices automated	PW		All Post Offices within Great Britain and Northern Ireland automated
4.0	GROUP D: NI POST OFFICE AND SSA BENEFIT ROLLOUT			
4.1	NI Post Office Rollout			
4.1.1	First NI Post Office live and available for customer use	PW		The first Post Office in Northern Ireland to go live
4.1.2	National Rollout in Northern Ireland	PW		Rollout of the Post Offices throughout Northern Ireland

APPENDIX E - ACTIVITY DESCRIPTIONS

ID	Task Name	Org.	Resp.	Activity Description
4.1.3	All NI Post Offices live and available for customer use	PW		The last Post Office in Northern Ireland to go live
4.2	SSA Benefit Rollout			
4.2.1	NI ICA system migrated to the GB system	SSA		Migration of the Northern Ireland ICA system onto the GB system
4.2.2	PSCS/Incap FCP by NRC in NI	SSA		PSCS/Incap first card payment by normal renewal cycle
4.2.3	Migrate/rollout PSCS/Incap	SSA		Migration/rollout of PSCS/Incap within Northern Ireland
4.2.4	AA/DLA FCP by NRC in NI	BA/SSA		AA/DLA first card payment by normal renewal cycle. This is coupled to the equivalent BA milestone
4.2.5	Migrate/rollout AA/DLA	SSA		Migration/rollout of AA/DLA within Northern Ireland
4.2.6	FamC/DWA/ETU FCP by NRC in NI	SSA		FamC/DWA/ETU first card payment by normal renewal cycle
4.2.7	Migrate/rollout FamC/DWA/ETU	SSA		Migration/rollout of FamC/DWA/ETU within Northern Ireland
4.2.8	NI ChB migrated to the GB system	SSA		Migration of the Northern Ireland Child Benefit onto the GB system
4.2.9	IS/JSA/ChB FCP by NRC in NI	SSA		IS/JSA first card payment by normal renewal cycle
4.2.10	Migrate/rollout IS/JSA/ChB	SSA		Migration/rollout of IS/JSA/ChB within Northern Ireland
4.2.11	SF FCP by NRC in NI	BA/SSA		Social Fund first card payment by normal renewal cycle. This is coupled to the equivalent BA milestone
4.2.12	SF LGL in NI	SSA		Social Fund limited go live within Northern Ireland

APPENDIX E - ACTIVITY DESCRIPTIONS

ID	Task Name	Org.	Resp.	Activity Description
4.2.13	Clerical Benefits FCP by NRC in NI	BA/SSA		Clerical Benefits first card payment by normal renewal cycle
4.2.14	Clerical Benefits LGL in NI	SSA		Clerical Benefits limited go live within Northern Ireland
4.2.15	Migrate/rollout SF/Clerical Benefits	SSA		Migration/rollout of Social Fund/Clerical Benefits within Northern Ireland
4.2.16	All SSA customers and benefits can be paid by card	SSA		Requires all SSA benefits transferred to cards, all NI Post Offices automated and all payment books replace by cards (up to 26 weeks after last benefit and Post Office)
5.0	GROUP E: BA BENEFIT ROLLOUT			
5.1	CAPS CPCS Release 2 live for card issue	BA		CAPS CPCS Release 2 provides appropriate dialogues to remove the need for manual supporting systems. It also supports alternative payees
5.2	ChB (non-selected customers) by NRC	BA		Child benefit payment by normal renewal cycle to non-selected customers who use an automated Post Office
5.3	CAPS CPCS Release 3 live for card issue	BA		CAPS CPCS Release 3 allows a second and subsequent benefits to be paid using a single card and coincides with the limited going live of the Pensions Group of benefits (PSCS/Incap)
5.4	PSCS/Incap FCP by NRC and start of 3m LGL	BA		First card payment from PSCS/Incap by normal renewal cycle, which started when the technical release went live
5.5	FamC/DWA/ETU FCP by NRC	BA		First card payment of FamC/DWA/ETU by normal renewal cycle to all customers (note no LGL)
5.6	CAPS CPCS Release 4 live for card issue	BA		CAPS CPCS Release 4 allows the implementation of IS/JSA by providing urgent payments against a card or temporary token and urgent stop instructions
5.7	AA/DLA FCP by NRC	BA/SSA		First card payment of AA/DLA by normal renewal cycle to all customers (note no LGL)
5.8	IS/JSA FCP by NRC and start of 3m LGL	BA		First card payment of IS/JSA by normal renewal cycle

APPENDIX E - ACTIVITY DESCRIPTIONS

ID	Task Name	Org.	Resp.	Activity Description
5.9	SF/WarP FCP by NRC and start of LGL	BA/SSA		Social Fund/War Pension first card payment by normal renewal cycle and start of the 3 month limited go live
5.10	CAPS CPCS Release 5 live for card issue	BA		The timing of the payment by card of these benefits is still highly speculative. Clerical payments require some system changes which are currently planned for CAPS CPCS Release 5
5.11	Clerical Benefits FCP by NRC and start of LGL	BA/SSA		Clerical Benefits first card payment by normal renewal cycle and start of the limited go live
5.12	All BA and SSA customers and benefits can be paid by card	BA		Requires all benefits transferred to cards, all Post Offices automated and all payment books replace by cards (up to 26 weeks after last benefit and Post Office)
6.0	GROUP F: POCL DEVELOPMENT			
6.1	AP interface migration	POCL		POCL AP interface migration
6.2	Business Continuity Processing	POCL		POCL Business Continuity Processing
6.3	Full TIP system operational	POCL		The full POCL TIP (Transaction Information Processing) system operational
6.4	Reference data project	POCL		Reference data includes locations and contact data for all Post Offices. The full scope of what is required has not yet been defined

APPENDIX E - ACTIVITY DESCRIPTIONS

ID	Task Name	Org.	Resp.	Activity Description
7.0	GROUP G: PATHWAY RELEASES (excluding IGL and Pilot)			
7.1	National roll out (PW release 1)			
7.1.1	Pathway Release 1 ready for UAT	PW		Pathway release 1 ready for User Acceptance Testing
7.2	National roll out (PW release 2)			
7.2.1	Define user requirements	PDA		Define user (BA, SSA, POCL) requirements for Pathway release 2
7.2.2	Monitor and support Pathway development	PDA		Monitor and support Pathway development of release 2 prior to testing
7.2.3	Pathway Release 2 system development	PW		Pathway system development of release 2
7.2.4	Pathway Release 2 system test	PW		Pathway system test of Pathway release 2
7.2.5	Pathway Release 2 ready for UAT	PW		Pathway release 2 ready for User Acceptance Testing
7.2.6	User acceptance test	PDA		User acceptance test of Pathway release 2
7.2.7	Pathway Release 2 operational	POCL		Pathway release 2 operational, including re-engineered/new POCL products
7.3	National roll out (PW release 3)			
7.3.1	Define user requirements	PDA		Define user (BA, SSA, POCL) requirements for Pathway release 3
7.3.2	Monitor and support Pathway development	PDA		Monitor and support Pathway development of release 3 prior to testing

APPENDIX E - ACTIVITY DESCRIPTIONS

ID	Task Name	Org.	Resp.	Activity Description
7.3.3	Pathway Release 3 system development	PW		Pathway system development of release 3
7.3.4	Pathway Release 3 system test	PW		Pathway system test of Pathway release 3
7.3.5	Pathway Release 3 ready for UAT	PW		Pathway release 3 ready for User Acceptance Testing
7.3.6	User acceptance test	PDA		User acceptance test of Pathway release 3
7.3.7	Pathway Release 3 operational	POCL		Pathway release 3 operational, including re-engineered/new POCL products
7.4	National roll out (PW release 4)			
7.4.1	Define user requirements	PDA		Define user (BA, SSA, POCL) requirements for Pathway release 4
7.4.2	Monitor and support Pathway development	PDA		Monitor and support Pathway development of release 4 prior to testing
7.4.3	Pathway Release 4 system development	PW		Pathway system development of release 4
7.4.4	Pathway Release 4 system test	PW		Pathway system test of Pathway release 4
7.4.5	Pathway Release 4 ready for UAT	PW		Pathway release 4 ready for User Acceptance Testing
7.4.6	User acceptance test	PDA		User acceptance test of Pathway release 4
7.4.7	Pathway Release 4 operational	POCL		Pathway release 4 operational, including re-engineered/new POCL products

APPENDIX E - ACTIVITY DESCRIPTIONS

ID	Task Name	Org.	Resp.	Activity Description
8.0	GROUP H: PDA PROGRAMME SUPPORT			The ongoing activities of the PDA in support of the programme.
8.1	Contract finalisation	PDA	Kelsey	Although critical to the project, from a contractual point of view, these activities do not generally produce a deliverable to the customer in terms of technical, roll out or business product.
8.2	Business cases	PDA	Riley	Preparation of business cases and accounting processes and review of cases in the light of the proposed roll out plans
8.3	Project processes / office	PDA	Robinson	Setting up the project support processes, as normally carried out by a Project Office (change control, issue management, filing and documentation, etc)
8.4	Communications	PDA	Dugdale	Plans for communication with the four main areas: BA customers; BA/SSA/POCL staff; internal to the project; Government
8.5	Product management	PDA	Meagher	The management of suppliers and internal project customers to define, deliver and test the project products
8.6	Fraud strategy and plan	PDA	Lewis	Defining and reviewing all aspects of the project to ensure that the exposure to fraud is controlled.
8.7	Design Authority	PDA	Godeseth	To advise about feasibility and long-term strategic compatibility of the technical solutions proposed
8.8	Service levels	PDA	McNiven	To clarify and ensure a comprehensive and consistent set of service levels
8.9	Card management	PDA	Dugdale	Define and agree Card Management processes and associated documentation for IGL and full service. Also produce business models
8.10	Testing	PDA	King	Define and agree the testing strategy. Witness supplier tests and carry out acceptance tests
8.11	Programme Complete			Programme completion

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX F - ASSUMPTIONS

Assumption Number	Description
1	Batch Interface Spec (V6) is valid for all CAPS releases.
2	Implementation of additional BA Benefit Payments does not require changes to Pathway systems or training of PO staff (except where specifically identified).
3	CAPS delivery schedules are achieved such that live operation can commence as follows; Rel 1: 20 September 96; Rel 2: 16 December 96; Rel 3: 6 April 1997; Rel 4, September 1997; Rel 5: January 1998. No other releases are foreseen or planned for within the programme.
4	The BA are able to resolve the conflicts over priority of access to the EDS systems (the CAPS systems provider) at weekends for testing and data conversion.
5	The BA will carry out special procedures to ensure the convergence of Pension & ChB Payee details to Personal Details Computer System (PDCS) for Pension systems process testing to start in March 97.
6	CAPS System redevelopment under the BA Change Programme doesn't change the interfaces and that all necessary redevelopment of the BA feeder systems will be completed in time for the roll-out
7	The 'on line' authorisation and card stop systems will be designed within timescales such that they do not impact on earlier interfaces and card procedures.
8	POCL will define and prioritise the re-engineering of their current products by August

Benefits Agency	Programme Delivery	Version 1
Post Office Counters Ltd	Authority (PDA)	
Social Security Agency (NI)	MASTER PLAN	16 August 1996

1996. First product specifications completed by December 96 to be incorporated in the October 1997 Pathway release.

9 Either TIP is available for the start of the national roll-out in June 1997 or the printing and re-keying of reports is accepted by BA and POCL.

10 POCL will have a system acceptable to BA for reconciling card payments by the live trials

11 In addition to BES; OBCS, EPOS and Automated Payment (except for SMART card/key handling) are included in Release 1.

12 The frequency of Pathway software releases will be not more than two per year after initial releases in December 1996 and October 1997.

13 All SSA benefits, including ChB (by January 1998), are identical to the Great Britain systems.

14 The Functional Spec agreed on 30 June 1996 contains sufficient detail to allow development to continue.

15 Initial Go Live with Child Benefit is limited to 10 Post Offices.

The full introduction of PSCS/INCAP and IS/JSA will be preceded by a Limited Go Live of between 1 and 3 months limited to 10 Post Offices.

There will be no Limited Go Live for the introduction of FAMC/ETU/DWA and DLA/AA.

16 Once CAPS Release 2 is implemented (Jan 97) then the BA will not be a constraint on the rate of roll-out providing adequate notice of plans is given.

17 The roll-out will start with large conurbations and leave inside the M25 until the latter half of the roll-out.

Benefits Agency	Programme Delivery	Version 1
Post Office Counters Ltd	Authority (PDA)	
Social Security Agency (NI)	MASTER PLAN	16 August 1996

18 Six weeks of installation will be lost due to Christmas 1997 and installation will be completed by mid November 1998.

19 There will be a gradual ramp up in rate of roll-out after the initial trials, increasing to the target rate of 300 POs per week after, say, 12 weeks, achieved by up to 7 teams working in separate PO regions.

PO Regions will be able to cope with levels of work generated by up to 60 POs being rolled out per week in each region.

POCL back office and CAPS back office (including EDS/ITS PO table building etc) can cope with 300 POs per week.

20 OBCS will not affect roll-out strategy.

21 The roll-out schedule will allow commercial action to combat Cashstop.

22 POCL reference data can be prepared manually to meet the needs of the Initial Go Live.

23 The SSA will, in general, rely on the PDA team for their Government and other communications. However, they will maintain their own parallel communication stream into the NI Ministers for use as appropriate. All customer communications, including PUNs and forms, will be received by the SSA to allow changes to reflect the different Agency name, organisations, legislative references etc.

24 Any help desks supporting the SSA will have slightly modified procedures for SSA calls, reflecting their organisation and different terminology and forms. The SSA will review the procedures manual and identify any changes required to reflect these differences.

25 The SSA will follow the Great Britain (GB) card procedures.

26 The SSA will accept whatever account

Benefits Agency	Programme Delivery	Version 1
Post Office Counters Ltd	Authority (PDA)	
Social Security Agency (NI)	MASTER PLAN	16 August 1996

reconciliation mechanism is agreed between BA and POCL.

27 The project plans are unaffected by the potential privatisation of the ChB Agency.

28 CAPS system functionality: Rel 1: capacity limited to 1500 ChB payees by dependence on manual procedures; Rel 2: dependence on manual procedures removed, but only one benefit; Rel 3: supports multiple benefits; Rel 4: on-line interface implemented, allowing IS & JSA to be implemented; Rel 5: clears remaining clerical payees

29 23 September 96 and 21 October 96 dates are set in stone

30 The BA Business Plan assumes 200 POs per week implementing ChB from 1 January 97, failure to meet this will impact on the financial benefits

31 The SSA will implement payment of each benefit by card either in parallel with the BA or after. The roll-out of benefits will be carried out in the same way as within the BA, despite the differences in size and benefit administration

32 Cards and customer documents will all be made available for the SSA to review in sufficient time for them to be customised and produced for the roll-out

33 The NI POs will all be brought live in a single hit over a period of approximately six weeks.

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX G - HANDSHAKE MILESTONES

The attached set of handshake milestones represents a set of 'medium' level handshake milestones agreed between Pathway and the PDA. Further work is required to complete the list and verify the detail from sub-ordinate plans as these are developed. The precise status of the past dates is being verified.

The list also requires the addition of the PDA responses to the Pathway outputs.

This is scheduled for Version 2

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX G - PATHWAY / PDA HANDSHAKE MILESTONES

Description	Date	Handshake		PW Ref	Comments
		From	To		
Issue Pathway Stage Management Plan for Release 1	15/08/96	PDA	PW	1.1.4	
Finalise and agree Pathway procedures on Risk/Fraud/Crisis Management	06/09/96	PW	PDA	1.3	
Finalise and agree Pathway procedures on Quality/Process Management	31/12/96	PW	PDA	1.4	
Finalise and agree Pathway procedures on Security	31/08/96	PW	PDA	1.5	
Final BA/POCL Contract Negotiations	12/08/96	PDA	PW	1.7	
Finalise and agree Pathway Customer Procedures	15/01/97	PW	PDA	1.9	
✓ Create & Agree Audit Trail Requirements	28/06/96	PW	PDA	1.12.4	
✓ Define & Agree Testing Strategy (Release 1)	01/08/96	PW	PDA	1.12.23	
→ Contractual Agreement with DSS for CAPS Interface Service	04/09/96	PW	DSS	1.12.30	
→ Pathway Produce details of Release 1 Functionality	31/07/96	PW	PDA		
cut Develop PAS & CMS integration test scripts (Release 1)	30/08/96	PW	PDA	2.3.5	
cut EPOSS - Review functional specification	09/09/96	PW	PDA	4.1.6	
cut EPOSS - Review stock functional specification		PW	PDA	4.1.7	
✓ EPOSS - Procedures approved	21/03/97	PW	PDA	4.2	
✓ CI Hardware - Definition (R1) Agreed	19/07/96	PW	PDA	6.1.3	

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX G - PATHWAY / PDA HANDSHAKE MILESTONES

Description	Date	Handshake		PW Ref	Comments
		From	To		
Counter Applications - Definition Agreed		PW	PDA		
Counter Applications - Unit Test	28/10/96	PW	PDA	7.5	
BES - Definition Agreed	22/05/96	PDA	PW	10.1.1	
BES - Procedures documented and agreed	30/12/96	PW	PDA	10.2	
BES - Approve detailed requirements	27/06/96	PW	PDA	10.3.2	
Cards - Definition	01/04/97	PW	PDA	11.1	
Cards - Design (inc. Temp. Tokens, PUNs and Mandates)	06/09/96	PW	PDA	11.3	
Cards roll-out. BA/POCL Provide Live Trial Customer Data (Release 1)		PDA	PW	11.4.1	
Establish Joint IC (Smart Card) Pilot Team	20/11/96	PDA	PW	11.6.1	
Help Desks - Procedures finalised and agreed	12/09/96	PW	PDA	12.2.9	
Help Desks - Implementation (ready for full service)	15/01/97	PW	PDA	12.6.8	
System & Integration - Integration Testing Complete		PW	PDA	13.2	
System & Integration - Performance Testing	31/12/96	PW	PDA	13.3	
System & Integration - Sign off UAT report <i>under review</i>	01/04/97	PDA	PW	13.4.4	
Start Live Trials	02/04/97	PW	PDA	13.5.5	
Complete Live Trials (Release 1)	24/06/97	PW	PDA	13.5.5	
Complete Configure & Install Trial Sites	01/04/97	PW	PDA	13.6.8	

Benefits Agency Post Office Counters Ltd Social Security Agency (NI)	Programme Delivery Authority (PDA) MASTER PLAN	Version 1 16 August 1996
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APPENDIX G - PATHWAY / PDA HANDSHAKE MILESTONES

Description	Date	Handshake		PW Ref	Comments
		From	To		
CI Rollout - Comence Post Office site surveys	30/04/97	PW	PDA	14.5.9	
CI Rollout - Complete Post Office site surveys	12/08/98	PW	PDA	14.5.9	
CI Rollout - Start to Deliver & Install Counter System on sites	25/06/97	PW	PDA	14.5.20	
CI Rollout - Completion of counter system installation	07/10/97	PW	PDA	14.5.20	
Agree migration approaches to Clients with POCL	25/09/96	PDA	PW	14.6.4	
Agree Migration Plans with BA / POCL	22/10/96	PDA	PW	14.6.13	
BA/POCL Agree National Roll-Out Plan	30/08/96	PDA	PW	14.7.4/5	AK
Training - Definition	05/09/96	PDA	PW	15.1.26	AK
Training - Release 1 Courseware Acceptance	28/02/97	PW	PDA	15.6	
Commence Training - POCL	24/06/97	PW	PDA	15.10.6	
Commence Training - BA	05/12/96	PW	PDA	15.10.7	
Agree management of change programme		PDA	PW		
Define Public Awareness Programme	20/09/96	PW	PDA	17.1.1	AK
Commence Public Awareness Program	23/04/97	PW	PDA	17.1.5	
TIP Integration Architecture Agreed		PDA	PW		
TIP Interface Specification Agreed		PDA	PW		
Reference Data Integration Architecture Agreed		PDA	PW		
Reference Data Interface Specifications Agreed		PDA	PW		

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