ICL Pathway	High Level Counter Infrastructure Rollout Strategy	Ref:	IM/STR/0025
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Document Title: High Level Counter Infrastructure Rollout Strategy

Document Type: Strategy

Abstract: This document details the strategy which ICL Pathway will adopt for implementing the national rollout of the Horizon counter infrastructure.

Status: Issued

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0 Document control

0.1 Document history

Version	Date	Reason
0.1	1/12/97	First issue for comment
0.2	5/2/98	2nd draft for review
0.3	25/2/98	3rd Draft incorporating pre-review comments
1.0	16/06/98	Baseline version following document review
2.0	16/6/98	New version to incorporate BA District changes as a result of Change Request P0080a.

0.2 Approval authorities

Name	Position	Signature	Date
Bruce McNiven	General Manager Horizon Implementation		
Barrie Davies	Implementation Manager		

0.3 Associated documents

	Reference	Vers	Date	Title	Source
1	IM/PL/010	0.3	27/12/97	Implementation Programme Plan (Infrastructure Preparation Dates)	J.Coman
2	IM/PL/011	0.5	04/03/98	Implementation Programme Plan (User Awareness and Installation Dates)	J.Coman
3	IMP/DOC/004	1.4	02/12/97	Proposal to separate the Implementation Programme into two distinct sub-programmes: Infrastructure and Implementation	B.Davies

0.4 Abbreviations

PDA	Programme Delivery Authority
POCL	Post Office Counters Limited
BA	Benefits Agency
BA District	The grouping of post offices into districts as defined by Benefits Agency
IBAD	Implementable BA district. The grouping of post offices within a BA district which are available for scheduling into the Horizon programme.
IU	Implementation Unit. A logical unit of post offices which will be scheduled in a given week.
IP	Implementation Programme
MIB	Management Infrastructure Briefing
RFI	Ready for Installation
DRI	Delegated Responsible Individual

0.5   Changes in this version

0.1	First draft for comment
0.2	Incorporating comments from ICL Pathway and suppliers, PDA and POCL. Incorporating details of each of the rollout phases.
0.3	Incorporating comments and amendments to text and tables. Comments from all parties (POCL, PDA, BA and ICL Pathway) have been included.
1.0	Incorporates changes from document review. BA Districts are at current agreed baseline.
2.0	Changes to BA Districts as a result of Change Request P0080a and re-ordering of BA Districts by IP in numerical sequence.

0.6   Table of content

1   Introduction

This document has been produced as one in the series of strategy documents reflecting the processes involved in the implementation of the Horizon counter systems. This document defines ICL Pathway's strategy for the phasing of the rollout of the Horizon counter infrastructure, whilst giving consideration to requirements defined by the Programme Delivery Authority, which relate to the order in which the Post Offices are implemented.

2   Scope

The scope of this document is as follows:

- To define the various phases of the programme leading to the start of national rollout

- To provide a high level overview of the implementation programmes covering the UK for the national rollout

- To define the implementation programmes and their association with large conurbations and BA districts, in addition to defining the criteria by which the programme will be undertaken. Sequencing of the rollout by BA District within each implementation programme is defined in Ref[1] and Ref[2].

3   Rollout Strategy

The Rollout of counter equipment into post offices has been defined into a number of distinct phases which cover the live trial of the early releases of Horizon. Upon successful completion of the trial phases, the national rollout of counter equipment will commence through four defined Implementation Programmes. The preparation of the post office infrastructure to allow the installation of counter equipment will start prior to and be conducted separately from the rollout of counter equipment. However the infrastructure programme will be undertaken in an order to ensure timely availability of prepared post offices to satisfy the installation and awareness programme.

For each programme the sequence of rollout activities within each post office has been split into two separate programmes, the Infrastructure programme and the User Awareness and Installation programme. The Infrastructure programme covers the activities for each outlet from the issue of the regional general manager letter through to completion of the site preparation activities such that the outlet is ready for installation. The User Awareness and Installation programme covers the Awareness/Training events for the outlet staff, the installation of the counter equipment, the migration, acceptance and

the transition to steady state.

3.1   Rollout Phases

The defined phases of the rollout are as follows:

3.1.1   Phase 1 - Initial Go Live (Release 1a) installations

During September/October 1996, ten post office outlets in South Wales and South West region had equipment installed to automate the payment of child benefit by utilisation of the benefit payment card. The counter systems installed utilised some hardware components which were specific to this exercise and therefore not used in later phases of the rollout programme. Only one counter position per post office outlet was installed.

Post offices in this phase were in the following BA Districts :

District Number	BA District Ref	District Name
4.01	101307	Bristol Brunel

3.1.2   Phase 2 - Release 1b installations

The outlets identified to receive the Release 1b system are located in South Wales and South West Region and North East Region. The Release 1b system introduced the automation of the order book control system (OBCS). These outlets had counter equipment installed between May 1997 and September 1997. The number of outlets originally installed was 201. These post offices, supplemented by those outlets undertaken in Phase 1 would form approximately two thirds of the post offices required for the live trial.

Post offices in this phase were in the following BA Districts :

North East			South West		
District Number	BA District Ref	District Name	District Number	BA District Ref	District Name
11.01	100401	Newcastle	4.01	101307	Bristol Brunel
11.04	100901	Northumbria	4.06	100507	Gloucestershire
11.05	109001	South Tyneside			

3.1.3   Phase 3 - IGL upgrades to Release 1c

Release 1c introduced support for benefit encashment and order book control. The systems identified as part of Phase 1 were upgraded to target hardware configurations and with the introduction of release 1c were able to operate the order book control functionality in addition to the existing

capability of child benefit encashment through payment card.

Post offices in this phase were in the following BA Districts :

District Number	BA District Ref	District Name
4.01	101307	Bristol Brunel

3.1.4 Phase 4 - Release 1b upgrades to Release 1c

Phase 4 introduced release 1c to those post offices installed as part of Phase 2 and enabled these post offices to process child benefit encashment through payment card, in addition to continuation of the order book control functionality. The completion of this exercise introduced parity of software release and hardware component configuration across all currently automated post office outlets.

District Number	BA District Ref	District Name	District Number	BA District Ref	District Name
11.01	100401	Newcastle	4.01	101307	Bristol Brunel
11.04	100901	Northumbria	4.06	100507	Gloucestershire
11.05	109001	South Tyneside			

3.1.5 Phase 5 - Release 1c upgrades to New Release 2

This will be the introduction of Release 2 software to the post offices with currently installed equipment. All installed counter systems will be upgraded to new release 2 over a period of 2 to 4 weeks.

3.1.6 Phase 6 - New Release 2 new installations

This phase will introduce approximately 110 new post office outlets, in addition to those installed in earlier phases. The outlets identified under Phases 1 and 2 were largely smaller sub post offices. These additional outlets will be larger sub post offices and branch offices, some of which will have other automated equipment installed. These installations will take place in the first two weeks of live trial.

Installation of new offices will be in the following BA Districts.

District Number	BA District	District Name	District Number	BA District Ref	District Name

	Ref				
11.01	100401	Newcastle	4.01	101307	Bristol Brunel
11.04	100901	Northumbria	4.06	100507	Gloucestershire
11.05	109001	South Tyneside			

3.1.7   Phase 7 - National Rollout - initial start up (3 weeks)

The start of National Rollout will be undertaken at lower than the target beat rate of 300 post offices per week, for a period of 3 weeks. Details of ramp up rates and the associated BA Districts are detailed in Ref[1] and Ref[2].

3.1.8   Phase 8a - National Rollout Infratructure Programme

This phase is the environmental preparation of the post offices in readiness for the installation of Horizon counter equipment. The infrastructure programme is separate to the installation programme and completing post offices within this programme ensures the post offices are RFI prior to scheduling into Phase 8b. The infrastructure programme will begin well in advance of the installation and awareness programme and look to create an operating surplus of approximately 3000 offices. The activities which constitute the infrastructure programme are defined in Ref[3]. Dates relating to the infrastructure programme are defined in Ref[1].

3.1.9   Phase 8b - National Rollout - full rate

The continuing rollout of counter equipment at the target rate of 300 post offices per week. This phase will utilise those post offices available to the automation programme which are RFI and are available to be scheduled into the awareness and installation programme at the appropriate point in accordance with Ref[2]. Post offices which are not RFI will be scheduled at a later time in accordance with re-availability of the post office and the availability of the necessary POCL and ICL Pathway resources. Processes for the management of "sundry" post offices which cannot be rescheduled into this phase, will be detailed in lower level documents. The activities which constitute the installation programme are defined in Ref[3]. Dates relating to the installation and awareness programme are defined in Ref[2].

3.2   Implementation Programmes

ICL Pathway will manage the national rollout within four Implementation Programmes. These Implementation Programmes map onto the post office regions as detailed in Table 1 below.

Table 1 - Implementation Programmes to PO Regions and BA Area Directorates

IP	BA Area Directorate		POCL Region
1	AD12 AD13	West of Scotland East of Scotland and Northern Ireland SSA	Scotland & Northern Ireland region
2	AD5 AD7 AD8 AD9 AD10 AD11	East Midlands Wales North West Coast Greater Manchester Yorkshire Tyne Tees	North Wales & North West region plus the remainder of the North East region and post offices in Tyne and Wear which were not completed under Phase 2.
3	AD4 AD5 AD6 AD7	West Country East Midlands West Midlands Wales	South Wales and South West and Midlands regions and post offices in South Wales and South West which were not completed under Phase 2.
4	AD1 AD2 AD3	London & East Anglia Chilterns London & South East	North Thames, East Anglia and the South East region

3.3   Implementation Cycle

Following the implementation of approximately 200 post offices running release 1b and the subsequent surveys and in some cases re-surveys in an additional 450 post offices, it was apparent that a significant number of outlets in the post office real estate required extensive site infrastructure works to enable the installation of Horizon equipment. In order to undertake this work and thus de-risk attaining and sustaining the prescribed national rollout beat rate of 300 post offices per week, the implementation cycle has been significantly revised. To manage the more volatile activities such as survey, re-survey, preparation and modification and thus reduce the risk to the 300 post offices per week installation beat rate, the original implementation process has been segregated into two discrete and independent programmes, namely

Infrastructure Programme consisting of

      RGM Letter

MIB Invite

MIB Event

Site Call

Site Survey

Re-survey call (where applicable)

Site Re-survey (where applicable)

Modification/Preparation Reminder Call

Site Modifications (where applicable)

Site Preparation & Infrastructure Acceptance

Ready For Installation

User Awareness and Installation Programme consisting of

User Awareness Invitation

User Awareness Event

Training Invitation Issue

Training Instructions Issued

ISDN Installation

Training Event

Installation, Migration, Acceptance and transition to Steady State

These two distinct programmes are separated by a minimum planning period of 4 weeks to allow :

a) Scheduling of the post offices within an IBAD's into implementation units (IU's) at the prescribed rate of 300 post offices per week.

a) Access arrangements to be made with outlet managers or their delegated responsible individuals (DRI).

Where post offices are encountered which cannot be completed due to external business related influences, these will be managed independently of the main programme and thus potentially may contravene the defined implementation cycle. The process for managing post offices such as these will be detailed in a lower level document relating to the rescheduling process.

A detailed definition of the implementation cycle is available in Ref[3]

3.4   Criteria for Implementation

Where it is stated in relation to specific criteria detailed below, that reasonable endeavours will be made to ensure they are satisfied, these

criteria are not contractual and therefore do not have any penalties associated where conformance cannot be achieved.

3.4.1 Rollout Criteria 1

In accordance with requirement 929, which relates to foreign encashment, all nominated major post offices will be installed within the first 12 months of the rollout commencing (these post offices number approximately 1500 nationally).

3.4.2 Rollout Criteria 2

Within each Implementation Programme area, both the infrastructure and installation and user awareness schedules will be phased by BA districts. Schedules will then be further sub divided into implementation units (IU's). An implementation unit represents a logical grouping of post offices into a single week of the rollout programme. IU's will be scheduled into the infrastructure programme for completion of the defined activities. The IU's will then be redefined and rescheduled into the user awareness and installation programme. However, this scheduling process will ensure that requirement 972 is adhered to, namely :

- Installation will take place in major conurbations first (See Section 3.6)

- The M25 and Northern Ireland will be subject to separate rollout plans. (See Criteria 5 and 6)

- The M25 rollout will take place during the second half of the overall timetable. (See Criterion 6)

Reasonable endeavours will be taken to ensure sequencing of the implementation activities is undertaken in the following order :

1. Completion of BA Districts that are part of the live trial requirement.
1. BA Districts will be undertaken consecutively normally bordering on an already installed district.

The major conurbations will be completed first within specific implementation programmes, however later completion of major conurbations in one or more implementation programmes will not constrain the continuance of other implementation programmes.

3.4.3 Rollout Criteria 3

Once the installations have commenced in a BA District then reasonable endeavours will be made to complete the district using the following criteria:

1. > 90% of post offices in a BA District will be installed in 6 weeks in

90% of the districts.

1. In all BA Districts >50% of outlets in the district will be installed within 6 weeks of the first scheduled installation date.

excepting those BA Districts in which post offices have been installed to satisfy criterion 1 and thus requirement 929.

Where offices are not available to be scheduled at the start of the implementation cycle (e.g. due to planned relocation, major refurbishment etc.), then these post offices will be scheduled at a time, later in the programme, which allows effective utilisation of ICL Pathway's and POCL's field based resources and does not conflict with the continuing rollout programme. When post offices within a BA district which are not available for scheduling have been identified, the remaining post offices are grouped into an IBAD.

3.4.4 Rollout Criteria 4

All post offices which can be scheduled into IBADs, will be implemented in one continuous programme with the exception of the major post offices, which will be installed within the first 12 months of phase 8 commencing.

3.4.5 Rollout Criteria 5

Post Offices in Northern Ireland will be implemented as a separate programme. The implementation of Northern Ireland will take place at the earliest point within the scheduling of activities in Implementation Programme 1, while giving due consideration to the influencing activities within that IP, namely

1. Utilisation of ICL Pathway's and POCL's field resources in Implementation Programme 1 to avoid adverse weather conditions in remote areas of Scotland

1. Scheduling of activities within the Province to avoid the constraining effects of the Marching Season.

3.4.6 Rollout Criteria 6

The installation of the BA Districts that have post offices that operate the ALPS system will commence in the second half of phase 8. Those BA districts which constitute the "ALPS offices" are detailed in section   3.9 of this document.

3.4.7 Rollout Criteria 7

Post offices in Implementation Programme 1 may finish earlier than the other 3 implementation programmes.

3.4.8 Rollout Criteria 8

Rollout activity will not be undertaken during the Christmas period. The Christmas period will be no greater than 3 weeks duration and there will be a maximum period of 3 weeks immediately prior to the Christmas period where rollout activity will be undertaken at half rate. The Christmas period will be deemed to have ended by the first working day of January of the New Year. Rollout activities may be undertaken in post offices during this period by prior agreement between ICL Pathway, the outlet manager, and the POCL Horizon Implementation Manager. Notification of such agreements will be given to CAPS.

Table 2 - Definition of Christmas Periods

Activity	1998	1999
50%	w/c 23/11/98	w/c 22/11/99
50%	w/c 30/11/98	w/c 29/11/99
50%	w/c 7/12/98	w/c 6/12/99
0	w/c 14/12/98	w/c 13/12/99
0	w/c 21/12/98	w/c 20/12/99
0	w/c 28/12/98	w/c 27/12/99

3.4.9 Rollout Criteria 9

Following completion of the live trial from completion of the first installation of national rollout, the installation and awareness phase of the rollout will be achieved in 66 "rollout" weeks. A rollout week is a week in which installation of counter equipment can be undertaken. This period therefore excludes the period of non activity during one Christmas period.

3.4.10 Rollout Criteria 10

In accordance with Requirement 834, consideration will be given to the implementation of parent and satellite post offices. Information maintained within the rollout database details parent child relationships and therefore policing will be achieve through that mechanism.

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3.5   Major Conurbations

The major conurbations by Implementation Programme, referred to in section 3.4 are as follows:

Table 3 - Major Conurbations by Implementation Programme

IMPLEMENTATION PROGRAMME	MAJOR CONURBATION
1	Glasgow and Edinburgh
2	Tyne & Wear, Leeds/Bradford, Greater Manchester and Merseyside
3	West Midlands and South Wales (urban)

3.6   Major Conurbations by BA District

The table below defines the BA Districts which form the major conurbations and in total, these amount to approximately 2600 post offices.

Table 4 - Major Conurbations by BA District

IP	Conurbation	District Name	District Office	BA District Ref	BA Dist. No (PDA)
1	*Glasgow & Edinburgh*	Clyde Coast & Renfrew	Greenock	101511	12.01
		Glasgow East	Shettleston	101111	12.03
		Glasgow North	Springburn	101211	12.02
		Glasgow South	Polockshaw Road	100311	12.04
		Argyll & West	Anniesland	100711	12.05
		East Edinburgh & Borders	City	100111	13.03

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		Lothian West	Lothian West	103211	13.07
		Fife	Kirkcaldy	102311	13.04
		Clyde Valley	Motherwell	102411	13.01
2	*Tyne & Wear*	Newcastle	St. James	100401	11.01

IP	Conurbation	District Name	District Office	BA District Ref	BA Dist. No (PDA)
2	*Leeds & Bradford*	Bradford	Bradford West	109102	10.02
		Leeds	Leeds East	100102	10.07
2	*Greater Manchester*	Greater Manchester Centre Operations Directorate	Wythenshawe	103710	9.05
2	*Merseyside*	Sefton	Bootle	100810	8.09
		Knowsley	Kirkby	103190	8.02
		Liverpool North	Breckfield	103890	8.05
		Liverpool Mersey	Garston	103310	8.04
		Wirral	Birkenhead	100910	8.12
3	*West Midlands*	Birmingham Chamberlain	Edgbaston	109409	6.01
		Birmingham South East	Birmingham (Coventry Rd.)	100109	6.02
		Birmingham Tame Valley	Birmingham (Erdington)	101109	6.03
		Coventry		100209	6.04
		Wolverhampton	Temple St	109809	6.08
3	*South Wales Urban*	*Cardiff & Vale*	*Cardiff Central*	*101798*	*7.01*
		South West Wales	Swansea	101298	7.05

The complete sequence of BA districts by IP is detailed in Ref [1] for the Infrastructure programme and Ref [2] for the User Awareness and Installation programme.

3.7   National Rollout Startup Rates

Prior to achieving and subsequently sustaining the prescribed national rollout beat rate of 300 post offices per week, there will be an initial period of 3 weeks, over which the weekly rate of post offices increases. This start up period will apply to both the infrastructure and user awareness and installation programmes. The rate of post offices which apply to each of the

weeks in this initial period are detailed in Ref[1] and Ref[2].

3.8   Implementation Programme to BA District Mapping

Table 5 - BA District by Implementation Programmes

IP1			IP2		
BA District Ref	BAD No.	District Name	BA District Ref	BAD No.	District Name
101511	12.01	Clyde Coast & Renfrew	100503	5.03	Chesterfield & Worksop
101211	12.02	Glasgow North	100603	5.10	Mercia Operations East (West Division)
101111	12.03	Glasgow East	103508	7.03	Gwynneddigion Maldwyn
100311	12.04	Glasgow South	100608	7.06	Wrexham & North Wales Coast
100711	12.05	Argyll & West	104710	8.01	Blackpool
101611	12.06	Southwest Scotland	103190	8.02	Knowsley
101291	12.07	Highlands & Islands	103410	8.03	Lancaster & South Cumbria
102411	13.01	Clyde Valley	103310	8.04	Liverpool Mersey
101811	13.02	Coatbridge	103890	8.05	Liverpool North
100111	13.03	East Edinburgh and Borders	102210	8.06	North Cheshire
102311	13.04	Fife	100201	8.07	North Cumbria
102611	13.05	Forth Valley	100510	8.08	Preston
103591	13.06	Grampian & Shetland	100810	8.09	Sefton
103211	13.07	Lothian West	103010	8.10	South Cheshire
100411	13.08	Tayside	101810	8.11	South West Lancashire
107296	99.A	NI West	100910	8.12	Wirral
107406	99.B	Belfast Nth & East Antrim	100710	9.01	Greater Manchester Lancashire Ops. Dir.
107216	99.C	NI North	100410	9.02	Bolton
107436	99.D	NI East Down	103710	9.05	Greater Manchester Central Ops. Dir.
107466	99.E	NI Belfast West & Lisburn	101510	9.07	Oldham

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IP1	Continued		IP2	Continued	
BA District Ref	BAD No.	District Name	BA District Ref	BAD No.	District Name
107246	99.F	NI South	102410	9.08	Sale and East Cheshire
			100610	9.09	Salford
			101110	9.10	Stockport
			108110	9.11	Tameside
			102310	9.13	Wigan and Leigh
			103590	9.14	West Pennine
			108802	10.01	South East Yorkshire
			109102	10.02	Bradford
			100502	10.05	Hull
			100802	10.06	Calderdale & Kirklees
			100102	10.07	Leeds
			101102	10.08	North Yorkshire
			101002	10.09	Rother & Dearne
			100702	10.10	Sheffield
			105202	10.12	Wakefield
			100401	11.01	Newcastle
			101101	11.02	Durham
			100601	11.03	Tees
			100901	11.04	Northumbria
			109001	11.05	South Tyneside
			103001	11.06	Wearside

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IP3			IP4		
BA District Ref	BAD No.	District Name	BA District Ref	BAD No.	District Name
100206	3.12	Solent & New Forest	100204	1.01	Barking & Havering
101307	4.01	Bristol Brunel	100404	1.02	Cambridgeshire
102107	4.02	Bristol Severnside	103505	1.03	City East
109507	4.03	Cornwall	100304	1.04	Essex South East
100407	4.04	Devonia	107204	1.05	Essex South West
100306	4.05	Dorset	101995	1.06	Hackney & Islington
100507	4.06	Gloucestershire	103925	1.07	Lea Roding
108707	4.07	Somerset	105605	1.08	Leaside
100307	4.08	South Devon	103095	1.09	Newham
100607	4.09	Wiltshire	100804	1.10	North Essex
108103	5.01	Derwent & Trent	100104	1.11	Norwich
102809	5.02	Central Staffordshire	100504	1.12	Suffolk
108203	5.04	Leicestershire	105405	2.01	Barnet
100703	5.05	North Nottinghamshire	100604	2.02	Bedfordshire
101309	5.06	North Staffordshire	103106	2.03	Thames Valley
107803	5.07	Nottingham Trentside	101106	2.04	Buckinghamshire
109409	6.01	Birmingham Chamberlain	101005	2.05	Chilterns South
100109	6.02	Birmingham South East	107405	2.07	Harrow & Hillingdon
101109	6.03	Birmingham Tame Valley	102805	2.08	Neasden
100209	6.04	Coventry	102504	2.09	North & East Hertfordshire
102309	6.05	Hereford & Worcester	106103	2.10	Northamptonshire
109709	6.06	North Worcetershire	100467	2.11	Oxfordshire
104309	6.07	Sandwell	100904	2.12	West Hertfordshire
109809	6.08	Wolverhampton	101735	3.01	Bankside
109209	6.09	Walsall	102715	3.02	Canterbury & Thanet

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IP3		*Continued*	IP4		*Continued*
BA District Ref	**BAD No.**	**District Name**	**BA District Ref**	**BAD No.**	**District Name**
101409	6.10	Warwickshire	106215	3.03	Channel
101809	6.11	Shropshire	105115	3.04	East Sussex
101798	7.01	Cardiff & Vale	101306	3.05	Hampshire North
100208	7.02	Gwent Borders	100539	3.07	London Central
105908	7.04	South Wales Valleys (East)	103115	3.08	North Kent
101298	7.05	South West Wales	106715	3.09	Surrey
			106315	3.10	Palace
			100106	3.11	SE Hants & Wight
			103415	3.13	South Circular
			102015	3.14	Central Sussex
			108195	3.15	South West Thames
			106195	3.17	Thameside
			104415	3.18	West Kent
			106295	3.19	West Sussex
			101603	5.09	Mercia Operations East (West Division)

3.9   BA Districts with ALPS equipment

Table 6 - BA Districts with ALPS Equipment

Dist No.	BA Dist Ref	District Name	Dist No	BA Dist Ref	District Name
1.01	100204	Barking & Havering	2.08	102805	Neasden (Belfast BC)
1.03	103505	City East	2.12	100904	West Hertfordshire
1.05	107204	Essex South West	3.01	101735	Bankside
1.06	101995	Hackney & Islington	3.07	100539	London Central
1.07	103925	Lea Roding	3.08	103115	North Kent
1.08	105605	Leaside	3.09	106715	Surrey
1.09	103095	Newham	3.10	106315	Palace
2.01	105405	Barnet	3.13	103415	South Circular

2.03	103106	Thames Valley	3.15	108195	South West Thames

Dist No.	BA Dist Ref	District Name	Dist No	BA Dist Ref	District Name
2.05	101005	Chilterns South	3.17	106195	Thameside
2.07	107405	Harrow & Hillingdon	3.18	104415	West Kent

4   Communications

The overall sequence of BA Districts by Implementation Programme is defined in Ref[1] and Ref[2]

Lists of post offices by BA District, due to be scheduled into the infrastructure programme, will be generated and distributed to POCL regions 6 weeks prior to activities starting in a single or the first of a series of BA Districts. These will be in units of 4 weeks and could therefore span one or more BA districts. Post offices not available to be automated will be highlighted by POCL regions. The available post offices within a BA District(s) will therefore constitute an IBAD. Information detailing office availability must be returned by the POCL Regions, 3 weeks prior to the start of the infrastructure cycle for those post offices. The post offices are then scheduled into implementation units (IU's) and schedule information issued to POCL and ICL suppliers from the rollout database via the prescribed and agreed routes, 2 weeks prior to the start of activities.

Outlets being scheduled for the installation will all be assumed to be available, however contacting the post offices prior to the installation cycle will determine this. Post offices not available at this point will be notified to POCL Regions.

Completion of acceptance, following the installation and migration activities, in all post offices on a given day of rollout activity, will be notified to BA by midday on the day following installation, in accordance with requirement 945.