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CAPS PROGRAM CONTROL OFFICE

NO.793 P.2

Restricted - Management and Commercial

CAPS and Card Programme Board Action Notes

12 June 1998, Room B2506 (F), Longbenton

Issue 4 (Horizon only)

Attending: Alexis Cleveland (Chair), Dave Miller, John Codling, Vince Gaskell, Peter Crahan, Lis Astall, John Delamore, Ken Davenport, Frances O'Connell, Tim Cutts and Ian Roden.

Apologies: George McCorkell

1 Horizon Directors Report

- 1.1 After brief introductions the meeting discussed various elements of the report and then the Horizon Action Points from previous meetings.

2 Progress against the Master Plan and Integrated Programme Plan

- 2.1 Alexis Cleveland noted that in the key milestones listed under 'Progress Against the Master Plan and Integrated Programme Plan' Pathway were to have completed their development work for Release 2 by 25/5/98 but that this date was now passed.
- 2.2 Dave Miller explained that the work had not yet been completed as some issues still needed resolving, which he believed the Board were already aware of. He touched upon possible problems arising from the late completion of the Data Interface Definition and Validation Rules (DIDVR). Vince Gaskell agreed to seek clarification.

AP 4.3

Vince Gaskell to speak with Mike Coombes on the issues around Pathway Release 2 and the Data Interface Definition and Validation Rules (DIDVR).

3. ICL Pathway Release 2 (Item 4)**• EPOSS Design**

- 3.1 The Board recognised that the EPOSS development is an essential feature of Release 2 and wanted to know what steps were being taken by Horizon to keep sight of the development of this system.

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- 3.2 Dave Miller said that he had made a request to Mike Coombes for greater visibility of the product. Horizon has asked for sight of the design documentation. ICL Pathway are reluctant to allow this because they maintain that their development structures and systems are commercially sensitive and need to be kept secure. Dave Miller has made it clear that he is prepared to accept any security measures ICL Pathway deem fit to protect their intellectual property, but Horizon must be better apprised of EPOSS development.

- Detailed Testing Requirements

- 3.4 There are still a number of unresolved differences between BA and Pathway over the Detailed Testing Requirements. Dave Miller explained that there was a need for a senior level meeting to determine exactly what the testing requirements are going to be. Peter Crahan said that the issues should be tabled at the Formal Management Review Meeting on 18/6/98. The Chair sought and received assurance that if this was not the case, escalation routes were in place and that there was the facility to resolve this issue.
- 3.5 Dave Miller said that there was a paper available on the unresolved differences and that he would get a copy to Vince Gaskell and Peter Crahan.

AP 4.1.(H)

Dave Miller to provide a note of the outstanding issues and differences in the Detailed Testing Requirements for Vince Gaskell and Peter Crahan.

- Installation Beat Rate

- 3.6 The installation schedules are currently being examined and an assessment made of sub-contractor capability.

- Acceptance

- 3.7 Dave Miller reported that after a review of sponsor and supplier expectations, there was still much work to do to obtain clarity of understanding which was acceptable to all parties. Acceptance had been an on-going process for some time (in terms of producing acceptance specifications) there was no 'top down' strategic framework on which to base it. The Board made it clear that the issue of what constituted acceptance needed resolving quickly and it should not be left to the end of the process. A further update on this issue will be provided in the next Horizon Director's Report to the Board.

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• Direct Interface Testing (DIT2)

- 3.8 Dave Miller informed the Board that he had been assured by Pathway that DIT2 will recommence as planned on 16/6/98. A TIP Manager has been put in place and given the authority to stop the testing if he is dissatisfied with the manner in which it is being conducted. The Board will be kept up to date on developments. (5)

4 Horizon Action Points

- 4.1 A.P 3.2(H) Bruce McNiven to pursue the work on the incident involving a disabled customer at Longframlington PO and advise Paul Hanson of progress and final outcome. An update will be provided in the next Horizon Director's Report. (Action Brought forward to previous meeting)
- 4.2 A.P. 3.3(H) Bruce McNiven to advise the Board of progress on the establishment of joint CAPS/Horizon working forums. Dave Miller advised that the CAPS/Horizon forums will have been established and have met before his next Board attendance, when he will provide an update. (3 + 9)
- 4.3 A.P 3.4(H) Peter Crahan (in conjunction with Bruce McNiven) to arrange for an informal Post Implementation Review (PIR) of the organisational changes post April 1998 together with preparation of an action plan. Dave Miller confirmed that this PIR would be a valuable exercise which would allow greater definition of the respective roles and responsibilities of George McCorkell and himself to emerge. (Compromise between the two admin 7)
- 4.4 A.P 3.6(H) Bruce McNiven to provide a clear statement of the contribution each requirement makes to the Pathway solution. Dave Miller said that he would provide the Board with a formal statement (via John Meagher) of what requirements make the 'light' solution 'heavy'. (4) Dave
- 4.5 A.P 3.7(H) Bruce McNiven to advise Ken Davenport when TIP would be able to pass data to PACS. Ken Davenport had spoken to the TIP Manager about reconciliation and the PACS misconceptions about TIP had now been resolved. Action Point cleared. (F)
- 4.6 Dave Miller was asked if Release 2 and Release 2+ were Year 2000 compliant and agreed to take away an Action Point to keep Vince Gaskell informed on this issue.

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AP 4.2(H)

Dave Miller inform Vince Gaskell if Release 2 or Release 2+ is Year 2000 compliant. (6)

5.2 It was agreed that the items for discussion at the next meeting will be;

5.2.1 Technical Interface Audit Issues (Paper); and (8)

5.2.2 Pathway Live Service Issues (Paper). —→

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Horizon Programme



Benefits Agency and
Post Office Counters Ltd.
3rd Floor, Terminal House
52 Grosvenor Gardens
London
SW1W 0AB

Tel: 0171 200 5472

Fax: GRO

To: Tim Cutts
CAPS Programme Office

Copy: Dave Miller
Jan Topham
Sue Daniel
Val Whitbread

From: Bob Burkin

Date: 8 July 1998

Subject: Input into CAPS Board Report

As requested, the attached report is provided as input into the CAPS Programme Board Report for the meeting to be held on 10 July.

It is expected that Dave Miller, Horizon Programme Director, will be attending the meeting. Will you therefore please arrange for the Agenda, including timings, to be supplied in advance of the meeting

I hope this proves useful. As always, happy to discuss.

Bob Burkin
Planning & Reporting Team
Horizon Programme

Input into CAPS Programme Board Report for Meeting on 10 July 1998

1) Programme Overview

The major focus of the Programme at the current time continues to be:

- supporting the existing live systems
- brokering and obtaining agreement to the way ahead for the Release 2 replan
- monitoring the delivery of ICL Pathway's Release 2 and future releases

2) Live Operations

The current Release continues to provide a Benefit Payment Service and Order Book Control System for Child Benefit Payments in 204 outlets (119 in the South West & South Wales Region and 85 in the North East Region). From an operational point of view, there are no major threats to business continuity.

During May, there were approximately 60,000 encashments (including foreign encashments) with a total value in excess of £2 m.

However there are concerns that current levels of lost transactions (at 4 per 10,000 encashments), although presently manageable, may not be acceptable to POCL when large volumes of encashments are returned by newly automating post offices. Reducing the level of lost transactions therefore remains a prime focus for POCL Service Management. The Priority Level 1 assigned to these problems is focusing the Contractor towards activity addressing POCL concerns and providing remedial action

*Kept 1 per
for 3 months
prior to
snappy line.*

The Horizon Service Management Team continues to produce a monthly Service Report which includes service performance reports and operational issues / threats. The latest report was issued on 30 June.

3) Progress against the Master Plan and Integrated Programme Plan

The Programme Master Plan (MP version 4) and Integrated Plan (IPP version 1) will be updated following the agreement to the Release 2 replan. Based on the dates quoted (current versions) the following strategic and high level milestones should have been, or were, achieved during June:

<u>milestone</u>	<u>MP / IPP date</u>	<u>achieved / re-forecast</u>
commence National Roll-out preparation activities (kick-starts a sequence of implementation activities)	30 March	achieved 8 June (following POCL Commercial discussions)

Start of Model Office Rehearsal (for Release 2)	8 June 1998 (target date)	achieved - support environment was in place on 8 June to support JSA Model Office work. Horizon MO now scheduled 3 August 1998 (start of MOR set-up) (MOR Execution to commence 10 Aug)
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Attached at Annex A is a list of the strategic and high level Programme milestones contained in the Master Plan (version 4) and Integrated Programme Plan (version 1) showing their current status.

4) ICL Pathway Release 2

Current Status

Planning

Pathway formally issued Version 4.0 of their high level plan at the Checkpoint Meeting held on 30 June. It shows a software delivery date (following model office testing) of 18 December 1998. This reflects progress on the replan exercise but not the final position.

Testing

System Testing and Business Integration Testing continue to progress. DIT 2 started on schedule on 16 June and is progressing well. It is on schedule to complete 8 July.

There are some concerns and issues that need to be resolved if End to End and Model Office testing are to start on 3 and 10 August respectively (see Issues / Risks section below).

1 Sept date

Seems sensible

Release Management

At the FMR meeting on the 18 June it was confirmed that the Benefits Agency could not support the previously agreed durations for Model Office and End to End testing in the Testing Strategy given the risks they now perceived in the assumptions that were being used in estimating these activities. CAPS proposed a revised approach (option 1) which would result in the completion of Model Office testing at the end of March 1999 compared to the previous target date of mid December 1998. The Horizon Programme was not content with the delay this would cause to the Live Trial and Roll-out and proposed, in outline, an alternative approach (option 2). This splits Model Office testing into two stages:

Roll this into Horizon

- a phase from August to December 1998 which would test Release 2 against CAPS 3.0 with Child Benefit only, enabling a single benefit trial from February 1999.
- a phase from approximately January / February to May / June which would test Release 2 against multi benefits, followed by roll-out.

Whilst recognising that this option had significant contractual / commercial

implications it was agreed that Horizon and BA / CAPS staff should explore the two options further. Discussions are ongoing and an update will be provided at the Board meeting (on 10 July).

Acceptance

The review of the Acceptance Process is complete and a report has been produced and issued to the Programme Director and management team. The recommendations within the report are being considered and will be implemented in the light of the outcome of the replan and the Treasury Review. A copy of the report has been issued to Paul Wootton, the Acceptance Manager within BA.

Any people under J. Meafes.

*5 people
to support
acceptance
process in
Horizon.*

external

Implementation

Migration

The strategy has been agreed, but there remain some detailed issues to be finalised following agreement to the replan.

Live Trial

Progress has been made on identifying activities and durations but the actual dates will depend on agreement to the replan.

Surveys of all Live Trial outlets have been completed. A final decision on which offices are to take part is expected shortly.

National Rollout

Discussions have been held with BA at the Formal Management Review on start date and ramp up of rollout volumes.

*2 Acceptance person
2 Incident mgr.*

*2 Support Analyst
- database
- log analysis
- other things*

Risks/Issues

The following areas of concern have been identified as possible obstacles to the delivery of Release 2. These issues are being actively managed within the Programme.

Issue

Action

Development

Pathways proposal for reconciliation in abnormal circumstances (BES fallback) has been rejected by POCL and BA and the way forward is unclear.

In order to try and resolve this issue the Horizon Programme Director is to meet POCL's Automation Transformation Manager and Pathway.

End to End/Model Office Testing

There are a number of areas of concern:

- no HLTP or scripts available from CAPS
- draft test plan awaited from CAPS re PACS
- agreement to the detailed approach to testing migration from Release 1c to 2
- Finalising Reference Data requirements

Ongoing joint discussions taking place to resolve approach to testing.

Horizon Testing Team actively involved with CAPS (at their location) to develop joint testing approach and plans.

Ongoing discussions to resolve migration and Reference Data issues and meet current timescales.

Vince Gashell

*Cash team of
4-5 people from
Monday.*

All on schedule.



5

Future Releases

Pathway Release 2 plus contents have been agreed.

The contents of Release 2 plus (at a high level) are expected to comprise:

- . Soft EVP
- . CAPS on-line enquiries
- . AP Smart
- . Key Management
- . Nile Release 2 exclusions

A development plan is to be produced by the end of July. However, the current working assumption is that Release 2 plus will not be introduced before July 1999.

6)

General

The Treasury Review of the Programme continues and is now expected to complete mid July.

This report has been produced in accordance with the guidelines agreed between Peter Crahan and the Horizon Programme Director on 15 April. The area not covered is 'Routine Commercial / Contractual Activity' where no request had been made by the CAPS PMO for specific detail, and no input received from the Horizon Joint Contracts Team

CAPS and Card Programme Board Agenda Issue 5

10 July 1998 at 10.00 to 14.00 in Terminal House London

Attending:

George McCorkell, Vince Gaskell, Peter Crahan, Dave Miller, John Delamore, Ken Davenport, Frances O'Connell and Tim Cutts

Apologies: Alexis Cleveland, Lis Astall, John Codling

- | | |
|--|---|
| 1 Minutes of the CAPS and Card Programme Board - Issue 4 | <i>Frances O'Connell</i> 10.00 - 10.10 |
| 2 CAPS and Card Programme Managers' Report - Paper 21 | <i>Vince Gaskell/Peter Crahan</i> 10.10 - 10.40 |
| 3 Horizon Director's Report - Paper 23 | <i>Dave Miller</i> 10.40 - 11.10 |
| 4 Technical and Contractual Interface issues | |
| • Pathway presentation | <i>Martin Riddell</i> 11.10 - 11.55 |
| • CAPS presentation | <i>Paul Hanson /Pat Kelsey</i> 11.55 - 12.55 |
| <i>Lunch</i> | 12.55 - 13.15 |
| 5 Corporate Personal Acting Bodies | <i>Val Curran</i> 13.15 - 13.30 |
| 6 Pensions PDCS National Go-Live | <i>Val Curran</i> 13.30 - 13.45 |
| 7 Any Other Business/Forward Look | <i>Peter Crahan</i> 13.45 - 14.00 |

Below the line papers.

For information only:

Proposals For Signing Agents - Paper 16

BA Audit report - NINO Allocation (Child Benefit and CAPS Project) - Paper 17

The Fraud Risk Management Service (FRMS) Development - Paper 18

Financial Statement for May 1998 - Paper 19

The use of multiple bank accounts for ACT payments - paper 20

Finance report - Final outturn for 1997/98 - paper 22

Horizon Programme



To: Tim Cutts
CAPS Programme Office

Copy: Dave Miller

From: Bob Burkin

Date: 8 July 1998

Subject: Actions from CAPS Board Meeting

As discussed and agreed with Ian Roden, the following is an update against the Horizon actions (picked up by Dave Miller) at the CAPS Board Meeting held on 12 June.

AP4.1

Dave Miller to provide a note of the outstanding issues and differences in the Detailed Testing Requirements for Vince Gaskell and Peter Crahan.

Detail

status: Cleared.

Paper issued by Horizon Release Management and follow up meetings held.

AP3.2

Bruce McNiven to pursue the work on the incident involving a disabled customer at Longframlington PO and advise Paul Hanson of progress and final outcome.

status: Cleared.

An assurance received from ICL Pathway that this was an isolated incident and that it would not happen again. Horizon Service Management agreed with CAPS (Jackie Paterson) that a Post Incident Review was not necessary and that the issue is now regarded as closed.

AP3.3

Bruce McNiven to advise the Board of progress on the establishment of joint CAPS / Horizon working forums.

status: A meeting between Dave Miller and Peter Crahan, Frances O'Connell and Mitchell Leimon was held on 1 July to review CAPS / Horizon Management Arrangements. It was agreed that the Horizon Implementation (initially to also include Live Support), Testing and Product Assurance managers would establish joint (with their CAPS counterparts) Boards / Forums for their areas. These meetings should be held monthly and provide the forum for joint reporting, acknowledgement of the current status, escalation of issues and agreement of action.

*Sub sets**A meeting*

An Implementation Board has been convened for 29 July. The Product Assurance forum will not be formally initiated until the work on the acceptance scoping study has concluded and emerging actions have been agreed. In the meantime, frequent meetings are held with CAPS colleagues (Sheila Stephens and Mark Lyons) to ensure that they are kept informed on progress and that issues are being effectively managed.

not true.

This action should now be considered cleared.

AP3.6

Bruce McNiven to provide a clear statement of the contribution each requirement makes to the Pathway solution (what requirements make the 'light' solution 'heavy').

status: Cleared.

Paper produced by John Meagher and issued to Peter Crahan.

AP4.2

Dave Miller to inform Vince Gaskell if Release 2 or Release 2+ is Year 2000 compliant.

status: Briefing note being prepared for Horizon Programme Director. Expected to be available for the Board meeting on the 10 July.

In addition to the above, the minutes referred to items for discussion at the next meeting (para 5.2):

5.2.1 I understand that Martin Riddell (ICL Pathway) was to address the CAPs Board on 26 June which was cancelled and that he will now attend on the 10 July.

5.2.2 A paper from the POCL Service Management Team was issued to the CAPS PMO on the 18 June for input to the CAPS Board meeting on 26 June.

Happy to discuss.

Bob Burkin
Horizon Planning Team

GRO

Progress Towards Delivery of Strategic and High Level Milestones

Annex A

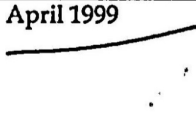
Work Area	Strategic/ High Level Milestone No.	Milestone Description	Target Date (based on Master Plan V4.0 and Integrated Plan V1.0)	Current Status (based on Pathway Plan V4.0 dated 15 June 98)
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Note: the current status reflects an interim position pending final agreement to the replan

Pathway Release 2				
Pathway Development & Testing	HLM1	Development <ul style="list-style-type: none"> Pathway's development (and sub-contractor development) and 'in-house' Product Integration Testing of all required aspects of Pathway New Release 2. These cover Counter Application, Agent, Host and Infrastructure development 	24 April 1998	25 May 1998 (achievement to be confirmed) (Not shown on plan)
	HLM2	System Testing <ul style="list-style-type: none"> Pathway in house testing to ensure that the solution conforms functionally to the requirements of the BA/POCL Programme and that Human Computer Interface (HCI) requirements are met. 	10 July 1998	6/7 July 1998 - majority of systems 16 Sept 98 - 'audit functionality' 30 October 1998 - final pass
	SMA1	Nile 2 Authorised for Live Trial <ul style="list-style-type: none"> Pathway New Release 2 (formerly R1e - OBCS / BPS / EPOSS / APS functionality) gains authorisation for use in live trial Follows successful completion of Model Office Testing. POCL procedures developed and documented to support the Release 	2 October 1998 (assumes a 5 October Release date).	21 Dec 1998

Progress Towards Delivery of Strategic and High Level Milestones

Annex A

Work Area	Strategic/ High Level Milestone No.	Milestone Description	Target Date (based on Master Plan V4.0 and Integrated Plan V1.0)	Current Status (based on Pathway Plan V4.0 dated 15 June 98)
	SMA2	Nile 2 Authorised for National Roll-Out Pathway Release 2 (OBCS / BPS / EPOSS / APS functionality, together with the communications plan) authorised as 'fit for purpose' for full use in the national roll out.	29 March 1999	April 1999 
CAPS Development & Testing	HLM3	Start of CAPS 3.0 Development • Start of development of CAPS Release 3.0 including in house technical and life cycle testing		Commenced May 1997
	HLM4	CAPS 3.0 Integration & Testing complete. • All in-house development and testing completed. • CAPS Release 3 ready for joint testing with Pathway		Achieved 6 April 1998
	SMB1	CAPS Release 3 (Partial) authorised for use • Functionality to enable bulk loads for Income Support (IS), Pensions and Job Seekers Allowance (JSA).		Achieved 13 April 1998
	HLM5	CAPS Release 3 (Full Card Payment) operational • Release fully 'switched-on' with introduction of Pathway New Release 2. • Dependent on completion of post office upgrade from Pathway Release 1c to New Release 2. • Functionality to enable card payments for IS, JSA and Pensions and multi benefit payment via a single card.	2 November 1998	February 1999

Annex A

Progress Towards Delivery of Strategic and High Level Milestones

Annex A

Work Area	Strategic/ High Level Milestone No.	Milestone Description	Target Date (based on Master Plan V4.0 and Integrated Plan V1.0)	Current Status (based on Pathway Plan V4.0 dated 15 June 98)
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POCL Development & Testing	HLM6	HAPS, TIP & Reference Data Ready for Joint Testing <ul style="list-style-type: none"> HAPS, Interim TIP and Reference Data (RD) systems developed, system testing completed and ready to take part in joint testing with Pathway. All guides, procedures and technical support in place. Link into the Nile 2 Release 		Systems have been available for use in joint testing since March 1997
	SMC1	HAPS/TIP/Reference Data authorised for Live Trial <ul style="list-style-type: none"> POCL Feeder Systems (Reference Data, TIP and HAPS) authorised for use in Live Trial. 		The assumption is that this will be after the successful completion of joint testing and model office testing
Joint Testing	SMD1	Start of Joint Testing (Direct Interface Testing) <ul style="list-style-type: none"> Release Nile 2 available for joint testing and assurance by POCL Horizon and CAPS Programme. To ensure that each of the system interfaces conform to the Application & Technical Interface Specification and supports the business, technical and security requirements of both parties on either end of the interface. Involves CAPS Release 3.0, HAPS, Interim TIP, Reference Data and the Order Book Control System (OBCS). 		Commenced 19 January 1998

Progress Towards Delivery of Strategic and High Level Milestones

Annex A

Work Area	Strategic/ High Level Milestone No.	Milestone Description	Target Date (based on Master Plan V4.0 and Integrated Plan V1.0)	Current Status (based on Pathway Plan V4.0 dated 15 June 98)
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	HLM7	Direct Interface Testing Complete	19 May 1998	8 July 1998
	HLM8	Business Integration Testing Complete <ul style="list-style-type: none"> To integrate the Pathway software systems together, and with the target hardware, verify the system architecture on an end to end basis. Migration tools developed and ready for testing. 	21 August 1998	23 Oct 1998 This excludes Y2K BIT which is due to complete on 16 Nov 1998
	SMD2	Joint Technical Testing Complete <ul style="list-style-type: none"> Pathway Release 2 - Direct Interface Testing / Business Integration Testing / Technical & Security Testing / End to End main pass complete. Testing ensures that the full end to end business processes, within the BA/POCL scope, are satisfied by each of the systems involved (existing or new). 	Target Date 21 August 1998	30 October 1998
Model Office Testing	SMD3	Start of Model Office Rehearsal <ul style="list-style-type: none"> Pathway Release 2 - Model Office Tests commence with Model Office Rehearsal. To ensure any significant errors in the preparation, procedures, testing material and training are identified and rectified prior to actual Model Office Testing. 	Target Date 8 June 1998	3 August 1998
	HLM9	End of Model Office Rehearsal	14 August 1998	23 October 1998

Progress Towards Delivery of Strategic and High Level Milestones

Annex A

Work Area	Strategic/ High Level Milestone No.	Milestone Description	Target Date (based on Master Plan V4.0 and Integrated Plan V1.0)	Current Status (based on Pathway Plan V4.0 dated 15 June 98)
	HLM10	Start of Model Office Tests <ul style="list-style-type: none"> Includes Model Office Test and End to End Final Pass 	24 August 1998	26 October 1998
	SMD4	Model Office (inc. End to End) Testing <ul style="list-style-type: none"> Pathway Release 2 - Model Office Tests complete. End to End final pass complete. To test that the system and manual business processes interact (in a production like environment using actual users). 	25 September 1998	4 December 1998
Acceptance	HLM11	Start of Acceptance Tests (Trialling) <ul style="list-style-type: none"> ICL Pathway have divided the acceptance criteria into 23 acceptance tests that equate approximately to a service e.g. OBCS, EPOSS. Each acceptance test is described in an acceptance specification which includes details of the methods of acceptance for each acceptance criteria. 	July 1998	17 August 1998
	HLM12	End of Acceptance Tests	21 August 1998	17 Nov 1998
Preparation/ Implementation for Live Trial	SME1	Start of Preparation for Live Trial Roll-out <ul style="list-style-type: none"> Commencement of preparation activity for roll out to additional outlets for Live Trial - RGM communication to affected outlets. 		Commenced 23 March 1998

Progress Towards Delivery of Strategic and High Level Milestones

Annex A

Work Area	Strategic/ High Level Milestone No.	Milestone Description	Target Date (based on Master Plan V4.0 and Integrated Plan V1.0)	Current Status (based on Pathway Plan V4.0 dated 15 June 98)
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Service Management	HLM13	Service Management Processes in place for Live Trial <ul style="list-style-type: none"> Service Management key processes / procedures (covering Incident, Change, Problem & Configuration Management) in place to support Live Trial. 	25 September 1998	18 Dec 1998
Live Trial Operation/ Evaluation	HLM14	First outlet live with Pathway New Release 2 <ul style="list-style-type: none"> Follows the successful introduction of, and migration to, the Nile 2 Release. Implementation & training complete and counter procedures available. 	6 October 1998	6 January 1999
	HLM15	Migration from Release 1c to Pathway New Release 2 complete at 200 outlets <ul style="list-style-type: none"> Follows an (agreed) migration strategy and supporting schedule covering all aspects of the data cut-over from existing office systems (Congo Release 1C) to the new Release (Nile 2). 	30 October 1998	24 January 1999

Progress Towards Delivery of Strategic and High Level Milestones

Annex A

Work Area	Strategic / High Level Milestone No.	Milestone Description	Target Date (based on Master Plan V4.0 and Integrated Plan V1.0)	Current Status (based on Pathway Plan V4.0 dated 15 June 98)
	SME2	Start of Live Trial <ul style="list-style-type: none"> Commencement of Live Trial period. Model Office Testing must be successfully completed prior to commencement of the Live Trial. Pathway must be able to demonstrate that they can support the payment of multiple benefits and on-line functionality. Live Trial shall take place initially in 200 (existing) outlets. A further 100 post offices, including current ECCO offices, will be rolled out within the first two weeks of the Trial. Wigan and Bootle Data Centres upgraded (clear down and migration). The Trial will run for 11 weeks. 	11 January 1999	25 January 1999
	SME3	100 new outlets operational for live trial <ul style="list-style-type: none"> 100 additional outlets implemented and operational for Live Trial. 	22 January 1999	5 February 1999
	SME4	Commencement of Live Trial <ul style="list-style-type: none"> Commencement of 9 week Live Trial evaluation period. 	25 January 1999	February 1999
	SME5	Completion of Live Trial <ul style="list-style-type: none"> Live Trial Evaluation complete and authorised. 	26 March 1999	9 April 1999
Preparation / Implementation for National Roll-out	SMF1	Start of Preparation for National Roll-out <ul style="list-style-type: none"> Commencement of preparation activity for national roll out to post offices and BA district offices - RGM communication to affected outlets. 	30 March 1998	Achieved 8 June 1998

Progress Towards Delivery of Strategic and High Level Milestones

Annex A

Work Area	Strategic / High Level Milestone No.	Milestone Description	Target Date (based on Master Plan V4.0 and Integrated Plan V1.0)	Current Status (based on Pathway Plan V4.0 dated 15 June 98)
National Roll-out	SMF2	Start of National Roll-out <ul style="list-style-type: none"> Start of national roll out to post offices and BA district offices in all areas of mainland Britain 	April 1999	April 1999
	(Intermediate milestones for National Roll out to be developed)			
	SMF3	Roll out to Post Offices & BA District Offices Complete <ul style="list-style-type: none"> Installation at all post offices and BA district offices complete and available for customer use. 	October 2000	October 2000
Benefit Migration (to Card Ready)	SMG1	Benefit Roll out - JSA and IS Card Ready <ul style="list-style-type: none"> Payment of Income Support and Job Seekers Allowance in Great Britain available for customer use. Current target for Customer Payment Repository (CPr) go-live is February 1999 and links to the start of the Live Trial. JSA and IS pilots will run for the duration of the Live Trial. 	February 1999	February 1999
	SMG2	Benefit Roll out - PSCS / Incap Card Ready <ul style="list-style-type: none"> Payment of Pensions / Incap Benefits in Great Britain available for customer use. Current target for Customer Payment Repository (CPr) go-live is May 1999. 	May 1999	TBA
	SMG6	<ul style="list-style-type: none"> All Benefits can be paid by Card All benefits can be paid by card at post offices in mainland Great Britain to customers whose personal details have been loaded to the PDR 	TBA	TBA

Progress Towards Delivery of Strategic and High Level Milestones

Annex A

Work Area	Strategic/ High Level Milestone No.	Milestone Description	Target Date (based on Master Plan V4.0 and Integrated Plan V1.0)	Current Status (based on Pathway Plan V4.0 dated 15 June 98)
SSA NI Benefit Migration (to Card Ready)	SMH1	Start of SSA NI Benefit Roll out • Commencement of SSA NI Benefit Migration	TBA	TBA
	SMH2	SSA NI Benefit Roll out Complete • All benefits can be paid by card at post offices in Northern Ireland to customers whose personal details have been loaded to the PDR	TBA	TBA
POCL Client Take- on	HLM16	Client Take-on Strategy Agreed Agreement and development of the CTO strategy and the re- engineering of existing products / development of new products for the new automated platform.	TBA	TBA
	SMJ1	Client Take-on Release 1 • Client Take On Release 1 - transactions re-engineered and implemented for customer use having completed testing and acceptance by ICL Pathway	TBA	TBA
	SMJ2	Client Take-on Release 2 • Client Take On Release 2 - transactions re-engineered and implemented for customer use having completed testing and acceptance by ICL Pathway	TBA	TBA

Progress Towards Delivery of Strategic and High Level Milestones

Annex A

Work Area	Strategic/ High Level Milestone No.	Milestone Description	Target Date (based on Master Plan V4.0 and Integrated Plan V1.0)	Current Status (based on Pathway Plan V4.0 dated 15 June 98)
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Pathway Release 2 Plus				
Pathway Design & Development	HLM17	Start of Pathway Release 2+ Design / Development <ul style="list-style-type: none"> • Pathway establish agreement on specifications / functionality and commence design of all aspects of the Nile 2+ Release. • Details of Pathway's development (and sub-contractor development) activity and 'in-house' Product Integration Testing of all required aspects of the Nile 2+ Release to be developed • Proposals for system testing to ensure that the Pathway solution conforms functionally to the requirements of the BA/POCL Programme to be developed 		Commenced 2 February 1998
CAPS Releases	SMB2	CAPS Release 4 available for joint end to end testing.	TBA	TBA
	SMB3	CAPS Release 4 authorised for use (Ready for card payment) <ul style="list-style-type: none"> • CAPS Release 4 - testing complete and authorised for use. • Working assumption is that it will be introduced September 1999. Functionality for performance improvements, Pathway enhancements. Possible link to Pathway Release 2+.	TBA	TBA

Progress Towards Delivery of Strategic and High Level Milestones

Annex A

Work Area	Strategic/ High Level Milestone No.	Milestone Description	Target Date (based on Master Plan V4.0 and Integrated Plan V1.0)	Current Status (based on Pathway Plan V4.0 dated 15 June 98)
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Joint Testing	HLM18	Start of Joint Testing (Direct Interface Testing) <ul style="list-style-type: none"> Pathway Release 2+ available for joint testing and assurance by POCL Horizon and CAPS Programme. To ensure that each of the system interfaces conform to the Application & Technical Interface Specification and supports the business, technical and security requirements of both parties on either end of the interface. Forecast commencement 	September 1998	Date to be confirmed
	HLM19	Direct Interface Testing Complete	February 1999	Date to be confirmed
	HLM20	Business Integration Testing Complete <ul style="list-style-type: none"> To integrate the Pathway software systems together, and with the target hardware, verify the system architecture on an end to end basis. 	Forecast completion April 1999	Date to be confirmed
	HLM21	End to End Testing Complete <ul style="list-style-type: none"> Testing ensures that the full end to end business processes, within the BA/POCL scope, are satisfied by each of the systems involved (existing or new). 	Forecast completion May 1999	Date to be confirmed
Model Office Testing	HLM22	Model Office Testing <ul style="list-style-type: none"> To test that the system and manual business processes interact (in a production like environment using actual users). 	Forecast completion May 1999	Date to be confirmed

Progress Towards Delivery of Strategic and High Level Milestones

Annex A

Work Area	Strategic / High Level Milestone No.	Milestone Description	Target Date (based on Master Plan V4.0 and Integrated Plan V1.0)	Current Status (based on Pathway Plan V4.0 dated 15 June 98)
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Acceptance	SMA3	Pathway Release 2+ authorised for use <ul style="list-style-type: none"> Joint testing, Model Office Test and Acceptance testing successfully completed Relevant CARs and Agreements to Agree delivered 	June 1999	Date to be confirmed
Implementation	HLM23	Implementation / migration <ul style="list-style-type: none"> Nile Release 2+ successfully migrated and introduced at PO outlets 	TBA	TBA
Live Running	HLM24	Go-live Nile Release 2+ running in PO outlets.	TBA	TBA
Project Completion	SMK1	Project Completion <ul style="list-style-type: none"> All elements of the Programme in place, and ongoing responsibilities transferred to supplier / sponsor organisations 	TBA	TBA