

**ICL Pathway    High Level Counter Infrastructure Rollout  
Strategy**Ref:IM/STR/025  
Version:5.0  
Date:22/10/99**COMMERCIAL IN CONFIDENCE**

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**Document Title:**            High Level Counter Infrastructure Rollout Strategy**Document Type:**            Strategy**Abstract:**                    This document details the strategy, which ICL Pathway will adopt for implementing the national rollout of the Horizon counter infrastructure.**Status:**                      Approved**Distribution:**

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## 0 Document control

### 0.1 Document history

| Version | Date     | Reason   |
|---------|----------|--|
| 0.1     | 1/12/97  | First issue for comment  |
| 0.2     | 5/2/98   | 2 <sup>nd</sup> draft for review   |
| 0.3     | 25/2/98  | 3 <sup>rd</sup> Draft incorporating pre-review comments  |
| 1.0     | 16/6/98  | Baseline version following document review   |
| 2.0     | 16/6/98  | New version to incorporate BA District changes as a result of Change Request P0080a.   |
| 3.0     | 28/5/99  | Amendments as a result of change to contract to remove references to BA. BA Districts remain because these are currently the basis on which the rollout is structured.<br><b>Document not formally issued.</b>   |
| 4.0     | 12/7/99  | New baseline version to amend or remove rollout criteria following deletion of certain referenced requirements as a result of changes emanating from the withdrawal of Benefits Agency. Additional minor changes defined in section 0.5.<br><b>Document not formally issued.</b> |
| 4.1     | 6/9/99   | Minor modifications to clarify and amend definition of Christmas periods and associated beat rates. <b>Document not formally issued.</b>   |
| 4.2     | 22/9/99  | Amended to incorporate comment from POCL. <b>Document not formally issued.</b>   |
| 4.3     | 13/10/99 | Changes incorporated as a result of additional contractual agreement emanating from acceptance.  |
| 4.4     | 18/10/99 | Incorporates changes following initial review of v4.3.   |
| 5.0     | 22/10/99 | Updated following fagan review with POCL   |

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**0.2    Approval authorities**

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**0.3    Associated documents**

|   | Reference  | Vers | Date     | Title  | Source    |
|---|------------|------|----------|--|-----------|
| 1 | IM/PLA/011 | 1.0  | 08/03/99 | Infrastructure Programme Plan  | M.Roberts |
| 2 | IM/PLA/010 | 4.0  | 13/10/99 | Installation Programme Plan which incorporates V13.0 of the Installation Programme Plan.   | M.Roberts |
| 3 | IM/STR/049 | 3.0  | 22/10/99 | Strategy document defining the key activities and the timing of those activities within the two sub-programmes : Infrastructure and Installation | W.Herd    |

**0.4    Abbreviations**

|             |  |
|-------------|--|
| POCL        | Post Office Counters Limited   |
| BA District | The grouping of post offices into logical districts to provide a number of logical subdivisions of the 4 Implementation Programmes.  |
| IBAD        | Implementable BA District. The grouping of post offices within a BA District, which are available for scheduling into the Horizon programme.   |
| IU          | Implementation Unit. A generic name for a logical unit of post offices which will be scheduled in a given week of either the Infrastructure Programme or the Installation and Awareness Programme. |
| InfrU       | Infrastructure Unit. A logical unit of post offices which will be scheduled into a given week of the Infrastructure Programme.   |
| InstU       | Installation Unit. A logical unit of post offices which will be scheduled into a given week of the Installation Programme.   |
| IP          | Implementation Programme   |
| MIB         | Management Infrastructure Briefing   |
| RFI         | Ready for Installation   |
| DRI         | Designated Responsible Individual  |
| ALPS        | Automated London Post Offices  |
| OBCS        | Order Book Control System  |
| PO          | Post Office  |

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IGL            Initial Go Live

## **0.5    Changes in this version**

- 5.0            Inclusion of minor changes from fagan review, updates to document headers, changes of tense where activities have now taken place and corrections to table indexing. Removal of Criteria 9 following approval of CCN540.

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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. This document defines ICL Pathway's strategy for the phasing of the rollout of the Horizon counter infrastructure, whilst giving consideration to requirements defined by POCL, which relate to the order in which the post offices are implemented.

## **2    Scope**

The scope of this document is as follows:

- To define the various phases of the programme leading to the start of national rollout
- To provide a high level overview of the implementation programmes covering the UK for the national rollout
- To define the implementation programmes and their association with large conurbations and BA districts, in addition to defining the criteria by which the programme will be undertaken. Sequencing of the rollout by BA District within each implementation programme is defined in Ref[1] and Ref[2].

## **3    Rollout Strategy**

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

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

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Installation programme covers the Awareness/Training events for the outlet staff, the installation of the counter equipment, the migration, acceptance and the transition to steady state.

**3.1 Rollout Phases**

The defined phases of the rollout are as follows:

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

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

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

| <b>District Number</b> | <b>BA District Ref</b> | <b>District Name</b> |
|------------------------|------------------------|----------------------|
| 4.01                   | 101307                 | Bristol Brunel       |

**3.1.2 Phase 2 - Release 1b installations**

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

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

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

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

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

| District Number | BA District Ref | District Name  |
|-----------------|-----------------|----------------|
| 4.01            | 101307          | Bristol Brunel |

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

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

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

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

This phase introduced Release 2 software to the post offices with currently installed equipment. All installed counter systems were upgraded to new release 2.

**3.1.6 Phase 6 - New Release 2 new installations**

This phase introduced 103 new post office outlets, in addition to those installed in earlier phases. The outlets identified under Phases 1 and 2 were largely smaller sub post offices. These additional outlets were larger sub post offices and branch offices, some of which had other automated equipment

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installed. These installations were undertaken in the first two weeks of live trial.

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

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

**3.1.7 Phase 7a – National Rollout Infrastructure Programme - initial start up (3 weeks )**

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

**3.1.8 Phase 7b - National Rollout Infrastructure Programme**

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

**3.1.9 Phase 8a – National Rollout Installation Programme – initial start up (11 weeks )**

The start of National Rollout installation programme was undertaken at lower than the target beat rate, for a period of 11 weeks up to the Christmas 1999 period. Details of ramp up rates and the associated BA Districts are detailed in Ref[2]

**3.1.10 Phase 8b - National Rollout – Installation Programme**

This phase is the continuing rollout of counter equipment at the target rate of post offices per week as defined in Ref[2].. This phase will utilise those post

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offices which are available to be scheduled into the installation programme at the appropriate point in accordance with Ref[2]. Post offices, which are not available, will be scheduled at a later time in accordance with re-availability of the post office and the availability of the necessary ICL Pathway resources. Processes for the management of “sundry” post offices, which cannot be rescheduled, into this phase, will be detailed in lower level documents. The activities, which constitute the installation programme, are defined in Ref[3]. Dates relating to the installation programme are defined in Ref[2].

### 3.2 Implementation Programmes

ICL Pathway will manage the national rollout within four Implementation Programmes. The sequence and concurrency of these programmes is defined in Ref[2]. These Implementation Programmes map onto the post office regions as detailed in Table 1 below.

**Table 1 - Implementation Programmes to PO Regions**

| IP | POCL Region   |
|----|---|
| 1  | Scotland & Northern Ireland region  |
| 2  | North Wales & North West region plus the remainder of the North East region and post offices in Tyne and Wear which were not completed under Phase 2. |
| 3  | South Wales and South West and Midlands regions and post offices in South Wales and South West which were not completed under Phase 2.                |
| 4  | North Thames, East Anglia and the South East region   |

### 3.3 Implementation Cycle

Following the implementation of approximately 200 post offices running release 1b and the subsequent surveys and in some cases re-surveys in an additional 450 post offices, it was apparent that a significant number of outlets in the post office real estate required extensive site infrastructure works, to enable the installation of Horizon equipment. In order to undertake this work and thus de-risk attaining and sustaining the prescribed national rollout beat rate of 300 post offices per week, the implementation cycle has been significantly revised. To manage the more volatile activities such as survey, re-survey, modification and preparation and thus reduce the risk to the installation beat rate defined in Ref[2], the original implementation process has been segregated into two discrete and independent



programmes. The activities which constitute each of these programmes is defined in Ref[3]. The two programmes are

- i. Infrastructure Programme
- ii. Awareness and Installation Programme

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

- a) Scheduling of the post offices within an IBAD into installation units (InstU's), at the prescribed rate as defined in Ref[2].
- b) Notification of appointment dates to outlet managers or their designated responsible individuals (DRI).

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

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

### 3.4 Criteria for Implementation

Where it is stated in relation to specific criteria detailed below, that reasonable endeavours will be made to ensure they are satisfied, these criteria are not contractual and therefore do not have any penalties associated where conformance cannot be achieved.

#### 3.4.1 Rollout Criteria 1

Within each Implementation Programme area, both the infrastructure and installation and user awareness schedules will be phased by BA districts. Schedules will then be further sub divided into implementation units (IU's). An implementation unit represents a logical grouping of post offices into a single week of the rollout programme and these are designated as InfrU's or InstU's as appropriate to the programme they are being scheduled into. IU's will be scheduled into the infrastructure programme as InfrU's, for completion of the defined activities. The IU's will then be redefined as InstU's and rescheduled into the user awareness and installation programme. However, this scheduling process will ensure that requirements 972 and 941 are adhered to, namely :

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

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- The M25 and Northern Ireland will be subject to separate rollout plans. (See Criteria 4 and 5)
- The M25 rollout will take place during the second half of the overall timetable. (See Criterion 5)

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

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

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

**3.4.2 Rollout Criteria 2**

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

**3.4.3 Rollout Criteria 3**

All post offices, which can be scheduled into IBADs, will be implemented in one continuous programme.

**3.4.4 Rollout Criteria 4**

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

1. Utilisation of ICL Pathway's and POCL's field resources in Implementation Programme 1 to avoid adverse weather conditions in remote areas of Scotland
2. Scheduling of activities within the Province to avoid the constraining effects of the Marching Season.

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

**3.4.6 Rollout Criteria 6**

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

**3.4.7 Rollout Criteria 7**

Rollout activity will be restricted during Christmas periods. The Christmas non activity periods are defined in Table 2 - Definition of Christmas Periods relating to the Infrastructure Programme, for the Infrastructure Programme. For the Installation Programme constraints on activities during the Christmas periods differ between Christmas 1999 and Christmas 2000. These are detailed in Table 3 - Christmas 1999 Constraints – Installation Programme for the Christmas 1999 period, and Table 4 – Christmas 2000 Constraints – Installation Programme for the Christmas 2000 period. Unless otherwise defined the Christmas period will be deemed to have ended by the first working day of January of the New Year. Rollout activities may be undertaken in post offices during this period by prior agreement between ICL Pathway, the outlet manager, and the POCL Horizon Implementation Manager.

**3.4.7.1 Infrastructure Programme Christmas Periods**

The Infrastructure Programme is undertaken separate to and prior to the installation programme. As a result, the Christmas 1998 period affects the infrastructure programme, but has no impact on the installation programme.

**Table 2 - Definition of Christmas Periods relating to the Infrastructure Programme**

| Activity | 1998            | 1999            |
|----------|-----------------|-----------------|
| 50%      | w/c<br>23/11/98 | w/c<br>22/11/99 |
| 50%      | w/c<br>30/11/98 | w/c<br>29/11/99 |
| 50%      | w/c<br>7/12/98  | w/c<br>6/12/99  |
| 0        | w/c<br>14/12/98 | w/c<br>13/12/99 |
| 0        | w/c<br>21/12/98 | w/c<br>20/12/99 |
| 0        | w/c             | w/c             |

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### 3.4.7.2 Installation Programme Christmas Periods – Rollout Constraints

The installation programme as defined in Ref[2] spans Christmas 1999 and Christmas 2000. During the Christmas 1999 period there will be a period of 11 weeks where installation and migration activity will not be scheduled to take place. As a consequence, training relating to these outlets will also not take place for an 11-week period. However, because training activities take place a prescribed period prior to installation and migration activities, the start and completion dates of the 11-week non training activity period will be displaced accordingly. Activities other than training of outlet staff, installation of Horizon equipment and data migration may take place in 5 weeks of this 11-week period. During Christmas 2000 the Christmas Period will span 4 weeks. Details of the installation activities on a weekly basis during the Christmas periods are defined in Table 3 and Table 4.

### 3.4.7.3 Rollout Constraints – Christmas Period 1999

As a consequence of some activities taking place during some weeks of Christmas periods, such a period is known as a Reduced Activity Week. A week of a Christmas period in which no activity takes place in outlets is known as a Non Activity Week. This concept only applies to the Christmas 1999 period.

#### 3.4.7.3.1 Reduced Activity Weeks – Christmas 1999

A reduced activity week during Christmas 1999 is defined as a restriction on which activities of the installation cycle are allowed to take place, rather than reducing all activities to a lower beat rate. The activities which can take place in reduced activities are all those activities in the installation cycle as defined in Ref[3], with the exception of :

- Training Of Outlet Staff
- Installation of Equipment into Outlets
- Migration of Outlets to Horizon

Exceptionally, and in agreement with POCL, outlets originally scheduled in preceeding weeks to the Christmas 1999 period which have not completed these activities by the beginning of the Christmas 1999 period, will be allowed to complete such activities during the Christmas 1999 period, rather than leave them incomplete for the 11 week period.

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**3.4.7.3.2 Non Activity Period – Christmas 1999**

Those weeks during the Christmas period 1999 designated as Non Activity Weeks will have no activities scheduled. Exceptionally, installation activities may be scheduled in agreement with POCL, but these will not extend to :

Training Of Outlet Staff

Installation of Equipment into Outlets

Migration of Outlets to Horizon

**3.4.7.3.3 Christmas 1999 Constraints**

Table 3 - Christmas 1999 Constraints below defines the weeks of the Christmas 1999 period and details within the table those activities which are permitted to take place during each specific week. All activities defined in this table, refer only to activities being undertaken in post office outlets and do not constrain any non outlet based activities ( e.g. HFSO training).

**3.4.7.3.4 Uncompleted Sites**

There is an additional column detailed in Table 3 - Christmas 1999 Constraints, namely "Uncompleted Sites." This defines the week in which completion of installation activities can take place where sites have failed to complete prior to the start of the Christmas 1999 period. Sites, which can be completed during this week, will be those sites which have not been completed in their scheduled week, due to issues which have since been resolved. Completion of such sites will be agreed between POCL and ICL Pathway prior to agreement being sought with the outlet manager. Completion of these sites can only take place in the week commencing 8<sup>th</sup> November 1999.

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**Table 3 - Christmas 1999 Constraints – Installation Programme**

| Week Commencing | Activity Rate         | Permissible Activities |               |                 |            |                         |                             |                        |                     |                |             |                      |  |  |
|-----------------|-----------------------|------------------------|---------------|-----------------|------------|-------------------------|-----------------------------|------------------------|---------------------|----------------|-------------|----------------------|--|--|
|                 |                       | Appoint ment Call      | RG M 2 Letter | U A In vitation | U A Ev ent | Tr ai ni ng In vitation | Tr ai ni ng In str uct ions | IS D N In str uct ions | Tr ai ni ng Ev ents | In st allation | Mi gr ation | Un com plet ed Sites |  |  |
| 8/11/99         | Reduced Activity Week | Y                      | Y             | Y               | Y          | Y                       | Y                           | Y                      | N                   | N              | N           | Y                    |  |  |
| 15/11/99        | Reduced Activity Week | Y                      | Y             | Y               | Y          | Y                       | Y                           | Y                      | N                   | N              | N           | N                    |  |  |
| 22/11/99        | Reduced Activity Week | Y                      | Y             | Y               | Y          | Y                       | Y                           | Y                      | N                   | N              | N           | N                    |  |  |
| 29/11/99        | Non Activity Week     | Y                      | Y             | Y               | Y          | Y                       | Y                           | Y                      | N                   | N              | N           | N                    |  |  |
| 5/12/99         | Non Activity Week     | N                      | N             | N               | N          | N                       | N                           | N                      | N                   | N              | N           | N                    |  |  |
| 12/12/99        | Non Activity Week     | N                      | N             | N               | N          | N                       | N                           | N                      | N                   | N              | N           | N                    |  |  |
| 19/12/99        | Non Activity Week     | N                      | N             | N               | N          | N                       | N                           | N                      | N                   | N              | N           | N                    |  |  |
| 26/12/99        | Non Activity Week     | N                      | N             | N               | N          | N                       | N                           | N                      | N                   | N              | N           | N                    |  |  |
| 3/1/00          | Non Activity Week     | N                      | N             | N               | N          | N                       | N                           | N                      | N                   | N              | N           | N                    |  |  |
| 10/1/00         | Reduced Activity Week | Y                      | Y             | Y               | Y          | Y                       | Y                           | Y                      | Y                   | N              | N           | N                    |  |  |
| 17/1/00         | Reduced Activity Week | Y                      | Y             | Y               | Y          | Y                       | Y                           | Y                      | Y                   | N              | N           | N                    |  |  |

**3.4.7.4 Rollout Constraints – Christmas Period 2000**

During the Christmas 2000 period, there is no reduced activity period. The non-activity period will last for 4 weeks as detailed in Table 4 – Christmas 2000 Constraints below. Training will take place in the final week of the Christmas 2000 period to enable installations to start in the subsequent week.

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**Table 4 – Christmas 2000 Constraints – Installation Programme**

| Week Commencing | Activity Rate     | Permissible Activities |               |                |           |                      |                    |                |                 |          |           |  |
|-----------------|-------------------|------------------------|---------------|----------------|-----------|----------------------|--------------------|----------------|-----------------|----------|-----------|--|
|                 |                   | Appointment Call       | RG M 2 Letter | UA Invitations | UA Events | Training Invitations | Training Instructs | ISDN Instructs | Training Events | Installs | Migration |  |
| 11/12/00        | Non Activity Week | N                      | N             | N              | N         | N                    | N                  | N              | N               | N        | N         |  |
| 18/12/00        | Non Activity Week | N                      | N             | N              | N         | N                    | N                  | N              | N               | N        | N         |  |
| 25/12/00        | Non Activity Week | N                      | N             | N              | N         | N                    | N                  | N              | N               | N        | N         |  |
| 1/1/01          | Non Activity Week | N                      | N             | N              | N         | N                    | N                  | N              | Y               | N        | N         |  |

During the final week of the Christmas 2000 period, training will be undertaken for outlets due for installation in subsequent weeks.

**3.4.8 Rollout Criteria 8**

Following completion of the extended live trial activity, from completion of the first installation of national rollout, the installation phase of the rollout will be undertaken in accordance with Ref[2].

**3.5 Major Conurbations**

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

**Table 5 - Major Conurbations by Implementation Programme**

| IMPLEMENTATION PROGRAMME | MAJOR CONURBATION  |
|--------------------------|--|
| 1                        | Glasgow and Edinburgh  |
| 2                        | Tyne & Wear, Leeds/Bradford, Greater Manchester and Merseyside |

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|   |  |
|---|--|
| 3 | West Midlands and South Wales<br>(urban) |
|---|--|

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### 3.6 Major Conurbations by BA District

Table 6 – Major Conurbations by BA District below, defines the BA Districts, which form the major conurbations and, in total, amount to approximately 2600 post office outlets.

**Table 6 – Major Conurbations by BA District**

| IP | Conurbation                           | District Name            | District Office  | BA District Ref | BA Dist. No (PDA) |
|----|---------------------------------------|--------------------------|------------------|-----------------|-------------------|
| 1  | <b><i>Glasgow &amp; Edinburgh</i></b> | Clyde Coast & Renfrew    | Greenock         | 101511          | 12.01             |
|    |                                       | Glasgow East             | Shettleston      | 101111          | 12.03             |
|    |                                       | Glasgow North            | Springburn       | 101211          | 12.02             |
|    |                                       | Glasgow South            | Pollockshaw Road | 100311          | 12.04             |
|    |                                       | Argyll & West            | Anniesland       | 100711          | 12.05             |
|    |                                       | East Edinburgh & Borders | City             | 100111          | 13.03             |
|    |                                       | Lothian West             | Lothian West     | 103211          | 13.07             |
|    |                                       | Fife                     | Kirkcaldy        | 102311          | 13.04             |
|    |                                       | Clyde Valley             | Motherwell       | 102411          | 13.01             |
| 2  | <b><i>Tyne &amp; Wear</i></b>         | Newcastle                | St. James        | 100401          | 11.01             |

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

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

### 3.7 National Rollout Startup Rates

#### 3.7.1.1 Infrastructure Programme

Prior to achieving and subsequently sustaining the prescribed national rollout beat rate there will be an initial period, during which a reduced rate will be

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achieved. The number of post office outlets undertaken will increase each week during this initial period until the target beat rate is achieved. Details of the Infrastructure programme are defined in Ref[1].

**3.7.1.2 Installation Programme**

Prior to achieving and subsequently sustaining the prescribed national rollout beat rate defined in Ref[2], there will be an initial period, over which the weekly rate of post offices increases to approximately 200 offices per week. This rate is then maintained until the Christmas 1999 non-activity period and the full beat rate is not achieved until activity is resumed post Christmas 1999, following a short ramp up period. The rate of post offices undertaken in specific weeks is detailed in Ref[2].

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### 3.8 Implementation Programme to BA District Mapping

**Table 7 - BA District by Implementation Programmes**

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

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

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

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|------------------------|------------------|----------------------------|------------------------|------------------|--|
| 109209                 | 6.09             | Walsall                    | 102715                 | 3.02             | Canterbury & Thanet                    |
| <b>IP3</b>             | <b>Continued</b> |                            | <b>IP4</b>             | <b>Continued</b> |  |
| <b>BA District Ref</b> | <b>BAD No.</b>   | <b>District Name</b>       | <b>BA District Ref</b> | <b>BAD No.</b>   | <b>District Name</b>                   |
| 101409                 | 6.10             | Warwickshire               | 106215                 | 3.03             | Channel                                |
| 101809                 | 6.11             | Shropshire                 | 105115                 | 3.04             | East Sussex                            |
| 101798                 | 7.01             | Cardiff & Vale             | 101306                 | 3.05             | Hampshire North                        |
| 100208                 | 7.02             | Gwent Borders              | 100539                 | 3.07             | London Central                         |
| 105908                 | 7.04             | South Wales Valleys (East) | 103115                 | 3.08             | North Kent                             |
| 101298                 | 7.05             | South West Wales           | 106715                 | 3.09             | Surrey                                 |
|                        |                  |                            | 106315                 | 3.10             | Palace                                 |
|                        |                  |                            | 100106                 | 3.11             | SE Hants & Wight                       |
|                        |                  |                            | 103415                 | 3.13             | South Circular                         |
|                        |                  |                            | 102015                 | 3.14             | Central Sussex                         |
|                        |                  |                            | 108195                 | 3.15             | South West Thames                      |
|                        |                  |                            | 106195                 | 3.17             | Thameside                              |
|                        |                  |                            | 104415                 | 3.18             | West Kent                              |
|                        |                  |                            | 106295                 | 3.19             | West Sussex                            |
|                        |                  |                            | 101603                 | 5.09             | Mercia Operations East (West Division) |

### 3.9 BA Districts with ALPS Equipment

**Table 8 – BA Districts with ALPS Equipment**

| <b>Dist No.</b> | <b>BA Dist Ref</b> | <b>District Name</b> | <b>Dist No</b> | <b>BA Dist Ref</b> | <b>District Name</b> |
|-----------------|--------------------|----------------------|----------------|--------------------|----------------------|
| 1.01            | 100204             | Barking & Havering   | 2.08           | 102805             | Neasden (Belfast BC) |
| 1.03            | 103505             | City East            | 2.12           | 100904             | West Hertfordshire   |
| 1.05            | 107204             | Essex South West     | 3.01           | 101735             | Bankside             |

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|      |        |                     |      |        |                   |
|------|--------|---------------------|------|--------|-------------------|
| 1.06 | 101995 | Hackney & Islington | 3.07 | 100539 | London Central    |
| 1.07 | 103925 | Lea Roding          | 3.08 | 103115 | North Kent        |
| 1.08 | 105605 | Leaside             | 3.09 | 106715 | Surrey            |
| 1.09 | 103095 | Newham              | 3.10 | 106315 | Palace            |
| 2.01 | 105405 | Barnet              | 3.13 | 103415 | South Circular    |
| 2.03 | 103106 | Thames Valley       | 3.15 | 108195 | South West Thames |

| <b>Dist No.</b> | <b>BA Dist Ref</b> | <b>District Name</b> | <b>Dist No</b> | <b>BA Dist Ref</b> | <b>District Name</b> |
|-----------------|--------------------|----------------------|----------------|--------------------|----------------------|
| 2.05            | 101005             | Chilterns South      | 3.17           | 106195             | Thameside            |
| 2.07            | 107405             | Harrow & Hillingdon  | 3.18           | 104415             | West Kent            |

## 4 Communications

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

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

Outlets being scheduled for the installation will all be assumed to be available, on the basis that outlet managers will have received prior notification of their inclusion in the installation programme through the RGM2 letter.

Completion of acceptance, following the installation and migration activities, in all post offices on a given day of rollout activity, will be notified to POCL.

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