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Document Title: **Implementation Strategy**

Document Type: Strategy Document

Abstract: This paper documents the strategy through which the Horizon counter infrastructure is implemented in the Post Office network. In particular this version covers the activities required for release 1b

Status: **Issued**

Distribution:

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0 Document control

0.1 Document history

Version	Date	Reason
0.1	17/12/96	Initial first draft for limited circulation only
0.2	14/2/97	Updated with comments received on version 0.1
1.0	28/2/97	Document issued to PDA for comments
1.1	23/4/97	Document updated after PDA comments
1.2	28/2/97	Document updated after moderators review

0.2 Approval authorities

Name	Position	Signature	Date
Barrie Davies	Implementation Manager ICL Pathway		
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0.3 Associated documents

	Reference	Vers	Date	Title	Source
1	PM/PLA/0008	1.0		Rollout Stage Management Plan	Barry Hancill
2.	TD/ARC/0001	1.0	21/10/96	Technical Environment Description	Alan Ward
3.	RS/FSP/001	1.0		Security Functional Specification	
4.	IM/STR/00014	1.0		Implementation Security Strategy	Eamonn

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					Long
5.	527/001/3.0	3.0	17/10/96	Counter Hardware Strategy	Dave Cooke
6.	TBA	0.2		Horizon Counter Layouts - Options for release 1b	
7.				Access Control Policy	Belinda Fairfield
8.	DW/DOC/000n	01.	3/12/96	Data Warehouse: High Level System Interfaces	Andrew Boyd
9.	IM/STR/0011	1.0		Bar Coding of Post Office and Counter PC	Dave Howells
10.	IMP/STR/0013	2.0		In Office Migration Strategy for release 1b	Sue Downham
11	IM/PRC/006	2.0		Operation aspects of Horizon Field Support Officers - release 1b	Mark Fisk
12	IM/PRC/	1.1		Post Office Establishment Process	Mark Fisk
13	IM/ACS/0005	0.1	18/3/97	DSS/POCL Implementation Part D - Rollout Acceptance Specification	Pamela Barlow
14	TBA	0.2		Training Requirements for release1b	Lorraine Holt
15	IM/FSP/0003	2.1		Rollout database - Interface definition	Paul Underwood

0.4 Abbreviations

ALPS	Automation of London Post Offices
AP	Automated Payments
APT	Automated Payments Terminal
BA	Benefit Agency
BAD	Benefit Agency District
BOS	Back Office System.
CAD	Computer Aided Design
CM	Configuration Management
D2D	Design to Delivery
DSS	Department of Social Security

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ECCO	Electronic Cash Register on Counters
ICL	International Computers Ltd.
ISDN	Integrated Services Digital Network
IT	Information Technology
LAN	Local Area Network
PC	Personal Computer
PDA	Programme Delivery Authority
PO	Post Office
POCL	Post Office Counters Ltd
PSTN	Public Switched Telephone Network
UTP	Unshielded Twisted Pair
WAN	Wide Area Network
WTL	Workplace Technologies Ltd

0.5 Changes in this version

This version has been specifically updated to reflect release 1b strategies only

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0.6 Table of content

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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. Specifically the document provides the high level overview of the processes required to install the Horizon counter infrastructure in 190 outlets targeted for release 1b.

1.1 Purpose

The purpose of the document is to describe all the activities related to the implementation of the Horizon counter system for release 1b only. Acceptance of the strategy results in the production of lower level processes and procedures which document the implementation programme in more detail.

Where related activities are documented in other strategy papers this document will make reference to them accordingly.

Any changes to the implementation strategy will be reflected by change proposals to this document or other related documents. At intervals accepted change proposals will be incorporated in to new versions of this document.

1.2 Scope

The acceptance of this document allows the production of a further series of lower level working documents to be produced. The relationship to the appropriate chapter in this document is shown in the following table;

Chapter Heading	Working Level Document
Communication during the rollout programme	• Implementation Security Policy (Ref. [3]).
Horizon Counter Hardware Strategy	• Post Office Establishment Process (Ref. [12]) • Horizon Counter Layouts - Options for release 1b
Rollout Database	• Rollout database Interface definition (Ref. [15]) • Bar Coding of Post Office and Counter PC (Ref. [9]) •
Installation	• Post Office Establishment Process (Ref. [12]) • Operational Aspects of Horizon Field Support Officers - release 1b (Ref. [11])
Acceptance	• Post Office Establishment Process (Ref. [12])

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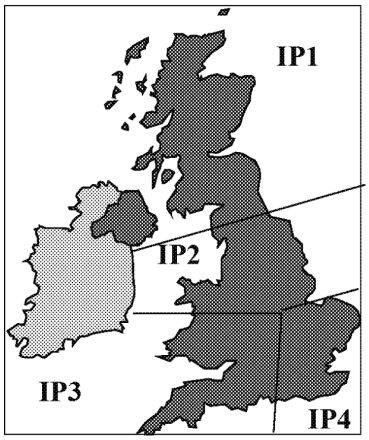
	• Operational Aspects of Horizon Field Support Officers - release 1b (Ref. [11])
Migration	• In office data migration strategy for release 1b (Ref. [10])
Training	• Training requirements for release 1b (Ref. [14])

This document is written in the present tense to indicate the activities that would be taking place when the strategy is implemented.

1.3 Implementation Overview

The Horizon Counter systems are to be implemented in Post Offices, also referred to as Outlets, across the United Kingdom. The implementation strategy associates all the activities required to deliver the Horizon Counter infrastructure as one implementation programme. This enables all parties associated with the implementation to monitor any events accordingly.

The Horizon counter infrastructure is implemented across the country in four implementation programmes each mapping to a number of Benefit Agency Districts and Post Office Regions. These together with their relationships are summarised below;



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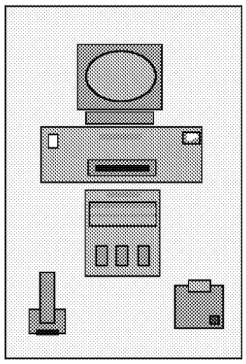
- Pathway Implementation Programmes (IP) split the rollout programme across four regions namely;
    1. IP1 Scotland & Northern Ireland
    2. IP2 North Wales, North West and North East
    3. IP3 South Wales, South West and Midlands
    4. IP4 South East and London.
- Post Office Counters Ltd divides the country in to 7 regions.
- The Benefits Agency divides the country in to 136 districts.

At release 1b only outlets in IP2 and IP3 are affected.

Each Outlet is implemented with one or more Horizon Counter systems depending on the number of counter positions.

For illustration purposes the various configurations will be represented in this document as one entity as shown in the diagram below.



Communication to the Pathway Campus infrastructure and equally POCL customers is afforded through one network connection. Communication within an Outlet with more than one system is afforded through a Local Area Network.

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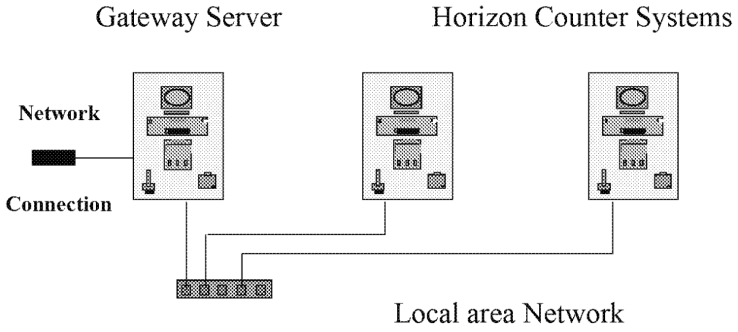

The activities to deliver an operational system at each Post Office are controlled through the Pathway Implementation Team, working with representatives of the Programme Delivery Authority and Post Office Counters Ltd. and a number of third party suppliers. The scope of these interfaces is described in Rollout Stage Management Plan. (Ref. [1])

ICL Pathway provides the infrastructure through which the implementation programme is achieved.

The implementation of the Counter system itself is dependant on a number of related activities having first been completed before processing of Post Office transactions can take place. These are summarised below;

- The communications network and Pathway campuses are installed and in an operational state.
- The Post Office user population is fully trained ready for implementation of the Counter system.

A high level overview of the implementation activities are summarised in the following diagram.

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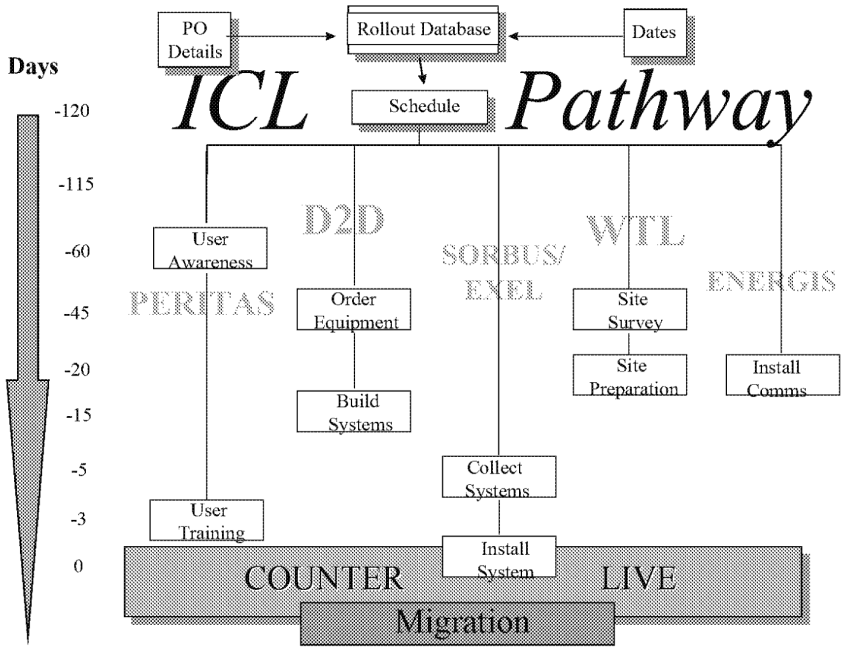

Once the Counter infrastructure has been installed existing data in the Outlet, that is the information relating to the business operations is migrated to the new system.

During the installation programme target users of the system attend User awareness and training sessions to become familiar with the operation of the Horizon counter system and its operation.

When the system is operational Post Office users are supported through the Horizon System Help Desk.

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2 About this document.

The implementation strategy has been developed resulting from a series of workshops between PDA ICL Pathway and the third party suppliers, where all aspects of the delivery mechanism have been discussed and agreed.

Rollout of the Horizon Counter system is dependant on a number of related components provided as part of the Pathway solution being available. The Horizon technical infrastructure is described in detail in the "Technical Environment Description" (Ref. [2]).

Approval of the document provides the strategy with which the Horizon counter infrastructure is implemented for release 1b.

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3 Communication during the Rollout Programme.

This section documents the communication strategy that operates throughout the implementation programme. The implementation programme, which is also referred to as the rollout programme is associated with the all the activities necessary to deliver a fully operational Counter environment to the 190 Outlets for release 1b. To achieve this Post Office representatives together working together with ICL Pathway plan organise and communicate the principles of the implementation programme to Post Office counter staff and any third party suppliers operating on behalf of ICL Pathway.

The lower level processes and working practices relating to communication is documented in the Implementation Security Strategy document.

All parties operating to ICL Pathway involved with the implementation programme will be identified at the Post Offices using a standard identity pass. The exception to this rule is BT who will continue to use their own pass.

- All correspondence, telephone calls and visits to Post Office Outlets will reference ICL Pathway.
- All personnel working in this environment will be security vetted to a standard agreed with the Post Office.
- All representatives will be identifiable through the use of a common ICL pathway identity card.

This is detailed further in the following sections.

3.1 Correspondence

Any written correspondence which is delivered to Outlets as part of the implementation programme will be reviewed and agreed with PDA before being dispatched.

3.2 Telephone Calls

All telephone calls to Post Office Outlets are scripted, such that the nature and content of the call is agreed with PDA before any call is made.

3.3 Security vetting procedures

All personnel employed under the Horizon programme, who visit Outlets are vetted to a standard agreed with POCL. To achieve this personal details are passed to POCL in an agreed format.

- Full name and address, Date and place of Birth, National Insurance Number.

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- Signed passport photograph of the employee taken with a light or white coloured background. The photograph should not be attached to any of the paper work with paper clips or staples.
- Specimen signature

Once security approval has been reached the information is passed to ICL security where a ICL Pathway pass is produced. The ICL pass shows the picture, signature and expirey date. The information is also passed to the Post Office Help Line.

Access to any Post Office site requires that clearance is obtained through the Post Office Help Line before access is allowed behind the counter.

3.4 Secure sites.

The rollout programme visits Outlets which are, by the very nature of the business they undertake, governed by higher security vetting procedures than the standard Outlets. (Ref. [3]).

3.5 Behaviour on site

All personnel who visit or represent the Horizon rollout programme Post Office staff are expected to conduct and present themselves to the standards detailed in Ref. [4].

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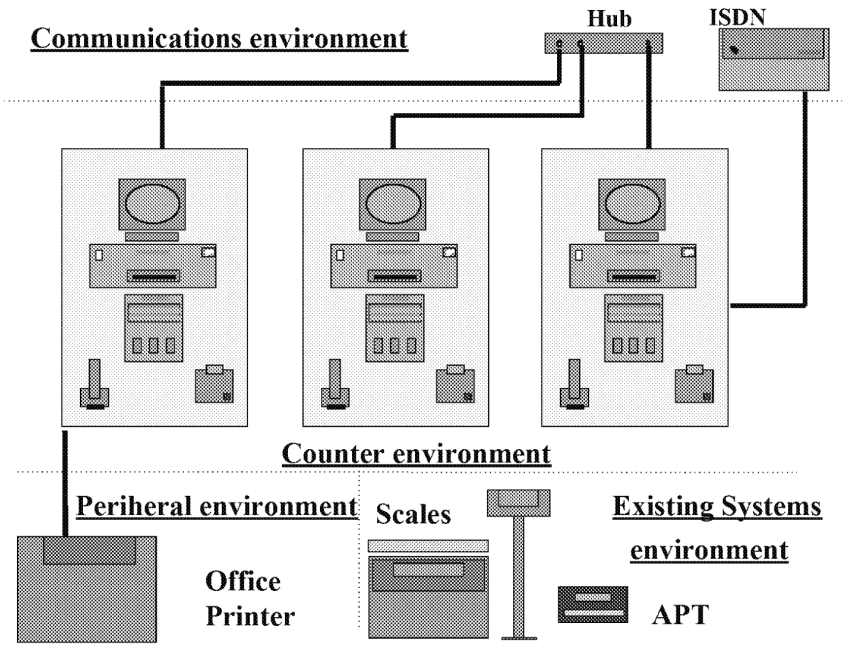
4 Horizon Counter Hardware Strategy

This section describes the strategy associated with the hardware elements of the Counter systems together with any of the associated components implemented in each Outlet. The diagram below shows the different environments documented in this section.



In summary these are:

- The counter environment
- The communications environment
- The peripheral environment
- The existing systems environment

4.1 The counter environment.

The Horizon counter equipment is physically installed in Outlets in either a "Counter", or a "Back Office" position.

A "Counter" is a customer facing serving position day to day operations are performed. These are defined as follows and may be mixed in an outlet:
Fortress: a glass screen mounted on the counter
Rising screen: a metal screen concealed inside the counter

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Open Plan: a counter position with no screen serviced by an operator-managed secure cash dispensing device

A "Back Office Position" is a location which does not provide a customer facing role but from which An example is the giro position in Outlets.

The counter component of the Horizon solution comprises a set of PC based equipment, the detail of which is documented in the Counter Hardware Design Specification (Ref. [5]). In summary the **Standard Counter** configuration comprises;

- Base Unit,
- 10" Monitor with Touch Screen controller.
- Keyboard with integral Magnetic Card Reader and SMART Card Reader,
- Bar Code Reader,
- Counter printer, printer ribbon and three spare till roll.
- Associated cables and power leads to interconnect the equipment.

The counter environment must satisfy the minimum criteria shown in the table below;

	Criteria	Satisfied by
1.	An interface is required to connect to the communications network	• ISDN card fitted in one of the Counter systems. This system is known as the gateway system.
2.	An Office Printer is required for the generation of reports.	• An A4 Inkjet or Laser printer is supplied to each Outlet. The type is specified for each Outlet by POCL.
3.	Outlets may require a back office system	• Outlets requiring a back office system are specified by POCL. These are satisfied by supplying and additional standard counter configuration.

To satisfy the various criteria in an Outlet, a number of Counter configurations, see table below, exist.

No	Code	Configuration	Variation
01	GSI	Single Office gateway	• Base Unit from standard system fitted with ISDN card. • Base Unit fitted with exchangeable hard disk • A4 Inkjet printer
02	GMZ	Multiple Office gateway A[1]	• Base Unit from standard system fitted

[1] No requirement has currently been identified for this configuration. It is left here for completeness.

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			with ISDN card
03	GMI	Multiple Office gateway B	• Base Unit from standard system fitted with ISDN card • A4 Inkjet printer
04	GML	Multiple Office gateway C	• Base Unit from standard system fitted with ISDN card • A4 Laser Printer
05	SCZ	Counter	• Standard Counter configuration

Each Base Unit is built with a pre-configured disk of software. This is a BASELINE set of software. The production and control of the BASELINE is detailed in section 7.

4.1.1 Equipment packaging

The 5 Counter configurations are packaged prior to shipment to an Outlet. All the equipment is functionally tested during this process. The hardware configurations are created when equipment is packaged in sealed containers known as Overshippers (see section 8).

The number and type of Overshippers for each Outlet is determined during the Site Survey Process detailed in section 9 based on the following;

- Each Outlet is supplied with one gateway system.
- Multi position Outlets are also supplied with additional Counter systems.
- The type of gateway is determined by the office printer type.
- Where there is a requirement for a back office system, this is satisfied by supplying an additional Counter system.

4.1.2 Positioning of equipment in Outlets

Counter equipment is installed in Outlet offices in a layout detailed in this section. Outlets use a variety of schemes to number the counter positions, for example;

1. Counters are numbered 1-x left to right as viewed form the customer side.
2. Counter positions are identified using letters of the alphabet (as viewed from the counter side).

To overcome this, the implementation strategy specifies the labelling of counter positions for the rollout as follows;

- Counter positions are numbered 01 - xx, where x is the number of positions from left to right as viewed from the counter side.
- A back office system is always the gateway server.
- Numbering of positions is as follows;

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(i) gateway server is always position 01

(ii) Counter positions are numbered 02 - xx

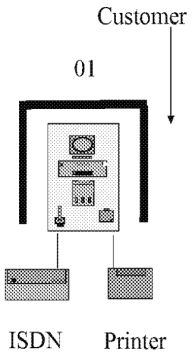
(iii) Open plan positions are numbered after all counter positions have been allocated.

The numbering of positions is required for the configuration of the Horizon platform as detailed in section 11.

The strategy is best explained using a series of examples.

Example 1 Single counter position

In this example there is only one system installed and as such will always be position number 1. This system is the gateway and affords the connection for the office printer.



Example 2 3 counter position

In this example , two scenarios are shown.

The first is where the gateway system is installed at counter position 01. The ISDN connection can be installed in the same area as the gateway system.

The second scenario is where the ISDN connection cannot be collocated with the gateway system. In this situation additional cabling is installed such that the gateway system still remains in position 01.

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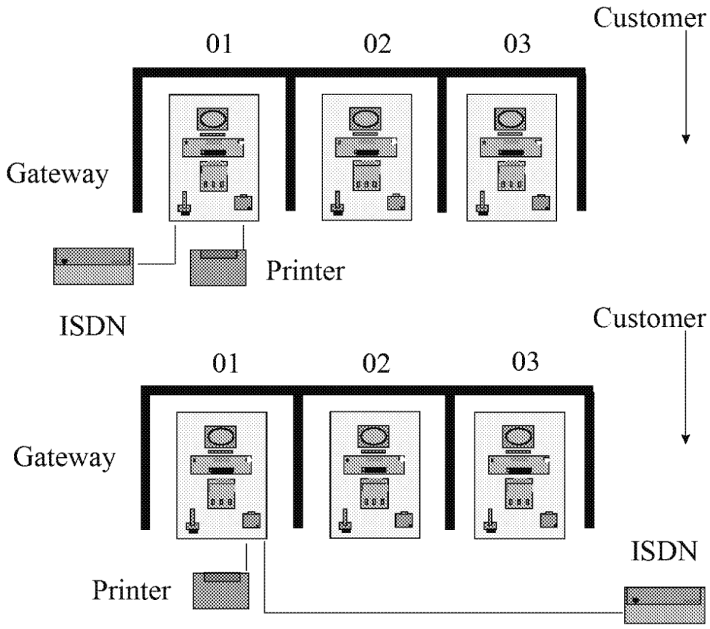

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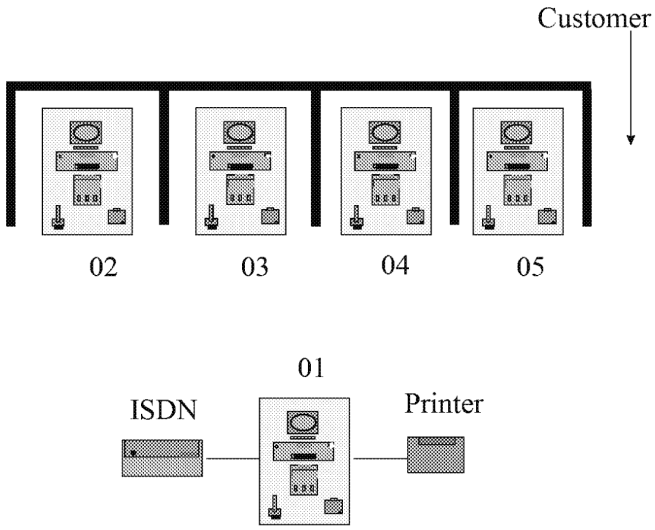
Example 3 4 counter position and a back office system.

In this example there is "Back Office" system installed. This system is the gateway system, which also affords the connection for the office printer.

The counter positions number from the "Back Office" system from 1. The counter positions number from 2 through to 5.



Back Office System

Example 4 Outlet with Open Plan Positions

In this example there are two Open Plan Positions. The Back Office and counter positions are numbered first followed in sequence by the Open Plan Positions.

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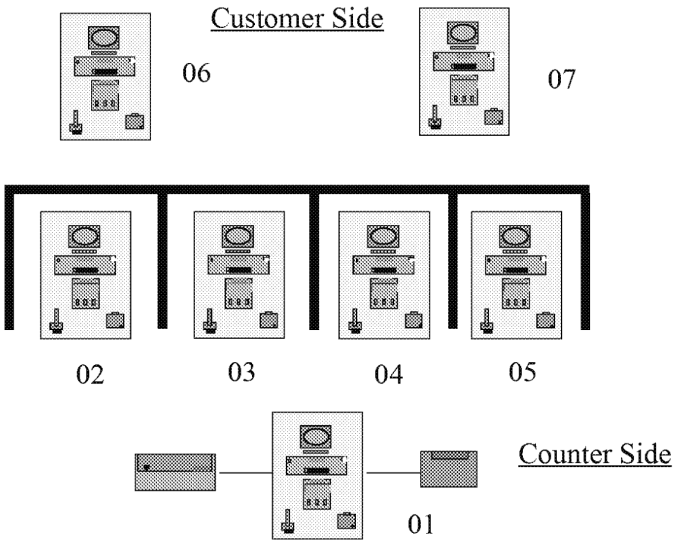

Back Office System

4.1.3 Physical equipment layout at the counter position.

The positioning of equipment on the counter position is limited, for standard installations by the length of the equipment cabling and the physical layout of the Outlet. Cabling is the physical wiring that interconnects the peripheral equipment, i.e. the monitor, keyboard, counter printer and bar-code reader.

The table below provides the maximum distances at which the peripheral equipment can be positioned from the Base Unit or power socket.

Peripheral	Cable length from Base Unit	Cable length from Power socket.
Monitor	2.95m	2.95m
Keyboard	2.5m	-
Bar Code Reader	2.5m	-
Counter Printer	2.5m	2.5m
Office Printer (where connected)	2.5m	2.5m

The rollout of the Horizon platform encounters numerous Outlets, each of which may be physically different. There is no standard Counter layout or sizing defined for a Post Office. The positioning of the physical equipment at counter positions must satisfy the following;

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- Equipment is positioned on the counter to satisfy the Health and Safety recommendations based on the of work commissioned by the PDA through an ergonomist
- Monitors must not be customer facing
- Equipment cabling must be installed in a tidy manner

Counter equipment layouts and approved shelving, stands and counter modifications to satisfy this are provided in the options paper (Ref [6]).

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4.2 Communications environment

The communication environment for the Horizon counter system is provided through a Wide Area Network connection to the Pathway Campuses or via a Local Area Network for internal outlet communications.

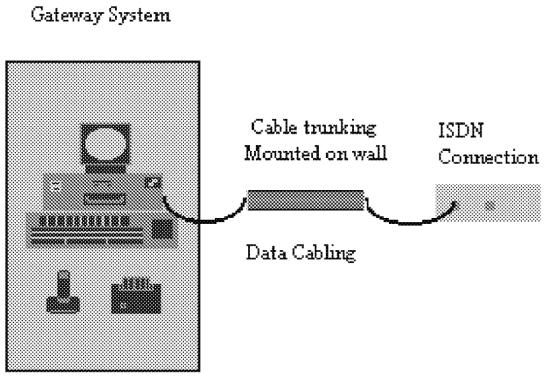
4.2.1 Wide Area Network Connections.

Each Outlet communicates with the Pathway Campuses through an ISDN connection installed as part of the implementation process.

The ISDN service does not at present cover the entire United Kingdom. Where ISDN is not available, the connection will be afforded using PSTN[2]. The decision whether the communications connection is ISDN or PSTN is determined once the order has been placed with BT by Energis. Outlets which cannot be satisfied using PSTN are subject to review the PDA and this document will be updated when all the options to satisfy PSTN are available.

ISDN connections delivered to Outlets are terminated using a Network Termination Device (NT1 - ISDN 2). This box is physically mounted in a position as near to the gateway system as is practically possible. The location is identified and labelled during the Site Survey process. The connector cable between the ISDN 2 unit and the gateway position is installed as part of the Site Preparation process (see section 9).

The connector cable is of sufficient length to prevent strain on the cable if either the termination box or gateway server should either require servicing as shown in the diagram below.



Where either of these boxes cannot be fitted next to the gateway system due to physical constraints, then the box is placed at the next nearest location point. A connector cable will bridge the physical distance between the Box and the gateway server.

[2] To be confirmed with POCL when the coverage is known.

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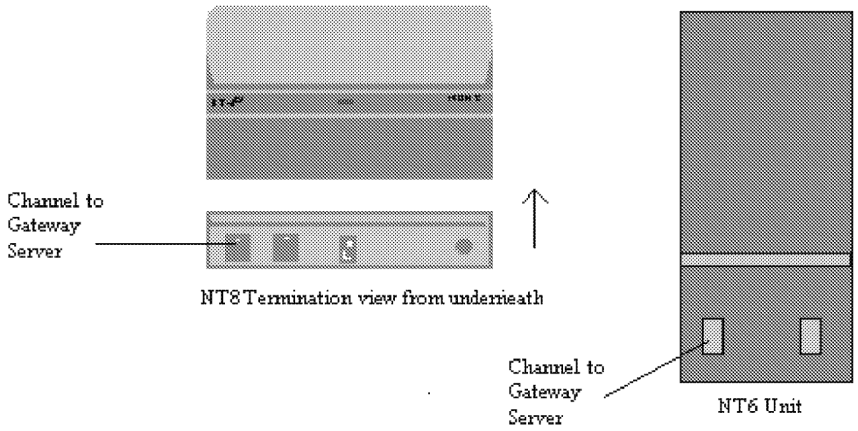
4.2.1.1 ISDN Connections.

Outlets whose connections are afforded using ISDN, are supplied with a NT6 or NT 8 unit. The unit supports two outlets through which the physical connection with the gateway system can be made. For the Horizon Outlets connection is established through the left hand channel, as shown in the diagram below.



The gateway system connects to the ISDN 2 using a pre-installed UTP cable . The cable is terminated at each end with an RJ45 male connector.

The connection to the gateway system is afforded through the ISDN card.

The ISDN circuit is tested during the implementation programme as shown below;

- On installation by the network supplier to ensure that the circuit is in a operation state
- Two days before Horizon equipment installation by the communications supplier Energis to ensure the circuit is still available.
- Before Horizon equipment installation starts by the installers using an ISDN phone
- During the Horizon equipment acceptance process (see section 12).

The ISDN connection is labelled with a bar code sticker which identifies the Outlet and indicating Pathway ownership during the Site Preparation process.

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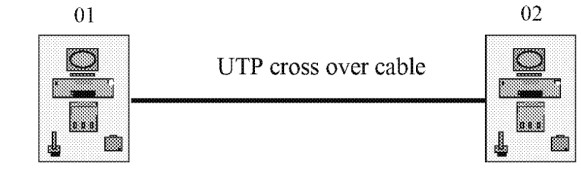
4.2.2 LAN Interconnections

In addition to the communication connection, multiple counter position offices require further LAN cabling to allow the interconnection of the counter systems. All cabling will be Cat 5 UTP.

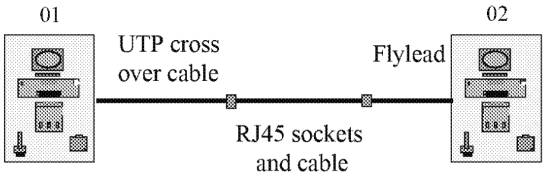
4.2.2.1 Two Position Outlet

In a two Position Outlet the LAN connection is achieved using a cross over cable. Where the distance between the two Positions exceeds 10m. the interconnection is achieved using a cross over cable, RJ45 sockets and a flylead. The strategy is shown in the example below;



Gateway Server

Distance between Positions is less than 10m.



Gateway Server

Distance between positions is greater than 10m.

- Cross over cable is always connected to the Gateway server.
- The colour of the cross over cable is red.

4.2.2.2 Greater than 2 Positioned Outlet

In Outlets with 3 or more Positions the LAN infrastructure is afforded through a 3Com small hub The cabling infrastructure is achieved using UTP flyleads and/or RJ45 sockets depending on the distance of the furthest Position from the Hub.

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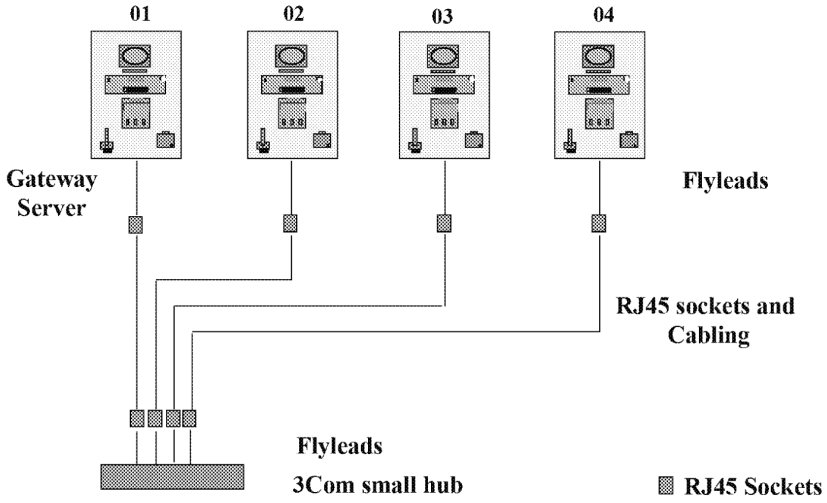
The infrastructure is determined from the table below;

Distance of furthest counter position from Hub	
Less than 10m	**Greater than 10m.**
• UTP flyleads between Hub and Base Units	• Flyleads between Hub and RJ45 sockets. • RJ45 sockets to counter positions • Flyleads between RJ45 sockets and Base Units

The strategy is shown in the following examples;



Distance of furthest Position (04) greater than 10m from 3Com small hub

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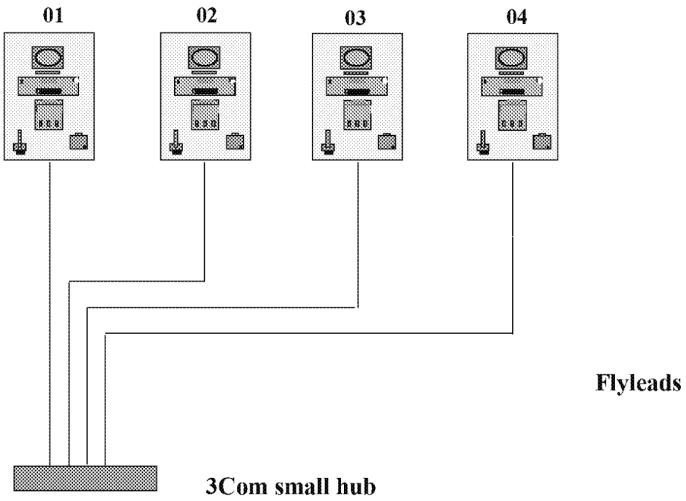

Distance of furthest Position (04) less than 10m from 3Com small hub

The number of 3Com small hubs that are installed at Site Preparation is dependant on the number of Positions in the Outlet.

Where hubs are fitted the following applies;

- Each hub requires its own separate power supply installed at Site Preparation.
- Hubs are mounted in cabinets.
- Hubs are located as close to the Gateway server on installation.

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4.3 Peripheral environment

The peripheral environment is that used on the Horizon counter environment for shared devices in the outlet. At release 1b this only applies to the Office Printer.

4.3.1 Office Printer

Each outlet is equipped with either an A4 inkjet printer or an A4 Laser printer which is used for the generation of reports in the Outlet. The type of printer for each outlet is determined from information supplied by POCL. The printer hardware is described in the Counter Hardware Design Specification (Ref. [4])

The location of the Office Printer in the office is limited by the length of the cable which connects the printer to the Base Unit.

The printer is shared by all the counter positions in the Outlet. To achieve this all the Counter Systems are configured with details of which Base Unit the printer is physically attached to. (See section 10).

Although the printer can be connected to any of the Horizon devices installed in an Outlet, the configuration software needs to know about the actual location. To achieve this the printer is always attached to the gateway server in an outlet.

Each printer is supplied with the following consumables;

- One pack of A4 paper (500 sheets)

This is supplied and packaged as part of the Overshipper.

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4.4 Existing systems environment

Existing systems are those environments currently operating in outlet environments which are affected by the introduction of the Horizon counter infrastructure. Systems may be affected as follows;

• Existing equipment and its functionality remains in the outlet after Horizon installation, but may require relocation.	Category 1
• Existing equipment is removed and the functionality migrated to the Horizon counter infrastructure by ICL Pathway as part of the Horizon installation.	Category 2
• The functionality of the existing equipment is migrated to the Horizon counter infrastructure and is therefore redundant after Horizon installation. The responsibility for removal of the existing equipment is the responsibility of either POCL or the post master.	Category 3

Existing equipment environments currently identified are as follows. For each the target category is also identified.

Type of Equipment.	Category
• APT - for Magnetic Stripe card and Barcode transactions.	3
• APT - for Magnetic Stripe Card, Barcode transactions, and/or Smart Card transactions.	3
• APT - for Magnetic Stripe Card, Barcode transactions, Smart Card transactions and/or Smart Key transactions.	3
• ECCO terminal.	2
• ECCO terminal with facility to transact non-Smart automated payment business.	2
• ECCO terminal with facility to transact both Smart and non-Smart automated payment business.	2
• Electronic Funds Transfer Point of Sale (EFTPOS) Terminal	1
• ATMs	1
• Bureau De Change Terminals	1
• County Cash Registers	1
• Franking Machine Accounting Systems	1
• Lottery Terminals	1
• Mondex Terminal	1
• Post Shop (CRISP) till/terminal	1

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• Quantum Terminal	1
• Electronic Stop Notice System (ESNS) terminal (ALPS area only)	3
• Electronic Stop Notice System (ESNS) laptop computer - outside ALPS area	3
• Post Office Accounting Support System - CAPTURE	3
• Post Office Accounting Support System - Richard Jackson	3
• Post Office Accounting Support System - GML	3
• Stamp Vending Machines	1
• Teller Cash Dispensers	1
• Electronic scales D101	1
• Electronic scales D104	1
• Electronic scales D404	1
• Manual scales	1
•	1

At release 1b the 190 outlets are of a nature where there is no requirement to remove or incorporate existing equipment functionality as part of the Horizon counter infrastructure. However during the implementation process situations any be encountered which impede the implementation of the Horizon counter infrastructure. These are discussed in the following sections.

4.4.1 Manual weigh scales

Manual weigh scales are existing equipment whose functionality is not impacted by the installation of the Horizon counter infrastructure. To accommodate the installation of the Horizon Counter equipment may require that the manual weigh scales are moved. This is determined during the Site Survey process (see section 9). The following applies;

- Manual weigh scales can be moved to an agreed location determined during the Site Survey process
- The physical movement of the manual scales can be carried out, subject to local agreement by either the post master or by the Site Preparation engineer
- Manual weigh scales may be relocated to the customer side of counters on existing shelving, provided the following applies;

  No additional counter modifications are required to accommodate the scales

  The manual weigh scales are firmly secured to the counter using the approved Avery Berkell mounting brackets.
- Manual scales may be relocated to a new position, subject to local agreement, behind the counter.

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After any movement of the manual scales, calibration of the manual scales is carried out by the post master.

4.4.2 All other environments

At release 1b other existing environments may be encountered which impact the installation of the Horizon counter infrastructure. Where this situation is encountered the following will apply.

Location of the existing equipment	Action	P
Does not impede Horizon installation	• Equipment is left in the current position	
Impedes Horizon installation	• Post Master agrees to move the equipment before Horizon installation	1
	• Agreed minimum displacement of the equipment is made to accommodate Horizon installation	2
	• Outlet referred to ICL Pathway / PDA for consideration	3

4.5 Categorising outlets

The implementation programme will require that a variety of preparation work is required in outlets for the Horizon counter infrastructure. The amount of work necessary is determined during the Site Survey, where the outlet is categorised according to the following guidelines;

Category	Definition of work	Authorisation.
A	• Site Preparation with limited or no modifications.	WTL
B	• Site Preparation requiring 1 or more of the approved modifications 1. Upgrade to the electrical distribution board to support the Horizon platform 2. Minor joinery work 3. Out of hours working. (This must also be in agreement with the post master) .	WTL ICL Pathway

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C	• Outlets which require preparation work which does not conform to category A or B.	ICL Pathway

The main categories of preparation are detailed further in the options paper (Ref. [6]).

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5 Rollout Database

The Rollout database provides the Horizon implementation process with the mechanism to control the rollout programme. The database acts as the central system for all activities relating to the implementation programme. Information is collated from a number of sources, validated and applied to the database. A number of applications exist to input, manipulate and extract rollout programme information.

The Rollout database receives information from a number of defined sources. Relationships between activities is defined in the database such that when information is applied an automatic series of generated events is created. All the external links, communication routes, security and integrity of the data is documented in the Access Control Policy (Ref. [7])

Users are defined on the database and they provide updates and / or information relating to activities assigned to them. As such Users can confirm when activities are completed.

Failure to meet certain specified criteria results in alarms being raised.

This section summarises the following;

- Inputs to the database;
- Outputs from the database;
- Views of the database

For release 1b the rollout database will not be used as the main controlling system for the preparation activities on the 190 outlets. The rollout database however will be introduced during the life cycle of release 1b as follows;

- Parallel operation of the release 1b outlets, to test the various inputs, outputs and operation of the database
- Preparation in readiness for the implementation of release 1c outlets

The manual processes used for release 1b, through the use of EXCEL spreadsheets and MS WORD documents will reflect the planned operation of the rollout database as described in the following sections.

5.1 Inputs to the database.

Inputs are provided from four sources.

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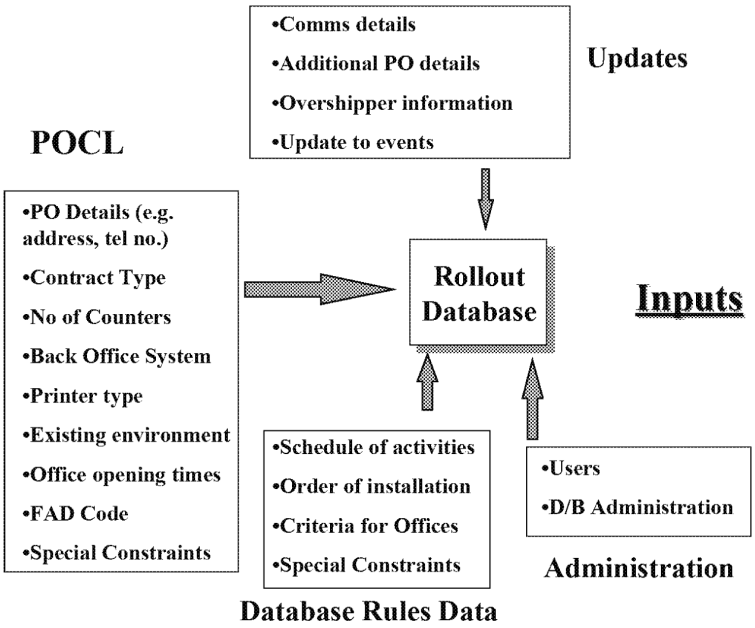

5.1.1 Input from POCL.

The input from POCL is based around details of each of the Outlets involved in the rollout. Initially this is manually generated extracted from the POCL database. Ultimately this data is provided using the Reference Data interface between POCL and Pathway. The information which is used to initially populate the database is shown below

- **PO Details** - Providing the Post Office name and address, post code, the Office telephone number.
- **Contract type** - This is code which describes the Outlet Account type. The Account type refers to the type of contract that exists between POCL and the Outlet. These codes are described further in section 6.
- **No of Counters**. - This field represents the number of forecast operating Counter positions at the Outlet. The figure at this stage is only an estimation derived from Post Office data. The figure is further qualified during the Site Survey process.
- **Back Office Systems** - This field is a flag, which indicates whether a Back Office System is required at the Outlet.
- **Printer type** - This field indicates the Office printer type at the Outlet, that is Laser or Inkjet.
- **Existing environment**. - This is a series of fields which provide details of any existing equipment at the Outlet such as ECCO+, ALPS, Manual and Richard Jackson.

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- **Office opening times** - A range of post office contracted days and times at which a service is provided for Post Office Customers. These are confirmed during the Site Survey process for the actual opening days and times.
- **FAD code** - This field is a unique code allocated by POCL for the Outlet.
- **Special constraints** - This is the field which allows any additional information on the Outlet to be provided.

Regular updates from the reference data are provided to the rollout database to ensure the integrity of the supplied data.

5.1.2 Input via Database Rules.

Database Rules data are the rules relating to the relationship between the activities generated on the database.

- The schedule of activities is the relationship between the rollout activities. As such when the planned date of installation is entered, the system will automatically generate rollout activities.
- The Order of Installation are the rules specific to Outlets that have to be performed in a certain order.
- There is also a category for any further Special Constraints such as restrictions to scheduling times in specified Outlets on Monday mornings..

5.1.3 Input via Updates.

Updates refer to items on the database which updated during the rollout process. This information is provided through the Users interfaces. Examples are;

- **Comms details** - These are a series of fields which provide details of the communication link (ISDN or PSTN) and ISDN addresses or PSTN information.
- **Additional PO details -** These are a series of fields which provide details relating to the Post Office which are gathered during the implementation processes. These include Post Master name, Fax & Counter telephone numbers, Multiple names and addresses, Horizon Release number, Outlet category type.
- **Overshipper information** - Fields for providing details of the Overshippers, serial numbers and their contents.
- **Update to events** - These are fields which are updated during the rollout programme that are used to monitor the progress.

5.1.3.1 Updating events on the rollout database.

This mechanism is key to the management of the rollout programme. Key activities are defined as events using the rules of the database. The timing of the events is derived from the implementation schedule (see section 6) for which **Planned Date and Time** are derived. As activities are completed inputs to the database populate the **Actual Date and Time**. Associated with the event is a **Date Range** by which the

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event must be completed by. Should the activity not be completed within the specified date range of the Planned date then an alarm is raised for which action must be taken.

5.1.4 Input via the Administrator

Administration of the database includes User set up and their rights, Archive facilities, Version control.

5.1.5 Amending data on the Rollout database.

The Rollout Database provides ICL Pathway, Suppliers and PDA with the ability to monitor and perform the Horizon implementation activities. As such Users may read the data through a number of predefined interfaces. Data, however, can only be amended on the database through one of the following interfaces.

- Through use of a predefined interface. This interface only allows fields on the database to be amended once verification has taken place.
- Through a Change Control process. this process is internal to the implementation rollout. The Change Control mechanism allows Users of the database to request changes through an accountable mechanism. This is detailed further in section 6.
- Through the Pathway Administrator. This is a special user who has write permissions through a controlled interface to amend fields on the database. It is this user who will apply Change Controlled amendments to the database.
- Through the Database Administrator. This user has the ability to amend, maintain and repair the database through special database administration tools.

5.2 Outputs from the Rollout database

Outputs from the database are as follows;

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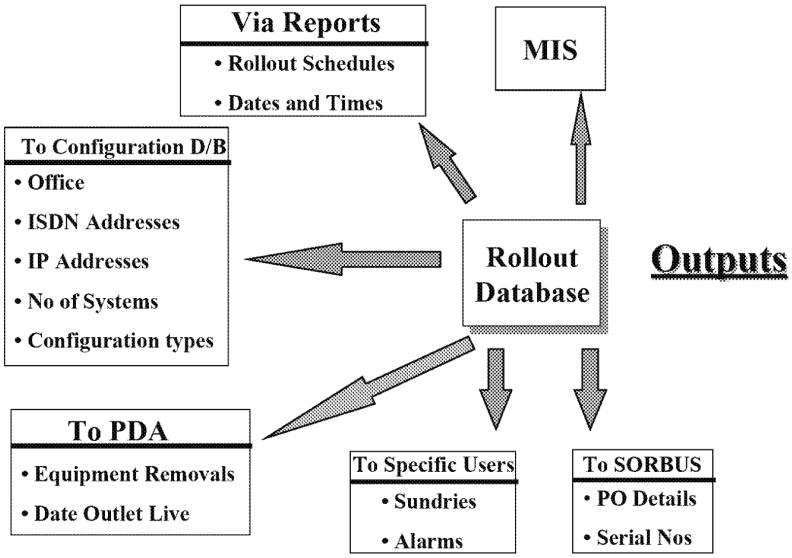

5.2.1 Output to the Configuration Database.

There is a feed from the Rollout Database to the Configuration database. This information is used in the generation of the Horizon Counter infrastructure. The information is generated at specific times and is electronically transferred to the Configuration database.

5.2.2 Output to the Management Interface System.

There is one feed from the rollout database which feeds information through to the Central Data Warehouse. The interface requirements are documented in Ref. [8].

5.2.3 Output as Reports

There are a number of reports which are generated from the Rollout Database to either a storage device or to an attached printer. These are the rollout schedules, Date and time lists relating to activities on the database and specific User generated reports.

5.2.4 Outputs to specific Users

The database produces, under certain pre-defined conditions, events which are directed to specific Users for action, Examples are shown below

- Alarms are raised when key events have been met. Examples are Installation complete which is directed at the Pathway Implementation Team or Outlet Live which is directed at the Pathway Implementation Team.

  Alerts are used to highlight potential problems occurring during the rollout activities such as key events which have not been met.

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- Sundries are those Outlets which cannot meet the scheduled implementation time scales. This could be for a number of reasons and is covered in section 6.

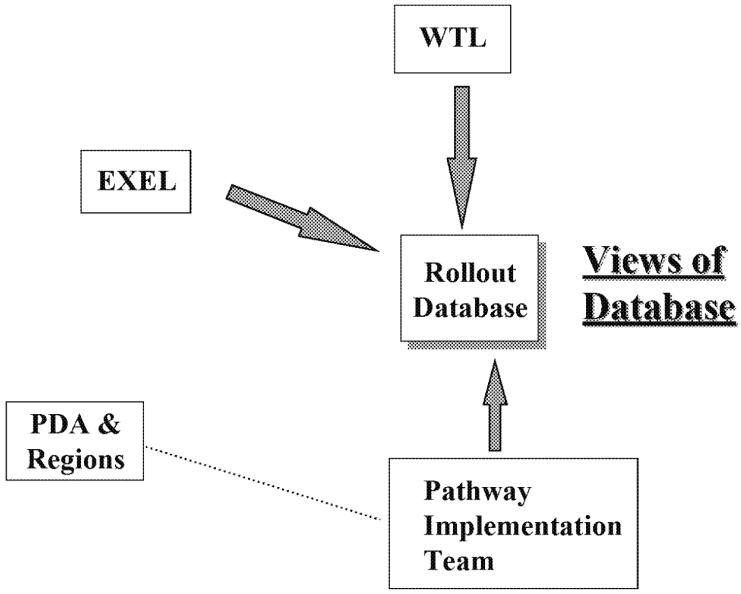
5.2.5 Outputs to PDA.

PDA require additional information relating to the rollout programme. This information can be generated as reports, electronic transfer or created as a file.

- Equipment removals relates to information on equipment under the control of POCL which has been released as part of the Horizon implementation programme. This enables an inventory to be created of these assets.
- The date equipment is Live is also provided as an output to POCL.

5.3 Views on the database

Views on the database are as follows;



The Views on the rollout database relate to the Users (i.e. Organisations and Teams) who can view items on the database. Each of the units have physical terminals through which information relating to their components of the database is presented.

The PDA and Post Office Regions are fed information via the Pathway Implementation Team

Each user is controlled through an administration tool which governs the access on the database. Users are restricted to update access on fields determined by use of the administration tool.

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5.4 Outlet Identifiers.

In order that each Outlet can be tracked during the rollout a unique identifier in the rollout database is established. The identifier is derived from information relating to its location, as identified below.

- The database reference for each Outlet is a unique key. The key is an allocated number in the range 1-40,000 which is associated with individual offices. This reference is an internal identifier which is only within the database.
- An additional key is also associated with each Outlet based on the FAD code (the Post Office identifier for Outlets). The rollout project will refer to this code as the Post Office Code.

5.4.1 Post Office Code format.

The Post Office Code is used during the implementation programme is a unique reference which relates to the Post Office Identifier and Outlet Type. The format used is:

123456AAA,

where

123456	Unique Post Office FAD code	Provided on initial population of the database.
AAA	Numeric identifier relating to the Outlet type and its relationship to other Outlets **This field is currently reserved for future use**.	• 001 is default for all Outlets.

A further 2 digits are used with the Post Office Code to identify the counter position (see section 3) within the Outlet. This is the Node-id using the format:

123456AAA**BB**

BB	Node id. A code relating to the Position of Horizon equipment in the Outlet.	• 01 for gateway • xx relating to counter position

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The format of the code and its use is explained in the following example

Example - Outlet with FAD Code 123456 and 4 counter positions

The Pathway Post Office Code format for this Outlet is

123456001.

This is the Outlet identifier used in the rollout process. The identifier is translated to a bar code and is installed during the Implementation process. It is this code which is scanned by Exel during the Asset information gathering phase.

12345600101 - 12345600104

These codes are used during the Implementation process. The identifiers are translated into bar code format and are installed on the Base Unit at each Counter position. It is this code which is used during the Configuration stage of the Implementation process. For each Outlet sufficient codes are produced to allow for 24 nodes in the Outlet.

Details of the production of Bar Codes and their distribution is documented in the Bar Code strategy (Ref. [9]).

5.5 Physical connections.

The Rollout database is located at ICL Pathway site at Feltham. Each User outlet is connected to the database using an ISDN connection from a PC located within their own environment.

Two interfaces exist; online access and batch updates.

Online access provides Users of the rollout database with the ability to view events on the database.

Batch updates provides the interface for data flow between those databases specific to Suppliers used to control their own operation during the rollout programme and the rollout database and is summarised in the diagram below;

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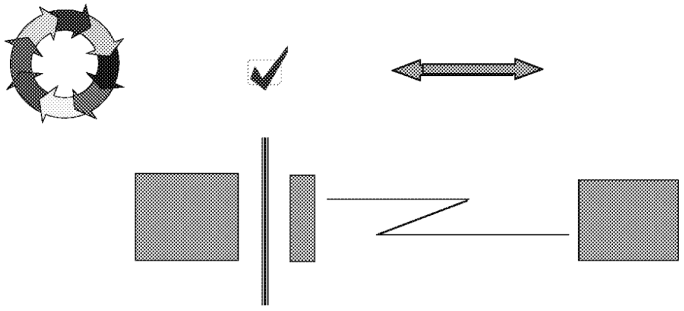

Interface

Through which data is verfied and data transfer takes place

Supplier database

Through which internal proccesses are controlled

Rollout database

Through which HORIZON process are controlled

The physical connections using the Pathway Communication infrastructure is documented in a network design. The design provides details of the following;

- Details of the hardware used for the build of the rollout database.
- Details of the disk layout and additional equipment peripherals used in the construction of the rollout database.
- Details of the remote system requirements (i.e. PCs used by each supplier) and the software used to build the systems
- Details of the communications links that are used to interconnect the rollout database peripherals, remote access systems and system interfaces. This also includes details of the physical network connections, addresses and locations.

5.5.1 Operating the rollout database.

Users of the rollout database transfer information relating to implementation activities to the system. This section provides an overview of information each User is required to supply from the database and is summarised in table below.

User	Information from the database	Information to the database
D2D	• Numbers of Overshipper types on daily basis.	• Supplied Overshipper type associated with the Post Office it was supplied to. • Supplied Overshipper serial numbers • Serial numbers of equipment associate with each

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		Overshipper
Peritas	• Post Office details • System generated user awareness event planned dates. • System generated user training event planned • System generated Manager awareness event planned dates • Special categories such as Post Office Auditors who are not associated with specific Post Office Outlets.	• Awareness event completion dates associated with each Outlet • Training event completion dates associated with each Outlet. • Confirmed Post Office details
WTL	• Post Office details • System generated site survey & preparation planned dates for each Outlet	• Site survey completed details • Outlet classification details • Site Preparation completed details.
Energis	• Post Office details • System generated site survey & preparation planned dates for each Outlet • System generated network test planned dates	• Site survey completed details • Site Preparation completed details • Network tested completed details.
ICL SORBUS/ Exel	• Post Office details • System generated installed dates	• System installation completed details.

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6 Overview of the Implementation process.

The implementation of the Horizon Counter infrastructure is controlled by the Pathway Implementation Team. This section provides an overview of how the implementation programme is managed and covers the following topics.

- Structure of the Pathway Implementation Team
- Overview of the implementation process
- Management of "Drop Offs"

6.1 Structure of the Pathway Implementation Team.

The Pathway Implementation Team has been constructed to cover all aspects of the Horizon Counter infrastructure rollout activities. This structure is defined together with the Roles and Responsibilities in the "Rollout Stage Management Plan" (Ref. [1]).

6.2 Overview of the implementation process

There are over 19,000 Outlets to be visited as part of the rollout of the Horizon platform. To control an implementation programme of this size requires that the Outlets are grouped together and implemented in controlled stages.

To facilitate this, Outlets are grouped in to four Pathway Implementation Programme Regions. Within the IP Regions the Outlets are grouped in to Implementation Units associated with the Benefit Agency Districts. So for the rollout programme, Outlets are managed in Implementation Unit stages.

The delivery of a Horizon Counter system to an Outlet involves the inter-working of a number of Organisations and teams under the control of the Pathway Implementation Team. Each are responsible for a specific set of activities which collectively result in the successfully implementation of the counter system.

Organisations involved are;

- D2D - who are responsible for the testing and packaging of the Horizon Counter equipment.
- Peritas - who are responsible for the delivery of training and awareness events.
- Workplace Technologies Ltd - who are responsible for providing the infrastructure within the Outlet to support the Horizon Counter equipment.
- Energis - who are responsible for providing the communication infrastructure.
- ICL SORBUS / EXEL - who are responsible for installation of the equipment within an Outlet.

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- Verification Centre - who are responsible for the management of software and hardware baselines and the production of D2D build scripts.
- ICL Pathway who are responsible for management of the implementation programme and the interface with PDA and POCL.
- PDA and POCL, who are responsible for managing the interface between ICL Pathway and the implementation of the Horizon infrastructure for the Post Office.

6.2.1 Preparation for release 1b

This section describes the implementation process and timescales for national rollout. The programme is controlled through the rollout database. Development of the interfaces for the database mean that for the first 190 outlets in release 1b, the programme will operate without the rollout database. The implementation programme will therefore for this release be controlled through the use of spreadsheets and manual reporting schemes replacing their corresponding sections that are available through the rollout database.

To test the processes operate correctly some parallel operation of the rollout database will occur with the manual processes.

Additionally the timescales mentioned in this section refer to the target operational timescales for national rollout. These timescales are reduced for release 1b to ensure that the programme runs to a target live schedule agreed between PDA and ICL Pathway.

6.2.2 Implementation Programme

The implementation programme comprises four main groups of activities.

The **Preparation activities** are those necessary to prepare outlets ready for the Horizon Counter equipment.

The **Implementation activities** are those relating to the physical installation of the equipment.

The **Post Implementation activities** are those relating to the migration and acceptance of the Horizon platform.

The **Movement to Steady State Support** are those activities which result in the movement of the Horizon platform into Steady State Support

This is summarised for an Outlet in the diagram below.

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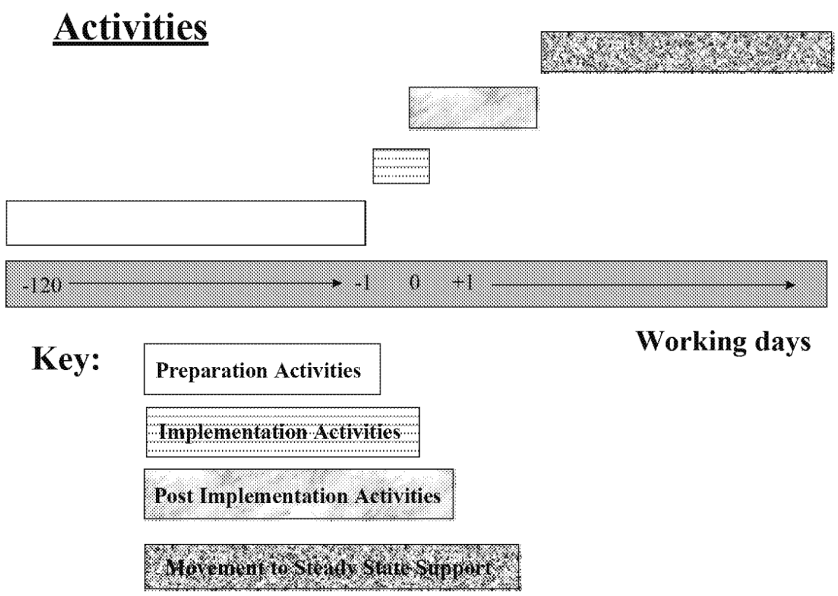

To successful manage the implementation activities in an Implementation Unit requires that the number of Outlets and the time scales in which the activities take place are monitored. For the Implementation of the Horizon platform the workable Implementation Unit comprises 75 Outlets and operating over a maximum of 5 working days. This has been calculated as follows;

Average number of Outlets implemented each week	=	300
Number of IP's	=	4
Number of outlets per working week per IP	=	**75**

To prepare the environment and the User in readiness for the delivery of the Horizon environment activities are planned relative to installation date, day 0. These activities may take place either on a specific working day relative to the installation day or within a specific working week relative to the implementation week.

Activities associated with a specific Outlet are tracked through the rollout database (see section 5). Information is passed to and from the rollout database during the implementation life cycle. The tracking of the activities occurs through the generation of schedules reports and alarms which are targeted at specific users.

To ensure that all the necessary activities take place in the right sequence, a schedule of events is used. The schedule shows key activities for an Implementation Unit and the individual Outlets in the Implementation Unit.

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The critical activities for the preparation, implementation and post implementation activities are summarised in the following sections. For each activity the following is provided.

- Description of the **activity.**
- The timescales relative to the implementation date (day 0) when the activity takes place. This may be a date applicable to the Implementation Unit or one applicable to a specific Outlet. This is determined using the following key;

  - x days - indicates that the activity occurs at x days relative to the Implementation day 0.

  - x week - indicates that the activity occurs at x week relative to the Implementation week 0, which occurs in week 0. Implementation weeks are determined from the following table;

Day	Week	Day	Week
1 - 5	1	61 - 65	13
6 - 10	2	66 - 70	14
11 - 15	3	71 -75	15
16 - 20	4	76 - 80	16
21 - 25	5	81 - 85	17
26 - 30	6	86 - 90	18
31 - 35	7	91 - 95	19
36 - 40	8	96 - 100	20
41 - 45	9	101 - 105	21
46 - 50	10	106 - 110	22
51 - 55	11	111 - 115	23
56 - 60	12	116 - 120	24

- An indicator of (IU) means that the activity described relates to all the outlets in the Implementation Unit

  An indicator of (O) means that the activity described relates to a specific Outlet in the Implementation Unit

- The organisation who is responsible for carrying out the activity.

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- The **Inputs** to the activity. These are the feeds that the activity needs in order that the task can be carried out.
- The **Outputs** from the activity. These are the outputs from the activity which are used further in the programme.
- The **Contact with Post Master** column indicates where there is communication with the Post Office Outlets.

Where information is collected relative to the Outlet and supplied to the rollout database this is shown through the following interface. The interface shows the fields that are populated in the data base during the rollout.

Address		Existing equipment	
FAD Code		Site Contact	
Telephone Number		Post Master	
Fax Number		Office Manager	
Counter Telephone		Category	
BA District		Parking Category	
No of Counters		Comms. Link Type	
Back Office System		CLI/PSTN details	
Printer		Multiple Name	
Opening Hours		Multiple Address	
Release Number		Number of Staff	
Survey D&T		Asset data	
Training Date		Installation flag	
ISDN D&T		Site Preparation D&T	
Lottery LSN		Main	
Installation D&T		Last Minimum Training Date Compliance	

where;

Key	Description
Address	Post Office supplied address of the Outlet including the Post Code
FAD Code	A unique 6 character key referencing the post Office.
General Telephone Number	The Post Office supplied telephone number for the Outlet
Fax Number	The FAX number at the Outlet if one exists
Counter Telephone	The Counter telephone if this is different to the General Telephone number.
BA District	The Benefit Agency District to which this Outlet belongs.
No of Counters	The number of Counters in this Outlet.
Back Office System	Whether a Back Office System is required at the Outlet.
Printer	What type of printer is required (Laser or Inkjet)
Opening Hours	The opening hours of the Outlet.
Release Number	What is the target Horizon release for the Outlet.
Survey D&T	The date and time when survey takes place
Training Date	
ISDN D&T	The date and time when the ISDN installation takes place.
Installation D&T	The date and time when the Horizon equipment is installed
Existing equipment	What equipment exists in the Outlet
Site Contact	
Post Master	
Office Manager	
Category	Office type determined at Site Survey A, B or C
Parking Category	Determines the parking situation
Comms. Link Type	Whether ISDN or PSTN
CLI/PSTN details	Address details

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Multiple Name	Name of the Multiple an Outlet is part of if applicable
Multiple Address	Address of the Multiple an Outlet is part of if applicable
Number of Staff	The total number of staff including the Office Manager
Asset data	Field relating to information relating to the equipment in the Office after installation.
Lottery LSN	Set when the outlet is supporting a National Lottery Node
MAIN	Set to indicate that the outlet is classified as MAIN office and is completed within the first stages of the implementation programme.
Installation flag	Set when the installation is complete
Site Preparation D&T	The date and time when Site Preparation activities take place
Last Minimum Training Date Compliance	A date which is determined from the number of staff in the Outlet who must be trained before any installation can take place and the date by which this is achieved.

Fields are updated as shown below;

Training Date	**P**	The left justified mark indicates the entry is provisional

Training Date	**C**	The right justified mark indicates the entry is confirmed

6.2.3 Preparation activities

This section summarises the preparation activities and their interaction with the rollout database. The rollout database is initially populated with the following information relating to the Post Office Outlets. For each Outlet the following is available.

Address	**C**	Existing equipment	**C**
FAD Code	**C**	Site Contact	
Telephone Number		Post Master	
Fax Number		Office Manager	
Counter Telephone		Category	
BA District	**C**	Parking Category	
No of Counters	**P**	Comms. Link Type	
Back Office System	**C**	CLI/PSTN details	
Printer	**C**	Multiple Name	**C**
Opening Hours	**P**	Multiple Address	**C**
Release Number	**C**	Number of Staff	
Survey D&T		Asset data	
Training Date		Installation flag	
ISDN D&T		Site Preparation D&T	
Lottery LSN	**P**	Main	**C**
Installation D&T	**P**	Last Minimum Training Date Compliance	

Activity :	**@ -120 days (IU)**
List of Outlets grouped as an Implementation Unit are passed to Exel, WTL for planned installation dates to be applied. The same schedule is passed to Peritas who use the initial schedule for planning of User Awareness Events.	Pathway

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Inputs	Outputs	To
• List obtained from populated rollout database.	• List of Post Office Outlet details • Number of Counters to be installed.	

Exel together with WTL apply dates and times for each Outlet as to when the planned Site Survey, Preparation and Installation date occurs using the guidelines detailed in section 6.3.

Activity :	**@ - 114 days (IU)**
Planned installation dates for each Outlet are applied to the database. From this the complete planned dates relative to the installation date are applied for each Outlet.	Exel
Inputs	**Outputs**	**Contact with Post Master**
• List of Post Office Outlets grouped in a stage relating to an Implementation Unit	• Planned date and times for each Site Survey Preparation, and Installation	

The following information has now been determined for each Outlet in the Implementation Unit.

Address	C	Existing equipment	C
FAD Code	C	Site Contact	
Telephone Number	C	Post Master	
Fax Number		Office Manager	
Counter Telephone		Category	
BA District	C	Parking Category	
No of Counters	P	Comms. Link Type	
Back Office System	C	CLI/PSTN details	
Printer	C	Multiple Name	C
Opening Hours	P	Multiple Address	C
Release Number	C	Number of Staff	
Survey D&T	P	Asset data	
Training Date	P	Installation flag	
ISDN D&T	P	Site Preparation D&T	P
Lottery LSN	P	Main	C
Installation D&T	P	Last Minimum Training Date Compliance	

The rollout database generates all the other dates relative to the installation day and the dates are agreed with all suppliers and at this point Baseline 1 (STATUS PLANNED) for the schedule is declared.

The rollout database generates all the other dates relative to the installation day

Activity :	**@ - 110 days (IU)**

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The Installation date i.e. Baseline 1 is established. The planned dates are available for the Installation.	Pathway

At this stage Outlets in an Implementation Unit are not aware of any of the dates.

User awareness events are scheduled for Outlets in an Implementation Unit and Users are invited to attend.

Activity :	**@ - 87 days (IU)**
Issue a written invitation for the User awareness events to those Outlets involved in this phase of the implementation. The invitation also contains an acceptance slip.	Peritas

Inputs	**Outputs**	**Contact with Post Master**
• Planned dates as generated from the rollout database	• Written invitations are sent to all Outlets for this stage.	The written invitation also provides details to the Outlet of the range of dates during which implementation takes place

The response to the User awareness event provides additional details to the rollout database. For some fields the entries are confirmed.

Address	C	Existing equipment	C
FAD Code	C	Site Contact	
Telephone Number	C	Post Master	
Fax Number	C	Office Manager	C
Counter Telephone	C	Category	
BA District	C	Parking Category	
No of Counters	P	Comms. Link Type	
Back Office System	C	CLI/PSTN details	
Printer	C	Multiple Name	C
Opening Hours	P	Multiple Address	**Derived from database**
Release Number	C	Number of Staff	P
Survey D&T	P	Asset data	
Training Date	P	Installation flag	
ISDN D&T	P	Site Preparation D&T	P
Lottery LSN	P	Main	C
Installation D&T	P	Last Minimum Training Date Compliance	

Activity :	**@ -72 days**
Any Outlets which have not responded to the invitation are contacted by telephone.	Peritas

Inputs	**Outputs**	**Contact with Post Master**

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• Planned dates as generated from the rollout database • Acceptance letters from Post Office Outlets	• A list of Outlets who have not responded.	Telephone call to those Outlets who have not responded to the invitation, offering the event.

Activity : Joining instructions are sent to those Outlets who are attending the User Awareness events. The training venues booked are associated with the Outlets.		**@ -70 days** Peritas
Inputs	**Outputs**	**Contact with Post Master**
• Planned dates as generated from the rollout database. • List of Outlets that have accepted.	• Information pack sent to the Outlets showing details of the training venues and the training programme. • Post Office details on the database are verified.	Information pack sent to the Outlet.

Activity : Number of Post Office Outlets and hence the number of network connections are available for initial orders to be placed for the communications circuits.		**@ - 65 days (O)** Energis
Inputs	**Outputs**	**Contact with Post Master**
• Rollout database details for Post Office Outlet.	• Confirmation of the circuit type is available • Initial orders for circuit is placed.	

Confirmation of the communication link and details are available at this point. This information is populated into the database by Energis

Address	C	Existing equipment	
FAD Code	C	Site Contact	
Telephone Number	C	Post Master	
Fax Number	C	Office Manager	C
Counter Telephone	C	Category	
BA District	C	Parking Category	
No of Counters	P	Comms. Link Type	C
Back Office System	C	CLI/PSTN details	C
Printer	C	Multiple Name	C
Opening Hours	P	Multiple Address	**Derived from database**
Release Number	C	Number of Staff	P
Survey D&T	P	Asset data	
Training Date	P	Installation flag	
ISDN D&T	P	Site Preparation D&T	P
Lottery LSN	P	Main	C

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Installation D&T	P	Last Minimum Training Date Compliance	

Activity :	**@ - 63 days**
Telephone contact is made with Post Office Outlets to confirm the attendance to the User awareness events.	Peritas

Inputs	Outputs	Contact with Post Master
• Planned dates as generated from the rollout database • List of confirmed Outlets for the User awareness events.	• Contact established with Office Manager	Telephone contact is made with Outlets regarding the User awareness events.

Activity :	**@ -57 days (IU)**
User awareness events completed for Outlets in the Implementation Unit	Peritas

Inputs	Outputs	Contact with Post Master
• Planned dates from the rollout database	• Post Office Users attend events	User awareness event occurs for groups of Outlets at central locations

At this point Post Office Users may or may not have attended a User Awareness event. This information is determined from the rollout database for a particular Outlet. Those outlets which sent representatives to the event are confirmed by Peritas via the rollout database.

WTL use this information to determine the telephone conversation that takes place with the Office Manager. (See section ?).

During the telephone conversation, the Post Master is asked to agree the target dates for the Site Survey, Site Preparation and Installation events.

Where the target dates for the Site Survey and/or Site Preparation events cannot be achieved, WTL will follow the rules in section 6.2.9 to determine how alternative dates are established.

Activity :	**@ -Week 11 (IU)**
Telephone contact is made with post Office Outlets to arrange for the Site Survey, Preparation and Installation to take place. Confirmation of dates and times results in a letter together with a training questionnaire being sent to the Office Manager	WTL

Inputs	Outputs	Contact with Post

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		Master
• Planned dates from the rollout database • Confirmed Post Office Outlet details	• Site survey date and time is arranged • Site preparation date and times confirmed • Installation date and times are confirmed.	Telephone call to Post Office Outlets to confirm details held on the database and to arrange the site survey. Letter sent to Outlet confirming dates together with training questionnaire

Information obtained from the call with the Office Manager provides further update and conformation of the rollout database parameters for the Outlet.

Address	C	Existing equipment	C
FAD Code	C	Site Contact	
Telephone Number	C	Post Master	
Fax Number	C	Office Manager	C
-Counter Telephone	C	Category	
BA District	C	Parking Category	P
No of Counters	P	Comms. Link Type	C
Back Office System	C	CLI/PSTN details	C
Printer	C	Multiple Name	C
Opening Hours	P	Multiple Address	**Derived from database**
Release Number	C	Number of Staff	P
Survey D&T	C	Asset data	
Training Date	P	Installation flag	
ISDN D&T	P	Site Preparation D&T	C
Lottery LSN	P	Main	C
Installation D&T	C	Last Minimum Training Date Compliance	

When contact has been made with the last Outlet in the Implementation Unit and the planned dates determined then a further Baseline (STATUS BASELINED) is created for the Implementation Unit.

From this point no date changes are allowed except through the full Change Control procedures established for the implementation process.

Activity :	**@ - week 10 (IU)**
The Installation date is established. No further date changes are allowed for the Outlet from this point.	Pathway

Activity :	**@ -54 days (IU)**
Bar Codes are prepared which attach to the Base Unit's and the communications port. These are used during the auto-configuration phase. Bar codes are dispatched at -50 days to the two suppliers.	D2D

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Inputs	Outputs	Contact with Post Master
• Planned dates from the rollout database • Confirmed Post Office Outlet details	• Bar code sheets dispatched to WTL project office and Exel.	

Activity :	@- week 9 (IU)
WTL representative attend the Post Office Outlets in the Implementation Unit to carry out the site survey which determines where and how the counter environment is installed.	WTL

Inputs	Outputs	Contact with Post Master
• Planned dates from the rollout database. • Post Office Outlet details • Number of counter positions	• Full survey of the Outlet. • Planned equipment layout. • Network communications point identified.	Outlet visited for the first time. Scripted questions and answers available for the offices.

The Site Survey Process provides additional fields to the rollout database

Address	C	Existing equipment	C
FAD Code	C	Site Contact	C
Telephone Number	C	Post Master	C
Fax Number	C	Office Manager	C
-Counter Telephone	C	Category	C
BA District	C	Parking Category	C
No of Counters	C	Comms. Link Type	C
Back Office System	C	CLI/PSTN details	C
Printer	C	Multiple Name	C
Opening Hours	C	Multiple Address	**Derived from database**
Release Number	C	Number of Staff	P
Survey D&T	C	Asset data	
Training Date	P	Installation flag	
ISDN D&T	C	Site Preparation D&T	C
Lottery LSN	P	Main	C
Installation D&T	C	Last Minimum Training Date Compliance	

Activity :	@ -30 days (IU)
The site survey details collects the Peritas Training forms.	WTL

Inputs	Outputs	Contact with Post Master
• Planned dates from the rollout database. • Completed site survey forms	• Documented details of each Post Office Outlet • Confirmed number of	

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	positions and equipment available. • Trainee details for Outlet available to Peritas	

Activity :	**@-26 days (O)**
The invitations to the User training events together with the Course Joining instructions are sent to the Post Office Outlets. The invitation also has a response form.	Peritas

Inputs	**Outputs**	**Contact with Post Master**
• Planned dates from the rollout database • Post Office details • Training venues	• Letter sent to Outlets providing details of training venues and dates	Letter sent to the Outlet.

The invitation to the User training event populates the database with confirmation of specific training dates and details of the number of staff. From this the last minimum training date compliance is derived. This is an indication, based on the number of Staff, a date at which the minimum number of staff in the Outlet must have been trained.

Where an Outlet has been identified as being associated with a Multiple, the Multiple name is supplied to the rollout database. The Multiple name is associated by the rollout database with the corresponding Multiple address.

Address	C	Existing equipment	C
FAD Code	C	Site Contact	C
Telephone Number	C	Post Master	C
Fax Number	C	Office Manager	C
-Counter Telephone	C	Category	C
BA District	C	Parking Category	C
No of Counters	C	Comms. Link Type	C
Back Office System	C	CLI/PSTN details	C
Printer	C	Multiple Name	C
Opening Hours	C	Multiple Address	**Derived from database**
Release Number	C	Number of Staff	C
Survey D&T	C	Asset data	
Training Date	C	Installation flag	
ISDN D&T	C	Site Preparation D&T	C
Lottery LSN	P	Main	C
Installation D&T	C	Last Minimum Training Date Compliance	C

Activity :	**@ - week 4 (IU)**
The Outlet environment is prepared for the installation of the counter equipment. This activity is the Site Preparation	WTL & Energis

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Inputs	Outputs	Contact with Post Master
• Planned dates from the rollout database • Post Office details • Number of counters at each Outlet	• Site prepared ready for equipment installation.	Visit to the Outlet to prepare the site. Data cabling, new power and communications link are installed.

Insert section regarding Auto Configuration when the details are known.

For release 1b configurations will be manually built. Details of these activities are shown in section 12.

Activity :	**@ - 12 days (O)**
Joining instructions for the User Training events are dispatched to the Outlets.	Peritas

Inputs	Outputs	Contact with Post Master
• Planned dates from the rollout database • Post Office Outlet details • Staff Details	• Joining instructions for each member of staff	The Office manager and staff joining instructions are dispatched to the Office manager

Activity :	**@ - 8 days (O)**
Telephone calls are made to the Outlets to remind the Users of the forth coming training events. The day is 3 days prior to the first training event in an Office	Peritas

Inputs	Outputs	Contact with Post Master
Planned dates from the rollout database Post Office Outlet details	Users reminded of forth coming training events	Telephone call to the Outlet manager

Activity :	**@-5 days (O)**
The Overshipper requirement for the an Outlet is call off from D2D	Exel

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by Exel		
Inputs	**Outputs**	**Contact with Post Master**
• Planned dates as generated from the rollout database • Post Office Outlet details	• Overshippers prepared for collection	

Activity : The Office Manager User training event take place		**@-4 days (O)** Peritas
Inputs	**Outputs**	**Contact with Post Master**
• Planned dates as generated from the rollout database • Post Office Outlet details • Training venues	• User trained in the use of the counter platform	Office manager attends training event

Activity : The Minimum number of staff[3] required to have completed training in order that the Outlet can have the equipment installed is completed. The minimum number of staff required to complete the training is determined from the number of staff at the Outlet[4]		**@-1 days (O)** Peritas
Inputs	**Outputs**	**Contact with Post Master**
• Planned dates as generated from the rollout database • Post Office Outlet details • Training venues	• User trained in the use of the counter platform	Office staff attends training event

Activity : The equipment for the counter positions is collected from the D2D storage site. Equipment is collected for local sites		**@ -2 to -1 days** SORBUS / Exel
Inputs	**Outputs**	**Contact with Post Master**
• Post Office Outlet details	• Equipment collected	

[3] To be defined by POCL

[4] Details on how this figure is determined required from PDA

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• Number of counter positions		

Activity : The Network Communications link is re tested to ensure all is fully operational[5]		**@ - 2 days** Energis
Inputs	**Outputs**	**Contact with Post Master**
• Post Office Outlet details • Planned dates from the rollout database	• Network communications link tested	

6.2.4 Installation activities

This section summarises the installation activities.

Activity : The Horizon counter equipment is delivered and installed.		**@ 0 days** Exel
Inputs	**Outputs**	**Contact with Post Master**
• Post Office Outlet details • Planned dates from the rollout database • Number of counter positions	• Outlet installed with Horizon counter equipment	Visit is made to the Outlet site to install the Horizon platform.

Confirmation that the installation has been completed is populated to the database together with Asset data relating to the Outlet.

Address	C	Existing equipment	C
FAD Code	C	Site Contact	C
Telephone Number	C	Post Master	C
Fax Number	C	Office Manager	C
-Counter Telephone	C	Category	C
BA District	C	Parking Category	C
No of Counters	C	Comms. Link Type	C
Back Office System	C	CLI/PSTN details	C
Printer	C	Multiple Name	C
Opening Hours	C	Multiple Address	**Derived from database**
Release Number	C	Number of Staff	C
Survey D&T	C	Asset data	C
Training Date	C	Installation flag	C
ISDN D&T	C	Site Preparation D&T	C

[5] The mechanism of how this is carried out is to be confirmed.

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Lottery LSN	P	Main	C
Installation D&T	C	Last Minimum Training Date Compliance	C

6.2.5 Post Implementation activities

The following activities relate to Post Horizon implementation.

Completion of the above activity triggers the migration activity below.

Activity :		**@ 0 days**
Data migration activities are carried out within the Outlet (Ref. [10])		
Inputs	**Outputs**	**Contact with Post Master**
•	•	

At this point the Post Office Outlet is operating on Horizon platform.

6.2.6 Hand Over to Steady State activities

The following activities relate to the hand over of the Horizon environment to Steady State. No dates are shown for these activities as they may occur at different days depending on the type of Outlet.

Steady State is the terminology used to describe the support state after the Horizon platform has been implemented and data migrated to the system.

Activity :		**+2 days (O)**
Asset details extracted on installation are passed by Exel to D2D. The translation from Overshipper units to equipment serial numbers is confirmed and passed to the rollout database.		D2D
Inputs	**Outputs**	**Contact with Post Master**
• Post Office Outlet details • Horizon asset information	• Asset serial numbers	

Activity :		**+3 days (O)**
Extract from Rollout database transferred to Steady State.		Pathway
Inputs	**Outputs**	**Contact with Post**

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		Master
• Post Office Outlet details • Horizon asset information	• Required level of training reached for Users in an Outlet	

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6.2.7 Initial population of the rollout database.

For the rollout activities to be managed as Implementation Units, the rollout database has to be initially populated with details of all the planned Outlets. This is a one off initialisation activity which is carried out at the beginning of the programme.

Post Office details which include the addresses, telephone numbers and the number of counter positions is provided to Pathway by Post Office representatives. This is applied to the rollout database from which an initial High Level Design rollout schedule is produced. This schedule is used by all parties involved in the implementation action as a planning tool.

6.2.8 Implementation Unit Schedules

The rollout of the Horizon Counter system is scheduled by grouping Outlets in to Implementation Units. As each stage starts, schedules are extracted from the database, for each IP region. These extracts are derived from the HLD rollout scheduled dates.

These stages allow the practical management of the rollout programme.

- Version 0.1 is sent to all suppliers to review. Comments are co-ordinated by Pathway for inclusion on the schedule. This version of the schedule is the first Baseline 1.0, STATUS PLANNED and is produced at -110 days relative to the first outlet implementation.
- Version 1.0 is used to control the rollout programme for the particular Implementation Unit. The schedule of activities allows for some dates to be negotiated with Outlets as to the most convenient time, providing the activities occur within certain windows. Dates are set and confirmed during the telephone call to arrange the Site Survey process at week -13. At this point the schedule is baselined again as version 2.0, STATUS BASELINED and is produced during - week 10 relative to the first outlet implementation.

6.2.9 Management of Change

During the implementation programme, changes will occur to planned activities. Changes are controlled through the rollout change management system, which is based on the standard ICL Pathway / POCL change management system. As changes to dates in schedules, impact initially teams involved in the rollout program, the circulation lists are limited to PDA, RLM's, ICL Pathway Implementation Team and suppliers. The change management process also involves the establishment of a Change Review Board for the implementation process.

6.2.10 Scheduling Priority of Outlets.

The rollout processes encounters many categories of Outlet types during the implementation of the Horizon counter infrastructure. There are a number of inter-relationships between these categories which dictates the order in which Outlet types are implemented within an Implementation Unit. Activities in Outlets are scheduled to

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meet the optimum time for the Outlet. For example activities in the Outlet need to be avoided on the busiest days such as Thursday mornings.

The rules detailed in this section of the document have been developed with Post Office representatives as the optimum day and time for different types of Outlets.

Outlets are categorised from POCL by Account type. The following table provides details of these Account types.

- Account type - The Post Office Account Type of an Outlet.
- Abbrev - The Abbreviation of the Account Type

Account Type	Abbrev
Cash Remittance Units	CRU
Modified Scale Payment Office	MSPO
Branch Office	BO
Community Cash Account Office	COMMCA
Company Franchise Post Office	CFPO
Court Post Office - Royal Residences (not generally open to the public)	COURT PO
Independent Franchise Post Office	IFPO
Restricted Hours Cash Account Office	RESHRCA
Restricted Hours Non Cash Account Office	RESHRNCA
Scale Payment Sub Office Cash Account	SPSOCA
Community Credit Stock Office	*COMMCSO*
Satellite Post Office to a SPSOCA	*SATELLITE*
Scale Payment Sub Office Credit Stock Offices	*SPSOCSO*

The following guidelines are to be used for determining when Site Survey, Site Preparation and Installation activities can take place in Outlets.

- Activities should not take place in adjacent Outlets at the same time.

  This allows Post Office customers to access services from a nearby Outlet should any disruption occur at an outlet during the implementation activities.

- Activities should avoid Monday and Thursday mornings in single busy[6] position offices.

  Outlets which are traditionally busy on these mornings.

- Activities should generally avoid Monday mornings where possible.

  Monday mornings are traditionally the busy days in most Outlets. Activities should be avoided where scheduling allows.

[6] Definition of busy to be defined by POCL.

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- Activities should always be scheduled in Outlets when open unless by agreement with the post Master. (Examples are ½ day, lunch hours, early finishing, late, weekends and holidays.)

  The POCL supplied opening times are available from the rollout database and these are to be considered when scheduling activities.

- National Lottery Local Server Node power downs must be agreed with "Branded Markets", POCL.

  Ten days notice is required for any power down of LSN's Generally this should be scheduled to occur between 2300hrs and 0500hrs. However in many instances power may be lost for less than one minute during normal trading hours. Power down requests quoting the 4 or 5 digit code on the LSN, time date and reason with at least 10 days notice are made through;

  Ken Angel

  Lottery Operations Manager

  National Lottery Team

  Branded Markets

  Post Office Counters Ltd

  1 - 16 Blackfrairs Road

  London

  SE1 9UA

  Tel 0171 922 1467

- An additional field is provided on the rollout database which indicates which Outlets are classed as MAIN's.

  These are a special category of Outlet in which Horizon is implemented within the first year of rollout program.

- Seasonal offices are to be scheduled when they are open (and not out of season).

  This information is available from the rollout database.

6.3 Outlets which fail to meet target dates

When Outlets are contacted to confirm the target Site Survey, Site Preparation and Installation dates, circumstances may be encountered which do not allow the target dates to be met. This may be for a number of reasons. The schedule of activities has been produced to allow rescheduling of some events within specific defined time scales. These are as follows;

- Site Survey activities

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- Site Preparation activities
- Site Install activities.

The times for these are arranged during the telephone call made during week 11 to the Outlets in the Implementation Unit. If contact is not made directly with the Outlet at the first attempt, three further attempts are made before escalation procedures are invoked.

For the Site Survey and Preparation activities rescheduling is allowed providing the rearranged day occurs in the same working week. Where the date cannot be rescheduled within this period, then escalation procedures are invoked.

For the Site Install activities WTL may establish during the phone call an alternative date (providing this occurs within the same working week) which is confirmed with Exel before agreement with the Post Master. Where the date cannot be rescheduled within this period, then escalation procedures are invoked.

In all cases the amended date is applied back through the rollout database.

In all situations where escalation procedures are invoked, the Outlet STATUS is changed to SUSPEND.

6.4 Management of Drop Offs

Occasionally situations arise during the implementation life cycle at Outlets which require the focus of the Implementation Team. Examples of these conditions are;

- Outlets which have a STATUS of SUSPEND for over 24 hours.
- Alarms are raised from the rollout database for Outlets where activities have failed to meet a planned date.
- An Outlet has been classified as category C (see section 4) and requires Pathway approval continuing with the work.
- An Outlet is closed, for example by Post Office Auditors.
- Site Preparation work can not be carried out without a Landlords permission which has not been obtained within the planned dates.

Each situation requires consideration based on its own merit.

To ensure these specific Outlets are managed with the correct visibility an option is available within the rollout database to move the Outlet outside of the default manageable unit of the Implementation Unit to be managed as a Sundries item.

Reports relating to the Sundries schedule can either be produced on request by nominated users of the database, or generated on a regular basis the frequency of which is determined through the administration tool. The default values for these reports is as specified in below.

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Report	User	Frequency
Sundries Schedule	Pathway Rollout Manager	Weekly
Sundries Outlet	Pathway Rollout Manager	Ad - Hoc

The objectives of the rollout programme are to keep the number of Outlets which are managed as sundries items down to a minimum. Where situations occur that require an Outlet to be managed as a sundry the escalation routes are described in section 6.5. Where the problem in the Outlet is due to problems encountered during the Site Survey or Preparation activities then the escalation route will involve transferring the Outlet to managed initially through the WTL Sundries manager who interfaces will the ICL Pathway Central management team and PDA to resolve the issue.

6.5 Interfaces and Escalation Routes.

Management of the rollout is dependant on the establishment of good communication interfaces. When problems are encountered escalation routes are required such that sufficient management focus is applied to the problem area to determine the correct resolution.

To achieve this problems encountered during the rollout are managed through the interfaces described below;

- ICL Pathway suppliers use one interface (known as the rollout help desk) to register problems. The help desk is responsible for the escalation within the ICL Pathway organisation.
- Each IP region is managed through ICL Pathway IP managers. IP Managers interface directly with Post Office Regional Liaison Managers for each IP, through verbal, schedule meetings and written correspondence. IP Managers are responsible for the day to day operations of the rollout and initial management of problems encountered during the rollout specific to their area.
- Central management team, who are responsible for initial management of schedules and for problem escalation.

Details of the escalation routes is documented in the lower level working practices produced on the acceptance of this document.

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7 Version Control of Horizon Hardware and Software

To ensure that the Horizon platform that is delivered to an Outlet is the same as that which has been tested in the Test and Integration environment, both the hardware and software is controlled.

The hardware and software release description is documented at each Release through the Counter Systems Release Baseline definition document. The document which is produced by the Verification Centre, is authorised by Pathway Software Development manager and the Test & Integration manager.

This section describes the processes involved in establishing that control.

7.1 Software Baselines.

The Horizon Counter system is delivered to Outlets installed with a baseline hard disk installed with a generic release of software. This section describes, at high level, the processes involved in the production and management of baseline disks.

The Base Unit hard disk is pre loaded before the system is packaged and shipped with a Configuration Management controlled release of software. This software is an approved version having passed the appropriate Pathway Quality Control procedures. This control is applied to all aspects of software used on the Pathway platform from the operating system through to the Horizon Counter applications.

- The collective group of software is known as a software RELEASE. The term RELEASE used in this section will refer to this group of CM controlled software.
- The RELEASE of software once applied to a Base Unit disk is then known as a BASELINE.

This BASELINE then becomes the MASTER copy and can then be used to build "copies" of this disk which are created during the packaging of new Counter Base Units.

A High Level overview of the processes used to control the generation of a BASELINE is shown in the diagram below.

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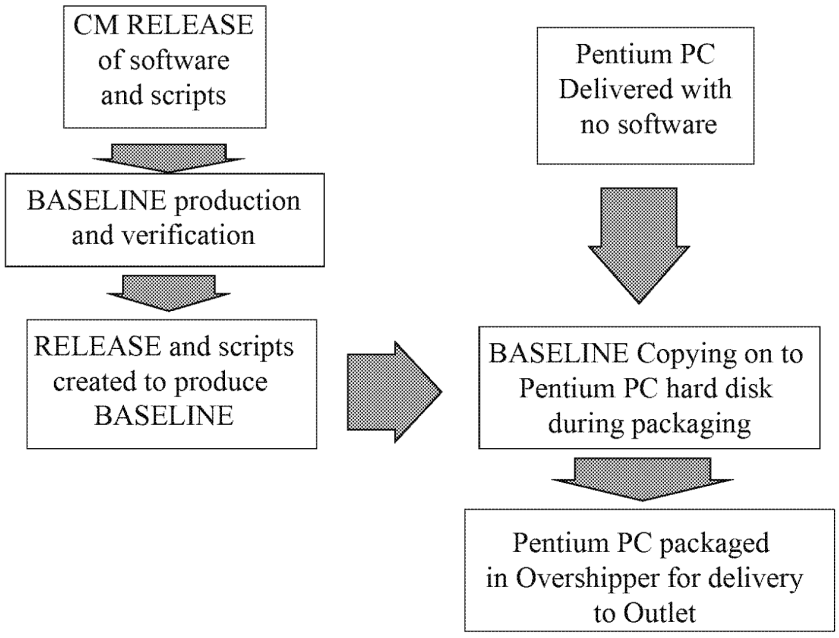

- Pathway Configuration Management control all scripts and RELEASEs of software associated with the Horizon platform.
- Only the approved scripts and RELEASEs are applied to the Horizon disks.
- The control and production of BASELINEs is carried out by the Verification Centre.
- The copying of the BASELINE on to the Base Unit disks is carried out by D2D.

7.1.1 Production of a BASELINE.

BASELINEs are produced by applying a RELEASE of software together with any specific BASELINE software to a disk which becomes the MASTER copy.

BASELINE software is that which is required on a system to allow the initial connection to the Auto Configuration server. At release 1b the Auto Configuration server will not be used and therefore there is no specific requirements to add any additional BASELINE software. An overview of the processes is shown in the diagram below.

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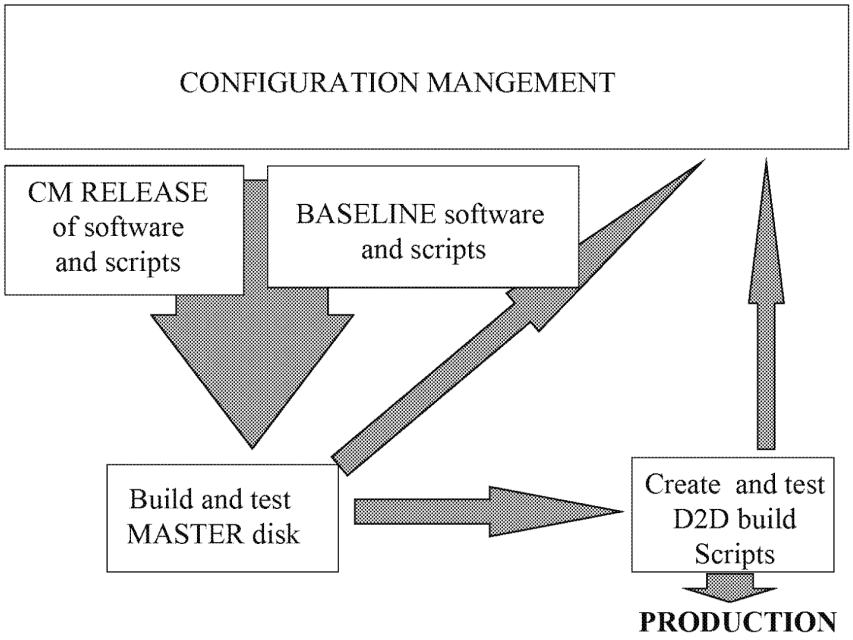

- Pathway Configuration Management provide the RELEASE and the associated build scripts together with the BASELINE software and its associated scripts.
- The Verification Centre use the scripts to build the BASELINE disk.
- The BASELINE disk is then tested and validated using a set of pre-defined test scripts. This set of tests ensures that the Counter environment operates as expected.

  Additionally the BASELINE is supplied to Pathway Test & Integration who perform end to end testing of the BASELINE.
- On completion of the testing cycle the BASELINE is passed to CM for control. The BASELINE is allocated a version number. This is different to the RELEASE version number.
- A series of scripts are then created which are used by D2D during the copying process. The script's are tested and passed to CM for registration.
- The scripts and MASTER BASELINE together with the D2D build scripts are used in the production cycle.

7.1.2 Creating a new BASELINE.

During the rollout programme it is expected that new RELEASEs of software will be required in the Post Office network. These may be to introduce new functionality or simply to fix problems experienced during live use. As such there is a requirement to create a new BASELINE during the rollout programme. This section provides the High Level overview of how this is achieved.

New RELEASEs have to be applied to the Post Office network using one of two methods.

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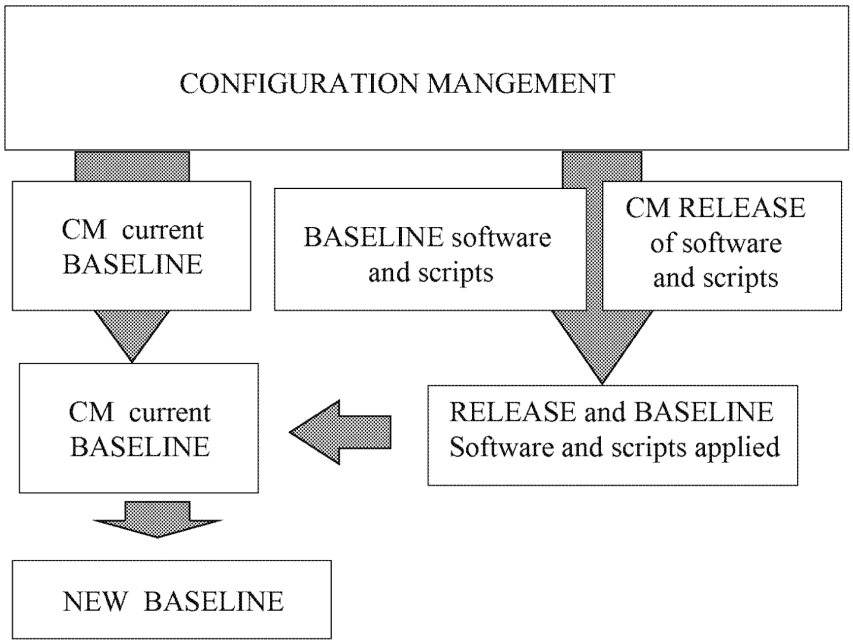
- Creation of a new BASELINE from which new systems which are installed have the new RELEASE applied.
- Software distribution to those systems which have already been installed.

The creation of a new BASELINE is achieved as follows;



- Pathway Configuration Management provide the RELEASE and the associated build scripts together with the BASELINE software and its associated scripts.
- Pathway Configuration Management provide the current BASELINE.
- The Verification Centre use the scripts provided to apply the RELEASE and BASELINE software to the current BASELINE system.
- The new BASELINE created is then processed through the testing cycle as detailed in the previous section.

7.1.3 Baseline time-scales.

The creation of a new BASELINE requires 30 working days notice. This ensures that the cycle detailed above is completed.

As new BASELINEs are created the following systems are upgraded.

- Existing Spare disks. The timing of this is dependant on the interception of the RELEASE in the network. As such there is a requirement to support two RELEASEs in the network at any one time.
- Training systems used by Peritas
- Spare systems carried by Exel during the rollout programme.

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7.1.4 Software BASELINE integrity

To ensure that the MASTER disk used to create software BASELINE is built to the required software level, the following applies;

- Software and installation scripts as issued from Configuration Management.
- BASELINE disk returned through Test & Integration for final sign off before production of systems start.

7.1.5 Configuration information

At release 1b the Horizon systems targeted for the 190 outlets are configured during the system build phase (see section 8) using a configuration script. This is prepared in advance by the Verification Centre. Configuration details are discussed in section 10.

7.2 Hardware BASELINEs.

All hardware used in the Counter environment is controlled through the modification status or revision levels associated with the hardware. These are registered for each set of equipment comprising the Horizon environment with Pathway Configuration Management.

Equipment manufacturers are required to notify ICL Pathway of all hardware revision level changes. Processes are established by which these changes are assessed for their impact before registration with CM and their introduction to the rollout programme.

All changes to the manufacturing state of hardware are assessed by the Verification Centre before the equipment is allowed to be implemented as part of the rollout programme.

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8 System Build & Configuration

This section provides details on how the equipment that comprise Horizon configuration are built, tested and packaged ready for delivery to a specific Outlet. A number of processes are involved to deliver this functionality.

1. Preparation activities

- Overshipper equipment contents are defined by ICL Pathway.
- Test routines are prepared and scripted by the Verification Centre
- Configuration scripts and parameters are prepared and scripted by the Verification Centre.

2. Order activities

- Initial forecasts for Horizon equipment are provided to ICL Pathway by D2D.
- Confirmed orders for Horizon equipment are provided to ICL Pathway by D2D.
- Equipment is delivered to D2D.
- Overshipper requirements for D2D.

3. Collection activities.

- Equipment is packaged in an Overshipper
- Equipment is collected from D2D by Exel

These are described in more detail in the following sections.

8.1 Overshipper contents.

The contents of each of the Overshippers, also known as the Bill of Materials, are defined by ICL Pathway. The list comprises all the items that are required to build a configuration in an Outlet. There are several versions of the Overshipper contents which map to the 5 categories of Outlets defined in section 4. This is required to cater for the different models of Touch Screen monitor that are used in the implementation programme.

8.2 Equipment test routines.

All equipment is tested prior to packaging in the Overshipper. The test scripts for each item is prepared by the Verification Centre. Where equipment items have configuration switches, or where equipment has pre configuration menus associated with them, these are checked to comply with the Configuration Controlled requirements. Again these are scripted by the Verification Centre.

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As each Base Unit is tested, the correct baseline software is applied to the disk, which also includes the Baseline scripts and configuration items. The process is scripted by the Verification Centre.

All scripts generated for the test routines are registered with ICL Pathway Configuration Management. As changes or amendments are made, these are controlled through the normal Change Management routines.

8.3 Initial forecasts for Horizon equipment

Initial forecasts for equipment comprising the Horizon counter system are passed to equipment suppliers by ICL Pathway. In order that suppliers are aware of the potential numbers of systems required to satisfy the rollout, initial forecasts are obtained on a weekly basis. D2D supply the forecast figures based on information from the rollout database. The rollout database figures are converted to build figures which are submitted to ICL Pathway.

This consolidated information forecasts the number of Horizon systems based on the number of counters, Back Office Systems and printer type supplied by POCL. These figures are translated into Overshipper equipment contents by ICL Pathway. It is these forecast figures which are provided to the equipment suppliers at various triggered dates providing initial estimates of +/- 20% of the target.

8.4 Confirmed orders for Horizon equipment

Confirmed figures are supplied by ICL Pathway to equipment suppliers such that confirmed orders are placed. The figures are estimated to be within +/- 12% of the target. These figures are determined by D2D to ICL Pathway based on the Build figures determined from the rollout database.

The true number of systems is confirmed during the Site Survey process (see section 9).

8.5 Equipment Delivery

The equipment items ordered using the process detailed above arrive at D2D. The equipment is checked into the storage area and the confirmed numbers supplied back to ICL Pathway. This equipment is used to build the target Overshippers for delivery to Outlets.

8.6 Overshipper requirements and packaging

The requirements for Overshipper types is passed to D2D by ICL Pathway. The rollout database figures supplied at this point are based on confirmed figures supplied on the Rollout database after the Site Survey process and bear the true requirement for the target Outlets.

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The Overshipper types are derived from the rollout database figures of *Number of Counters*, *Back Office System Flag Printer type and Release number*. The report generated translates these figures to Overshipper types based on the rules of the database. To assist with build process the report provides a consolidation of all the Overshipper types required in Outlets whose target installation date is 25 working days ahead. This information is extracted on a working day basis.

As such D2D are presented with a requirement for a quantity of Overshipper types as detailed in section 2 built to a specified Release number.

As the Overshippers are built in this release they are configured with configuration information relating to the specific outlet and counter position. This is applied during the build process using scripts provided by the Verification Centre. Each Overshipper is then labelled with Bar-codes indicating the Overshipper type, serial number of the Overshipper and the Release Number, together with a label indicating the target office counter position and number of Overshippers in the consignment.

Once the Overshippers are built they are moved to a buffer area ready for collection a minimum of 10 days before Outlet installation.

8.6.1 Overshipper Release Number

All the Horizon equipment hardware and software is controlled through the Configuration Management system and is controlled through the Release Number. Scripts controlling the software builds is detailed in section 7. The mechanisms for controlling the hardware builds passed to D2D is documented in section 7.

8.7 Overshipper collection.

Exel are responsible for collecting Overshippers from D2D ready for the Installation Process and may collect the Overshipper types for Outlets up to a maximum of 5 days before installation.

As part of the collection process Exel supply Overshipper requirements information on a quantity basis

8.8 Rollout database requirements.

The following activities are monitored through the rollout database and hence for release 1b manual report sheets, as part of the System Build and Configuration process.

- Forecast numbers are passed to D2D for a weekly build schedule to be produced
- Version number of the software is checked at -30 working days before implementation
- Exel supply serial numbers of equipment to D2D who pass back through ICL Pathway to the Steady State support services.

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8.9 Equipment Spares.

The Exel installation engineers are equipped with sufficient spares to support the rollout programme. The following conditions apply;

- Where a Base Unit is identified as faulty during the Implementation activities all the equipment belonging to the Overshipper is exchanged with a new Overshipper of the same type and Release state.
- Where another item of equipment fails during the Implementation activities only the faulty piece is exchanged with a replacement item of the same type and Release state.

The number of spare items is calculated at the start of the rollout programme. These are based on figures provided by Exel and D2D to Pathway.

Consideration is made for the management of the following;

- Introduction of hardware and software baselines and the support of two releases.
- Recovery and replacement of failed items on installation.
- Recycling of spare systems during the implementation period.
- The use of spare equipment and systems at the end of the implementation rollout.

8.10 Escalation Routes

Problems encountered during the System Build and Configuration process are reported through the Horizon System Help Desk. The Horizon System Help Desk are responsible for assignment and ownership to these problems within the ICL Pathway Implementation Team.

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9 Site Survey & Preparation

This section provides details on how the Site Survey and site Preparation functions are carried out. At all times these activities are scheduled and planned to cause the minimum disruption possible to the operation of an Outlet.

9.1 Site Survey

The Site Survey function is the operation that is performed at each Outlet. Its purpose is to gather enough information in a visit such that the Horizon Counter infrastructure can be implemented.

The trigger for a Site Survey to take place starts from the dates planned on the Rollout database. For release 1b the information is transferred via Exel spreadsheets and an Access database to provide the information shown below;

- Post Office name and Address, Post Code & Telephone number
- Actual date for the Survey and the Planned Preparation and Installation dates (See section 5).
- Outlet Account Type (See section 6).
- Number of Counters, as provided by POCL (this number requires confirmation during the Site Survey process), whether a Back Office system is required and the Printer type.
- Communication circuit type.
- A code which indicates any existing equipment in the Outlet.

This information is used by WTL to establish initial contact using the name and number supplied.

To allow the Horizon environment to be installed a number of preparation activities must take place. The purpose of the site survey is to identify the amount of work that is required and prepare a document which is used by WTL, Energis (using BT as a sub-contractor) and Exel during the Site Preparation and Installation phases. The Site Survey process also allows the distribution and collection of User training information, used later on in the implementation cycle.

Initial contact with the Outlet is by telephone call to arrange and schedule the Site Survey date with the Office Manager. The date that is arranged is then confirmed by letter. Accompanying the letter is a training letter which requests information on the number and names of staff at the Outlet. This is collected when the Site is visited as part of the survey.

The site survey identifies the following items.

- Details of the power distribution and how it is used.

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- Where the additional power is required to support the Horizon infrastructure. This is 6 electrical sockets at each counter position, together with a further 6 sockets where a Back Office system is due to be installed.
- The location and capacity of the electrical distribution board box and condition (where this is possible) of the existing wiring is noted.
- The physical condition of the existing electrical wiring is noted.
- A location for the communications link is identified and marked. This point is located as close as possible to the Horizon gateway server.
- The classification of an Outlet based on A B C as described in section 4 of this document.
- The physical layout of the existing counter positions are noted including all sizes relating the existing counter positions, door apertures, and access points to the Outlet. This is agreed with the Office Manager.
- The proposed locations of the Horizon infrastructure at the counter positions is noted. This includes the location of trunking, power supplies and the LAN cabling.
- The physical preparation activities such as where holes are to be drilled in the work area to locate remote cables is noted.
- Any other environmental restrictions, such as obstacles in the Outlet which may prevent easy access to the counter position are noted.
- The authoritative signature in the Outlet to allow the work to go ahead.
- Confirmation of the Site Preparation and Installation date and times.
- Parking restrictions around the Outlet.
- The Office Manager is reminded that a mutually convenient time between the WTL engineer and the Outlet Manager during which power can be turned off during the Site Preparation activities will need to be agreed at the time of the Site Preparation. This is to allow the connection of the new electrical sockets which are required for the Horizon equipment.

  Outlet Managers are also reminded that the loss of power during the Site Preparation Process will initiate the requirements for the Post Office Outlet recovery procedures that will need to be invoked.

  In certain Outlets this set of activities may result in the replacement of the existing distribution board. Connection of incoming electrical supply is the responsibility of the local electricity company, however this is arranged through WTL.
- Whether the Outlet may require any additional work such as draw modifications or shelves to support the Horizon equipment. Where this occurs, additional surveys may be required in order to determine the work involved.

The rules for the positioning of the equipment, cabling layout are detailed in the Implementation Strategy, i.e. this document.

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The details collected at the Site Survey are documented in a Survey Pack. This will eventually comprise a detailed description of the Outlet in the form of a CAD drawing and a narrative. However in order that late changes identified later in the process, such as cable re-routes, the CAD drawing is not produced until after the Site Preparation activities. During the Site Survey process, a dimensional sketch is made of the Outlet which is translated into a CAD drawing after the Site Preparation activities.

The dimensional sketch and the narrative provide sufficient information to allow the Site Preparation work to be carried out. The documents work on the assumption that a different Site Preparation engineer can use the information to carry out their tasks without having to refer back to the Site Survey engineer to qualify any part of the preparation. Examples of the level of detail required is summarised below.

- The dimensional sketch shows the positioning of the equipment with respect to the counter positions and any of the existing equipment that remains. The drawing labels the counter positions in accordance with the strategy detailed in section 3 of this document. Details of the cable routes and the location of any existing equipment remaining together with the position of any proposed re-location.
- The narrative provides details of existing equipment to remain, Weigh scales, the re-positioning of any equipment in the Outlet which has to occur on installation, and any other restrictions agreed with the Post Master regarding the installation.

On completion of the Site Preparation work the sketch is translated to a CAD drawing with an accompanying narrative. Copies when completed are sent to ICL Pathway and Exel[7] for use later in the rollout programme. The documents contain a high level of sensitive information. Documents are securely stored and controlled at all stages of the implementation cycle.

All Site survey activities must be completed in one day with one visit.

In addition to the WTL site survey, Energis (using BT as a subcontractor) are also required to establish the detail of any work required at an Outlet. Where access to an Outlet is required as apart of their site survey, then this is arranged by Energis to coincide with the day of the WTL visit.

9.1.1 Authoritative signature.

To allow any site preparation work to be carried out in an Outlet, the identified work must be agreed at the time of the Site Survey. WTL obtain from each Outlet an authoritative signature. The Outlet manager is made aware of this requirement during the User awareness events. This person must satisfy the following criteria;

- Where the Outlet is owned by the Outlet manager, as is the case with some Sub Post Offices, then the authoritative signature is the owner of the building.
- Where the Outlet is rented from a Landlord, then the authoritative signature must seek the Landlords permission for the work to be carried out to act as the authoritative signature.

[7] Format to be agreed

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For a majority of the Outlets visited under the rollout programme, details of whether Landlords permission is required for the work being carried out may not be determined until the Site Survey process. This, together with details on Outlets located in listed buildings, is covered in the following sections.

9.1.2 Landlords Permission and Listed buildings.

Post Office Outlets are located at a variety of locations. These vary from those buildings which are owned by the Outlet manager, to those located in large shopping complexes or those located in buildings which are rented through a Landlord. In addition to this some Outlets are located in Listed buildings and therefore potentially require special permission before any installation work can be carried out.

9.1.2.1 Listed buildings

The amount of physical work that can be carried out in Listed buildings is controlled by planning regulations. Additional restrictions may be further imposed through local conservation groups. In order that the impact on the work required for the implementation of the Horizon platform is assessed before the rollout occurs, WTL will contact the Heritage Societies for advise.

Where special permissions are required in Post Office Outlets located in Listed buildings, this will be the responsibility of the Outlet Manager to obtain the appropriate consents. WTL will assist in this process by acting where required on behalf of the Subpostmaster.[8]

Outlets which fall in to this category are managed as Sundries Offices, which require special attention.

9.1.2.2 Landlords permissions

Before any Site Preparation work can be carried out in some Outlets which are not owned by the Post Master, Landlords permission may be required.

For those Outlets owned by the Post Office, or are part of the Post Office Multiples scheme, Landlords permission will be sought at the beginning of the rollout programme. To try and prevent any potential delays which this process may identify for these Outlets, WTL will make the first contact with these Landlords outlining the type of work involved to obtain permission. The list of these Outlets is provided by Post Office representatives at the beginning of the rollout programme.

For those Outlets which do not fall in to the above categories, the issue of whether Landlords Permission is required is only determined at Site Survey time. The following diagram is used to determine the appropriate action that is required for Outlets which fall in to this category.

[8] Statement to be checked and qualified

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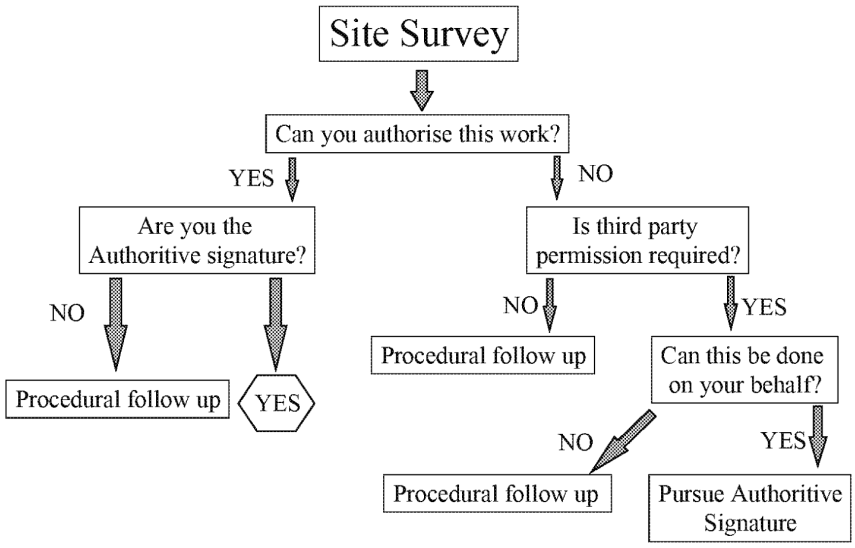

Procedural follow up is the activity that is required to pursue the correct signature. This may involve a number of related activities which are initiated by WTL. Where the correct signature cannot be obtained, then escalation procedures are invoked.

9.2 Activities Carried out after Site Survey.

This section details the activities which are carried out after a Site Survey has been performed.

- Copies of the Site Survey Preparation form, consent forms and Survey sketches are sealed in a pre addressed envelope and posted to WTL for processing.
- Identify immediately after Site Survey Outlets which are categorised as Class C to ICL Pathway for further processing.

  This will require a summary of the additional work involved to be made available for assessment. Further details are provided on receipt of the appropriate Site Survey forms.
- Energis will arrange (through BT as a subcontractor) for any external preparation of the ISDN communication link. This may involve preparation of the local connection boxes, installation of communication cables to the outside of the Outlets, preparation, configuration of the local switching exchanges for the new links and the confirmation of the appropriate ISDN or PSTN addresses back to ICL Pathway via the Rollout database.

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- WTL will pursue any Landlord Permission Outlets where an Authoritative Signature has not been obtained.

On receipt of the forms WTL will;

- Update the Pathway Implementation Team that the Site Survey process has been completed.
- Confirm the Site Preparation and Installation dates.
- Arrange for the order of the appropriate equipment for Site Preparation.
- Arrange for the local electricity company to be present at the Site Preparation activities as necessary.[9]
- Send the Training information forms collected at the Site Survey process to Peritas for further processing.

9.3 Site Preparation

The Site Preparation is the set of activities that is carried out to prepare an Outlet ready for the installation of the Horizon counter platform. These activities have been scoped as part of the Site Survey activities.

This section documents the strategy that is used.

Post Office Outlets are only prepared for the Horizon counter infrastructure once the following criteria has been satisfied.

- The Outlet is classified as Type A
- The Outlet is classified as a Type B and the associated work has been documented back through the rollout database to ICL Pathway.
- ICL Pathway approval has been obtained for a Type C Outlet, where appropriate.
- An authoritative signature has been obtained, for the work to go ahead.
- All the appropriate Landlords permissions and/or Listed building permissions have been satisfied.

The Site Preparation activities are carried out by WTL and BT on the same working day.

Site Preparation work conforms to all the current electrical and telecommunications standards. As changes occur to these standards, they are reflected in the rollout working practices through the Change Control mechanism.

All the equipment, materials required for the Site Preparation activities are provided by WTL in advance of the work being carried out.

The following sub sections summarises the activities that are carried out.

[9] This situation needs to be confirmed as what happens when systems cannot be connected and when responsibilities have been identified.

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9.3.1 Physical counter position

The counter position environment is prepared, as identified at the Site Survey, for the installation of the Horizon counter equipment. In summary this involves some or all of the activities below;

- 60mm holes are drilled in the counter position to allow the equipment cables to pass between the top and underside of the desk. Protective grommets are fitted to these holes to prevent damage to any cables passing through them.

  80mm holes are drilled in counter positions to allow the office printer cable to be passed through, where this is required. Protective grommets are fitted to these holes to prevent damage to any cables passing through them.

- Additional storage units such as shelves are installed to support the Horizon equipment. These shelves may be installed to move any existing items from the counter position creating the appropriate space for the installation of the Horizon equipment.

- Additional equipment mounting units, such as monitor support arms are installed.

9.3.2 Local Area Network and Data Cabling

In multi positioned Outlets, additional Local Area Network cabling is installed as identified at the Site Survey. In summary this involves some or all of the activities below;

- In two counter position Outlets a dual UTP RJ45 fly-lead is installed between the two counter positions. The cable is installed in trunking between the two positions as appropriate.

- In three or more counter position Outlets, one or more modular Hubs are installed. These are located in an enclosed environment, through which the appropriate cabling is returned. All cabling is retained in position using the appropriate cabling ties and installed in trunking between positions as appropriate.

- Sufficient inter counter position cabling is installed to allow the Horizon equipment to be installed and moved on the counter position without causing strain on the cables.

- Where two or more hubs are installed to support the counter positions in an Outlet, the appropriate inter-Hub link cabling is installed.

- Cables are installed from the Hub to the counter position as described in section 4 of this document.

All standard cabling is pre tested by the manufacturer. Cabling which is installed and physically terminated in an Outlet is tested as part of the Site Preparation activities.

For Outlets installed with ISDN a UTP cable is installed in the appropriate trunking between the physical location of the ISDN box and the Horizon gateway server.

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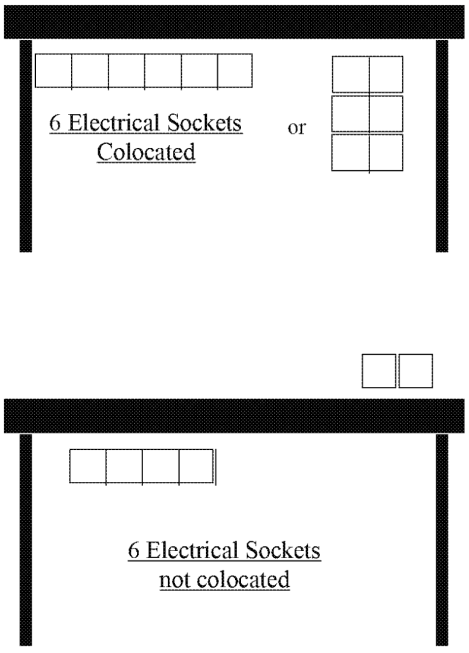
9.3.3 Electrical installation work

All electrical work identified for the Horizon equipment will be installed where appropriate. Where this is identified at Site Survey use of any existing wiring infrastructure is made. All the new wiring and electrical sockets are returned to the electrical distribution box at the Outlet and is separate from all other electrical cabling infrastructure. Existing cabling runs are utilised where possible for the installation of the new electrical wiring in Outlets. In summary this involves some or all of the activities below;

- Installation of a minimum of 5 power sockets at each counter position to support the Horizon infrastructure. Where appropriate these sockets will all be co-located. In exceptional circumstances it may be necessary to locate individual sockets at various locations.



- Installation of a minimum of 5 electrical sockets for Outlets identified as having a Back Office system.
- Installation of additional power sockets to support the Hubs in a multi position Outlet.
- Modifications to or replacement of the Outlets existing distribution board or circuit breakers to allow the physical connection of the Horizon electrical wiring infrastructure.

  In circumstances which result in the distribution board being replaced, the connection to the existing supply is carried out by the local electricity company.

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This is arranged at Site Survey time to coincide where possible with the Site Preparation activities.[10]

To facilitate the additional power requirements in an Outlet it is necessary to switch off the power. This may impact the business operation of some of the Outlets. This activity is agreed with the Outlet Manager as to a convenient slot.

The existing electrical cabling is also tested at the time of installation of the new cabling. If this cabling or the electrical safety of the Outlet is found to be dangerous then there is duty of care requiring immediate notification to be made to the post master and to the POCL. In situations where this is found, ICL Pathway will be notified immediately. The appropriate escalation procedures as detailed in section 9.5 of this document are then invoked.

9.3.4 Communications links

The communications links impacted as part of the Site Preparation activities are identified as part of the Site Survey process. In summary this involves the activity below;

- Installation of an ISDN link to support the Horizon counter infrastructure.

The positioning of the communications link for the Horizon equipment is determined at Site Survey time. The location is identified with BT label and Bar code indicating the Site. Energis (using BT as a subcontractor) position the data communications termination point at the exact location identified during the Site Survey process.

9.4 Existing equipment

No additional Site Preparation activities are required at release 1b.

9.5 Escalation Routes

Where problems are encountered during the Site Survey and/or Preparation activities information relating to the problem is supplied through the Horizon System Help Desk.

[10] This is an Outstanding issue as to what happens if this cannot be achieved.

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10 Installation

This section covers specifically the activities that occur within an Outlet on the day of installation. Activities up to this specific date have dealt with the preparation of the Outlet environment and personnel ready for the installation of the new equipment. In summary these activities have been;

- Manager and User awareness and training events.
- Site Survey events
- Equipment order, build and test events
- Site Preparation event.
- Equipment collection ready for installation.

The installation activities are now supported by the Horizon Field Support Officers introduced at release 1b. (Ref. [11]). The installation procedures are developed further in the Post Office Establishment Process (Ref. [12]).

10.1 Installation requirements

ICL Sorbus, (using Exel) are responsible for Horizon equipment installation. Activities start as a result from the manual schedules used at release 1b in place of the rollout database. Installation activities are dependant on the following;

Dependency	Details
Outlet Details	Postal address Telephone number Office Manager
Horizon Equipment	Overshipper types Number of Overshippers
Site Survey details	Outlet layout Installation details
Horizon configurations	Configuration for each system to be installed Configuration of Horizon infrastructure
Existing Environment	Details of existing equipment that may have to moved or removed
Bar Codes	Provides Outlet details for Asset management and

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	configuration

The Horizon equipment, which has been packaged in Overshippers for an Outlet has already been collected from the distribution depot. The management of this is detailed in section 8

This section provides details on the activities that are required to achieve installation of the Horizon infrastructure. From this strategy lower level operation procedures are produced. These are approved by ICL Pathway and POCL/PDA before installation activities take place.

The activities performed at Outlets are dependant on the existing environment. Activities are categorised as followed.

1. Generic activities.

   These are the activities which are carried out for each installation
   Examples are the unpacking of kit,

2. Specific Activities

   These are the activities that are carried out when certain criteria is met in Outlets.

These are detailed in the following sections.

Selection of activities are determined from the type of Outlet and the number of Counter positions that are installed. The order of activities at each Outlet are shown in the following table. Details of the activities are shown in the following sections

Office Type	Order of generic activities	Order of specific activities
Manual offices encountered at release 1b	1. Arrival at outlet 2. Installation of gateway server	3. Installation of Counter positions (if applicable)

In multiple counter position offices additional counters are installed using the following criteria.

Number of Counter Positions	Number of consecutive installations
2 -4	1
5 - 10	2

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> 11	3

10.2 Generic activities

10.2.1 Arrival at the Outlet

Activity	Description	Where information is obtained from
Introduction to Office Manager	• Engineer introduces himself to the Office Manager and to the Horizon Field Support Officer • Confirmation of Outlet • Presentation of Pathway pass	• Security procedures
Describe activities to Office Manager	• Engineer describes a summary of the activities that will take place	• Site Survey. • Installation procedures
Confirm Site Survey details	• Engineer confirms site survey details with Office Manager	• Site Survey
Identifies Overshipper unpacking area	• The area is required to unpack Overshipper and its contents.	• Site Survey • "Reccy" of site
Obtain Outlet Manager permission to start	• Office Managers permission to start the installation activities is required	• Office Manager
Report in through ICL Sorbus	• Installation team uses ISDN link to call help desk This process also validates the communications link before activities are started.	

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10.2.2 Installation of Gateway server

The gateway server is always the first system to be installed. This section describes the activities.

The Gateway server is located in a position determined during the Site Survey process. Details are found in section 4.

All interconnecting cables are cable tied such that the counter position is left in a tidy fashion.

Activity	Description	Where information is obtained from
Unpack Overshipper	• Confirm correct Gateway server • Confirm correct version number	• Overshipper id
Install gateway server	• Unpack equipment and install in identified location • Connect Gateway PC to Communication port • Connect Gateway PC to LAN (if there) • Connect peripherals	• Site Survey & Implementation Strategy Section 4
Label Gateway	• Attach Bar-code 01 to Gateway PC	• Section 5
Power on PC		
Collect asset Details	• Scan the Bar-code attached to the PC and Overshipper	•

10.3 Specific Activities

10.3.1 Installation of counter System

Counter systems are installed after the gateway server. There is no set order for the installation. Each counter PC is labelled with a Bar Code that represents the counter position. Details of the Bar Code are found in section 5. Details of the numbering of the counter position is found in section 4

All interconnecting cables are cable tied such that the counter position is left in a tidy fashion.

Activity	Description	Where information is obtained from

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Unpack Overshipper	• Confirm correct counter system • Confirm correct version number	• Overshipper id
Install counter server	• Unpack equipment and install in identified location • Connect to LAN • Connect peripherals	• Site Survey & Implementation Strategy • Section 4
Label Gateway	• *Attach Bar-code* xx to counter PC	Counter position xx is dependant on number of counters. See section 4 & 5
Power on PC		
Collect asset Details	• Scan the Bar-code attached to the PC and Overshipper	

- The Horizon equipment after installation will be signed for by the post master.
- On completion of the installation activities the site is left in a clean and tidy state.
- Exel installers will only move to the next site on completion on the equipment acceptance activities (see section 12).

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11 Configuration

This section provides an overview of the processes involved in generating and applying a configuration to the Horizon counter environment. Configuration parameters are required to allow the end to end communication between the different components of the Horizon solution. For release 1b these are specified by the Verification centre in advance of the system builds. Systems are configured during the System Build and Configuration process (see section 6)

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12 Acceptance

At various stages through the Implementation programme milestones are achieved which meet specific contractual agreements. For release 1b the following will apply;

- Acceptance Criterion demonstrated by Acceptance tests is documented in the DSS/POCL Implementation Part D Rollout Acceptance Specification (Ref. [13]).
- Authoritative signatures collected on completion of the Site Survey and Preparation activities.
- Authoritative signatures collected on completion of the Horizon equipment installation.
- Authoritative signature collected as part of the Horizon equipment acceptance tests. Completion of the acceptance tests results in a telephone call being made by the horizon Field Support Officer to the Horizon System Help Desk. This is documented in the Post Office Establishment Process (Ref. [12]) and the Operation aspects of Horizon Field Support Officers - release 1b (Ref. [11])

  Only after completion of the acceptance activities will the Exel installer will move to the next site.

The Horizon equipment acceptance tests demonstrate to the post master that the equipment that has been installed is functionally operating. (Ref.[12]).

12.1 Handover of system to Steady State support.

Completion of the acceptance procedures results in the hardware platform being supported from Steady State. Notification to Steady State occurs 1 working day after systems acceptance. This allows for full migration activities section 13 to have been completed.

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13 Data Centres

The Horizon Counter infrastructure for release 1b is supported from the data centre based primarily at Feltham Data Centre. Replicated builds of the main operational components (Correspondence Server, Agent Machine & Router) are available on standby in the vent of major problem. The equipment used is that used through the Model Office Rehearsal and Test.

At the end of the Model Office Test the data centre components are cleared ready for operational use. The service will then be transferred from a test service to a live service and the 190 offices for release 1b will be connected to the data centre using ISDN.

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14 Migration Strategy

For release 1b the migration strategy involves the introduction of users in the office to the Horizon counter infrastructure. This will be performed by the Horizon Field Support Officer in conjunction with the Office Manager.

The migration strategy is documented in the In office data migration strategy for release 1b (Ref. [10]).

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15 User Training for Horizon

Post Office users in Outlets targeted for release 1b are provided with sufficient training programmes to use the Horizon counter system. The training needs and requirements for users at release 1b is documented in Training requirements 1b/1c document (Ref. [14]).