



Horizon Next Generation

Conceptual Design

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**Conceptual Design**
COMMERCIAL IN CONFIDENCEProject: Horizon New Generation
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1 Document Control

1.1 Document Information

Horizon Release No:	HNG
Document Title:	Horizon Next Generation Conceptual Design
Document Type:	Conceptual Design
Abstract:	This document defines requirements for <i>Horizon Next Generation</i> , sufficient for contracting
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Table 1: Document Information

1.2 Document History

Version	Date	Reason for Issue	Associated WP / CT Nos
0.1	4 Feb 2005	Initial draft for connected section review	
0.2	18 Feb 2005	Second draft after several connected review sessions to update Fujitsu	
0.3	28 February 2005	Version constructed following all reviews and DCC process and further review with Fujitsu	
1.0	7 March 2005	Baseline version	
1.1	22 March 2005	Updated baseline to reflect tidying up exercise plus revamped Section 9 and additional appendix	
1.2	26 April 2005	Minor changes due to PO Ltd internal comments and review	
1.3	16 May 2005	Creation of Acceptance Criteria to Acceptance Methods on 1:1 basis	
2.0	6 June 2005	Updates following Fujitsu feedback and Northampton workshop	
2.1	20 July	Internal PO Ltd version reflecting additional PO Ltd, PRISM and other 3rd Party requirements	

Table 2: Document History

1.3 Change Process

Any changes to this issued version of this document will be made, controlled and distributed by:

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1.4 Changes in this Version

Version	Changes
0.1	None. This is the first version.

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0.2	As highlighted in accompanying document
0.3	As highlighted in Changes document
1.0	Incorporating comments from Fujitsu Services review and further internal review to arrive at a version. NB Further changes to this document are expected in the area of Acceptance Criteria review by Fujitsu Services has covered the whole document but with emphasis on the Req Catalogue (inc. Postal Services)
1.1	Initial project team review incorporating minor changes, commercial team review clarification of spellings, typos and general tidy up. Substantially changed Section 9 to include indicative targets Consequential changes to Appendix A and new Appendix K - renamed Appendix L
1.2	Minor due to PO Ltd Sales and Service review and commercial team comments
1.3	Creation of individual Acceptance Criteria to match Acceptance Methods
2.0	Amendments to requirements/acceptance criteria as part of jointly aligning with the Design Prop result of Fujitsus feedback and Northampton workshop
2.1	Internal PO Ltd version reflecting additional PO Ltd, PRISM and other 3rd Party requirements

Table 3: Changes in this Version

1.5 Review Details

Review Comments to:	Post Office Document Management Team
Mandatory Review Authority	Name
Post Office	Mike A Wells, Paul Homan Keith Baines, Adrian Batt, John Bruce, Richard Cowan, Jason Crellin, Lyn Darbon, Tim Gillott, Dave McLaughlin, Will Russell, Bernadette O'Donnell, Steve Page, Clive Read, Graeme Seedall, Dave Smith, Kevin Thompson, Gary Ellner, Lee Farman, John Wheeler S80 and S90 Design Authorities Phil Boardman, Dave Cooke, Mike Chawner, Charlotte Kenyon, Peter Franks, Graham Barnett Mike Stephens, Ian O'Driscoll, Mike Hannon, Simon Glynn
Programme Director	Beverly Dunn
Project Manager	Mark Burley
Optional Review/ Issued for Information	
	IT Working Group Chris Young, Peter Jones DCCs Fujitsu Services

Table 4: Review Details

1.6 Associated Documents

Reference	Version	Date	Title	Source
	1.0	18 Jun 2004	Programme Initiation Document for IT Roadmap Feasibility Study	Post Office
	4.0	26 Aug 2004	Fujitsu Services Contract Schedule 1 - Definitions	Post Office and Fujitsu Services
RM/POL/002	0.1	Undated	Post Office Community Information Security Policy	Post Office
	0.3	4 Aug 2004	HNG Project Initiation Document	Post Office
PSO/HNG/0CD/SC O/001	1.0	29 Nov 2004	HNG Feasibility CD	Post Office

Tuesday, 03 June 2014

Draft version 2.1

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PSO/HNG/OPS/RE Q/002	1.0		Postal Services on HNG Requirements Catalogue	Post Office
PSO/HNG/OPS/RE Q/003	1.0		Postal Services on HNG Reference Data Requirements	Post Office
SD/DES/005	16.0		Horizon OPS Reports and Receipts	Fujitsu Services
AS/IFS/001	3.0		Horizon to EDG Feed for Track and Trace Application Interface Specification (AIS)	Post Office
RM/DPR/001	1.0		Architecture Design proposal (A-DP)	Fujitsu Services
	Final Draft	7 December 2004	Value for Money Nenchmark on Fujitsu Proposition	Post Office
SU/IFS/024	1.0		A Point of Sale Supporting the Quantum Application	Post Office
CR/SPE/023	1.0		Automated Payments Client Specification - Siemens metering Ltd	Post Office
AP/IFS/042	5.0		Pathway to CQO AIS	Fujitsu Services
AP/IFS/046	2.0		Pathway to CQO TIS	Fujitsu Services
SU/IFS/003	0.2		L&G Agency UTP File Interface Specification	Fujitsu Services
BP/SPE/035	2.0		NBS Definition CCD	Fujitsu Services
CS/SER/010	2.0		Service Description Document	Post Office
RS/POL/003	6.0		Horizon Access Control POL	Post Office
PA/PRO/001	10.0		Change Control Processes	Post Office
VI/STR/064	1.0		Test Strategy	Post Office
PA/PRD/013	1.0		Horizon Generic Release Acceptance Process	Post Office
SU/TRP/014	1.12		Epay Retailer EPOS Accreditation Testing	Post Office
VI/TSC/295	1.0		Quantum FS Test Specification	Fujitsu Services
AS/IFS/002	0.3		Horizon EDG TIS	Fujitsu Services

Table 5: Associated Documents

Unless a specific version is referred to above, reference should be made to the current approved versions of the documents.

1.7 Abbreviations/Definitions

Abbreviation	Definition
A&L	Alliance and Leicester
ADSL	Asymmetric Digital Subscriber Line
AIS	Application Interface Specification
Amex	American Express
AP	Automated Payment
AP-ADC	Automated Payment - Advanced Data Capture
APS	Automated Payment Service
AQR	Audit Query Request
ARL	Additional Remedy Levels



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ATM	Automated Teller Machine
AVK	Application Verification Kit
B	Baseline - Baseline Horizon
BCF	Business Continuity Framework
BFPO	British Forces Post Office
CAPO	Card Account at Post Office
CASR	Central Application Service
CBT	Counter Based Training
CCD	Contract Controlled Document
CCN	Change Control Notice
CD	Conceptual Design
CISP	Community Information Security Policy
CMA	Communication Managers Association
Con	Consequential Change to the current Horizon
COP	Certificate of Posting
CR	Change Request
CRT	Cathode Ray Tube
CTO	Counter Training Office
CTS	Client Transaction Summary
Customer Session	One or more transactions handled at the same time
D	Deleted Requirement statement from Horizon Next Generation
DDA	Disability Discrimination Act
DES	Data Exchange Service
DMB	Directly Managed Branch
DP	Design Proposal
DR	Disaster Recovery
DSS	Department of Social Services
DVLA	Driver and Vehicle Licensing Agency
DWP	Department for Work and Pensions
EC	Executive Committee
E2E	End to End
EDG	Electronic Data Gateway
EMV	Europay Mastercard Visa
EPOS	Electronic Point of Sale
EPOSS	Electronic Point of Sale Service
ETU	E-Top Up
FAD Code	Unique Identifier for each PO branch accounting unit
F-CD	Feasibility Conceptual Design
FI	Financial Institution
FSA	Financial Services Authority
FTMS	File Transfer Management System
GDD	Guaranteed Delivery Date
GPRS	General Packet Radio Service
GUI	Graphical User Interface
HNG	Horizon Next Generation
HSH	Horizon Service Helpdesk
HTML	Hyper Text Mark-Up Language
IMPACT	Improved Accounting Project (inc Cash Account replacement)
IRF	Input Review Forum
ISDN	Integrated Services Digital Network
JV	Joint Venture
JWISL	Joint Working Information Systems Landscape
LAN	Local Area Network
LAT	Latest Acceptance Time
LDT	Last Despatch Time
LFS	Logistics Feeder Service
LVPS	Low Value Payment Service branded as PO Pay Station

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MHTR	Mean Hourly Transaction Rate
MI	Management Information
MOP	Method of Payment
MTBF	Mean Time Between Failures
NBS	Network Banking Service
NBSC	National Business Support Centre
NBX	Network Banking Engine replacement
NG	Next Generation
NS&I	National Savings and Investments
OBC	Operational Business Change
OBCS	Order Book Control Service
OCMS	Fujitsu System for scheduling estate management changes
OLA	Operational Level Agreement
PAF	Postal Address File
PID	Project Initiation Document
PIN	Personal Identification Number
PLU	Price Look Up
POISE	Parcelforce Track and Trace System
POLC	Post Office Local Collect
PO Ltd	Post Office Limited
POL-FS	Post Office Limited Financial Services
POLO	Post Office Log On
POS	Point of Sale
PPD	Process and Procedure Description
PSRD	Postal Services Reference Data
PSTN	Public Switched Telephone Network
R1	Change Requirement for Horizon Next Generation Release 1
R2+	Architecture Requirement for support beyond Horizon Next Generation Release 1
RDMC	Reference Data Management Centre
RDS80	Reference Data System to be in place at S80
REMs	Remittances
RMG	Royal Mail Group
RMGTT	Royal Mail Group Track and Trace System
S80	System Release 80 for Baseline Horizon
S90	System Release 90 for Baseline Horizon
SAD	Service Architecture Document
SAP ADS	SAP Automated Distribution System
SDS	System Design Specification
SLA	Service Level Agreement
SLT	Service Level Targets
Strong Authentication	The process in which the identities of networked users, clients and servers are verified without transmitting passwords over the network
SVGA	Super Video Graphics Array
T&T	Track and Trace
TCP/IP	Transmission Control Protocol / Internet Protocol
TIS	Technical Interface Specification
TRSTP	Transmission Request Service to Third Party
UI	User Interface
UPS	Uninterruptible Power supply
USB	Universal Serial Bus
VGA	Video Graphics Array
WAN	Wide Area Network
XML	Extensible Mark-up Language

Table 6: Abbreviations/Definitions

Unless defined above or in the body of the document, the definitions in Schedule 1 of the Contract between Post Office Ltd and Fujitsu Services for Horizon (The "Horizon Agreement") apply



2 Introduction

This section describes this document: the background to its production, its purpose, scope, structure and status.

2.1 The NG proposition

Substantial cost savings and service improvements in certain areas can be achieved by moving from the current generation of Horizon to a simplified *Next Generation* (NG) architecture. This proposition was tested by means of a feasibility study the results of which are reported in

- * the Feasibility Conceptual Design (F-CD)
- * the Architecture Design Proposal (A-DP)
- * the Service Architecture Document (SAD - vsn 0.8)
- * Heads of Agreement - which states the following business drivers:
 - * less than 3 year payback for investment
 - * at least 25% reduction in the total annual cost of ownership;
 - * must meet the agreed service requirements; and
 - * no material adverse effect on 2004/05 and/or 2005/06 Post Office profit and loss account.
- * Value for Money Benchmark on Fujitsu Proposition - Final draft dated 7th December 2004 by Gartner Consulting

2.2 Purpose of document

- * The purpose of this document is to:
- * confirm the scope of HNG as previously documented in the F-CD
- * define formally all applicable non-commercial requirements in sufficient depth to be able to conclude contract negotiations with Fujitsu Services for the supply of a new system and to be able to determine the full impact on other internal and external suppliers and clients
- * enable Fujitsu Services to provide a full Design Proposal for the implementation of the new architecture
- * provide one of the inputs to enable Post Office and Fujitsu Services to update their business cases for proceeding with development and deployment
- * support subsequent stages in the NG lifecycle, in particular by providing input to HNG development, implementation, acceptance and operation.
- * Define the approach for key activities, e.g. development of Functional Equivalence Acceptance Criteria
- * Provide a basis to support competitive procurement should that be required

2.3 Scope

2.3.1 Inclusions

This Conceptual Design takes account of business, technical, implementation, service, non functional and operational requirements across all domains involved in the provision of *HNG (HNG.)*, including Post Office, Clients and Suppliers. The intention is to broaden the focus of the document from the F-CD to one which embraces the Fujitsu Services domain and every other domain which is impacted

The CD forms the basis for contracting with Fujitsu Services

2.3.2 Exclusions

This CD does not specify the full requirements and acceptance criteria for functional equivalence of the current estate. It has been agreed that the acceptance criteria may be completed beyond completion of the CD and contract signature. However on completion of the work to define the functional equivalence acceptance criteria, they, and the associated acceptance methods, will be incorporated into a revised version of this document.

This CD does not specify the requirements introduced for the S90 CDs (to be handled in the same manner as any other CRs introduced)



This document does not cover commercial matters, which are prepared by the Commercial Strand in the form of the following deliverables:

- * Work Order(s) for work before contract
- * Benchmarking Reports (but not excluding Transaction Benchmarking Service)
- * Regulatory Requirements
- * Cost and Price Model
- * PO Investment Appraisal Model
- * Post Office Business Case
- * Fujitsu Services Business Case

2.4 Inputs and outputs

2.4.1 Input to this document

The material in this document is based on the scope defined in the F-CD supplemented by programme resource engaging with business representatives to form an overall perspective.

2.4.2 Outputs

This CD will provide information that is input to the following documents / activities:

- * Fujitsu Services Design Proposal
- * Fujitsu Services new Service Architecture Document (SAD)
- * Fujitsu Services commercial proposal and open book cost model
- * Post Office impact assessment of the introduction of HNG
- * Post Office's and Fujitsu Services' business cases for proceeding with development and deployment
- * Post Office and Fujitsu Services contractual negotiations
- * PID for next stage
- * Test plans
- * Acceptance plans

2.5 Document structure

The document is structured as follows:

Context for information only

- * Document control
- * This introduction
- * Background

Formal business requirements

- * Constraints
- * The NG Functional Baseline
- * Consequential functional changes
- * Release 1 business functional changes
- * Architectural requirements to support Release 2 and beyond
- * Business volumes and service levels
- * Branch and CTO infrastructure
- * Operational and support services
- * Implementation and migration

Formal solution constraints

- * Solution constraints
- * Security requirements

Implementation and delivery requirements

- * Development
- * Testing
- * Acceptance

Appendices of supporting material.



2.6 Conventions and definitions

2.6.1 Base definitions

Unless defined elsewhere in this document, the definitions in Schedule 1 of the Horizon Agreement apply

2.6.2 Convention for requirements

The following language conventions are used within the requirements statements in this document (as reproduced in Appendix A)

- * 'shall' designates a mandatory requirement
- * 'should' designates a desirable requirement, typically subject to cost-benefit analysis
- * 'will' designates a certainty, not a requirement
- * 'may' designates a possibility, not a desirability.

Requirements are indicated as per the following:

NGnnn = an original requirement stated in the F-CD and thus forms the scope

HNGnnnnn = a DOORS generated unique requirement id (not necessarily sequential). These are the base requirements in the CD and are either

- * restatements of the F-CD requirement
- * more developed requirements which are linked to the F-CD requirement
- * a new requirement which is linked to a CR number

The status of requirements is indicated as follows:

- * B - Baseline - expected at S80 - provided by exception
- * Con - Consequential change to the Horizon baseline
- * R1 - Change requirement for Release 1
- * R2+ - Architecture requirement for support beyond Release 1
- * D - Deleted requirements statement from the HNG-CD vsn 0.1 onwards

2.7 Status and signoff of this document

Sign-off signatories are defined on the front cover. Document maintenance will follow normal processes in Post Office and Fujitsu Services.



3 Background

This section summarises the main elements of HNG in order to provide (a) a rapidly assimilated view of all key aspects of the activity relevant to this CD, and (b) context for the more detailed information in later sections of this document and other related documents.

3.1 Vision

The vision for HNG is primarily to create a simpler and more streamlined Horizon, by removing a legacy of complexity and by moving the processing of various functions and the storage of associated data away from branches and to the main Horizon data centres. This is expected to result in improved Horizon capability and time to market.

The move to a central architecture is a significant shift as “No network = No automated trading”.

3.2 Horizon NG context

Figure 1 below shows HNG in context. A key focus of the Post Office requirements is definition of services delivered across the Horizon Service Boundary to key entities external to the Horizon Service Domain. In addition, to the primary services, some requirements apply to the main components of the Horizon Service Domain, namely the Data Centres, Branch Network and Branches.

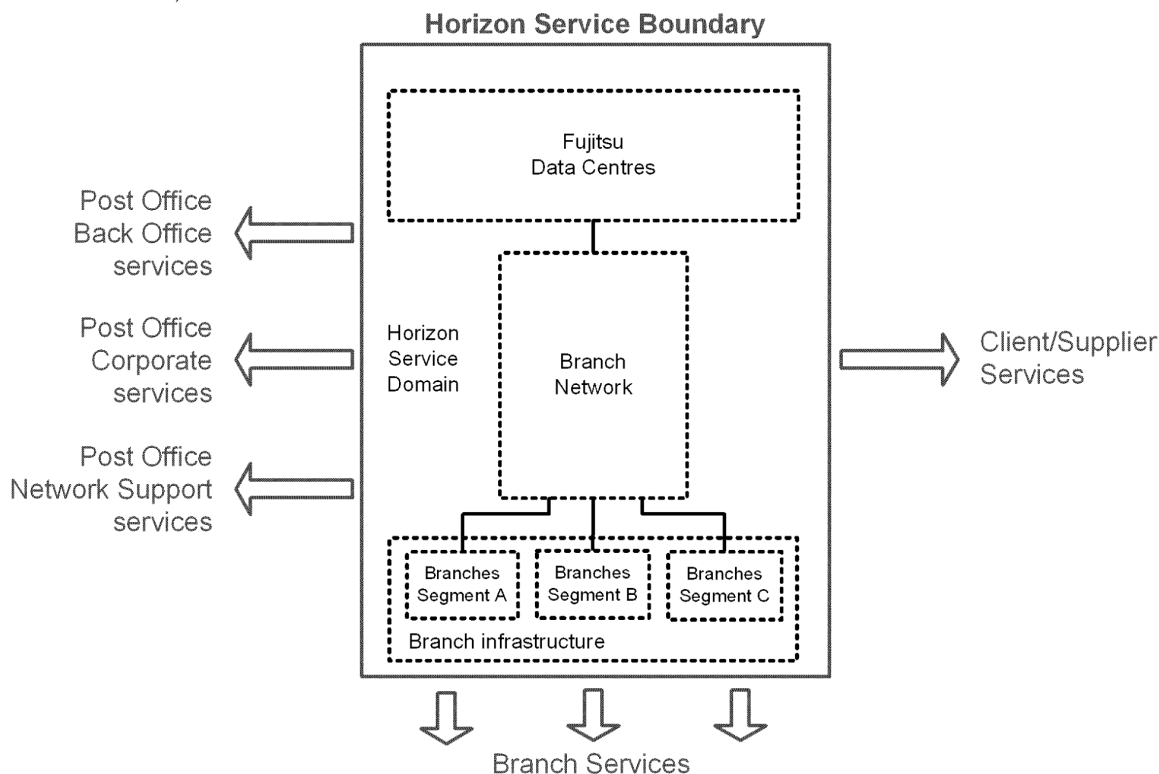


Figure 1: HNG context

3.3 Horizon NG scope

The scope of change due to HNG is described by reference to Figure 2. It shows a top-level functional breakdown of Post Office, and its associated external client and supplier systems. These major functional areas are described in more detail in **Appendix B - Functional Classification**. The purpose of this classification is to help ensure that



business requirements are stated completely and consistently (without undue gaps and overlaps), by grouping related functions together. The baseline includes current working practices even where not documented.

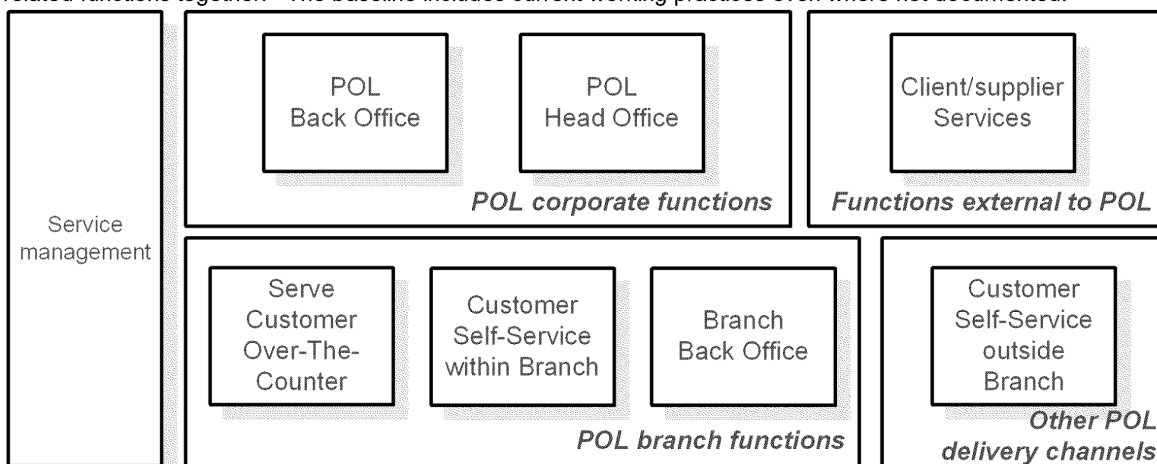


Figure 2: Functional decomposition of Post Office and its environment

HNG is focussed on the capability of Horizon, but it is expected that there will be some impact on other associated supplier/client domains. The extent of change is summarised below.

Table 7: Extent of change to Post Office main functional areas

Business Area	Change
Post Office branch functions	Functionality and architecture will directly change in accordance with the change requirements defined in this CD
Post Office corporate functions	Affected by changes in HNG
Post Office external functions	Clients and external suppliers will not be affected by HNG except as an unavoidable consequence implementing HNG. There will no change without explicit Post Office agreement.
Other Post Office delivery channels	These are not directly included in the architecture and infrastructure provided as part of HNG
Service management	Concerns all aspects of Post Office operations and will be impacted by NG.

3.4 Stakeholders

Stakeholders affect the outcome/success of a project and/or are affected by its outcome/success. Those with a stake in HNG are:

- * Post Office customers
- * Post Office Colleagues
- * Agent/branch managers
- * Federation of Subpostmasters
- * Communications Workers Union
- * Amicus (CMA section)
- * Clients
- * Post Office directorates
- * Post Office Corporate
- * RMG as owner of Post Office
- * RMG shareholder, i.e. government
- * Postcomm
- * Postwatch
- * Fujitsu Services
- * Other Post Office suppliers.



- * IT Working Group
- * Financial Services Joint venture with Bank of Ireland
- * PO Ltd EC

3.5 Horizon NG Estate

HNG equipment will be deployed in a range of operating environments, as summarised below.

3.5.1 Equipment

Horizon equipment (fixed and mobile) is currently used in, and will continue to be used in:

- * Fortress positions behind a security screen, including a 'rising' screen
- * Specifically designed open plan positions:
- * Post Office Branches with no security screen.
- * Mobile vans, currently operating off-line although live testing of a roadside PSTN connection method is taking place
- * Event trailers.
- * Back Office positions
- * CTOs
- * Postshops
- * Out of Hours terminals
- * Head Office locations

3.5.2 Segmentation

The HNG architecture will provide a basis for the segmentation of the Branch Network in order that Branch Network performance as a whole is optimised in relation to overall cost. This means that different service provision in different segments of branch may be enabled, e.g. some branches may have faster time to fix or higher resilience than others. The designation of the segment into which each branch belongs will be determined by Post Office on the basis of individual branch business need. In Baseline Horizon, there is effectively only one segment. In HNG, the number of segments, the characteristics of each segment and the branches within each segment are expected to be easily and economically changeable.

3.6 Categories of change

The effect of the proposed architectural changes from the viewpoint of a user of Horizon is expected to be transparent except for those specific functions that are agreed to change. HNG Release 1 thus comprises:

- * NG Baseline capability that is *Functionally Equivalent* to Baseline Horizon, excluding certain functions no longer required
- * Functional changes due to the revised solution for HNG and approved Post Office business changes
- * Revised operational and support services, reflecting the revised solution and service modification required by Post Office
- * Revised service levels, e.g. performance, availability.

Within the present document, Release 1 is considered to include rollout of equipment and software to branches.

As well as ensuring correct delivery of business functions for Release 1, it is important to ensure that the architecture of HNG will be able to support future business needs, take advantage of technological improvements and support Post Office's business strategy. Accordingly, Design Assurance activity will include verifying that the HNG architecture can support, or be economically extended to support, business functions required after completion of Release 1.

The various categories of HNG functional change are depicted in Figure 3 whose key elements are explained in Table 8 below. It shows the main elements of change in Release 1. Future changes may tentatively be foreseen as comprising a Release 2 and then futures. It also signals the main focus of the business case, which is focussed on carrying forward the Baseline and consequential changes, with some future-proofing.



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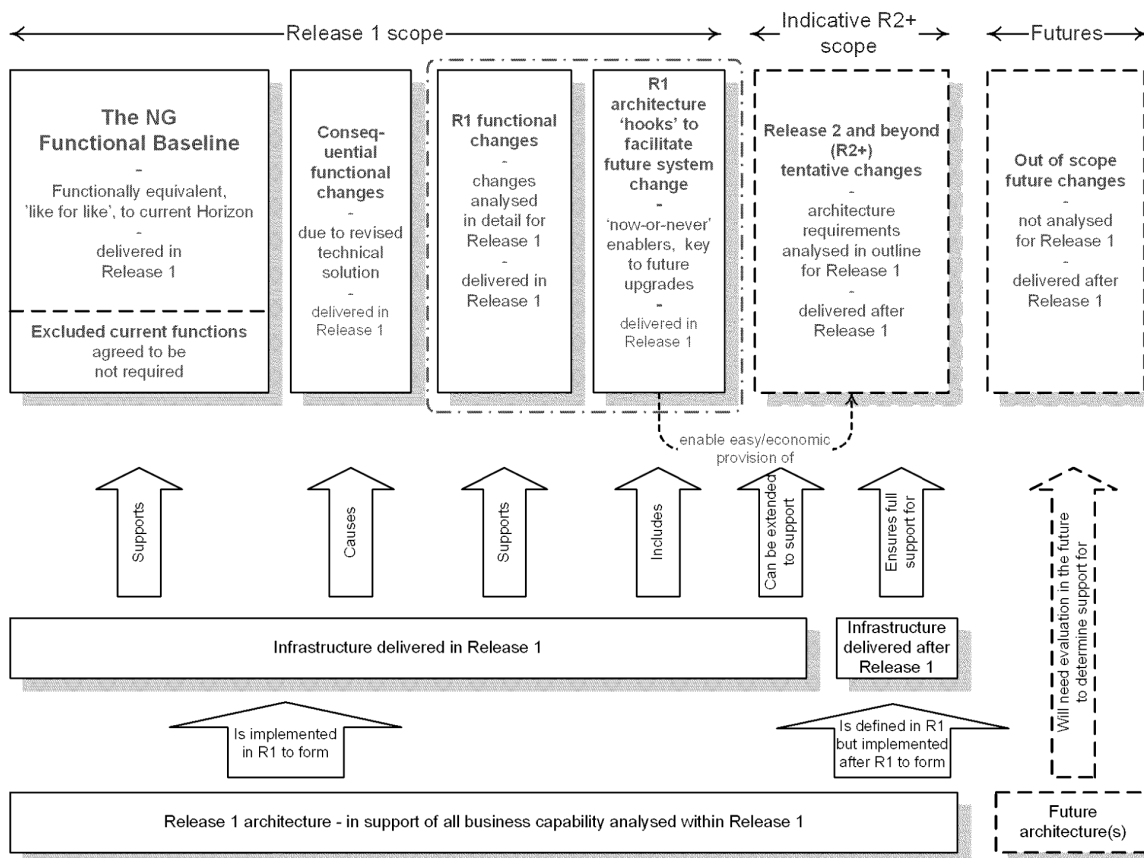


Figure 3: Overview of HNG functional changes

Table 8: HNG functional change categories

NG change element	Description
NG Functional Baseline less Excluded functions	Functions of Baseline Horizon for which there is a functional equivalent in HNG, excluding Baseline Horizon capability that is not to be carried forward into HNG. This typically occurs because the underlying business service is now redundant or rendered obsolete through other business change. See Section 5
Consequential functional changes	Functional changes due to fundamental differences in the HNG solution model expressed as changes to The NG Baseline. See Section 6
Release 1 functional business changes	These are included in Release 1, And are changes which have been agreed by ITWG. See Section 6

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Release 2 and beyond (R2+) tentative changes	Possible candidates for a tentative 'NG Release 2 or beyond', these are provided to enable assurance of (a) whether the NG architecture will support the requirements, and (b) whether the infrastructure will support or can economically be extended to support the requirements. No further business analysis has been done on these candidates. See Section 8
Release 1 architecture	The architecture supporting Release 1 and providing the architecture 'hooks' for R2+, and subject to Design Assurance. See Section 13
Infrastructure delivered in Release 1	Infrastructure refers to technical and application services for more than one application. Infrastructure delivered in Release 1 supports Release 1 applications and can be extended to support analysed future changes as noted above. See Section 10
Infrastructure delivered after Release 1	Release 1 infrastructure extended, if necessary, to meet Release 2 changes.
Future architecture(s)	Any future architecture beyond the scope of current definition.

3.7 Development

The development of HNG will follow the Joint Working ISL (JWISL) process for changes to the NG Baseline, but there will be some variations to JWISL to take account of the unique nature of Baseline conversion (see Section 15)

3.8 Implementation phasing and acceptance

In broad terms, the implementation of HNG falls into the following groupings:

- * Release 1, with the possibility that migration may take place in *phases* for technical reasons
- * Candidate Release 2 functions, defining capability expected to be required for release immediately after Release 1, subject to the usual release analysis at the time
- * Future changes beyond Release 2.

The requirements for Release 1 result in delivery of systems and services that will be accepted by means of acceptance tests carried out using the HNG system or a test system of HNG.

Requirements for functions delivered after Release 1 will result in the provision of an architecture and possibly infrastructure that supports, or may economically be enhanced to support, the future provision of the stated business requirements, but does not result in the delivery of the functions in Release 1. Release 1 Acceptance will include Design Walkthroughs and Document Reviews to assess the capability of the architecture and relevant infrastructure to support these future changes. Specific Acceptance processes will also take place when the infrastructure / functionality is actually delivered.



4 Constraints

This section contains the overriding needs that determine overall capability of HNG, associated support services and the conduct of the NG project.

4.1 Legal and regulatory

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-11990	NG241	All requirements for compliance in the current Fujitsu Services Horizon contract in the following areas shall continue to apply: <ul style="list-style-type: none"> •* General health and safety standards; •* Equipment standards; •* Legal and regulatory controls; and •* Contractor's policies and standards, including quality management system except that references shall be updated to relate to the versions of the standards, regulations and legislation in force at the time of the contract amendment relating to HNG or (if known) scheduled to come into force during the extended term of the contract.	B	Fujitsu Services
HNG-11991	NG502	Additional provisions shall be added to the contract requiring compliance with any relevant regulations or legislation enacted or having come into force since the execution of CCN1100 or which become relevant as a result of the HNG changes in the architecture and services.	B	Fujitsu Services



5 The Horizon NG Functional Baseline

It has been agreed by both Post Office and Fujitsu Services that the functional definition of the Horizon Next Generation (HNG) solution will be based on the principle of Functional Equivalence. A definition of Functional Equivalence is represented in section 5.2

These requirements recognise that the functional capabilities of the HNG solution will, predominantly, be the equivalent of those provided by the Baseline Horizon solution but with:

- * Certain exclusions of current functionality as defined in this CD
- * The introduction of a revised User Interface style although the functions of the User Interface remain the same unless explicitly stated otherwise in this CD
- * Certain behaviours being modified to reflect the agreed design, notably those relating to re-architecting to centralised systems and data and the consequential effect of different failure modes and error handling..
- * Some functional changes to be introduced as defined in Section 6

It is also accepted that a full and formal re-specification of the Baseline Horizon functional baseline will not be a prerequisite for the HNG Programme, since it would incur significant programme resources and time, and in many cases would be inappropriate since the current documentation source material is incomplete, varies significantly in its degree of precision and formality, and is naturally biased to the current 'services' segmentation of application design (i.e. APS, NBS etc) rather than reflecting any common process design and functional decomposition methods or models.

This section will define what is meant by functional equivalence and baseline within the context of HNG.

5.1 Definition

In general, a *baseline* is the formal definition of a system, service, operation, contract etc. at a specific time. It provides:

- * A reference for further activities, in particular the specification and implementation of subsequent changes
- * A recorded snapshot that may be referenced later, for the purposes of audit and regression.

Two distinct baselines need to be considered:

- * **Baseline Horizon** : the reference point from which all changes for HNG are made
- * **HNG Functional Baseline**: all the functions carried forward in some equivalent form from Baseline Horizon into HNG.

5.2 The Baseline Horizon

5.2.1 The Relevant Release

Baseline Horizon is defined as the capability, behaviours and other characteristics of Horizon at the completion of the Relevant Release, Release S80, where 'completion' means:

- * The Relevant Release and all agreed Change Requests have been accepted
- * All Acceptance Incidents have been fixed unless explicitly agreed by PO Ltd via the HNG programme
- * All documentation and other deliverables have been accepted.
- * All known problems have an agreed resolution

To clarify, this means Release S80 plus agreed CRs up to the date of this document being baselined with Fujitsu Services (expected to be Vsn 2.0). Any subsequent changes will be managed by Change Control

5.2.2 Functional Baseline description

Baseline Horizon is not defined in a single document or even a simple set of whole documents, but in parts of many documents and then not completely. In principle, the only functional baseline description needed for Horizon is that of the behaviour of Horizon that is externally evident. No description of its internal operation is believed necessary on the basis that this does not change any business outcomes



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A formal understanding of the material that describes Baseline Horizon is needed in order to provide the basis for Contractual Acceptance of HNG functions. It is not intended to rewrite or re-assemble a written description of Baseline Horizon functionality.

The functional baseline is those functions, information flows, information stores, operational characteristics and other qualities that are externally measurable and testable. It also includes those functions that may be invoked by means of changes to PO Reference Data e.g AP/ADC

The types of contractual documents to be used as reference to each of the baseline elements includes, but are not limited to, those defined in Table 9 below.

The types of contractual documents to be used as reference includes, but are not limited to, formal specifications plus agreed variations howsoever documented, e.g. agreed Change Requests, agreed letters of variation.

Table 9: Elements of Baseline Horizon

NG Baseline element	Specification
Common data models and business rules	Contractual documentation defining common data models and business rules
Reference data definition	As defined by the Reference Data Systems, RDS, Mails reference data and RDMC.
Horizon functions	Includes relevant Conceptual Designs, Fujitsu Services design documents, Counter Dialogues, Process and Procedure Descriptions (PPD's), NBSC/HSH scripts or knowledge bases
Horizon external interfaces: Electronic data feeds between Horizon and another systems	Contractual documentation in the form of Application Interface Specifications, Technical Interface Specifications, mapping documents and business parameter documents, Operational Level Agreements (OLA's) Note OLA's are non-contractual; any service level requirements relating to these interfaces are defined in the Horizon contract. Some OLA's between Fujitsu Services and Third Parties relate to contracts between PO Ltd and Fujitsu Services and between PO Ltd, Clients and other suppliers (EDS, LINK, Streamline etc)
Operational characteristics	Operational Level Agreements, NBSC/HSH scripts or knowledge bases
Horizon external interfaces: Keyed input by Users to Horizon	Counter Dialogues, PPD's, token specifications, NBSC/HSH scripts or knowledge bases
Horizon external interfaces: Business reporting from HNG intended to read by Users	Contractual documentation including Horizon Reports and Receipts CCD, as supplemented or moderated by the observable 'common practice' behaviour of Horizon.
Information stored persistently within Horizon	Audit Trail Functional Specification
Service levels	As defined in Service Level Agreements
Interchanges related to technical management	Documents for the reporting of changes, faults, routine notifications, etc. all related to managing Horizon such that it meets service levels and is changed to meet new business needs.
Adherence to policy and standards	Contractual agreements and standards documents. There is assumed to be no change, except where changed in accordance with requirements HNG11990 and HNG11991

5.2.3 The functional baseline for Horizon NG

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-25063	NG006	All service or functional characteristics of Baseline Horizon that are externally measurable, testable and reportable, and those functions that may be invoked by means of changes to PO Reference Data, shall have equivalents in HNG Release 1 unless specifically modified by requirements defined or	B	Fujitsu Services



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		referenced in this CD or change request		
HNG-77816	New	Post Office Ltd shall liaise with their suppliers to review the CD/DP (or subset thereof) and identify areas of current support operations that are impacted by the move to HNG. This includes identification of any additional information required where there is ambiguity.	Con	PO Ltd
HNG-25064	NG007	The functions of HNG delivered in Release 1 shall be : Functions that are Functionally Equivalent to those of Baseline Horizon except where <ul style="list-style-type: none"> ●* Capabilities of Baseline Horizon stated as not required in this CD ●* Changes to Baseline Horizon specified in this CD ●* changes agreed under Change Control. 	B	Fujitsu Services
HNG-77817	NG007	For functional and service equivalents, the business will need to work with the HNG project team to assure the ongoing validity of business designs, including any business process design changes as a result.	Con	PO Ltd

5.3 HNG Functional Equivalence

5.3.1 HNG Functional Equivalence rules

The HNG solution will be required to support the delivery of a set of business capabilities and support facilities that comply with the Horizon Baseline system and services which in part is defined in the documentation set of Contract Controlled Documents (including correction of any variances described in the Known Error Log). These are summarised in section 5.3.2. The interpretation and context for the delivery of these HNG capabilities will take place in a manner that complies with:-

- * The formal definition of Functional Equivalence as contained in this section
- * Is consistent with the following guidelines and constraints, which represent the minimum set of obligations on Fujitsu Services, but do not restrict or take precedence over the formal definition of Functional Equivalence.

This is not a definitive set of rules and changes may be made subsequently.

5.3.1.1 HNG Functional Equivalence Guidelines

An HNG Business Capability, Support Facility or any aspect thereof will be considered functionally equivalent to the Horizon Baseline if: -

The Business Capabilities described in overview in section 5.3.2.1 are provided and in a manner that delivers the same business outcomes to Post Office's stakeholders.

The Support Facilities described in overview in section 5.3.2.3 are provided and in a manner that supports the delivery of the Business Capabilities.

The Business Capabilities and/or Support Facilities described in overview in section 5.3.2 achieve the same operational effect for Branches or Users.

The delivered HNG functionality associated with any Business Capability is consistent with these Functional Equivalence Rules unless a variation is required due to :-

- * An explicit Requirement statement in the HNG Conceptual Design
- * An explicit exclusion statement in the HNG Conceptual Design
- * The introduction of changes agreed via Change Control
- * An agreed Solution capability arising from the implementation of a Consequential Change Requirement
- * An agreed Solution capability required to meet an HNG Acceptance Criterion.

The financial outcome resulting from the operation of a specific transaction for the Customer, Post Office, any affected Client(s), and any other Post Office Supplier(s) is identical.

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The Products that can be traded within a Branch are the same as those defined in Post Office Reference Data (as at the Horizon Baseline) and associated with the equivalent Horizon Service or Application as shown in section 5.3.2.2

The Business Rules associated with any Product transacted as part of a Business Capability are applied in the same manner as those used with the equivalent Horizon transaction. Business Rules will be defined within Post Office Reference Data, Fujitsu Services code, other forms of Reference Data, Client supplied data / information exchanges and other sources defined within the Baseline Horizon Application Definitions.

The ability of Reference Data (whether provided by Post Office or Fujitsu Services) to enable changes within a Business Capability, Support Facility or to invoke or enable any other operational effect currently provided on Horizon is retained to the same extent and with the same level of control as Horizon Baseline.

The Customer / Clerk interactions in support of a particular Product and delivered via the HNG User Interface enable: -

- * the same data to be captured using the same format and validation criteria
 - * the same initiating Tokens or events to be used
 - * comparable information displays and capture methods via the counter terminal
 - * the same tasks and sub-tasks to be performed following the same logical workflow
- as are associated with the equivalent Horizon transaction.

The Outputs resulting from the intermediate processing of, or the completion of a Branch transaction are the same in both form and occurrence as those resulting from the equivalent Horizon transaction (including correction of any variances described in the Known Error Log) and where relevant must conform to the appropriate Contract Controlled Document. The Outputs may take the form of: -

- * Any information exchange or generated data file which includes interactions with Hosted systems (e.g. PAF) and external systems (e.g. LINK, DVLA). These must conform to the appropriate Application Information Specification.
- * Any printed item (e.g. Report, Branch receipt, other forms of Branch produced collateral). This must conform to the relevant layout specification as defined in the Horizon OPS Reports and Receipts Specification or other agreed layout specifications, subject to any agreed modifications introduced as a result of HNG.

Any data produced or captured by HNG can be accessed or retrieved by Post Office or provided to Post Office in a manner comparable to any equivalent facilities, and with the same level of data integrity or retention as available on Horizon. This information provision continues provided that the purpose and meaning of the data and/or the associated Post Office processes have not changed as a result of the introduction of HNG.

The Outcome of any aspect of Branch trading or operation results in the same state of financial integrity, ability to audit and ability to reconcile on HNG as exists on Horizon. These outcomes (including financial, audit and reconciliation) will be subject to any agreed changes resulting from the HNG Conceptual Design.

Any Reference Data used to invoke functionality or any other operational behaviour, whether currently enabled on Horizon or not, remains the same ie. including capability currently suppressed

In addition, and in support of the principle of equivalence for Fujitsu Services services: -

The scope and content of the HNG Services and their associated HNG Service Descriptions will be the equivalent of the existing Horizon services except where modified via the HNG Conceptual Design or subsequent authorised Changes.

5.3.1.2 HNG Functional Equivalence Rules constraints

This section provides a description of the constraints or limitations that will apply when assessing the Functional Equivalence guidelines.

Data elements, attributes or relationships that are contained within any Application Interface Specification (including Post Office Reference Data AIS) which are stated or agreed as not to be used by Horizon will not be automatically supported in HNG as a consequence of applying the Functional Equivalence Rules (but will be accepted by HNG without causing an error).

Data elements, attributes or relationships that are contained within any Application Interface Specification (including Post Office Reference Data AIS) which are tested but not used or processed in live operation by Horizon (e.g. items supporting future anticipated changes) will be supported to the same extent in HNG.

The User Interface style is required to be changed however Users must be able to perceive and perform the functions provided via the changed interface such that they may perform the same user tasks in the same or comparable manner. Therefore the agreed process designs for the HNG Business Capability may not wholly reproduce all aspects of the Horizon Counter Dialogue definitions or other Horizon screen content specifications where agreed to be different.



5.3.2 HNG Business Capabilities and Support Facilities

This section provides an overview description of the Business Capabilities / Support Facilities that are to be supported by HNG. More comprehensive descriptions are expected to be produced as part of the development of the associated HNG Contract Schedules. As noted above these descriptions do not restrict or take precedence over the formal definition of Functional Equivalence.

5.3.2.1 Business Capabilities overview

- * **Point of Sale capability** - The Point of Sale capability provides a general till function which enables Post Office to carry out sales operations within Branches for the range of products defined within Post Office Reference data. These products may be general retail products or are traded via one of the In-Payment, Banking, DVLA, Electronic Top-Up and Bureau de Change capabilities described below. This facility implements the business and pricing rules for each product (including receipt production) and manages the aggregation and recording of all transaction data into a customer session. This facility operates in co-operation with the Payment Management capability.
- * **In-Payment capability** - This enables Post Office to provide a range of bill payment and pre-payment facilities to customers of many Post Office Clients. Such In-Payment services may be invoked through the use of Customer Tokens (including the Quantum smart card) or other mechanisms and may involve the use of a range of data capture and validation facilities. Data captured as a result of an In-Payment transaction is transferred to the relevant Client in accordance with the relevant Application Interface Specification.
- * **Banking capability** - This enables Post Office to support the transaction of banking business in Branches. It is enabled in all Counter Positions in all Branches, but requires an operational data communications link in order to process Transactions through authorisation dialogues with either LINK or Financial Institutions. Banking transactions are invoked by a card swipe, the manual entry of card details or Customer insertion of chip enabled card into the PINPad. The following Transaction types are supported:
 - * cash deposit;
 - * cash withdrawal;
 - * balance enquiry;
 - * withdraw limit;
 - * change of PIN at PIN Pad; and
 - * Cheque Deposit.
- * **DVLA Vehicle Licencing capability** - This enables Post Office to support the provision of vehicle re-licencing Transactions in selected Branches. These transactions are enabled by captured data as specified by Post Office Reference Data and utilise an online interaction with the DVLA BART system. This interaction retrieves information concerning MOT status and vehicle excise duty as well as other supporting data. The interaction with DVLA BART may be configured to deal with scenarios where no response is received from DVLA BART within designated time periods.
- * **Electronic Top-Up capability** - This enables Post Office to support the Customer purchase or refund of mobile phone related credits and associated content products (e.g. ring tones). It is enabled in all Counter Positions in all Branches, but requires an operational data communications link in order to process Transactions through authorisation dialogues with epay. ETU credit products (known as Topup products or PIN products) are invoked by swiping a card (or input of card details). ETU content products (known as PIN/e-voucher products) are invoked by Clerk selection. The following Transaction Types are supported:-
 - * the purchase of a card based Topup product;
 - * the purchase of card based PIN product;
 - * the purchase of a PIN/e-voucher product;
 - * the refund of a card based Transaction; and
 - * the refund of a PIN/e-voucher Transaction.
- * **Bureau de Change capability** - This enables Post Office to trade foreign currencies and traveller's cheques at Counter Positions. The service provided in a particular Branch can range from none to full bureau de change facilities, depending on the Bureau Type defined in Reference Data for the Branch in question.



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- * **Postal Services capability** - This enables Post Office to offer a range of Postal Services which cover the acceptance of mail at a branch, application of rules and constraints to determine the carrier, service and price for a particular item of mail, printing of postage labels and customer documents, Track and Trace facilities enabling delivery of information about accepted mail to a carrier's system, management of mails items while at the branch, provision of related services such as Local Collect and the delivery of information to Post Office Limited central systems. The Postal Services capabilities use Reference Data which define the attributes of the services being offered (carrier, availability, options, constraints, pricing tables, token definitions (e.g. barcode), receipt and label definitions etc.). Support for users is provided by the general Help facilities which define details of services provided.
- * **Payment Management capability** - This enables the Settlement of a Customer Session using either Cash, Cheque, various Vouchers or Debit Cards as methods of payment. In addition support for Credit Card as a method of payment is anticipated to be provided as part of S90. This facility manages the aggregation of the required tender value for a Customer Session and provides change calculation facilities. Use of the Debit Card method of payment is enabled at all Counter Positions in all Branches, but requires an operational data communications link in order to process settlement transactions through an authorisation dialogue with Streamline system. The following Debit Card Transaction types are supported:
 - * Debit Card purchase;
 - * Debit Card refund; and
 - * Explicit Reversal
- * **Cash and Stock Management capability** - This capability provides facilities to enable the Branch to capture data (including Cash and Stock declarations, inward / outward Remittances, Pouch collection and receipt) for onward submission to the Post Office SAP-ADS and other stock systems.
- * **Branch Administration capability** - This capability provides facilities to enable authorised Users within a Branch to perform various administrative functions including user / password management and Stock Unit creation / allocation.

5.3.2.2 Equivalent Horizon Service

The following table identifies the equivalent Horizon Service to the Business Capability described above (though the new capabilities should be provided in a more generic form that facilitates re-use in future developments): -

Table 10: HNG Business Capability

HNG Business Capability	Horizon Service / Application
Point of Sale	EPOSS
In-Payment	APS and AP-ADC facilities as required
Banking	NBS / NBX
DVLA	APS using AP-ADC facilities
Electronic Top Up	ETU
Bureau de Change	Bureau
Postal Services	SmartPost
Payment Management	EPOSS using Debit Card facilities as required
Cash and Stock Management	LFS
Branch Administration	EPOSS

5.3.2.3 Support Facilities overview

- * **Branch Management** - A set of general support facilities are provided to cover user Log on / off, the provision of a generic and updateable User help system comprising linked context sensitive pages, the provision of user Training facilities, the display of End of Session Prompts and Transaction Prompts , support for Reversals and Refunds, Report production and various tasks associated with Branch Accounting.
- * **Transaction Management** - This facility provides general support for Transaction aggregation and Transaction storage. Facilities are also provided to allow authorised Post Office personnel to have enquiry access to Transaction data.
- * **File Management** - This facility provides general support for the receipt and dispatch of batch files to and from Post Office Clients, 3rd parties and Post Office external systems and between Horizon and



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the POL-FS system. Outbound Batch files will contain data originating from a Business Application and will be directed to a specific Post Office client or 3rd party, or will be directed to the Post Office EDG service. Inbound Batch files will be received directly from a Post office client or 3rd party and will contain data for use by a Business Application.

- * **Reference Data** - This facility supports the receipt of Post Office Reference Data for use by either HNG Business or System operations. Business related Reference Data comprises information that relates to particular Transactions. System related Reference Data comprises information that relates to the state of the Branch and its associated software base (e.g. Event management details, software version numbers).

Reference Data provided by Post Office comprises the definition of the properties and relationships of the data to be processed and the processing methods that are to be used. Reference Data will use date/time and version controls, and will also be used to control product availability within Branches. Additional Reference Data may be created by Fujitsu Services.

- * **Postal Address File (PAF)** - The PAF facility is used by certain Business Capabilities to: -
 - * allow Users to validate an address by entering the details of premises and postcode or premises, street and town of the address to be validated;
 - * present Users with a validated postal address;
 - * permit Users to enter a postal address manually; and
 - * make available the manually entered postal address for subsequent processing

This facility is available at all Counter Positions in all Branches (but access to the PAF facility is only available at locations with an operational data communications link).

- * **Message Handling** - The Message Handling facility supports the creation of text based messages which may be viewed by selected Branches. Within a Branch Users may select messages for display and subsequent printing. This facility is available at all Counter Positions in all Branches (but messages can only be received at locations with an operational data communications link).
- * **Audit** - The Audit facilities enable the recording of an operational audit trail and a commercial audit trail. These comprise the audit trail associated with Branch operations (including administrative, back office and front office events), and the audit trail of that part of Fujitsu Services' internal commercial records to which Post Office's internal auditors or agents have access.. Data will be retained for the periods agreed between Post Office and Fujitsu Services. Access to audit trail data is provided to authorised Post Office personnel either by interactive access or through a set of standard reports.
- * **Reconciliation** - The Reconciliation facilities and associated reports support Post Office in establishing a common financial position between itself and those external Clients / 3rd parties whose own processes may cause them not to accept a Post Office transaction. The organisations concerned are expected to be LINK, Streamline and epay and Alliance and Leicester

5.4 Excluded business functions

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-25065	NG013	The OBCS product shall be excluded from HNG	R1	Fujitsu Services
HNG-25066	NG014	The Water Card product shall be excluded from HNG	R1	Fujitsu Services
HNG-25067	NG017	POLO card functionality shall be removed.	R1	Fujitsu Services
HNG-25068	NG023	Session Transfer capability shall not be retained.	R1	Fujitsu Services
HNG-25069	NG024	Session Suspend shall not be retained.	R1	Fujitsu Services
HNG-77818	NG024	PO Ltd will identify current uses of transfer and suspend and ensure business processes are designed to manage the removal of them. Business change to manage the communications around this.	R1	PO Ltd
HNG-31941	New	Any historic data relating to any excluded product shall be retained for central audit in line with existing agreements	R1	Fujitsu Services
HNG-	New	Bubble help will not be implemented on HNG.	R1	Fujitsu



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73083				Services
HNG-76089	New	LFS advice notes functionality shall be removed	R1	Fujitsu Services
HNG-77819	New	PO Ltd shall ensure that excluded products are formally ceased and all operational procedures are revised accordingly and signed off as closed down prior to HNG go live.	R1	PO Ltd
HNG-77820	New	The PO Ltd HNG Programme Management team shall be responsible for the retrieval and subsequent management of redundant POLO cards in a secure manner.	R1	PO Ltd

5.5 Assumptions and Constraints

For the avoidance of doubt, the following functions are required and regarded as existing already within the Baseline Horizon baseline.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-25070	NG016	Clients currently connected using the File Transfer Management System (FTMS) shall continue to be connected in this manner, i.e without change to the business function or technical presentation to the client, without change in HNG, unless varied by PO Ltd. before migration.	B	Fujitsu Services
HNG-25071	NG503	As from the date of agreement to this CD all new clients requiring file transfer services shall be connected to the system via EDG and not the File Transfer Management System(FTMS).	B	PO Ltd

5.6 Baseline requirements to be assumed in the S90 Release

Fujitsu Services have made a budget provision in their feasibility stage price estimates and shall provide a separate costing for the following change requirements, assumed to be included by means of a Change Request for inclusion following the Relevant Release and hence expected to become part of the HNG baseline, i.e. assumed to be in S90:

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-25072	NG020	Fujitsu Services shall provide costs for the system to support payment by credit and debit card for bureau de change services on Horizon as defined by the S90 CD.	B	Fujitsu Services
HNG-25073	NG505	Fujitsu Services shall provide costs for the system to support auto REMs as defined by the S90 CD.	B	Fujitsu Services
HNG-72758	New	Fujitsu Services shall provide costs for the system to support AP Outpay and automated postal orders as defined by the S90 CD	B	Fujitsu Services
HNG-25074	NG506	Fujitsu Services shall provide costs for the system to support S80 requirements deferred to S90	B	Fujitsu Services
HNG-73331	New	Fujitsu Services shall ensure the HNG system architecturally supports all S90 deliverables	B	Fujitsu Services

5.7 Related systems

These concern the baseline for any system that interacts with or is in any way otherwise affected by HNG. These include, in particular, Post Office, client and supplier systems.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
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HNG-25075	NG027	Fujitsu Services shall design HNG such that no changes will be required to supplier and client systems and services unless specifically indicated by this CD, or agreed through Change Control, or specifically required by the agreed Migration Strategy for HNG.	B	Fujitsu Services
HNG-77821	New	PO Ltd shall support the programme in gaining client engagement to progress any required changes as a result of implementing HNG	Con	PO Ltd
HNG-25076	NG008	There are shall be no changes to any external interface for electronic data feeds, including operational characteristics such as frequency, number and timing of transmissions, or client-specified reports/receipts unless permitted by this CD or otherwise agreed with PO Ltd. Any system or service that operates using a split hosting and ASSAM/development arrangement (eg. POL-FS) shall be treated as an external interface	Con	Fujitsu Services
HNG-72759	NG008	Operational characteristics, working practices, non-contractual obligations and other such obligations as defined in the existing OLA documentation (at the time of the Relevant Release) must be carried forward and met in all cases under HNG.	B	Fujitsu Services
HNG-72760	NG008	Key existing service characteristics where NOT expressly defined in either an OLA or SLA must be preserved. This relates to attributes of a client or external connection that could be defined as "Current Working Practice". - e.g. the "receive by" time of any externally distributed data.	B	Fujitsu Services
HNG-72761	NG008	The introduction of HNG should not cause a change in the experience for the party connected to HNG by the Client or External interface	B	Fujitsu Services
HNG-77822	New	PO Ltd shall support the HNG project team in identifying those client contracts that may be impacted by the introduction of HNG. The business shall engage with clients to understand potential impact of proposed changes.	Con	PO Ltd
HNG-73329	NG240	Post Office and Fujitsu Services shall work together to agree and maintain a full definition of all external interfaces to Horizon	Con	Fujitsu Services
HNG-77823	New	PO Ltd will refresh and assure the list of of all external interfaces to Horizon. Note - CCD is not the definitive list of interfaces	B	PO Ltd
HNG-73330	New	Fujitsu Services shall update the interface list provided in Appendix C as part of their evaluation and response to this CD, to document the complete set of interfaces that are currently in place to / from the Horizon system at the time of the Relevant Release.	Con	Fujitsu Services



6 Consequential and R1 Changes

6.1 Functional Requirements

This section describes the functional changes that are required over and above the baseline functional equivalence capability described in section 5.

In the FCD, the functional requirements were broken down into two sections dealing with consequential and release 1 changes. Within this CD they have been combined to make the grouping of functionality more logical. However the distinction of consequential or release 1 has been maintained as an attribute against individual requirements.

Consequential requirements are defined as those that have been made necessary as a result of the change in architecture and therefore requiring a different approach to be taken. Release 1 on the other hand is those changes required by the business to be delivered in the first release of HNG.

6.1.1 Structure

This section covers the following functional change areas:

- Handling of yet to be identified architectural changes.
- User Interface
- Process design rules and reporting standards
- Fallback and recovery.
- Training capability.
- Handling of hibernated branches.
- Foreign currency revaluation at end of day.
- Enhanced customer session - optimisation of the receipting, voiding and settlement process for AP and ETU transactions.
- Reconciliation - reports that are no longer required as a result of the change in architecture.
- Audit rules - definition of the commit points for audit events.
- Data items.
- Integrated Help
- Mails functionality.
- Quantum card functionality.

6.2 Architectural changes with side-effects

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-25077	NG562	Fujitsu Services shall develop a process to keep Post Office informed throughout the project until Acceptance, of any business functional or non-functional changes that (a) may have business impact on Post Office, no matter whether beneficial or detrimental, but (b) have not been requested by Post Office. Such 'side-effects' are assumed to arise from changes in architecture or processes between Baseline Horizon and HNG.	Con	Fujitsu Services
HNG-77824	New	PO Ltd is required to respond to ad hoc proposals for functional change which have impact on Post Office Ltd to support the programme performing design assurance	Con	PO Ltd

6.3 User Interface(s)

The User Interface (UI) may relate to any or all aspects of the entire interaction between Horizon and the User, including the physical ergonomics of branch counter and back office environments, as well as interactions implemented in software, such as graphic, textual controls, key strokes, pointing. In the main, the UI has to take account of existing physical constraints, rather than redefining them.



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User interface (UI) changes are caused by the revised hardware/software solution in branches. All changed requirements for the user interface(s) are stated below.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-73048	NG028	The UI shall minimise the need for business change, within the other constraints of this CD through compliance with the UI Design Brief until the replacement for the Horizon OPS Style Guide is signed off and included as a CCD, at which time this takes precedence.	Con	Fujitsu Services
HNG-77825	New	PO Ltd shall work with the programme to sign off style and U I design interface decisions.	Con	PO Ltd
HNG-77826	New	PO Ltd will secure necessary user resources to provide input and assurance to user interface design analysis	Con	PO Ltd
HNG-73049	NG028	By following the Design Brief, the User Interface shall minimise the need for user training, within the other constraints of this CD. The basis on which the need for training shall be assessed will include user trialling of UI prototypes.	Con	Fujitsu Services
HNG-77827	New	PO Ltd shall propose the critical success factors for user trialling.	Con	PO Ltd
HNG-77828	New	PO Ltd shall propose the training approach to be adopted for HNG migration.	Con	PO Ltd
HNG-73050	NG029	Fujitsu Services shall supply a User Interface that is intuitive and easy to use by Users in order to minimise errors and delays in the completion of transactions and activities.	Con	Fujitsu Services
HNG-73051	NG029	Through assurance of the Design Brief, Fujitsu Services shall ensure the layout of the User Interface is designed to maximise the speed and accuracy with which transactions and user operations are performed.	Con	Fujitsu Services
HNG-73052	NG030	Fujitsu Services shall ensure that the User Interface provides a consistent look and feel across the branch front and back office functions supported by Horizon.	Con	Fujitsu Services
HNG-73053	NG030	Fujitsu Services shall ensure that it shall be possible for other applications delivered over the Post Office Service Infrastructure to be consistent with the look and feel of the HNG User Interface. This applies unless explicitly agreed otherwise by PO Ltd	Con	Fujitsu Services
HNG-77829	New	PO Ltd shall provide information to the programme to pass on to Fujitsu Services on the look and feel of other applications delivered over the Post Office Service Infrastructure	Con	PO Ltd
HNG-77830	New	PO Ltd design shall work within the agreed style guide and shall instruct third party suppliers to design within the constraint of the style guide unless specifically agreed otherwise.	Con	PO Ltd
HNG-73054	NG030	Fujitsu Services shall ensure that the User Interface is easily adapted to facilitate the introduction of new applications. Unless the parties agree otherwise, this provision shall not apply to third party applications selected by Post Office.	Con	Fujitsu Services
HNG-73055	NG033	The User Interface implementation shall be consistent and operable with any Current Horizon counter equipment retained as part of HNG technology refresh	Con	Fujitsu Services
HNG-73056	NG353	Consumables selected for use with Horizon will be: <ul style="list-style-type: none"> •* appropriate for use with the chosen equipment •* easy to use 	Con	PO Ltd
HNG-	NG034	The User Interface shall operate with the required hardware	Con	Fujitsu



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73057		baseline (see section 10. Implementation).		Services
HNG-73058	NG035	The UI shall be capable of being rendered on a range of screen resolutions, by scaling the graphic/typeface size to fill the available display area, without any degradation in image quality.	Con	Fujitsu Services
HNG-73059	NG036	The content of the UI shall be centrally configurable to the extent that it can be changed today unless changed by the Style Guide	B	Fujitsu Services
HNG-73060	NG038	Fujitsu Services shall enable the brightness and contrast of screens to be adjusted within the constraints of hardware and related software.	Con	Fujitsu Services
HNG-73061	NG039	Fujitsu Services shall advise on approaches to mitigate the impact of additional UI equipment at the Branch that may be inherent within the solution design.	Con	Fujitsu Services
HNG-77831	New	The business shall work with the programme to agree process and procedures for new and changed equipment.	Con	PO Ltd
HNG-73062	NG040	The Logical Interface shall be separable from the underlying system functions, i.e. the logical UI entities can be decoupled from the underlying application business entities	Con	Fujitsu Services
HNG-73063	NG041	The look and feel of the interface shall be independent of the underlying operating system platform where economically achievable so that porting to a new operating system does not require user training or UI re-implementation	Con	Fujitsu Services
HNG-73064	NG042	The UI shall support industry standard norms of best practice for touch screen UI input, as enshrined in either the replacement for The Horizon OPS Style Guide or the Design Brief	Con	Fujitsu Services
HNG-77832	New	PO Ltd shall appoint a recognised arbiter for industry norms for UI style.	Con	PO Ltd
HNG-73065	NG043	The User Interface shall support industry standard UI concepts and display types as enshrined in either the replacement for the Horizon OPS Style Guide or the Design Brief	Con	Fujitsu Services
HNG-73066	NG045	Fujitsu Services shall replace to the satisfaction of Post Office the CCD entitled <i>Horizon OPS Style Guide</i> .	Con	Fujitsu Services
HNG-73067	NG045	The User Interface shall comply with the replacement to the <i>Horizon OPS Style Guide</i> (including all DDA requirements).	Con	Fujitsu Services
HNG-77833	New	PO Ltd shall provide their interpretation of DDA requirements that HNG is required to comply with.	Con	PO Ltd
HNG-73068	NG046	A prototype exhibiting the User Interface key characteristics shall be prepared to aid understanding of user training needs assessment and as input to the replacement to the <i>Horizon OPS Style Guide</i> .	Con	Fujitsu Services
HNG-73069	NG047	The replacement to the Horizon OPS Style Guide shall set out general guidelines for the User Interface, including without limitation details of: <ul style="list-style-type: none"> ●* Desktop (screen) Layout ●* Desktop Components ●* Panel and Button Styles ●* Data Types, Navigation ●* Functions, Menus ●* Messages and Help Text ●* Icons ●* Captions and Colour ●* Reports and Receipts 	Con	PO Ltd

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		<ul style="list-style-type: none"> •* Keyboard Mapping •* Navigation •* Data entry •* All other relevant components 		
HNG-73070	New	The UI shall be capable of rendering such help text and facilities as specified in this CD	Con	Fujitsu Services

6.4 Process Design Rules and Reporting Standards

6.4.1 Purpose of the Business Design Rules Process

The purpose of the process design rules is to provide guidance as to how business processes should be supported within Horizon Next Generation (HNG) wherever such support is not explicitly defined. There are two sources of process definition which, it is anticipated, should explicitly define a significant portion of the system support. These are:

- In areas of change, whether this is due to agreed business change or recognised consequential change, the required business process definitions will be fully and explicitly defined within the HNG Conceptual Design.
- In areas where acceptance criteria specify adherence to particular business processes or methods then these must be adhered to. It is recognised, however, that the process definitions referred to in such acceptance criteria may be defined to variable levels of detail. Wherever the detail is insufficient to fully define the required business process then these process design rules should be used, only to add the required detail. Where the process is defined to a level of detail where specific user interface components are specified, then the specific user interface aspects need not be adhered to but business process flow aspects must.

6.4.2 Circumstances When the Business Design Rules Apply

In specifying system support for business processes the only part of the business process definition which is necessary for the system designers is the set of process flows which define the user interaction elements of the system. All other definition simply provides context for understanding and verifying this necessary part of the definition.

For HNG the complete set of user interaction processes will not be defined except in those areas of change and those areas described or referenced in acceptance criteria, as described above. In all other functional areas, Fujitsu Services designers will design the system to follow the same user interaction processes as the Baseline Horizon system, following the Functional Equivalence as defined in Section 5.2.2 of this CD .

The business process design rules identified here will be used as the default when changes in system componentry and/or architecture make it impossible to design the user interactions within HNG to be the same as the Baseline Horizon system. All such designs will need to be explicitly identified and approved.

6.4.3 Business Process Design Rules

Whenever the business process design rules are to be used they must be used in the order as they appear below and must be used in such a way as to minimise the amount of change (in order to minimise the costs and maximise the chances of success of change across the Post Office network) from the current user interaction processes and must be applied in a way that considers the appropriate data usage (i.e. does not try to read or update data which has not been created).

1. User interaction processes should be designed so as to match other, similar, user interaction processes. In this way existing patterns of business process flow should be adopted and standardised across the scope of the HNG system. Whenever Fujitsu Services designers design user interaction processes using this rule they must advise PO Ltd. of the business process being designed and the business process that is being used as the pattern for design. PO Ltd will review and decide either to accept the design or to review the design in detail.

2. User interaction processes should be designed so as to match the overall PO Ltd. generic business process model defined in Appendix D of the this CD. For those not included in this CD they can be obtained from the PO Ltd HNG Design Authority. By doing this new patterns of business process flow will be standardised.



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Whenever Fujitsu Services designers design user interaction processes using this rule the design must be design reviewed with PO Ltd, who will review the design for conformance to the generic business process and acceptability (based on amount of change from current business processes and suitability of designed processes to fit existing business processes.)

3. In the unlikely event that a user interaction process cannot be designed which fits with either of the above rules, then the Fujitsu Services designers must specify a feasible user interaction process, identifying areas where the system does not provide total support for business process. POL will review the user interaction and review the PO Ltd. generic business process model to identify any consequential changes to business processes.

All design reviews will be co-ordinated through the PO Ltd business change manager who will identify an appropriate stakeholder forum to review each change. PO Ltd will have signatory authority over the designs created as a consequence of using these design rules.

6.4.4 Reporting Standards

Unless otherwise identified within this CD the purpose and usage of reports and receipts will not be altered from that of the Baseline Horizon system. None of the changes identified will change the requirements to report summaries of transactions for stock units (counter daily and counter weekly reports), across all stock units within a branch (office daily and office weekly reports) or the periods for summarisation (with a particular date range, since commencement of the Trading Period or since the last cut-off). Therefore the expectation would be that all reports would be generated to reproduce, as far as possible, the existing reports.

It is recognized, however, that replacement report generation tools/techniques may not allow faithful reproduction of the existing reports. To this end the document "Horizon OPS Reports and Receipts - Post Office Account Horizon Office Platform Service" (Ref SD/DES/005) will be updated and agreed with PO Ltd. Section 3, General, will be updated to define the standards and conventions to be used for reporting to recognise any general changes (e.g. any additional data that may added to all reports, such as location information (as distinguished from Branch FAD/Address) and to maximise the use of standardised report generation.

Updates to this document must recognise that all reports must report the same data as is reported in the Baseline Horizon system but may report it in a different format. Document reviews will be co-ordinated through the PO Ltd business change manager who will identify an appropriate stakeholder forum to review the change. Where location and/or format of a piece of data on a report aids the understanding of the report as a whole, whether the data is located in a particular place or near some other piece of data; or formatted in a particular way (e.g. bold/underlined), then changing the format of the report may be considered as effectively changing the content of the report. The review will verify that any changes in format do not change the effective content of the report, and will not attempt to optimise the format of the report.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-25122	NG010	Processes shall remain unchanged, unless modified by agreement of Post Office or required to do so by specific classes of change, e.g. ability to handle errors sooner in the new architecture.	Con	Fujitsu Services
HNG-25123	NG012	All receipts and other reports mandated by business needs, (e.g. client requirements) will be retained without change unless agreed by Post Office within this CD. PO Ltd and Fujitsu Services shall work together to establish and agree a list of redundant reports	B	Fujitsu Services
HNG-25124	NG012	HNG shall not implement the AP summary report	D	
HNG-73332	New	It is required that the system shall make transaction data available to other functions / systems / users to report against within 10 seconds of transaction receipt at the data centre where required for Branch reports.	Con	Fujitsu Services



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HNG-77834	New	PO Ltd shall revise operational procedure and guidelines regarding the format utilisation of the timestamp on reports to support HNG-73332.	Con	PO Ltd
HNG-76820	New	The timestamp of the last transaction shall be provided on the report or via the terminal to enable the Clerk to establish the likely completeness of the report (Branch view vs Data centre view)	Con	Fujitsu Services

6.5 Fallback/recovery due to changed system failure mode

Horizon Next Generation will fail differently from Baseline Horizon. The failure modes presented by both the current and proposed architectures are similar but their characteristics are different. Under Horizon Next Generation, failures will be most apparent to branch and counter staff, since network connectivity is essential to successful operation. Consequential to the proposed design is an increased scope for failures to impact larger portions of the branch estate with these failures precluding any system supported operation. For example, network and/or data centre failure can prevent all Branch Front Office (Serve Customer) activities and/or Branch Back Office activities (branch administration, remittance processing, back office printing, end of day or end of week processing, report printing etc.) from taking place across the entire branch network. This failure has an impact akin to a simultaneous workstation failure at every counter position under the current system. It is, therefore, necessary to develop requirements in the area of fallback and recovery that will produce a robust system and attendant processes and procedures to mitigate the changed characteristics of system failure on business operations when they occur.

Rationale

- * The proposed centralised storage model predicates the extended "distance" that task or activity data exchange traverse before being secured; this creates a timeframe in which the business outcome of the task will be indeterminate, resulting from the different views held at the branch and data centre. Hence the system's exception handling framework must accommodate the implications of this change to operation, notifying the user of any failure in a timely fashion and making a record of relevant task detail so that appropriate steps can be taken to align the system view with the stakeholders' view of the task. In summary, ensure that the business task outcome (its success or failure) is known to its stakeholders at the appropriate time.
- * In response to failures the system will undertake its own complex recording of system interactions and data to ensure that subsequent recovery is possible. This complex information must be simplified and made understandable to the user to allow him/her to control the update of the system to reflect the required activity outcome based on agreed business rules and procedures.
- * The situation will occur that a user is involved on another task when a the system invokes recovery of a failure (possibly due to the restoration of service); in such cases to ensure that system failure notification is not intrusive to user operation it should be deferred by the system until an appropriate time (e.g. between tasks).
- * The user can decide to recover tasks or not based on prevailing business imperatives and allow the recovery task to be completed at a later time.
- * It is essential that the system cannot produce any system output where any system failure can have a material effect upon the outcome or output of a task (for example produce a Branch Trading Statement whilst there are outstanding recovery tasks for a stock unit).
- * The situation will occur where "normal" task recovery (i.e. by the user who experienced the failure at the specific failing unit) will impossible (e.g. the user is not logged in, or a particular stock unit is not in use). In these situations it must be possible for someone else to recover failures on their behalf so that subsequent business activity can be carried out.
- * System objects such as branch, stock unit and user are subject to integrity rules that constrain the scope of their interactions with one another. Exception handling must be subject to the same rules; for example users in one branch cannot recover failures in other branches, failure detail is only available to permitted users etc.

Examples of the tests POL would expect to conduct to support HNG-36983 are:

- * A failure occurring during a customer session is presented to the counter as soon as it is detected,
- * A failure that becomes apparent as a consequence of a service being restored is notified to a user at the appropriate time, e.g. the completion of the current customer session, at user log-out or log-in, depending upon the prevailing circumstances.
- * A failure to execute a branch back office task is notified immediately to the initiating user.



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REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36983	NG050	The system shall detect and record details of processes that have failed to complete and inform receiving systems and/or users of the failure, within a time commensurate with the normal completion of the activity or user task. This applies except where the failure itself prevents the communication.	Con	Fujitsu Services
HNG-77835	NG050	PO Ltd business representatives shall work with the programme to define process and procedures for failure conditions	Con	PO Ltd
HNG-77836	NG050	PO Ltd shall agree normal completion time for a defined set of user tasks.	Con	PO Ltd
HNG-73071	NG050	The system shall provide the user with a visual indication of success or failure of tasks undertaken or initiated at the workstation with resulting message(s) or visualisation rendered in accordance with the HNG Style Guide at a time commensurate with task completion or the detection of an error. This applies except where the failure itself prevents the communication.	B	Fujitsu Services
HNG-77837	NG050	PO Ltd is to agree a set of messages for display where required, to indicate the success or failure of tasks undertaken or initiated at the workstation	Con	PO Ltd
HNG-36984	NG050	Where the system has detected a failure, information about the failure will be made available to the user, subject to rules and scenarios to be agreed between PO Ltd and Fujitsu Services This information will include (but is not restricted to): <ul style="list-style-type: none"> •* Information on the failure (e.g. what has failed) •* Information relating to the state of the system and/or data resulting from the failure, including any potential non-alignment of data held within the overall system. •* Relevant instructions on how to proceed (subject to business rules) •* Options relating to system and/or data recovery and/or data alignment, This information will persist for a time and in a format commensurate with the criticality of this or any related business task and may be deferred by the user subject to business rules	Con	Fujitsu Services
HNG-77838	NG050	PO Ltd shall provide the business rules on how to proceed in the event of a failure condition to support HNG-36984.	Con	PO Ltd
HNG-36985	NG050	The system shall permit the deferral of outstanding data recovery actions associated with failed system tasks subject to business rules. The system shall apply referential integrity to relevant system processes governed by the business rules where applicable.	Con	Fujitsu Services
HNG-73337	NG050	PO Ltd shall create business rules for the deferral of outstanding data recovery actions associated with failed system tasks	Con	PO Ltd
HNG-36986	NG050	Information relating to deferred recovery actions shall be accessible to authorised users, and shall be presented to said users where recovery action is required to satisfy a mandatory	Con	Fujitsu Services



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		business rule relating to the business task being undertaken.		
HNG-36987	NG050	The system shall handle failure and recovery information and data so that it is consistent with, and limited to the objects (e.g. user or stock unit) to which it relates so that business rules and data integrity are maintained	B	Fujitsu Services
HNG-73072	NG050	The system shall ensure that it is always left in a self-consistent state from system and business perspectives in the event failures of user tasks or user activities undertaken, with consistency governed by business rules where applicable.	Con	Fujitsu Services
HNG-77839	NG050	PO Ltd shall agree the business rules to support the states for failure conditions to support HNG-73072.	Con	PO Ltd

Rationale

- * Fujitsu must make Post Office aware of the expected failure characteristics of the proposed solution so that they can take appropriate action in developing manual fallback and operational procedures to mitigate the impact of these failures or ensure the correct responses are invoked.
- * To ensure the ongoing operation of business critical operations in the face of identified failure scenarios the Post Office must ensure that relevant fallback and recovery processes are developed, in place and have been communicated to all affected parties.
- * Where the branch has continued to trade products during a period when automated system support was unavailable, then in order to align the branch position and that held centrally by the system, the system provides input capabilities that allows details of these transactions to be retrospectively entered into or accounted for by the system.
- * In order for users to have confidence in the system it is essential that under normal operation and in response to failure scenarios the system always maintains system and business integrity. So where analysis of a proposed design identifies failure situations that may result in this being compromised, the system must include failure processing to eliminate this without user intervention.
- * Similarly in order for users to have confidence in the system and its output it is essential that all reports etc. produced from it can be relied upon absolutely, especially where these have an impact upon clients or joint ventures.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36990	NG049	Fujitsu will provide Post Office during design and keep Post Office informed with details of failure scenarios that, as a consequence of rearchitecting, impact upon its operations, and/or their consequential effect upon Post Office and/or Stakeholders.	Con	Fujitsu Services
HNG-36991	NG049	PO Ltd will ensure that business rules are available to define any manual fallback and/or recovery procedures required to support business continuity through any identified failure scenarios.	Con	PO Ltd
HNG-77840	NG049	PO Ltd shall support the programme by brokering agreements with clients and other 3 rd parties to support HNG-36991.	Con	PO Ltd
HNG-36998	NG049	The system shall provide the capability to update the system with data relating to activities undertaken whilst the system was unavailable, or as a result of potential non-alignment of data within the overall system. The system shall include an option to confirm or otherwise, according to the user view, the status of data captured at the data centre but not secured by a valid end of session, , so that the data may be automatically consolidated, and/or, reports may be output from the system to allow for the subsequent alignment of data within the overall system. The system shall create an audit trail for these events	Con	Fujitsu Services

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HNG-77841	NG049	PO Ltd shall define what the non-manual trading agreements are, covering procedures relating to the failure, any allowed off line-trading and any recovery of off-line trading to support HNG-36998	Con	PO Ltd
HNG-36999	NG049	The system shall not create, process or store any duplicate data, in response to a failure condition, that is apparent to, or effects the outcome upon, any receiving system, system user or affects the content of data or information passing across an external boundary. This applies unless otherwise agreed with PO Ltd	Con	Fujitsu Services
HNG-77842	NG049	PO Ltd shall agree to any exceptions raised for HNG-36999.	Con	PO Ltd
HNG-37000	NG049	The system will ensure that all reports produced at the branch are complete and accurate in their representation of business outcomes. The system shall inhibit the production of branch reports where, in response to failure, it detects that the report content may not be complete and accurate, and notify the user.	Con	Fujitsu Services

Rationale

- * Branches currently have a visual indication (traffic light) at each terminal which informs them of any outage that prevents on-line banking transactions from being completed e.g. the network between the branch and Fujitsu data centre being unavailable. It excludes anything outside the Fujitsu domain (currently up to the connection to the NBX).
- * This is currently only invoked for on-line transactions through the swipe of a card (transaction initiation) and therefore there might be outages which the user is unaware of.
- * Access to the "traffic lights" is only visible when an on-line transaction is being performed.
- * The current architecture cannot detect outages beyond the Fujitsu domain.
- * A traffic light may turn red, but there is no information provided to the user detailing how long an outage may last.
- * As transactions will be on-line under HNG and with the emergence of more on-line trading with 3rd party clients, the branch will benefit from better knowledge of "traffic light" changes.
- * It will also enable the business to manage branch and customer expectation better and reduce overall support costs.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36992	NG307	The central system shall monitor and record the operational status of the system services or capabilities and shall make this information available for display to a user (including a branch user).	Con	Fujitsu Services
HNG-77843	NG307	PO Ltd shall define and agree the scope of what is displayed to support HNG-36992	Con	PO Ltd
HNG-73350	NG307	The desktop service availability indicator shall always be present on the desktop unless otherwise agreed by Post Office Limited.	Con	Fujitsu Services
HNG-73351	NG307	The operational status information summarised in the desktop service availability indicator shall be refreshed and re-rendered in response to: <ul style="list-style-type: none"> • Every data exchange between the counter and the central system • User request. Unless otherwise agreed by Post Office Limited.	Con	Fujitsu Services
HNG-77844	NG307	PO Ltd shall provide agreement to any exclusions identified for HNG-73351.	Con	PO Ltd
HNG-	NG307	PO Ltd shall define the procedure for 'user request' to support	Con	PO Ltd



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77845		HNG-73351.		
HNG-73352	NG307	In response to a user initiating an activity or task via a desktop icon or other means, the system shall modify the appearance of the desktop icon to reflect the varying levels of available service or present a message informing the user that successful operation may be compromised due to lack of system service or capability unless otherwise agreed by Post Office Limited.	Con	Fujitsu Services
HNG-77846	NG307	PO Ltd shall agree the service constraints to be rendered through the service interface to support HNG-73352 e.g. padlocks.	Con	PO Ltd
HNG-36993	NG307	A user shall be able to request further information relating to the operational status of central system services and capabilities from their perspective and rendered in accordance with the HNG Style Guide.	Con	Fujitsu Services
HNG-36994	NG307	Where the system displays system service or capability information it shall be displayed in an appropriate way by the user interface (in accordance with the replacement for the Horizon OPS Style Guide) The information to be displayed is: <ul style="list-style-type: none"> •* Nature of the failure (e.g. what is affected in business terms) •* Duration of the failure (e.g. estimate time to fix, or a latest update) •* Extent of the failure (e.g. how widespread in relation to the Post Office network) •* Identification of where to more detailed information is available if applicable 	Con	Fujitsu Services

Rationale

- * The proposed design presents a different failure profile that compromises an auditor's ability to perform their activities once on-site and faced with network or (specific) data centre failures. The data previously available and held locally should continue to be available.

REQT ID	F-CD REQ ID	REQUIREMENT
HNG-36996	New	Fujitsu Services will propose a facility to enable an authorised user with appropriate system specified locations
HNG-77847	New	PO Ltd to specify the locations, and which users have permission to support HNG-36996

6.6 Training

These requirements are not intended to preclude the training facility being provided as either a simulator or an emulator. The final choice of training solution will be made by PO Ltd based on demonstrable proposals and costings and confirmed via change control

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-73209	NG015	Fujitsu Services shall provide baseline costings and design for a training facility being provided as an emulator.	R1	Fujitsu Services
HNG-73210	NG015	Fujitsu Services shall provide alternative costings and design, with design variances, for a training facility being provided as a simulator	R1	Fujitsu Services
HNG-73211	NG015	The training facility costings shall be provided for CTOs only, Branches only, and both for simulators everywhere, emulators everywhere or a combination of simulators and emulators.	R1	Fujitsu Services



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HNG-77848	NG015	PO Ltd shall work with the programme to produce the HNG Training Simulator CD	R1	PO Ltd
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6.6.1 Training tools and courses

HNG needs to support training of frontline staff in two primary environments:

Counter Training Offices - used for training new entrant DMB staff and new sub postmasters.

Within branches - used by sub postmasters and franchises to train their staff and also the ongoing training for all customer facing clerks eg. new product training

Traditionally, two distinct solutions, disconnected, but fully functional Horizon terminals for CTO's and Training mode for branches have met this. Training mode was considered inadequate (out of date and slow to switch modes) for the job and is being disabled in the S80 release leaving no training capability for frontline staff.

It is recognised that moving forward we cannot continue without proper support of training within branches, and this may indeed become more vital than CTO's. Post Office's strategy is to be able to offer a training facility that can be operated in both environments' offering as near as is possible a complete experience of HNG. It is recognised though, that the user experience of certain interactions may not be totally the same, as hardware and specific back end services will not be available (e.g. Quantum cards etc). In this case some form of alternative solution will be employed, such as a floating tool panel enabling such tokens and services to be triggered.

It is envisaged that offices will use training facility software as part of a dedicated session of at least 30 minutes and not as a tool to use 'between customers'. As such it will take a conscious action to switch the terminal into the Training facility although this time should be as short as possible.

6.6.1.1 Training facility

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-25847	NG015	The HNG Training facility shall be capable of running on HNG hardware.	R1	Fujitsu Services
HNG-25848	NG015	The HNG Training facility should be capable of running on a specified standard PC with a Horizon keyboard attached including a pointing device as a replacement for a touch screen[DN: Although certain functionality may be suppressed].	R1	Fujitsu Services
HNG-25849	NG015	The HNG Training facility shall replicate, within the limits of technical and security constraints, the full HNG user experience consistent with the HNG style guide	R1	Fujitsu Services
HNG-25850	NG015	Where a simulator is being proposed, the system (HNG) should be able to support at least two resident facilities: Simulation of the current live system. Simulation of the next immediate release. (although this would normally be available to users at least 2 weeks before rollout).	R1	Fujitsu Services
HNG-25851	NG015	HNG shall support the switching to and from the Training facility(s).	R1	Fujitsu Services
HNG-25852	NG015	The HNG platform should be able to optimally switch between Training facility(s) and/or live operation (Post Office expectations are that should be within 2 minutes). This is to maximise the usage of a 30-minute training session.	R1	Fujitsu Services
HNG-25853	NG015	The training facility shall remain current with the live, and where appropriate and agreed, pre-release (to cater for pre-release product training where required) PO Ltd reference data to ensure items such as product descriptions, business rules and prices are consistent with the live system.	R1	Fujitsu Services
HNG-25854	NG355	The HNG training facility shall be up-to-date in relation to the prevailing NG release, and where a simulator is being proposed available in advance for pre-release training.	Con	Fujitsu Services
HNG-	NG015	The HNG training facility shall clearly distinguish itself from the	Con	Fujitsu

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25855		live system to avoid accidental use within the wrong mode.		Services
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6.6.1.2 Simulator Proposal

Where a simulator solution is to be proposed it is recognised that behaviour and support for HNG peripherals and equipment will be different. The requirements in the is section are for the simulator proposal only.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-25856	NG015	Where a simulator is being proposed, the HNG Training facility shall upon startup test the hardware for the existence of a HNG bar code reader. If available to the facility this will be used to support the facility, if not a software simulator will be displayed.	R1	Fujitsu Services
HNG-25857	NG015	Where a simulator is being proposed, the HNG Training facility shall upon startup test the hardware for the existence of a HNG counter printer and or back office printer. If available to the facility this will be used to support the facility. If it is not available then a screen representation of output will be displayed.	R1	Fujitsu Services
HNG-25858	NG015	Where a simulator is being proposed, the HNG Training facility shall display a software emulator of the PIN pad and smart card reader that is capable of simulating debit/credit card payments and Quantum card charging.	R1	Fujitsu Services

6.6.1.3 Handling of Fulfilment and printed output options.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-25859	NG015	The HNG Training facility shall ensure all printed output (e.g. mails labels) cannot be utilised outside of the training environment or contaminate the audit stream	R1	Fujitsu Services
HNG-25860	NG015	The HNG Training facility shall not update any physical token with data (e.g. pre-payment or travel cards).	R1	Fujitsu Services

6.6.1.4 Training courses & materials

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-25861	NG054	Post Office shall have the right to use without additional charge screen shots and other externally visible information, including (but not restricted to) for the preparation of training material.	Con	Fujitsu Services
HNG-25862	NG055	Fujitsu shall provide the equipment and propose how terminal equipment and software at Counter Training Offices, and other agreed locations can be supported for the provision of training for HNG, and demonstrations on Post Office demonstration systems.	B	Fujitsu Services

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-25864	NG357	Post Office shall make provision for rollout training. This will be the subject of a separate contract, not part of the HNG contract. The award of this contract, and timing of the deliverables from it, will be a Post Office responsibility. A costing is not required	Con	PO Ltd



		from Fujitsu Services at present.		
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6.7 R1 Changes

6.7.1 Hibernated Branches (Deleted)

Rationale Requirements

REQT ID	F-CD Req ID	REQUIREMENT	STATUS	SUPPLIER
HNG-25140	NG360	The system shall automatically roll all inactive stock units after confirmation of moving from the trial to the final trading statement. The confirmation message should alert users that inactive stock units will be rolled. [DN: Need to check if the last stock unit to roll should be stopped if there are outstanding transactions corrections outstanding or items in local suspense.]	D	
HNG-25141	NG360	The system shall maintain balances for inactive stock units indefinitely	D	
HNG-25142	NG360	PO Ltd shall improve the accuracy of reference data with respect to temporarily closed branches.	D	
HNG-25143	NG360	Reports, and business processes using the reports, for trading statement production non-conformance shall be reviewed /redesigned to include use of the temporarily closed branch reference data and its maintenance.	D	

6.7.2 Foreign Currency on Hand

Rationale

Currently the holding of foreign currency within the Post Office is not maintained at the latest exchange rates within the branches. Allowing an accurate assessment of holdings with respect to their sterling value would allow for better management of stock levels and investment opportunities.

It is proposed that the function that currently performs a foreign currency revaluation as part of stock unit balancing and as part of foreign currency declaration, should be automatically performed as part of end of day processing. This will be performed even if a stock unit balance or foreign currency declaration is not performed.

Requirements

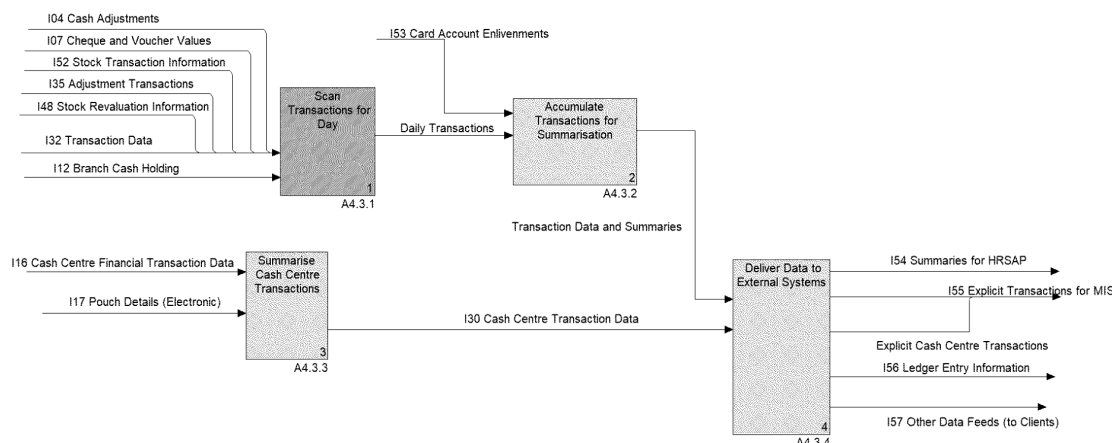
REQT ID	F-CD Req ID	REQUIREMENT	STATUS	SUPPLIER
HNG-25145	NG082	The calculation that is currently performed to revalue foreign currency on hand shall be automatically applied during office end of day processing.	R1	Fujitsu Services
HNG-77849	NG082	PO Ltd shall revise the procedure for dealing with re-evaluation of foreign currency	R1	PO Ltd

Business Process Context

The diagram below identifies the portion of the overall PO Ltd process model that would need to be changed to implement these change and the process descriptions that follow the diagram describe the changed business process. The changed parts of the description are highlighted like this.



6.7.2.1 Process Diagram: Summarise Transaction Data



6.7.2.2 Scan Transactions for Day (A4.3.1)

Attribute	Description
Description	Determine the transactions to be included as part of the summarisation processing for the trading day. All counter transactions and events are to be included, including any new events arising from Branch Trading requirements. End of day processing should be updated to include an automated revaluation of foreign currency on hand. This calculation should be based on the existing function which calculates revaluation transactions as part of the stock unit rollover process.
Trigger	Timed event, as part of end of day processing.
Automation	Fully automated process
Frequency	Daily
Constraints	None
Start up Conditions	Trading Day completed.
Completion Conditions	All transactions for the Trading Day have been scanned.

6.7.3 Enhanced Customer Session Settlement and simplified receipting

Rationale

Under Baseline Horizon the system produces customer receipts for AP, ETU, Banking and Mails at the time of each transaction after having committing data securely to the message store. As we move towards a centralized model this mechanism will become inefficient in the way it uses the network and online references to external systems. This section details the specific changes that are required to optimise session settlement

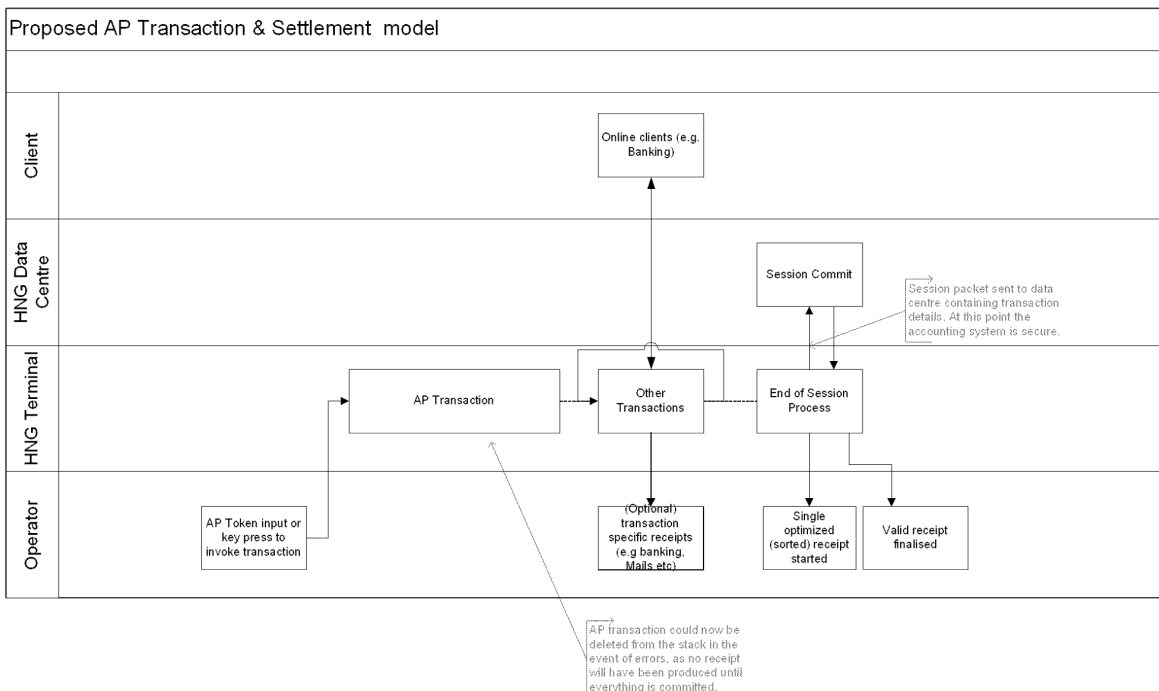
Fujitsu have proposed a settlement model more akin to a web basket analogy. The current transaction set has been analysed and not all products will necessarily present themselves for optimisation in this way. The primary reason for this would be the way the clerk interacts with the customer for specific products making it operationally impractical to process data and receipt production at the end of session. The summary of this analysis is that only the AP and ETU transaction processes are suitable to be restructured to interact with the data centre and produce customer receipts at the end of the session, rather than at the time of the transaction. All other product types will behave as they do now.

The following diagram illustrates how the AP transaction process would operate alongside existing online and EPOS products. ETU transactions would operate in a similar manner with the addition of fulfilment to Epay by the data centre at the end of session.



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For the avoidance of doubt functional equivalence rules defined elsewhere in this CD will apply for session settlement except for the defined changes within this section (i.e. Banking, AP-ADC & Mails will remain the same unless changed elsewhere in this CD).

6.7.3.1.1 Requirements for Online Fulfilment

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-71269	NG065	The system shall confirm payment prior to fulfilment of AP transactions where fulfilment for this transaction covers commitment of the transaction details to the data centre and completion of transaction receipt printing.	Con	Fujitsu Services
HNG-71270	NG065	The system shall confirm payment prior to fulfilment of ETU transactions, where fulfilment for this transaction covers communication and confirmation of the transaction with the online agent (Epay), commitment of the transaction details to the data centre and completion of transaction receipt printing.	Con	Fujitsu Services
HNG-71271	NG065	In the event of a failure response being received from Epay for an ETU transaction then the system shall offer the clerk the option of retrying or abandoning the transaction. If the transaction is abandoned then the system shall void the ETU transaction and cancel all Method of Payment transactions allowing the clerk to re-settle with the customer as appropriate.	Con	Fujitsu Services
HNG-71272	NG065	PO Ltd must agree on the consequences on processes and procedures with Clients and other key stakeholders for session fulfilment of AP & ETU transactions.	Con	PO Ltd

6.7.3.1.2 Requirements for Receipting

Due to the change in architecture the requirements that dictated the need of the second AP receipt for recovery purposes have been greatly reduced. It will now no longer be necessary to produce the clerk copy of the AP receipt



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as data will have been secured at the data centre at the end of every session. (The section covering Exception Handling details the requirements for when a failure occurs within a session). As a consequence it will also no longer be necessary to produce on a daily basis AP CTS reports for each stock unit (this was used primarily to check vouchers against), although it will be a requirement to produce the information on demand when required. The proposed model for AP and ETU will be for receipts to be automatically produced (if required) at the end of session after payment and any online fulfilment has been confirmed.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-71276	NG066	On completion of Branch migration for HNG it shall be possible to suppress on a product by product basis in reference data automatic production of AP customer receipts	Con	Fujitsu Services
HNG-77850	NG066	PO Ltd will agree and implement any reference data structure changes to support HNG-71276	Con	PO Ltd
HNG-71277	NG066	There will be no requirement to produce on a regular basis, the daily summary of AP CTS report.	Con	PO Ltd
HNG-77851	NG066	PO Ltd shall communicate to the business the need to no longer produce the AP CTS report on a regular basis.	Con	PO Ltd
HNG-71278	NG066	The System shall allow the production of specified ranges of transaction summary information relating to AP Clients containing PAN reference number, volume and value, on an ad-hoc basis.	B	Fujitsu Services
HNG-73338	NG066	PO Ltd shall provide a reference data model for Branch Report production that will allow the identification of AP product groupings.	Con	PO Ltd
HNG-71279	NG066	The system shall no longer produce a clerk copy of customer transaction receipts for AP transactions.	R1	Fujitsu Services
HNG-77852	NG066	PO Ltd must provide any changed process and procedures as a result of removing AP clerk receipt including any dependent processes eg. Client requirements	R1	PO Ltd
HNG-71280	NG066	The system shall no longer produce a clerk copy of customer transaction receipts for ETU transactions.	D	
HNG-71281	NG066	The system commence the printing of the transaction data element of an AP Transaction receipt only after customer session data has been successfully committed to the data centre and any online method of payments have been confirmed.	Con	Fujitsu Services
HNG-71282	NG066	The system commence the printing of the transaction data element of an ETU Transaction receipt only after customer session data has been successfully committed to the data centre and any online method of payments have been confirmed.	Con	Fujitsu Services
HNG-71283	NG066	The system shall allow the data relating to AP and ETU transactions to be reprinted or viewed on the screen in the event of print failure.	B	Fujitsu Services
HNG-71284	NG066	The changes for session settlement receipting must be implemented without requiring changes to existing reference data structures.	R1	Fujitsu Services
HNG-76083	NG066	The system shall produce AP and ETU receipts as separate entities in relation to the EPOS receipt (invoked after AP receipt production by optional user action).	Con	Fujitsu Services
HNG-76084	NG066	The system shall visually delineate each transaction block on the AP and ETU receipts to allow for clear separation of client message blocks by customers.	Con	Fujitsu Services
HNG-76085	NG066	The system shall optimise and aggregate AP receipt data elements utilising rules contained within PO Ltd Reference data.	Con	Fujitsu Services



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HNG-77853	NG066	PO Ltd must decide whether to have transactions ordered other than chronologically.	Con	PO Ltd
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6.7.3.1.3 Requirements for Cancelling of AP and ETU transactions

A consequence of changing the session rules in the manner stated above is that it will now be possible to enable the cancellation of AP and ETU transactions prior to the session being settled, as no data will have been sent to the data centre or receipts produced.

However unlike the cancellation of EPOS products where stock would still be present in the stock unit, AP and ETU transactions would leave no trail. For this reason it will be necessary to retain in the audit trail evidence that the transaction took place and was subsequently cancelled. It is not, though considered a Release 1 requirement to enable any specific branch side reporting of cancelled transactions (although it may be possible via ad-hoc means if the design supports this).

Although this capability is expected to reduce the incidences of AP reversals, it is still envisaged that a reversal capability will still be required for transactions that have not yet been forwarded to the client (currently same day).

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-71285	NG065 & NG066	The system shall allow the cancelling of a AP transaction prior to session settlement.	R1	Fujitsu Services
HNG-71286	NG065 & NG066	The system shall allow the cancelling of ETU transactions prior to session settlement	R1	Fujitsu Services
HNG-71287	NG065 & NG066	The system shall retain an electronic audit record of all cancelled transactions that are identified by reference data as requiring a higher level of audit evidence. Post Office access to this data shall be via separate Change Request.	R1	Fujitsu Services
HNG-73339	NG065 & NG066	PO Ltd shall define in reference data the products that will require a higher level of audit evidence on transaction or session abandonment, eg. AP, ETU (and possibly banking deposits)	R1	PO Ltd
HNG-77854	NG065 & NG066	PO Ltd shall define what data is required for cancelled items as part of the audit trail to support HNG-73339.	R1	PO Ltd
HNG-77855	NG065 & NG066	PO Ltd shall provide a list of products that can be cancelled and associated business rules to support HNG-73339.	R1	PO Ltd
HNG-77856	NG065 & NG066	PO Ltd to review and refresh business rules relating to cancelling and reversing products.	R1	PO Ltd

Business Process Context

The proposal is to change only the transaction sessions for AP products and ETU products. The transaction will be performed on the system as now except that the part of the user-system interaction at which the system pauses to produce the AP/ETU receipt (receipts for AP) will not occur within the interaction. No receipts will be produced during the transaction. The ETU/AP product will be added to the stack (or HNG equivalent) as now.

Currently such items cannot be removed from the stack, instead the settlement must take place and then a reversal must be made. In this process, since the transaction has not yet been confirmed, should the customer decide to change his/her mind the transaction will be able to be "binned" (or HNG equivalent).

The session will continue as now, until the settlement part of the session. The customer will make the payment, the clerk entering details as necessary for the appropriate payment method (as now). Only when the payment is concluded does all of the data get committed and so any online authorisation for payment and interactions with E-pay (for ETU).



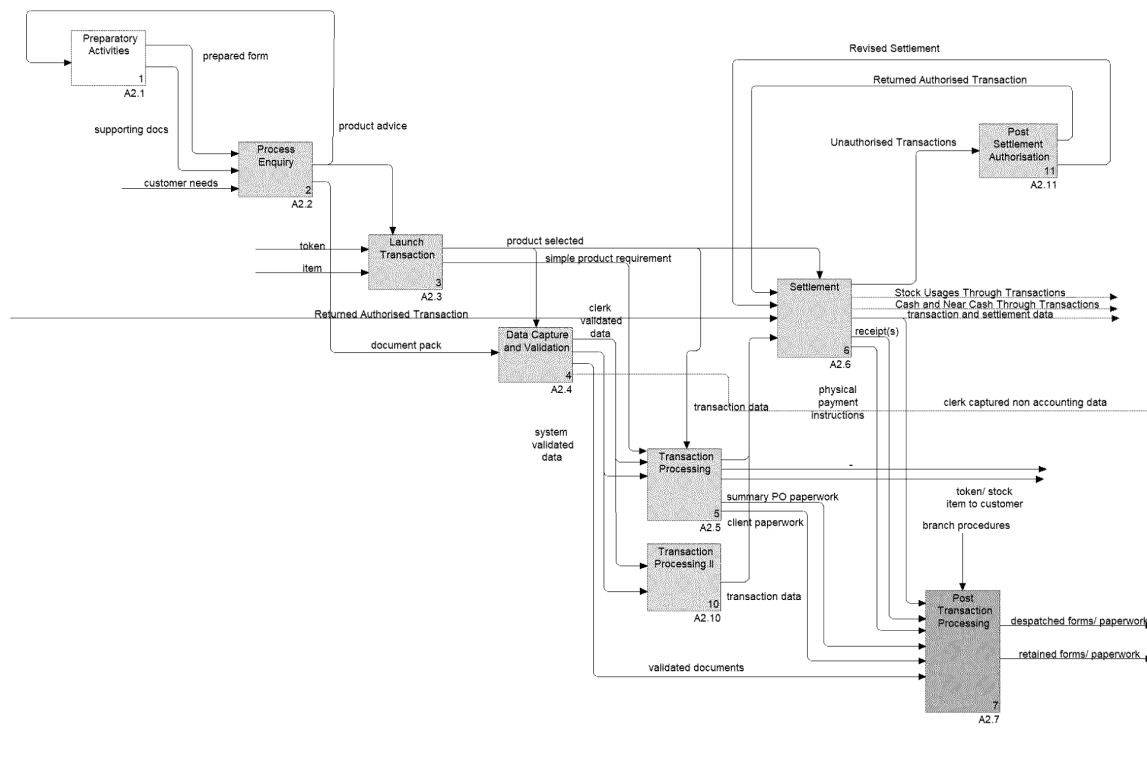
If all on-line authorisations/transactions are performed successfully then the session will complete and all of the transaction and session receipts will be produced.

If payment authorisations fail then the transactions will not be committed and the failed settlement procedures will be commenced, as now.

If payment authorisations succeed but then on-line transaction confirmations are not received (only applicable to ETU transactions) then the payment will need to be reversed (including production of any reversal receipts), the clerk will need to be informed of the reason for transaction failure (to inform the customer) and the system will need to return to the interaction at the point before the settlement commenced.

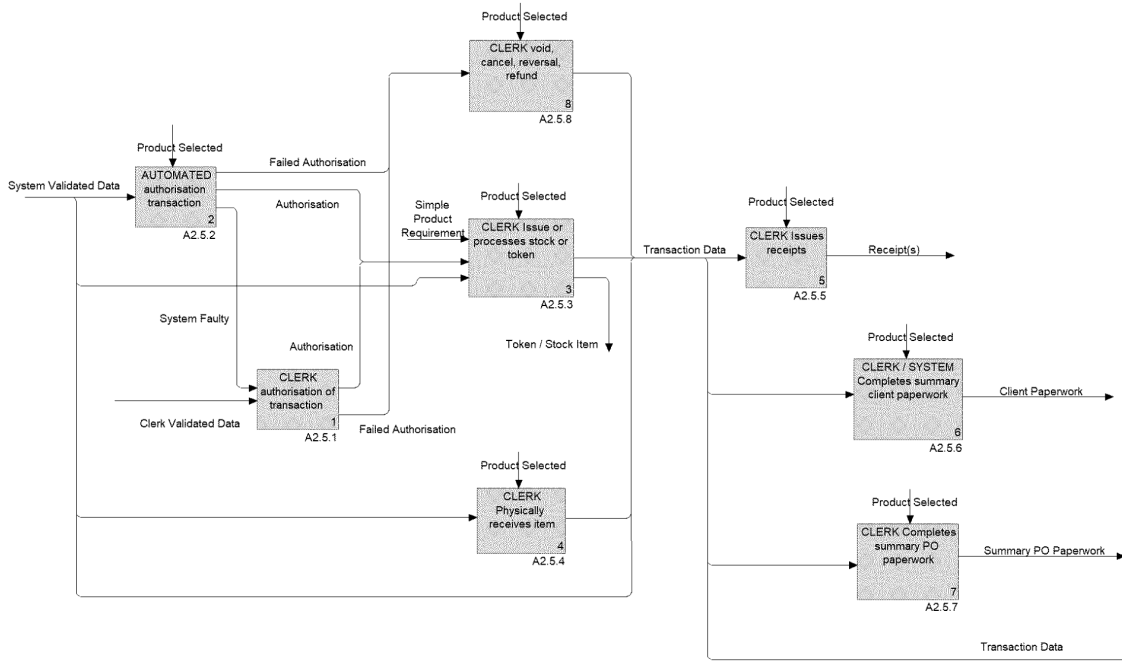
The diagrams below identify the portions of the overall PO Ltd process model that would need to be changed to implement these changes. A revised "Transaction Processing" process has been designed to reflect the changes for AP and ETU transactions as described above (no receipts). The "Post Settlement Authorisation Process" diagram shows the process which commits the transactions and gains any on-line authorisations for them.

6.7.3.1.3.1 Process Diagram: Baseline Sales

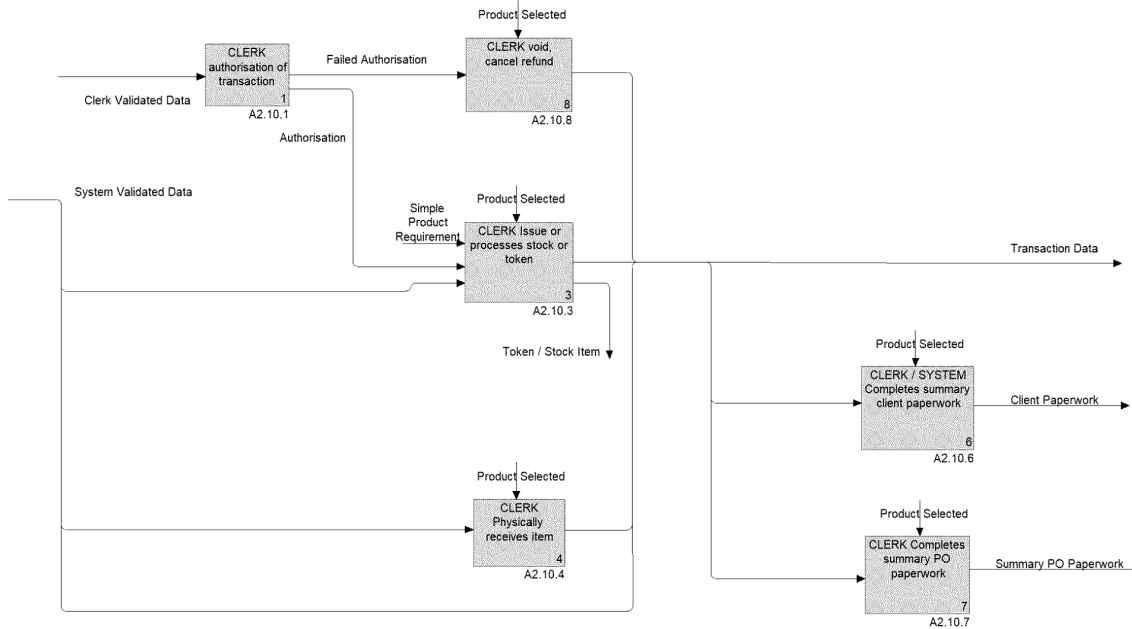




6.7.3.1.3.2 Process Diagram: Transaction Processing - for unchanged products (as now)



6.7.3.1.3.3 Process Diagram: Transaction Processing - for AP and ETU products



6.7.3.1.3.3.1 CLERK void, cancel, refund (A2.10.8)

Attribute	Description
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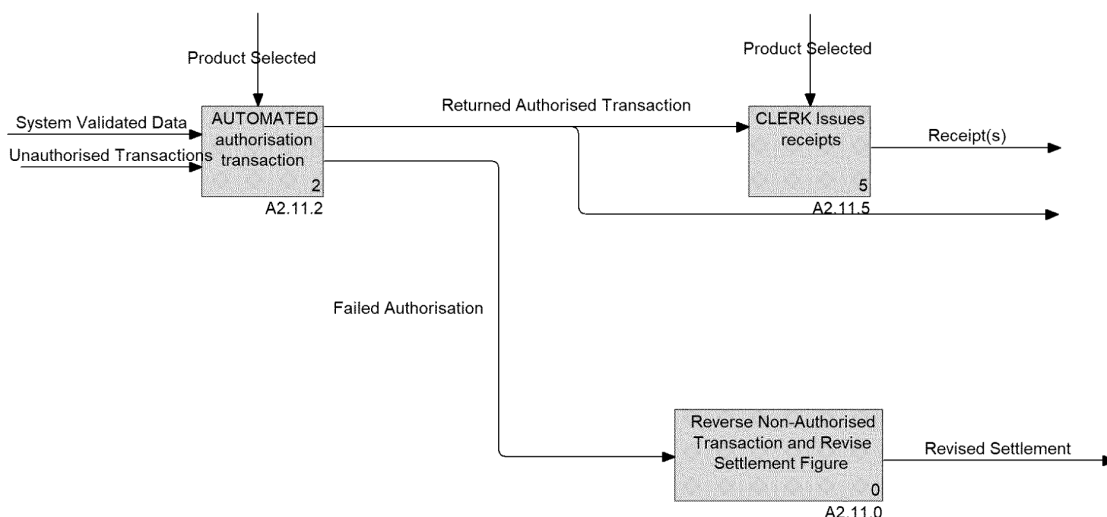


Description	This is the activity performed should a problem occur at any time during, or after, but before the session has completed, the transaction and the Clerk needs to void or cancel the transaction. This may then require a refund depending on whether the Customer has paid for the product when the problems occur.
Trigger	Any problem which would cause a need to not continue with the transaction
Automation	Should mimic cancelling and/or voiding all other transactions (N.B. need for removals has been removed)
Frequency	Per transaction as needed.
Constraints	None
Start up Conditions	User Initiated
Completion Conditions	Transaction not included in the session

6.7.3.1.3.3.2 Removed receipting process

It should be noted that this process is absent from this version of the Transaction Processing process. Receipts for these transactions will not be produced until the transaction is confirmed at the end of the session.

6.7.3.1.3.4 Process Diagram: Post Settlement Authorisation Process - for AP and ETU products



6.7.3.1.3.4.1 Clerk Issues Receipts (A2.11.5)

Attribute	Description
Description	This is the activity which provides any transaction receipts which are not bundled as part of the session receipt for transaction which are not completed until after payment is confirmed (AP and ETU transactions).
Trigger	Returned accepted transaction.
Automation	Automatically produces mandatory receipts and should prompt the clerk for confirmation when optional receipts are to be produced.
Frequency	Per transaction
Constraints	None
Start up Conditions	Transaction successfully completed.
Completion Conditions	Receipt produced.

6.7.3.1.3.4.2 Reverse Non-Authorised Transaction and Revise Settlement Figure

Attribute	Description
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Description	Should a transaction that has not been committed until after payment and session settlement fail and/or be unauthorised, for any reason, then this transaction will not be committed. The consequence will be that the failed transaction will need to be void/cancelled and removed from the session. Depending on method of payment the payment will either need to be reversed or some of the payment refunded to revise the settlement.
Trigger	A failed transaction which has already been settled. It is anticipated that only ETU transaction are able to trigger this activity.
Automation	Needs to automatically void the failed transaction and use business rules to adjust the settlement. For sessions settled by credit/debit card the payment should be reversed/void, the clerk should be advised and the settlement re-launched with the revised settlement figure. For sessions settled by cheque the settlement should be reversed/void and the clerk should be advised to return the check and seek alternative payment from the customer. For Sessions settled with cash the clerk should be advised to refund the customer the cash, to the value of the failed transaction.
Frequency	Per transaction as needed.
Constraints	None
Start up Conditions	A failed transaction commitment. (AP or ETU (probably only ETU))
Completion Conditions	Transaction not included in the session, Session settlement revised and re-launched.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-76075	New	The current process flow for customer settlement shall be documented to clearly show the interaction between the Horizon system and the Clerk for all appropriate products. Variations from this process shall be produced to document the Horizon NG requirement for customer session settlement, which shall be then be used to secure full business agreement	R1	PO Ltd

6.8 Reconciliation

Rationale

The architecture for Horizon Next Generation will become centralised as opposed to distributed. In addition the varying services which exist in the current estate mean that there needs to be many internal reconciliations because there are different streams of data and different calculations performed on these different streams - even though the data has all emanated from Horizon branches. This results in a complex reconciliation process.

In future, under HNG, there will be a single stream of data from the counter into a single virtual database with all summarisations and reporting being driven out of this one entity. This means that the internal reconciliation process is nugatory.

An issue which will still remain is the timing differences between data sent to the PO Ltd-FS system and data sent to clients for settlement purposes. This would not be an issue if the IMPACT principle of settling on the POL-FS system data had been adopted but so far this has not happened and settlement will still be a mixture of client based and PO Ltd based. However work is being done to identify whether it is meaningful to reconcile these differences at all or just to accept the differences below an accepted limit.

In any event the likelihood is that any such reconciliation/investigation which is performed would be done on the PO Ltd side of the boundary.

Thus the only reconciliations which need to exist in the Fujitsu domain are those with third parties where there truly is a different stream of data against which to reconcile.

The base assumption is that any reports produced are based on correct data

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-30949	NG057	Reconciliation processes and reporting shall be unchanged from the viewpoint of external organisations to Horizon, including clients whilst meeting the requirements of different	Con	Fujitsu Services



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		clients. Internal Fujitsu rationalisation will take place to simplify and improve the reconciliation process.		
HNG-30951	NG057	PO Ltd shall make a business decision prior to development of HNG Release 1 on how to deal with differences in settlement emanating from different views of data between POL-FS and client streams	Con	PO Ltd
HNG-30952	NG057	Current reconciliation process shall be maintained during the period of migration to a full estate for HNG	Con	Fujitsu Services
HNG-30953	NG057	It shall be proven that data summaries retained for onward transmission to clients as per client requirement (eg. Weekly) are sent to those clients and reconcile with data sent to PO Ltd systems	Con	Fujitsu Services
HNG-30954	NG057	It shall be proven that data captured in Horizon has integrity with data made available to PO Ltd systems	Con	Fujitsu Services
HNG-42653	NG057	The following reconciliation reports shall be retained <ul style="list-style-type: none"> •* APSS 2133 - APS Daily Account Balancing Report •* APSS 2133C - APS Delayed Transaction Report •* DRS Summary •* NB 101 and DCP101 (debit card) - NB Settlement Statement •* NB 102 and DCP102 - Exception Summary •* Bureau de Change Daily Control Totals report 	Con	Fujitsu Services
HNG-42654	NG057	The following reconciliation reports shall be deleted and are no longer required under HNG subject to confirmation from PO Ltd <ul style="list-style-type: none"> •* TPS Exception Report 1 of 6 - Host Detected Transaction Control Errors •* TPS Exception Report 2 of 6 - TPS Harvester Errors •* TPS Exception Report 3 of 6 - Host Detected Cash Account Control Errors •* TPS Exception Report 4 of 6 - Counter Detected reconciliation Errors •* TPS Exception Report 5 of 6 - Counter Transaction Errors •* TPS Exception Report 6 of 6 - Receipts not = Payments •* APSS 2133b - APS Client Summary Report •* APSS 2136 - Daily TPS/APS Transaction Summary Reconciliation Report •* APSS 2139 - Daily APS Office Harvesting Report •* APSS 2141 - Daily End To End APS Reconciliation Report •* Daily End To End APS Reconciliation Report •* NB 103 and DCP103 - Settled Transaction/Cash Account Reconciliation Statement 	Con	Fujitsu Services
HNG-77857	NG057	PO Ltd shall review implications of removal of reports against existing organisation and processes and update accordingly. This is to be done during and post migration.	Con	PO Ltd
HNG-77858	NG057	PO Ltd shall identify the reconciliation reporting needs for HNG going forward	Con	PO Ltd
HNG-	NG057	PO Ltd shall identify any particular reconciliation needs during	Con	PO Ltd



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77859		migration		
HNG-42655	NG057	Post Office Ltd and Fujitsu shall agree a mechanism by which the integrity of data captured by Horizon and which is made available to POL-FS can be reconciled	Con	Fujitsu Services
HNG-77860	NG057	PO Ltd shall develop and define new processes and procedures that may be required to support HNG-42655	Con	PO Ltd
HNG-76821	NG057	Post Office Ltd and Fujitsu shall agree a mechanism by which the integrity of data captured by Horizon and which is made available to POL-FS can be reconciled	Con	PO Ltd

6.9 Audit Rules

This section covers changes to the rules for capture, storage and retrieval of audit events under HNG. The primary PO Ltd requirement is that there is continuity of the audit trail and that what is captured today is captured tomorrow. However it is recognised that writing events to a centralised data store will have an impact on system performance and so where relevant it may be acceptable to cache event messages to a convenient point.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-25162	NG362	Provision of the Audit Trail shall be based on the current audit framework, as amended by CCN 1135a, including the current scope of audit trail access within branches.	B	Fujitsu Services
HNG-25163	NG060	The integrity of the Audit Trail shall be ensured at all times, including across system failures.	B	Fujitsu Services

Audit records are created whenever specific events occur on the system, and generally Post Office would want these to be secured reliably to the data centre. To reduce the window of potential failure causing loss of data due to an extended customer session (e.g. terminal left unattended, and a session still open), and impacts of failure the following requirements have been specified:

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-25164	NG363	Unless otherwise specified within this CD, the system shall ensure cached transaction and event log data is secured at the data centre within a period of 5 minutes from the time of creation	Con	Fujitsu Services
HNG-25165	NG363	All financial and transactional data records relating to a customer session shall be committed to the data centre within 40 seconds of the completion of the session, and before the start of the next session.	D	
HNG-73333	NG363	The solution must provide transactional integrity, and session integrity.	B	Fujitsu Services
HNG-73334	NG363	All transactional states and their outcome states must be defined with consequential actions documented.	B	Fujitsu Services
HNG-73335	NG363	Where undefined transaction Outcome states arise in the system, or it is identified that the Outcome state of the transaction is incorrect, it shall be possible for Fujitsu Services to configure the Outcome state to map to a known set of consequential actions.	D	
HNG-25166	NG363	Where within a Counter Session there is an online interaction which may by the nature of the Transaction type require a reversal or refund at some point, the transaction will be committed at the Data Centre as it is conducted. The Session record, which may contain one or more individual transactions	B	Fujitsu Services



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		<p>as above will be written immediately on completion of the Session.</p> <p>Where this is not possible due to some form of technical failure either during the Session or at the end the Session outcome must be recorded , recovered or a position elected by a clerk as soon as the system is restored</p> <p>The need to establish the outcome of a Transaction and / or Session (recovery) following a technical failure, should persist until the Outcome position is completed by the system or re-entered by the clerk.</p>		
HNG-73336	NG363	<p>The Audit log shall record all Auditible Events.</p> <p>An auditable event may be comprised of either / or :</p> <ol style="list-style-type: none"> 1) Transactional data 2) System events <p>1) Transaction Data: All transaction data shall be held in the Audit log so that it will be irrefutably proven that the outcome of the transaction as understood by the Horizon system was as recorded.</p> <p>The online transaction data will be committed and stored at the Data Centre as it is undertaken in real time. The session record, which may contain one or many individual transactions as above will be written immediately on completion of the session.</p> <p>2) System Events Notifiable system events (Audit Events) (as defined in Table 11) will be committed to the Data Centre as they occur.</p> <p>System events such as log on, log off of users to HNG (and all other such currently audited system events and any others require by this CD) shall be recorded.</p>	Con	Fujitsu Services

This section sets out the Post Office's constraints on the commitment of audit records to the data centre the following list of events as specified for the S80 release has been annotated. Items marked as OK for asynchronous writing are considered by Post Office as not requiring any specific action by the terminal if the write to the data centre subsequently fails (as the terminal will probably have moved on and be doing something completely different). Likewise allowing data to be cached to the end of session means Post Office is prepared to accept that in the event of a terminal failure data could be lost. Post Office requires the audit record to show other events relating to the failure or system restart.

If the solution generates some of these events at the centre then the table does not apply. The table does apply to events generated at the branch

[DN: To reduce the impact of change event ID's have been kept the same as with the Baseline Horizon. Event ID's 35-42, and 52-54 have previously been deleted. Event ID 65 has been added as it appears to be a past omission.]

Table 11: Event Records

EventID	EventTitle	Allow Asynchronous Data transfer	Allow data to be cached until a later data commit point (e.g. end of session).
3	Inactive Rollover Failed	Y	Y



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4	Inactive SU Rollover	N	N
5	Rollover Abandoned	Y	Y
6	Rollover Complete	Y	Y
7	User attached	N	N
9	SU Created	N	N
10	SU Deleted	N	N
12	Logon Completed	N	N
13	Logoff Completed	N	N
14	Office Balance Failed	Y	Y
18	Delete SU failed	Y	Y
19	Delete SU failed	Y	Y
20	Delete SU failed	Y	Y
21	Declaration Complete	N	N
22	Declaration Abandoned	N	N
23	Declaration Complete with Discrepancy	N	N
24	Position Locked	N	N
25	Position Unlocked	N	N
26	Unlock Failed	N	N
27	Forced Logoff	N	N
28	Report Confirmed	Y	Y
29	Report Printed	Y	Y
30	Report Previewed	Y	N
31	Inactive Rollover Failed	Y	Y
32	Discrepancy Committed	N	N
33	Balance Checks Failed	Y	Y
34	Balance Checks Failed	Y	Y
44	Office Balance Failed	N	N
45	SU Balancing	N	N
46	Delete SU failed	N	N
55	Trading Statement Created	N	N
56	Trading Statement Period rolled	N	N
57	Trading Statement Period Roll Abandoned	N	N
58	Excess Cash Removed	N	N
59	Cash Shortage Made Good	N	N
60	Cash Variance Report Previewed	N	N
61	Cash Variance Report Printed	Y	Y
62	Outstanding Transaction Correction Reminder Displayed	N	N
63	Shared Stock Unit Variance Check Complete	N	N
64	Shared Stock Unit Variance Check Complete with Discrepancy	N	N
65	Logon failed	N	N

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-25167	NG535	Unless stated otherwise within Table 11: Event Records, the system shall commit all audit records to the data centre synchronously and in real time.	Con	Fujitsu Services
HNG-42642	New	The content and format of the Horizon system outputs such as transaction logs and event logs shall be sufficient to provide relevant information to support existing query and management processes	Con	Fujitsu Services

•• The proposed design presents a different failure profile that compromises an auditor's ability to perform their activities once on-site and faced with network or (specific) data centre failures. The data previously available and held locally should continue to be available.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
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HNG-73074	New	An authorised user with appropriate system permission shall be able to produce reports containing data for any given branch location from one or more remote, specified locations	Con	Fujitsu Services
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6.10 Data Item Limits

6.10.1 Data Items

Rationale

The requirement is about minimising delays and cost in changing Branch identifiers by:

- eliminating complexity at the Data Centre and
- negating the need for an engineer to attend to effect the change at the Branch.

It is confirmed that:

Remote configuration of the FAD Code would seem to be a possible resolution.

As the Branch/terminal Network Address is hard coded into the PC, this is another possible candidate for remote configuration.

As transactions will not be shared between counter positions, nor is session transfer supported under HNG, remote configuration would seem suitable for changing the number of terminals (this is 'node position'; currently hard coded).

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40731	NG 142	Horizon terminals shall be capable of being configured remotely by the Data Centre. An engineer will not be required to attend the branch where the following changes are required: <ul style="list-style-type: none"> •* change in FAD code •* change in the number of terminals attached to the Branch •* physical addition or removal of items of terminal equipment •* change the branch/terminal network address (ie the fixed phone number, mobile network number, TCP/IP network address) 	R1	Fujitsu Services
HNG-77861	NG142	PO Ltd shall rewrite procedures Impacted by procedures changed within requirement HNG-40731	Con	PO Ltd

Rationale

The intention of this requirement is to speed up change lead in times, which are currently slow because the data items are hard coded onto equipment and need an engineer visit to change.

The expectation is that if a terminal is stolen it should not be possible to 'soft configure' it to assume the identity of another location, thereby confusing the audit trail.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40732	NG 144	Horizon terminals shall be capable of being configured remotely. An engineer will not be required to attend to perform a change to the phone number associated with the communications line and this shall be achievable without replacement of already installed branch infrastructure unless otherwise agreed by PO Ltd	R1	Fujitsu Services
HNG-40733	NG 144	It shall not be possible to operate a Horizon terminal from a network node unless it has been (remotely) configured for that node by the data centre	R1	Fujitsu Services

Rationale

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This requirement concerns being able to change the status of a Branch in the FAD Code (as well as physically), as this requires an engineer visit in Baseline Horizon. It is confirmed that currently the only 'logic' in the FAD Code, (other than the check digit), relates to the 4th, 5th & 6th digits, which are used to identify the geographic location.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40734	NG 146	Horizon terminals shall be capable of being configured remotely. An engineer will not be required to attend to perform a change in Branch status (i.e. FAD Code).	D	

Rationale

Fujitsu Services have supplied an initial list of ten data items for which limits may need to be re-set. These have been considered by business representatives and the response (with two exceptions) is that the limits in Baseline Horizon should be carried over to HNG.

The first exception is 'maximum number of counters per Branch', which is currently set to 30. The Branch with the highest number of counters is currently Luton with 26. However, this limit is likely to be exceeded when further enhancements are made to HNG from Release 2.

The current estimate is that this limit should be raised to 50 to permit future developments.

The second exception is 'maximum number of Branches supported by the system: Figures received in December 2004 show an expected fall in Branches from 16,378 in March 2004 to 12,907 at March 2010 and then to 11,907 in March 2015. The recommendation is to add 20% headroom if a range of numbers is required.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40735	NG 063	The data item limit of 30 Counters per Branch shall be raised to 50 to provide 'headroom' for HNG developments from Release 2.	R1	Fujitsu Services
HNG-40736	NG 063	The maximum number of Branches to be supported by the system shall be notified by PO Ltd on a periodic basis and Fujitsu Services shall make any necessary adjustments to the HNG system.	R1	Fujitsu Services

6.11 Integrated Help System

As a result of re-architecting it will be necessary to rationalise the various Help methods implemented on Horizon, which currently comprise:

- HTML pages, which are Horizon wide but only currently accessible from within the current *smartpost* application. The HTML pages have the following characteristics.
 - * Access to the pages is context sensitive, access points embedded in the GUI as required by the business, subject to business rules and technical constraints
 - * The Help facility is structured for the reader; pages are relevant to the task being undertaken at the access point, including general access for general enquiries, and, once within the book, the user can perceive the structure and easily navigate to other Help articles contained within the book.
 - * The complete set of help pages are downloaded to each counter position making update cycles long and causing network problems when large updates are made.
 - * Activating Help requires a specific three button action by counter staff.
- "Bubble" help, which comprise a single - context sensitive - text display panel anchored to, and triggered from, a defined and constrained set of items within the GUI. (Currently implemented on "buttons" only.) There is no general environment from which Help may be accessed, nor is there any feature that allows links between these Help articles such that a body of help information (such as a book) could be structured. The size of the individual Help article (within the bubble) is extremely limited (256 characters) and currently hard coded to describe the product or function to which the button relates (drawn from product name in fixed reference data).



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With HNG the intention is to provide a generic help facility across the entire application space including Postal Services which allows the user to access context sensitive help from any screen or product button by a simple action. It is not proposed to continue the use of bubble help in any part of HNG.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-73077	New	The system shall be capable of managing, structuring, providing user access to, and displaying Help articles in a consistent manner and conformant with the general UI style. The Help capability shall be in accordance with that currently implemented for <i>smartpost</i> and shall be capable of extension into all areas of the HNG front office system through agreed operational business change processes.	Con	Fujitsu Services
HNG-76086	New	The system shall support the display of context sensitive HTML help from any screen or button throughout the system	Con	Fujitsu Services
HNG-73079	New	The system shall allow for help material to be updated within 'near real time' for the entire estate.	D	
HNG-73080	New	The Help system shall be user invoked by a single user action.	Con	Fujitsu Services
HNG-76087	New	The system shall define the context sensitive entry points into the HTML help data within PO Ltd reference data	Con	Fujitsu Services
HNG-73081	New	PO Ltd shall author and provide HTML help material and updated reference data (with appropriate links) for the entire HNG application.	Con	PO Ltd
HNG-73082	New	The Help system implementation shall remain current with the live system as defined by software release and deployed reference data as supplied by PO Ltd within an agreed timeframe	Con	Fujitsu Services
HNG-76088	New	Fujitsu Services shall propose and PO Ltd will agree the delivery mechanisms for changed content, the authoring tool and production standards to be used for the generation of HTML help material.	Con	Fujitsu Services
HNG-77862	New	PO Ltd shall re-author and conduct a content revision of the current Smart Post specific help to prevent breach of copy write with Escher.	Con	PO Ltd
HNG-77863	New	PO Ltd shall migrate existing information contained within smart post bubble help to integrate with the HTML help system.	Con	PO Ltd
HNG-77864	New	PO Ltd shall identify the business objects that require context sensitive help to be 'hooked' to.	Con	PO Ltd
HNG-77865	New	PO Ltd shall implement new reference data structures to enable the context specific placing of help text.	Con	PO Ltd
HNG-77866	New	PO Ltd shall provide business and style rules for help messages including presentation.	Con	PO Ltd
HNG-77867	New	PO Ltd shall review the current paper based communication strategy to ensure that the HNG HTML help system is fully integrated into business communication strategy.	Con	PO Ltd



6.12 Postal Services

This section defines the Postal Services business requirements on HNG Release 1 that are equivalent to those provided on Horizon at Release S80.

A full analysis of all the requirements for functions and data has been carried out and these are detailed in related documents Postal Services on HNG Requirements Catalogue (PSO/HNG/OPS/REQ/002) and Postal Service Reference Data Requirements (PSO/HNG/OPS/REQ/003). These documents represent the definitive requirements for Postal Services and are reproduced at Appendix F and Appendix G

6.12.1.1 Scope of Postal Services

The term Postal Services covers a range of activities including the acceptance of mail at a branch; application of rules and constraints to determine the carrier, service and price for a particular item of mail; printing of postage labels and customer documents; delivery of information about accepted mail to a carrier's system; management of mails items while at the branch; provision of related services such as Local Collect and the delivery of information to Post Office Limited central systems.

To support the Postal Services customer and carrier facing activities, a set of reference data is required that defines the attributes of the services being offered (carrier, availability, options, constraints, pricing tables, token definitions(e.g. barcode), receipt and label definitions etc) as well as a comprehensive "help" system to guide the counter staff through the finer detail of the service.

Postal Services can be described as:

- * **Mails Acceptance.** A customer brings in an item of mail (letter through to parcel) to the branch. Counter staff need the capability to weigh (size) the item, input other details such as is the item urgent, valuable, requires to be signed for and destination to allow the system to display a set of services, additional options and prices that for the customer to choose. The service may be a priority service in which case a track and trace number will need to be applied to the item and the address validated against a Postal Address File. Once the choice has been made, the acceptance is completed by the printing of a postage label and certificate of posting. Transaction details will be sent to Post Office central systems and the carrier's tracking systems.
- * **Bulk Mails Acceptance.** This service applied to business customers who pre franc their mail items but whose volume his too small to warrant a carrier collection from their premises. The items are taken to a local branch were they are reweighed, address checked, any track and trace barcode scanned and any under payment levied. Bulk postings are similar to a standard mails acceptance but needs to be processed quickly with in a very efficient transaction flow.
- * **Speed Bulk.** This service is for branches that have a high volume of business bulk posting at the end of the day. The only data captured is the track and trace barcode of each item and, at the end of the process, the data is sent to the carriers tracking system.
- * **Despatch.** Once mails items have been accepted they are the responsibility of the branch until the items are handed over (despatched) to the carrier's collection agent. Functions will be required to assist in the reconciliation between items accepted and those despatched with appropriate details being passed to the client and reports retained at the office. Functions for handling exceptions (lost items) must also be in place.
- * **Local Collect.** This service allows customers to elect to have their mail item(s) delivered to a branch of their choice. The mail item can be from a number of carriers and is usually sent via a track and trace service. Functions will be required for accepting the items into the branch, handing to the customer for a fee or returning uncollected or unwanted items. At each stage of the process the original carrier needs to be informed of the status of the item.
- * **Return of Undelivered Priority Mail.** Priority mail that cannot be delivered by the carrier's agent can be returned to a local branch for onward delivery to the carrier's main depot via the normal branch despatch process (see above). Functions will be required for recording that the item has been left at the branch and the reason for non delivery. This information needs to be passed to the carrier as soon as the item arrives at the branch.
- * **Interfaces to Generic Systems.** The Postal Services function will make use of generic HNG features and interfaces to access PAF validation, financial systems, branch remuneration systems and management information systems
- * **Interface to Carriers.** An interface to the carrier's tracking systems is required and will be provided using the existing web interface to the EDG.

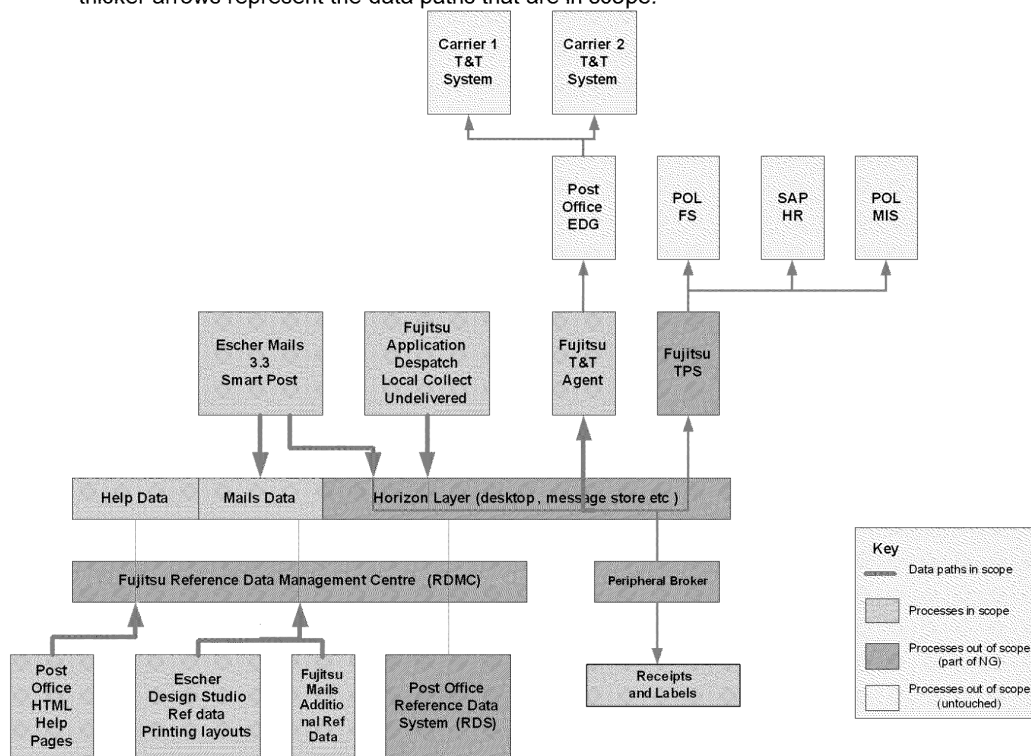


- * **Reference Data.** Mails acceptance requires a complex set of business rules to be defined. The current reference data system is not currently structured to contain such rules and therefore major changes to RDS or the provision of a separate data base is required. It is assumed that the Fujitsu RDMC will not be changed.
- * **Help Data.** The Post Office and the carriers they represent no longer produce counter manuals that define the details of the services offered. The manuals have been replaced by a set of linked html pages that must be accessible at all counters positions.

6.12.1.2 Background

The following diagram shows the functional blocks that make up the E2E system for Postal Services products on the Baseline Horizon system.

Areas shaded in blue (dark) are the areas where business equivalence has been defined; areas shaded in yellow (lighter shading) contribute to the postal services functions but these are specified as part of HNG and are not included in this section; areas without shading represent those functions that will remain the same; thicker arrows represent the data paths that are in scope.



In the current implementation of Horizon, the Mails Acceptance functionality is provided by a third party application (Escher Mails 3.3) supported by its own reference data structures that define what is displayed and printed.

The mails Reference data is itself supported by a third party tool (Escher Design Studio) in which service attributes (business rules) and printing formats can be designed. Additional reference data has been produced by Fujitsu to define barcodes, BFPO numbers and variable screen and receipt text.

Post Office Reference data is used in Mails acceptance simply to assign product numbers to the services and define control products to determine what branches can transact.

At horizon Release S80 a second application produced by Fujitsu was introduced to add the non mails acceptance functions to the counter (e.g. Despatch, local Collect etc). This application also introduced the ability to send Track and Trace information to carriers. Both Mails acceptance and this new application write messages to the horizon layer that are extracted by a track and trace agent in near real time for forwarding to the EDG and then to the carrier.

Both applications also write messages to the horizon layer that are extracted by other agents as an overnight batch to provide PO Ltd central systems information about the transaction.



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An html help function is also available in Horizon but it is only used by smart post. The complete set of html pages supplied by the Post Office is loaded into the Horizon layer at every counter.

The scope of this section is to define a summary set of business equivalent requirements for Postal Services areas that will change as a result of the HNG architecture but excludes those areas that are provided by generic functions in HNG and those areas that are unchanged by the introduction of HNG.

The full requirements are stated in associated documents Appendix G and Appendix H and in most cases these state a business equivalence requirement. However, As a result of the change in Horizon architecture, an opportunity exists to change and improve some business equivalence functionality. Initial analysis of the requirements indicates that the following areas are affected by consequential change.

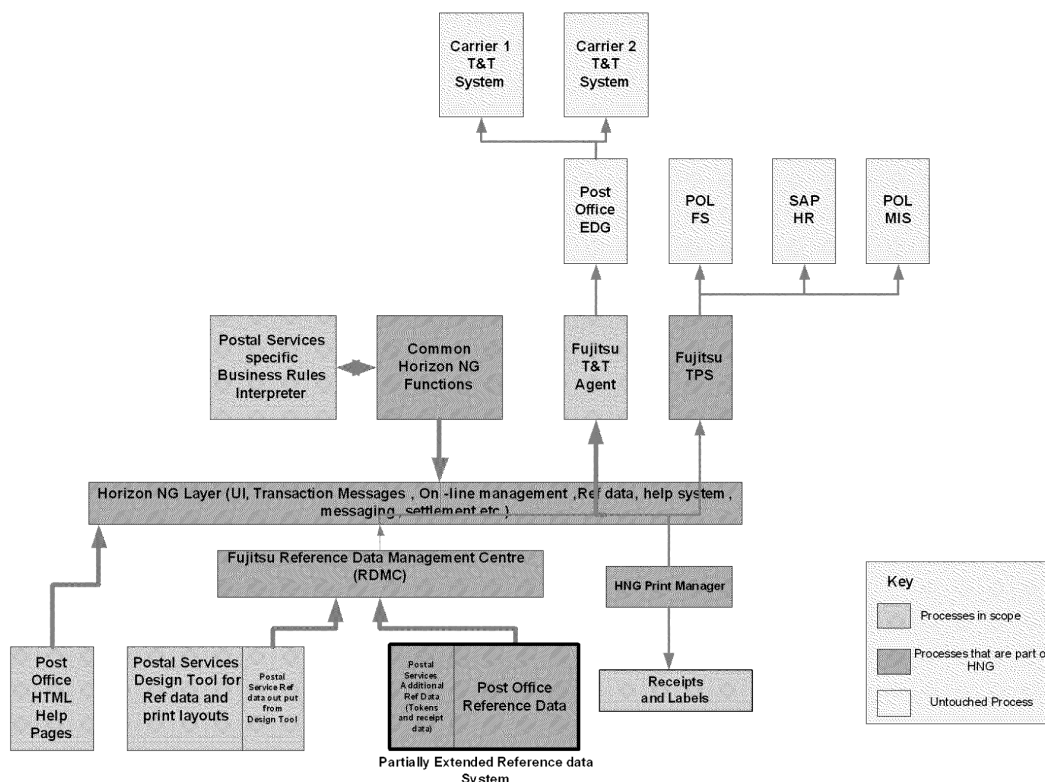
Area	Rationale
Reference Data	The current reference data system must be replaced by either changes to the PO Ltd and Fujitsu reference data systems or by the provision of an alternative, but separate, system. The design of the new system shall enable support other areas of consequential change concerned with Help Data, transaction flow, and printing.
Help Data	The current help data system consists of a web site (circa 1000 html pages) that is down loaded to each counter position. The on-line architecture of HNG means that it would be more efficient to have a centrally accessed site. A central site would allow overnight updates to the help pages allowing more volatile information to be included (service restrictions etc.) In addition to the location of the data, the transaction flow shall allow for automatic display of help pages as counter staff navigate through a transaction.
Transaction Flow	The current system provides a fixed flow through a Postal Services transaction. Additional steps can be added dependant on the service but these steps must appear in a fixed position. In designing a new transaction flow, the steps of a transaction shall appear in an order defined according to business rules as defined in PO Ltd reference data. The transaction flow shall also incorporate the auto display of context sensitive help text.
Launch	Launch of Mails transaction is by screen / keyboard button only. New transaction flows shall allow launch or part launch by barcode token (Track and Trace), magnetic card, smart card.
Receipt and Label Printing	Receipts on Smart Post are fixed length, The new system shall allow for variable length receipts with their production and content controlled by PO Ltd reference data. Label printing formats shall be extended (postage, customs, senders), quality improved and all content should be controlled by PO Ltd reference data.
OBC Process	Changes to reference data, help data, will cause changes to the OBC process.

Taking into account the requirements analysis, the following diagram shows how postal services functionality fits into HNG.



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The key features of Postal Services on HNG are:

- * Common aspects of any transaction, including postal services, will be supplied by common components within HNG (e.g. UI, messaging, settlement, help functions, print functions, transaction flow sequencing, access to reference data etc).
- * Postal Services involve conformance to business rules applicable to individual services and carriers. It is envisaged that a specific business rules interpreter will be required for Postal Services products.
- * For Release 1 Postal Services will require a Reference Data authoring tool and associated data base to describe the rules and feed the Business Rules Interpreter (via common HNG functions). Integration into the RDS system will not be a consideration until Release 2. The Release 1 features are therefore:
 - * **RDS:** No enhancements will be made to support Postal Services at HNG Release 1.
 - * **Postal Services Reference Data (PSRD):** The Reference Data authoring tool being designed and implemented by Fujitsu for HNG Release 1 will also include a database to store the data. There will be little change from the existing method of authoring and storing current Mails data. The current need to ensure that Product data is aligned between the RDS and PSRD systems will persist.
 - * **RDS to RDMC AIS:** No change is required.
 - * **RDMC:** The Fujitsu Services re-architecture for this area is expected to go ahead as planned for HNG Release 1.
 - * **Postal Services Extra Data:** There will be a persistent risk that barcode formats will be replicated between RDS and this area. There is no automated check to ensure that an AP Barcode (token) cannot be duplicated with a Track and Trace barcode already set up in RDS.
 - * **Postal Services Help:** As part of the HNG re-design, this will be loaded to the Data Centre only. However, the current problem of ensuring that embedded links within the Postal Services application are maintained to the appropriate help is likely to persist.
 - * **Type 'C' Data:** Any Postal Services Reference Data currently designated as type 'C' will continue to be maintained in the Fujitsu domain. There are no known plans to convert this

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data to RDS. Note: the owner of type 'C' Reference Data is PO Ltd and any reference data required by Fujitsu to maintain HNG is designated type 'D'.

- * The existing html help data will be accessed by common horizon functions and may be held remotely.

6.12.1.3 Business Overview

PO Ltd require a Postal Services Application that provides business conformance across all the activities involved in dealing with mails items and associated services (F-CD Requirement NG070).

For the purposes of this document, Postal Services are defined as:

- * Mails Acceptance (individual and bulk)
- * Mails Despatch
- * Local Collect
- * Undelivered priority items

For each of the above area's HNG shall provide the ability for the counter staff to select and price the correct service, the customer to feel he has received a professionally delivered service with no ambiguity and for the carriers (PO Ltd clients) to be confident that their services are being sold correctly and that they receive all the necessary data about the transaction.

PO Ltd will require the system to be flexible allowing new clients and services to be introduced quickly, the transaction flow to be tailored to the needs of that transaction and all data associated with the transactions readily accessible to Post Office central systems. As many manual processes as possible need to be eliminated.

Business benefit is attained by

- * Automatic selection and correct pricing of a service based on destination, weight, size and customer requirements.
- * Validation of destination addresses to ensure the service delivery times are met.
- * Real time tracking information passed to carriers.
- * Reconciliation between accepted and despatched items.
- * Elimination of manual process and forms and documents (e.g. electronic data, automatically produced customer / client documentation, electronic help systems etc)
- * Timely transaction data feed to systems to allow accurate remuneration for branches, accurate billing of clients and comprehensive management information.

6.12.1.4 Functional Summary

The basic model of a transaction on HNG will be formed by the following components

Pre Transaction Preparation / Enquiries
 Transaction Launch
 Data Capture / Validation
 Transaction Authorisation
 Transaction Fulfilment.
 Settlement
 Post Transaction Processing
 Beyond the Branch

Not all the components are required in each transaction and some components will be optional depending on the result of its preceding component or one of its sub components.

The diagrams in the following sections cover the four processes included in the scope of this document. The main processes within the diagrams are annotated to show which component of the basic model they belong to. At this stage the numbering is not meant to be definitive.

6.12.1.4.1 Mails Acceptance

The following diagrams are process flow diagrams for mails acceptance:



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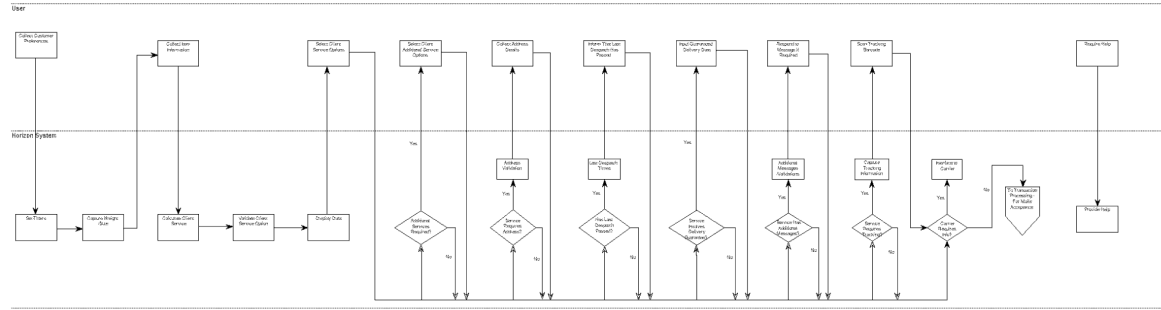


Figure 4: Data Capture and Validation - For Mails Acceptance

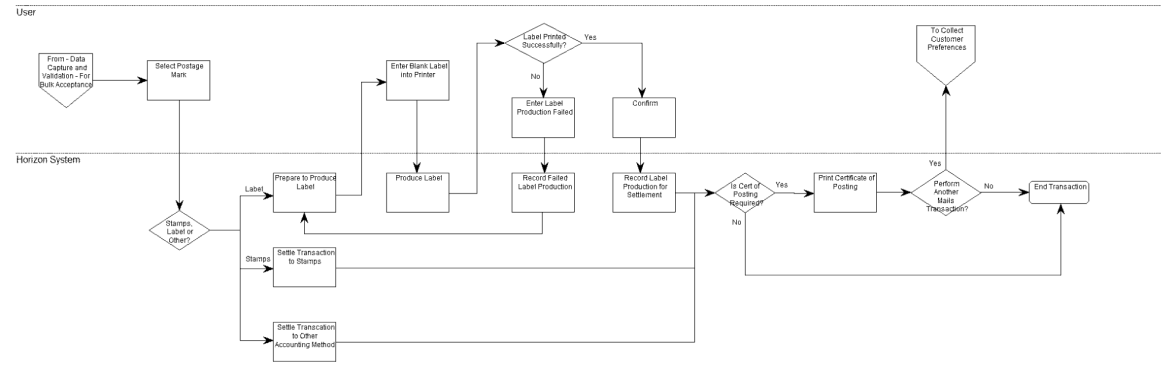


Figure 5: Transaction Processing - For Mails Acceptance

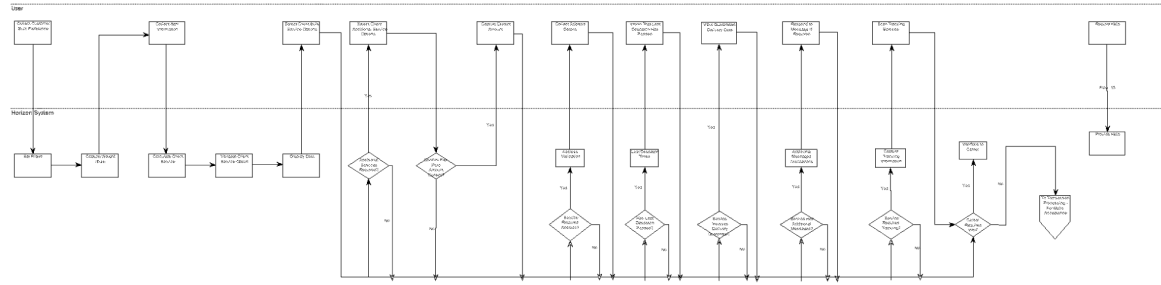


Figure 6: Data Capture and Validation - For Bulk Mails Acceptance



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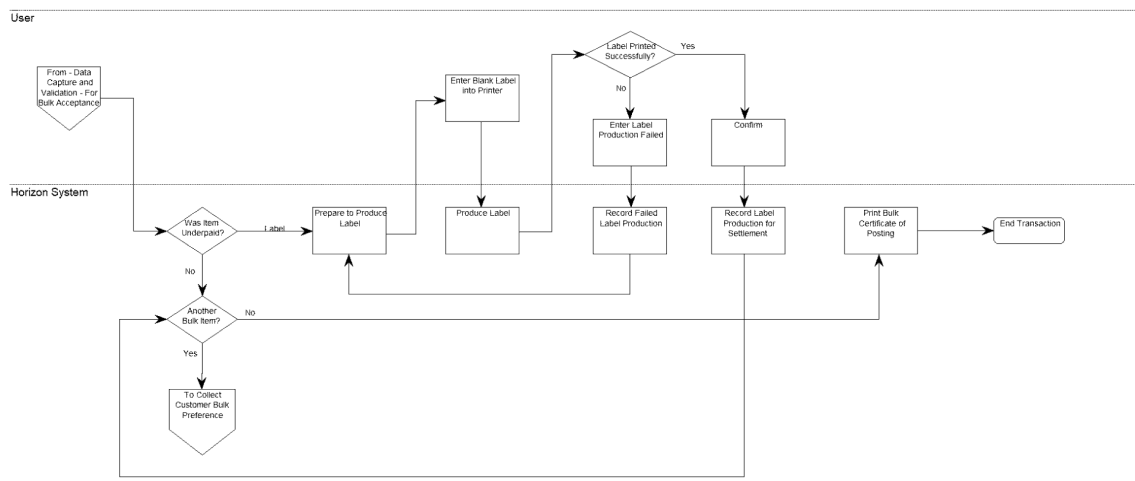


Figure 7: Transaction Processing - For Bulk Mails Acceptance

Rationale

The main features of the acceptance process are:

- * Gathering data about the mails item (e.g. weight, size, destination, value, content, pre-pay) and determining the customer requirements (value, urgent, signed for, insurance required). At each stage of the data input the system shall, dynamically, determine the correct carriers, services and prices that match the data input. Services that do not match the criteria or are not available at the branch will not be displayed.
- * Reference data shall contain all the business rules related to the data input and the appropriate carriers, services and prices.
- * Selection of a service may cause further data capture to be required. Examples are scanning the track and trace barcode; entering a Guaranteed Delivery Date (GDD) for that service; entering a Post Code. Address capture can be mandatory or optional, manually input if no PAF data base available or it is an international address or code.
- * As data is captured and / or service selected, options for data validation will be invoked. Examples are, validating the track and trace barcode is of the right format, applicable to the service chosen and has not been used before; validating the post code; validating that the service has not missed the Last Despatch Time (LDT).
- * For certain carriers who only collect from a branch if asked to do so the tracking message shall act as an automatic request for collection.
- * Tokens used as part of the Mails transactions (track and trace barcodes) shall be managed by the HNG token management module.
- * Depending on the service chosen or data requested, other messages may appear. Examples are Last Despatch Time passed; up to date information on a service or carrier.
- * The point at which data is captured will vary depending on the service chosen or previous data.
- * Once the customer is satisfied with the service offered, the transaction can be fulfilled. Fulfilment includes sending any tracking data to clients; printing labels (postage, information, customs etc) or selling stamps; printing a Certificate of Posting (COP); writing transaction messages at a service level to the data store.
- * Settlement of the transaction will be managed by the HNG settlement process.
- * At any point throughout the transaction, the Help system (which has replaced all printed manuals) shall be available and shall be context sensitive.
- * Customers who know which service they require shall be able to “fast track” into the process.
- * Customers who have attached the appropriate track and trace barcodes and have fully pre-paid items (Bulk Postings) shall be able to “fast track” through the acceptance process.
- * Branches that receive a high volume of Bulk postings will have an additional Speed Bulk services. If the branch is not authorised then the service will not be displayed.



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Figure 8: Data Capture and Validation - For Speed Bulk Mails Acceptance

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-42580	NG-070	The system shall be designed to provide a mails acceptance services in accordance with the full requirements specified in PSO/HNG/OPS/REQ/002 - Appendix G	R1	Fujitsu Services
HNG-42581	NG-070	The system shall be designed to provide an enhanced set of Postal Services reference data as fully defined in PSO/HNG/OPS/REQ/003 and PSO/HNG/OPS/REQ/002 - Appendix F and Appendix G	Con	Fujitsu Services
HNG-42582	NG-070	The system shall provide a "speed Bulk" input function. The full requirements for this service are specified in PSO/HNG/OPS/REQ/002 Section 3.2.3 - Appendix G	R1	Fujitsu Services

The following table lists all the current clients and services included at S80 to provide an example of the type of services and their characteristics.

Client 1 - Royal Mail

PAF (UK Address)									
Service	Client	T&T Item	Bulk	GDD	LAT	T&T indicates Collection Required	Mandatory or Optional	Manual Address Capture permitted?	International Address Capture Required?
1st Class	Royal Mail	N	N	N	Y	N	Optional	Yes	
2nd Class	Royal Mail	N	N	N	Y	N	Optional	Yes	
Airmail Letters	Royal Mail	N	N	N	Y	N			Optional
Airmail Postcards	Royal Mail	N	N	N	Y	N			Optional
Airsure Letter	Royal Mail	Y	Y	N	Y	N			Mandatory
Airsure P Paper	Royal Mail	Y	Y	N	Y	N			Mandatory
Airsure Small Pk	Royal Mail	Y	Y	N	Y	N			Mandatory
BFPO	Royal Mail	N	N	N	Y	N			Optional
BFPO SD	Royal Mail	Y	Y	N	Y	N			Mandatory
BFPO Air letters	Royal Mail	N	N	N	Y	N			Optional
Inland	Royal Mail	N	N	N	Y	N	Optional	Yes	
Airmail Blind	Royal Mail	N	N	N	Y	N			Optional
Airsure Letter Blind	Royal Mail	Y	Y	N	Y	N			Mandatory
Surface Blind	Royal Mail	N	N	N	Y	N			Optional



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Printed Papers	Royal Mail	N	N	N	Y	N			Optional
Small Packet Blind	Royal Mail	N	N	N	Y	N			Optional
Special Delivery by 9	Royal Mail	Y	Y	Y	Y	N	M	Yes	
Special Delivery by 12	Royal Mail	Y	Y	Y	Y	N	M	Yes	
Standard Pcl.	Royal Mail	N	N	Y	Y	N	M	Yes	
Surface Mail									
Printed Papers	Royal Mail	N	N	N	Y	N			Optional
Small Packets	Royal Mail	N	N	N	Y	N			Optional
Surface Letters + P'cards	Royal Mail	N	N	N	Y	N			Optional
Additional Services									
Recorded Signed For	Royal Mail	Y	Y	N	Y	N	M	Yes	
International Signed For	Royal Mail	Y	Y	N	Y	N			Mandatory

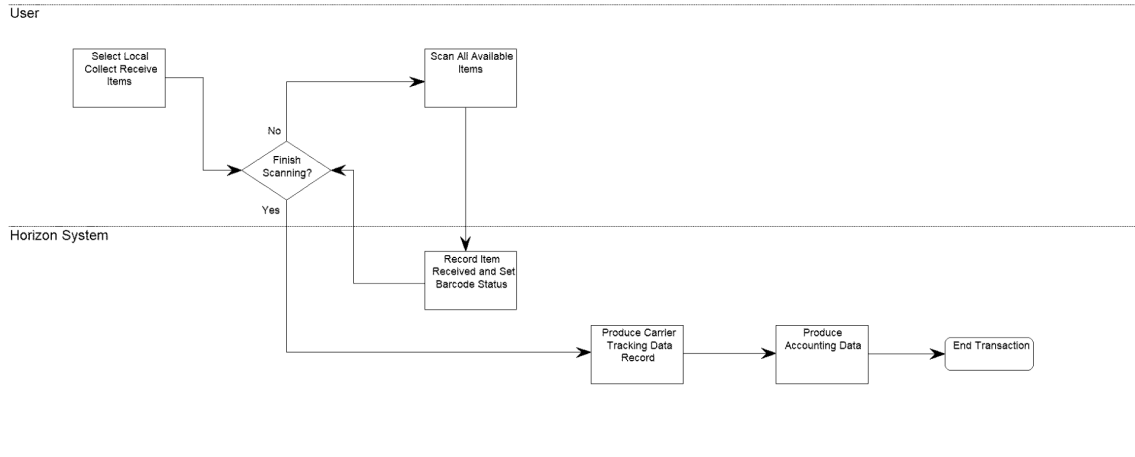
Client 2 - Parcel Force

Service	Client	PAF (UK Address)					Mandatory or Optional	Manual Address Capture permitted?	International Address Capture Required?
		T&T Item	Bulk	GDD	LAT	T&T indicates Collection Required			
BFPO Parcels	PFWW	N	N	N	Y	Y			Mandatory
Parcel 24	PFWW	Y	N	Y	Y	Y	M	Yes	
Parcel 48	PFWW	Y	N	Y	Y	Y	M	Yes	
Parcel by 10	PFWW	Y	N	Y	Y	Y	M	Yes	
Parcel by 12	PFWW	Y	N	Y	Y	Y	M	Yes	
Parcel by 9am	PFWW	Y	N	Y	Y	Y	m	Yes	
Euro 48	PFWW	Y	N	Y	Y	Y			Mandatory
Int'l Data post	PFWW	Y	N	Y	Y	Y			Mandatory
Int'l Parcel Econ.	PFWW	Y	N	Y	Y	Y			Mandatory
Int'l Parcel Std.	PFWW	Y	N	Y	Y	Y			Mandatory



6.12.1.4.3 Local Collect

The following diagrams are the process flow diagrams for local collect.



: Figure 10: Post Transaction Processing - For Local Collect - Receive Items at Branch

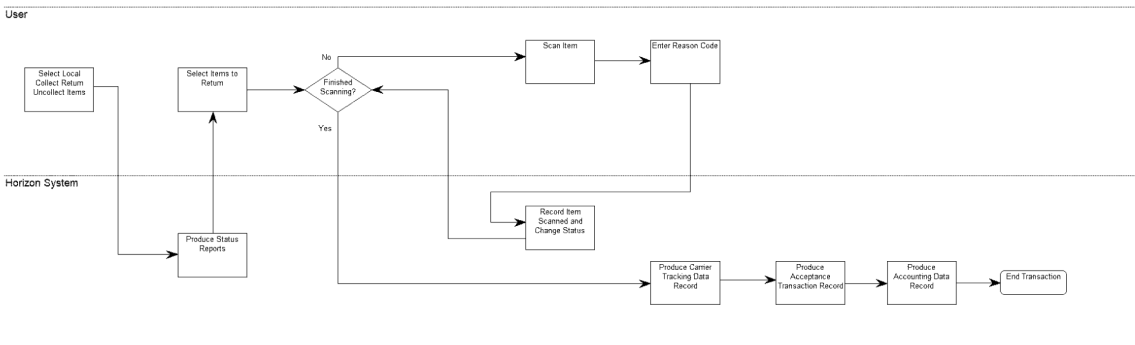
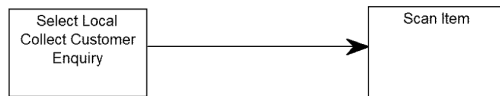


Figure 11: Post Transaction Processing - For Local Collect - Return Uncollected Items



User

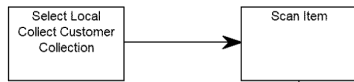


Horizon System



Figure 12: Data Capture and Validation - For Local Collect - Customer Enquiry

User



Horizon System

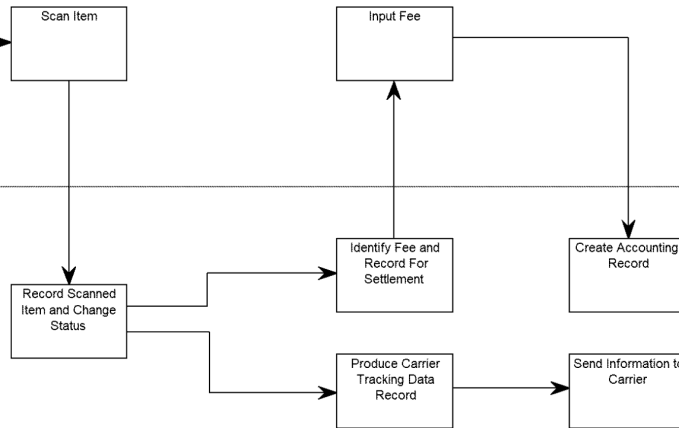


Figure 13: Data Capture and Validation - For Local Collect - Customer Collection

Rationale

The main features of local collect are:

REQT ID	F-CD	REQUIREMENT	STATUS	SUPPLIER
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	REQ ID			
HNG-42584	NG-070	The system shall be designed to provide a business equivalent Local Collect process covering receiving local collect items, customer enquiry, customer collect with payment and return of uncollected items. The full requirements for this service are specified in PSO/HNG/OPS/REQ/002 Section 3.2.5 - Appendix G	R1	Fujitsu Services

- * The recording and tracking of local collect items will be based on the items existing track and trace number.
- * Items delivered to the branch for local collect shall be scanned in, recorded in a branch data base and a track and trace message sent to the carrier to signify that the item is now at the branch.
- * Customers may processes a collection notice containing the barcode. The system shall allow an enquiry by scanning the barcode and comparing this with the branch data to see if the item is available. If the item is not available, a zero value settlement record is required for post master remuneration purposes.
- * The customer collection process will involve scanning the item(s) to be collected, charging the customer an appropriate fee (set by reference data) and sending a track and trace message to the carrier indicating that the parcel has been collected.
- * Items remain at a branch for a set period (defined by service in reference data). Once the item(s) become overdue they shall be scanned out and enter the despatch process for return to the carrier. A track and trace message will be sent to the carrier indicating that the item(s) are being returned.
- * The return process can be carried out before the return date if the customer decides they do not wish to collect the item are cannot pay the fee. A reason code shall be included in all messages sent to the carrier.
- * Throughout the local collect process, track and trace messages shall be sent to the end client informing them off the status of all items in the local collect loop
- * At any point throughout the transaction, the Help system (which has replaced all printed manuals) must be available and shall be context sensitive.

6.12.1.4.4 Return of Undelivered Priority Items

The following diagram is the process flow diagram for return of undelivered priority items.

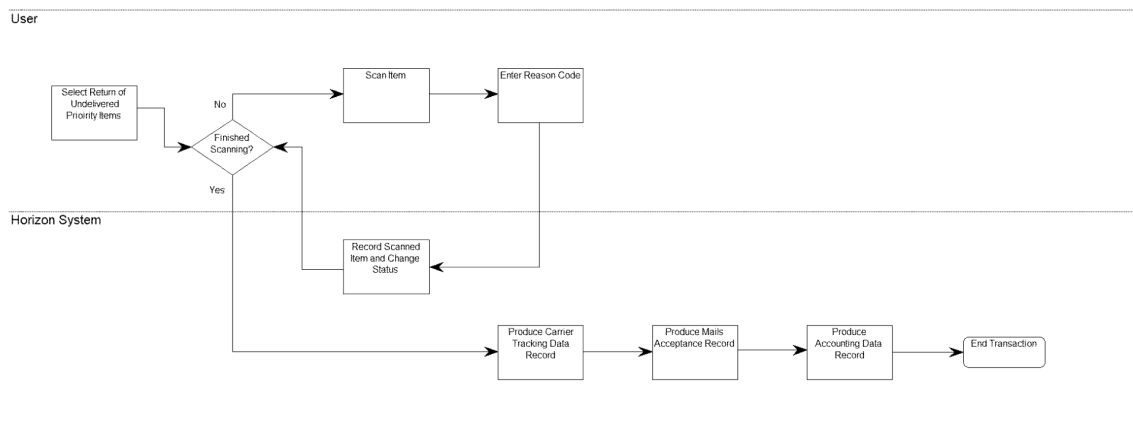


Figure 14: Post Transaction Processing - For Return of Undelivered Priority Items

Rationale

The main features of return of undelivered priority items are:

- * Priority Items that postal delivery staff cannot deliver can be returned to any Post Office branch for inclusion in the normal despatch process so that the item can be returned to the carrier.



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- Returned items shall be scanned and a reason coded added as to why the item could not be delivered (e.g. customer not in, customer refused, incorrect address etc.) Additional information will be required to indicate if the delivery attempt was before or after the guaranteed time.
- A track and trace message will be sent to the carrier indicating the items have not been delivered and are being returned.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-42585	NG-070	The system shall support the need for branches to receive bar-coded items that are returned to the branch by the delivery agent as undelivered. A message containing a reason code and the T&T barcode will be sent to the EDG as defined in the Horizon to EDG AIS Track and Trace (AS/IFS/001) The full requirements for this service are specified in PSO/HNG/OPS/REQ/002 Section 5.2.6 - Appendix G	R1	Fujitsu Services

- At any point throughout the transaction, the Help system (which has replaced all printed manuals) must be available and shall be context sensitive.

6.13 Quantum

The Quantum product currently resides locally on the Horizon desktop and makes use of 3rd party provided code (by Siemens Metering Systems) in order to complete a transaction. Although functionally equivalent, it is addressed here as it has a number of characteristics that make it sufficiently different in the HNG architecture to warrant specific reference. With HNG, the architecture of the Quantum service is expected to change, from a “local” application to a “centralised” application. This is as a consequence of the overall architectural shift that HNG will implement.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-72791	NG072	Quantum as a service will be delivered under the banner of functional equivalence.	B	Fujitsu Services
HNG-77868	NG072	PO Ltd shall support the programme team working with the client (Siemens) to gain agreement to new architecture and processes including any revisions to contract.	Con	PO Ltd
HNG-72792	NG072	Quantum as a service will be centralised.	Con	Fujitsu Services
HNG-72793	NG072	Quantum will make use of the existing (customer side) Hypercom counter PIN Pad as its' Smart Card Reader, and will not (as currently) have a dedicated Clerk side Smart Card reader	Con	Fujitsu Services
HNG-76819	NG072	The system shall no longer produce the clerk copy of the Quantum receipt.	Con	Fujitsu Services
HNG-72794	NG072	A solution shall be agreed between PO Ltd. & Fujitsu Services Ltd. that allows the clerk to determine whether the Quantum card has been successfully credited.	Con	Fujitsu Services
HNG-72795	NG072	All existing Quantum bilateral or multi party documentation will be reviewed by Fujitsu Services Ltd. in advance of embarking on developing the centralised model to ensure that existing obligations do not prevent this architectural option being pursued. The list of documentation is as follows :	Con	Fujitsu Services



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		<p>SU/IFS/024 A Point of Sale Supporting the Quantum Application Utilising the POCL Secure DLL. (Note: - To be obtained from Siemens Metering Services Ltd).</p> <p>RS/FSP/003 Statements on Security Objectives and Methods for the Protection of Siemens Metering Code and Data</p> <p>CR/SPE/023 Automated Payments Client Specification - Siemens Metering Ltd</p> <p>AP/IFS/042 Pathway to CQO Application Interface Specification</p> <p>AP/IFS/046 Pathway to CQO Technical Interface Specification</p> <p>SU/IFS/003 L&G Agency UTP File Interface Specifications (Note: This may be redundant as it should have superseded by the AIS)</p> <p>AP/DOC/004 Software Sub Licence for Smart Card Security Software</p>		
HNG-72796	NG072	The branch to data centre transactional dialogue should be optimised to minimise the impact of centralisation on the transaction duration.	Con	Fujitsu Services
HNG-72797	NG072	The Quantum application shall be clerk initiated. The PIN Pad should not react on insertion of a Quantum card until the clerk has assigned control of the pinpad to the Quantum application - by selecting the appropriate icon / product.	Con	Fujitsu Services



7 Design Proposal Considerations

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8 Architectural requirements to support Release 2 and beyond

This section contains possible candidates for a tentative 'NG Release 2' or beyond. These are provided to enable assurance of (a) whether the NG architecture will support the requirements, and (b) whether the infrastructure will support or can economically be extended to support the requirements. No further business analysis will be done on these candidates.

8.1 Treatment of this section

The purpose of this (the Architectural requirements to support Release 2 and beyond) section is to provide the solution provider with the list of currently identified business initiatives and future capabilities that may be implemented at R2 and / or beyond. The supplier response will primarily be assessed to determine the wider actual / potential capability of the solution, but also to identify any requirement statements which may be worthy of treatment as an R1 candidate (if sponsored within the business, Via change control) to avoid longer term cost or complexity.

The supplier shall respond to each requirement statement and indicate.

- 1) Cost and complexity of implementing the full solution in Release 1)
- 2) Cost and complexity of implementing architectural hooks within Release 1 to support a later implementation in Release 2+

A third indication is also required in those cases where the supplier feels that such a future change would be technically highly complex, invasive or would require a fundamental change or rethink to the proposed solution. Being a "H" category change (described later in this chapter) may not necessarily imply that it is a member of the "Now or Never" category by default

- 3) Whether the implementation or architectural hook is a "Now or Never" categorisation

Categorisations 1 & 2 above should be of a simple High (Score 3), Medium (Score 2) , Low (Score 1) measure, covering Cost and Complexity.

The third indication is to signify that the architectural hooks and considerations should be built in R1 as they would form such a fundamental architectural building block, and that retrofitting at R2 + would be seen (in the view of the supplier based on their assessment) as impractical or prohibitive.

The supplier should define and communicate the bandings (e.g. the range of the band) in their response

Any assumptions, qualifications and constraints in arriving at the categorisation plus any recommendations by the supplier should also be provided to accompany the scoring.

It is requested that Fujitsu Services respond to these requirements in a tabular format, an example of which is provided at Appendix J

The wording of the requirements in Section 8 is intended to communicate that they currently have no committed business case funding.

NOTE: The estimation of cost to be provided in the DP is only for the Architectural "hook" / capability to be built / enabled in to the system - not (for example) specific infrastructure that may be necessary, the cost of developing the software etc, and should use the same metric for arriving at the categorisation

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27858	NG509	Fujitsu Services shall indicate the cost/difficulty of designing in 'hooks' to cater for R2+ requirements. This indication shall explicitly state if the existing HNG design is expected to contain any required hooks	R1	Fujitsu Services



8.2 Overall branch operation

In order to make the operation of franchised branches more attractive to the owners it has been suggested that the system to operate alongside other applications (e.g. accounting packages) and support accounting periods that more closely align to the host organisation.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27859	NG243	The system should be able to operate on non-Post Office EPOS platforms to enable private retail and Post Office transactions to be completed.	R2+	Fujitsu Services
HNG-27860	NG252	The system should be able to enable access to value added services that support a branch manager's private business. Post Office infrastructure would be utilised to enable agents to access/use non Post Office functionality to benefit their private business (e.g. tax return software, links to Palmer Harvey wholesale ordering processes etc).	R2+	Fujitsu Services
HNG-27861	NG244	The system should be able to provide alternative accounting models eg. different start of week - where cash and/or stock are not supplied by Post Office via the normal remittance route but instead are owned by the operator or supplied to an Agent's area office for their onward distribution.	R2+	Fujitsu Services

The Post Office is moving in a direction where specialised counter positions are likely to become more prolific, especially where different skills are required. It may well become an issue of compliance that certain product types can only be transacted by certified staff.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27862	NG245	The system should be able to support a product mix configurable by product group, terminal and/or by role within the branch.	R2+	Fujitsu Services

The current cost of operation of full-blown Horizon systems is considered to high for many of the branches (typically rural) with low traffic volumes. Additionally a small footprint device would enable Post Office services to be offered in places not currently associated with the business (such as a village pub).

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27863	NG091	The system should be able to allow a subset of products to be carried out on alternative compact (i.e. smaller, more mobile) devices.	R2+	Fujitsu Services

8.3 User interface

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27864	NG364	At User Logon, the system should be able to start up with a high-level business desktop allowing the user to see news messages, training as well as launch the EPOS functions. This content may require updating throughout the working day.	R2+	Fujitsu Services
HNG-27865	NG037	The system should be able to allow the future structuring of products, sales prompts, and the UI, to be configurable by parameters defining the context of the UI, e.g. Location, User-related attributes, Date.	R2+	Fujitsu Services

8.4 General serve-customer OTC functions



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REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27867	NG247	The system should be able to control the sale of stock items, for specified products, so as not to allow sales causing negative stock. The system should be able to allow the sales of stock, for specified products, from stock held at stock unit, branch or central level.	D	
HNG-27868	NG248	The system should be able to allow local sales prompts to be entered relating to promotions in the retailer's private business.	D	
HNG-27869	NG250	The counter application should be capable of being tailored centrally to reflect the user's role, access level and skill-sets (based on training records).	R2+	Fujitsu Services
HNG-27946	NG253	The system should enable a two way interface with remote clients, e.g. Amex (controlling via serial numbers, product types and quantities), to enable interrogation of the MI by that client e.g. to view stock levels, derive sales and provide audit)	D	

The Baseline Horizon environment provides only front office and back office printers, which are tied to specific machines. Back office reports when produced on a counter terminal are routed to the back office printer, but this feature is not extended to specific products. In the future Post Office may wish to deploy specialised printers for certain product types (e.g. bankers drafts, event tickets, tax disks etc) but not necessarily at one per terminal or office. To best enable this, the system needs to be flexible in the way printers are managed with the ability for output device capability being assigned in reference data against products.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27870	NG254	The system should be able to support printer awareness at product and item level	R2+	Fujitsu Services

In a similar context to the requirement above on printing capability, Post Office may wish to deploy higher specification bar code scanners to a subset of counter terminals. Also in order to exploit new token formats that are capable of containing considerably more data, having a generic approach to recognising and interpreting would allow closer integration with future ADC type products. It is recognised that the existing bar code scanners are not capable of working with these formats, but modern replacement units can be swapped in with little impact.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27871	NG251	The system should be able to support a configurable method for interpreting different data input formats of tokens (such as 1D & 2D bar codes).	R2+	Fujitsu Services
HNG-27872	NG255	The system should be able to support high specification barcode scanners at one or more counter positions.	R2+	Fujitsu Services

To maximise the value of a Sales Incentives system, allowing clerks to be kept informed of progress, and opportunities is considered to be highly beneficial. Post Office would see this functionality allowing the clerks to view incentives earnings, possibly without the need for them to take specific action (i.e. as part of a standard information panel). The system would also provide information on a repetitive basis drawing attention to high reward (and therefore high margin) products that Post Office wish staff to promote. This latter functionality would currently be delivered via transaction prompts (as delivered in S80), but could also be enabled by some visual indicator on product buttons.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27873	NG087	The system should be able to provide user transactions and associated functions for the reporting of registered Users sales incentive progress to the user at the branch	R2+	Fujitsu Services
HNG-27874	NG018	The system should be able to support sales prompts for Joint Venture (JV) products from internal PO Ltd products (and other JV's products).	D	



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The bank can return debit cards and cheques payments due to insufficient funds in the customers account With cheques, operational procedures stipulate that the reverse should be annotated with details of the products that are being paid for, however this is not practical for debit card payments, where it is a problem especially for part settlements.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27875	NG510	The system should be designed so that within a customer session MOP's can be linked to the transactions undertaken. There is a requirement to be able to record MOP to specific transactions within a session.	R2+	Fujitsu Services

8.5 Point of sale recording

Post Shops are operating in a competitive market and have identified requirements to be able to flexibly adapt prices according for specific stores in order to better manage stock levels and local competition. To enable this they are currently trailing third party EPOS Tills that run independently to the Horizon network, however whilst this gives them high levels of granularity and control for products sold via the PostShop till, products sold over the counter are still being recorded against a relatively small number of PLU's.

There are currently around 200 full PostShop's with a further 200 browser units (branches with no dedicated PostShop till). Due to the rationalisation of DMB's this figure is expected to be reduced.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27876	NG256	The system should be able to support localised price lists for certain product lines such as PostShop to cater for local trading conditions	R2+	Fujitsu Services
HNG-27877	NG069	The system should be able to provide user transactions and associated functions for electronic point of sale, specifically targeted at PostShop's. This includes retail bar code scanning, price list look up, management of price lists, special offers.	R2+	Fujitsu Services

8.6 Entitlement Cards

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27878	NG257	The system should be able to support the introduction of entitlement cards based on biometric profiling.	R2+	Fujitsu Services

8.7 Modified cancel/reverse AP transaction

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27879	NG071	Automated support for AP refunds that take place on a subsequent business day after onward transmission of the data to the original transaction should be supported, possibly with refund details entered by the Post Master so they can be sent electronically for central handling. Note 1 - the current baseline AP AIS's actually assume transmission once a day over night - so more frequent transmission is a change. Note 2 - Post Office may wish to consider whether to extend the void concept to all applicable transactions as determined by reference data.	R2+	Fujitsu Services



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8.8 Travel services

Post Office customers can currently using the Internet, pre-order, and optionally pre-pay, foreign currency for collection at their local branch. However it is not easy for the clerk to be able to assess whether goods have been prepaid and there have been instances where losses have occurred.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27880	NG258	The system should be able to provide an interface to other channels from which orders for may be received eg. Bureau de Change - so that status of payment received is visible when the customer collects the currency.	R2+	Fujitsu Services

To pre-order foreign currency from a local branch currently requires the clerk to make a telephone call from the back office. Allowing this to be done from the counter along with other changes would make this a more efficient process.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27881	NG365	The system should be able to allow the automation of in-branch Bureau de Change pre-orders, currently a manual process, and make such in-branch pre-orders separately identifiable from Internet orders by capturing customer order and delivery details and transferring these electronically.	R2+	Fujitsu Services
HNG-27882	NG367	The system should allow for the linkage of bureau sales to an ordering and order receipt capability to enable more efficient stock control.	R2+	Fujitsu Services
HNG-27883	NG368	The system should allow for the automated sale and redemption of travellers cheques so that customer details are captured, the selling and buy back of the stock is recorded, serial numbers are captured to allow sequential selling and logging of redemptions, receipts are produced and manual records are ceased.	R2+	Fujitsu Services
HNG-27884	NG259	The system should support travel smart card products e.g. Oyster card (Oyster will form part of LVPS).	R2+	Fujitsu Services
HNG-27885	NG021	The system should be able to support whatever the alternative will be to DWP payments for people who do not have a bank account or PO Card Account.	D	

8.9 Ticketing/catalogues

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27886	NG078	The architecture should provide generic functions for the real-time selling of event and attraction tickets including booking, fulfilment and reversals.	R2+	Fujitsu Services
HNG-27887	NG079	The architecture should provide generic functions for the ordering of items from third party home shopping vendors.	R2+	Fujitsu Services

8.10 Banking

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27888	NG075	The system should be able to provide user transactions and associated functions for change giving services at a Branch to banking customers with the capability to charge either at the	R2+	Fujitsu Services



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		front line or back end to their account.		
HNG-27889	NG076	The system should be able to provide user transactions and external interfacing for money transmission products, e.g. Moneygram, to send and receive funds. This must incorporate appropriate validation. Note - Horizon does not support this. Counter staff phone through or in some cases use dedicated terminals.	R2+	Fujitsu Services
HNG-27890	NG077	The system should be able to provide user transactions and associated functions for electronic vouchers (e.g. ePostal Orders) which could be bought/cashed both through a Horizon counter or an external online service.	R2+	Fujitsu Services
HNG-27891	NG260	The system should enable an over the counter transaction to enable Customers to transfer funds between accounts from the same Financial Institution (e.g. from Savings to Current Account).	R2+	Fujitsu Services
HNG-27892	NG261	The range of products available via a PO Ltd Branch should be extended to include - Production of mini statements, Ordering of cheque book, Statement request. Future proofing for this, but not the actual capability, is part of the Baseline Horizon baseline (see NBS Definition CCD (BP/SPE/035) para 5.1.3).	R2+	Fujitsu Services
HNG-27893	NG262	The system should be able to provide PIN Change and PIN Unlock Request services to be offered via the Branch. PIN Unlock is required when a PIN has "locked" . It can be unlocked, assuming it is valid, if online authorisation is sought via a banking terminal e.g. at an ATM.	R2+	Fujitsu Services
HNG-27894	NG263	The system should be capable of printing cheques within branches to support high value withdrawals and personal loans etc.	R2+	Fujitsu Services
HNG-27895	NG264	The system should be able to implement an expanded range of services provided against Term Savings products, initially for JV-sourced products but potentially for other Financial Institutions.	R2+	Fujitsu Services
HNG-27896	NG265	The system should be able to endorse the reverse of cheques with details of the transaction.	R2+	Fujitsu Services
HNG-27897	NG266	The system should be able to capture details of cheques to allow electronic clearance.	R2+	Fujitsu Services
HNG-27898	NG369	The system should enable Branches to provide automated support for the NS&I passbook-based Investment Account product.	R2+	Fujitsu Services
HNG-27899	NG370	The system should be able to provide general support for passbook based banking products (e.g. for Building Societies)	R2+	Fujitsu Services
HNG-27900	NG022	The system should be able to support the replacement system for issue and redeeming Postal Orders. Note - will need to introduce upper limit for security purposes e.g. £250.	D	

8.11 Management Information - for Branch Back Office

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27901	NG080	The system should enable reports to be accessible at any time, by branches or by specified management hierarchy, both within Post Office and by any subpostmaster/multiple partner.	R2+	Fujitsu Services



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HNG-27902	NG056	The accounting process should enable transactions to be aggregated and reported to a different hierarchy than that implied by the FAD code system.	D	
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8.12 Other front office functions

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27903	NG267	The architecture should not constrain the ability to specify various concurrent branch hierarchies and relationships including externally to HNG, such as would be required for Area Franchising.	R2+	Fujitsu Services
HNG-27904	NG268	The system should be able to support the concept of a customer loyalty card.	R2+	Fujitsu Services
HNG-27905	NG269	The system should be able support the Government's issuing programme for Identity Cards.	R2+	Fujitsu Services
HNG-27906	NG270	The system should be able to allow users to set personal details, employment choices, holiday selection and roster preferences once authenticated on the system.	R2+	Fujitsu Services

8.13 Customer self-service

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27907	NG271	The system should not preclude support for self-service access points, e.g. kiosks.	R2+	Fujitsu Services

8.14 Branch back office

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27908	NG273	The system should be able to allow non-physical stock e.g. tokens, to be securely printed in the branch for stock not at the point of sell	R2+	Fujitsu Services
HNG-27909	NG274	The system should be able to allow a branch to preprint branch address (i.e. addressographing) of transaction stock where this is required	R2+	Fujitsu Services
HNG-27910	NG275	The system should be able to allow printing of secure stock within branches.	R2+	Fujitsu Services
HNG-27911	NG276	The system should be able to allow printing of transaction stock within branches.	R2+	Fujitsu Services
HNG-27912	NG372	The system should be able to allow an Agent to confirm shortage/surplus and record of cash and stock held by means of a digital signature replacing the need to physically sign a branch trading statement to confirm legal responsibility.	R2+	Fujitsu Services
HNG-27913	NG373	Counter Users should be able to drill down to individual transactions from which the Branch Trading Statement has been calculated.	R2+	Fujitsu Services

8.15 Cash and stock management



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REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27914	NG277	The system should be able to provide cash and stock balancing procedures which support the periodic (within day) replenishment and removal of cash / stock including bureau de change	R2+	Fujitsu Services
HNG-27915	NG280	The system should be able to record the event of destroying transaction stock within branches where this is required.	R2+	Fujitsu Services
HNG-27916	NG281	The system should be able to allow <u>the recording of the event of the controlled destruction and accounting of secure stock within branches.</u>	R2+	Fujitsu Services
HNG-27917	NG282	The system should be able to interface with the centralised stock ordering systems to enable branch level data to be visible and for orders to be made	R2+	Fujitsu Services
HNG-27918	NG283	Horizon should interface with SAP ADS <u>to allow operators to directly order cash and foreign currency</u>	R2+	Fujitsu Services
HNG-27919	NG375	The system should be able to automate the process of ordering and receiving transaction stock from central supplies.	R2+	Fujitsu Services
HNG-27920	NG376	The system should be capable of holding historic stock movement data and calculating stock orders on behalf of branches	R2+	Fujitsu Services
HNG-27921	NG377	The system should be designed to allow for stock, which has arrived as a bundle, to be unbundled into individual stock items each with their own identity.	R2+	Fujitsu Services
HNG-27922	NG378	The system should enable branches to request products from other branches, and record any product movements between branches, subject to business rule constraints of which products are allowable.	R2+	Fujitsu Services
HNG-27923	NG379	The system should be able to implement selling, holding and replenishing items at a consistent level and at the lowest agreed granularity.	R2+	Fujitsu Services

8.16 Computer-based training

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27926	NG052	The HNG training facility should be able to provide industry-standard facilities to enable, in a timely manner such as in advance of introducing new products, access at all individual counter and back-office terminals to non-streamed Computer-Based Training (CBT) material that may make use of any of the capabilities of the terminal hardware (see Section 10.) and Branch Platform Services (see Section 11.	R2+	Fujitsu Services

8.17 Rostering and scheduling

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27927	NG285	HNG should be able to provide raw data to support the effective scheduling of the workforce. A scheduling tool is a bespoke application that takes a raw feed of data and produces staffing line charts based on transaction throughput, staff	R2+	Fujitsu Services



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		grading, contracts etc. The HNG sales data required is basically transactions, time of transactions by, (initially only DMB), and branch.		
HNG-27928	NG286	HNG should be able to provide raw data to support the effective scheduling of the workforce. A scheduling tool is a bespoke application that takes a raw feed of data and produces staffing line charts based on transaction throughput, staff grading, contracts etc. The scheduling/rostering tool should be able to be accessible on HNG.	R2+	Fujitsu Services

8.18 Audit trail

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27929	NG344	Post Office should be able to have direct access to rolling complete 52 weekly accounting periods of transaction / system event data. Access to be given to a limited number of PO Ltd users to "raw" transaction / system event data with ability to interrogate, view & print, copy into supporting analysis software (e.g. Business Objects / Excel) to enable general investigations, office / user review etc.	R2+	Fujitsu Services
HNG-27930	NG061	Authorised Post Office staff should be able to have electronic access to the Audit Trail from Post Office Premises, including both Branch and Corporate locations	R2+	Fujitsu Services
HNG-27931	NG062	The system should be able to allow new classifications of audit events such as printing Policy Notes via the system.	R2+	Fujitsu Services

8.19 Groups

Although grouping is supported in Baseline Horizon it is implemented in an inconsistent manner and consequently not easily maintained within reference data. Pre-definition of groups would be mastered by PO Ltd eg. The system should allow the provision of Branch and product grouping. This refers to making suitable provision in the HNG data model to cater adequately for groups. It is currently possible to group products only as *core* and *non-core*, i.e. applicable to the entire estate or to a subset of individually identified branches. It is expected to be more efficient to be able to define groups of products and branches, such as by Region (England, Wales, Scotland, Northern Ireland), Utility Area, Branch size, DVLA/non-DVLA, Pilot.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27932	NG289	Messaging should be provided within pre-defined groups of branches.	R2+	Fujitsu Services

8.20 Multiple time zones

There is speculation that the Scottish Parliament could decide to avoid the change to British Summer time. Although they would still be within the GMT time zone, it would make them more akin to Casablanca where daylight saving is not observed.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27934	NG381	The system should be able to provide for multiple time zones, in preparation for an independent time zone for Scotland and Northern Ireland, distinct from that for the remainder of the United Kingdom.	R2+	Fujitsu Services



8.21 Rural strategy support

A key plank in the rural strategy is the move to hub and spoke offices with many of the spokes likely to be mobile till units plugging in to local communication points. To ensure more accurate audit and receipting capabilities identification of the physical location would be required.

The data requirement is for Location to be held separately from FAD Code (i.e. as Branch Identifier). Also, if 'terminal id' were captured to each Session record, this would allow the physical terminal used to be identified. A logical data model has been prepared that shows the structure required to link Location data through to Branch and then to Session.

For Agent and Employee the data requirement is for each of these entities to be uniquely identified and separated from Branch. A logical data model has been prepared that shows both Agent and Employee as sub-types of Party Role, which allows attributes pertaining to each entity to be separately recorded against a unique identifier.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27935	NG086	The system should be able to provide identification of transactions based on 'where the transaction physically occurred' , i.e. Location and Counter Position if applicable, regardless of the FAD, which may relate to a parent hub. This may be determined by network identifier, login sequence, etc.	R2+	Fujitsu Services
HNG-27936	NG511	For a Horizon Branch to exist in more than one physical location, the system should be able to ensure that the Branch Identity and its location are separated out as logical data entities	R2+	Fujitsu Services
HNG-27937	NG512	For Agents and Employees to be able to log on to Horizon at more than one Branch, the system should be able to ensure that the Agent Identity and Employee Identity are separated out from Branch as logical data entities	R2+	Fujitsu Services
HNG-27938	NG513	For a Counter Position within a Branch to exist in more than one fixed or mobile Location, i.e. the same counter position at > 1 physical location, or different counter positions at different fixed locations, the system should be able to ensure that the Counter Position is separated out from Branch as logical data entities.	R2+	Fujitsu Services

8.22 Euro compliance

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27939	NG064	The NG architecture should be capable of transacting business in Euros, as a defined currency type. Dual currency running capability is not required.	R2+	Fujitsu Services

8.23 Miscellaneous

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27940	NG382	The system should be capable of scanning/imaging supporting evidence into the system to accompany the electronic Transaction Corrections data sent to the branch.	R2+	Fujitsu Services
HNG-27941	NG383	The system should enable the use of validated authorisation codes that will have been provided by help desk to complete fulfilment.	R2+	Fujitsu Services



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8.24 Integrated Help System

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-73085	New	At any point in a transaction as controlled by PO Ltd reference data, context sensitive help should be automatically displayed on a defined portion of the User Interface during the transaction flow for specific products. The counter staff shall be able to switch off the auto display at their discretion.	R2+	Fujitsu Services

8.25 Security

8.25.1 Security Requirements

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40508	NG469	The architecture should enable access to a single Identity Management solution for the purpose of access control of all HNG users.	R2+	Fujitsu Services
HNG-40509	NG472	Each user should be able to hold one unique identity based on a unique combination of user name and password. All services shall validate requests for access from a user by means of reference to the user's credential, and a mapping of that to the user's privileges.	R2+	Fujitsu Services
HNG-40510	NG472	Facilities should exist to manage the lifecycle of a credential utilising a delegated authority model.	R2+	Fujitsu Services
HNG-40511	NG472	Credentials should be protected by means of strong authentication before they made available to the user.	R2+	Fujitsu Services
HNG-40512	NG472	A user's interactions with the system subsequent to authentication should be validated by reference to a secure credential.	R2+	Fujitsu Services
HNG-40513	NG472	The system should be able to rapidly check, issue and revoke any credential given proper authority.	R2+	Fujitsu Services
HNG-40514	NG473	The identity should be portable, in that it is available to the user to interact with the system at any appropriate physical location relevant to their role.	R2+	Fujitsu Services
HNG-40515	NG559	Con: Fujitsu Services shall retain information such that User Ids in Baseline Horizon can be traced to individual people and to their User Identity in HNG	R2+	Fujitsu Services
HNG-40516	NG541	Information Security training and awareness shall be made available as a mandatory specific subject area within the HNG online training facility.	R2+	Fujitsu Services
HNG-40517	NG541	Any ID information gathered from PO Ltd which is used by any third party as part of a joint program shall be stored on a meta database internal to HNG. Third-party access to this data shall be restricted to read-only transfer back to their own domain. Third parties should not be able to push ID information back onto PO Ltd databases under any circumstances.	R2+	Fujitsu Services
HNG-40518	NG541	The system should be able to capture information to identify unequivocally the person conducting a transaction.	R2+	Fujitsu Services



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HNG-40519	NG541	The system should be able to make provision for and enforce role-based authentication for human and machine users.	R2+	Fujitsu Services
HNG-40520	NG541	The system should be able to require bi-directional Strong authentication at logon, allowing the Counter terminal to be authenticated to the Data Centre and vice versa.	R2+	Fujitsu Services
HNG-40521	NG541	All third party Counter applications should be capable of being developed against Post Office/Fujitsu Services design guidelines for a secure operating environment.	R2+	Fujitsu Services
HNG-40522	NG442	All third party developers shall comply with Post Office Information Security policies.	R2+	3rd Parties
HNG-73298	New	Applications that are based on the Java Virtual Machine should be tested using the Sun Microsystems Java [™] Enterprise Application Verification Kit (AVK).	R2+	Fujitsu Services
HNG-73299	New	Application testing on all third party applications should be conducted by Fujitsu to ensure compatibility with the core Horizon application and other third party applications. In the event of an insurmountable conflict between two applications, Post Office is the ultimate arbiter as to what applications should or should not be allowed to be installed.	R2+	Fujitsu Services
HNG-73300	New	All Third Party architecture under Fujitsu's administration should be approved by Fujitsu before installation to ensure that only systems capable of being fully supported are deployed.	R2+	Fujitsu Services
HNG-73301	New	The Fujitsu testing procedure should examine temporary files and their security	R2+	Fujitsu Services
HNG-73302	New	The Fujitsu testing procedure should examine cookie security of the client -server session	R2+	Fujitsu Services
HNG-73303	New	The Fujitsu testing procedure should test the third party application does not eat into system resources	R2+	Fujitsu Services
HNG-73304	New	Fujitsu should specify a platform / suite of platforms (e.g. Solaris, Windows) which can be supported in their data centres and all others will have to be hosted on third party suppliers site	R2+	Fujitsu Services
HNG-73305	New	Specification for third party applications should stipulate design requirements to include future use of LDAP	R2+	Fujitsu Services
HNG-73306	New	Specification for third party applications should stipulate compatibility with Tivoli and other network managers used by Fujitsu	R2+	Fujitsu Services

The need for HNG Access Control System to ensure that users can only log on once under one identity at any point in time will be analysed during the Requirements Stage.

8.26 Service Management

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-42619	NG571	The system shall indicate the current state of the system to enable the User to identify, possibly with expert assistance such as from a Service Desk, that any User may perceive by inspection the reference data version that the system is running on. This information shall be presented in such a way as makes sense to the user community.	R2+	Fujitsu Services
HNG-42620	NG331	The system aspects of the end to end reference data process should be simplified and shortened. This is aimed at reducing the Fujitsu Services/PO Ltd duplication over checking, and passing back and forth across boundaries. Aim to "process data the once", and maximise use of "standard change types.	R2+	Fujitsu Services



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HNG-42621	NG329	In order to support Post Office's new debarment Policy, HNG should be able to provide the ability to "switch off and on" Horizon products at specific branches at relatively short notice (a number of days).	R2+	Fujitsu Services
HNG-42622	NG330	There should be a single integrated process for updating reference data accessible to PO Ltd and Fujitsu Services.	R2+	Fujitsu Services
HNG-42623	NG332	RDMC should be able to provide automated validation of Post Office reference data to be available to PO Ltd	D	
HNG-42624	NG339	It should be possible to update live branch data automatically between Horizon and Post Office to speed up the change process and maintain accuracy.	R2+	Fujitsu Services
HNG-42625	NG340	In order to reduce the ongoing support costs and downtime for branches it should be possible for self-installation of hardware subject to health and safety considerations.	R2+	Fujitsu Services
HNG-42626	NG308	Auto self-help function should be provided at each counter position to diagnose and potentially fix system problems.	R2+	Fujitsu Services
HNG-42627	NG310	Current Service Desk issues and advice /update information should be available to users on-line via Horizon, akin to an online repository/ web page link to HSH to facilitate self help, an 'e-help desk' - with consequential savings on Service Desk calls and engineer visits plus increased service availability. The intention is to reduce overall service costs.	R2+	Fujitsu Services
HNG-42628	NG311	Two-way messaging facility should be provided via Horizon to support the Service Desk procedures with ability to raise incidents and receive advice / updates via the system (see also 11.3.). Intention is to reduce overall service costs.	R2+	Fujitsu Services
HNG-42629	NG314	Fujitsu Services should be able to identify the branches that have received the message within the target time as well as identifying those within that group who have read the messages.	R2+	Fujitsu Services
HNG-42630	NG316	The presence of unread messages of high priority shall be identified on-screen to Users, e.g. by having a flashing or particular coloured message icon different from the normal message icon.	R2+	Fujitsu Services
HNG-42631	NG419	There should be provision of an 'urgent' category of message that breaks into the normal counter process flow. This category should also cater for a "Fraud Alert" type which breaks into the normal counter process flow.	R2+	Fujitsu Services
HNG-42632	NG317	There should be the ability to identify and distribute messages automatically to target audiences (which may be determined by branch/ product availability/location, or individual user or the user role). The current process requires manual input of target audience. See also NG313 and NG315 concerning style.	R2+	Fujitsu Services
HNG-42633	NG084	The architecture should be able to support delivery of corporate, branch and personalised messages to users. With the ability to 'pull' more detailed content and print where appropriate.	R2+	Fujitsu Services



9 Horizon system capacity and service levels

This section of the CD refers to Appendix H: Horizon System Capacity Levels. Numerical service targets are collated in Appendix K.

Changes to this section comprise the following:

- * Explanation of the use and derivation of the various types of service target
- * Renaming of the 'Overall Design Target' as 'Business Driver', and 'Critical Configuration' to 'Minimal Configuration'
- * Separation of Design Targets and Service Level Targets
- * Deletion of 'national disaster' requirement (Horizon NG-75862)

9.1 Introduction

9.1.1 Aim and scope of section

This section aims to take a business-oriented view of requirements for service targets, with the focus on definition of Design Targets and provision of the basis for defining contractual targets

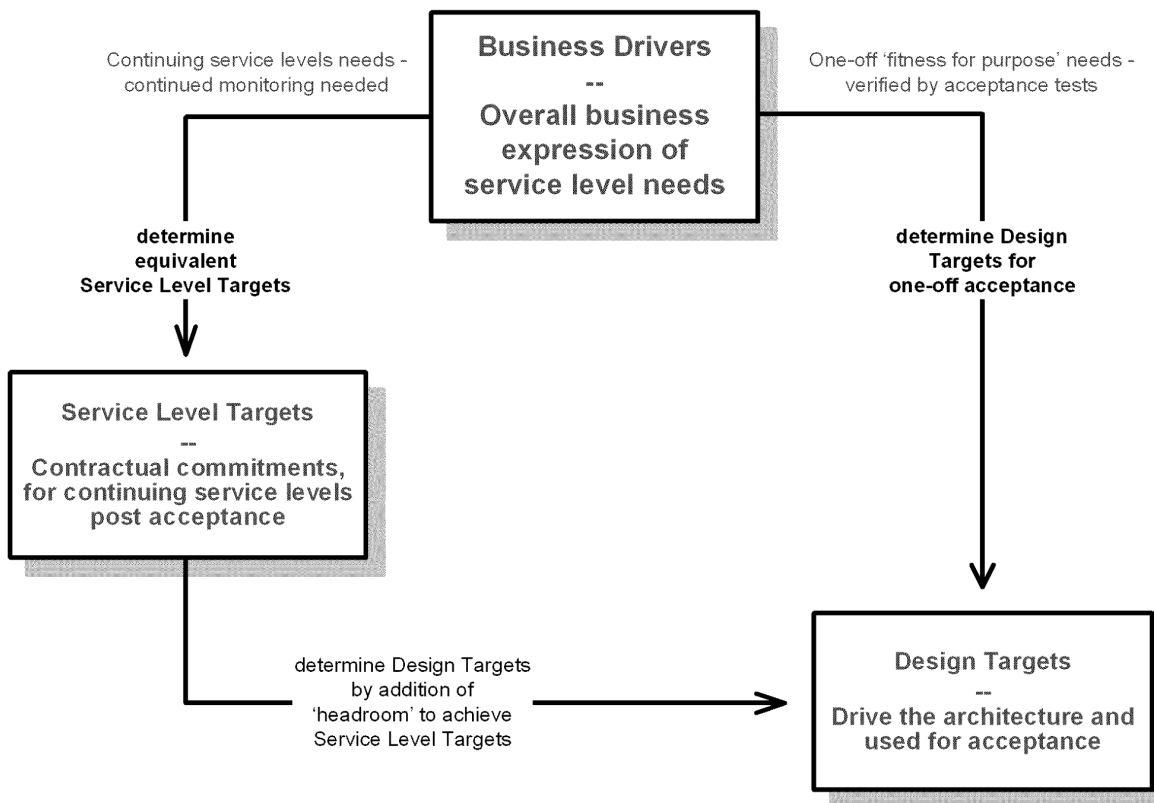
All numerical service targets contained in this section are indicative at present.

9.1.2 Types of Service Target

Service targets and volumes provide a quantitative model of business needs, which complements business process and data models. The term 'Service Target' in this document covers three types of target, illustrated below

- * Business Drivers
 - * Overall targets expressed in business terms, and the source for deriving all Design Targets and Service Level Targets for specific elements of service
 - * Includes Horizon NG requirements expressed in terms of Baseline Horizon - 'non-functional equivalence'
 - * Included in the CD and hence the contract
- * Design Targets
 - * Drive and assure the system architecture: ensuring the system architecture is as good a match as possible to business needs
 - * Derived from Business Drivers
 - * Provide objective acceptance tests: verifying the delivered system meets business needs
 - * Measures and numerical targets defined in this CD section
- * Service Level Targets (SLTs)
 - * Contractual commitments to service levels, for continuing service levels post acceptance.
 - * Derived from the Business Drivers
 - * Measures are defined in this CD section.

'Numerical service target' refers to the numbers used within a specific Service Target.



9.1.3 Horizon NG service level factors

Overall, the service level definitions for Horizon NG are intended to be simpler in form and more business-focused than those for Baseline Horizon, reflecting Post Office's desire for reform of the service levels and the opportunity for contractual simplification afforded by the simplified Horizon NG architecture.

Key factors concerning the form and scope of the service targets:

- * Defining all services - with an understanding of those targets that can be economically measured
- * Simple and business focussed measurement - simpler than those for Baseline Horizon, and avoiding abstractions by using measures to which business users can relate
- * Under and over-achievement measures - measures that do not average over and under-achievement into a single measure
- * No undue service level overlaps - avoiding double measurement completely, or havinf a means for resolving double counting
- * No undue service level gaps - ensuring that service level needs are fully reflected without business-significant exclusions

Key factors concerning service levels:

- * Critical Periods - reflecting the need for highest levels of customer service at the busiest or otherwise important times, and the need for adequate throughput of branch back office activities during peak periods of the branch administrative cycle
- * Transaction Priorities - recognising that certain types of branch transactions have higher priority than others
- * Adequate and consistent response times - for the efficient conduct of business transactions
- * Reliable conduct of branch transactions - such that only an acceptably small number fail for system reasons of any kind
- * A high expectation that the system is available - for the conduct of branch transactions when required
- * Achievement of client and POL service requirements - for data transmission and access to Data Centre online systems



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9.1.4 Source material

The material in this CD section for Horizon NG represents a substantial redefinition of the service levels and volumes for Baseline Horizon. However, where possible, existing material relating to service levels has been reused. In particular, the framework provided by the existing Fujitsu Services contract is used, namely Schedule 15, the associated Service Level Targets for Horizon Services CCD and Transaction Benchmark Service: Service Description, CS/SER/010, 2 July 2004.

Other sources are:

- * the F-CD
- * Heads of Agreement, in which the Table of Executive Objectives and Business Drivers illustrates a governance process and provide discretionary input to the process of definition of service levels

9.1.5 Treatment of this section

It is expected that there will be some element of iteration in order to arrive at a finally agreed set of service levels, that satisfactorily balance cost and quality of service. The present version of this section of the CD does not in general contain numerical Service Targets. These will be developed to become definitive prior to contract. The requirements below encapsulate the required approach.

REQT ID	F-CD REQ ID	REQUIREMENT	STATU S	SUPPLIER
HNG-75813	New	Fujitsu Services shall propose an offer for system capacity and service levels that is based on their current proposed HNG architecture.	Con	Fujitsu Services
HNG-75814	New	Fujitsu Services shall state as part of their offer for each requirement in this section, including those requirements for which indicative numerical service targets are provided, whether Fujitsu Services is compliant or not and, where compliant, any revised numerical service targets where Fujitsu Services are able to offer an improved numerical target compared with that stated in the requirement.	Con	Fujitsu Services
HNG-75815	New	If Fujitsu Services are not compliant with an indicative numerical service target, they shall state as part of their offer the level to which they are compliant, i.e. the relevant Non-Functional Characteristic of the proposed system.	Con	Fujitsu Services
HNG-75816	New	If a numerical service target is not stated in this section, Fujitsu Services shall propose as part of their offer the relevant numerical service target based on the Non-Functional Characteristics of the proposed system.	Con	Fujitsu Services
HNG-75817	New	Post Office shall provide to Fujitsu Services the numerical Service Targets reflecting Post Office's indicative business requirements.	Con	PO Ltd
HNG-75818	New	Fujitsu Services shall provide support to enable Post Office to finalise the set of numerical service targets to the satisfaction of Post Office.	Con	Fujitsu Services
HNG-75819	New	As part of the process of the process of finalising numerical service targets, Fujitsu Services shall propose options, stating for each option its price and the set of associated service levels using the service target framework in this section.	Con	Fujitsu Services
HNG-75820	New	Any trade-off between service levels and cost of provision shall be transparent, and subject to objective risk assessment.	Con	Fujitsu Services
HNG-	New	Once finalised, the numerical service targets shall	Con	PO Ltd

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75821		form part of the CD.		
HNG-75822	New	Fujitsu Services shall state what options are available in order to respond to the segmentation of the estate, for example, in the form of different system and process service levels.	Con	Fujitsu Services
HNG-77869	New	PO Ltd will: <ul style="list-style-type: none"> State the rules defining how PO Ltd business segments map to HNG State the rules defining how Post Office branches may be moved between segments define the Service Levels to be reported in segment-specific reports investigate any consequential effects of recognising segments in HNG, e.g. Management Information production by Prism. 	Con	PO Ltd

9.2 System service model and points of measurement

9.2.1 Definitions

Terminology sufficient for the specification of common service definitions and the specifics of particular services applies as per Schedule 15 articles - Service Levels and Remedies, within the Fujitsu Services Horizon Contract, plus as noted below.

'Design Target' refers to a target to which the system is designed.

'Service Level Target' refers to a contractual service delivery target

'Service Target' is either a Design Target or a Service Level Target.

A 'User Event' is an event initiated or observed by an end-user and associated with a Service Target, e.g. a key depression initiating a request for a report and the observation of the report initially becoming available.

'Measurement Population' refers the set of terminals or branches over which the measurement is taken.

'Service Level Measurement Period' refers to period of time over which each Design Target and Service Level Targets is measured and reported, and success or failure against each is judged. The length of this period varies according to the applicable Service Level, e.g. 1 hour, 1 day, 1 month, 1 year.

'Performance' refers to any of the measures associated with a service level, e.g. response time, outage.

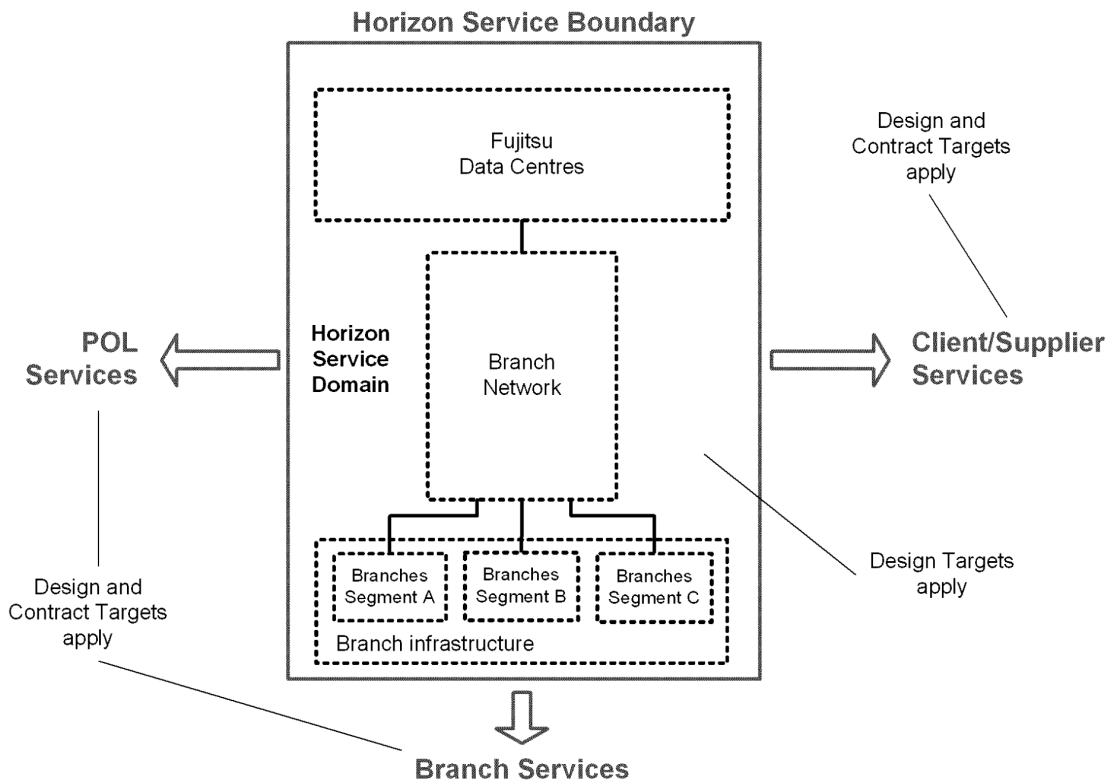
Automated User Tasks are deemed to be transacted normally if the criteria for availability, reliability and response times for the branch are all achieved.

Note: 'Services' means the Project Services, the Business Continuity Services, the Operational Services, the Transfer Services and the Banking Implementation Activities. From the Fujitsu Services contract

9.2.2 Overview of targets

The service model used for the service level definition comprises groups of Horizon end-user services as follows:

- Branch Services: support for the conduct of User Tasks conducted in branches (see Section 9.2.3),
- Client/Supplier Services: services provided to client/supplier systems external to Horizon, e.g. transfer of client transactions data or receipt of client reference data,
- POL Services (Post Office Back Office and Corporate services, and Network Support Services).



[‘Branch Network’ in the above diagram should read ‘Branch Telecoms Network’.]

The table below summarises the various service targets, both Design Targets and SLTs, using the following key for target type:

- * DT - Design Target
- * SLT - Service Level Target
- * A - Availability
- * REL - Reliability
- * RT - Response Time
- * MTBF - Mean time Between Failures
- * BC - Business Continuity

Table 12: Summary of targets

Req ID	Target type	DT	SLT	Service Group	Summary of target
HNG-76744	A	-	Y	Branch	Normal limits on number and duration of branch outages measured across the network, on ‘normal’ days
HNG-76745	A	Y	-	Branch	Design Target associated with HNG-76744
HNG-75896	A	-	Y	Branch	Limits on number and duration of widespread simultaneous branch outages
HNG-76746	A	Y	-	Branch	Design Target associated with HNG-75896



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HNG-75897	A	-	Y	Branch	Limits on the number and duration of outages for an individual branch
HNG-75898	A	Y	-	Branch	Design Target associated with HNG-75897
HNG-75901	REL	-	Y	Branch	Branch service reliability across the estate as a whole
HNG-75902	REL	Y	-	Branch	Limits on number of Enforced Restarts ('Blue Screens')
HNG-75905	RT	Y	-	Branch	Reboot time
HNG-75909	RT	-	Y	Branch	Response times for key Branch User Tasks -- key tasks apart from report production
HNG-76749	RT	Y	-	Branch	Design Target associated with HNG-75909
HNG-75912	-	Y	-	Branch	Timeout limits for key Branch User Tasks report
HNG-75913	RT	-	Y	Branch	Response times for key Branch User Tasks - report production
HNG-76750	RT	Y	-	Branch	Design Target associated with HNG-75913
HNG-75915	RT	Y	-	Branch	Service availability indicator - update speed
HNG-75929	RT	Y	-	POL	Broadcast message - distribution speed
HNG-75930	RT	Y	-	POL	Help information - distribution speed
HNG-75938	RT	Y	-	Branch	Central application services - response times
HNG-75941	RT	Y	-	Branch	Third party transmissions - transit times
HNG-75943	RT	Y	-	Branch	User Interface and Local Application services - response times
HNG-75948	BC	Y	-	Branch	Data Centre - service resilience
HNG-75949	BC	Y	-	Branch	Data Centre - data resilience
HNG-75951	BC	Y	-	All	Disaster recovery - no degradation from baseline
HNG-75962	MTBF	-	Y	Client	External links availability
HNG-75920	A	-	Y	Client	Client data delivery - timescales
HNG-75919	RT	Y	-	Client	Client data delivery flexibility of timescales
HNG-75927	RT	-	Y	POL	Reference data - distribution timescales
HNG-75928	RT	Y	-	POL	Business logic - distribution timescales

The table below summarises the Design Targets and Service Level Targets that result from each Business Driver.

Table 13: Business Drivers related to Design Targets and Service Level Targets

Req ID	Business Driver summary	Design Target	Service Level Target
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HNG-75845	No degradation of maximum serve-customer throughput	As per Business Driver definition	-
HNG-75850	Total time to serve customers unchanged on aggregate	HNG-76749; HNG-75938; HNG-75941; HNG-75943; HNG-75948; HNG-75949	HNG-75909
HNG-75851	Single item customer basket no more than 1 sec slower than currently	HNG-76749; HNG-75938; HNG-75941; HNG-75943; HNG-75948; HNG-75949	HNG-75909
HNG-75853	'Typical' serve-customer basket no more than 2 secs slower	HNG-76749; HNG-75938; HNG-75941; HNG-75943; HNG-75948; HNG-75949	HNG-75909
HNG-75854	System available and reliable to support serving customers in critical periods	HNG-76746; HNG-75898; HNG-75905; HNG-75915; HNG-75929	HNG-75896; HNG-75901; HNG-75917
HNG-75855	Back Office admin achievable within current timescales	HNG-76750	HNG-75913; HNG-75917
HNG-75856	An individual branch to expect better than a two year average interval between extended outages of more than three hours	HNG-76745; HNG-75898; HNG-75905; HNG-75915	HNG-76744; HNG-75896; HNG-75901
HNG-75857	Individual branch outages of more than three hours - Serve-customer service restored same day, or early next day	HNG-76745; HNG-75898; HNG-75905; HNG-75915	HNG-76744; HNG-75896; HNG-75901
HNG-75858	Individual branch outages of more than three hours - Back-office services restored before next day close	HNG-76745; HNG-75898	HNG-76744; HNG-75897 [Additional SLT may be needed]
HNG-75859	Nearest branch fallback	Not directly targeted	Not directly targeted
HNG-75860	Expected interval of at least four years between simultaneous outages of more than 25% of branches lasting more than three hours - service restoration as for individual branches	HNG-76746; HNG-75905; HNG-75915	HNG-75896; HNG-75901
HNG-75861	Expected interval of at least four years between outages affecting more than 25% of branches	HNG-76746; HNG-75898; HNG-75905; HNG-75915	HNG-75896; HNG-75901
HNG-75918	Improvement of some client service levels	HNG-75919	HNG-75962; HNG-75920
HNG-75967	Improvement of POL back office service levels	-	As per Business Driver definition
HNG-75968	No degradation of POL Head Office service levels	-	As per Business Driver definition
HNG-75926	Preservation/improvement of POL central and Ops/Support service levels	-	HNG-75927; HNG-75928

9.2.3 Branch services model

9.2.3.1 Definitions

For the purpose of defining branch service levels, the following model is used. Primarily, service levels are defined for

- * Branch User Tasks - Horizon services invoked by Branch Users
- * Application Services - invoked by the system from business logic.

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9.2.3.2 Branch User Tasks

Branch User Tasks are automated activities and, within branches, are grouped into:

- * Serve Customer Transactions , which take place within Customer Sessions
- * Branch Back Office tasks
- * 'Branch Support' transactions - transactions not specific to the above, such as Logon, Logoff, obtaining help, training.

A Customer Session comprises a Transaction Basket followed by Session Settlement. A Transaction Basket comprises one or more Serve Customer transactions, e.g. a Single EPOS Basket comprises a single fixed value EPOS sales transaction, settled by cash.

Branch User Tasks are organised into User Sessions, delimited by User Logon and User Logoff. Individual Branch User Tasks comprise (a) business logic plus (b) Application Services invoked by the business logic.

9.2.3.3 Application Services

Application Services are of the following kinds:

- * **User Interface Services** - for screen navigation and interaction, e.g. 'Display menu item'
- * **Local Application Services** - which are provided locally within the terminal, are common to all or many applications and comprise such services as, 'Read and decode magnetic card Track 2', 'System restart'
- * **Central Application Service** - which are centrally provided by the Data Centres, e.g. 'PAF Lookup', 'Record Session Outcome'
- * **Transmission Request Service to Third Party** - which relays a Request Message originating from a Branch Terminal to the Online Service of a Third Party and relays a Response Message from the Third Party back to the terminal, e.g. 'Banking Payment Authorisation' (associated with banking products), 'Debit Card Authorisation' (associated with Payment Management)

Note: for information, the Fujitsu Services contract contains the following related definitions. "Event" means a recorded and auditable instance of business administration activity, such as the registration of a new User, or the production of a Report. "Transaction" means a recorded and auditable instance of business activity, involving service provision or Stock movement across organisational or service boundaries.

9.2.4 Operating periods

9.2.4.1 Rationale

There are currently three contractual definitions relating to operating periods. These periods are specified in the main contract and the Volumes CCD, and are summarised below, to which Critical Period has been added.

The definition of Critical Period recognises that this period may vary from week to week, but is defined commonly for the entire estate, which does penalise 'unusual' branches (although is expected for the overall good), such as branches dominated by end of month DVLA licence transactions.

9.2.4.2 Definitions

'Periods of Operation' refer to periods of time during the day and days of the week, and are defined to reflect broadly the activity within those periods.

A 'Critical Period' is a time period of four (4) hours, of which there shall be two such periods totalling eight (8) hours per week, common across the entire estate, on Working days of the week determined in advance by Post Office, who will provide a schedule of such periods. The Critical Periods are normally expected to be every Monday and Tuesday that is not a Bank Holiday or (b) the Working Days following a Bank Holiday.

'Core Operating Period' is 08:00 to 17:30 Monday to Friday (inclusive), and 08:00 to 13:00 Saturday, including the Critical Period, excluding Bank Holidays in England. The Core Operating Period includes the Critical Period.

'Post Office Core Day' means 08:00 to 20:00 Monday to Saturday inclusive, excluding bank holidays.

'Non-Core Operating Period' means all hours which are not in the Core Operating Period.

'Non-Critical Period' is any period of the day excluding Critical Periods.

Note: Core Operating Period is defined as currently for NB Core Hours.

REQT ID	F-CD REQ ID	REQUIREMENT	STATU S	SUPPLIER
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HNG-75823	New	Branch Services, Client/Supplier Services and POL Operational Services shall be available 24 hours per day, all year round, subject to agreed maintenance and agreed exclusions.	B	Fujitsu Services
HNG-75824	New	Measurement of service levels shall be made as variously required by specific Design Targets and SLTs by reference to the following operating periods: <ul style="list-style-type: none"> ●* Critical Period ●* Core Operating Period excluding Critical Periods ●* Non-Core Operating Period 	Con	Fujitsu Services
HNG-75825	New	Post Office shall provide a schedule of Critical Periods at least two months in advance of the period.	Con	PO Ltd
HNG-77870	New	PO Ltd will agree the process for informing Fujitsu Services of the schedule of Critical Periods	Con	PO Ltd

9.2.5 Priority and Core Transactions

Some transactions undertaken in branches are more important from a business viewpoint than others. The Post Office business has focussed sales resources on a set of Serve-Customer Transactions termed 'Core Transactions'. From an operational viewpoint during Critical Periods, focus is needed on transactions that dominate that period, namely Priority Transactions and any functions that support them, e.g. User Logon.

9.2.5.1 Definitions

'Priority Transactions' are defined as User Logon, and banking transactions including Card Account..
'Core Transactions' are defined as the Priority Transactions ie. User Logon, banking (including Card Account), Loans, Motor Insurance, Home Insurance, Post Office Savings Products, Credit Cards, Bureau de Change, Travel Insurance, Special Delivery, High Margin Postage, High Margin Postage Labels, Home Phone, Phonedcards.

9.2.6 Service level monitoring and reporting

See also NG346, concerning frequency of measurement and reporting of outages.
Reporting of service levels during the various project phases, especially pilot and rollout, is presumed to be defined elsewhere.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75826	New	The default Service Level Measurement Period for system service levels shall be one (1) month, during which time service levels are measured and calculated.	Con	Fujitsu Services
HNG-75827	New	Service Levels should as far as possible be measured by use of standard system management facilities.	Con	Fujitsu Services
HNG-75828	New	Fujitsu Services shall propose the methods for measuring Service Levels.	Con	Fujitsu Services
HNG-75829	New	Service performance reports shall be capable of being produced to summarise the performance of each segment as specified by Post Office in reference data, in addition to service performance reporting across the entire estate. On any day, branches are contained in only one segment.	Con	Fujitsu Services
HNG-75830	New	Branches shall be capable of being moved between segments, and shall contribute to the segment reporting of the segment to which they belong at any given time..	Con	Fujitsu Services
HNG-	New	Post Office shall define using reference data the	Con	PO Ltd

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75831		segments in which branches belong for any one day		
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9.2.7 Acceptance

Acceptance is expected to be progressive and will include rollout and a period of live operation.

REQT ID	F-CD REQ ID	REQUIREMENT	STATU S	SUPPLIER
HNG-75832	New	Fujitsu Services shall propose for the approval of Post Office how the full load of the fully rolled out system will be simulated in order to provide assurance prior to Acceptance Gateway 4 that the system scales as it is rolled out.	Con	Fujitsu Services
HNG-75833	New	Fujitsu Services shall propose for the approval of Post Office how to test that Design Targets can be met for the loading defined for Volume Design Limits through a combination of full volume testing and modelling.	Con	Fujitsu Services

9.2.8 Measures of non-achievement of service targets

The eventuality of deviations from service targets needs to be considered in two contexts:

- * System Acceptance
- * Continuing service operation.

It is presumed that non-achievement of service levels will be managed by means of the normal acceptance test process for dealing with acceptance failures up to final acceptance.

The CD is concerned with defining service targets, and not with contractual penalties for non-achievement, or rewards for exceptional service. However, where possible an indication is provided of what parameters are available for calculation of penalties/incentives.

9.2.9 Future extension for Service Class

Service Class is defined here to illustrate how system support for segmentation could be introduced into the service level scheme. Until a change request is received, however, there is no architectural response specifically to segmentation, save reporting. In effect, there is only one Service Class.

Service Class is the name given to a set of service levels for branch services aimed at addressing a particular category of business need. This is intended to be used in particular to facilitate the implementation of the segmented branch estate in which branches have different cost bases and corresponding levels of service such as response time and availability.

Service Classes respond to the needs for estate segmentation, and are referenced in this document in order to illustrate how they would be expected to be used as and when segmentation is introduced into the Horizon NG baseline (by change request). Service Classes are not expected to make explicit reference to technology specific to the service class. It is for the moment assumed that the service levels provided are independent of whether a primary or secondary network connection are in use at any one time period. See indicative definitions in the Branch Telecoms Network Section.

An indication of the possible Service Classes are as follows:

- * Class A Service - highest speed and maximum resilient network connection, and possibly with higher Data Centre response times and resilience
- * Class B Service - ordinary speed and ordinary resilient network connection
- * Class C Service - lowest speed and lowest resilience network connection

VIP Service designates branches that are of special importance. VIPs may be within any class, within which they are given the highest priority

Branch Service Targets would normally be expressed as a function of Service Class, although some targets would be independent of Service Class.



9.3 Over-riding business needs

9.3.1 Key business drivers

9.3.1.1 Rationale

The section defines the main business drivers against which business users will judge some aspects of the service quality of Horizon NG.

In general, these are defined on the basis of the service levels that the business can tolerate, rather than in any sense representing targets more demanding than necessary.

Horizon NG shall be configured (in terms of numbers of service positions, availability of service, and system response times) such that it is normally possible to serve customers such that they do not queue longer than the target queuing time for the Branch at which they are served (the current queuing times ranging from 3 to 5 minutes depending on the Branch) without additional Post Office resources (see Heads, Annex C, Lower Level Business Drivers).

9.3.1.2 Definitions

The Mean Hourly Transaction Rate ("MHTR") is the mean number of customer transactions per counter position in active use during a peak period of 1 hour (averaged across all such counter positions in all Post Office branches). The transactions relevant to this calculation are individual transactions carried out to serve customers, including both product and settlement transactions.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75845	New	Business driver: Horizon NG shall be capable of supporting an MHTR at least as great as the maximum MHTR that has been supported by the Services and Horizon Service Infrastructure between Project Milestone A and Project Milestone B (inclusive), assuming the same overall transaction mix, defined by the Horizon Business Volumes, and without additional Post Office resources.	Con	Fujitsu Services
HNG-75846	New	Post Office shall define Milestones A and B associated with the determining the maximum MHTR.	Con	PO Ltd
HNG-75847	New	Post Office shall ensure that the following are configured as far as possible to help achieve the MHTR: replacement of the Horizon OPS Style Guide, menu hierarchies, sales prompts and manual processes.	Con	PO Ltd
HNG-75848	New	Fujitsu Services shall ensure that the following as far as possible help achieve the MHTR: replacement of the Horizon OPS Style Guide	Con	Fujitsu Services
HNG-75849	NG096	Business Driver: All Service Level Targets and associated performance under Horizon NG shall be no worse than the equivalent service levels under Baseline Horizon, unless specified otherwise by this CD or otherwise agreed with Post Office.	D	
HNG-75850	NG103	Business Driver: For the mix of Transaction Baskets given by the Business Volumes, the aggregate duration of counter time, comprising manual and automated elements and including Session Settlement, shall be no slower than for Baseline Horizon	Con	Fujitsu Services
HNG-75851	NG399	Business Driver: The duration of any single transaction Customer Session, comprising manual and automated elements, in Horizon NG shall be no longer than <X001> one (1) second greater than for the equivalent session in Baseline	Con	Fujitsu Services



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		Horizon, assuming only a single receipt is printed		
HNG-75852	New	Post Office shall ensure as far as possible, consistent with Post Office business practices, that the process elements of composite service targets, which comprise system and manual elements, support achievement of such targets.	Con	PO Ltd
HNG-75853	New	Business Driver: A Typical cCustomer Session using Horizon NG shall take no more than <X002> two (2) seconds longer than the equivalent session using the Services and Horizon Service Infrastructure of Baseline Horizon	Con	Fujitsu Services
HNG-75854	NG395	Business Driver: Serve Customer operations at any individual branch shall not be adversely impacted by availability and Service Incidents during its Critical Period of operation compared with Baseline Horizon.	Con	Fujitsu Services
HNG-75855	New	Business Driver: Branch Users shall be able to complete all periodic Branch Back Office Tasks as defined in the Standard Back Office Work Profiles in the Business Volumes within the same timescales as under Baseline Horizon, without additional Post Office resources, including but not limited to, the following tasks: <ul style="list-style-type: none"> •* Daily/weekly returns, including remittance processing, client summaries •* Monthly Branch Trading •* Ad hoc support tasks, including retrieving transaction logs, retrieving individual previous transactions, sales reports) 	Con	Fujitsu Services
HNG-77871	New	PO Ltd will measure the time taken for Back Office User Tasks are carried out using Baseline Horizon.	Con	PO Ltd
HNG-76844	NG 100	Business Driver: The Counter logon/logoff times, including normal activity concerning assignment of stock units, for users at front office locations shall be determined by, but not limited to, the need to be quick enough to ensure that security processes are not compromised, taking account of normal stock unit management practices.	Con	Fujitsu Services
HNG-75856	New	Business Driver: Over the life of the contract, measured over the entire estate, branches shall experience a Mean Time Between Outages of no worse than <X004> two (2) years during the Core Operating Period where such Outages last <X238> three hours or longer.	Con	Fujitsu Services
HNG-75857	New	Business Driver: Over the life of the contract, measured over the entire estate, branches shall have a Mean Time To Recover from Outages affecting serve customer functions of no greater than <X005> five (5) hours excluding any time within the Non-Core Operating Period where such Outages last <X238> three hours or longer.	Con	Fujitsu Services
HNG-75858	New	Business Driver: Over the life of the contract, measured over the entire estate, branches shall have a Mean Time To Recover back office functions within no greater than <X006> ten (10) hours excluding time within the Non-Core Operating Period, where the loss of such back office functions lasts <X239> three hours or longer.	Con	Fujitsu Services
HNG-75859	New	Business Driver: Even when a given branch is not available, there shall be a <X007> 95% probability that the next nearest	Con	Fujitsu Services



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		branch is available during the Core Operating Period, excluding Data Centre failures.		
HNG-75860	New	Business Driver: No more than <X008>1% of all branches in the estate shall experience aggregate Outage of more than <X256> 9.5 hours in any rolling 12 month period.	Con	Fujitsu Services
HNG-75861	New	Business Driver: The Mean Time Between Failures causing simultaneous Outage in greater than or equal to <X257> 25% of branches shall be <X009> four (4) years, and have a Mean Time To Recover serve-customer functions of no greater than <X010> 5 hours excluding any time within the Non-Core Operating Period, and a Mean Time To Recover back office functions of no greater than <X237 ten (10) hours excluding time within the Non-Core Operating Period.	Con	Fujitsu Services
HNG-77872	New	PO Ltd will determine whether the following Business Drivers can be dropped from the CD once the Design Targets or SLTs that they determine have been agreed: <ul style="list-style-type: none"> • HNG-75856 • HNG-75857 • HNG-75858 • HNG-75860 •* HNG-75861 	Con	PO Ltd
HNG-75862	New	The Services are not required to have an availability higher than that of other retail organisations in the event of a national or regional disaster.	D	

Note: The following business drivers contained elsewhere in this section logically belong to the above list, and may be relocated in a future version of the CD - HNG-75918 (Improvement of some client service levels), HNG-75967 (Improvement of POL back office service levels), HNG-75968 (No degradation of POL Head Office service levels), HNG-75926 (Preservation/improvement of POL central and Ops/Support service levels).

9.3.2 Determining the required set of service targets and their form

The following are used as the basis for determining Service Targets:

- * {NG302} A revised set of benchmark times shall be agreed, e.g. derived from Baseline Horizon times by factoring in such matters as UI changes, revised processes, etc.
- * {NG564} Once the Non-Functional Characteristics and the Design Targets have been agreed, they shall be used as the basis for the Agreement between Post Office and Fujitsu Services.
- * {NG391} Service shall be designed to achieve the Service Level Targets within foreseeable Design Targets.
- * Post Office and Fujitsu Services shall work together to refine and agree all the relevant targets pre-contract.
- * {NG516} The acceptable number of Service Incidents and recovery time from Service Incidents shall be agreed. 'Service Incident' is to be defined; a possibility could be to refer to abnormal transaction termination or behaviour, which does not re-occur when the transaction is repeated shortly after the original.
- * {NG566} Targets for failover/recovery shall be agreed.

REQT ID	F-CD Req ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75863	NG389	Design Targets and Service Level Targets shall focus on the impact of service failures (a) at the point of delivery, i.e. local effects, and (b) key stakeholders.	B	PO Ltd
HNG-75864	NG390	Design Targets shall be set to 'easily achieve' the Business Drivers, i.e. with provision of a margin to help assure achievement of Business Drivers.	B	PO Ltd
HNG-	NG391	Service shall be designed to achieve the Service Level Targets	B	Fujitsu



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75865		within the Design Targets.		Services
HNG-75866	NG392	Service Targets shall be expressed in end-user terms with the minimum of exceptions relating to the internal architecture, operation and contractual arrangements within the Horizon Service Boundary.	B	PO Ltd
HNG-75867	NG515	Fujitsu Services shall provide Post Office with assistance at pre-contract to confirm all the relevant Service Targets.	Con	Fujitsu Services
HNG-75868	NG393	The existing framework of Service Level Targets, Liquidated Damages, Thresholds and Additional Remedy Levels shall be reviewed, whilst not diminishing the service levels delivered to Post Office.	B	Fujitsu Services
HNG-77873	New	PO Ltd will define the framework for the application of Liquidated Damages and other Remedies.	Con	PO Ltd
HNG-77874	New	PO Ltd will define the process for identifying circumstances when Remedies apply.	Con	PO Ltd
HNG-75869	NG302	A revised set of benchmark times shall be set, and such times shall be derived from Baseline Horizon times by factoring in such matters as UI changes, revised processes, etc.	Con	PO Ltd
HNG-75870	NG564	Once the Non-Functional Characteristics and the Design Targets have been agreed, they shall be used as the basis for the Agreement between Post Office and Fujitsu Services.	Con	Fujitsu Services

9.3.3 Establishing system non-functional characteristics

'Non-Functional Characteristics' in this context refers to quantitative externally evident aspects of the system's behaviour, including but not be limited to across each relevant Post Office Domain (a) response times, (b) availability and service incidents, including simultaneity considerations, (c) performance/reliability of recovery from failure, (d) disaster recovery, (e) revised service levels when operating in degraded mode, (f) capacity in normal and degraded modes..

'Degraded mode' refers to operation of the system in the presence of failures (e.g. a component within a data centre or Branch Network is inoperative) such that service levels are different from when the system is fully operational.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75871	NG563	Fujitsu Services shall describe to Post Office, and keep Post Office informed throughout the project until completion of Acceptance, of Non-Functional Characteristics of Horizon NG that may impact the Post Office's business.	Con	Fujitsu Services
HNG-75872	NG565	The Non-Functional Characteristics of the system shall be documented by Fujitsu Services, to include the extent to which the service targets are achieved.	Con	Fujitsu Services
HNG-75873	NG394	All relevant failure impacts shall be identified, and quantified where possible/sensible.	B	Fujitsu Services

9.4 Volumes

9.4.1 Business volumes and contracted system capacity

'Contracted Volume' means the volumes of transactions, terminals and any similar elements of system capacity that Fujitsu Services contracts to offer with the contracted Service Level Targets.

'Volume Design Limits' are the volumes that the system is designed to support, such that it will achieve all Design Targets, whilst supporting the Volume Design Limits.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-	NG092	For initial costing and planning purposes, it shall be assumed	B	Fujitsu



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75874		that the Rural Strategy is not implemented, and no changes occur due to segmentation.		Services
HNG-75875	NG094	For the period following March 2010 to the 2015, the size of the branch network shall be assumed to have 200 branch closures per annum, equivalent to 300 counter position closures per annum.	R1	Fujitsu Services
HNG-75876	NG095	As there are uncertainties over the period of the prospective contract in such matters as the implementation of the Rural Strategy, the capacity provided for Horizon NG with respect to numbers of branches, terminals, transaction volumes and associated services shall be provisioned flexibly with due notice provided by Post Office. The notice period will be determined pre-contract. The meaning of 'flexibility', i.e. the relevant parameters, will be defined as part of contract negotiation.	R1	Fujitsu Services
HNG-75877	NG386	For Horizon NG, Fujitsu Services shall support the same numbers as for Baseline Horizon with respect to CTOs, CTO terminals, stand-alone and live demonstration systems associated with the NBSC Help Desk, live system in Calthorpe House and other administrative systems including NBSC	B	Fujitsu Services
HNG-75878	NG387	Fujitsu Services shall state the maximum number of products and stock items, at a branch level and at a stock unit level, that the Horizon NG architecture will support.	Con	Fujitsu Services
HNG-77875	New	PO Ltd will update volumes definition with maximum Product and Stock Unit parameters.	Con	PO Ltd
HNG-75879	NG093	The Horizon NG architecture shall be capable of delivering the Services with defined Service Level Targets whilst supporting the Contracted Volumes.	R1	Fujitsu Services
HNG-75880	New	Fujitsu Services shall maintain the Horizon Business Volumes document, containing the up to date consolidated view of the volumes over the period of the Horizon NG contract, namely: <ul style="list-style-type: none"> •* The numbers of Branches and Counters, required by Post Office •* Volumes of Serve Customer business transactions, required by Post Office •* Volumes of Customer Sessions, Back Office and other transactions, measured by Fujitsu Services from Baseline Horizon, and adjusted according to any modified User behaviour expected by Post Office as a result of the move to Horizon NG •* Constraints of the Horizon Service Infrastructure as agreed between Post Office and Fujitsu Services, e.g. maximum numbers of products supported 	Con	Fujitsu Services
HNG-75881	New	The volumes defined in Appendix H shall be adopted.	Con	Fujitsu Services
HNG-77876	New	PO Ltd will implement a process to keep HNG Volumes under review throughout the HNG implementation to Milestone 6.	Con	PO Ltd
HNG-75882	New	Peak transaction rates shall be calculated from expected terminal occupancy and the attainment of the MHTR.	Con	Fujitsu Services
HNG-75883	New	The Branch Network and Data Centre capacity constraints related to time of day and day of week, currently shown in PA/PER/033 shall no longer apply, unless agreed otherwise by Post Office.	Con	Fujitsu Services
HNG-	New	Post Office shall provide Fujitsu Services with the up to date	Con	PO Ltd



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75884		<p>expected volumes-related information needed to maintain the Business Volumes document:</p> <ul style="list-style-type: none"> •* Numbers of Branches and Counters •* Serve Customer business transaction volumes •* User behaviour that may be different when using Horizon NG compared with Baseline Horizon, and hence affects volumes •* Horizon Service Infrastructure requirements. 		
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9.4.2 Capacity management principles

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75885	New	The default Capacity Measurement Period for system service capacity shall be one (1) month.	Con	Fujitsu Services
HNG-75886	New	Transaction Volumes shall be monitored daily and exceptional circumstances where service thresholds are exceeded shall be reported to PO Ltd without delay. Otherwise there is no change to the monitoring and reporting defined in Schedule 15, §2.4 and by the Service Transformation Programme	Con	Fujitsu Services
HNG-77877	New	PO Ltd will agree with Fujitsu Services the process whereby the exceeding of service thresholds is reported to PO Ltd.	Con	PO Ltd
HNG-75887	NG514	Post acceptance, there shall be no change to the principles determining obligations for provision of capacity and principles for handling shortfalls or changes in capacity, as stated in PA/PER/033.	B	PO Ltd
HNG-75888	New	Each Contractual Volume shall equal the business volume (i.e. the business forecast provided by Post Office) increased in the same ratio as used in determining the Contractual Volume in Baseline Horizon, unless agreed otherwise by Post Office.	B	Fujitsu Services

9.5 Branch services

9.5.1 Branch Service Availability

9.5.1.1 Originating Requirements

Requirements statements from the F-CD and previous workshops:

- * {NG398} The availability of logon/logoff and stock unit assignment transactions shall be agreed.
- * The customer experience should be consistent with customer expectations, i.e. conformant with norms in the retail banking and retail sectors.
- * Lost customer service hours should be minimised to avoid significant revenue loss.

Heads, Annex C, Lower Level Business Drivers contained the following measurement framework:

A. Post Office customers expect that the Branch is normally available for business during advertised opening hours. Customers should expect to be able to carry out any of the transactions offered by their local Branch during advertised service hours.

Post Office Core Hours for business are 08:00 to 18:00 Monday to Friday, 08:00 to 13:00 Saturday. Activities that could impact system availability must be avoided within these hours without prior consent..

The average time that a Branch cannot transact business shall be no more than:

- * For VIP Branches (50?) [a] Core Hours per year
- * For tier 1 Branches (3000?) [b] Core Hours per year
- * For tier 2 Branches (3000?) [c] Core Hours per year
- * For tier 3 Branches (the rest) [d] Core Hours per year



B. Agents should expect to be able to both serve their customers and carry out all back office admin within normal operating hours.

The Agent expects that their business is not significantly impacted by IT failures. For any individual incident, the maximum time that a Branch cannot transact business (including back office admin) shall be no more than:

- * For VIP Branches (50?) [e] Core Hours per year
- * For tier 1 Branches (3000?) [f] Core Hours per year
- * For tier 2 Branches (3000?) [g] Core Hours per year
- * For tier 3 Branches (the rest) [h] Core Hours per year

C. Duration and extent of failures must be minimised.

There must be no more than Z IT failures of a given duration per year that impact more than 1000 Branches simultaneously within Core Hours.

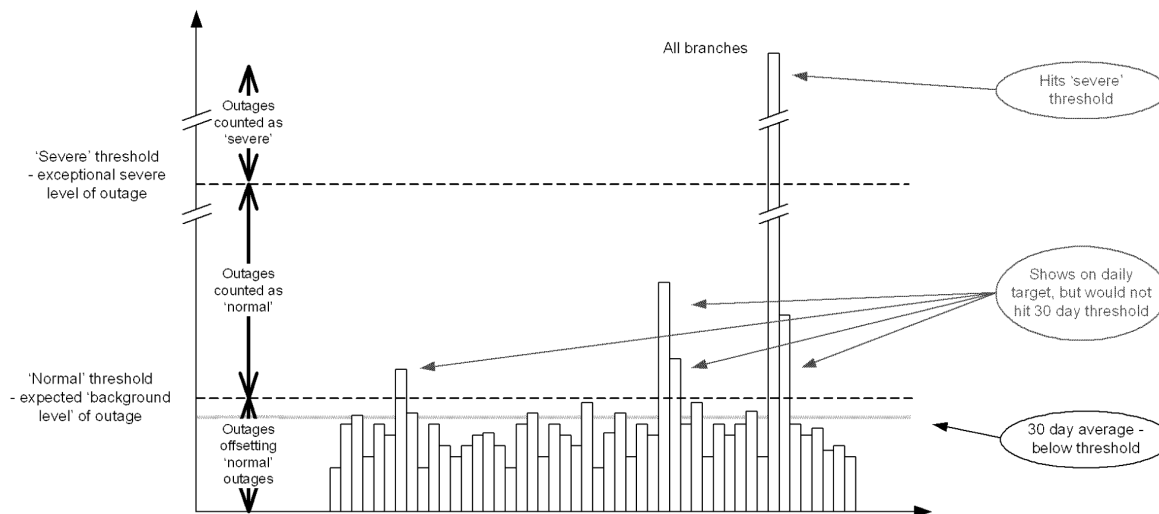
9.5.1.2 Rationale

Branch Availability measures are intended to reflect the views of the main stakeholders that branches should be 'normally available for business during advertised opening hours', as stated in Heads of Agreement. This has been interpreted into measuring the day-by-day view of:

- * each individual branch and
- * the corporate view across all branches.

The underlying basis of the availability service target is to measure each day whether the necessary availability service level is being achieved at each individual branch. The definition of availability recognises that availability is most important for Priority Transactions and during Critical Periods and Core Transactions outside of Critical Periods. Equipment time-to-fix is used to cover quality of service during Non-Core Periods.

For example, if on a particular day, one branch suffered outage 3 times lasting 10 minutes on each occasion, this would count as 30 minutes outage and one branch affected.



Note 1: This approach could be extended to include the concept of Service Class, by providing class-specific targets for each branch and for all branches within a Service Class. There is at present, however, no requirement to distinguish service classes.

Note 2: Another approach to this measurement is to use Severity Levels. If an availability measure for a branch is not achieved, one (and only one) Service Incident for that branch for that day is raised. A Severity Level of 1, 2, 3 or 4 is associated with the Service Incident, depending on how badly the branch is affected. The service levels require that the incidents for an individual branch, and the network as a whole, are not exceeded.



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9.5.1.3 Definitions

'Outage' within a branch occurs during a Critical Period, Core Operating Period or Non-Core Operating Period when failure of at least ONE element of (a) hardware or software within the branch or (b) Central Application Services to the branch, or Transmission Request Services to Third Parties, for any reason including data centre failure/malfunction and loss of local or Branch Telecoms Network connections, prevents the conduct and/or completion of Serve-Customer Transactions.

The minimal set of hardware, software and services needed for the conduct and/or completion of Serve-Customer Transactions is referred to as the 'Minimal Configuration'. Some aspects of the Minimal Configuration vary with the number of terminals in a branch and the Period of Operation, whilst other aspects of the Minimal Configuration do not depend on these factors.

The Minimal Configuration needed for each operating Period is shown in Table 14.

The impact of Outages is measured in terms of Counter-Hours. A Counter-Hour equals the duration of an Outage multiplied by the number of counters below the Minimal Configuration. For example

- * a two hour fault with a single terminal in a three terminal branch would constitute an Outage of two counter-hours outside the Critical Period
- * a two hour fault affecting three serve-customer terminals in a Critical Period in a 15 terminal branch would constitute an Outage of six hours
- * a two hour fault affecting three serve-customer terminals in a Non-Critical Period in a 15 terminal branch would constitute an Outage of two hours (as the Minimal Configuration tolerates two failed terminals)
- * a two hour fault with the Data Centre feed to a 15 terminal branch would constitute an Outage of 30 counter-hours.

Note 1: A refinement of the definitions below is under consideration in which service levels for less critical online services such as PAF and ETU are defined outside the main Outage measures

Note 2: It may be desirable to add an extra branch size category to Table 14 for large branches.

Table 14: Minimal Configuration by Operating Period

Central Services and Branch equipment	Critical Periods	Outside of Critical Periods
	Business objective: Serving customers for Priority Transactions	Business objective: Serving customers and settling with clients for Core Transactions
Central Application Services availability	All services available and meeting service levels, as required for conduct and/or completion of Priority Transactions Requires: Central services available for logon and banking.	All services available and meeting service levels, as required for conduct and/or completion, and settle with, clients of Core Transactions Requires: Central services available for logon, banking, Post Office Savings Products, Credit Cards, Bureau de Change, Special Delivery, High Margin Postage, High Margin Postage Labels, Home Phone, ETU, debit card
Hardware and software - Single terminal branch	All aspects of the terminal required to conduct and/or complete Priority Transactions Requires: Screen, keyboard, processor, counter printer, pinpad, branch local comms (router) functioning. Barcode scanner or branch printer not relevant.	All aspects of the terminal required to conduct and/or complete, and settle with clients of, Core Transactions Requires: Screen, keyboard, processor, counter printer, pinpad, branch local comms (router), scales, barcode reader, branch printer functioning



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Hardware and software - 2-6 terminals	All aspects of all serve-customer terminals required to conduct and/or complete Priority Transactions Requires: All serve-customer terminals operable as above.	All aspects of all serve-customer terminals required to conduct and/or complete, and settle with clients of, Core Transactions, except for any aspect of ONE serve-customer terminal Requires: All serve-customer terminals operable as above, except for any aspect of ONE serve-customer terminal.
Hardware and software -7+ terminal branch	All aspects of all serve-customer terminals required to conduct and/or complete Priority Transactions Requires: All serve-customer terminals operable as above.	All aspects of all serve-customer terminals required to conduct and/or complete, and settle with clients of, Core Transactions, except for any aspect of TWO serve-customer terminal Requires: All serve-customer terminals operable as above, except for any aspect of TWO serve-customer terminal.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75892	New	For each branch and for every Working Day, Fujitsu Services shall measure the time and duration of outages, and the branch(es) affected during each of the Operating Periods as required for Design Targets and SLTs: <ul style="list-style-type: none"> ●* Critical Periods ●* Core Operating Period ●* Non-Core Operating Period. 	Con	Fujitsu Services
HNG-75893	New	The Parties shall agree how to handle Outages that span an operating period boundary.	Con	Fujitsu Services
HNG-75894	New	Measured outages of less than <X255> 5 minute(s) shall be excluded from the branch count, but shall be counted towards the duration of the Outage.	Con	Fujitsu Services
HNG-75895	New	Fujitsu Services shall calculate the Counter-Hours associated with Outages.	Con	Fujitsu Services
HNG-76744	New	Service Level Target: Over a rolling three month period, when measured across the entire estate, there shall be no more than <X247> Counter-Hours of Outage. This target is aimed at service provision on a 'normal' day. Any major Outages that fall within the target given by HNG-75896 shall not be included within this SLT but shall be substituted by the relevant mean measures taken from the preceding 13 weeks. This SLT shall be measured monthly to reflect performance over the three months to the end of the month (the 'rolling three month period').	Con	Fujitsu Services
HNG-	New	Design Target: The Design Target corresponding to	Con	Fujitsu



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76745		the Service Level Target of HNG-76744 shall represent an improvement of its target by <X243> 10%.		Services
HNG-75896	New	Service Level Target: On any given Working Day when measured across the entire estate, a 'Severe Outage Day' occurs when at least 10% <X012> of Branches experience Outage. Measured over the life of the contract, the aggregate lost counter-hours shall be no more than 250,000 <X259>. If a branch suffers Outage more than once on the same day, this shall count as only one branch affected by outage, but the durations of the individual outages that day shall be totalled and contribute to the aggregate lost Counter-Hours. This measure is aimed at widespread simultaneous Outages.	Con	Fujitsu Services
HNG-76746	New	Design Target: The Design Target corresponding to the Service Level Target of HNG-75896 shall represent an improvement of its target by <X243> 10%.	Con	Fujitsu Services
HNG-75897	New	Service Level Target: In a 12 month rolling period, the count of individual branches suffering more than one instance of <X017> two (2) consecutive Working Days of Outage shall be no more than <X253> 1% of the total number of branches in the network. This measure is aimed at protecting individual branches from prolonged outage.	Con	Fujitsu Services
HNG-75898	New	Design Target: The Design Target corresponding to the Service Level Target of HNG-75897 shall represent an improvement of its target by <X244> 10%.	Con	Fujitsu Services
HNG-75899	New	In calculating the Outage attributable to Fujitsu Services, any faults whatsoever attributable to Fujitsu Services and its subcontractors shall be counted, including but not limited to Data Centre failure, Branch Telecom Network failure, any component of branch hardware failure and process or human error.	Con	Fujitsu Services

9.5.2 Branch Service Reliability

Branch Service Reliability measures the extent to which branch transactions terminate abnormally for any system-related failure within the Horizon Services Domain. The purpose of the measure is to ensure that branches do not suffer undue disruption and wasted time from attempting to carry out and subsequently recover from transactions that fail for system reasons.

Reasons for failure arise from within the Horizon Service Domain, and include but are not limited to:

- * failing to get a normal response from a data centre request
- * sending a request or receiving a response that is invalid/misformatted/corrupted
- * receipt of messages by the data centre or branch which one or other party is unable to process.

Such 'failed transactions' or 'failed customer sessions' result in some form of 'failed operation' indication by Horizon NG to the clerk and hence action to recover from the failure.



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Branch Service Reliability is the fraction of Request Messages of any kind involving a request to the Data Centres, namely Transmission Requests to a Third Party and Central Application Service Requests, generated by Branch Terminals (excluding Requests subsequently abandoned by the Clerk before a corresponding response is received at the Branch terminal) to request a specified Central Service for which a corresponding Response Message is received at the Branch Terminal before the Counter Timeout has expired and indicating no failure has occurred in the Horizon Service Infrastructure.

Note: this service measure may be brought into the same framework defined for availability, by assigning a time period to each failure representing lost counter time and recovery time, e.g. 60 secs.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75900	New	Fujitsu Services shall: <ul style="list-style-type: none"> •* Count the number of Request Messages generated by a Branch Terminal for any Branch User Task •* Count the number of corresponding successful Response Messages received at the Branch Terminal •* Calculate the number of 'failed' request messages, equal to the number of Request Messages without a corresponding successful Response Message •* Calculate Branch Service Reliability. 	Con	Fujitsu Services
HNG-75901	New	Service Level Target: No more than 1 in <X020> 10,000 of all Branch User Tasks during the Core Operating Period shall be 'failed transactions', measured for each period over 1 day averaging all failed transactions in all branches.	Con	Fujitsu Services

9.5.3 Branch Application Reliability

This service level measures the stability of applications running in branches.

9.5.3.1 Definition

'Enforced Restart' is restart (by reboot or other means) of a Branch Terminal needed to recover from a system malfunction, either on instruction from the Help Desk or by necessary local action by the clerk.

'Planned Restarts' form part of the application implementation process, and hence are an element of Planned Maintenance.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75902	New	Design Target: The number of Enforced Restarts shall total no more than <X021> <u>zero (0)</u> Planned Restarts do not count as Enforced Restarts.	Con	Fujitsu Services
HNG-75903	New	Fujitsu Services shall be entitled to carry out Planned Restarts outside the Core Operating Period, or by prior agreement with Post Office.	Con	Fujitsu Services
HNG-75904	New	Planned Restarts that impact branch operations shall not exceed <X022> <u>one (1)</u> per Counter Position per calendar month unless agreed in advance by Post Office	Con	Fujitsu Services
HNG-75905	NG101	Design Target: The time to reboot a terminal from cold to the point where the User can start to logon shall be no greater than <X023> <u>five (5)</u> minutes.	Con	Fujitsu Services
HNG-75906	New	Fujitsu Services shall use standard system management 'events' to count the number of times that branch terminals are restarted.	Con	Fujitsu Services



9.5.4 Branch User Tasks - Response times

9.5.4.1 Rationale

Originating requirements include:

- * {NG401} The Design Target for the duration of counter transactions for bill payments shall be agreed.
- * {NG100} The Counter logon/logoff times, including normal activity concerning assignment of stock units, for users at front office locations shall be determined by, but not limited to, the need to be quick enough to ensure that security processes are not compromised, taking account of normal stock unit management practices.
- * {NG405} The availability Service Target for transactions for User Id Management shall be agreed.
- * {NG568} Service levels for Branch Back Office Services shall be determined on a case by case basis by reference to the currently delivered Non-Functional Characteristics of the equivalent services in Baseline Horizon.

The Branch User Task service levels measure the total system time taken by Horizon (excluding any user manual time) to conduct Customer Sessions and individual transactions. This time is measured from the first user interaction with the task to the last user interaction with the task, e.g. for User Logon, from the point of pressing the 'Send/OK' button to point of presentation of main Serve Customer screen, without messages.

Every interaction with the Data Centre will have an associated timeout defined for the situations where outgoing or return messages are lost, or the Data Centre application is unable to provide a timely response. Transactions that timeout will be experienced as 'failed transactions', and the total lost counter time due to failed transactions and number of occasions this happens is significant from a business viewpoint, and thus will be measured.

The value of each timeout is of business interest as it will affect waiting time at the counter and failed transactions. There is expected to be a reduction in the settings for timeouts to reflect the simpler architecture and hence more predictable and faster service levels for services currently online.

Table 15 and Table 16 contain columns indicating the those targets that are expected to be adopted as Design Targets and hence used as part of acceptance, and the subset of the preceding that could be Service Level Targets.

Note 1: The possible weakness of the measure below is that it averages over all branches and one month - it might be better to measure per branch and flag a Service Incident of given severity for deviation from the target.

Note 2: It may be necessary to extend these measures to take account of the differing characteristics of the primary and secondary network connections.

Separate costs are needed for detailed measures, as they are subject to a satisfactory business case.

REQT ID	F-CD Req ID	REQUIREMENT	STATUS	SUPPLIER
HNG-76847	New	Response times and timeouts shall be considered provisional, pending the completion pre-contract of the serve-customer 'Basket Analysis', which <u>will lead</u> to the determination of the individual response times that satisfy Post Office's Business Drivers.-	Con	Fujitsu Services
HNG-76848	New	Post Office shall determine response times and timeouts (see HNG-75911) pre-contract as part of the Basket Analysis, which will take account of (a) Post Office Business Drivers, (b) UI improvements, (c) process changes, (d) 'exposed' system times (especially interactions with data centres), (e) relevant system Non-Functional Characteristics (including those of the Branch Telecoms Network) contributing to overall transaction times and (f) the mix of serve-	Con	PO Ltd



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		customer Transaction Baskets.		
HNG-76849	New	Fujitsu Services shall support Post Office in the conduct of the Basket Analysis and definition of Back Office Work Profiles, including through provision of data concerning customer behaviour and back office work patterns.	Con	Fujitsu Services
HNG-75907	New	The total system response time for Branch User Tasks shall be measured for each interaction between user and system, defined for each task.	Con	Fujitsu Services
HNG-75908	New	The points of interaction shall be defined for each User Interaction to be measured.	Con	PO Ltd
HNG-75909	New	Service Level Target: For Branch Support and Serve-Customer User Tasks, the system shall achieve the Mean and 95%ile response times for those entries indicated by 'Y' in Table 15 (Service Targets for Branch Support and Serve-Customer User Tasks), during the Critical Period, Core Operating Period Operating Period, measured over a rolling three month period and over all branches. This SLT shall be measured monthly to reflect performance over the three months to the end of the month (the 'rolling three month period').	Con	Fujitsu Services
HNG-76749	New	Design Target: The Design Target corresponding to the Service Level Target of HNG-75909 shall represent an improvement of its target by <X245> 10%.	Con	Fujitsu Services
HNG-75910	New	For Report Requests, Fujitsu Services shall: <ul style="list-style-type: none"> •* measure the time taken from the user requesting the report to completion of the display or print of the report, whichever is the longer, including the case where constituent transaction or session data was entered immediately prior to requesting the report. 	Con	Fujitsu Services
HNG-75911	New	Timeout setting(s) will be established for all interactions between Branch Terminals and Data Centres, and between Data Centres and Third Party Systems. The timeout values for such interactions shall be determined, and approved by Post Office, to optimise the overall cost of slow or failed service by balancing the effects of increased counter time waiting for responses versus the effects of failed message interchanges with Data Centres. Pending completion of this analysis, all timeouts are considered provisional.	Con	Fujitsu Services
HNG-75912	New	Design Target: The timeouts in Table 15 (Service Targets for Branch Support and Serve-Customer User Tasks) and Table 16 (Service Targets for Branch Back Office User Tasks) shall be provisional pending completion of the Basket Analysis.	Con	Fujitsu Services
HNG-75913	New	Service Level Target: For Report Requests, the system shall achieve the Mean and 95%ile response times for those entries indicated by 'Y' in Table 16 (Service	Con	Fujitsu Services



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		Targets for Branch Back Office User Tasks), during the Critical Period, Core Operating Period Operating Period, measured over a rolling period of one month. Any differential performance associated with large branches (defined as having 30+ stock units and 50+ identified users) compared with smaller branches shall be quantified.		
HNG-76750	New	Design Target: The Design Target corresponding to the Service Level Target of HNG-75913 shall represent an improvement of its target by <X246> 10%.	Con	Fujitsu Services
HNG-75914	New	The Branch Back Office User Tasks with Service Level Targets shall be determined by Post Office. These are currently marked [tbd].	Con	PO Ltd

Table 15: Service Targets for Branch Support and Serve-Customer User Tasks

Branch User Service	Response Time - Mean	Response Time - 95%ile	Timeout Limit	Design Target measured for acceptance	Service Level Target
BRANCH SUPPORT TRANSACTIONS					
User Logon	<X024>5 secs	<X025>12 sec	<X026>30 secs	y	y
User Logoff, Password Change	<X027>5 secs	<X028>12 secs	<X029>30 secs	y	n
Stock unit management - Create/Delete/Attach Stock Unit	<X030>10 secs	<X031>25 secs	<X032>60 secs	y	n
Display Transaction Prompt	<X033> 0.1 secs	<X034> 0.2 secs	<X035> 1 secs	y	n
Display Session Prompt					
Request Smart Help	<X240>	<X241>	<X242>	y	n
Retrieve Broadcast Message	<X036>5 secs	<X037>12 secs	<X038>30 secs	y	n
Request Training	<X039>	<X040>	<X041>	y	n
Exit training ready to serve customers	<393>1 min	<394>3 mins	<395>	y	n
User Id management - Add User Id	<X045> 5 secs	<X046> 12 secs	<X047> 30 secs	y	n
User Id management - Change/Delete User Id	<X457> 10 secs	<X458> 25 secs	<X458> 60 secs	y	n
Record Bulk Transaction Recovery data	<X051>	<X052>	<X053>	y	n
SERVE CUSTOMER SESSIONS					
Record EPOS Basket - single fixed value EPOS sales transaction, settled by fast cash Record EPOS Basket - single variable value EPOS sales transaction, settled by fast cash Record Bill Payment Basket - single Bill Payment transaction, settled by fast cash	<X054> 2 secs	<X055> 7 secs	<X056> > 30 secs (+0.5 secs per item in basket)	y	y



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Record Card Account Basket - single Card Account transaction equal to the average of all types of banking transaction types, settled by fast cash	<X057>2 secs	<X058>7 secs	<X059>30 secs (+0.5 secs per item in basket)	y	y
Record Personal Banking Basket - single Personal Banking transaction equal to the average of all types of banking transaction types, settled by fast cash	<X060>2 secs	<X061>7 secs	<X062>30 secs (+0.5 secs per item in basket)	y	y
Record DVLA Basket - single DVLA transaction, settled by cash	<X063>3 secs	<X064>7 secs	<X065> 30 secs (+0.5 secs per item in basket)	y	n
Record ETU Basket - single ETU transaction, settled by cash	<X066> 3 secs	<X067> 8 secs	<X068> 45 secs (+0.5 secs per item in basket)	y	n
Record Smart Post Basket - single Smart Post transaction, settled by cash	<X069> 2 secs	<X070> 7 secs	<X071> 30 secs (+0.5 secs per item in basket)s	y	n
Record Debit Card Basket - single EPOS sales transaction, settled by Debit Card	<X072>3 secs	<X073> 8 secs	<X074>45 secs (+0.5 secs per item in basket)	y	y
Record Quantum Basket - single Quantum transaction, settled by cash	<X075> 2 secs	<X076>7 secs	<X077> 30 secs (+0.5 secs per item in basket)	y	n
Record Multiple Basket 1 - two EPOS transactions, settled by cash, including sales prompt	<X078>5 secs	<X079>8 secs	<X080>30 secs (+0.5 secs per item in basket)	y	n
Record Multiple Basket 2 - EPOS plus Bill Payment transactions, settled by cash, including session prompt	<X081>5 secs	<X082>8 secs	<X083>30 secs (+0.5 secs per item in basket)	y	n

Table 16: Service Targets for Branch Back Office User Tasks

Report type requested	Time to start printing or displaying report - Mean	Time to complete printing or displaying report - Mean	Time to complete printing or displaying report - 95%ile	Timeout Limit	Design Target measured for acceptance	Service Level Target
Counter daily report - Giro Deposits, Giro Withdrawals,	<X084>	<X085>	<X086>	<X087>	Y	[tbd]
Counter daily report - NS&I Deposits, NS&I Withdrawals	<X259>	<X260>	<X261>	<X262>	Y	[tbd]
Counter daily report - UKPS	<X088>	<X089>	<X090>	<X091>	Y	[tbd]
Counter daily report - Cheque Listing	<X092>	<X093>	<X094>	<X095>	Y	[tbd]



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Counter daily report - TV Licensing	<X096>	<X097>	<X098>	<X099>	Y	[tbd]
Branch daily report - Giro Deposits/Withdrawals, NS&I Deposits/Withdrawals, UKPS, Rem In and Out, Personal Finance	<X263>	<X264>	<X265>	<X266>	Y	[tbd]
Branch daily report - Bureau Rates	<X267>	<X268>	<X269>	<X270>	Y	[tbd]
Branch daily report - Suspense Account Report	<X271>	<X272>	<X273>	<X274>	Y	[tbd]
Counter weekly report - Green Giros	<X275>	<X276>	<X277>	<X278>	Y	[tbd]
Counter weekly report - Post Office's Paid	<X279>	<X280>	<X281>	<X282>	Y	[tbd]
Counter weekly report - Transfer In/Out, Rems In/Out	<X283>	<X284>	<X285>	<X286>	Y	[tbd]
Counter weekly report - Transfer Summary, Rems Summary	<X287>	<X288>	<X289>	<X290>	Y	[tbd]
Counter Weekly report - Stock On Hand	<X291>	<X292>	<X293>	<X294>	Y	[tbd]
Counter weekly report - D764 Driver licence applications	<X295>	<X296>	<X297>	<X298>	Y	[tbd]
Branch weekly report - Green Giros, Redeem Stamps, Postal Orders Encashed, Postage Labels, D764 Driver Licence Applications, TV Licence Refund/Concessions, National Savings Weekly Summary, Rod Licences, Lottery	<X299>	<X300>	<X301>	<X302>	Y	[tbd]
Branch weekly report - Sales Report	<X303>	<X304>	<X305>	<X306>	Y	[tbd]
Branch weekly report - Suspense Account	<X307>	<X308>	<X309>	<X310>	Y	[tbd]
Branch weekly report - Unreconciled Transactions	<X311>	<X312>	<X313>	<X314>	Y	[tbd]
Branch weekly reporting - Transfer Reconciliation	<X315>	<X316>	<X317>	<X318>	Y	[tbd]
Branch weekly report - Rem In/Out	<X319>	<X320>	<X321>	<X322>	Y	[tbd]
Branch weekly report - Cash Flow	<X323>	<X324>	<X325>	<X326>	Y	[tbd]
Branch weekly report - Branch Snapshot	<X327>	<X328>	<X329>	<X330>	Y	[tbd]
Branch monthly report - Inactive Stock Unit Roll	<X331>	<X332>	<X333>	<X334>	Y	[tbd]
Counter monthly balancing report - Declare Bureau	<X335>	<X336>	<X337>	<X338>	Y	[tbd]
Counter monthly balancing report - Declare Cash	<X339>	<X340>	<X341>	<X342>	Y	[tbd]



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Counter monthly balancing report - Declare Stamps	<X343>	<X344>	<X345>	<X346>	Y	[tbd]
Counter monthly balancing report - Declare Stock	<X347>	<X348>	<X349>	<X350>	Y	[tbd]
Counter monthly balancing report - Adjust Stock	<X351>	<X352>	<X353>	<X354>	Y	[tbd]
Counter monthly balancing report - Balance Snapshot	<X355>	<X356>	<X357>	<X358>	Y	[tbd]
Counter monthly balancing report - Balance Report and Rollover	<X359>	<X360>	<X361>	<X362>	Y	[tbd]
Branch monthly report - Inactive Stock Unit Roll	<X363>	<X364>	<X365>	<X366>	Y	[tbd]
Branch monthly report - Errors found after Stock Unit Rollover	<X367>	<X368>	<X369>	<X370>	Y	[tbd]
Branch monthly report - Final Trading Statement and Rollover	<X370>	<X370>	<X371>	<X372>	Y	[tbd]
Ad hoc report - Trial trading Statement Report	<X373>	<X374>	<X375>	<X376>	Y	[tbd]
Ad hoc report - Branch Snapshot	<X377>	<X378>	<X379>	<X380>	Y	[tbd]
Ad hoc report - Planned Orders	<X381>	<X382>	<X383>	<X384>	Y	[tbd]
Ad hoc report - Advice Notes	<X385>	<X386>	<X387>	<X388>	Y	[tbd]
Ad hoc report - View/print Stock Unit Transaction Log	<X389>	<X390>	<X391>	<X392>	Y	[tbd]

9.5.5 Branch Service Availability Indicator - Response time

The Service Availability Indicator, otherwise known as 'traffic lights', informs the user of the status of overall branch service and individual client/supplier services.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75915	New	Design Target: The Service Availability Indicator shall be updated or reported as soon as a change of branch service availability is detected, e.g. loss of contact with central services, and within <X100> of loss of individual client/supplier services.	Con	Fujitsu Services

9.6 Client/supplier services

9.6.1.1 Definition

'Outbound data delivery services' refer to the delivery of Business Data from Horizon to a Receiving System external to Horizon, e.g. from Horizon to a POL or client system.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75918	NG097	Business Driver: All existing Service Levels defined with Fujitsu Services in SLA or OLA agreements with Post Office in support of Post Office's clients and suppliers shall be the same as or better than those of the equivalent services in Baseline Horizon, unless specified by this CD or agreed otherwise by Post Office.	Con	Fujitsu Services
HNG-	NG408	Design Target: There shall be greater flexibility for Post Office to	D	



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75919		define and vary the Data Centre schedule under Horizon NG compared with Baseline Horizon, i.e. flexibility to agree improved file delivery targets to clients.		
HNG-75920	New	Service Level Target: Transaction records of Business Data originating in a branch on Day A shall be delivered to the Receiving System according to the following service levels: <ul style="list-style-type: none"> •* <X101> 97% by the Specified Delivery Time in Day B •* 100% by the Specified Delivery Time in Day <X102>C. 	Con	Fujitsu Services
HNG-77878	New	PO Ltd will review Client contracts to determine whether they are impacted by changes in service levels	Con	PO Ltd

[The schedule of agreed file delivery times from current SLTs and OLAs, with agreed modifications, may be included here.]

9.7 POL services

9.7.1 Post Office Back Office and Head Office services

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75967	NG409	Business Driver: The Service Targets for Post Office Back Office Services shall be equivalent to or better than those of the equivalent services in Baseline Horizon.	Con	Fujitsu Services
HNG-75968	NG410	Business Driver: The Service Targets for Post Office Head Office Services shall be equivalent to or better than those of the equivalent services of Baseline Horizon.	Con	Fujitsu Services
HNG-75969	NG409	There shall be no changes to the Service Level Targets for the Data Reconciliation Service.	Con	Fujitsu Services
HNG-75970	NG409	There shall be no changes to the Service Level Targets for TESQA.	Con	Fujitsu Services

9.7.2 Operational and support services

9.7.2.1 Originating requirements

{NG411} The Non-Functional Characteristics of Horizon NG shall be such that Network Support Operations are able to plan an efficient support schedule that is not highly variable or subject to regular help desk or event 'flooding'.

The Support Call Centre should expect a predictable workload, with predictable service peaks 'Flooding' of the call centre should be extremely unlikely (e.g. National Emergency)

The capacity and staffing should be capable of economic planning and delivery.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75926	NG412	Business Driver: The Design Targets for Operational and Support Service shall be equivalent to or better than those of Baseline Horizon.	Con	Fujitsu Services
HNG-75927	NG104	Service Level Target: It shall be possible over one night to bring into operation a change of reference data affecting the entire network, subject to volumetric limits, i.e. all counter positions in all branches are able to use the new data on demand.	Con	Fujitsu Services
HNG-75928	NG105	Design Target: It shall be possible to bring into operation a change of business logic (a programme change) affecting the	Con	Fujitsu Services



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		entire network over one night, i.e. all counter positions in all branches able to use the new business logic on demand.		
HNG-75929	New	Design Target: A Broadcast Message input directly by Post Office to Horizon NG shall be broadcast to branches according to the following service levels: <ul style="list-style-type: none"> •* A single message to a single user - mean time for message to be accessible by the receiving terminal = <X103>15 mins •* A single message to a group of no more than 100 branches - mean time for message to be accessible by all receiving terminals = <X104>15 mins •* A single message to all terminals that are logged on = <X105>15 mins. 	Con	Fujitsu Services
HNG-77879	New	PO Ltd will define the revised process, including security considerations, for sending broadcast messages	Con	PO Ltd
HNG-75930	New	Design Target: It shall be possible to update Help Information, as used for example for Smart Post, across the entire estate within <X106> overnight time period.	Con	Fujitsu Services

9.8 Design Targets for Application Services

9.8.1 General

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75931	New	User Interface and Local Application Services (within a branch) shall be measured for the purpose of Acceptance Testing but not for continuing monitoring. This may be achieved by sampling.	Con	Fujitsu Services
HNG-75932	New	Fujitsu Services shall provide to Post Office the full set of Application Services, so that Post Office can determine those that are required for testing.	Con	Fujitsu Services
HNG-75933	New	Post Office shall determine those Application Services that require Design Targets.	Con	PO Ltd
HNG-75934	New	The System Response Time for Central or Local Application Service Requests shall be captured for each transaction in an efficient form to measure achievement of the Design Targets.	Con	Fujitsu Services
HNG-75935	New	A revised set of Design Targets (also called benchmark times in this context) shall be determined by Post Office, e.g. derived from Baseline Horizon times by factoring in such matters as UI changes, revised processes, etc.	D	
HNG-75936	New	Fujitsu Services shall provide to Post Office measurements of the relevant Application Services on Baseline Horizon.	Con	Fujitsu Services

9.8.2 Central Application Service Request (CASR)

9.8.2.1 Rationale



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The service levels for Application Services measure the responsiveness of the system to a request from a Branch Terminal for some service, whether it be Data Centre based or local. The measure is based on a simplification of the current contract.

This would be applicable, for example, to capturing a session record; the impact of this time on a customer session would depend on detailed process design and circumstances of an individual session.

These targets could be measured by sampling.

9.8.2.2 Definition

The System Response Time of Central Application Service Request' (CASR) is the time between a Branch Terminal issuing a request and it receiving the response.

REQT ID	F-CD REQ ID	REQUIREMENT	STATU S	SUPPLIER
HNG-75937	New	Fujitsu Services shall capture relevant measures for each interaction in an efficient form to enable the relevant Service Level Measures to be made.	Con	Fujitsu Services
HNG-75938	New	Design Target: The system shall achieve the Mean and 95%ile response times shown in Table 17 (Central Application Service Requests), during the Critical Period, Core Operating Period Operating Period, , measured over a one month period and all branches	Con	Fujitsu Services

Table 17: Central Application Service Requests

Application Service	Response Time during Critical Period - Mean	Response Time during Critical Period - 95%ile
Record Bill Payment	<X107> 1 sec	<X108> 3 secs
Read and update Quantum card	<X109>	<X110>
PAF request	<X111> 3 secs	<X112> 6 secs
Indicate presence of Broadcast Message	<X113> 15 mins	<X114> 30 mins
Retrieve and display sales prompt (per product)	<X115> 0.3 sec	<X116> 0.5 sec
Retrieve and display session sales prompt	<X117> 1 sec	<X118> 1.5 secs

9.8.3 Transmission Request Service to Third Party (TRSTP)

The 'Transmission Request Service to Third Party' (TRSTP) service level measures the time taken by Horizon to transmit a Request Message to the Online Service of a Third Party and receive a Response Message back from the Third Party, excluding any time taken by the Third Party's Online Service. An example of this type of service is a Network Banking Request and Authorisation, excluding time spent with the third party.

REQT ID	F-CD REQ ID	REQUIREMENT	STATU S	SUPPLIER
HNG-75939	New	The following messages exchanged with the specified Third Party shall be counted: <ul style="list-style-type: none"> ●* Request Messages originating at a Branch Terminal 	Con	Fujitsu Services



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		<ul style="list-style-type: none"> •* Successful Response Messages, received at the Branch Terminal •* Abandoned Response Messages, received after the Clerk has abandoned the transaction •* Timed-out Response Messages, for which the counter timeout has expired. 		
HNG-75940	New	<p>For each Third Party Transmission Request associated with an SLT, Fujitsu Services shall enable 'T' to be determined consistent with the following:</p> <ul style="list-style-type: none"> •* recording the time (referred to as "T1") which elapses between the Request being generated at the relevant automated Branch Terminal, and the corresponding Response being received back at that Branch Terminal •* recording the time (referred to as "T2") which elapses between the Request Message being sent from Horizon to the Third Party's Online Service and the corresponding Response Message received back by Horizon <p>calculating the value of Horizon Response Time component, "T", as $T = T1 - T2$</p>	Con	Fujitsu Services
HNG-75941	New	Design Target: The system shall achieve the Mean and 95%ile response times shown in Table 18 (Third Party Requests), during the Critical Period, Core Operating Period, measured over a one month period and all branches.	Con	Fujitsu Services

Table 18: Third Party Requests

Application Service	Response Time during Critical Period - Mean	Response Time during Critical Period - 95%ile
Request payment authorisation - Card Account	<X121> 2 secs	<X122> 7 secs
Request payment authorisation - LINK + A&L	<X123> 2 secs	<X124> 7 secs
Request ETU authorisation	<X125> 3 secs	<X126> 6 secs
Request Debit Card authorisation	<X127> 3 secs	<X128> 6 secs
DVLA request	<X129> 3 secs	<X130> 6 secs

9.8.4 User Interface and Local Application Services

The following provides the basis for design targets, similar to what is currently carried out using benchmarking.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75942	New	The set of User Interface and Local Application Services for which Design Targets are defined shall be the set prevailing at the time of the Relevant Release,	Con	PO Ltd



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		unless modified by Post Office.		
HNG-75943	New	Design Target: For the purpose of driving and validating the design, Horizon NG shall be designed to achieve the targets for User Interface and Local Application Services contain in Table 19 (User Interface and Local Application Services Measures), as measured for S60 and using Horizon NG equivalent transaction elements where appropriate.	Con	Fujitsu Services
HNG-75944	New	Post Office shall incorporate the material in Table 19, with simplification as necessary, into the Ops Style Guide. When the changes to the Ops Style Guide have been baselined, Table 19 will no longer apply.	Con	PO Ltd

Table 19: User Interface and Local Application Services Measures

Product / measurable item	Ref	Target (secs), based on S60
EPOS		
Transaction Type 1: 1st Class Stamp		
Product sale display - 1st class stamp	<X131>	0.2
Sales Prompt Display	<X132>	0.2
Main menu display	<X133>	0.6
Transaction Type 2: Postage Stamps		
Amount screen display - Postage stamps	<X134>	0.2
Product sale display - Postage stamps	<X135>	0.3
Sales Prompt Display	<X136>	0.2
Main menu display	<X137>	0.5
Transaction Type 3: Stamp Book		
Product menu display - Stamp books	<X138>	0.2
Product sale display - Stamp books	<X139>	0.2
Settlement menu display	<X140>	0.2
Sales Prompt Display	<X141>	0.2
Main menu display	<X142>	0.6
Transaction Type 5: Girobank Business Deposit		
Other products menu display	<X143>	0.3
Product menu display - Girobank	<X144>	0.2
Amount screen display - Bus dep < £60	<X145>	0.3
Product sale display - Bus dep < £60	<X146>	0.3
Settlement menu display	<X147>	0.2
Sales Prompt Display	<X148>	0.2
Main menu display	<X149>	0.5
Transaction Type 6: Transcash Payment		
Amount screen display - Transcash	<X150>	0.3
Fee screen display - Transcash	<X151>	0.4
Product sale display - Transcash	<X152>	0.3
Sales Prompt Display	<X153>	0.2
Main menu display (includes receipt print)	<X154>	0.6
Transaction Type 7: Personal Withdrawal		
Other products menu display	<X155>	0.3
Product menu display - Girobank	<X156>	0.3
Amount screen display - Personal wdl	<X157>	0.3
Product sale display - Personal wdl	<X158>	0.3
Settlement menu display	<X159>	0.2
Sales Prompt Display	<X160>	0.2



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Main menu display	<X161>	4.4
Transaction Type 9: DSS Green Giro		
Amount screen display - DSS Green Giro	<X162>	0.2
Product sale display - DSS Green Giro	<X163>	0.3
Sales Prompt Display	<X164>	0.2
Main menu display	<X165>	0.5
Transaction Type 10: Postal Order		
Product menu display - Postal orders	<X166>	0.3
Product sale display - Postal order	<X167>	0.6
Settlement menu display	<X168>	0.2
Sales Prompt Display	<X169>	0.2
Main menu display	<X170>	0.5
Transaction Type 11: Colour TV Licence		
Product menu display - Licence	<X171>	0.2
Product sale display - Colour TV licence	<X172>	0.2
Settlement menu display	<X173>	0.2
Sales Prompt Display	<X174>	0.2
Main menu display	<X175>	0.5
Transaction Type 13: National Savings Deposit		
Other products menu display	<X176>	0.2
Product menu display - NS	<X177>	0.2
Amount screen display - NS deposit/withdraw	<X178>	0.2
Product sale display - NS deposit/withdraw	<X179>	0.2
Settlement menu display	<X180>	0.2
Sales Prompt Display	<X181>	0.2
Main menu display	<X182>	0.5
BILL PAYMENTS		
Transaction Type 1: Payment - Magnetic Card		
Magnetic card swipe activity	<X183>	1.3
Input monetary amount (500)	<X184>	0.3
Initiate 1st print activity	<X185>	4.2
Initiate Tear Off screen response	<X186>	4.3
Initiate 2nd print activity	<X187>	3.0
Initiate Tear Off screen response	<X188>	0.3
Sales Prompt Display	<X189>	0.2
Customer Serve screen refresh	<X190>	0.6
Transaction Type 2; Payment - Bar-coded Document		
[tbd]		
Transaction Type 3: Payment - Quantum SMART Card		
Card insertion - 1st Card Check screen	<X191>	4.1
Input money amount - MOP screen	<X192>	0.3
Select cash payment - Tranxn complete	<X193>	1.3
Card removal - Intitiate tear-off response	<X194>	1.4
Card removal - 1st Print	<X195>	5.8
Enter - 2nd print	<X196>	3.4
Initiate Tear Off screen response	<X197>	0.1
Sales Prompt Display	<X198>	0.2
Customer Serve screen refresh	<X199>	0.7
NBS		
Transaction Type 1: Cash Deposit		
Swipe card	<X200>	1.2
Select Function	<X201>	0.2
[R]to[A] Enter	<X202>	3.6
Enter amount	<X203>	5.6
Sales Prompt Display	<X204>	0.2



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Customer Serve screen refresh	<X205>	0.7
Transaction Type 3: Cash Withdrawal (PIN verification)		
Swipe card	<X206>	1.0
Select function	<X207>	0.2
Enter amount	<X208>	1.7
[R]to[A] ENT (on PIN pad)	<X209>	5.2
Customer Receipt Printing Declined	<X210>	4.5
Sales Prompt Display	<X211>	0.2
Customer Serve screen refresh	<X212>	0.5
Transaction Type 5: Cash Withdrawal + Balance (PIN verification)		
Swipe card	<X213>	1.0
Select function	<X214>	0.2
Enter amount	<X215>	1.6
[R]to[A] ENT (on PIN pad)	<X216>	4.4
Customer Receipt Printing Declined	<X217>	4.7
Sales Prompt Display	<X218>	0.2
Customer Serve screen refresh	<X219>	0.5
Transaction Type 6: Cash Withdrawal + Limit (PIN verification)		
Swipe	<X220>	1.0
Select function	<X221>	1.7
[R]to[A] ENT (on PIN pad)	<X222>	4.5
Customer Receipt Printing Declined	<X223>	4.4
Sales Prompt Display	<X224>	0.2
Customer Serve screen refresh	<X225>	0.5
Transaction Type 8: Balance Enquiry (PIN verification)		
Swipe	<X226>	1.0
Select function	<X227>	1.7
[R]to[A] ENT (on PIN pad)	<X228>	4.3
Customer Receipt Printing Declined	<X229>	4.5
Enter	<X230>	0.2
Transaction Type 9: Change of PIN		
Swipe		1.2
Select function	<X231>	0.2
Enter	<X232>	1.4
[R]to[A] 3rd ENT (on PIN pad) *1	<X233>	4.4
Customer Receipt Printing Declined	<X234>	4.1
Enter	<X235>	0.2

9.9 Data Centres

9.9.1 Capacity

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75946	NG222	<p>Each individual Data Centre shall have the capability in normal operation with no failures having occurred for all Horizon NG Services:</p> <ul style="list-style-type: none"> ●* To support the Contracted Volumes, taking account of changes to the solution (e.g. all transactions online); and ●* To support Fujitsu Services' obligations in respect of Service Levels defined in this CD, without preventing or impairing the Data Centre's support for Fujitsu Services' obligations in respect of the Service Levels for other Services. 	B	Fujitsu Services



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	This requirement excludes SAP hosting.		
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9.9.2 Failure/Recovery

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75947	NG227	While operating with only one Data Centre, The Services shall be provided within the Service Level Targets and Contractual Volumes.	B	Fujitsu Services
HNG-75948	NG538	Design Target: The duration and nature of the loss of service during any Horizon NG data centre switchover shall have no greater impact on Users than are experienced for Baseline Horizon. Loss of service considerations include online transactions that end prematurely whilst 'in progress' where data for transactions has been secured data at a Data Centre, transactions that have terminated in a Branch but yet to transit data to a Data Centre, any operational implications from data centre switchover such as any need for User re-authentication.	Con	Fujitsu Services
HNG-75949	New	Design Target: All data shall be retained, and be fully available for the provision of the Services, from all Transactions prior to total or partial loss of one data centre, with at most loss of transactions in progress at the moment of the failure and shall normally be fully mitigated by exception-handling capability implemented in terminals	Con	Fujitsu Services
HNG-75950	NG225	The Data Centres shall be configured such that no single point of failure within a single Data Centre will cause (a) loss of the Services and (b) loss of data with one Data Centre in operation.	R1	Fujitsu Services

9.9.3 Disaster Recovery

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75951	NG540	Fujitsu Services shall ensure that disaster recovery capability and processes for Horizon NG safeguard Post Office's business continuity to no less extent than for Baseline Horizon.	Con	Fujitsu Services

9.10 Branch Telecom Network

Exclusions in the current agreement relating to the following shall be removed:

- * FRIACO Congestion Measure
- * ADSL Congestion Measure
- * Guaranteed Minimum ADSL Bandwidth
- * Service lets associated with Fujitsu Services' subcontractors.

Connection types are defined in terms of the quality of service they offer, and are expected to be (for argument's sake):

- * Class A - ADSL, ISDN or wireless, with backup connection
- * Class B - Class A connection, but no backup connection
- * Class C - Dial On Demand connection, no backup connection.

There are assumed to be no performance degradation when a backup network connection is in operation.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75956	New	The capacity of the secondary Branch Telecom Network shall be sufficient to enable achievement of	Con	Fujitsu Services



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		the business capacity and service level requirements stated in this CD for normal operation, excluding circumstances where there is regional or national emergency.		
HNG-75957	New	Design Target: Switching from primary to secondary Branch Telecom Network connections shall be of such a speed that service levels are not impaired and shall be transparent to Users, subject to security considerations'	Con	Fujitsu Services
HNG-75958	New	Design Target: Switching from secondary Branch Telecom Network back to the primary branch network shall be transparent to the Users, and sufficiently rapid to provide available secondary network capacity to enable service levels to be maintained.	Con	Fujitsu Services
HNG-75959	New	Post Office and Fujitsu Services shall agree how to handle the definition of PSTN line service levels, in so far as they affect the overall service levels of the Branch Telecom Network.	Con	Fujitsu Services
HNG-77880	New	PO Ltd will define the operational processes to ensure PO Ltd achieves its Service Level Targets for BT PSTN lines.	Con	PO Ltd

9.11 External Links Availability

This service level measures faults impacting External Link Availability.

REQT ID	F-CD Req ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75960	New	Each Agent to PI connection shall be individually monitored.	Con	Fujitsu Services
HNG-75961	New	Fujitsu Services shall record the number of times and the duration that the connection between each NB Authorisation Agent and each PI is unavailable. In this context, "unavailable" means a break of connection (at the application or network level) or loss of service excluding all unavailability due to: <ul style="list-style-type: none"> •* system management activities or any other planned outages agreed by the Parties; or •* a failure of a PI (in respect of the particular connection which is unavailable) or any connection for which Fujitsu Services is not responsible (including, without limit, those connections relating to CAPO and LINK which Post Office are responsible for. 	Con	Fujitsu Services
HNG-75962	New	Service Level Target: The following thresholds shall not be exceeded, excluding planned outages and those for which Fujitsu Services is not responsible: <ul style="list-style-type: none"> •* a) no more than 1 outage in a calendar month for each Agent to PI connection •* b) no more than 2 outages in a calendar month for each FI connection with a) and b) measured half yearly and reported monthly Note:	Con	Fujitsu Services



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		<p>For the purpose of an SLT, with reference to items a) and b), a contributing outage is defined as a break of connection (at the application or network level) or loss of service in excess of N minutes, where N is defined as 2 minutes for CAPO, A&L and LINK.</p> <p>For the purpose of an OLA, with reference to items a) and b), a contributing outage is defined as a break of connection (at the application or network level) or loss of service in excess of N minutes, where N is defined as 1 minute for CAPO, A&L and LINK.</p>		
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9.12 SAP Hosting

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75963	NG536	Existing availability and resilience provision for SAP hosting for backend Impact shall remain unchanged.	B	Fujitsu Services

9.13 Service levels during and after migration

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-75964	NG151	Operational Services and service levels of Baseline Horizon and Horizon NG, as appropriate, shall not be diminished during the migration period compared with normal 'steady state' operation, provided that the Measurement Population is of sufficient size to provide a statistically reliable measure.	B	Fujitsu Services
HNG-75965	New	For the provision of Branch Services during migration, the Baseline Horizon Service Level Targets shall apply for those branches on Baseline Horizon, and the Horizon NG Service Level Targets shall apply to those branches on Horizon NG unless by exception interim Service Targets are agreed by Post Office for certain services due to the architecture being different during migration compared with the architecture following migration.	Con	Fujitsu Services
HNG-75966	New	For client/supplier file transfer services and POL Services, the service levels applicable to Baseline Horizon shall apply until the conclusion of migration, at which point the service levels for Horizon NG shall apply.	Con	Fujitsu Services



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10 Implementation

Rationale

Section 10 includes implementation aspects for installation of new Horizon equipment into Post Office Branches. This includes all physical attributes of the new Horizon equipment as well as alternative solutions, such as mobiles (luggables) and trolleys. Consumables and running costs of new Horizon equipment are also included.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-27970	NG106	From the outset of HNG Fujitsu Services shall retain/replace branch equipment as required to (a) achieve satisfactory equipment reliability (i.e. avoidance of undue degradation of MTBFs) or (b) provide changed capability to support HNG needs	B	Fujitsu Services
HNG-27971	NG107	As a principle, commercially available off the shelf equipment shall be supplied in preference to custom produced items, provided requirements are achieved.	B	Fujitsu Services
HNG-27972	NG108	The individual dimensions (i.e. length, depth, weight and height) of new items of in-branch infrastructure should be equal or less than existing equivalent dimensions. This excludes mobile solutions covered in other requirements	B	Fujitsu Services
HNG-76759	New	PO Ltd shall provide purchasing instructions for new items of Branch infrastructure	B	PO Ltd
HNG-72254	New	The overall footprint dimensions for all items of in-branch infrastructure should be equal or less than existing equivalent footprint dimensions.	B	Fujitsu Services
HNG-27973	NG109	Fujitsu Services shall provide prices for 'standard form factor' equipment and for equipment of 'reduced form factor'.	D	
HNG-27974	NG110	The colour of all customer visible equipment supplied shall be matt black similar to REL 7021.	B	Fujitsu Services
HNG-77906	NG110	The colour of all customer visible equipment will be agreed by PO Ltd Branding Team	B	PO Ltd
HNG-27976	NG111	Fujitsu Services shall provide flexible economic ordering of equipment and will agree in advance with PO Ltd dates for fulfilment of equipment orders	B	Fujitsu Services
HNG-27977	NG111	PO Ltd to agree dates for ordering new Horizon equipment and peripherals	B	PO Ltd
HNG-72255	NG111	Lead times for ordering equipment shall be equivalent to or no greater than current ordering times for Horizon Equipment,	B	Fujitsu Services
HNG-72256	NG111	Agree lead times and process for ordering Horizon equipment	B	PO Ltd
HNG-27978	NG111	PO Ltd shall provide forecast of network size on a monthly basis	B	PO Ltd
HNG-76811	New	The system shall support the sharing of certain peripherals between adjacent counter position's in a comparable manner to baseline Horizon.	B	Fujitsu Services
HNG-27979	NG517	Fujitsu Services shall provide a costed option for the provision of one processor shared by two screens in branches with three or more counter positions. This matter will be considered during the Requirements Stage.	D	



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HNG-27980	NG112	Any screens supplied as part of HNG shall be flat screens and support touch screen capability, equivalent to current screen capability	B	Fujitsu Services
HNG-27981	NG114	The keyboard shall meet current specification and have equivalence for: <ol style="list-style-type: none"> 1. Tactile Responsiveness 2. Operation Noise 3. Key Label Visibility and Wear 4. Footprint 5. Separated Function Key Block 6. Number of Function Keys 7. Individual Function Keys 8. Business Function Keys 9. Physical Layout of Keys 10. Inclusion of Magnetic Stripe Card Reader 	B	Fujitsu Services
HNG-27982	NG115	Replacement of the smart card reader provided as part of the LIFT keyboard in Baseline Horizon is not expected to be required. Fujitsu Services shall provide a costed option for the provision of one clerk-side smart card reader per automated position.	D	
HNG-27983	NG116	One magnetic card reader per automated position shall be provided.	B	Fujitsu Services
HNG-27984	NG117	If both clerk side Smart and Magnetic Card Readers are required, a solution shall be provided, whether separate from or integrated with the keyboard. Dialogue with Post Office will be required to agree the final solution, taking account of factors including minimisation of the total cost of ownership whilst respecting ergonomic considerations. The need for smart card reader is to be reviewed following the security threat assessment.		
HNG-72257	NG118	The Back Office Printer shall meet current specification and have equivalence for: <ol style="list-style-type: none"> 1. Speed of printing 2. Operation Noise 3. Emissions 4. Paper Handling Including loading. Stacking, Paper Quality, Paper Size 5. Printing of Fonts 6. Footprint 7. Power Consumption 8. Printing Capacity 9. Contrast of Print 	B	Fujitsu Services
HNG-27987	NG518	Replacement back office printers shall not increase the total cost of ownership including consumables including cleaning materials.	B	Fujitsu Services
HNG-77907	NG518	Process for ordering new consumables to be agreed with consumable supplier prior to HNG rollout	B	PO Ltd
HNG-27988	NG119	Fujitsu Services shall provide an estimate for the proposed printers of the expected cost of consumables including cleaning materials.	D	



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HNG-27989	NG120	Fujitsu Services shall keep Post Office informed of opportunities for improvements in printing capability (e.g. self-diagnosing printers), which could be adopted subject to business case.	D	
HNG-27990	NG121	The back office printers should have a form factor no greater than the current OKI printer	B	Fujitsu Services
HNG-27991	NG122	The back office printers shall be able to quickly and easily print fonts equivalent to those of the current printers, and shall have facilities to print different font size.	B	Fujitsu Services
HNG-27992	NG123	The back office printers shall be capable of printing the Euro symbol.	B	Fujitsu Services
HNG-27993	NG124	Existing Horizon POS equipment which will be retained shall continue to be supported, e.g. 1D scanners, PIN pads	B	Fujitsu Services
HNG-27994	NG125	POL to provide technical specifications of third party POS equipment	B	PO Ltd
HNG-27996	NG126	Ports shall be provided to support all baseline third-party POS equipment, i.e rate boards, weigh scales.	B	Fujitsu Services
HNG-27997	NG127	Each counter position shall provide at least two spare accessible USB 2.0 ports, after connection of all relevant peripherals by the time of the Relevant Release.	B	Fujitsu Services
HNG-27998	NG128	Fujitsu Services shall provide an assessment of the total cost of any changes (including changes to LAN, Hubs and counter physical structure) arising from the new branch infrastructure solution.	D	
HNG-27999	NG519	Fujitsu Services shall provide an Uninterruptible Power Supply (UPS) costed option per processor, possibly as an item separate from the processor unit itself, capable of avoiding system shutdown for short power losses (of the order of 5 seconds) and voltage dips, for nominated branches. UPS provision will not part of the baseline cost.	D	
HNG-72258	New	Fujitsu Services shall ensure that the base unit is able to operate with a separate Uninterruptible Power Supply unit (UPS)	B	Fujitsu Services
HNG-28000	NG131	Fujitsu Services shall propose for approval by PO Ltd the configuration of the luggable laptop solution for HNG. PO Ltd expects that this will generate an improvement in usability including weight and would be equivalent to HNG where possible. Consideration to be given to the following: <ul style="list-style-type: none"> 1. Weight 2. Touch Screen Capability 3. Graphical User Interface 4. Connection to and usage of Peripherals 5. Mobility 6. Footprint 7. Security 8. Printing Facilities 9. Keyboard Functionality 10. Storage 11. Consumables 12. Ease of Set Up 	B	Fujitsu Services
HNG-28001	NG132	The mobile solution shall use a combination of fixed and mobile network technology that optimizes total cost of	B	Fujitsu Services



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		providing the necessary network capability taking account of the mix of mobile working and working 'at base'.		
HNG-28002	NG133	The proposed new Horizon components should fit on the existing trolley solution in a safe and secure way (allowing use as now) without modification	B	Fujitsu Services
HNG-28003	NG134	If modification to accommodate the trolley solution is necessary, any modification shall be carried out by Fujitsu at the time of implementation.	B	Fujitsu Services
HNG-28004	NG290	The training systems shall be as mobile as possible, e.g. to allow a hotel room to be used for courses, or trainers to travel to a subpostmaster's premises.	D	
HNG-28006	NG147	Any change in consumables (e.g. due to change of printer type) shall result in no net increase in cost for the volumes defined in the Volumes section.	D	
HNG-77908	New	PO Ltd to agree closure times for out of hours terminals in branches prior to HNG rollout	B	PO Ltd



11 Operational and support services

Introduction

Operational and Support Services Requirements to support the changes to be introduced with HNG were identified at the F-CD stage, and have been further analysed and developed as the main input to this CD. The requirements analysis was approached from two directions: firstly from the defined and contractually agreed Operational and Support Service point of view; secondly from the industry standard Service Management point of view.

In addition, it is important for the management of Operational and Support Services to contribute towards the HNG objective of delivering cost and efficiency benefits. To do this, there is a need for both PO Ltd and Fujitsu to focus on areas where improvements can be made. This includes where possible the use of a shared ethos and common, tools, language and processes. In particular:

- * Managing efficient and cost effective Service Management processes with easily understood touch-points, clear handover points, clear interfaces between processes, and clearly understood data.
- * Making and measuring commitments to customer business areas by targeting and measuring business outcomes
- * Focusing on and being committed to customer service, at all levels of both organisations.
- * Focusing on outcomes and on process touch-points in dealings with Clients, Customers, Suppliers, and Partners; taking an interest in their internal processes by exception.
- * Positioning to be able to adapt to meet changing business requirements.
- * Encouraging desired behaviours:
 - * By PO Ltd
 - * By Fujitsu Services
 - * By both PO Ltd and Fujitsu Services in the delivery of end-to-end services and processes.
- * Being explicit on the “How” for selected areas.

Services in Scope.

The following Operational and Support Services are in scope for Service Management. They include some industry standard Service Management processes. All are formally documented in Service Descriptions, CCDs and Operational Level Agreements.

1. Service Management Service
 - * Service Level Management
 - * Management Information Service
 - * Problem Management
 - * Availability Management
 - * Product Support Service (licence management)
 - * Configuration Management
 - * Supplier Management
2. Capacity Management Service
3. Business Continuity
4. Operational Change
 - * Reference Data Management Service (*includes OBC Product change, AP ADC & EPOS ADC*)
 - * Operational Business Change Service (Branch)
 - * AP Change Service
 - * ICON Service
 - * Change Management
 - * Release Management
 - * Transaction Benchmarking Service
5. Operational Services
 - * Horizon Service Desk Service
 - * Systems Management Service
 - * Field Engineer Services

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- * Third Line Software Support Service
 - * Data Centre Operations Service
 - * Network Service
6. Reconciliation Service
 7. Security Management Service
 8. Message Broadcast Service
 9. Counter Training Service
 10. Hosting Service. E.g. SAP

Functional Equivalence

Operational and Support Services are assumed to be functionally equivalent to Baseline Horizon, unless specifically stated otherwise, and are described by the relevant Service Descriptions and CCDs. Acceptance Criteria will be generated for Services Functional Equivalence post contract. Some principles have been included as baseline requirements to reinforce this message.

Baseline requirements have been generated where the functional equivalent is not covered by any contractual document. Acceptance criteria have been identified where appropriate.

11.1 General Operational and Support Services Requirements**Rationale**

Operational and Support Services are assumed to be functionally equivalent to Baseline Horizon, unless specifically stated otherwise, and are described by the relevant Service Descriptions and CCDs. Functional equivalence principles have been included here as baseline requirements to reinforce this message.

It is assumed that Fujitsu Services will complete all aspects of their Service Transformation Programme to provide the baseline for HNG service. The Service Transformation Programme is a Fujitsu Services programme to implement recommendations arising from independent audits of the Horizon service.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36192	NG291	There shall be no changes to any current operational services' requirements and related processes unless required by this CD.	B	Fujitsu Services
HNG-36193	NG292	Unless required by this CD, there shall be no changes to any current service management processes and requirements.	B	Fujitsu Services
HNG-36194	NG293	There shall be no changes to current operational business change services' requirements and related processes unless required by this CD.	D	
HNG-36195	NG294	All current MI service and reporting requirements (for example; service review, banking, reconciliation, capacity, ARQs and related processes) shall continue as they are, unless specifically changed in this CD.	Con	Fujitsu Services
HNG-36197	New	Fujitsu Services shall demonstrate how the Service Management processes shall be capable of supporting segmentation, which may have different targets for each segment	R1	Fujitsu Services

11.2 Service Management Service

The following are grouped under the Service Management Service provided by Fujitsu Services for control, co-ordination, support and relationship management:

- Service Level Management
- Management Information Service *including ARQs*
- Problem Management
- Availability Management
- Product Support Service (*licence management*)
- Configuration Management
- Supplier Management

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Service Level Management maintains and gradually improves business aligned service quality through a constant cycle of agreeing, monitoring, reporting and reviewing service achievements and through instigating actions to eradicate unacceptable levels of service.

See Section 9 for principles and Service Level Targets. However, the following high level principles should be taken into account:

- * Service Level Targets (SLTs) and Operational Level Targets (OLTs) should be defined and agreed between PO Ltd and Fujitsu Services, and other involved parties in business terms for all in-scope services. These targets are used to measure and enforce delivered service.
 - * SLTs and OLTs should be defined in SLAs, OLAs and Contracts with suppliers as appropriate.
- It should be noted that the requirements for performance and availability management described elsewhere in this section and in section 9 should derive from agreed SLTs which in turn should drive the technical tooling, reporting, staffing and organisation of the Services. There should be particular focus to:
- * Encourage desired focus with appropriate Service Level Targets
 - * Define Service levels that are flexible, to be able to change with the business needs
 - * Take an end to end view of the service delivered to PO Ltd
 - * Describe how targets will be measured

There are no changed functional requirements for Service Level Management for HNG.

11.2.2 Management Information Service including ARQs**Rationale**

PO Ltd Service Management currently receives reports from PO Ltd's MI system data warehouse and additionally request ad-hoc reports directly from Fujitsu. There are central points for PO Ltd to make the requests to Fujitsu, as there are contractual limits to the number of requests PO Ltd can make for the different services.

PO Ltd's MI system is derived from a number of data feeds including the transaction stream which is carried via the Horizon to OpTIP interface. Note that this will change at S80 and become the Horizon to MI interface, but the nature of the transactions will be similar

Ad-hoc reporting is generated from Fujitsu's transaction data and functions. For example, to answer questions such as "What time did log on and off happen?"

REQT ID	F-CD Req ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36030	NG414	The PO Ltd MI system (Data Warehouse at S80) shall generate the same reports under HNG as it does now ie. the interface from Horizon to MI will remain the same	B	PRISM
HNG-36031	NG415	Fujitsu shall continue to generate standard reports, and these must have the same data content. During Migration, the Horizon and HNG data shall be amalgamated and presented and seamlessly to PO Ltd. Any ad-hoc reports whose reporting period covers migration will conform to the same requirement. The only reason for that data not being available is that it is no longer required to be captured. The only area where this may be apparent is in the Reconciliation process and any reports produced on an ad hoc basis need to take account of the changes in data sources provided for reconciliation.	Con	Fujitsu Services
HNG-36032	NG415	PO Ltd shall define the data sources which are no longer required to be reported on	Con	PO Ltd
HNG-36033	NG346	A daily report shall be provided to Post Office Service Management showing branch service availability. Report to include number, severity levels and duration of outages plus actual/suspected cause. This is intended to report the outcome of the monitoring defined by NG296 to identify individual branches that are suffering and would otherwise be lost in the 'big picture' SLA reporting. In addition there shall be a monthly	B	Fujitsu Services



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		count by branch of the number of times a branch is reported on.		
HNG-36034	NG346	PO Ltd shall provide input to the daily reporting process for Branch service availability	D	
HNG-36035	NG347	A daily report to Post Office Service Management detailing service failures in central systems / networks, those internally and externally visible, lasting an aggregate of 15 minutes or more since the last report. Report to include number and duration of outages plus actual/suspected cause. This enables more proactive service management. This is intended to report the outcome of the monitoring defined by NG299.	B	Fujitsu Services
HNG-36036	NG347	PO Ltd shall provide input to the daily reporting process.	D	
HNG-36037	NG350	Fujitsu shall provide information on the performance and availability of the end-to-end system. This will include the Fujitsu Services view of the contribution of other Post Office supplier's to end to end transactions. For performance, this means how long a given transaction spends in another supplier's domain before returning to the Fujitsu domain. For availability this means the Fujitsu Services view of the availability of other suppliers domains. There will be a mixture of predetermined reports to support Service Review and ad hoc reports. The detail of the pre-determined reports cannot be defined at this stage.	B	Fujitsu Services
HNG-36038	NG350	PO Ltd to provide input to the design of the reports for the performance of the end-to-end system and the supporting process	B	PO Ltd
HNG-36039	NG352	Data demonstrating actual transaction times shall be provided to Post Office from the live environment by branch/counter/product over predefined and agreed periods (supporting the measurement element of NG306).	B	Fujitsu Services
HNG-77881	NG352	PO Ltd will agree the data demonstrating actual transaction times (HNG-36039).	Con	
HNG-36040	NG352	PO Ltd shall input to the process, and agree the "predefined and agreed periods" for data demonstrating actual transaction times to be provided to PO Ltd from the live environment.	D	
HNG-36041	NG353	Post Office shall be provided with a view during the month of performance against SLTs. A weekly report showing performance that week and month to date, and access on an ad hoc basis (e.g. during periods of service failures to inform impact). Consideration should be given to this interim view being available "online" in much the same way as access to Powerhelp is given.	R1	Fujitsu Services

11.2.3 Problem Management

Rationale

Problem Management minimises the adverse effects on the business of Incidents and Problems caused by errors in the delivery of services, and proactively prevents the occurrence and recurrence of Incidents, Problems and errors. Problem Management is a key process in the drive to improve efficiency and reduce the costs incurred in delivering service. To achieve this:



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- * Problems and Incidents should be traceable through both the Fujitsu Services and the PO Ltd tool sets.
- * There should be single points of contact for coordination and control for Incident Management and Problem management within both Fujitsu Services and PO Ltd. For example it would be advantageous for Fujitsu Services to operate a technical and operational bridge.
- * Fujitsu Services should proactively participate in the investigation of end-to-end problems involving multiple suppliers.
- * There should be defined problem and incident management lifecycle phases.
- * There is a need to refine the Problem Management process, with defined targets
 - * For phases
 - * E2E process
 - * Defined / agreed closure criteria
 - * More efficient management
- * Problem Management should be proactive in Incident and Problem prevention, in addition to being reactive, by carrying out Trend analysis, and developing action plans
- * There should be a feedback loop from Incident Management, Problem Management and Change management into Knowledge management
- * There should be governance on prioritisation. PO Ltd want to be able to set both Incident Management and Problem Management business impact priority and severity

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36045	NG520	There shall be targets for the problem management service	D	
HNG-36046	NG520	PO Ltd to provide input to the targets discussion for problem diagnosis and resolution.	D	

- * To enable more efficient management
- * To enable business focused governance to be established on Problem severity and prioritisation.
- * To enable business focused governance to be established on Problem severity and prioritisation

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36047	New	The E2E problem management process shall be refined, with metrics/targets established, to include - but not limited to: <ul style="list-style-type: none"> •* The end-to-end process •* Agreed process phases, to include a Feedback loop into Knowledge management •* Agreed closure criteria •* Business Impact priority and Severity •* The reporting of high severity Problems to the agreed channels in PO Ltd 	R1	Fujitsu Services
HNG-77882	New	Post Office will approve the problem management process (HNG-36047)	Con	PO Ltd

- * Should be positioned as part of efforts to improve the End to End management of Problems, and as a step towards implementing a Technical & Operational Bridge between Fujitsu Services and PO Ltd.
- * To encourage improved communication between parties.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36048	New	There shall be single points of contact for coordination and control for Problem management within Fujitsu Services	R1	Fujitsu Services
HNG-36049	New	PO Ltd will establish a single point of contact for Problem Management.	R1	PO Ltd

- * Fujitsu Services - proactively participate in investigation of E2E problems involving multiple supplier

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
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	REQ ID		S	
HNG-36050	New	Fujitsu shall proactively participate and support in the investigation of End to End problems involving multiple suppliers.	R1	Fujitsu Services
HNG-73340	New	PO Ltd shall enable participation by other suppliers in the investigation of end to end problems involving multiple suppliers	R1	PO Ltd

- Be proactive in addition to reactive - Trend analysis
- Addresses desire to reduce cost and frequency of incidents

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36051	New	Incident Trend Analysis shall be carried out to identify candidates for root cause Problem analysis of high impact Incidents, including commonly occurring Incidents, provide resolution and feedback to PO Ltd. "High Impact" definitions will be agreed with PO Ltd.	R1	Fujitsu Services
HNG-77883	New	The definition of 'High Impact Incidents' will be determined by Post Office (see HNG-36051)	Con	PO Ltd

11.2.4 Availability Management

Availability Management optimises the capability of the infrastructure and supporting organisation to deliver a cost effective and sustained level of availability that enables the business to satisfy its objectives. See Section 9 for Availability Management principles and Service Level Targets. However, the following high level principles should be taken into account:

- There should be single points of contact for coordination and control for Availability Management within both Fujitsu Services and PO Ltd.
 - Availability should be measured and managed proactively in accordance with SLA targets.
- There are no changed functional requirements for HNG.

11.2.5 Product Support Service

11.2.6 (licence management)

There is a flow-through from the baseline position. There are no additional requirements stated by PO Ltd specific to this service. Requirements of the exit strategy are documented within the current contract.

11.2.7 Configuration Management

Rationale

Configuration Management provides a logical model of the Services and ICT infrastructure by identifying, controlling, maintaining and verifying the versions of all Configuration Items in existence. The scope includes at least hardware, software and network components, and their relationships, but should be agreed between PO Ltd and Fujitsu Services. The following high-level principles should be taken into account:

- There should be single points of contact for coordination and control for Configuration Management within both Fujitsu Services and PO Ltd.
- Records should be maintained of all in-scope key Configuration Items (CIs) in the end-to-end operational environment, their interrelationships, dependencies and status

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36055	New	Fujitsu shall establish and maintain a Configuration Management policy and processes with a single organisational accountability for the completeness, integrity and accuracy of the Configuration Management system.	R1	Fujitsu Services

- PO Ltd need assurance of the quality of the Configuration Management function.



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REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36056	New	Fujitsu shall develop and publish defined processes for the identification and registration of Configuration Items into a Configuration Management database, including defined quality criteria.	R1	Fujitsu Services
HNG-36057	New	PO Ltd shall support Fujitsu Services in the development of Configuration Management processes and support their operation	R1	PO Ltd
HNG-36058	New	Fujitsu Services shall define the operation of the Configuration Management processes and PO Ltd shall approve	R1	Fujitsu Services
HNG-77884	New	Post Office will approve the following: <ul style="list-style-type: none"> • Configuration Management Policy (HNG-36055) •* Identification/registration of Configured Items (HNG-36056) •* Configuration Management process (HNG-36058) 	Con	PO Ltd

- * PO Ltd need visibility and assurance of the effectiveness and quality of the Configuration Management function and the ability to identify remedial or improvement opportunities

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36059	New	A mechanism shall be established for monitoring the effectiveness of the Configuration Management processes, including <ul style="list-style-type: none"> •* Registration and maintenance of Configuration Items •* Changes to Configuration as a result of development and maintenance activity •* Systematic audit to assure completeness (within defined scope), integrity and accuracy •* Performance of the Configuration Management function against operational targets •* Non conformance to process and standards 	R1	Fujitsu Services
HNG-36060	New	The Configuration Management service shall support other support and delivery functions in the impact analysis of proposed and planned change, configuration updates. In any case, Fujitsu Services will make information available in order to enable the impact of changes and service failures to be fully assessed and to aid decision making.	R1	Fujitsu Services
HNG-77885	New	PO Ltd will review its Change Management Process to incorporate the Fujitsu configuration impact assessment as part of it (see HNG-36060).	Con	PO Ltd
HNG-36061	NG295	Configuration management shall enable Post Office and Fujitsu Services to know the location of configurable items within the Horizon Service Domain, what they are connected to, dependent upon, and which software release they are running on. The scope of configurable items will be agreed between Fujitsu Services and Post Office. If the data is readily interpretable, direct Post Office access is the preferred solution.	D	



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		In any case, Fujitsu Services will make the information available in order to enable the impact of changes and service failures to be fully assessed and to aid decision making.		
HNG-36062	New	Fujitsu Services shall define the scope and processes for sharing the Configuration Management data and this to be agreed by PO Ltd	R1	Fujitsu Services
HNG-36063	NG523	The system shall indicate the current configured status of the system to enable the branch end User to identify, possibly with expert assistance such as from a Service Desk, that any branch end User may perceive by inspection the software version that the system is running on. Fujitsu Services shall propose how this information shall be presented in such a way as makes sense to the user community.	B	Fujitsu Services
HNG-77886	New	PO Ltd will review the NBSC Knowledge Base (see HNG-36063).	Con	PO Ltd
HNG-36064	NG523	PO Ltd to train NBSC staff to assist a branch end User to identify the software version that the system is running on.	B	PO Ltd

11.2.8 Supplier Management

Rationale

Supplier Management actively and pro-actively manages suppliers and service providers to ensure the provision of end-to-end seamless quality services to clients and customers. To achieve this, Fujitsu Services should set and measure against expectations for their suppliers, ensuring PO Ltd gets value for money in the agreed services, and that end-to-end service targets are met.

Fujitsu Services should ensure all parties including 3rd parties are all working together for the benefit of PO Ltd and meeting PO Ltd's business needs/drivers.

In summary, PO Ltd expects Fujitsu Services to pro-actively manage sub-contractors contributing to the end-to-end contracted services in scope.

- * PO Ltd needs to have visibility of sub-contractor performance where there is significant risk to the performance or viability of the Service

REQT ID	F-CD REQ ID	REQUIREMENT	STATU S	SUPPLIER
HNG-36066	New	Fujitsu Services shall pro-actively manage sub-contractors contributing to the end-to-end contracted services in scope.	R1	Fujitsu Services
HNG-36067	New	Fujitsu Services shall supply the list of suppliers and sub-contractors and PO Ltd will define which are in scope for pro-actively managing	R1	Fujitsu Services
HNG-77887	New	PO Ltd will approve pre-contract the Fujitsu Services suppliers and subcontractors to be managed pro-actively (see HNG-36067).	Con	PO Ltd
HNG-36068	New	Fujitsu Services shall provide reports to PO Ltd on Key Performance Indicators including SLAs as defined by PO Ltd from time to time, against the performance of its key suppliers and sub-contractors. This is expected to be on an exception basis, and subject to commercial confidences. The position on commercial confidence for each supplier shall be agreed between Fujitsu Services and PO Ltd	R1	Fujitsu Services
HNG-36070	New	Fujitsu shall develop and publish processes for the management of their HNG key suppliers and sub-	R1	Fujitsu Services



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		contractors including: <ul style="list-style-type: none"> •* Review and assessment of service packs/upgrades •* Upgrade strategy and exit strategy for key components (hardware and software) •* Supplier performance management •* Supplier capacity management •* Supplier risk assessments OLA performance measure framework shall be agreed for these processes		
HNG-77888	New	PO Ltd will agree and sign-off the supplier management framework (see HNG-36070)	Con	PO Ltd
HNG-36071	New	PO Ltd to participate in Fujitsu Services' governance reviews involving Fujitsu Services' suppliers and sub-contactors as appropriate..	R1	PO Ltd

11.3 Capacity Management Service

Rationale

Capacity Management understands the ICT infrastructure, Systems and Services involved in HNG operation (the current service delivery. It also takes future business requirements into account in ensuring there is sufficient current and future capacity and performance to cost effectively meet business requirements. To achieve this:

- * There should be single points of contact for coordination and control for Capacity Management within both Fujitsu Services and PO Ltd.
- * Capacity should be managed proactively across all platforms and services where relevant to support current and future business.
- * As a principle, Fujitsu Services should optimise the life of equipment by ensuring its capacity is matched to its operational demands.

See Section 9 for Capacity Management non-functional requirements for principles and Service Level Targets.

- * Within an online service environment timely and accurate capacity monitoring, forecasting, and management is critical and must be formally established and managed rather than ad-hoc.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36072	New	Fujitsu shall provide a formally established Capacity Management service with defined terms of reference, scope, resourcing and processes and accountabilities.	R1	Fujitsu Services
HNG-77889	New	PO Ltd will agree and sign-off the Capacity Management terms of reference, scope, resourcing and processes and accountabilities (see HNG-36072).	Con	PO Ltd

- * Active monitoring and management of Capacity is a key input into Incident Management and proactive service management.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36074	New	Fujitsu shall develop and maintain a capacity plan for the service(s) which shall include defined targets, key thresholds, and predefined triggers for capacity issues as incidents for formal management and escalation.	R1	Fujitsu Services
HNG-77890	New	PO Ltd will agree and sign-off the Capacity Management plan (see HNG-36074).	Con	PO Ltd
HNG-36075	New	PO Ltd will provide timely business capacity requirements and demand forecasts for HNG services to Fujitsu Services.	R1	PO Ltd



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- * Capacity Impact assessment of change is critical in maintaining and pro-actively managing service performance. Currently we share capacity forecast by product but there is no visibility of the headroom which would aid the decision making process

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36076	New	The Capacity Management Service shall perform impact assessments of proposed and planned changes to the service	B	Fujitsu Services
HNG-36077	New	PO Ltd shall ensure Fujitsu get visibility of changes that may impact Capacity.	B	PO Ltd
HNG-36078	New	The Capacity Management Service shall monitor the actual capacity and performance of the service against forecasts and identify trends.	B	Fujitsu Services
HNG-36079	New	Fujitsu shall provide periodic data on the performance of the Capacity Management Service	R1	Fujitsu Services
HNG-36080	New	Fujitsu Services shall propose the key performance metrics for the Capacity management function for PO Ltd agreement	R1	Fujitsu Services
HNG-77891	New	PO Ltd will work with Fujitsu Services to agree and document the process for communicating Capacity Management information from Fujitsu Services to PO Ltd: <ul style="list-style-type: none"> • Impact assessments of proposed or planned changes (HNG-36076) • Actual capacity against forecast (HNG-36078) • Performance of the Capacity Management Service (HNG-36079) KPMs for Capacity Management Service (HNG-36080)		

- * NG318 should be read in conjunction with NG514 from section 9.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36081	NG318	The Capacity Management service shall be expanded to cover call centre and engineer service capacity and will include equipment usage, engineer visits, and geographic impacts.	Con	Fujitsu Services
HNG-36082	NG318	PO Ltd shall agree and sign off a revised PA/PER/033	Con	PO Ltd

11.4 Business Continuity

Rationale:

The Business Continuity service supports the overall PO Ltd Business Continuity Management process by minimising the possibility of a break in Service Continuity. If there is a break in Service Continuity, the Business Continuity service ensures that the required ICT technical infrastructure and services can be recovered within required and agreed time-scales. To achieve this, Fujitsu Services should:

- * Work with PO Ltd to define Service Continuity plans to support the PO Ltd priorities and Business Continuity Plans
- * Define and test Service Continuity plans in accordance with SLA and OLA targets for all agreed services.
- * Support the Business Continuity, Service Continuity, or Disaster Recovery testing of other suppliers to PO Ltd.

It is important to plan how the business and the services should react to reduced resources. For example, if a primary network failure occurs there will be an impact greater than can be accommodated by the backup network. This should be addressed by the business deciding and segmenting which products and branches



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should be supported on a restricted basis while resources are limited. In support of this, Fujitsu should implement a managed service to control system access, with defined rules, processes and procedures.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36083	New	Fujitsu shall propose rules, processes and procedures developed to restrict system access to a defined set of branches in the event of restricted capacity	Con	Fujitsu Services
HNG-77892	New	PO Ltd will determine the process for establishing and updating the set of branches granted service in the event of restricted access, and the mechanism for communicating this information to Fujitsu Services (see HNG-36083). This may include impacts on reference data and segmentation.	Con	PO Ltd
HNG-36084	New	PO Ltd shall agree and define the set of rules, processes and procedures used to control branch access to the network in the event of restricted capacity.	Con	PO Ltd
HNG-36086	NG321	Fujitsu and Post Office will review the Architecture and Design of the solution, to assess the Business Continuity aspects to enable new or changed requirements to be specified, if applicable prior to the contract being signed. Post contract, the Service Review and Resilience Catalogue (SRRCs) will be updated to reflect the new architecture with a map of the architecture to support them.	B	Fujitsu Services
HNG-36087	NG321	PO Ltd will carry out the Business Continuity review and assessment with Fujitsu, will ensure the Business Continuity plans meet business requirements; and will work with Fujitsu to input the business impacts into the SRRC..	B	PO Ltd
HNG-36088	NG321	PO Ltd will set appropriate Business Continuity related targets	B	PO Ltd
HNG-36089	NG322	The Business Continuity Framework shall be modified to reflect the HNG changes, and the move to shared Fujitsu Services data centres	B	Fujitsu Services
HNG-36090	NG323	All Business Continuity plans shall provide the same or improved protection compared with what is currently provided.	Con	Fujitsu Services
HNG-77893	New	PO Ltd will review and approve any revised Business Continuity plans produced by Fujitsu Services (see HNG-36090).	Con	PO Ltd
HNG-36091	NG324	Each plan shall be tested twice per financial year and at least one test per key component shall be a live operational test as agreed within the Business Continuity Framework (BCF). (Included within reference to BCF in NG321/NG322.)	B	Fujitsu Services
HNG-36092	NG324	PO Ltd to define the overall Business Continuity test schedule	B	PO Ltd
HNG-72252	New	Fujitsu shall support co-operate with the Disaster Recovery / Service Continuity testing of other suppliers to PO Ltd. Fujitsu shall ensure that their test approach and plans align with all non-Fujitsu interfaces.	R1	Fujitsu Services
HNG-72253	New	PO Ltd shall provide details of other PO Ltd Suppliers' Disaster Recovery / Service Continuity recovery plans and test schedules as appropriate. PO Ltd shall co-ordinate and own the resolution of any disputes	R1	PO Ltd



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HNG-36093	NG324	PO Ltd to provide appropriate support during execution of Business Continuity tests	B	PO Ltd
HNG-36094	NG326	Failures in the HNG system and service, leading to a Major Incident, shall be managed and reported to Post Office using defined communication channels.	B	Fujitsu Services
HNG-36095	NG326	Fujitsu Services shall propose and PO Ltd shall agree to the communication channels	B	Fujitsu Services

11.5 Change Management

The following Services are grouped under Change Management:

Predefined Changes

Reference Data Management Service (includes OBC Product change, AP-ADC & EPOS ADC)

Operational Business Change Service (Branch)

AP Change Service

ICON Service

Operational Changes:

Defined as any change originated by and performed by any supplier or partner, which is not intended to affect the contractual boundary with PO Ltd. There is no additional cost to PO Ltd. Examples of these are:

Changes which affect individual Configuration Items, for example scheduling of power-downs

Scheduling of DR or BC tests.

These changes are in scope. The process involved is the Operational Change Process.

Contractual Changes

Contractual Changes are outside the scope of this CD.

Rationale

Change Management ensures that standardised methods and procedures are used for efficient and prompt handling of all Changes, in order to minimise the impact of any related Incidents upon service. To achieve this:

- There should be single points of contact for coordination and control for Change Management for the various change services within both Fujitsu Services and PO Ltd.
- The implementation of changes should be planned on all in-scope services in a controlled manner, assessing impact and risk, to minimise disruption to live service.
- There should be simple change processes and process requirements that are easily understood by those who utilise them, but who may not understand the Change process structure. This is because the different change processes all have different lead times and can be confusing to those who initiate them

11.6 General

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36096	NG327	Fujitsu shall work with PO Ltd to simplify and standardise the pre-defined Change processes including Branch, APS, EPOS, online and other appropriate processes and systems.	B	Fujitsu Services
HNG-77894	New	PO Ltd will contribute to and approve the revised Change processes, and communicate the revised process to the Business (HNG-36096).	Con	PO Ltd
HNG-36097	NG327	PO Ltd to work with Fujitsu Services in process simplification of the change processes including Branch, APS, EPOS, online and other appropriate processes and systems.	B	PO Ltd
HNG-36098	NG569	Fujitsu Services shall describe the revised tools and processes for deployment of change within HNG.	Con	Fujitsu Services
HNG-77895	New	PO Ltd to assess the impact of revised service management tools and processes (HNG-36098).	Con	PO Ltd

**11.6.1 Reference Data Management Service (includes OBC Product change, AP ADC & EPOS ADC)****Rationale**

OBC Product lead times are comprised of a POL element for checking and preparing reference data elements, verification and authorisation, as well as the Fujitsu elements of entering into the RDMC, generating Type C Reference Data (for new products) and releasing to live. They could be implemented faster if POL is willing to take the risk of pre-authorising changes.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36099	NG522	Fujitsu Services shall provide equivalent capability to the existing Reference Data management processes, such that distribution, activation, business enablement and regression activities are known and controlled by Post Office, by branch and for the whole estate.	B	Fujitsu Services

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36101	NG333	For each type of pre-defined change there shall be a standard lead time. Fujitsu shall also provide fast track lead times, to cater for the critical activities only, which shall have the risks pre-identified. Ideally the lead times for all pre-defined change types would be the same, so they are easily understood by all areas within PO Ltd. This would enable PO Ltd to weigh up the risks against the business benefit of releasing the change to shortened timescales and utilise when appropriate.	Con	Fujitsu Services
HNG-77896	New	PO Ltd to assess the impact of standard lead times for reference data change, and agree business rules associated with deploying the various types of change (see HNG-36101).	Con	PO Ltd
HNG-36102	NG333	PO Ltd to contribute to the standard risk assessments.	D	
HNG-36103	NG328	Fujitsu shall reduce the lead-time for pre-defined changes within AP Change and OBC Product Services, for new product introduction and product change. .	Con	Fujitsu Services
HNG-36104	NG328	PO Ltd will contribute to processes relating to, approve and communicate to the Business any revisions to AP Change and OBC Product Services for new product introduction and product change (see HNG-36103).	Con	PO Ltd
HNG-36105	NG328	PO Ltd to work with Fujitsu to identify and implement improvements to the end-to-end processes for OBC	Con	PO Ltd

11.6.2 Operational Business Change Service (Branch)**Rationale**

The current OBC branch change process can break down because sub-contractors sometimes fail to deliver on time. A specific matter to address concerns service provision by BT needed when a new branch opens. There is an OLA dealing with new branches and with some operational targets - but with an exception in the event that BT does not perform. In that case, there is in effect no service level at all, leaving situations that can be highly disruptive and PO Ltd with no leverage of any sort. Such exceptions should be removed where possible from OLAs and SLAs.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-	NG335	Lead times for openings, relocations and conversions, including	Con	Fujitsu

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36116		changes to the number of counters in a branch, shall be reduced. With the move to a centralised solution, the timescales for branch configuration change shall be improved.		Services
HNG-36117	NG335	To input to, and agree, RDMC/DRS AIS changes to support estate management.	D	
HNG-36118	NG567	Fujitsu Services shall identify potential failure points and their mitigation options in the OBC change process. Ref: HNG-36066	Con	Fujitsu Services
HNG-36119	NG567	PO Ltd to input to the Fujitsu Services activity	D	
HNG-36120	NG336	There shall be no undue architecture constraints preventing urgent OBC Branch change at short notice, of at least one working day. In Baseline Horizon, Fujitsu's OCMS has parameters that preclude short notice changes (including changes to changes), e.g. change of go-live date (e.g. bringing the date forward).	Con	Fujitsu Services
HNG-36121	NG336	To input to, and agree, RDMC/DRS AIS changes to support estate management.	D	
HNG-36123	NG338	To input to, and agree, RDMC/DRS AIS changes to support estate management.	D	
HNG-77897	New	PO Ltd will contribute to processes relating to, approve and communicate the following to the Business <ul style="list-style-type: none"> • Revised lead times for openings, relocations and conversions (HNG-36116) • mitigation of failures in the OBC change process (HNG-36118) • removal of undue architecture constraints preventing urgent OBC Branch change at short notice (HNG-36120) 	Con	PO Ltd

11.6.3 AP Change Service

Please refer to NG327 and NG569 in section 11.5.1, and to NG328 in section 11.5.2.

11.6.4 ICON Service

This is not being carried forward in the same format. Until the user interface has been agreed between PO Ltd and Fujitsu Services, the nature of the Service cannot be defined.
Please see NG334 in section 11.7

11.7 Release Management**Rationale**

Release Management manages the controlled implementation of bundled hardware and/or software and/or network changes and associated data. To achieve this:

- * There should be single points of contact for coordination and control for Release Management within both Fujitsu Services and PO Ltd.
- * Related hardware and/or software and/or network changes and associated data should be "bundled" into release packages, each controlled by a request for change.
- * Changes should be delivered with minimal user intervention, training and support to maximise 'sale time' for branch staff

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-	New	Fujitsu shall develop and publish a documented process for the	R1	Fujitsu



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36126		update of Configuration Items related to a release (in line with Configuration Management scope standards and quality controls)		Services
HNG-36127	New	PO Ltd to review and sign-off the processes	D	
HNG-36128	New	Fujitsu shall maintain master copies of all developed software and other products within a Definitive Software Library each component of which shall have a corresponding Configuration Item.	R1	Fujitsu Services
HNG-36129	New	PO Ltd to review and sign-off the processes	D	
HNG-36130	New	Fujitsu shall develop and publish a documented process for the updating of Known Error Logs, relating these to Configuration Items within a given release and sharing them with PO Ltd	R1	Fujitsu Services
HNG-36131	New	PO Ltd to review and sign-off the processes	D	
HNG-36132	NG150	HNG shall provide soft launch, limited roll out and selective trial capability for all new and changed products and services. This implies dual running as is common practice in Baseline Horizon and in addition the removal of the Baseline Horizon constraint that certain changes cannot be implemented until all Branches are at the new software baseline.	B	Fujitsu Services
HNG-36133	NG521	Fujitsu Services shall provide equivalent capability to the existing software delivery management processes such that distribution, activation, business enablement and regression activities are known and controlled by Post Office, by branch and for the whole estate..	B	Fujitsu Services
HNG-36134	NG351	Details shall be provided to Post Office of changes applied / planned in relation to software distribution and release management. Summary details are needed concerning all changes (including fixes and maintenance) implemented by Fujitsu Services. This requirement applies to changes of all sizes.	B	Fujitsu Services
HNG-36135	NG351	PO Ltd to input to the scope	D	
HNG-77898	New	PO Ltd will work with Fujitsu Services to agree and document the process for communicating information from Fujitsu Services to PO Ltd, covering changes applied / planned in relation to software distribution and release management (HNG-36134).	Con	PO Ltd

•• Currently Icons with new Artwork are delivered at the next available software release. PO Ltd does not want this delay

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36136	NG334	No business functionality shall be delayed from being available at counters due to the unavailability of artwork for an icon. Once artwork is available for an icon it shall be delivered to counters through standard services.	Con	Fujitsu Services
HNG-36137	NG334	Fujitsu Services to develop changes to the Icon and Artwork process and PO Ltd to agree these processes	Con	Fujitsu Services
HNG-77899	New	Post Office will agree and sign-off the following processes: <ul style="list-style-type: none"> Update of Configuration Items related to a new Release 	Con	PO Ltd



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		(HNG-36126) <ul style="list-style-type: none"> Maintenance of the Definitive Software Library (HNG-36128) Update of Known Error Logs (HNG-36130) Software delivery management (HNG-36133) Icon and Artwork process ((HNG-36137) 		
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11.8 Transaction Benchmarking Service

Rationale

All requirements are equally applicable to System and Video benchmarking, with the exception of NG305 and NG306 which are only applicable to System benchmarking.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36139	NG301	The requirements for Transaction Benchmarking applicable at the Relevant Release shall apply to the Acceptance of Release 1 of HNG and subsequent releases. However the transactions that are included will reflect the transaction mix performed in live operations and cover all Horizon functions.	B	Fujitsu Services
HNG-36140	NG301	PO Ltd will identify the transactions to be benchmarked, or the process for identifying them.	B	PO Ltd
HNG-36141	NG058	Fujitsu Services shall continue to benchmark transaction times using the process as agreed with PO Ltd and documented in the Benchmarking CCD, which currently includes video benchmarking.	B	Fujitsu Services
HNG-36142	NG416	HNG shall provide transaction benchmarking using measurements by the system, subject to positive business case compared with video benchmarking and Fujitsu delivering the evidence to support the move to system measurement.	B	Fujitsu Services
HNG-36143	NG416	PO Ltd to review Business case and make a decision on the preferred solution	D	
HNG-36144	NG304	The set of Transaction Types used for transaction time benchmarking shall be changeable on request by Post Office, for example to ensure they represent the most significant contribution to PO Ltd business.	B	Fujitsu Services
HNG-77900	New	PO Ltd will approve any updates to the Benchmarking CCD (see HNG-36144).	Con	PO Ltd
HNG-36145	NG304	PO Ltd to input to updated Service Description document CS/SER/010	B	PO Ltd
HNG-36146	NG305	Fujitsu Services shall measure and record actual transaction times over defined periods in the live environment by branch/counter/product, and shall highlight possible service issues if service times are degraded by predetermined amounts.	B	Fujitsu Services
HNG-36147	NG305	PO Ltd to specify detailed requirements for transaction time measurement	B	PO Ltd
HNG-36148	NG306	Times shall be measured for (a) the total start-to-finish time of each measured transaction, thus covering both the manual and automated elements, and (b) the total system time, with any manual elements of transactions eliminated.	B	Fujitsu Services
HNG-	New	PO Ltd will review the results of benchmarking and determine	Con	PO Ltd

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77901		relevant actions (see HNG-36146, HNG-36148).		
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11.9 Operational Services

The following Services are grouped under Operational Services:

- Horizon Service Desk Service
- Systems Management Service
- Field Engineer Services
- Third Line Software Support Service
- Data Centre Operations Service,
- Network Service

11.9.1 Horizon Service Desk Service

Rationale

Incident Management restores normal service operation as quickly as possible with minimum disruption to the business, thus ensuring that the best achievable levels of availability and service are maintained. Incident Management should support the overall HNG design objective to increase 'sales time' within the branch by reducing the need for branch staff to spend time on support activities. To achieve this:

- * The Service Desk should act as the central point of contact between a User and Service Management. It is the function responsible for Incident Management.
- * The intent is that the majority of Incidents will be resolved during the first call. Where this is not possible the relevant information will be captured in the first call and transferred when escalated to the next tier of support.
- * Postmasters should be able to contact the Service Desk within agreed hours with minimum delay (waiting), with the call resolved speedily on the first call (resolution).
- * The Service Desk should provide a clear point of contact for all incidents.
- * The Service Desk should provide seamless integration with the next level of support.
- * The Service Desk should prioritise and manage escalation, resolution and feedback for each incident rigorously according to Service Level Agreements.
- * All calls should be logged and categorised
- * Business impact focused severity levels should be developed and agreed during HNG solution design. The definitions should be capable of being varied over time as the business evolves.
- * The Service Desk and other Incident Management participants should contribute to Fujitsu Services and PO Ltd Continuous Improvement programmes.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36149	New	When an Incident cannot be resolved in the first call and has to be escalated to another Resolver Group for resolution, then the Service Desk will pro-actively manage the Resolver Group to ensure targets are met. This process shall be documented and visible to PO Ltd.	R1	Fujitsu Services

- * This particularly applies to Incidents with a wide impact. This enables expectations to be set for both the individual branches and individual customers to minimise the loss of sales. Some mechanisms already exist as baseline. Such information enables pre-emption of calls from branches, with consequent reduction in calls to the Service Desk.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36150	New	There shall be mechanisms for communicating the impact of a wide-scale Incident to the affected Branches, to effectively manage user expectations when incidents cannot be resolved and which result in HNG downtime, and to communicate Incident closure information.	R1	Fujitsu Services

- * PO Ltd needs to be able to monitor the effectiveness of the Incident Management function and identify remedial and service improvement opportunities



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REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36151	New	Fujitsu shall provide Incident Management performance data using agreed Management Information, which should include quality of severity and impact assessments, escalation and communication (where appropriate) within defined times as referenced in Appendix E	R1	Fujitsu Services

- * The quality of information flow from Incident Management is critical in supporting Problem Management and feedback into improved Incident Management and Service performance.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36152	New	Fujitsu Services shall capture Incident Management data of sufficient quality to support subsequent problem management activities and to allow subsequent remedial action and ongoing trend analysis. In the context of this requirement, "sufficient quality" has the core characteristic that an incident record contains enough data, and in a narrative format, to allow a subsequent reader of the Incident record to establish the background to it - the events leading up to and the detail concerning the incident itself. The record shall be self-supporting.	R1	Fujitsu Services

- * Provide support and capability to respond rapidly to incidents, and resolve quickly where possible.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36153	New	The Incident Management service shall have access to and make use of appropriate Configuration, Known Error and Incident data to support the quality of assessment and resolution.	R1	Fujitsu Services

- * To ensure the E2E Incident Management process sets the correct context for refining the E2E Problem Management process.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36154	New	The E2E Incident Management process shall be refined, with metrics/targets established, shall include but not limited to: <ul style="list-style-type: none"> •* The end-to-end process •* Agreed process phases, to include a Feedback loop into Knowledge management •* Agreed closure criteria •* Business Impact priority and Severity •* The reporting of high severity incidents by the Horizon Service Desk to the agreed channels in PO Ltd 	R1	Fujitsu Services
HNG-36155	NG298	Fujitsu Services shall enable PO Ltd to be able to designate and change the set of VIP Branches at short notice - exceptionally this could be at 30 minutes notice	B	Fujitsu Services
HNG-36156	NG298	PO Ltd to maintain and update the document listing VIP branches. PO Ltd will define designated branches & keep them up to date	B	PO Ltd
HNG-36157	NG312	When an incident cannot be resolved in the initial call, Branches shall be given an expected target fix date & time. If the	B	Fujitsu Services



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		expected target fix time cannot be achieved, the Branch will be contacted prior to expiry of the target time to update them and reset their expectations. This manages Branch expectations and enables them to advise customers appropriately. This should lead to a consequential reduction in progress chasing calls to Horizon Service Desk or the NBSC.		
HNG-36158	NG520	For incidents which are raised by users, there shall be targets for initial diagnosis, severity and impact assessment and resolution at first contact	Con	Fujitsu Services
HNG-36159	NG520	For incidents which are raised by nominated key suppliers or key sub-contractors or arise within the Fujitsu Services domain, there shall be targets for initial diagnosis, severity, impact assessment and appropriate escalation internally/externally.	Con	Fujitsu Services
HNG-36160	NG520	PO Ltd to provide input to the targets discussion for Incident diagnosis and resolution.	Con	PO Ltd
HNG-36161	NG520	PO Ltd to work with Fujitsu Services and PO Ltd's suppliers to develop targets for initial incident diagnosis, severity, impact assessment and appropriate escalation.	Con	PO Ltd
HNG-77902	New	Post Office will review and approve the following processes: <ul style="list-style-type: none"> • Resolver Group management (HNG-36149) • Communication of impact of major incidents to affected branches (HNG-36150) • Communication of Incident Management Performance data (HNG-36151) • Data capture in support of Incident Management (HNG-36152) • Incident Management (HNG-36154) • Short notice change to VIP Branches (HNG-36155) • Resolution of Incident not fixed on first call (HNG-36157) • Target times for fixing user-raised incidents (HNG-36158) Target times for fixing incidents raised by suppliers to Fujitsu Services (HNG-36159)	Con	PO Ltd

11.9.2 Systems Management Service

Rationale

The Systems Management Service ensures that Services and Systems are operated and maintained in line with the requirements of the business.

It should be noted that the requirements for performance and availability management described in this section and in section 9 should derive from agreed SLTs which in turn should drive the technical tooling, reporting, staffing and organisation of the Systems Management Service. There should be particular focus to encourage focus with appropriate Service Level Targets.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36165	New	Fujitsu Services shall provide and operate Systems Management mechanisms for HNG with single functional accountability, to: <ul style="list-style-type: none"> • Monitor live service status (driven by the SLT agreed measurement framework) • Detect faults, failures, abnormalities and trends 	R1	Fujitsu Services



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		<p>which breach, or threaten to breach, service targets</p> <ul style="list-style-type: none"> • Alert on key measures, and automatically raise Incidents where appropriate, and notify the user community as appropriate • Know how "Events" will be reacted to, and be pro-active • Direct corrective action, escalation and communication • Interface with Incident/Problem Management and Operations Management functions • Enable pro-active Incident analysis, via Problem Management • Understand the solution well enough to predict the Service impact of a failure, to enable PO Ltd to understand the resulting Business impact • Interface with Post Office and its suppliers, to ensure that there is a consistent view of the performance of Fujitsu Services delivery of the Service 		
HNG-36166	New	PO Ltd will ensure there are operational interfaces with the Fujitsu Services Systems Management mechanisms	R1	PO Ltd

- * Provides pro-active alerting rather than just reactive, to enable a more effective management of the operation.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36167	NG309	The system shall have the ability to monitor its own performance by self diagnosis and an alert facility shall be provided to trigger when it exceeds set failure parameters.	Con	Fujitsu Services
HNG-36168	NG309	PO Ltd will work with Fujitsu Services to develop the alert process interface between the two companies.	Con	PO Ltd
HNG-36169	NG345	Potential Major Business Continuity Incidents shall be reported promptly to the Post Office as soon as the failure is detected. MI /Reports on real impact of service failures to be available to PO Ltd based on live system monitoring outside of standard timescales for small scale failures. PO Ltd with Fujitsu Services, will be able to directly involve their respective 3rd party suppliers when applicable to resolve these type of incidents, within contractual constraints.	B	Fujitsu Services
HNG-36170	NG345	PO Ltd to work with Fujitsu Services to review and update existing process documentation for Major Business Continuity Incidents	B	PO Ltd

- * It was highlighted during a recent Fujitsu Services alert that at the moment Service Management have no real time idea of which branches/counter positions are connected and able to trade at any point in time
- * Government SLAs state that we have percentage targets for the number of branches being able to trade at any point in time
- * Because of the communications network design, a branch equates to the number of terminals connected to it - so if a branch is out then it is assumed all their terminals are inoperable
- * Information is currently dependant on it being reported by the Branch but this is often made available too late for any action to be taken



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- * This information should be made available to PO Ltd Service management for the following reasons/business benefits:
 - * Satisfying government SLAs
 - * Minimise the impact on the support services that cannot staff to meet major blips by proactively managing the periods of unavailability
 - * Responding dynamically to customer queries - e.g., where is the nearest open office?
 - * Understanding the scale of the problem e.g., is an inability to trade a minor or major blip and do contingency plans have to be invoked?

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36171	NG296	The system shall record the connectivity of terminals within branches and the network connectivity of branches to the Branch Telecom Network such that efficient fault diagnosis and pro-active user management can be achieved, including recording those terminals and branches that are affected by common mode failures, e.g. branch router and BAS failures.	Con	Fujitsu Services
HNG-36172	NG296	The system shall have the ability to state which branches and terminals within branches are able to trade at any given point in time	Con	Fujitsu Services
HNG-36173	NG296	Terminals which are not in use but whose connections are "working/available" should be identified separately so that these can be separated from terminals which are not connected because of an incident or problem (i.e. this identifies those which are not in use as opposed to those that cannot be used)	Con	Fujitsu Services
HNG-36174	NG296	The system shall produce summary reports (media to be determined) to be made available to PO Ltd stating the monitoring position at a given point in time	Con	Fujitsu Services
HNG-36175	NG299	Fujitsu Services shall perform live monitoring of the central systems / networks such that they are able to state at any time which system / networks are operating to specification and within defined thresholds	B	Fujitsu Services
HNG-36176	NG299	PO Ltd will work with Fujitsu Services to identify unusual alerts	D	
HNG-36177	NG297	The service monitoring facilities shall be able to generate alerts for designated branches (e.g. VIP/flagship branches), and communicate these alerts to Post Office. The alerts are generated by deviation from normal operational status (as defined in NG296). The communications mechanism is to be defined; currently it comprises a telephone call from the Fujitsu Services Duty Manager.	B	Fujitsu Services
HNG-36178	NG297	PO Ltd will work with Fujitsu Services to agree and document the process for communicating information from Fujitsu Services to PO Ltd Service Management, covering: <ul style="list-style-type: none"> • Branch terminal connectivity (HNG-36171) • Branch and terminal availability (HNG-36172) • Unused terminals (HNG-36173) • Monitoring position (HNG-36174) • Systems/networks performance (HNG-36175) • Branch service availability (HNG-36033) • Central system service failures > 15 mins (HNG-36035) • End to end performance and availability (HNG-36037) 	Con	PO Ltd



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		<ul style="list-style-type: none"> • Weekly and ad hoc SLT reports (HNG-36041) • Key Performance Indicators reporting of key suppliers and sub-contractors (HNG-36068) •* Alerts for specific branches (HNG-36177). 		
HNG-36179	NG300	The service monitoring facilities shall be able to generate alerts for central system/network failures or abnormalities based on parameters jointly predefined and agreed. These shall be notified to PO Ltd by appropriate alert interfaces. This is to enable proactive service management and assist in Service Desk call management by identifying whether services are moving to amber/red, i.e. abnormal service patterns. The monitoring referenced here relates to performance/availability.	B	Fujitsu Services
HNG-36180	NG300	PO Ltd will work with Fujitsu Services to develop the alert process interface between the two companies for communicating service monitoring alerts..	B	PO Ltd

11.9.3 Field Engineer Services

The baseline contractual service is required. There are no additional requirements specific to this service for HNG, however there is an expectation that support costs and downtime will be reduced for HNG

11.9.4 Third Line Software Support Service

The baseline contractual service is required. There are no additional requirements specific to this service for HNG

11.9.5 Data Centre Operations Service

Including the Network, which is not separately defined as a Service; but is a recurring cost.
The baseline contractual service is required. There are no additional requirements specific to this service
See section 13.6

11.10 Reconciliation Service

The baseline contractual service is required. There are no additional Service Management requirements specific to this service for HNG. Refer to Section 6.8

11.11 Security Management Service

Please refer to section 14.

11.12 Message Broadcast Service

Rationale

NG 313 permits the Post Office to release messages out to branches in the shortest possible time because it eliminates the need for manual intervention between Post Office and Fujitsu
NG418 will reduce the time spent in branches reading time-expired messages

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-36181	NG315	The character set used in messages shall consist of the currently available character set with the addition of, at the minimum of: pound sterling character {£}, single quote {'}, double quotes {"}, bullet points, colon {:}, brackets {}, greater than {>}, smaller than {<}, and the euro {€}. Additionally the restriction on the use of italics, underlining and bold type shall be lifted.	Con	Fujitsu Services
HNG-36182	NG313	HNG shall enable Post Office authorised personnel to input broadcast messages directly, both off-site and from within a	R1	Fujitsu Services



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		Post Office corporate location that meets PO Ltd and Fujitsu Services' security standards and audit requirements. Fujitsu Services shall specify the maximum number of corporate locations and PO Ltd will define appropriate locations where access to the system is required. Access is required 24*7, excluding agreed maintenance periods		
HNG-36183	NG313	PO Ltd to setup process for authorised personnel to input broadcast messages	R1	PO Ltd
HNG-36184	NG313	PO Ltd need to understand the Post Office security implications of message broadcasts and incorporate them into procedures	R1	PO Ltd
HNG-36185	NG418	The minimum retention period of messages shall be changed to one day from the current retention period of 10 days.	R1	Fujitsu Services
HNG-36186	NG418	PO Ltd to update message broadcast input form or its replacement form	R1	PO Ltd

11.13 Counter Training Service

Please refer to **Section 6.6**

11.14 Hosting Service. i.e SAP

The baseline contractual service is required. There are no additional Service Management requirements specific to this service for HNG.



12 Migration

12.1 Introduction

Migration requirements to support the introduction of Horizon Next Generation were identified at the F-CD stage, under the heading of Implementation and Migration, and have been refined for incorporation with this CD.

This section of the document covers the period during which a hybrid service infrastructure comprising parts of Horizon and Horizon Next Generation is utilised to deliver products and services to:

- * Customers at post office branches;
- * PO Ltd's clients; or
- * PO Ltd's back-end systems.

Current plans are that this migration period will as a minimum extend from the start of a pilot in October 2006, to the completion of branch roll out in March 2008, although there will be Data Centre establishment and decommissioning activities prior to and beyond these dates.

Migration from a complete Horizon service infrastructure to a complete HNG service infrastructure will be achieved through a series of discrete activities aligned mainly, although not necessarily exclusively, to either Data Centre changes or Branch changes. Although any one branch will be operating Baseline Horizon or HNG during this period, the PO Ltd branch network will comprise a mix of Baseline Horizon and HNG branches.

It is not a requirement for Branches to be able to operate simultaneously on Baseline Horizon and HNG. The definition of Branch will be considered in this context to reflect the future 'hub and spoke' model.

Some definitions to be used during the section are as follows:

Migration Strategy: A document, produced by Fujitsu Services, that describes the way in which the Baseline Horizon service will be transformed into the HNG service, together with an outline plan.

Branch Migration Strategy: A document, subordinate to the Migration Strategy and produced by Fujitsu Services, that describes how PO Ltd branches will be migrated from Baseline Horizon to HNG

Branch Migration Plan: A document, produced by Fujitsu Services that defines, at a high level, the implementation processes relating to the Horizon Next Generation national rollout.

Branch Roll Out Schedule: A document produced by Fujitsu services that, at its lowest level, provides a migration date and time for each PO Ltd branch.

Data Centre Migration Strategy: A document, subordinate to the Migration strategy and produced by Fujitsu Services, that describes how the HNG Data Centres will be established and how the Baseline Horizon Data Centres will be decommissioned.

Data Centre Migration Plan: A document, produced by Fujitsu Services and subordinate to the Data Centre Migration Strategy, describing in detail the activities involved in a Data Centre Migration. It identifies responsibilities, time scales, impacts, how service is maintained and how services can be regressed if necessary.

Live Proving: Live proving is an assurance activity that occurs after testing has completed and before a release is implemented in PO Ltd branches that provide customer service. It is undertaken in one or more branches that are part of the live infrastructure but are set up expressly for this purpose. All activity is scripted. It is the first opportunity to assure end-to-end transaction flows in the live environment, especially the behaviour of communications links, although not under load. It is the first stage of a pilot.

Live Reference Data Proving: Live Reference Data proving is an assurance activity. It assures the values of live reference data, as opposed to its operation.

12.2 Operation Service requirements

12.2.1 Operational Service continuity during migration

Rationale

It is vital that a full operational service is provided to branch customers, branch staff, clients and PO Ltd business processes throughout the Migration period. Service levels during migration are described in sections 9 and 11

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HNG-40212	NG152	The Migration Strategy shall be developed jointly between PO Ltd and Fujitsu Services and produced by Fujitsu Services to arrive at an optimal process that minimises implementation cost and operational disruption from the viewpoints of customers; Post Offices, their staff and clients.	B	PO Ltd
HNG-40213	NG152	The Migration Strategy shall be developed jointly between PO Ltd and Fujitsu Services and produced by Fujitsu Services to arrive at an optimal process that minimises implementation cost and operational disruption from the viewpoints of customers; Post Offices, their staff and clients.	B	Fujitsu Services
HNG-40214	NG152	Fujitsu Services will produce a detailed Branch Migration Strategy covering the complete migration period.	Con	Fujitsu Services
HNG-40215	NG152	The Branch Migration Strategy shall be flexible enough to allow migration from Baseline Horizon to the appropriate live HNG release at the time of the branch migration.	Con	Fujitsu Services
HNG-40216	NG152	PO Ltd shall jointly develop the Branch Migration Strategy with Fujitsu Services.	Con	PO Ltd
HNG-40217	NG154	Fujitsu Services shall propose for Post Office approval a Branch Roll Out Plan with any assumptions clearly documented within the plan. The plan shall be subject to PO Ltd review	Con	Fujitsu Services
HNG-40218	NG154	PO Ltd shall agree the Branch Roll Out Plan	Con	PO Ltd

12.2.2 Migration phasing

In order to reduce risk the migration from Baseline Horizon to HNG will occur in discrete phases that will allow for an increase in confidence as migration moves from one phase to the next.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40231	NG525	The timescales for roll out of HNG shall not be constrained for architectural reasons.	D	
HNG-40232	New	Unless specified elsewhere in this document, the Roll out of HNG shall not be constrained for any reason unless agreed with PO Ltd.	Con	Fujitsu Services
HNG-40233	New	The migration from Horizon to HNG shall be phased in a way that builds confidence from one phase to the next. These phases will cover, as a minimum, Data Centre migration, Live Proving in a controlled model office environment, Pilot and branch roll out. Progression from one phase to the next will be subject to authorisation by PO Ltd and based on data collected during the preceding phases. Progress in each phase shall be subject to checkpoints.	Con	Fujitsu Services

12.2.3 Post Office, clients and suppliers

Rationale

The migration from Horizon to HNG will happen with the minimum possible impact to PO Ltd's clients and suppliers. PO Ltd will work with its clients and other IT suppliers to identify any constraints that may be imposed on the migration.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40234	NG421	Unless permitted by Post Office, in order to minimise any impact during migration on external systems to Horizon, in particular client systems, there shall be: (a) no change to AIS/TIS connections,	Con	Fujitsu Services



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		(b) no dual running of data to external systems, and (c) no change to existing data transmission timescales. Any datasets arising from dual Horizon operation will therefore be merged prior to transmission.		
HNG-77909	New	PO Ltd shall conduct impact assessments with its Clients and other IT suppliers to identify any constraints to migration..	Con	PO Ltd
HNG-40235	NG421	It shall be proved that the inputs to any merged datasets during migration are equal to the merged dataset.	Con	Fujitsu Services
HNG-72785	NG421	Fujitsu Services shall produce new and / or update existing documentation including those that are PO Ltd owned where a change is necessary as a result of the migration process. Changes are expected to be on a needs only basis, and solely to TIS documentation - e.g. to update IP addresses.	Con	Fujitsu Services
HNG-77910	NG421	PO Ltd shall provide Fujitsu services with baselined versions of PO Ltd owned documents that need to be updated to include changes that are necessary as a result of the migration process.	Con	PO Ltd
HNG-72786	NG421	Fujitsu Services shall update existing technical documentation including those that are PO Ltd owned so that they reflect the system configuration post Migration Changes are expected to be on a needs only basis, and to TIS documentation - e.g. to update IP addresses.	Con	Fujitsu Services
HNG-77994	NG421	PO Ltd shall provide Fujitsu Services with baselined versions of any PO Ltd owned documents that need to be updated to reflect the system configuration post Migration.	Con	PO Ltd
HNG-77911	NG421	PO Ltd to provide FS with up to date documents as required for HNG 72786	D	
HNG-72787	NG421	Fujitsu Services shall support multiple test phases for clients as required by the Programme plan. E.g. in the case of banking clients; to prove that any modifications to the processing systems / logic are tested, (as part of Branch Migration) and that further testing cycles will be required to enable the Data Centre Migration process.	Con	Fujitsu Services
HNG-77912	NG421	PO Ltd shall gain client agreement participation in test phases and manage the client throughout the test phases.	Con	PO Ltd
HNG-72788	NG421	During branch migration Fujitsu Services shall abstract the internal changes within their data centres from the clients by continuing to present data using the same interface specification as pre-migration.	Con	Fujitsu Services
HNG-40236	NG422	Post Office and Fujitsu Services shall ensure that baseline working practices with clients and suppliers in respect of the full service are unchanged unless agreed otherwise with Post Office.	Con	Fujitsu Services
HNG-40237	NG422	Where PO Ltd are in agreement that such changes are necessary, PO Ltd will facilitate Client agreement to changed working practices.	Con	PO Ltd
HNG-40238	NG423	Fujitsu Services shall take account of migration constraints imposed by PO Ltd on behalf of their suppliers and clients.	Con	Fujitsu Services



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12.2.4 Carry-forward reversals and refunds

Rationale

In migrated branches, Business rules need to be enforced consistently in HNG for transactions performed using Horizon.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40240	NG155	HNG shall be able to handle reversals and refunds arising from transactions carried out under Baseline Horizon following cutover to HNG, where the relevant products continue to be needed under HNG and business rules allow	Con	Fujitsu Services
HNG-72784	NG155	Fujitsu Services shall aid PO Ltd in the development and implementation of a process that closes down any products not needed under HNG.	Con	Fujitsu Services
HNG-40241	NG155	PO Ltd shall agree the relevant products to which any reversals or refunds will apply	Con	PO Ltd
HNG-40242	NG155	PO Ltd shall develop a process that closes down any products not needed under HNG.	Con	PO Ltd

12.2.5 Carry-forward of data from baseline Horizon

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40243	NG158	All records (including those for accounting, audit trail, prosecution support) needed to prove data integrity, at Branch level and for Post Office as a whole, shall be carried forward from Baseline Horizon to HNG.	B	Fujitsu Services
HNG-40244	NG158	Where data are carried forward from Baseline Horizon to HNG, either during Data Centre Migrations or branch migrations, Fujitsu Services shall ensure that the closing position on Horizon can be fully reconcilable to the opening position on HNG	B	Fujitsu Services
HNG-40245	NG159	The baseline, or an equivalent, Horizon audit trail shall be available using HNG audit trail retrieval facility so that records can be accessed using the same services and service levels, and thus providing a common view of audit data from Baseline Horizon and HNG during and after migration.	B	Fujitsu Services
HNG-40246	NG160	Post Office personnel shall have access to both historic information from Baseline Horizon and HNG, including transaction data and reference data. This refers to baseline (indirect) access to audit data.	B	Fujitsu Services
HNG-40247	NG161	The capability to provide prosecution support relating to incidents on Baseline Horizon shall continue unimpaired during and following completion of migration.. In Baseline Horizon this refers to ARQs.	B	Fujitsu Services

12.2.6 Discontinued services

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40248	NG162	The migration shall ensure that all services discontinued before or during migration can be closed down in an orderly fashion, and shall fully support all residual contractual obligations,	Con	Fujitsu Services



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12.2.7 Data Centre Migration

Rationale

The current planning assumption is that there will be a minimum of two Data centre migrations. One in advance of any branch migration activity, the second after all branches are operating on HNG. These requirements apply equally to any Data Centre migrations within the Horizon to HNG migration period.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40249	NG163	Fujitsu Services shall, for each Data Centre Migration, prepare a Data Centre Migration Plan, which shall be subject to approval by Post Office.	Con	Fujitsu Services
HNG-40250	NG163	PO Ltd shall agree Data Centre Migration Plan.		PO Ltd
HNG-77913	NG163	PO Ltd shall manage all POL Ltd clients, stakeholders and suppliers in respect of activities necessary to support the Data Centre upgrades.	Con	PO Ltd
HNG-40251	NG526	Data Centre Migration Plan shall include appropriate confidence building measures such rehearsals, risk assessments, contingencies and additional monitoring,	Con	Fujitsu Services
HNG-40252	NG165	The end-to-end Horizon and HNG services provided to PO Ltd, its Customers and its Clients shall not be jeopardised by Data Centre migration activities, i.e. the services shall retain robust operational, fallback and DR capability unless agreed otherwise by PO Ltd.	Con	Fujitsu Services
HNG-40253	NG424	For any services that support serving customers in Post Office branches, full resilience and failover shall be supported Monday to Friday 08.00 to 18.00 and Saturday 08.00 to 14.00. Outside these times full resilience and failover may be removed in order to support migration activities providing it can be restored before 08.00 in the next Working Day.	Con	Fujitsu Services
HNG-40254	NG424	PO Ltd will aid Fujitsu Services in the development of DR plans for Data Centre Migration.	Con	PO Ltd
HNG-40255	NG527	Fujitsu Services shall, within the existing notification period, provide Post Office with notification of the removal of system resilience or Disaster Recovery.	Con	Fujitsu Services
HNG-40256	NG527	PO Ltd to agree to reasonable plan to remove resilience or disaster recovery during Data Centre Migration.	Con	PO Ltd
HNG-40257	NG425	At no point during the Data Centre migration shall a failure result in a higher risk of permanent data loss than in Baseline Horizon unless agreed otherwise by PO Ltd.	Con	Fujitsu Services
HNG-40260	New	The removal, relocation or installation of any part of the Data Centre and its associated communications equipment shall be carried out in a controlled manner so as to ensure no loss of service, data or integrity to PO Ltd, PO Ltd's customers, PO Ltd's clients or PO Ltd's suppliers.	Con	Fujitsu Services

12.2.8 Branch hardware and software migration

Rationale

Branches will operate at either Baseline Horizon or HNG. It is not a requirement for Branches to be able to operate simultaneously on Baseline Horizon and HNG. The definition of Branch will be considered in this context to reflect the future 'hub and spoke' model.



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'Branch Signoff' refers to the achievement of the full set of criteria that are applicable to an individual branch and that establishes that the branch has satisfactorily migrated from Baseline Horizon to HNG.

REQT ID	F-CD Req ID	REQUIREMENT	STATUS	SUPPLIER																						
HNG-40261	NG167	It is not a requirement for Branches to be able to operate simultaneously on Baseline Horizon and HNG. The definition of Branch will be considered in this context to reflect the future 'hub and spoke' model.	D																							
HNG-40262	NG168	Part of Branch Signoff shall include a suitably empowered Post Office Branch representative, who must be present out of hours if required by the migration schedule, signing-off that migration has been satisfactory.	Con	PO Ltd																						
HNG-40263	New	<p>Failure of the branch migration shall result in regression to a viable Horizon branch. The branch infrastructure must be fully reinstalled and operational. The only exception is that due to unavoidable circumstances (in the reasonable opinion of PO Ltd) a reduced number of operational counter serving positions will be accepted in accordance with the table below.</p> <table border="0"> <tr> <td>Number of serving Positions</td> <td>Number inoperable</td> </tr> <tr> <td>1</td> <td>0</td> </tr> <tr> <td>2</td> <td>1</td> </tr> <tr> <td>3</td> <td>1</td> </tr> <tr> <td>4</td> <td>1</td> </tr> <tr> <td>5</td> <td>1</td> </tr> <tr> <td>6</td> <td>2</td> </tr> <tr> <td>7</td> <td>2</td> </tr> <tr> <td>8</td> <td>2</td> </tr> <tr> <td>9</td> <td>3</td> </tr> <tr> <td>10 or more</td> <td>4</td> </tr> </table> <p>For the avoidance of doubt, these numbers of inoperable serving positions include any Horizon terminals that were inoperable before the branch migration commenced.</p>	Number of serving Positions	Number inoperable	1	0	2	1	3	1	4	1	5	1	6	2	7	2	8	2	9	3	10 or more	4	Con	Fujitsu Services
Number of serving Positions	Number inoperable																									
1	0																									
2	1																									
3	1																									
4	1																									
5	1																									
6	2																									
7	2																									
8	2																									
9	3																									
10 or more	4																									
HNG-40264	New	<p>The successful migration to HNG shall result in a viable HNG branch. The branch infrastructure must be fully installed and operational. The only exception is that due to unavoidable circumstances (in the reasonable opinion of PO Ltd) a reduced number of operational counter serving positions will be accepted in accordance with the table below.</p> <table border="0"> <tr> <td>Number of serving Positions</td> <td>Number inoperable</td> </tr> <tr> <td>1</td> <td>0</td> </tr> <tr> <td>2</td> <td>1</td> </tr> <tr> <td>3</td> <td>1</td> </tr> <tr> <td>4</td> <td>1</td> </tr> <tr> <td>5</td> <td>1</td> </tr> <tr> <td>6</td> <td>2</td> </tr> <tr> <td>7</td> <td>2</td> </tr> <tr> <td>8</td> <td>2</td> </tr> <tr> <td>9</td> <td>3</td> </tr> <tr> <td>10 or more</td> <td>4</td> </tr> </table>	Number of serving Positions	Number inoperable	1	0	2	1	3	1	4	1	5	1	6	2	7	2	8	2	9	3	10 or more	4	Con	Fujitsu Services
Number of serving Positions	Number inoperable																									
1	0																									
2	1																									
3	1																									
4	1																									
5	1																									
6	2																									
7	2																									
8	2																									
9	3																									
10 or more	4																									
HNG-40265	New	The Horizon break-fix service levels shall apply where branch migration regression renders Horizon branch equipment inoperable.	Con	Fujitsu Services																						



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HNG-40266	New	The HNG break-fix service levels shall apply where branch migration renders HNG branch equipment inoperable.	Con	Fujitsu Services
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12.2.9 Security

This is a new section arising out of discussions held at various workshops. There are not any direct scoping requirements covering migration, so these requirements will have to be specified as coming under a Change Request.

It is recognised that the migration from Horizon to HNG will adopt a phased rather than “big bang” approach. This means that parts of the old and new systems will co-exist.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-42663	New	The Integrity and Availability of any transaction information being transmitted as part of Business As Usual shall not be compromised by the migration process, whether of infrastructure or service applications.	Con	Fujitsu Services
HNG-42664	New	The Confidentiality of any transaction information being transmitted as part of Business As Usual shall not be compromised by the migration process, but shall remain at or above the minimum level specified as part of either Baseline Horizon or HNG, depending on the stage reached by migration.	B	Fujitsu Services
HNG-42665	New	The Confidentiality, Integrity and Availability of all stored transaction data in Data Centres shall be unaffected at all times by the migration process unless otherwise agreed by PO Ltd	Con	Fujitsu Services
HNG-42666	New	The migration process shall not introduce any discontinuities or interim data storage areas in data transmission paths across the Horizon campus, except where it can be demonstrated that their introduction reduces migration risk..	Con	Fujitsu Services
HNG-42667	New	Physical security of any infrastructure components, including Branch base units, which contain any business or security sensitive information, shall not be compromised by processes developed and implemented for the migration from Baseline Horizon to HNG, unless otherwise agreed by PO Ltd	Con	Fujitsu Services
HNG-42668	New	Historical audit data shall remain available at all times as per current practice during and after migration.	Con	Fujitsu Services
HNG-42669	New	Fujitsu Services and Post Office shall jointly produce a Migration Plan, which shall detail how the above Security requirements are to be met.	Con	Fujitsu Services
HNG-42670	New	Fujitsu Services shall ensure that, during migration, Horizon base units containing any business or security sensitive data removed from branches are subject to the same level of physical security as current base unit swap outs.	Con	Fujitsu Services
HNG-42671	New	The security of user names and passwords must not be compromised by the migration process, but shall remain at or above the minimum level specified as part of either Baseline Horizon or HNG, depending on the stage reached by migration.	Con	Fujitsu Services
HNG-42672	NG560	Fujitsu Services shall agree with Post Office how passwords and user ids will be handled on migration from Baseline Horizon to HNG.	Con	Fujitsu Services

12.3 Planning

12.3.1 Preparation



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REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40267	NG528	Fujitsu Services shall prepare for Post Office approval a proposed document structure to support and define the HNG migration deliverables and activities, to cover, without limitation - strategy, policies, plans and working instructions.	Con	Fujitsu Services
HNG-40268	NG528	PO Ltd shall agree the document structure to support and define the HNG migration deliverables and activities.	Con	PO Ltd
HNG-40269	NG169	Fujitsu Services shall prepare a Branch Migration Strategy and Plan for Post Office approval. These will be dependent on migration constraints provided by Post Office.	Con	Fujitsu Services
HNG-40270	NG169	PO Ltd shall agree the Branch Migration strategy and Plan.	Con	PO Ltd
HNG-40271	NG428	Fujitsu Services shall prepare for Post Office approval a High-Level Rollout Schedule.	Con	Fujitsu Services
HNG-40272	NG428	PO Ltd shall agree the High-Level Rollout Schedule..	Con	PO Ltd
HNG-40273	NG170	Fujitsu Services shall prepare for Post Office approval processes and criteria, including a Branch Signoff event, for agreeing that cutover from Baseline Horizon to HNG at individual branch level has been satisfactorily achieved.	Con	Fujitsu Services
HNG-40274	NG170	The sign off shall cover transactions, assets held within the branch, stock unit migrations and user migrations.	Con	Fujitsu Services
HNG-40275	NG170	PO Ltd shall agree the Processes and Criteria for the Branch Migration event and sign-off.	Con	PO Ltd

12.3.2 Live Proving

Rationale

Live Proving provides the opportunity to assure the HNG migration processes in a controlled live environment before their exposure in customer facing branches. In Horizon releases from banking, BI3 onwards, using the Calthorpe House Model Office, this stage has identified issues that would have had an adverse impact on Customer Service and provided an opportunity for their rectification or as a minimum communication to Branches. For the Banking Chip and Pin releases, S70 and S75, two additional branches were established solely for Live proving in Fujitsu Services premises in Bracknell.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40277	New	Fujitsu Services shall work with PO Ltd to establish a minimum of two Horizon Model office branches for HNG migration Live Proving.	Con	Fujitsu Services
HNG-40278	New	PO Ltd shall provide the premises and supply staff for the Live Proving Model Offices.	Con	PO Ltd
HNG-40279	New	PO Ltd shall produce Live proving execution plans.	Con	PO Ltd
HNG-40282	New	The branches established specifically for HNG Live proving shall be set up a minimum of one month before the start of Live proving and shall be available until a minimum of one month after the completion of roll out.	Con	Fujitsu Services
HNG-72815	New	Fujitsu Services shall provide on site engineer support for Live Proving so that failed branch equipment can be swapped out in time scales that minimise equipment down time.	Con	Fujitsu Services



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12.3.3 Pilot

Rationale

All the HNG processes will have to be proved in live operation. This will be achieved by an HNG Pilot stage, the overall purpose of which is to demonstrate that all parts the HNG solution are fit for use by PO Ltd and Fujitsu Services. During the pilot data will be collected on all aspects of end-to-end service provision, utilisation and performance, including and not limited to service levels, system support, help desk support and branch migration processes. This includes services provided by Fujitsu Services, its subcontractors and PO Ltd. The detailed Pilot success criteria will be developed jointly after contract

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40283	NG529	Fujitsu Services shall provide, to the satisfaction of Post Office, documentation defining the proposed pilot in outline, to include, without limitation - scope, duration, maintenance policies (including spares), acceptance and assurance activities, tests and how branch regression to Horizon after a period of HNG operation will be accomplished. This documentation will be used as input to pilot strategy and execution plans that will be produced by PO Ltd.	Con	Fujitsu Services
HNG-40284	NG529	The following constraints shall apply to the pilot: <ul style="list-style-type: none"> •* A minimum of 200 and a maximum of 500 branches will take part in the pilot, •* The pilot branches will cover all Horizon branch types, •* The pilot branches will cover all Horizon branch telecommunication methods, •* A target of 20 pilot branches will be new branch openings, •* PO Ltd and Fujitsu Services will nominate and agree pilot branches, •* VIP branches will not be included in the pilot, •* The pilot will have a maximum duration of six months, •* Branch participation in the pilot will be staged in order to reduce risk, •* The pilot will cover out of hours and in hours migration, •* One of the NBSC live Horizon terminals will be migrated to HNG at the start of the pilot, •* The Branch access constraints will apply to the pilot. 	D	
HNG-72773	NG529	200 customer facing branches will take part in the pilot.	Con	Fujitsu Services
HNG-77914	NG529	PO Ltd shall provide Fujitsu Services with the FAD codes of all pilot branches	Con	PO Ltd
HNG-76076	NG529	For the purposes of costing the branches will be implemented to the following time table: <p>Week 1 (2nd October 2006) - 2 live proving sites - 1 on Monday, 1 on Wednesday;</p> <p>Week 2 - 10 more sites - 5 each on Monday and Tuesday;</p> <p>Week 3 - 40 more sites - 10 each on Monday, Tuesday, Thursday and Friday;</p> <p>Week 5 - 50 more sites - 10 per day, Monday to Friday;</p> <p>Week 7 - 100 more sites - 20 per day, Monday to Friday.</p> <p>This gives 200 branches, excluding the Live Proving branches, installed prior to 18th November 2006.</p>	Con	Fujitsu Services



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HNG-76077	NG529	Fujitsu Services shall provide costs for adding additional branches to the pilot. The branches will be added in batches of 50 per week at the rate of 10 per day.	Con	Fujitsu Services
HNG-76078	NG529	Prior to HNG roll out Fujitsu Services shall prove that the branch migration tools and processes to be utilised during roll out are fit for purpose. An acceptable method of proving this shall be the successful addition and operation of additional branches during the pilot and immediately prior to the start of roll out.	Con	Fujitsu Services
HNG-72762	NG529	A minimum of 800 and a maximum of 2000 counter positions will take part in the pilot.	Con	Fujitsu Services
HNG-72774	NG529	The pilot branches will cover all PO Ltd segments and a selection of branch sizes that represents the branch network.	Con	Fujitsu Services
HNG-72775	NG529	The pilot branches will cover all Horizon branch telecommunication methods.	Con	Fujitsu Services
HNG-72776	NG529	A target of 20 pilot branches will be new branch openings.	Con	Fujitsu Services
HNG-72777	NG529	PO Ltd and Fujitsu Services will nominate and agree pilot branches. VIP branches will not be included in the pilot.	Con	Fujitsu Services
HNG-72778	NG529	The pilot will have a maximum duration of six months.	Con	Fujitsu Services
HNG-72779	NG529	Branch participation in the pilot will be staged in order to reduce risk.	Con	Fujitsu Services
HNG-72780	NG529	The pilot will cover out of hours and in hours migration (if proposed as part of main roll out).	Con	Fujitsu Services
HNG-72781	NG529	One of the NBSC live Horizon terminals will be migrated to HNG at the start of the pilot.	Con	Fujitsu Services
HNG-77915	NG529	PO Ltd will identify the FAD code of the NBSC live Horizon terminal to be migrated to HNG at the start of the pilot.	Con	PO Ltd
HNG-76080	NG529	Three new HNG systems will be installed in the NBSC during the first week of the pilot.	Con	Fujitsu Services
HNG-72782	NG529	With the exception of the Live Proving Branches where specific arrangements will be made between PO Ltd and Fujitsu Services, Pilot Branch installations will follow the proposed processes and procedures for Branch installation and migration during roll out.	Con	Fujitsu Services
HNG-72783	NG529	Fujitsu Services and PO Ltd shall jointly develop success criteria for the pilot.	Con	Fujitsu Services
HNG-42673	NG426	Full resilience and Disaster Recovery shall be provided for the HNG pilot period.	Con	Fujitsu Services
HNG-42674	NG 426	PO Ltd will work with Fujitsu Services to develop DR plans for the pilot.	Con	PO Ltd
HNG-72763	NG529	The pilot branches will cover all Horizon branch types.	D	

12.3.4 Branch migration

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40285	NG430	Fujitsu Services shall provide information at an agreed frequency to Post Office concerning roll-out plans, progress and projected completion. This will be used to help coordinate rollout with rollout training. The specific reports and their	Con	Fujitsu Services



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		frequency shall be defined in the Branch Migration Plan.		
HNG-40286	NG430	PO Ltd shall agree the frequency and content of the reports showing progress against roll-out plans and projected completion dates.	Con	PO Ltd
HNG-40287	NG172	The branch migration process shall be able to demonstrate: :(a) the closing trading position for each Branch of Baseline Horizon, (b) proof (as defined in HNG-40244) of the successful migration from Baseline Horizon to HNG, and (c) any discrepancies, together with any reasons for discrepancies.	Con	Fujitsu Services
HNG-40288	NG175	The Baseline Horizon estate shall be able to cope with all OBC and reference data changes (including ADC) during migration.	Con	Fujitsu Services
HNG-40289	NG532	It shall be possible to make software changes to Baseline Horizon during the Migration period , although Post Office has no current plans for this.	Con	Fujitsu Services
HNG-40290	NG532	PO Ltd will inform Fujitsu Services of plans to modify Baseline Horizon using the currently agreed change processes between PO Ltd and Fujitsu Services..	Con	PO Ltd
HNG-40291	NG176	It shall be possible to introduce software and reference data changes into the HNG estate using standard HNG processes while the Migration period is in progress	Con	Fujitsu Services

12.4 Migration Responsibilities

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40293	NG432	Fujitsu Services shall provide any tools necessary to ensure that all requirements for migration to HNG are achieved.	Con	Fujitsu Services
HNG-40294	NG171	Fujitsu Services shall carry out all Branch equipment installation during migration.	Con	Fujitsu Services
HNG-40295	NG177	Fujitsu Services shall develop a high level Branch Migration plan.	Con	Fujitsu Services
HNG-40296	NG177	Fujitsu Services shall contact branches, agree dates of installation and deal with any required rescheduling.	Con	Fujitsu Services
HNG-40297	NG177	Fujitsu Services shall advise PO Ltd of agreed individual branch migration dates in advance of installation (lead time to be agreed).	Con	Fujitsu Services
HNG-40298	NG177	Fujitsu Services shall advise relevant parties, including Branch Managers and Post Office, of any change of migration dates.	Con	Fujitsu Services
HNG-40299	NG177	Fujitsu Services shall deal with all scheduling and installation issues. A process will be defined to escalate specific issues to PO Ltd.	Con	Fujitsu Services
HNG-73322	New	PO Ltd will provide an escalation point to deal with branch migration scheduling and installation issues	Con	PO Ltd
HNG-40300	NG177	Fujitsu Services shall manage all involved suppliers in respect of any PSTN considerations.	Con	Fujitsu Services
HNG-40301	NG177	Fujitsu Services shall advise PO Ltd of any activity required by BT in respect of any PSTN considerations.	D	
HNG-	NG177	PO Ltd shall agree Branch Migration plan.	Con	PO Ltd



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40302				
HNG-40303	NG178	Post Office shall be responsible for: <ul style="list-style-type: none"> ●* Approving the high level roll-out plan, ●* Branch Signoffs. 	Con	PO Ltd
HNG-40304	NG433	Post Office and Fujitsu Services shall agree the form of compensation that will apply to either Party in the event of costs having been incurred for nugatory effort in relation to branch migration (including missed appointments and aborted branch visits), due the fault of the other Party.	Con	PO Ltd
HNG-40305	NG433	Post Office and Fujitsu Services shall agree the form of compensation that will apply to either Party in the event of costs having been incurred for nugatory effort in relation to branch migration (including missed appointments and aborted branch visits), due the fault of the other Party.	Con	Fujitsu Services
HNG-40306	NG433	PO Ltd shall agree process.	D	

12.5 Service Management During Migration

REQT ID	F-CD Req ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40307	NG530	During migration Fujitsu Services shall support incident management and all other operational services across both Baseline Horizon and HNG estates, including unified and/or differentiated reporting where appropriate and defined by Post Office.	Con	Fujitsu Services
HNG-73323	New	PO Ltd will define the operational service reports required during migration.	Con	PO Ltd
HNG-40308	NG530	Fujitsu Services shall provide escalation paths for Migration related Incidents and Problems.	Con	Fujitsu Services
HNG-40309	NG530	PO Ltd will provide escalation paths for Migration related Incidents and Problems.	Con	PO Ltd
HNG-40310	NG530	The Fujitsu Services Configuration Management database shall make it possible to identify which phase (Horizon or HNG) of migration a given Configuration Item within the Branch estate is allocated to, or included in.	Con	Fujitsu Services
HNG-77916	NG530	The NBSC shall be able to identify which phase (Horizon or HNG) of migration a given Configuration Item within the Branch estate is allocated to, or included in.	Con	PO Ltd
HNG-40311	NG530	Change and Release Management processes shall require specific authorisation to move between migration phases. They shall specifically take regression and "the point of no return" into account.	Con	Fujitsu Services
HNG-40312	NG530	PO Ltd and Fujitsu Services will agree the migration phases and the authorisation required to move a change between migration phases.	Con	PO Ltd
HNG-40313	NG530	Fujitsu Services Capacity Management shall monitor capacity utilisation and performance of agreed Configuration Items allocated to the agreed migration phases.	Con	Fujitsu Services
HNG-40314	NG530	PO Ltd will agree the scope of Configuration Items to be monitored during migration phases	Con	PO Ltd
HNG-	NG530	It shall be possible to produce regular and ad-hoc reports	Con	Fujitsu



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40315		showing comparative Horizon and HNG process and system performance for the agreed migration phases.		Services
HNG-40316	New	The Horizon Service Desk, Incident Management and Problem Management shall be able to identify the migration phase (e.g. H1, Pilot, or HNG) an Incident or Problem is raised for.	Con	Fujitsu Services
HNG-40317	New	PO Ltd will agree the migration phases with Fujitsu Services	Con	PO Ltd
HNG-40318	New	The NBSC will support Incident Management and Problem Management in identification of the migration phase (e.g. Horizon, Pilot, or HNG) an Incident or Problem is raised for.	Con	PO Ltd
HNG-40319	New	All Horizon and HNG Known Error Logs shall identify the related migration phase where appropriate, and shall be shared with interested parties, including PO Ltd, to assist with Incident and Problem Management, as an input to any release authorisation decisions and for general awareness.	Con	Fujitsu Services
HNG-40320	New	During branch migration when there is an engineer on onsite in a target branch, Fujitsu Services shall provide commensurate offsite support up to midnight Monday to Friday via the Horizon Service Desk.	Con	Fujitsu Services
HNG-40321	New	PO Ltd will provide support as appropriate to liaise with Fujitsu up to midnight Monday to Friday during branch migration while there is a Fujitsu Engineer onsite at a branch.	Con	PO Ltd
HNG-40322	New	Fujitsu shall ensure that during migration (when client data comprises of both Horizon and HNG sourced data) if failures occur, that the resulting Client data feeds are complete and accurate (i.e. no omissions and no duplication)	Con	Fujitsu Services
HNG-40323	New	PO Ltd will contribute to the Client data validation plan that will be used in the event of an Incident or Problem occurring during migration.	Con	PO Ltd
HNG-40324	NG431	The HNG migration and Branch Network rollout plans shall have appropriate interfaces to the BAU Change and Release Management processes within both Fujitsu Services and PO Ltd, to ensure BAU factors, which may affect the migration plan, are known.	Con	Fujitsu Services
HNG-40325	NG431	PO Ltd will provide up to date input to the migration rollout plan and actively participate in scheduling.	Con	PO Ltd
HNG-40326	New	A pre-installation checklist shall be used as part of migration rollout planning to verify there are no business or service reasons why a particular migration should not go ahead	Con	Fujitsu Services
HNG-40327	New	PO Ltd shall contribute to the pre-installation checklist for migration rollout planning	Con	PO Ltd
HNG-40328	NG174	A combined set of SLTs shall be retained for both Baseline Horizon and HNG populations, with a fully effective service at start of rollout (so excluding Pilot Stage), with no degradation of service and no 'tuning in' period	Con	Fujitsu Services
HNG-40329	NG531	Fujitsu Services shall enable Post Office to monitor SLA performance in the pilot, even though these are not contractual SLTs at that stage. This may be part of Acceptance (i.e. an Acceptance Criterion might be that the system was capable of delivering a contractual SLT, and an acceptance method might be monitoring in live pilot. Monitoring is likely to require more	Con	Fujitsu Services



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		frequent reporting than in steady state.		
HNG-40330	NG533	In line with agreed interfaces it shall be possible to apply reference data and application changes consistently to both Baseline Horizon and HNG via a single interface to the counter estate. This includes Product, Branch and AP	B	Fujitsu Services
HNG-77919	NG533	PO Ltd shall ensure that processes are developed and implemented to support the dual input of reference data during migration that result in products and services being available at consistent times in Baseline Horizon and HNG branches.	Con	PO Ltd
HNG-72789	NG533	Fujitsu Services shall propose a method for Live Reference Data proving during the migration period that provides the same facilities as present and does not cause additional effort or cost within PO Ltd as a result of the co-existence of Baseline Horizon and HNG.	Con	Fujitsu Services
HNG-73311	NG524	HNG shall be capable of regression back to Baseline Horizon, including regression of the full branch estate, data centres and associated services, up to the point of Contractual Acceptance. The regression shall preserve the HNG audit trail	Con	Fujitsu Services

12.6 Branch access constraints

The vast majority of branches will be installed outside of normal core working hours to ensure that impact on customers is nil. Some branches may opt to have installation during half-day closures. Where operationally acceptable installation activities may commence at some positions where closure of that position does not adversely impact customer service. This will be agreed with Operations prior to commencement of the project and will also be agreed on site with the Branch Manager or Subpostmaster. Customer Service will always take precedence over Installation.

In some circumstances it may be necessary to close a branch early to commence installation, eg Subpostmaster refusal to work beyond a certain time. However, these instances will be managed to an absolute minimum. Prior to project implementation commencing the installation process and potential timescales will be discussed and agreed with the NFSP to ensure that a common understanding of the installation process exists. Practical decisions will then be made in agreement with the Subpostmaster and Retail Line/Service Strand representatives for any individual branches where issues may exist regarding out of hours installation. When considering the closure of any branches for any period of time Customer Service will always take precedence.

12.6.1 General constraints

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40335	NG179	No installation shall take place on a Bank Holiday, or Local Holiday in Scotland and Northern Ireland.	B	Fujitsu Services
HNG-40336	NG179	PO Ltd shall provide list of Bank and Local holidays for Scotland and Northern Ireland	B	PO Ltd
HNG-40337	NG180	No installation shall take place between 18th November and 2nd January except by individual Branch Manager or Subpostmaster agreement. It is assumed that 20% of Branch Managers or Subpostmasters will agree to work taking place during this period. Fujitsu Services will identify the cost of this constraint.	B	Fujitsu Services
HNG-40338	NG180	PO Ltd shall agree process for exceptions to migration	B	PO Ltd
HNG-40339	NG434	Any preparatory work (e.g. unloading equipment) prior to implementation shall not adversely impact branch service.	B	Fujitsu Services



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12.6.2 Implementation out of Working Hours

In order to minimise cost, the following apply.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40349	NG190	Installation out of Core Hours within Branch shall complete by 22.30 except by individual Branch Manager or Subpostmaster agreement.	B	Fujitsu Services
HNG-40350	NG190	PO Ltd shall agree the process for gaining agreement to extend installation beyond 22.30.	B	PO Ltd
HNG-40351	NG191	For implementation out of Core Hours, Fujitsu Services shall agree with the individual Branch Manager or Subpostmaster attendance of a Post Office Branch representative who will be able to sign off the branch migration.	B	Fujitsu Services
HNG-40352	NG191	PO Ltd shall agree process to ensure a Post Office Branch representative is present.	B	PO Ltd
HNG-40353	NG192	Activity in each branch pre-closure (e.g. unloading equipment) shall not interfere with customer service.	B	Fujitsu Services

12.6.3 Implementation during Working Hours

In order to avoid excessive impact on service, the following apply.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40340	NG181	For any installation planned during working hours, any part of installation work performed outside Core Hours shall be subject to individual Branch Manager or Subpostmaster agreement	B	Fujitsu Services
HNG-40341	NG181	PO Ltd shall agree process for scheduling any part of installation and migration work outside Core Hours.	B	PO Ltd
HNG-40342	NG182	During Core Hours, Branches shall be offered an a.m. or p.m. appointment with reasonable notice being given to the Branch Manager or Subpostmaster	B	Fujitsu Services
HNG-40343	NG183	During Core Hours installation engineers / project staff shall ensure posters are displayed apologising for service disruption whilst work is taking place.	B	Fujitsu Services
HNG-40344	NG183	PO Ltd shall agree wording of posters to be displayed apologising for service disruption whilst work is taking place during Core Hours.	B	PO Ltd
HNG-40345	NG185	During Core Hours, for branches with four or more Counter Positions, no Installation shall take place on Mondays or before 12.00 (midday) on Tuesdays.	B	Fujitsu Services
HNG-40346	NG186	For Monday bank holidays no installation shall take place on the following Tuesday. For Good Friday (except Scotland) no installation shall take place on the preceding Thursday. Other bank holidays are covered by the period 18 November to 2 January. The only exception is Northern Ireland where there will be restrictions around the 12 July holiday.	B	Fujitsu Services
HNG-40347	NG186	PO Ltd shall provide planning timetable for installations during periods affected by bank holidays and other restricted periods.	B	PO Ltd



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HNG-40348	NG187	During Core Hours, no installations shall take place on the last 3 and first 3 working days of the month in Vehicle Licensing Branches.	B	Fujitsu Services
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12.7 New branch openings during branch migration roll out

Rationale

The drafts of the Branch Migration Plan seen to date propose a migration roll out schedule based on concurrent branch migration in five geographic areas. There may be operational reasons for PO Ltd to wish to have new branches installed with Horizon in preference to HNG.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-40354	New	During the Branch migration roll out period Fujitsu services shall install new branches as either Baseline Horizon or HNG as directed by PO Ltd.	Con	Fujitsu Services
HNG-40355	New	Baseline Horizon branches installed during the Branch migration roll out period shall be scheduled for subsequent conversion to HNG.	Con	Fujitsu Services

12.8 Migration of other Horizon equipment

12.8.1 Equipment that is part of the live environment

Rationale

In addition to the live branch equipment, Baseline Horizon terminals connected to the live environment are located in Deame House for use by NBSC staff in supporting live branches and in Calthorpe House for Live Proving activities. This equipment will be migrated to HNG in a way that supports the phased migration approach.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-72805	New	Fujitsu Services and PO Ltd shall develop a plan for the migration of the live Baseline Horizon equipment located in Dearne House that ensures support can be provided to Baseline Horizon and HNG equipped branches throughout the migration period.	Con	Fujitsu Services
HNG-72806	New	Fujitsu Services and PO Ltd shall develop a plan for the migration of the Calthorpe House Model Office that ensures support can be provided to Baseline Horizon and HNG equipped branches throughout the migration period.	Con	Fujitsu Services

Standalone equipment

Rationale

There are some pieces of standalone Baseline Horizon equipment located in PO Ltd buildings. Predominately these are Counter Training Offices, however there are also some demonstration systems.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-72810	New	Fujitsu Services and PO Ltd shall develop a plan for the migration of the Baseline Horizon training equipment located in Counter Training Offices to the HNG training solution that ensures that training can be provided on Baseline Horizon and HNG throughout the migration period.	Con	Fujitsu Services
HNG-77995	New	PO Ltd shall ensure that processes are developed and implemented to enable the deployment and sign off of the HNG Counter Training solution in Counter Training offices.	Con	PO Ltd



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HNG-72811	New	Fujitsu Services and PO Ltd shall develop a plan for the migration of other standalone Baseline Horizon systems to the HNG training solution.	Con	Fujitsu Services
HNG-77922	New	PO Ltd shall ensure that processes are developed and implemented to enable the deployment and sign off of the HNG Counter Training solution as a replacement for the standalone Baseline Horizon systems.	Con	PO Ltd



13 Architecture requirements

13.1 Introduction

This section refers to *architectures* (see Figure 1). Business needs and processes are described by the *Business Model*, which distinguishes those business processes that are automated from those that are manual. The *IS/IT Architecture* supports automated processes, and divides into two separate and largely (but not entirely) independent parts: the application architecture and the technical architecture. These are defined as follows:

- * *Application Architecture* refers to the major elements of automated business functionality and their inter-relationship. It includes Application Infrastructure, which is the set of services provided to more than one application, and is essentially independent of the technical architecture. These are referred to as the 'building blocks'. Any physical constraints, such as physical location are specified. All the elements of the business process model map to the application architecture.
- * *Technical Architecture* refers to the underlying technical infrastructure in support of the application architecture, and covers software and physical hardware for technical platforms and networks, and their physical locations.

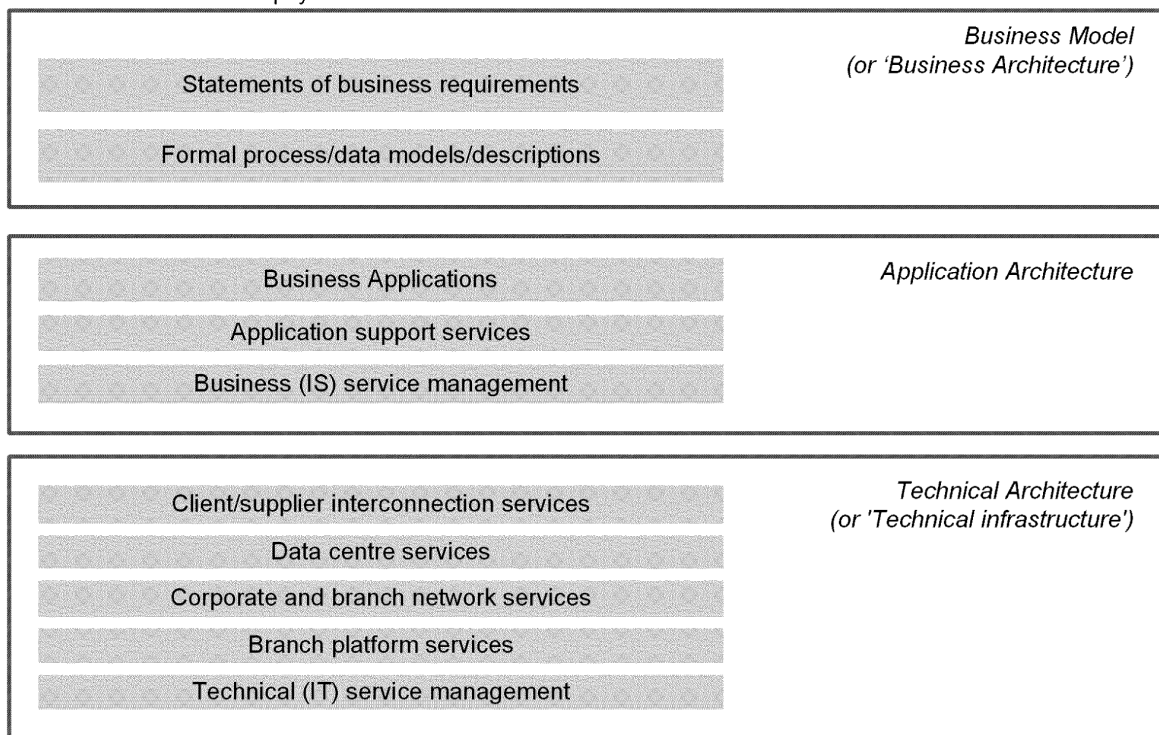


Figure 15 : Business Model and IS/IT Architecture elements

13.2 Common needs

13.2.1 Common architectural requirements

These are 'standard' Post Office architecture requirements. In the following, 'Solution' refers to the IS/IT Architecture as a whole.



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REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-37487	NG193	The Solution shall use packaged applications and standard components as much as possible	D	
HNG-37488	NG194	New components included in the Solution need to be approved by PO Ltd.	Con	Fujitsu Services
HNG-37489	NG195	New components are to be designed for re-use unless specifically excluded.	Con	Fujitsu Services
HNG-37490	NG196	The Solution shall not customise a packaged application unless agreed by PO Ltd. This constraint does not apply to configuration supported by the vendor.	Con	Fujitsu Services
HNG-37491	NG197	The Solution shall be designed based on standard business processes of PO Ltd or those widely used in Industry. Processes applicable to the project shall be identified in advance	D	
HNG-37492	NG198	Fujitsu Services shall observe the HNG Architecture principles stated in this CD.	Con	Fujitsu Services
HNG-37493	NG199	The Solution shall consider and if appropriate utilise existing solution building blocks.	Con	Fujitsu Services
HNG-37494	NG202	Prior to branch equipment purchase, Health and Safety Certificates shall be provided to Post Office.	Con	Fujitsu Services
HNG-37495	NG203	Prior to equipment purchase, sample branch equipment shall be provided to Post Office to assist in ergonomic evaluation and health and safety checks.	Con	Fujitsu Services

13.2.2 Technology evolution

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-37496	NG436	Fujitsu Services shall keep Post Office informed (in advance as far as possible) and throughout the life of the contract of opportunities arising from technology, price and tariff changes that affect provision of the Services. Subject to Post Office approval, any improvements in the services offered and reduction in the total cost of ownership to Post Office shall be incorporated in the Fujitsu Services contract.	Con	Fujitsu Services

13.2.3 NG architectural principles

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-73308	New	The supplier should give consideration to strategies and architectures that allow a physical "selling point" (Branch or terminal) to be decoupled from a piece of centralised infrastructure (within the data centres). The intention is that major outages would not result in a total loss of service for (say) 25% of the network, (as is experienced now) but that all "selling points" would be able to continue their operation - making use of the remaining operational equipment.	D	
HNG-37497	NG204	Where choices occur, the architecture shall take support for serving of customers as the priority, unless agreed otherwise with PO Ltd	Con	Fujitsu Services
HNG-	NG206	The architecture shall exploit IT industry standard components,	Con	Fujitsu



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37498		industry standards and widely used technologies, unless agreed otherwise with PO Ltd		Services
HNG-37499	NG208	Internal HNG interfaces shall exploit, wherever possible, established or emerging standards where these are appropriate, stable and are (or are likely) to be adopted widely by the IT industry.	Con	Fujitsu Services
HNG-37500	NG209	The architecture shall simplify application development, service management and maintenance.	Con	Fujitsu Services
HNG-37501	NG210	Functional components/sub-systems shall be implemented as discrete entities with well defined interfaces and encapsulated application logic to facilitate: <ul style="list-style-type: none"> •* testing by minimising the 'knock on' effect of changes to one component necessitating changes to other components •* substitution by alternative components/technologies when deemed advantageous. 	Con	Fujitsu Services
HNG-37502	NG211	At the earliest opportunity but initially not later than the Solution Specification stage, Fujitsu Services shall inform Post Office, and keep Post Office informed through to the completion of Data Centre migration, of system limits that may impact Post Office business, e.g. message size.	Con	Fujitsu Services
HNG-37504	NG534	The master copy of Post Office reference data shall originate from and be stored by Post Office.	Con	PO Ltd
HNG-37505	NG437	Fujitsu Services shall identify within the Design Proposal how the architecture is capable of implementing the segmentation of the branch estate with respect to (i) business functionality, (ii) service levels and (iii) application and technical architectures, such that (a) the number of segments (b) the characteristics of each segment and (c) the branches within each segment can be changed. This may include such matters as MI by segment, product availability set by segment, hardware differences, differentiated SLAs and differential pricing by Fujitsu Services to Post Office.	Con	Fujitsu Services
HNG-37507	New	Fujitsu Services shall identify within the Design Proposal how the architecture minimises the incidence of duplicate records	Con	Fujitsu Services
HNG-37508	New	The system shall detect and correctly handle duplicate records of the same transaction.	Con	Fujitsu Services
HNG-37509	New	Fujitsu Services shall review and document system parameters used directly by the business application at the counter (for example MCWP) or data centre which define or control the sales experience. These parameters shall be soft configurable unless agreed otherwise with PO Ltd within the system and, with the agreement of PO Ltd, may be modified if: <ul style="list-style-type: none"> •* these changes have business benefit to PO Ltd •* they don't impact Fujitsu Services ability to deliver a reliable service 	Con	Fujitsu Services
HNG-73349	New	Fujitsu Services shall describe Change Control processes and elapsed duration for amending parameters hard coded within the system which influence or impact the selling experience	Con	Fujitsu Services
HNG-77903	New	PO Ltd will agree the high-level change control process for amending hard-coded system parameters that influence or	Con	PO Ltd



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	impact the selling experience (see HNG-37509).		
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13.2.4 Support for 3rd party developments

Current Horizon is seen as restrictive in its ability to allow third party code to be deployed. HNG must be architected from the outset to allow third party code to be deployed within the estate and provide the hooks that can be used by third party developers to access HNG functions or services.

3rd party code deployments may follow one of the following patterns, although this is not exhaustive. The patterns shall be agreed as part of the design activity.

- * Where an exchange takes place as part of a HNG transaction with a third party, and no third party code is present in the HNG estate.
- * Where an exchange takes place and data is passed back to the Horizon session for processing.
- * Where third party code is presented to the Branch from a third party Hosted server.
- * Where there is no interaction with the Horizon system beyond invocation of the third party application and the return of control to Horizon on completion with no update data.
- * In each case, unless explicitly stated otherwise, the third party application may:
 - * Receive data from or pass data to the HNG application or a peripheral
 - * Pass data to Horizon for printing on a dedicated receipt

Pass data to Horizon to update the session and Session receipt.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-73343	NG492	Fujitsu Services and the solution architecture of Horizon NG shall support development of applications by third-parties, including by provision of suitable developer reference information	B	Fujitsu Services
HNG-73344	NG492	The HNG Solution must be developed in an open and extensible manner. The purpose of this is to allow 3 rd party (non Fujitsu Services developed) code to be deployed on and interact with the HNG service. The approach and architecture that meets this requirement must be agreed with Post Office Ltd.	B	Fujitsu Services
HNG-73345	NG492	Fujitsu Services shall document the process, options and constraints in bringing on third party code which will be maintained and provided to Post Office Ltd and third parties on request - for the latter serving as a guide / framework document.	B	Fujitsu Services
HNG-73346	NG492	Fujitsu Services shall publish details of all methods available for use by third party code. These are expected to include methods that: <ol style="list-style-type: none"> 1) Allow interaction with any Branch peripheral. 2) Invoke third party code from within the Branch HNG solution 3) Allow an interaction with the creates, updates or closes a session 4) Call the network services layer to allow transmit or receipt of data 5) Route data and requests to services that may be held (i.e. hosted) within the Fujitsu Services data centres or transmitted to an external third party. 6) Allow receipt (non Session - i.e. transaction specific) data to be queued or printed (It is assumed that HNG would retain overall session responsibility). 	B	Fujitsu Services
HNG-	NG492	Use Cases, Activity Diagrams and Interaction diagrams (or an	B	Fujitsu



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73347		equivalent agreed with Post Office) shall be developed by Fujitsu Services Ltd. to demonstrate the functional capabilities available to bring on a third party application to the HNG system.		Services
HNG-73348	NG492	The capability / ability to bring on third party code / services may be prototyped, making use of published methods and agreed approaches to third party code / services.	B	Fujitsu Services

13.3 Application Architecture

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-37510	NG215	The system shall be able to establish an end of day trading position for any branch regardless of their connectivity and log on status	Con	Fujitsu Services
HNG-37511	NG535	To minimise session duration, Fujitsu Services shall propose opportunities for parallel operation, e.g. overlapping data centre interaction with printing, for Post Office and Fujitsu Services to agree acceptability of business risk.	Con	Fujitsu Services

13.4 Branch infrastructure

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-37512	NG216	All counter terminals within a Branch shall be able to print to the back-office printer(s) within the Branch, for which a network printer may be proposed.	D	
HNG-37513	NG219	For the portable configuration, the network type shall be automatically selected from those physically available without the intervention of the subpostmaster, unless agreed otherwise with Post Office.	Con	Fujitsu Services
HNG-37514	NG136	The branch terminals shall be capable of connection (both when being initially installed and when in service) to any of the agreed Wide Area Network channels without any change of operating system or physical change to the components of the branch infrastructure other than the provision of network terminating equipment. (See also NG341.)	Con	Fujitsu Services

13.5 Branch telecommunications network

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-37515	NG137	The Branch telecomms network shall enable Post Office to operate at any location within the United Kingdom.	B	Fujitsu Services
HNG-37516	NG141	The system shall be capable of supporting PSTN as a Branch Network connection type.	R2+	Fujitsu Services
HNG-37517	NG439	Fujitsu Services shall periodically (suggested six-monthly) inform Post Office of opportunities for Branch telecomms network cost savings and/or service improvements, e.g. <ul style="list-style-type: none"> ●* Reduction of branch telecommunications changes 	Con	Fujitsu Services



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		<ul style="list-style-type: none"> ●* Cost-effective ways of dealing with weekly and seasonal traffic peaks ●* Reduction of sub-postmaster voice costs ●* Reduction of communication costs for other services ●* Offers of new services to sub-postmaster and/or local communities. 		
HNG-77904	New	PO Ltd will add a standing item to the agenda of the Joint Architecture Forum.	Con	PO Ltd
HNG-37518	NG140	Where a secondary WAN channel is provided it should have minimum shared components with primary channel to allow service continuity if the primary channel fails, unless agreed otherwise with PO Ltd	Con	Fujitsu Services
HNG-37519	NG221	The system shall switch automatically from a primary Branch telecomms network connection to a secondary connection where available in the event of connection failure, and back again at an appropriate point on restoration of the primary circuit and User may be informed.	Con	Fujitsu Services
HNG-37520	NG138	Size of network shall be flexible up or down.	D	
HNG-37521	NG341	The opening/relocation of a branch shall not be dependant on the provision of a fixed line network connection where a mobile network alternative is available. Post Office expect to have a preference to use the fixed line connection, but it must be possible to use the backup mobile network if the fixed connection is not available by the Branch opening date. The majority of branch installation failures are due to non-availability of the fixed line network. Whilst the provision of such network connections should be in as short as time possible, a branch must be able to "go live" using the mobile network where network coverage is available and with due regard to the risk of availability of services.	Con	Fujitsu Services
HNG-77905	New	PO Ltd will approve the revised operating procedures for the opening/relocation of a branch (see HNG-37521).	Con	PO Ltd
HNG-37522	NG342	Provision of the backup network shall not increase the end to end timescales for branch installations (i.e. it should not be on the critical path) unless agreed otherwise with PO Ltd	Con	Fujitsu Services
HNG-37523	NG139	The system should be able to cater for alarm monitoring over the Branch telecomms network.	R2+	Fujitsu Services

13.6 Data Centres

13.6.1 Capacity

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-37525	NG223	For the data centres, Fujitsu Services shall document potential performance and capacity bottlenecks, and demonstrate cost-effective scalability at those critical points.	Con	Fujitsu Services



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13.6.2 Availability and Resilience

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-37527	NG537	Dual Data Centre and Core Network resilience shall be provided 24/7, except for agreed out of hours periods for planned works, e.g. maintenance and upgrades.	D	

13.6.3 Failure/Recovery

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-37528	NG225	Any single failure within the Data Centres shall not cause loss of any of The Services.	B	Fujitsu Services
HNG-37529	NG226	Switchover to backup systems within the Data Centres and for the network connections within the Data Centres shall be automatic where defined for that service.	Con	Fujitsu Services
HNG-37532	NG539	The impact on Branch Users due to data centre failure and recovery shall be minimised.	D	

13.6.4 Messaging

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-73087	New	Messaging requirements to / from branches for a variety of purposes are contained within this CD. Fujitsu Services should provide an integrated approach / method for all types of usage. If this is not feasible the justification shall be discussed and agreed with PO Ltd.	Con	Fujitsu Services



14 Security

This section defines the overall requirements and policy framework for HNG information security. It is divided into two subsections, each of which has requirements attached to it.

The first subsection, termed General, deals with the context of the security model requirements for HNG, which includes pitching the appropriate level of security for the new architecture, plus liability, threat analysis etc. These are quoted from the F-CD without alteration and use the same naming convention, e.g. NGxxx. The second subsection is more specific, and deals with specific requirements which arise as a result of performing a threat analysis on the new architecture. It should be stressed that in the vast majority of cases, *these are not additions* to the current practice that need separate costing but merely architectural requirements for design that Post Office Limited require Fujitsu Services to take particular note of. All of them can be traced back to the scoping requirements in Section 14 of the F-CD.

14.1 General

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-41635	NG541	By provision of an appropriate architecture for HNG and associated service operation, Fujitsu Services shall protect Post Office from liability for information security threats to a similar extent that Post Office is protected by Baseline Horizon unless otherwise required by PO Ltd	R1	Fujitsu Services

14.1.1 Security Level - Architectural Deltas

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-41636	NG572	For cost-effectiveness, Fujitsu Services shall consider existing security measures in HNG that may reasonably be removed, where any such measure: addresses a risk associated with a business function to be excluded from HNG, or duplicates or is in some way obviated by some other countermeasure to be introduced into or retained within the HNG architecture or service operation, or addresses a risk deemed no longer existant or reduced to such an extent that the countermeasure no longer represents value for money, or is mitigated by counter-measures provided by a service domain external to the Horizon Service Domain.	R1	Fujitsu Services
HNG-72231	New	Post Office shall support Fujitsu Services in the development of the design that supports Requirement HNG-41636.	R1	PO Ltd

Under the above requirement, the following areas and requirements have been identified for reduction of scale/removal. They are described fully in Security Layer Product SE/006, "Description of NG Security Deltas". Consideration shall be given to existing interfaces with specialist services such as Financial Institutions.

14.1.1.1 Perimeter vs Islands

A perimeterised system is one in which a large security perimeter is built around the whole system, bringing all the security up to the same (maximum) standard. This is the current approach and, whilst it is secure, it has built in disadvantages of being inflexible, non-scalable, hard to monitor, and expensive.



For HNG, instead of trying to protect every component within the system, a Threat Analysis is performed to determine which elements of the system are at risk of being attacked, and then securing those to the appropriate level, on demand. These areas are termed "Islands of Security".

HNG security model is thus an "islanded", rather than a perimeterised one. This is made easier by the general architectural principle of data centralisation. Data will be moved off the distributed Counter estate into Data Centres. No sensitive data is stored long term on Counter terminals, obviating the need for a permanent security perimeter around both the individual terminals and the Counter area. In the "islanded" model the Data Centre becomes the principal (permanent) "Island of Security", with Counter Terminals plus associated requested services becoming other (temporary) ones when needed for secure Customer Sessions. This "on demand security" method will help reach the goal of reducing implementation and operating costs.

14.1.1.2 IP Security for IP Network

The requirements for Cost reduction in deployment and implementation of the network have led naturally to the adoption of an IP-based transaction network. In Baseline Horizon, security tends to be implemented between Data centres and around the campus by means of dedicated lines, firewalls and hardware encryptors. This is appropriate for a large fixed network but is both too high and too inflexible for the Business requirements for HNG. For example, many of the Government data transmission requirements (e.g. OBCS, Red Pike encryption) are being removed with the move away from Benefits management.

Across the Horizon campus itself, the IP model can be used and secured successfully. The highest grade of information is no more confidential than that regularly passed over the Web in e-commerce and e-banking situations, i.e. Financial details, customer details, etc.

Whilst VPNs and software firewalls are already employed within Horizon, the major change will be to increase the use and reliance on these components as an integral part of the IP-based NG architecture. This approach will allow an IP-based network to be at least as secure as Internet banking and e-commerce sites, whilst still allowing specialist communication to be addressed to clients such as FIs, and being significantly cheaper to install and operate.

14.1.1.3 Single Guard Point on IP System

It has already been established that the secured area, and thus its perimeter, will be much smaller within HNG than it is within Baseline Horizon due to the centralised nature of the sensitive data within the new architecture. This in turn makes it possible to specify a single (logical) guard point with Industrial-strength security measures implemented that will allow incoming threats from externally sourced Web based services to be neutralised *before* they reach the Counter estate and propagate over 40,000 terminals.

14.1.1.4 Session-level Authentication

The adoption of IP-type networks and consequent security has many benefits. Among these is the use of commercially available session-level authentication protocols.

A "session" in HNG terminology may be regarded as having two types. One is termed a "User session", and is the session where the clerk authenticates himself to the HNG system and uses the system to serve customers, logging out at the end of the session. It is this Session that is subject to authentication.

Within the User Session are one or more "Customer sessions". A Customer Session consists of one or more transactions done on behalf of a customer, and usually does not require any secondary authentication or logging out.

This system still allows for audit and liability tracing, since any transactions taking place within the Customer Session are taken to be the responsibility of the person who initiated and authenticated their User Session. Strong authentication methods with legal standing e.g. PKI will still be employed, but at the User Session level rather than at the transaction. The terms User Session and Customer Session will be used where appropriate throughout this document for the avoidance of doubt.



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14.1.1.5 Rule-based Security (“Secure what’s needed”)

The design of HNG is much better known to Post Office Limited than was the original. Part of the necessary Threat Analysis, dealing with Infrastructure, has been delivered and the Application Architecture Threat Analysis will be delivered in the light of a complete draft of the Fujitsu Services Design Proposal. In addition Fujitsu Services are preparing a System level Risk Analysis.

This process will allow different transaction types and data to be identified, along with requirements at the design level for their security. This will allow a rule-based approach to securing transactions, either from dynamic lookup or by means of rules embedded in the design. At its most sophisticated it should be possible to combine it with an ID Management system to gain even more advantage from a rule based authentication mechanism.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-41637	NG572	The logical security perimeter of the HNG system shall be restricted to the Data Centre, the Branch Counter terminal, any services required for a User Session from a terminal, plus the connections between them; the extent and duration of the logical perimeter being determined by the requirements of the User Session.	R1	Fujitsu Services
HNG-41638	NG572	Dedicated network and infrastructure security devices shall be replaced with software or firmware IP-based systems and services as far as possible except where already provided as part of an existing third party agreement.	R1	Fujitsu Services
HNG-41639	NG572	Specialist security devices such as line encryptors and dedicated lines shall be replaced as far as possible with commercially available and proven software tunnelling and encryption applications except where already provided as part of an existing third party agreement.	R1	Fujitsu Services
HNG-41640	NG572	Secure gateways collecting and returning information to Web-based services outside Post Office Limited or Post Office Limited-trusted domains shall be reduced as far as possible, ideally to the point where there is a single secured gateway controlling all access to external information flows, particularly Web-based	R2+	Fujitsu Services
HNG-41641	NG572	Individual digital signing of individual transactions shall be replaced with user session based authentication, initially using user name and password	R1	Fujitsu Services
HNG-41642	NG572	The requirement for secure sessions shall be based on reference data which set the security level required for each session and transaction data type.	R2+	Fujitsu Services
HNG-41643	NG572	Reference Data/Code for the HNG system shall be capable of specifying the security constraints for product and transaction types.	R2+	PO Ltd

14.1.2 Policy development

HNG security requirements will be embodied at a high level in a HNG Community Information Security Policy (CISP) that will be owned by Post Office. This will form the continuing basis for developing and operating HNG. Any divergence between the CISP and any supplier contracts, including that of Fujitsu Services, will be managed under change control.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-41644	NG542	Fujitsu Services shall assist Post Office in the preparation of the CISP. This will include the conduct of risk assessments as outlined below.	D	
HNG-41645	NG441	Fujitsu Services shall produce and manage changes, enhancements and modifications to their systems, architectures	D	



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		and security-related policies in line with the procedures and recommendations contained within ISO17799-2000.		
HNG-41646	NG442	Fujitsu Services shall allow all system security functionality to be audited against Post Office Security policies and Standards.	R1	Fujitsu Services
HNG-41647	NG544	Fujitsu Services shall allow all subsequent additions, deletions, modifications and updates to be re-audited and the security requirements and concomitant measures shall be re-visited if necessary.	D	

14.1.3 Risk Assessment

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-41649	NG545	The security measures appropriate for HNG, including those appropriate during the migration from Baseline Horizon, shall be determined by Fujitsu Services by means of a HNG System Risk Assessment, covering the Horizon Service Domain, in the next stage in time for (a) conclusion of the CD, (b) processing of any Change Requests that may be needed, and (c) contract signature.	D	
HNG-41650	NG573	Post Office will prepare HNG Risk Assessment Guidelines, which will provide a basis for the conduct of HNG System and Business Risk Assessments. These assessments will proceed in parallel using as input the Guidelines. The scope of the HNG Risk Assessment Guidelines shall be agreed by Fujitsu Services and Post Office to ensure that the HNG System and Business Risk Assessments can be successfully concluded	D	
HNG-41651	NG548	The preparation of the HNG System Risk Assessment shall be Fujitsu Services' responsibility.	D	
HNG-41652	NG574	The preparation of the Business Risk Assessment shall be Post Office's responsibility.	D	
HNG-41653	NG552	Based on the System and Business Risk Assessments, Post Office and Fujitsu Services shall work together to agree appropriate countermeasures commensurate with the value and nature of the business risk.	D	
HNG-41654	NG575	In determining any changes to security measures for HNG compared with those in Baseline Horizon, Fujitsu Services shall take account of the System Risk Assessment.	D	
HNG-41655	NG554	: Fujitsu Services shall update the Risk Assessment in time for contract signature, and maintain it during the Design, Build, Test, Implementation and Pilot Stages. <i>[DN: Routine review in light of operational experience plus after any major security incident</i>	D	

14.1.4 Liability

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-41656	NG557	The scope of risks for which Fujitsu Services will be liable in any future contract for HNG shall remain unchanged from the scope of liabilities in their contract for Baseline Horizon	B	Fujitsu Services
HNG-41657	NG558	Liability for risks arising from or increased by changes to the technical architecture and revised service operation shall rest	B	Fujitsu Services

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		with Fujitsu Services		
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14.2 Specific Requirements

These requirements are to be read in the context of the reductions and removals specified in this section. They are specific architectural requirements and arise mainly out of considerations of the ISO17799 Threat Analyses that have been applied to the proposed HNG system design.

14.2.1 Security Organisation

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-41659	NG442	The Post Office Community Information Security policy (CISP) shall apply to security organisation unless otherwise modified by this document.	R1	Fujitsu Services

14.2.2 Information Security Infrastructure

No change to Post Office policies.

14.2.3 Security of third party access

No change to Post Office policies.

The following additional requirement applies.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-41660	NG541	Third party access to systems shall also mean any form of electronic access to HNG systems or services from outside Horizon estate and campus without limitation and it shall be taken to include all members of all suppliers and all other Post Office users.	R2+	Fujitsu Services
HNG-77923	New	Impacted 3rd parties shall allow all system security functionality to be audited against Post Office Security policies and Standards	R1	3rd Parties

14.2.4 Outsourcing

No change to Post Office policies.

14.2.5 Asset classification and control

No change from current practice and Post Office policies.

14.2.6 Personnel Security

No change from current practice and Post Office policies.

14.2.7 Physical and environmental security

No change to Post Office policies except as identified below.

14.2.7.1 Secure areas

No change to Post Office policies with respect to HNG campus or other related Data Centres that are under Post Office policies or control.

No change to current Post Office policies with respect to behind-screens areas.

14.2.7.2 Equipment security

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
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HNG-41661	NG541	Fujitsu Services shall provide a list of measures that will be taken to mitigate the risk of unauthorised devices being connected to any component of the HNG system, with the exception of passive devices within the Branch.	R1	Fujitsu Services
HNG-41662	NG541	Branch Terminals shall be bootable only from their primary mass storage device on the terminal	R1	Fujitsu Services
HNG-41663	NG541	Configured Counter Terminals which are uninstalled or in transit between offices shall have all sensitive data encrypted secured appropriately. "Sensitive data" is defined as being data that, if modified, may cause some financial loss, embarrassment and may result in loss of customer or client confidence or loss of business.	R1	Fujitsu Services
HNG-41664	NG541	Post Office and Fujitsu Services shall jointly ensure that all Counter clerk operated equipment e.g. Branch Terminal equipment, printers, smart card or magnetic stripe readers etc, whether in a secure or open area, shall be sited such that information and data shall be visible only by authorised operators. This represents no change in Post Office practice or policies for existing secure screened locations but shall be addressed in any open offices or mobile installations.	R1	Fujitsu Services
HNG-77924	NG541	Post Office and Fujitsu Services shall jointly ensure that all Counter clerk operated equipment e.g. Branch Terminal equipment, printers, smart card or magnetic stripe readers etc, whether in a secure or open area, shall be sited such that information and data shall be visible only by authorised operators. This represents no change in Post Office practice or policies for existing secure screened locations but shall be addressed in any open offices or mobile installations.	R1	PO Ltd

14.2.7.3 General controls

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-41665	NG541	Post Office and Fujitsu Services shall jointly ensure that the PIN pad shall be installed such that the cardholder can prevent anyone from observing the PIN value as it is being entered. This represents no change in Post Office practice or policies for existing secure screened locations but shall be addressed in any open offices or mobile installations.	D	
HNG-41666	NG541	Post Office and Fujitsu Services shall jointly ensure that PIN pads shall be located such that PIN entry may not be recorded by any surveillance device. This represents no change in Post Office practice or policies for existing secure screened locations but shall be addressed in any open offices or mobile installations.	D	

14.2.7.4 Clear desk and clear screen policy

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
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HNG-41667	NG541	Any Branch Terminal shall include a single user action that clears the screen, prevents further data entry and maintains current session states until the operator re-authenticates themselves or the Branch Terminal sessions are closed by Horizon system following an inactivity timeout.	R1	Fujitsu Services
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14.2.8 Communication and operations management

No change to Post Office policies except as identified below.

14.2.8.1 Operational procedures and responsibilities

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-41668	NG541	Fujitsu Services shall specify what enforced disconnection facilities they consider necessary. These disconnection facilities shall be agreed with Post Office and documented in an Operational Level Agreement (OLA).	R1	Fujitsu Services

14.2.8.2 System planning and acceptance

No change to Post Office policies.

14.2.8.3 Protection against malicious software

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-41669	NG541	All hosts and terminals carrying Operational Business data shall be protected on an ongoing basis against malware attacks. Such protection shall be demonstrated in the design to be commensurate with the risk as anticipated by Fujitsu.	R1	Fujitsu Services

14.2.8.4 Housekeeping

No change to Post Office policies

14.2.8.5 Network management

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-41670	NG541	No password shall be transmitted in clear text across any network, whether internal or external.	R1	Fujitsu Services
HNG-41671	NG541	Any interface into the HNG system from a third-party web site shall be via an indirect (proxy) server facility which incorporates the appropriate levels of isolation, proactive and reactive protection against malware, viruses, DoS and other forms of attack which may pose a threat to Post Office systems and services. Such levels of protection shall be determined as the output of a full threat analysis of the proposed infrastructure and application architectures of any external interfaces.	R2+	Fujitsu Services

14.2.8.5.1 Network controls

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ID	REQ ID			
HNG-41672	NG541	{CISP 8.5.1a} The Horizon network configuration shall permit traffic to flow between HNG and external systems or services only as agreed by PO Ltd.	R1	Fujitsu Services
HNG-41673	NG541	{CISP 8.5.1b} Unauthorised logical access from non-Horizon systems and networks shall be prevented, including unauthorised access from: Any public networks used <ul style="list-style-type: none"> •* Networks connecting to Third Parties Networks connecting Horizon to PO Ltd and/or Royal Mail Group •* Other systems operated by the domain supplier on behalf of itself or other clients. 	R1	Fujitsu Services
HNG-41674	NG541	{CISP 8.5.1c} Controls shall protect against denial-of-service attacks originating from non-Horizon systems including those listed in Requirement HNG-41673.	R1	Fujitsu Services
HNG-41675	NG541	{CISP 8.5.1d} Generally, IP addresses within and between HNG systems shall be treated as confidential and shall not be visible externally, except as authorised by Post Office	R1	Fujitsu Services
HNG-41676	NG541	{CISP 8.5.1e} Network management staff within each domain shall be alerted to any attempt to reach the Horizon systems in their domain from unauthorised network addresses.	R1	Fujitsu Services
HNG-42680	NG541	Individual attempts to breach network security controls shall be treated as a minor security breach. A concerted attempt or a successful breach of network security controls shall be treated as a major security breach.	R1	Fujitsu Services
HNG-41677	NG541	{CISP 8.5.1g} Data over Wide Area Networks shall be encrypted unless specifically agreed in the relevant Technical Interface Specification or where otherwise specifically agreed by Post Office Limited.	R1	Fujitsu Services
HNG-41678	NG541	WAN Encryption key management shall be independent of network configuration such that the confidentiality of Post Office traffic is not compromised by a single configuration error of either the WAN or the encryption system.	R1	Fujitsu Services
HNG-41679	NG541	{CISP 8.5.1h} The system design shall require that no encrypted data is to pass through any HNG firewall layer other than certain defined fields in the application level protocol (e.g. encrypted PINs) except where data is subsequently decrypted and passes through another firewall layer. Other cases may be authorised by Post Office where a risk assessment has identified that the requirement for confidentiality outweighs the requirement for system availability and integrity.	R1	Fujitsu Services
HNG-41680	NG541	{CISP 8.5.1j} Test systems shall only share logical network connection with operational systems in carefully controlled circumstances. Test systems shall be configured to connect in this manner for the minimum duration necessary to support testing. The logical connection shall only be permitted after an assessment has confirmed that live operation will not be adversely impacted or as otherwise agreed by Post Office Limited.	R1	Fujitsu Services
HNG-41681	NG541	All RADIUS servers that authenticate network access shall be secured and segregated into logical network segments by	R1	Fujitsu Services



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		carrier access method and be externally visible to authorised domain users only.		
HNG-41682	NG541	Any end-user messaging components or services, and their dependent systems or services shall be usable by authorised users from within the HNG environment only	R1	Fujitsu Services
HNG-41683	NG541	Any end-user messaging system shall immediately and silently reject any message that is not initiated or terminated within authorised systems and made by properly authenticated users.	R1	Fujitsu Services
HNG-41684	NG541	Any message rejected as in the requirement number HNG41683 shall be forwarded to Security authorities to agreed standards and timescales in order to trace progress of possible security breaches	R1	Fujitsu Services
HNG-41685	NG541	The provision of messaging capability shall not permit active or scripted code to be carried within the message body that may be executed upon Branch Terminals or intermediate systems	R1	Fujitsu Services
HNG-41686	NG541	The HNG messaging system shall not permit messages to carry any attachments except where such attachments have been specifically validated by Post Office IT Security	R1	Fujitsu Services
HNG-41687	NG541	{CISP 8.5.1k} The use of wireless technologies within or associated with HNG systems or services shall be excluded with the sole exception of mobile public telecommunications services provided by UK licensed public telecommunications operators or as otherwise agreed by Post Office.	R1	Fujitsu Services
HNG-41688	NG541	Any mobile backup or secondary network produced within the specification of the above requirement shall be secured to the same level as the primary network	R1	Fujitsu Services
HNG-41689	NG541	Interfaces between the HNG campus and backend transaction processing systems such as SAP, TES etc. shall be over a VPN with Strong user authentication as defined in the Table 6 : Abbreviations/Definitions	R1	Fujitsu Services
HNG-77925	New	PO Ltd shall agree with Fujitsu Services what enforced disconnection facilities they consider necessary and document them in an Operational Level Agreement (OLA).	R1	PO Ltd
HNG-77926	New	PO Ltd shall agree how the Horizon network configuration shall permit trafficto flow between HNG and external systems or services	R1	PO Ltd
HNG-77927	New	PO Ltd shall ensure that all its security policies are promulgated to all third parties who interface to the HNG system	R1	PO Ltd
HNG-77928	New	PO Ltd shall define a business process for the validation of attachments to messages on the HNG system	R1	PO Ltd
HNG-77929	New	PO Ltd shall define how the 3rd party side of back office transaction processing VPN links are to conform with requirement HNG-41689	R1	PO Ltd

14.2.9 Access Control

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-41690	NG541	Logon to Terminals shall be via native operating system mechanisms and where possible standard kerberised versions will be employed.	R2+	Fujitsu Services
HNG-41691	NG442	The Horizon Access Control Policy RS/POL/003 shall apply but shall be updated to reflect the change in policy due to HNG.	R1	Fujitsu Services



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HNG-76760	NG442	PO Ltd shall update the Horizon Access Control Policy RS/POL/003	R1	PO Ltd
HNG-41692	NG541	Access to any HNG services from outside HNG campus shall be permitted only from a secured device e.g. access from RMG or third party network or by any form of remote access.	R1	Fujitsu Services
HNG-41693	NG541	Access to any HNG services from outside HNG network campus shall be permitted only following Strong authentication of the client user e.g. access from RMG or third party network or by any form of remote access.	R1	Fujitsu Services
HNG-41694	NG541	Data links into any HNG domains shall be subject to the first four conditions specified in CISP 8.5.1 (b)	D	
HNG-41695	NG541	Branch Terminals shall include a single user action that cleanly terminates any current transactions, customer sessions and clerk session and presents a new clerk login screen.	D	
HNG-41696	NG541	The Horizon NG System shall have controls in place to prevent user bypass of the standard application	R1	Fujitsu Services
HNG-41697	NG541	It shall not be possible to install any application or operating system extension except under the control of properly authorised and authenticated systems administrators carrying out authorised and audited changes.	R1	Fujitsu Services

14.2.10 Systems Development and Maintenance

No change to Post Office policies.

14.2.10.1 Security Requirements of Systems

No change to Post Office policies.

14.2.10.2 Security in Application Systems

REQT ID	F-CD Req ID	REQUIREMENT	STATUS	SUPPLIER
HNG-41698	NG442	Requirements specified in NBA Technical Security Requirements Baseline Requirements Catalogue Appendix B shall be updated to reflect HNG architecture and systems and then shall apply in full.	D	
HNG-41699	NG541	Requirements specified in NBA Technical Security Requirements Baseline Requirements Catalogue Appendix B shall be updated to reflect HNG architecture and systems and then shall apply in full.	D	
HNG-41700	NG541	Fujitsu Services shall define a Java security model for the Branch Terminal for approval of Post Office	R1	Fujitsu Services
HNG-41701	NG541	Any applications running in the Branch shall be signed or otherwise verified before the Terminal operating system allows their installation.	R1	Fujitsu Services
HNG-41702	NG541	HNG users shall not have any access to add, modify, delete or execute any operating system or application files without first being properly authorised, authenticated and audited. Controls shall be in place to prevent this requirement being bypassed by any new or upgraded application or system build.	R1	Fujitsu Services
HNG-41703	NG442	Applications requiring passwords shall continue to comply with the conditions stated in the Horizon Access Control Policy CCD (ref. RS/POL/003)	R1	Fujitsu Services

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Doc Ref: PSO/HNG/FRNF/REQ/001**14.2.10.3 Cryptographic controls**

No change to Post Office policies except as follows:

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-41704	NG541	Cryptographic key lengths shall be at least 112 bits for symmetric keys and at least 1024 bits for public keys.	R1	Fujitsu Services

14.2.10.4 Security of system files

No change to Post Office policies.

14.2.10.5 Security in development and support processes

No change to Post Office policies.

14.2.11 Business Continuity

No change to Post Office policies.

14.2.12 Compliance

No change to Post Office policies except that all references to specific legislation will be taken to mean the current legislation.

14.2.12.1 Compliance with legal requirements

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-41711	NG441	With respect to Security, in addition to requirements already listed, all suppliers and Fujitsu Services sub-contractors, and all systems and services supplied specifically for HNG shall comply with ISO17799 and ISO9003: Part 1 at all stages in the lifecycle.	R1	Fujitsu Services

14.2.12.2 Reviews of security policy and technical compliance

No change to Post Office policies.

14.2.12.3 System audit considerations

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-41712	NG541	Prosecution support shall continue to be provided as at present	R1	Fujitsu Services

14.2.13 Operational Business Change

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-42637	NG338	It shall be possible to operate terminals in a branch where there are less terminals than configured on the Fujitsu configuration management system. If there are more terminals than expected the extra ones shall be restricted for security reasons. Any variances to the expected number of counter positions will need to be changed via PO Ltd ref data, and suitably reported.	B	Fujitsu Services

**14.2.14 Fallback and Recovery**

Rationale

- * Given the architecture change coupled with the underlying principle to minimise any business impact of such change, the system must be designed to ensure that current query and management processes remain unaffected (whenever possible).

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-42638	New	An authorised user with appropriate system permission shall be able to produce reports containing data for any given branch location from one or more remote, specified locations	Con	Fujitsu Services



15 Development

Development activities for HNG and subsequent releases will follow the Joint Working IS Landscape; a set of processes and ways of working which have been agreed by Post Office Limited and Fujitsu Services in order to improve the cost-effectiveness and success of ongoing IS deliveries.

However, it is recognised that the introduction of RUP and OOAD for HNG will require a number of additional joint working activities to be instigated to support the iterative nature of the design/build/test lifecycle.

15.1 Development Process for HNG Release 1

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-72200	NG 491	The development of HNG will conform to the Joint Working IS Landscape (JWISL) set of processes and guidelines, acknowledging that a number of extensions to the existing joint processes will be jointly developed and agreed to support the RUP and OOAD methodologies.	B	Fujitsu Services
HNG-72201	NG491	The development of HNG will conform to the Joint Working IS Landscape (JWISL) set of processes and guidelines, acknowledging that a number of extensions to the existing joint processes will be jointly developed and agreed to support the RUP and OOAD methodologies.	B	PO Ltd
HNG-72202	NG 491	Fujitsu Services shall develop a Design Proposal (including Compliance Matrix) to meet the requirements set out in this document	B	Fujitsu Services
HNG-73324	NG491	Fujitsu Services shall provide the Post Office with Commercial Terms which specify the costs and resource implications for delivery of the Solution Build & Test stage, and the Implementation & Rollout stages or equivalent stages implied by the development method used.	B	Fujitsu Services
HNG-72203	New	To the same timescale as the Design Proposal, Fujitsu Services shall provide a delivery plan, with assigned resources, for delivery of the Solution Build and Test phase or equivalent phase implied by the development method used. The plan shall include all dependencies, deliverables and milestones to enable the Post Office to identify needs for assurance, management and other supporting activities. Fujitsu Services shall include their plans and proposals for training and mobilising appropriately skilled resource to deliver the solution to the agreed timescales.	B	Fujitsu Services
HNG-72204	New	Post Office and Fujitsu shall work together with PRISM and any other third party supplier in the development and maintenance of joint plans and dependencies, including development and baselining of Post Office's integrated programme plan. Post Office will take the role of Prime Integrator.	B	Fujitsu Services
HNG-72205	New	Post Office and PRISM shall work together with Fujitsu Services and any other third party supplier in the development and maintenance of joint plans and dependencies, including development and baselining of Post Office's integrated programme plan. Post Office will take the role of Prime Integrator.	B	PRISM



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HNG-72206	New	Fujitsu Services shall adhere to their internal programme plan which supports the Post Office's integrated Baseline plan. Any changes to the Fujitsu plan which affect milestone dates on the Post Office's integrated Baseline plan will be managed formally through Change Control.	B	Fujitsu Services
HNG-72207	New	PRISM shall adhere to their internal programme plan which supports the Post Office's integrated Baseline plan. Any changes to the PRISM plan which affect milestone dates on the Post Office's integrated Baseline plan will be managed formally through Change Control.	B	PRISM
HNG-77930	New	PO Ltd shall confirm that milestones on the integrated Baseline plan which require input from or delivery by other third parties are agreed as achievable by those third parties and are planned into their internal delivery plans. Any changes to these milestones will be managed formally through Change Control.	B	PO Ltd
HNG-73325	New	Fujitsu Services shall provide open access to Post Office Ltd to the monitoring and management of Fujitsu Services' sub-contractors. This shall include, but not be restricted to, provision to Post Office Ltd of sub-contractors' progress reports as presented to Fujitsu Services, provision of updated sub-contractor plans, inclusion in issue and risk monitoring and resolution, and access to sub-contractor requirement specifications. Post Office shall be invited to sub-contractor progress meetings a minimum of two times per month, or to all progress meetings if the frequency is less than twice per month. Any variation to this for individual Fujitsu Services sub-contracts shall be agreed in advance by Post Office Limited.	B	Fujitsu Services
HNG-73326	New	PRISM shall provide open access to Post Office Ltd to the monitoring and management of PRISM's sub-contractors. This shall include, but not be restricted to, provision to Post Office Ltd of sub-contractors' progress reports as presented to PRISM, provision of updated sub-contractor plans, inclusion in issue and risk monitoring and resolution, and access to sub-contractor requirement specifications. Post Office shall be invited to sub-contractor progress meetings a minimum of two times per month, or to all progress meetings if the frequency is less than twice per month. Any variation to this for individual PRISM sub-contracts shall be agreed in advance by Post Office Limited.	B	PRISM
HNG-73327	New	Fujitsu Services shall provide a measurement mechanism which can be used to estimate the functional size and complexity of Release 1 of Horizon NG and which can be used to estimate the functional size and complexity of all future changes.	Con	Fujitsu Services
HNG-73328	New	Fujitsu Services shall refresh the "Function Point Count" provided during the Feasibility Stage as part of the Design Proposal, identifying any reasons for variations from the previous figures.	Con	Fujitsu Services



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REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-72213	New	Prior to signing contracts for the delivery of HNG, Fujitsu Services and PO Ltd will agree a set of Rules and Guidelines for the Design Assurance of HNG Design Products.	D	
HNG-72214	New	Prior to signing contracts for the delivery of HNG, Fujitsu Services and PO Ltd will agree a set of Rules and Guidelines for the Design Assurance of HNG Design Products	D	
HNG-72215	New	Fujitsu Services shall comply with these Rules and Guidelines for Design Assurance of HNG Design Products	D	
HNG-72216	New	Post Office shall comply with these Rules and Guidelines for Design Assurance of HNG Design Products	D	
HNG-72217	New	The Fujitsu Services programme plan shall contain jointly agreed activities and milestones that support the progressive design assurance of design products in accordance with the Rules and Guidelines	D	

A key objective of the HNG vision is to reduce the time to market for new products or functionality, and to significantly reduce the costs of each change. It is recognised that it is difficult to prepare like-for-like comparisons between products or changes introduced before and after the introduction of HNG, but Post Office requires Fujitsu to explain, by reference to the existing and future architectures, how the cost and time savings will be achieved.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-72218	NG 493	Fujitsu Services shall detail how the new architecture and development approach for HNG will deliver a minimum reduction in end-to-end delivery timescales and costs to Post Office of 30% compared with implementing the same functional or service changes to the existing Horizon system. Sample implementations from the last two years shall be used to illustrate how the new approach shall achieve the required reductions. The sample implementations to be used shall be agreed with Post Office, and shall be from the last two years. These reductions shall be measured from receipt by Fujitsu of a Conceptual Design or Change Request as appropriate through to live Data Centre Migration.	Con	Fujitsu Services
HNG-72219	NG 493	Post Office shall agree with Fujitsu which recent implementations - in the last two years - shall be used to illustrate reductions in end-to-end delivery timescales and costs to Post Office.	Con	PO Ltd
HNG-72220	NG 495	Post Office and Fujitsu Services shall work together to establish any tools and supporting processes required to achieve these reductions in cost and elapsed time	Con	Fujitsu Services
HNG-72221	NG 495	Post Office and Fujitsu Services shall work together to establish any tools and supporting processes required to achieve these reductions in cost and elapsed time	Con	PO Ltd

Development Services; HNG Release 2 and subsequent releases

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-72222	New	Fujitsu's future Development services will conform to the Joint Working IS Landscape (JWISL) set of processes and guidelines, including any extensions to	B	Fujitsu Services



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		the existing processes that may be developed to support the RUP and OOAD methodologies.		
HNG-72223	New	Post Office will conform to the Joint Working IS Landscape (JWISL) set of processes and guidelines, including any extensions to the existing processes that may be developed to support the RUP and OOAD methodologies.	B	PO Ltd

HNG must be able to deliver increased flexibility for the introduction of new products and changes. The current development methodology and sequential release process, with two major releases per year, dictates that newly identified requirements are typically held back until they can be allocated to a new release. The component-based architecture of HNG shall support parallel development, and multiple, overlapping release cycles, thereby increasing the speed-to-market of new products.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-72224	NG 494	HNG shall support parallel development streams and, except where there are unavoidable dependencies, these streams shall be implementable in any sequence or combination.	Con	Fujitsu Services
HNG-72225	NG 494	There shall be a flexible number of planned software releases each year to support requirement number HNG-72224. This can be variable year on year and will enable introduction of some products and changes outside of the current release process	Con	Fujitsu Services
HNG-77931	New	PRISM shall support the development and implementation of parallel development streams.	Con	PRISM
HNG-72226	NG 494	PO Ltd shall support the development and implementation of parallel development streams.	Con	PO Ltd
HNG-72227	NG 494	Fujitsu shall implement appropriate configuration management tools and other supporting systems as necessary to support parallel developments. These shall be fully described and agreed by Post Office Limited prior to contract signature	Con	Fujitsu Services

Change Control

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-72228	NG496	Following commercial agreement of this Conceptual Design, all changes to requirements will follow formal Change Control processes as defined in PA/PRO/001, and initiated via the Post Office's Business Change Control Board.	B	Fujitsu Services
HNG-72229	NG496	Following commercial agreement of this Conceptual Design, all changes to requirements will follow formal Change Control processes as defined in PA/PRO/001, and initiated via the Post Office's Business Change Control Board.	B	PO Ltd
HNG-72230	NG496	Following commercial agreement of this Conceptual Design, all changes to requirements will follow formal Change Control processes as defined in PA/PRO/001, and initiated via the Post Office's Business Change Control Board.	B	PRISM



16 Testing

This section defines the principles concerning the testing for the programme and on an ongoing basis. The content of the Horizon Next Generation programme differs significantly compared to recent typical project releases. There is a much wider scope to the systems and processes that need to be tested and there is an increased emphasis on the non-functional requirements.

Testing for this programme can be split into two main objectives:

- 1) proving new methods, systems and capability delivered by Horizon Next Generation to improve this and future releases
- 2) testing requirements that are specific to this release (for example functional equivalence)

16.1 General Testing Approach

The testing approach adopted needs to include focus on the following aspects:

- Provision of test environments that simulate the live service to level of detail that is appropriate for the tests to be executed, that allow early test access in the project life cycle and are easier to maintain and support.
- Enabling automation of tests and access to this automation suite in all phases of testing.
- A test approach that allows early proving of key non-functional requirements.
- Collaboration and early involvement between all teams, for example development, test, operations, security and client teams, to enable early identification of issues and remove duplication of effort.

The key testing principles as defined in the current test strategy VI/STR/064 continue to be relevant for Horizon Next Generation. These key principles include:

- Build in testability from the outset
- Fail fast - using a risk based approach and early involvement of testing to allow early identification of issues
- Collaboration - between all parties to reduce duplication of effort and to speed up the acceptance process

However other aspects of this strategy are now out of line with the Horizon Next Generation developments. Therefore this strategy needs to be reviewed and revised.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-72242	NG-497	Fujitsu Services shall support PO Ltd in the joint review and revision of the CCD titled Testing Approach for the Horizon System ref VI/STR/064, Version 1.0, dated 15 August 2003 to align it with Horizon Next Generation programme, its requirements and new development methodology. The agreed updated document to be in place in time for development of all test plans.	Con	Fujitsu Services
HNG-77934	NG497	Fujitsu Services shall support PO Ltd in the joint review and revision of the CCD titled Testing Approach for the Horizon System ref VI/STR/064, Version 1.0, dated 15 August 2003 to align it with Horizon Next Generation programme, its requirements and new development methodology. The agreed updated document to be in place in time for development of all test plans.	Con	PO Ltd
HNG-	NG497	PRISM will support the development of the Post Office test	Con	PRISM



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77935		strategy		
HNG-77936	NG487	3rd Parties will support the development of the Post Office test strategy	Con	3rd Parties
HNG-72243	NG-498	Fujitsu Services shall identify and advise on approaches to be undertaken to preserve the integrity and maintenance of the testing environments.	Con	Fujitsu Services
HNG-77937	NG498	PRISM shall provide costed options to support integrated test environment as defined by the test strategy	Con	PRISM
HNG-77938	NG498	3rd parties shall provide costed options to support integrated test environment as defined by the test strategy	Con	3rd Parties
HNG-31046	NG - 498	Provide costs of a test environment to support post office lead end to end functional testing. This test environment (or environments) needs to provide appropriate representative emulation of the planned live environment and provision of external connectivity that is required for the tests to be executed (for example message load injection capabilities, 3 rd party connectivity, multi-server environments).	Con	Fujitsu Services
HNG-31047	NG - 498	Provide costs of a test environment to support post office lead end to end non-functional testing. This test environment (or environments) need to provide live environment simulation and external connectivity that is appropriate for the tests to be executed (for example message load injection capabilities, 3 rd party connectivity, multi-server environments).	Con	Fujitsu Services
HNG-31048	NG - 498	A maximum of 24 hours will be permitted in order for Fujitsu Services to prepare, maintain and update a test environment for the commencement of a new iteration or instance of a testing cycle. Use of the full 24 hours is expected to be the exception rather than normal operation. This is not a mandatory 24 hour window, but only to be exercised where activities such as lengthy data clear down are necessary, and on agreement with PO Ltd.	Con	Fujitsu Services
HNG-31050	NG-497	As part of developing any automated functional and non-functional test suites, consideration should be given to how tests will function when the application under test is connected to 3 rd party systems. Fujitsu shall inform Post Office at time of automated test development of any known issues that would prevent these tests from being executed in an end to end test environment.	Con	Fujitsu Services
HNG-77939	NG497	Training will be required for Post Office testing staff to enable use of any new testing tools, for example test automation	Con	PO Ltd
HNG-31051	NG-497	Provide access and support for any test automation technology provided by Fujitsu Services for Horizon testing that will expedite any Post Office lead test phases.	Con	Fujitsu Services
HNG-77940	NG497	PRISM will support testing methods to allow use of automated functional and non-functional testing tools	Con	PRISM
HNG-77941	NG497	3rd parties will support testing methods to allow use of automated functional and non-functional testing tools	Con	3rd Parties
HNG-31052	NG-497	Provide a test approach that enables initial evidence for the acceptance of high priority non-functional requirements to be provided early in the testing cycle	Con	Fujitsu Services
HNG-31053	NG-497	Provide and support access for any PO Ltd nominated person to independently review any required test plans, procedures, environments or results during the testing project phases	Con	Fujitsu Services



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HNG-77942	NG497	PRISM will provide open access to test plans, procedures and results that relate to this programme	Con	PRISM
HNG-77943	NG497	3rd parties will provide open access to test plans, procedures and results that relate to this programme	Con	3rd Parties
HNG-31055	NG-499	Fujitsu Services shall provide maintenance and support levels for the NG test environment during testing and non testing periods removing any long hibernation periods. Fujitsu Services and PO Ltd shall review and agree service levels and readiness for test environments during non testing periods	Con	Fujitsu Services
HNG-77944	NG497	PRISM will provide costed options for test environments, test connectivity and maintaining integrated test environments to support Post Office lead test phases	Con	PRISM
HNG-77945	NG497	3rd parties will provide costed options for test environments, test connectivity and maintaining integrated test environments to support Post Office lead test phases	Con	3rd Parties

16.1.1 Horizon NG Specific testing

There are a number of requirements that specifically relate to the unique nature of the first release of Horizon Next Generation programme. To allow the most effective and efficient testing for this release additional emphasis needs to be applied in the test approach to the following:

- A risk based test approach to address full regression testing against a clearly defined baseline system (also referred to as functional equivalence testing).
- Early focus on system and data migration testing and its inclusion in all phases of testing

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-72249	NG-497	Fujitsu Services and PO Ltd shall develop and agree a test approach that proves functional equivalence of Horizon Next Generation system. This approach shall include methods for assessing complexity, risk, impact and prioritisation of tests to determine tests to be executed to achieve agreed coverage and avoid duplication. The approach shall also include agreed practical method of confirming correct equivalent operation (for example comparison to operation of a reference test system)	Con	Fujitsu Services
HNG-31049	NG-497	Inclusion of all migration testing into all appropriate test phases and migration concepts proven prior to the commencement of live proving.	Con	Fujitsu Services
HNG-77946	NG497	PRISM will support development of migration test plans	Con	PRISM
HNG-77947	NG497	3rd parties will support development of migration test plans	Con	3rd Parties
HNG-72251	New	PO Ltd and Fujitsu Services to jointly review migration testing activity that is outside Fujitsu Services' responsibility to determine support required from Fujitsu Services	Con	Fujitsu Services
HNG-76810	New	PO Ltd and Fujitsu Services to jointly review migration testing activity that is outside Fujitsu Services' responsibility to determine support required from Fujitsu Services	Con	PO Ltd
HNG-31054	NG-497	Support any re-accreditation/certification with 3 rd parties that Post Office specify as being required	Con	Fujitsu Services
HNG-77948	NG497	PRISM to define their certification and/or accreditation requirements	Con	PRISM

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HNG-77949	NG497	3rd parties to define their certification and/or accreditation requirements	Con	3rd Parties
HNG-77950	NG497	Conduct usability testing of the new counter interface style guide	Con	PO Ltd
HNG-77951	NG497	PO Ltd need to review RDS testing requirements against each relevant supplier and identify any gaps in test coverage	Con	PO Ltd
HNG-77952	NG497	PO Ltd need to review APADC testing requirements against each relevant supplier and identify any gaps in test coverage	Con	PO Ltd



17 Acceptance

17.1 Introduction

Acceptance of Horizon Next Generation (HNG) Release 1 will recognise that the required capabilities consist of the 'Functionally Equivalent' of the existing Baseline Horizon solution together with modifications and exclusions, agreed new business functionality, enhancements or modifications to the currently provided set of Fujitsu Services Operational, Support and Implementation Services and the addition of a newly stated set of non-functional requirements.

Acceptance Criteria for all of these capabilities will be provided in two phases.

Acceptance Criteria that directly relate to HNG Requirements will be contained in this Conceptual Design. This includes the requirements for Postal Services contained in Appendix G

Acceptance Criteria that relate to the Functionally Equivalent capabilities (see section 5.3) will be developed from a variety of existing Horizon source material (including Baseline Horizon Conceptual Designs and Application Definitions) and then analysed, classified and integrated.. This process will include the provision of Acceptance Criteria relating to Post Office's Clients and 3rd parties (see section 17.5) and the provision of Acceptance Criteria for Fujitsu Services services (see section 17.6).

Acceptance Criteria for the Functionally Equivalent capabilities will be provided by a date to be agreed between Post Office and Fujitsu Services but which will be later than the date of the first baselined version of this Conceptual Design.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-71608	New	PO Ltd shall prepare, and deliver to Fujitsu Services, Acceptance Criteria for all Functionally Equivalent capabilities required for HNG. Fujitsu Services to review and agree these Acceptance Criteria, such agreement not to be unreasonably withheld	B	PO Ltd
HNG-77953	New	PO Ltd shall prepare, and deliver to PRISM, any relevant Acceptance Criteria for all Functionally Equivalent capabilities required for HNG	B	PO Ltd
HNG-77954	New	PRISM to review and agree these relevant Acceptance Criteria for all Functionally Equivalent capabilities for HNG, such agreement not to be unreasonably withheld	B	PRISM
HNG-77955	New	PO Ltd shall prepare any relevant Acceptance Criteria for all Functionally Equivalent capabilities required for HNG relating to 3 rd parties and clients, identifying relevant parties	B	PO Ltd
HNG-77956	New	Relevant 3 rd parties and clients to review and agree these relevant Acceptance Criteria for all Functionally Equivalent capabilities for HNG, such agreement not to be unreasonably withheld	B	3rd Parties
HNG-71609	New	Fujitsu Services and Post Office shall jointly agree activities and milestones that support the phased production of HNG Acceptance Criteria.	B	Fujitsu Services
HNG-77957	New	PRISM shall agree with Post Office the activities and milestones that support the phased production of relevant HNG Acceptance Criteria.	B	PRISM
HNG-77958	New	Relevant 3 rd parties and clients shall agree the activities and milestones that support the phased production of HNG Acceptance Criteria	B	3rd Parties

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HNG-77959	New	Post Office shall agree with Fujitsu Services, PRISM, 3 rd parties and clients the activities and milestones required to support the phased production of HNG Acceptance Criteria	B	PO Ltd
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17.2 HNG Acceptance Process

The overall methodology and approach to managing Acceptance for Horizon Next Generation (HNG) will use the Definitions and Processes described in the Horizon Next Generation Generic Release Acceptance Process. This document is derived from the Baseline Horizon Generic Release Acceptance Process - PA/PRD/013 together with variations identified below. These changes are to accommodate: -

- * The Acceptance of the overall HNG solution as distinct from a Release
- * The use of a Functional Equivalence definition process
- * The Acceptance processes required to support the HNG Operational, Implementation and Support Services provided by Fujitsu Services.

Acceptance of HNG will follow the approach, definitions and procedures contained in PA/PRD/013, with the following additions noted below (nb. the list of variations is non-exhaustive and is subject to further review)

This section references only those sections of PA/PRD/013 where an interpretation or addition is necessary and provides guidance as to the nature of these changes. Where a section is not referenced then no change is identified at this stage to be required to accommodate the Acceptance of the HNG Programme.

An HNG variant of PA/PRD/013 will be produced to formalise the particular Acceptance activities related to the HNG Programme (including Acceptance of all the functional content represented as HNG Version 1). This will accommodate the changes described below and in particular will reflect the change of emphasis from a Release to an overall Solution comprising multiple strands of Acceptance activities. General changes of this nature and any terminology changes to reflect the HNG contract structure (Schedule names etc.) will be included but are not explicitly recorded below.

All of the changes and recommendations noted below are subject to agreement between PO Ltd and Fujitsu Services. The introduction of this document will supersede this section of the CD.

17.3 Affected sections of PA/PRD/013

The content of this section is indicative and is subject to further review; it is not definitive

Section 2 - Derivation

Relevant sections from this document should be referenced.

Section 3.2 - Acceptance Process Stages

The 'functionally equivalent' nature of much of the HNG applications capability in HNG Version 1 and the various modifications and harmonisations that will have been applied to the initial Acceptance Criteria source material requires that a greater emphasis should be placed on the Acceptance method of Design Walkthrough. This is required in order to gain early assurance that the required functionality has been fully identified and appropriately accommodated in the solution design.

A progressive Design Assurance process will be employed against agreed Design products that will facilitate Acceptance by Design Walkthrough for certain Acceptance Criteria (which shall include Acceptance Criteria from the HNG Conceptual Design and those derived from the Functional Equivalence analysis).

This process will initially involve a greater degree of joint working on the development and / or review of various products within the Solution Specification or Solution Build and Test stages (including the High Level designs and where appropriate the Low Level Designs), and concluding with a final and formal Acceptance stage or Gateway.

Section 3.3 - Requirements Statements

There will be no statement of business requirement for the Horizon equivalent capabilities of HNG (e.g. functional or service capabilities that are not explicitly stated in the HNG CD). Acceptance Criterion for these areas will be produced by a date to be agreed between Post Office and Fujitsu Services that will be after the date of the first baselined version of the HNG Conceptual Design.

Any new or modified Requirements that emerge from the design assurance process will be formally introduced into the HNG Conceptual Design from which associated Acceptance Criteria will be produced. Exceptions resulting from the analysis of functionally equivalent capability will be managed through the HNG programme as described in section 17.8. Any other changes that affect the Conceptual Design baseline will be managed through the normal Change Control procedures.

Section 3.4 - Acceptance Criterion

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As noted above, Acceptance Criteria for Functional Equivalence will be derived from the various sources described in section 17.1, will be modified and in some cases rationalised into a smaller number of statements. Traceability to the original source material (typically Horizon Acceptance Criteria or baseline documentation) will be retained.

Section 3.5 - Acceptance Methods

The Acceptance Method of 'Monitoring' will be used for those Operational and Support Services that are to be verified during the Pilot stage. However it is anticipated that certain Services (e.g. end to end contingency, certain OBC services, full use of Branch wide facilities such as 'Message Broadcast' etc.) cannot be fully exercised during or beyond the Pilot stage or would require potentially prohibitive environments established in order that they could. Consequently it will be necessary for some Acceptance activities (see section 17.6) to take place after Pilot.

Section 3.7 - Acceptance Incident

A new Acceptance Incident classification to identify 'Functional Equivalence Exceptions' will be introduced. This will be used if during an 'Acceptance' stage, a functionally equivalent capability is identified as missing or has only been partially implemented.

An Acceptance Incident relating to a Functional Equivalence Exception will be raised when it can be demonstrated that: -

- * An existing Horizon capability, that is not excluded or modified within the HNG Conceptual Design, has not been included within HNG
- or
- * An existing Horizon capability, that is not excluded or modified within the HNG Conceptual Design, has been included within HNG but whose associated functional or operational characteristics provide comparable but not directly equivalent capability.

The assessment of the severity of this AI will be based on whether

- * Post Office confirm that the inclusion, exclusion or modification of the capability is functionally or operationally necessary
- or
- * The inclusion or exclusion of this capability, or the effect of not modifying the developed HNG capability, will result in a reduced level of service than currently provided by Horizon

Section 5.0 - Progressing through Acceptance

This section should be updated to reflect that fact that HNG Acceptance will comprise multiple strands of Acceptance activities which must be achieved by specific Acceptance Gateways. Achievement of a specific set of HNG Acceptance Criteria (i.e. those not deferred or aligned to subsequent Acceptance Gateways) must be achieved before the equivalent of 'Release Authorisation for HNG Version 1' is approved.

Section 5.1 - Achieving Release Stage Progression

Changes may be required to the threshold numbers of Acceptance Incidents for HNG to allow stage progression.

Section 10 - Release Acceptance Board

Changes may be required to the composition and TOR of the equivalent Acceptance Board for HNG. This will reflect the more detailed nature of the HNG solution and may require specific sub-boards dealing with specific aspects of the overall HNG solution.

REQT ID	F-CD Req ID	REQUIREMENT	STATU S	SUPPLIER
HNG-76817	New	PO Ltd shall prepare and Fujitsu Services shall agree the content of an updated version of PA/PRD/013 to be known as "HNG Release Acceptance Process" (ref. RM/PRD/003	Con	PO Ltd
HNG-77960	New	PO Ltd shall review, and potentially update, PRISM Contract Schedule 17 - Acceptance, to ensure appropriateness for use with any acceptance criteria relating to PRISM generated as a result of changed requirements as a result of this Conceptual Design, or in confirming the functional equivalence of the system	Con	PO Ltd
HNG-77961	New	PRISM shall agree the content of the revised PRISM Contract Schedule 17 - Acceptance for use with any acceptance criteria relating to PRISM generated as a result of changed requirements as a result of this Conceptual Design, or in confirming the functional equivalence of the system.	Con	PRISM
HNG-	New	PO Ltd shall prepare a documented Release Acceptance	Con	PO Ltd

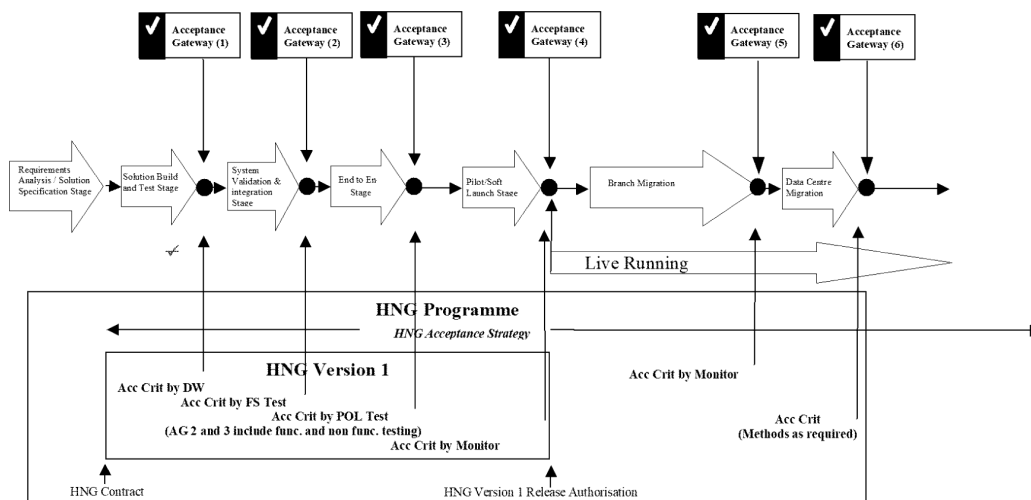


77962		Process approach for use with any acceptance criteria relating to other 3 rd parties or clients generated as a result of changed requirements as a result of this Conceptual Design, or in confirming the functional equivalence of the system.		
HNG-77963	New	Relevant 3 rd parties and clients shall agree the content of a documented Release Acceptance Process approach for use with any acceptance criteria relating to other 3 rd parties or clients generated as a result of changed requirements as a result of this Conceptual Design, or in confirming the functional equivalence of the system.	Con	3rd Parties

17.4 Acceptance Gateways

The current model of using formal Acceptance Gateways between stages of the solution life cycle will continue but with a greater emphasis of both assurance (see section 15.) and some formal Acceptance activities taking place during the Solution Specification and Solution Build and Test stages. This is particularly to address the need to gain early confidence of the scope and the intended solution design for functionally equivalent capabilities. It will also be required that some Acceptance activities with respect to the Acceptance of specific Fujitsu Services services take place after Release Authorisation (see section 17.6). The Design Assurance process (see section 15.) will support joint reviews of various design artefacts / products and, following agreement, Post Office will give a provisional status of 'assured' based on a Review or Test as appropriate. However formal Acceptance will not be confirmed until the end of the relevant Stage / Acceptance Gateway as shown below.

Figure 16: Acceptance Gateways



This diagram illustrates the required Acceptance Gateways for the HNG programme and identifies the target gateways by when certain Acceptance Criteria must be achieved. Release Authorisation of HNG Version 1 will be dependent on achieving Acceptance Gateway 4. Acceptance Criteria associated with the monitoring of specific Fujitsu Services services will occur between Acceptance Gateways 4 and 5 and be formally confirmed via Acceptance Gateway 5. Acceptance Criteria associated with the completion of the HNG Data Centre Migration and the conclusion of the HNG Programme will be governed by Acceptance Gateway 6.

REQT ID	F-CD Req ID	REQUIREMENT	STATUS	SUPPLIER
HNG-71610	NG - 500	Fujitsu Services will support the Definitions and Processes that define the Acceptance of Horizon Next Generation as described in <i>Horizon Next Generation Release Acceptance Process - RM/PRD/003</i>	Con	Fujitsu Services



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HNG-71611	New	Fujitsu Services will support the Acceptance Gateway and Stage Progression approach described in <i>Horizon Next Generation Release Acceptance Process - RM/PRD/003</i> .	B	Fujitsu Services
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17.5 Acceptance for 3rd parties / Clients

Post Office are undertaking a programme of engagement with all external 3rd parties / Clients who will directly interact with the HNG Application Services or for whom Acceptance testing or other forms of service continuity assurance are required as part of the overall HNG programme. This programme will establish the formal Acceptance methods, tests or other forms of agreement that are required, some of which will result in specific Acceptance Criteria on Fujitsu Services and/or assurance tests that will be conducted by PO Ltd.

It is currently assumed that the general scope and content of the assurance tests required by 3rd parties / Clients will conform to those previously carried out at the time of service introduction.

Fujitsu Services are required to support these activities by supporting Post Office in the operation of certification, accreditation or assurance tests that will be based on the following Horizon specifications.

- * Epay - Retailer EPOS Accreditation Testing (FS ref: SU/TRP/014)
- * Streamline (DCS) - to be advised
- * DVLA - to be advised
- * LINK - to be advised
- * Alliance & Leicester - to be advised
- * CAPO - to be advised
- * Quantum - Derived from Fujitsu Services Test Specification VI/TSC/295 and Siemens 'Acceptance Test Script SMS Terminal end-to-end testing'
- * First Rate - to be advised

Post Office will be responsible for managing all engagements with 3rd parties / Clients and for establishing the final scope, extent and timing of all such Acceptance or assurance activities and for managing and conducting all associated testing activities.

Post Office will notify Fujitsu Services via Change Control of any variations to the stated test activities that may emerge from subsequent Client engagements.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-71613	New	Post Office shall establish agreements with 3 rd parties / Clients covering the Acceptance or assurance activities necessary to meet any formal obligations and to support the migration to and operation of Horizon Next Generation.	B	PO Ltd
HNG-71614	New	Post Office shall establish a Test Strategy and Test Plan that includes all the activities necessary for Post Office to achieve Acceptance or assurance with their Clients / 3 rd parties.	B	PO Ltd
HNG-71615	New	Where necessary, Post Office shall produce Acceptance Criteria which shall be met by Fujitsu Services that relate to activities necessary for Post Office to achieve certification, accreditation or assurance with their Clients / 3 rd parties.	B	PO Ltd
HNG-73359	New	Fujitsu Services shall support PO Ltd as required in activities necessary for PO Ltd to achieve certification, accreditation or assurance with their clients or third parties	Con	Fujitsu Services
HNG-77964	New	PRISM shall support PO Ltd, as required, in activities necessary for PO Ltd to achieve certification, accreditation or assurance with their clients or third parties, as per PRISM Contract Schedule 17 - Acceptance.	Con	PRISM
HNG-	New	Post Office shall identify 3 rd parties and clients with	Con	PO Ltd



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77965		which they need support in order to achieve certification, accreditation or assurance with other parties		
HNG-77966	New	3 rd parties and clients, as identified above, shall support PO Ltd, as required, in activities necessary for PO Ltd to achieve certification, accreditation or assurance with their clients or third parties	Con	3rd Parties
HNG-77967	New	PRISM shall produce new HNG Service Descriptions for all PRISM services. Their scope and content must be consistent with the equivalent Horizon Service Description, except where modifications are required to accommodate the HNG Architecture or are necessary to meet any Requirement in this Conceptual Design or as otherwise agreed with PO Ltd	B	PRISM
HNG-77968	New	Post Office Ltd, led by the Design Authority, will carry out a Document Review of the new HNG Service Descriptions, produced as a result of requirement HNG-71623.	B	PO Ltd
HNG-77969	New	PRISM shall support Post Office in establishing agreed mechanisms that will enable Post Office to conduct acceptance monitoring of specific PRISM services, as per PRISM Contract Schedule 17 - Acceptance.	B	PRISM
HNG-77970	New	The Post Office HNG Programme shall be responsible for managing the escalation and management of all HNG Acceptance Incidents, and all interactions with PRISM, throughout the period of the HNG Programme. This shall include any Acceptance Incidents raised against PRISM services after HNG Version 1 Release Authorisation	B	PO Ltd
HNG-77971	New	Post Office shall create Acceptance Criteria for all PRISM services following the agreed approach as per PRISM Contract Schedule 17 - Acceptance.	B	PO Ltd
HNG-77972	New	Post Office shall specify those PRISM services (from those specified in elsewhere in Section 17 of this CD) and their associated acceptance criteria that are to be monitored following HNG Version 1 release Authorisation.	B	PO Ltd
HNG-77973	New	PRISM shall support Post Office in establishing the monitoring procedures for the monitoring of specific PRISM services	B	PRISM

17.5.1 Acceptance of Batch File Transfer Clients

Fujitsu Services are required to establish tests that support Acceptance Criteria relating to the continued support of the directly connected Batch File Transfer clients (covering both the current FTMS and EDG connection methods). These must verify that the process of receiving and merging HNG originated transactions with Horizon transactions into a Client file operates correctly and in manner that is conformant with the Horizon Service Levels and client specific Operational Level Agreements and consistent with their HNG equivalents or replacements. In addition functional tests must verify the receipt and correct usage of Client / 3rd party batch files. In particular this must verify that Client data used as part of the Branch Application processing (e.g. Quantum tariff data, First Rate exchange rate files) are made available to both Horizon and HNG environments for use in Horizon (H1) and HNG (H2) Branches consistently and in accordance with the relevant Horizon or HNG Service Level.

Non-Functional testing covering file scheduling, SLA production etc will be required to verify that the dual sources of batch transactions have not affected these capabilities.

All of this testing is expected to take place within the Fujitsu Services Test environment using representative test cases and test clients and will not require the direct involvement of any actual Clients / 3rd parties.

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REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-71616	NG - 500	Fujitsu Services shall ensure that the nature and scope of directly connected Client/3rd party batch file transfers (using either the FTMS or EDG methods) are not adversely affected by the dual source of transaction data originating from Horizon and HNG Branches, except as otherwise agreed with PO Ltd	Con	Fujitsu Services

17.6 Acceptance for FS Services

Unless explicitly stated with this Conceptual Design, the scope and content of Fujitsu Services services for HNG will remain unchanged under the general provisions of Functional Equivalence except insofar as the Service Descriptions and any associated documentation require to be modified to reflect the new HNG systems and data architecture.

However because of the changed nature of the HNG architecture and the different physical infrastructure, technical environments and supporting functionality it is necessary to establish a programme of service verification which will conclude with the formal Acceptance of all HNG Fujitsu Services services. This programme will verify that unchanged Fujitsu Services services continue to operate according to the HNG equivalent of their Service Description and associated measures, and that any Fujitsu Services services that are modified as a consequence of the HNG Architecture or as a result of new HNG Requirements comply with their new Service Descriptions and measures.

Post Office's overall objectives are to ensure that the scope and content of all HNG Fujitsu Services services are consistent with the equivalent Horizon Service (or as amended via the HNG Conceptual Design) and that there is sufficient evidence that Fujitsu Services have the ability to deliver each Service in Live operation.

Whilst many Fujitsu Services services can be accepted on the basis of already proven capabilities supported by Document Reviews or in some cases functional and non functional Tests and/or Monitoring during Pilot, formal acceptance of certain Fujitsu Services services will also be dependant on proven representative service delivery. The characteristics of certain Fujitsu Services services are such that their acceptance criteria can only be fully met once sufficient data or transaction volumes are present and consequently final confirmation of a specific set of Fujitsu Services service capabilities will be determined as part of an Acceptance Gateway that will occur after Release Authorisation of HNG Version 1.

17.6.1 Acceptance Criteria for FS Services

Acceptance Criteria provided in Appendix A of this Conceptual Design will only relate to requirements for either new Fujitsu Service service capability, non-functional capabilities required to support Fujitsu Services services or to variations / alterations to current Fujitsu Services services that arise as a consequence of the new HNG Architecture.

A separate and later exercise will specify Acceptance Criteria and associated Acceptance Methods for all of the unchanged capabilities of Fujitsu Services services, this exercise to have completed coincident with the production of the overall set of Functional Equivalent Acceptance Criteria.

17.6.2 Acceptance Monitoring of specific FS Services

Post Office requires that certain Fujitsu Services services are monitored during the period after HNG Release Authorisation / Acceptance Gateway (4). This will be specified by defining Acceptance Criteria that identify specific operational conditions (e.g. % of Migrated Branches, % of data volumes) against which Fujitsu Services service delivery will be assessed. These Acceptance Criteria may be in addition to other Acceptance Criteria for the same Fujitsu Services service that are to be assessed via other Acceptance Methods at previous Acceptance Gateways. This approach allows Post Office to gain confidence in Fujitsu Services' ability to deliver those Fujitsu Services services that cannot be fully exercised during Test or Pilot stage or would require that prohibitively large and costly environments are established in order that they could. In particular Fujitsu Services services that impact on either live users or the live estate or have volume or time dependences cannot be effectively exercised in anything other than a live environment.

The general principles governing this Acceptance Monitoring stage are that: -

- * The stage will operate from Acceptance Gateway 4 to 5 and will conclude when all acceptance criteria for specified Fujitsu Services services have been met and the Branch Migration plan has been completed.



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- * Activities and events that occur during this stage will not affect the formal status of any Acceptance Criteria that have been met.
- * Activities and events that occur during this stage may affect the formal status of the HNG Version 1 Release Authorisation.
- * Specific Fujitsu Services services will be monitored during this stage. The actual Fujitsu Services services and their acceptance criteria will be provisionally agreed prior to commencement of Pilot and finalised prior to HNG Version 1 Release Authorisation.
- * Acceptance Criteria for Fujitsu Services services that are subject to monitoring during this stage shall be produced by Post Office and agreed with Fujitsu Services as representative of the expected incidence and scope of the Fujitsu Services service under normal operational conditions.
- * The monitoring of Fujitsu Services service delivery will be directed by the HNG Programme which may utilise the Post Office and Fujitsu Services Service Review Forum. Specific escalation processes shall be agreed to govern any non-compliances arising from those Fujitsu Services services that are subject to monitoring. These processes and the management of rectification plans shall be responsibility of the HNG Programme.
- * Mitigation and remedial actions shall be agreed as part of this governance process, and these shall, subject to agreement between Post Office and Fujitsu Services, include the right of either party to suspend the HNG migration / roll-out programme.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-71623	New	Fujitsu Services shall produce new HNG Service Descriptions for all Fujitsu Services services. Their scope and content must be consistent with the equivalent Horizon Service Description, except where modifications are required to accommodate the HNG Architecture or are necessary to meet any Requirement in this Conceptual Design or as otherwise agreed with PO Ltd	B	Fujitsu Services
HNG-71624	New	Fujitsu Services shall support Post Office in establishing agreed mechanisms that will enable Post Office to conduct acceptance monitoring of specific Fujitsu Services services.	B	Fujitsu Services
HNG-71625	New	The Post Office HNG Programme shall be responsible for managing the escalation and management of all HNG Acceptance Incidents, and all interactions with Fujitsu Services, throughout the period of the HNG Programme. This shall include any Acceptance Incidents raised against Fujitsu Services services after HNG Version 1 Release Authorisation.	B	PO Ltd
HNG-71626	New	Post Office shall create Acceptance Criteria for all Fujitsu Services services in accordance with the approach described in <i>Horizon Next generation Release Acceptance Process - RM/PRD/003</i> . These Acceptance Criteria shall complement and be in addition to Acceptance Criteria for specific changes to Fujitsu Services services contained in this Conceptual Design.	B	PO Ltd
HNG-71627	New	Post Office shall specify those Fujitsu Services services (from those specified in HNG 71623) and their associated acceptance criteria that are to be monitored following HNG Version 1 release Authorisation.	B	PO Ltd
HNG-71628	New	Fujitsu Services shall support Post Office in establishing the monitoring procedures for the monitoring of specific Fujitsu Services services.	B	Fujitsu Services



17.7 Acceptance Management

The management and co-ordination of HNG Acceptance must be established as a joint exercise between PO Ltd and Fujitsu Services. This exercise will enable the formal achievement of Acceptance Criteria and Acceptance Incidents to be monitored and reported. The administration and planning of HNG Acceptance should, wherever possible, utilise processes, tools and resources already established within the HNG Programme (e.g. Design Assurance monitoring, Test Management etc.) and should not establish parallel or separate capabilities.

Post Office will appoint an Acceptance Manager to this exercise and Fujitsu Services will identify a similar resource or role to support the Post Office Acceptance Manager.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-71629	New	Post Office shall appoint an Acceptance Manager who shall manage the planning, tracking and reporting of the achievement of Acceptance Criteria and the resolution of Acceptance Incidents.	B	PO Ltd
HNG-71630	New	Fujitsu Services shall support the Post Office Acceptance Manager in utilising (or where necessary establishing) monitoring, administration and reporting methods to support the achievement of Acceptance Criteria and the resolution of Acceptance Incidents.	B	Fujitsu Services
HNG-77974	New	PRISM shall support the Post Office Acceptance Manager in utilising (or where necessary establishing) monitoring, administration and reporting methods to support the achievement of Acceptance Criteria and the resolution of Acceptance Incidents, as per PRISM Contract Schedule 17 - Acceptance	B	PRISM

17.8 Exception Management

To guard against any potential exceptions arising from the interpretation of Functional Equivalence that may occur in the Fujitsu Services HNG Solution Design, Post Office wishes to establish a review and approval process to mitigate the potential risk of future Acceptance Incidents arising from Functional Equivalence Exceptions identified during the Design Assurance process. It is proposed that any such potential incidents will be assessed by a joint review group comprising at least: -

- * Post Office Design Authority
- * Fujitsu Services Design Authority
- * FS and PO Ltd Programme Managers
- * In addition the conclusions of these reviews will be notified to the Fujitsu Services and Post Office Acceptance Managers
- * Commercial representatives

This group will regularly assess the validity and risk of the potential Acceptance Incident, the commercial and programme significance of the omission or variance in the HNG solution design and the degree to which any alternate implementation represents an operationally expedient or beneficial change.

This will enable proposals for change to be identified as a consequence of Design reviews / walkthroughs and, subject to approval by Post Office / Fujitsu Services, the new / changed requirements will be introduced into the Conceptual Design.

Fujitsu Services will then be required to accommodate this change into the relevant design product as determined by the Fujitsu Services Design Authority.

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-71631	New	Fujitsu Services will support Post Office in establishing an Assurance and Acceptance review forum whose role will be to determine the significance and remedial action of any Functional Equivalence Exceptions or Acceptance Incidents that are raised either as part of the progressive Design Assurance activities or at Acceptance Gateways. This forum shall comprise at	B	Fujitsu Services



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		<p>least the Post Office and Fujitsu Services Programme Managers, Acceptance Managers, Commercial Representatives and Design Authorities.</p> <p>Any escalation activities shall follow the agreed governance process for the HNG Programme.</p>		
HNG-77975	New	<p>PRISM will support Post Office in establishing an Assurance and Acceptance review forum whose role will be to determine the significance and remedial action of any Functional Equivalence Exceptions or Acceptance Incidents that are raised either as part of the progressive Design Assurance activities or at Acceptance Gateways. This forum will be represented by PRISM Programme Managers on behalf of PRISM.</p> <p>Any escalation activities shall follow the agreed governance process for the HNG Programme.</p>	B	PRISM
HNG-77976	New	<p>Post Office will set up the internal processes required to enable appropriate Release Authorisation to take place.</p>	B	PO Ltd
HNG-71632	New	<p>Post Office will update the HNG Conceptual Design with any agreed explicit or clarified Requirements that arise from the Assurance and Acceptance review forum.</p>	B	PO Ltd



18 Appendix A - Requirements Catalogue



"Vsn 2.1 reqts
Catalogue.doc"



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19 Appendix B - Functional Classification



"App B - Functional
Classification v0.2.doc"



20 Appendix C – Interfaces



"App C - Interfaces
for cd 1.0.doc"



21 Appendix D - Process and data Model



"App D - Supporting
CRUD Matrix and Da



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22 Appendix E - Service Level Targets



"Appendix E Process
SLTs v2.doc"



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23 Appendix F - Postal Service Reference Data



"App F - PS Data
Requirements v1.0.doc



24 Appendix G - Postal Services Requirements

This section describes the objective of the document, any history of its production and other background information, but excludes material that is already contained in the preceding document control sections.

24.1 Background

The original implementation of Horizon was based on the assumption that postal transaction would be settled to postage stamps and that the services offered would be non complex and for one client only (Royal Mail). At Horizon Release S10 the first major changes for postal services were introduced with the introduction of postage label printing. Every Horizon release since S10 and those projected to S90 has contained Postal Service related improvements. The introduction of the Escher package (Mails 3.3) which PO Ltd named "smart post" provided a sophisticated rules application for determining the availability and prices for complex services for multi clients. The release program is listed in the table below:

Horizon Release	Postal Services Content
S10	Postage Label printing.
S20	Smart Post initial implementation 10 branch trial.
S30	Smart Post improved implementation 50 branch benefits proving trial.
S40	Smart Post Roll out (including further improvements as a result of the trial).
S50	Smart post T&T capture and T&T reference data. Track and Trace manifest report (not used). Introduction of Smart Help. Optional Receipt printing. Improved audit and anti fraud features for postage labels.
S60	Access to generic PAF system and changes to smart post to incorporated address capture. Reference data driven receipt / COP header and footers.
S70	Improved receipt/ COP layouts. Welsh receipt/COP. Separation of rejected labels receipts from standard receipt / COP. Auto selection of BFPO services from BFPO number. Message screens with configurable messages and buttons (reference data driven). Smart help updates via OBC process.
S80	E2E Track and Trace capture (smart post to EDG) including the introduction of new functions for Bulk mail, speed bulk mail, despatch, Local collect and return of undelivered priority items.
S90	Improved mails MI.

At each stage, except for S50 and S70, specific requirements were documented. Previous versions of this document analysed the requirement from these past releases and proposed a new wording for those that were relevant to HNG. This version of the document has deleted all non-relevant requirements and added Acceptance Criteria for those that remain.



24.2 Purpose and Scope

The requirement for Postal Services is encompassed in one entry in the HNG F-CD as follows:

F-CD Requirement Number	Requirement
NG-070	The system shall be designed to cater for enhanced Postal Services, which will be defined in a Mails Conceptual Design. These will include geographic pricing, size-based pricing, support for multiple carriers, receipt rationalisation. Phasing of these requirements will be determined in the Mails CD.

The purpose of this requirements catalogue is to detail all the known sub requirements for postal services along with the Acceptance Criteria.

The scope of the document will cover the requirements that will give business equivalence for postal services functions introduced in the S10 to S90 Horizon releases.

The document also includes the output of workshops held to discuss the "Lean Processing" requirements for mails.

24.3 Requirements Summary

There are a total of 319 requirements that have been redefined for HNG. These have been converted from the requirements specified from Horizon Release S10 (introduction of Postage Labels), through S20, 30, 40 (the introduction of smart post) to S80 (end to end track and Trace on smart post) and the "Lean Processing" workshops.

24.3.1 Requirements Classification

Each of the requirements has been assessed and given one of the following classifications:

Classification	Meaning
R1	Requirements that provide business equivalence and that are required to be implemented in Release 1 of HNG.
Con	Requirements that provide business equivalence and that are required for Release 1 but, as a result of the new architecture, can be implemented differently to provide a similar or improved facility.
R2+	Requirements that provide enhanced business equivalence and that will be implanted in future releases of HNG.
B	Postal Service requirements that will be satisfied by the basic design of HNG.

24.3.2 Requirements Breakdown

The following table shows the analysis of the original 319:

Category	Number	Category	Number
R1	162	R2+	38
Cons	51	B	68



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24.3.3 Areas of Consequential Change

As a result of the change in Horizon architecture, an opportunity exists to change and improve some business equivalence functionality. Initial analysis of the requirements indicates that the following areas are affected by consequential change.

Area	Rationale
Reference Data	The current reference data is created by a separate Escher product (Design Studio). This must be replaced by either changes to the PO Ltd and Fujitsu reference data systems or by the provision of an alternative, but separate, system. The design of the system can support other areas of consequential change concerned with Help Data, transaction flow, and printing.
Help Data	The current help data system consists of a web site (circa 1000 html pages) that is down loaded to each counter position. The on-line architecture of HNG means that it would be more efficient to have a centrally accessed site. A central site would allow overnight updates to the help pages allowing more volatile information to be included (service restrictions etc.) In addition to the location of the data, the transaction flow should allow for automatic display of help pages as counter staff navigate through a transaction.
Transaction Flow	The Escher Mails package provides a fixed flow through a transaction. Additional steps can be added dependant on the service but these steps must appear in a fixed position. In designing a new transaction flow, the steps of a transaction should appear in a defined order according to business rules. The transaction flow should also incorporate the auto display of context sensitive help text.
Launch	Launch of Mails transaction is by screen button only. New transaction flows should allow launch or part launch by barcode token (Track and Trace), magnetic card, smart card.
Receipt and Label Printing	Receipts on Smart Post are fixed length, The new system should allow for variable length receipts and controlled by reference data. Label printing formats should be increased (postage, customs, senders); quality improved and all content should be controlled by reference data.
OBC Process	Changes to reference data, help data, will cause changes to the OBC process.

Requirements Catalogue - Release 1 and Consequential Change for Release 1

24.4 Architectural Requirements

24.4.1 Constraints, Framework and Building Blocks

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70677	NG-070	The System shall validate postal addresses by interfacing with the Horizon Generic PAF module and capture the data for use in transaction records and receipt printing.	R1	Fujitsu Services

24.4.2 Design Principles

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70678	NG-070	The HNG system will support a separate label printer for use in addition to the slip printer in selected high-volume offices. DN: Smart post has this capability built in but new label hardware is not envisaged for Release 1	R1	Fujitsu Services
HNG-77986	NG070	Post Office Ltd shall select an appropriate label printer, which is in addition to the existing slip printer, for use at selected high volume Branches. Post Office Ltd shall work with Fujitsu Services to determine the type and suitability of the label printer to ensure compatibility with HNG functionality and associated	R2+	PO Ltd



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		equipment. Post Office Ltd shall work with Fujitsu Services to determine an appropriate method of assigning label formats to the printer type that is to be used for output.		
HNG-70679	NG-070	The Application Interface Specification Reference Data to Fujitsu Services will be enhanced or replaced to cater for any changes to the Reference Data Model needed to support Postal Services.	Con	Fujitsu Services
HNG-77987	NG070	Post Office Ltd shall arrange for the AIS and TIS documentation (RDS to RDMC interface) for baseline Horizon to be updated to include the reference data changes required for Postal Services.	Con	PO Ltd
HNG-70680	NG-070	Any system that uses Postal Services reference data must be supported by the Postal Services data model and by a formally defined interface.	Con	Fujitsu Services
HNG-77988	NG070	Post Office Ltd shall arrange for all systems and associated interfaces (external to HNG) that use Postal Services reference data to be supported by a formally defined interface that references the POL data model	Con	PO Ltd
HNG-76812	NG-070	Peripherals used for Postal Services shall be capable of being shared between counter positions (e.g. weigh scales, label printers)	B	Fujitsu Services
HNG-70681	NG-070	If there is a failure, absence or unavailability of electronic weigh scales, the ability to accept parcels by manual entry of weight up to the accepted maximum shall be available.	R1	Fujitsu Services
HNG-70682	NG-070	Changes to existing products, services, service rules and the introduction of new clients, products and services shall be managed through enhancing the Operational Business Change processes. Fast "Time to Market" and speed of reaction to changed service rules are essential.	Con	Fujitsu Services
HNG-77989	NG070	Post Office Ltd shall work with Fujitsu Services to identify and implement feasible changes to the Operational Business Change process to achieve faster 'time to market' benefits.	Con	PO Ltd
HNG-77990	NG070	Post Office Ltd shall work with Fujitsu Services to review the lead times for reference data changes to ensure that they are no worse than baseline Horizon. Post Office Ltd shall take necessary steps to ensure that the processes required to facilitate the dual feed of reference data required during the HNG pilot and migration period are fully understood and effectively resourced.	Con	PO Ltd
HNG-70683	NG-070	PO Ltd reference data to meet the requirements of Postal Services shall be passed to Fujitsu Services via an agreed interface.	Con	Fujitsu Services
HNG-77991	NG070	Post Office Ltd shall arrange for the AIS and TIS documentation (Postal Services Reference Data database to RDMC interface) to be created to support the reference data changes required for Postal Services. (This interface is achieved by a data file sent by email in baseline Horizon)	Con	PO Ltd
HNG-70684	NG-070	Compliance with the Welsh Language Act shall be applied to any output which is handed to the customer and will be in line with PO Ltd business rules.	R1	Fujitsu Services
HNG-70685	NG-070	The method of invoking applications external to the Postal Service transaction (e.g. generic PAF) shall utilise a data driven approach.	R1	Fujitsu Services



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HNG-70686	NG-070	•* The system Shall support a soft launch for all new products and functions	R1	Fujitsu Services
HNG-70687	NG-070	The HNG menu hierarchies and selection options for Postal services shall be such that there will be minimal business change to the outcomes of operator actions.	D	
HNG-70688	NG-070	The HNG menu hierarchies and selection options for Postal Services shall be such that there will be minimal business change to the outcomes of operator actions	R1	Fujitsu Services
HNG-77992	NG070	Post Office Ltd shall ensure that the menu hierarchies and selection options for Postal Services are optimised to facilitate minimal business change via the OPS Style Guide.	R1	PO Ltd
HNG-70689	NG-070	For mails acceptance transactions, failure to send T&T/PAF information to the EDG shall not cause the transaction to be abandoned (provided that T&T / PAF is optional or manual entry allowed)	R1	Fujitsu Services
HNG-70690	NG-070	Manual input of track and trace barcodes shall be possible in the event of a scanner failure or if individual barcodes can no longer be read.	R1	Fujitsu Services
HNG-70691	NG-070	Manual input of an address and Postcode shall be allowed (provided the business rules for a particular service support this) in the event of a failure to communicate with the central PAF server DN: General communications failures will cause the HNG system to stop trading	R1	Fujitsu Services
HNG-70692	NG-070	T&T transaction data shall be retained in the central transaction store in the event of a communications failure with the Post Office T&T server (EDG) and will be transferred at the earliest opportunity once communications has been re-established. DN: General communications failures will cause the HNG system to stop trading	R1	Fujitsu Services
HNG-70693	NG-070	All aspects of the solution shall be Reference Data driven [see doc ref 17]. The reference data will be provided or approved by PO Ltd.	Con	Fujitsu Services
HNG-77993	NG070	Post Office Ltd shall provide or approve the reference data required to drive the Postal Services solution.	Con	PO Ltd
HNG-70694	NG-070	Full control must be passed to Generic PAF from the Postal Services transaction flow when entering Generic PAF. Similarly full control must be passed from Generic PAF to the Postal Services transaction when re-entering that transaction.	R1	Fujitsu Services

24.5 Functional Requirements

24.5.1 Mails Acceptance

24.5.1.1 Transaction Process

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70695	NG-070	For weights that exceed the capability of the hardware there will be the ability to accept items by manual entry of weight up to the accepted maximum. <i>Note: The weight range currently available on the connected</i>	R1	Fujitsu Services



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		<i>scales is from 10gms to 6kgs.</i>		
HNG-70696	NG-070	The System shall have the capability to accommodate a maximum parcel weight of 99 kgs per individual item provided that there are no country or service restrictions specified in PO Ltd reference data.	R1	Fujitsu Services
HNG-70697	NG-070	New or existing reversals shall not be allowed for any successfully completed Mails Acceptance transaction.	R1	Fujitsu Services
HNG-70698	NG-070	The System shall be designed such that the postal services required can be delivered through the use of generic functionality that will be able to cater for different rules for different products and carriers. <i>Note: The system will be designed to allow future products and services to be easily added along side Royal Mail Groups existing mails services offerings by use of the Operational Business Change Process.</i>	Con	Fujitsu Services
HNG-78024	NG-070	Post Office Ltd shall keep under review obligations to accept and process mail items from other carriers at Branches. When these requirements arise, they are to be implemented to HNG.	Con	PO Ltd
HNG-70699	NG-070	Individual postal services will be able to be targeted to specific parts of the network down to individual branch level.	R1	Fujitsu Services
HNG-70700	NG-070	The System shall support all of the Mails Acceptance and Issuing transactions and additional complementary services on behalf of multiple "Carriers", available within Baseline Horizon <i>Note: These currently available products and services and the rules that govern their sale will be amended through changes and additions to PO Ltd reference data.</i>	R1	Fujitsu Services
HNG-70701	NG-070	The System shall be capable of accepting packets and parcels on either destination and or weight and/or format and/or product only (i.e. no associated weight or destination).	R1	Fujitsu Services
HNG-77996	NG070	Post Office Ltd shall make necessary changes to operating instructions to align with new and changed functionality introduced for Postal Services.	R1	PO Ltd
HNG-70702	NG-070	The System shall list the various sizes (RM 'formats') and associated pricing against the acceptable destinations for a given service using service rules maintainable through PO Ltd reference data.	Con	Fujitsu Services
HNG-70703	NG-070	Postal Service restrictions will be applied or removed centrally and distributed to outlets within an agreed timescale.	Con	Fujitsu Services
HNG-70704	NG-070	The System shall be able to identify exceptions and limits to a service imposed by a particular destination There is a need to vary by destination:- <ul style="list-style-type: none"> ●* The maximum allowed weight ●* The optional additional services offered. ●* Other exceptions as introduced by new business rules These conditions will be imposed by PO Ltd reference data.	R1	Fujitsu Services
HNG-70705	NG-070	The System shall list and then validate chosen destinations against the acceptable destinations for a given service using service rules maintainable through PO Ltd reference data.	Con	Fujitsu Services
HNG-70706	NG-070	Using supplied parameters, such as weight & format, destination, contents, value, type of service required, the system shall derive and display the allowable services by using service rules maintainable through PO Ltd reference data.	Con	Fujitsu Services
HNG-	NG-	The System shall allow additional services, where deemed	R1	Fujitsu



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70707	070	suitable to be added to an acceptance transaction. The system shall display a list of additional services, filtered using supplied parameters, that are appropriate to the main service by use of maintainable PO Ltd reference data rules		Services
HNG-70708	NG-070	Using the HNG system prompts, the clerk shall be able to ensure that packaging complies with packaging rules maintainable through PO Ltd reference data. DN: Currently use Bubble Help and Help pages	Con	Fujitsu Services
HNG-77997	NG070	Post Office Ltd shall author all Help required for HNG using the appropriate software tool to facilitate loading to the HNG Help system. This is to include both the Help text and the required 'triggers' within the transaction flow (context), which are to be identified by reference data. Bubble help messages found in baseline Horizon are to be re-authored using the same toolset and appropriate reference data. Post Office Ltd shall work with Fujitsu Services to design how Mandatory Help is to be called and displayed to the user.	Con	PO Ltd
HNG-70709	NG-070	Using the HNG system prompts, the clerk shall be able to ensure that the item being accepted comply with the rules for the selected service(e.g. packaging, size, content, value etc). DN: Currently use Bubble Help and Help pages	R1	Fujitsu Services
HNG-70710	NG-070	The flow of a mails acceptance transaction shall be varied, by service, in accordance with PO Ltd reference data parameters for that service.	R1	Fujitsu Services
HNG-70711	NG-070	The end to end transaction process time at the counter must not exceed the current times	D	
HNG-70712	NG-070	The Postal Services functions shall not introduce (or re-introduce) any manual process for Postal Services Acceptance	R1	Fujitsu Services
HNG-70713	NG-070	Entry to Postal Services functions will be initiated by a Manual launch from the Horizon "Hot Menu" or by an impulse initiated by reading a Postal Service token type (i.e. a track and trace barcode).	Con	Fujitsu Services
HNG-77998	NG070	Post Office Ltd shall amend the Operations Manual to include the system reading of a Postal Services token type to initiate Postal Services processes.	Con	PO Ltd
HNG-70714	NG-070	Once in Postal Services functions, specific "Mails Transaction Types" may be initiated by various methods (icon, keystroke, barcode, Magnetic stripe)	Con	Fujitsu Services
HNG-77999	NG070	Post Office Ltd shall amend the Operations Manual to include the initiation of Postal Services processes by the following methods: icon, keystroke, barcode, and Magnetic stripe.	Con	PO Ltd
HNG-70715	NG-070	The System shall derive the available service and cost of postage by capturing the following data in a linear sequence and as defined by PO Ltd reference data (data required is dependant on service):- <ul style="list-style-type: none"> ●* Customer requirements (e.g. valuable, urgent, Signed for) ●* Destination ●* Weight of Item ●* Format of Item ●* Quantity (non track and trace / PAF) ●* Service Required ●* Contents and Value of Contents 	R1	Fujitsu Services



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		<ul style="list-style-type: none"> •* Additional Services •* Delivery Time •* Full or Partial Pre-payment <p>The relationship between format and weight and the rules that govern this will be amended through changes and additions to PO Ltd reference data.</p>		
HNG-70716	NG-070	The sequence in which the key entities are dealt with by the transaction logic shall ensure that a Postal Services transaction captures all key entity data in a coherent manner that maximises efficiency at the counter and minimises the need for re-entry of data or the need to restart a transaction because of information gathered in the wrong order.	R1	Fujitsu Services
HNG-78000	NG070	Post Office Ltd shall ensure that the transaction sequencing for Postal Services are optimised to facilitate minimal business change via the OPS Style Guide.	R1	PO Ltd
HNG-78001	NG070	Post Office Ltd shall amend the Operations Manual to document the transaction steps that users may take to back out of a transaction to an earlier step without loss of previously input data. This is to obviate users starting the transaction afresh and re-inputting data.	R1	PO Ltd
HNG-70717	NG-070	The System shall display an appropriate range of products and service options for comparison. The system should have the flexibility to cater for a rejection by the customer of any product or service offering without the necessity to restart a transaction from the beginning. It should not be necessary to recapture customer details and all key entity information, only that information that is affected by the customer decision.	R1	Fujitsu Services
HNG-78002	NG070	Post Office Ltd shall amend the Operations Manual to document the transaction steps that users may take to back out of a transaction to an earlier step without loss of previously input data. This is exploit the flexibility in HNG to cater for a rejection by the customer of any product or service offering without the necessity to restart a transaction from the beginning. The Operations Manual is to document the steps that render it unnecessary to recapture customer details and all key entity information, and to facilitate the provision of only that information that is affected by the customer decision.	R1	PO Ltd
HNG-70718	NG-070	The System shall enable the results of the Service Identification process, to be sorted, on screen, by key service features, of Price, carrier, delivery time and precedence.	Con	Fujitsu Services
HNG-70719	NG-070	A counter clerk may void any Mails acceptance transaction at any point in the transaction until the transaction is completed by the counter clerk as defined by the appropriate business rules.	R1	Fujitsu Services
HNG-70720	NG-070	The transaction logic should release control of the weigh scales as soon as possible to allow for efficient allocation of the equipment.	R1	Fujitsu Services
HNG-70721	NG-070	The System shall display predefined on-screen help within the transaction flow such that the clerk is made aware of the business rules for the relevant step in the process. The prompt will not require User Intervention as the prompt screen will be automatically closed at the next logical step as defined by Post Office Ltd Postal Services reference data. Fujitsu Services will work with Post Office Ltd to define how Help regarding	Con	Fujitsu Services



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		operational procedures is displayed in response to system displayed error messages. DN: The help system will be a generic HNG function.		
HNG-78003	NG070	Post Office Ltd shall incorporate to the Operations Manual the method by which the Mandatory Help page is to be closed without being intrusive to the transaction flow.	Con	PO Ltd
HNG-70722	NG-070	The system shall be able to deal with customer enquiries that are purely requests for information and may not result in a Postal Service being sold. These enquiry actions should be recorded as an enquiry transaction to permit transfer to other PO Ltd systems for the purposes of MI reporting. DN: Currently supplied by Smart Help and / or part completion of a transaction DN: The help system will be a generic HNG function	R1	Fujitsu Services
HNG-78004	NG070	Post Office Ltd shall update the Counter Instructions to describe how customer enquiries that do not result in a sale are to be recorded as a transaction on HNG.	R1	PO Ltd
HNG-78005	NG070	Post Office Ltd shall implement procedures to dissuade counter staff from recording bogus 'customer enquiries' that may result in personal gain.	R1	PO Ltd
HNG-78006	NG070	Post Office Ltd shall specify what data relating to customer enquiries is to be passed to which MI systems. Post Office Ltd shall arrange for the affected interfaces and systems to be amended as necessary.	R1	PO Ltd
HNG-70723	NG-070	The System shall include a process for dealing with underpaid items (items specifically labelled as underpaid) and printing an appropriate "underpaid" postage label to record that the underpaid value has been received (or selling stamps to the appropriate value)	R1	Fujitsu Services
HNG-70724	NG-070	The System shall determine the correct BFPO services by the counter staff inputting the BFPO number part of the BFPO address.	R1	Fujitsu Services
HNG-70725	NG-070	The Transaction flow for Postal Services shall allow the display of a message screen at any step during a mails transaction. The point at which a message screen is displayed and the message text content shall be controlled by PO Ltd reference data. DN: Currently at fixed points but controlled by PO Ltd reference data as is the message text.	Con	Fujitsu Services
HNG-70726	NG-070	Message screens shall have an option to display either "accept", "continue" and/or "exit" buttons in any combination. The combination of buttons and their text (e.g. yes, no, cancel, exit, continue etc) will be controlled by PO Ltd Postal Services reference data.	R1	Fujitsu Services
HNG-78007	NG070	Post Office Ltd shall ensure that the OPS Style Guide is updated to include the options to display either an "OK" button or "Continue / Exit" buttons on Message Screens. Post Office Ltd shall also ensure that the required reference data is updated/ created to control these options.	R1	PO Ltd
HNG-70727	NG-070	Where time of posting is after the Last Despatch Time (LDT), the System shall prompt the counter clerk to inform the customer appropriately If the customer still wishes to post the	R1	Fujitsu Services



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		<p>item, and the item is using a priority service then: The Guaranteed Delivery Date (GDD) input will be adjusted accordingly (this is a manual process performed by the counter staff). Mail Item Receipt / Certificate of Posting should include the GDD A message to state that the item has missed the LDT will be included on the mails receipt /COP The order of the prompt within the transaction flow shall be controlled by PO Ltd reference data.</p>		
HNG-70728	NG-070	For all Postal Services acceptance transactions, at the end of the transaction the user shall be returned to the first screen of the Postal Services transaction and not to the Serve Customer screen. All values from the previous transaction shall be reset	Con	Fujitsu Services
HNG-70729	NG-070	For non Track and Trace postal service acceptance transactions it shall be possible to set a quantity value (n) (assumes the items are the same weight and for the same destination (country)) so that the price calculated in n x the single item price and that n postage labels are produced in sequence. (Note: if a stamp sale is chosen then the total value of stamps as one entry will be placed on the settlement screen).	R1	Fujitsu Services
HNG-70730	NG-070	For a mails acceptance track and trace transactions where the quantity has been pre-selected to greater than 1 it shall be reset to 1 and an appropriate message displayed. Once a PAF or track and trace service has been selected then the Quantity function shall not be displayed and transaction will be processed as single transactions.	R1	Fujitsu Services

24.5.1.2 Additional Transaction Process (Track and Trace Specific)

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70731	NG-070	The System shall recognise all standard UK and International Track and Trace barcode conventions and formats as defined in the Postal Services Reference Data Requirements (Appendix F).	R1	Fujitsu Services
HNG-70732	NG-070	The System shall be able to output and print standard UK and International track and trace barcodes from within defined conventions and set formats as defined in the Postal Services Reference Data Requirements (Appendix F) on both postage labels and receipts. DN: This is a feature is available on the current system.	R1	Fujitsu Services
HNG-70733	NG-070	Software design shall be such that the addition of new barcodes to the barcode generation and print routines can be driven by PO Ltd reference data, as long as these new barcodes conform to industry standards as defined in the Postal Services Reference Data Requirements (Appendix F).	R1	Fujitsu Services
HNG-70734	NG-070	Branch Counter staff are required to scan in or manually enter all priority service barcodes (and any associated validated or	R1	Fujitsu Services



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		manually input PAF information if applicable) as part of the mails acceptance process. The point at which input is requested can be varied by service and will be defined by PO Ltd Reference data		
HNG-70735	NG-070	Scanned and manually entered barcodes shall be verified against the format and check digit rules as supplied by PO Ltd and a suitable error message displayed if verification fails.	R1	Fujitsu Services
HNG-70736	NG-070	Checks should be in place so that a suitable error message shall be displayed when duplicate T&T barcode presentation events occur within the same transaction (the definition of what constitutes a duplicate scan of a T&T barcode is stated in Post office Ltd business rules)	R1	Fujitsu Services
HNG-78008	NG070	Post Office Ltd shall update the Counter Instructions to alert users to changed functionality whereby duplicate checking of Track and Trace barcodes only occurs within the same transaction. In baseline Horizon duplicate checking is conducted back to the last Despatch cut-off.	R1	PO Ltd
HNG-70737	NG-070	Checks should be made so that barcodes that are not associated with the postage service currently being transacted are rejected and a suitable error message displayed. Postage service associations are described in the barcode reference data as supplied by PO Ltd	R1	Fujitsu Services
HNG-70738	NG-070	Manual input of the T&T barcode must be allowed and validated against the validation rules	R1	Fujitsu Services
HNG-70739	NG-070	Track and Trace barcodes scanned during a mail acceptance transaction shall be printed (alpha numeric format) on the receipt / Certificate of Posting without exception.	R1	Fujitsu Services
HNG-70740	NG-070	Track and Trace barcodes scanned during a mail acceptance transaction shall optionally cause a client Track and Trace record to be generated and sent to the EDG. Generation of the record shall be controlled by PO Ltd reference data	R1	Fujitsu Services

24.5.1.3 Transactions Process (PAF Access Specific)

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70741	NG-070	The System shall, for specific mails acceptance services as defined by PO Ltd reference data, determine and validate destination and / or sender's addresses by means of accessing the HNG generic Postal Address File (PAF) Lookup system.	R1	Fujitsu Services
HNG-70742	NG-070	PAF file validation failures will be captured and printed on the transaction receipt / COP.	R1	Fujitsu Services
HNG-70743	NG-070	The Transaction flow for Postal Services shall allow the step at which PAF validation is carried out to be different on a service by service basis as defined by PO Ltd reference data.	Con	Fujitsu Services
HNG-78009	NG070	Post Office Ltd shall decide when to introduce the functionality that allows the request for PAF validation to be varied within the transaction flow to users. Post Office Ltd shall update the OPS Style Guide and the Counter Instructions accordingly.	Con	PO Ltd
HNG-70744	NG-070	Address look up will be either Mandatory or Optional or None as defined by PO Ltd Reference Data.	R1	Fujitsu Services
HNG-	NG-	Manual Input of an address may be allowed or barred by a	R1	Fujitsu



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70745	070	parameter (Y/N) defined in PO Ltd Reference Data. This will be passed into Generic PAF.		Services
HNG-70746	NG-070	<i>Manual input of a non UK post / zip code and the first line of the address shall be allowed</i>	R1	Fujitsu Services
HNG-70747	NG-070	The address enquiry must occur at any point in the transaction as defined by Post Office Ltd Postal Services reference data but prior to committing the transaction by selecting Print label/Sell stamps.	R1	Fujitsu Services
HNG-70748	NG-070	The Interface with Generic PAF will pass the following data from the Postal Service transaction to Generic PAF. <ul style="list-style-type: none"> •* Text for Postal Services customisation of PAF Dialog Screens. •* Manual Input Allowed Flag. Note: The following will be set by HNG: <ul style="list-style-type: none"> •* Session ID. •* Max number of addresses to be returned - default 22. 	R1	Fujitsu Services
HNG-70749	NG-070	The interface with Generic PAF will pass the following data from Generic PAF to the Postal Service transaction, where populated. <ul style="list-style-type: none"> •* Captured Address Data. •* Result Code. •* Query Type. •* QAS Error Code. This data shall be stored in the transaction record.	R1	Fujitsu Services

24.5.1.4 Mails Item Receipt

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70750	NG-070	The system shall produce a mails item receipt (Certificate of Posting), if required, at the end of a mails acceptance transaction.	R1	Fujitsu Services
HNG-70751	NG-070	The System shall determine, by specific service as defined by PO Ltd reference data, if a COP receipt is not required (automatically not printed), optional (counter staff choose to not print) or mandatory (automatically printed)..	R1	Fujitsu Services
HNG-70752	NG-070	The optional receipt feature shall be positively triggered (i.e. the option is set to print and has to be unset by the counter staff in order for the receipt not to be printed).	R1	Fujitsu Services
HNG-70753	NG-070	The System shall produce a specific Rejected Label receipt automatically on confirmation that a postage label has not printed correctly.	R1	Fujitsu Services
HNG-70754	NG-070	The System shall produce a Welsh language version of a COP for designated Welsh branches.	R1	Fujitsu Services
HNG-70755	NG-070	Receipt production by the system must be flexible enough to incorporate additional details by service in the headers and footers on the mail item receipt/Certificate of Posting via the OBC process rather than being release dependent.	R1	Fujitsu Services
HNG-70756	NG-070	The System must be able to reproduce a scanned barcode in alpha numerical form on each mail item receipt / Certificate of	R1	Fujitsu Services



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		Posting.		
HNG-70757	NG-070	<p>The mail item receipt / Certificate of Posting will contain the following information where applicable:</p> <ul style="list-style-type: none"> •* Header •* Branch Address •* Date & Time (to include "Date and Time" text) •* Session ID •* Quantity •* Weight •* Destination (Country) •* Primary Service & Price •* Secondary Service & price •* Value of Goods if applicable •* Value of consequential loss if applicable •* Total •* Acceptance of Conditions •* Guaranteed Delivery Date (DD/MM/YYYY) •* Premise number or name (NB: truncated after 27 characters) •* Postcode (up to 16 characters) •* Barcode number (alphanumeric form) •* Notification that an item has missed the final collection (LDT) if applicable •* Receipt footer message •* PAF manual entry flag (VAL = Y or N) <p>The receipt should be as compact as possible. The text must contain Welsh translations of certain text to ensure compliance with the Welsh Language Act and these will be supplied by PO Ltd.</p>	R1	Fujitsu Services
HNG-70758	NG-070	<p>The system shall have the ability to accept a manual input of a GDD (DDMM), print the value on the receipt / COP and record in the transaction record. Association of the GDD to the primary and secondary Postal Service and the point within the transaction flow that it is requested shall be controlled by PO Ltd reference data.</p>	R1	Fujitsu Services

24.5.1.5 Label Printing

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70759	NG-070	The system shall allow the printing of a postage label, selling stamps or settlement to any other accounting method as specified by PO Ltd reference data.	R1	Fujitsu Services
HNG-70760	NG-070	In the event of a rejected label because of printer failure or miss-operation, the system will ensure that there is a neutral effect on the system accounting balance allowing the label printing to be retried or abandoned in favour of another accounting method as defined by PO Ltd reference data.	R1	Fujitsu Services
HNG-	NG-	The system will print a label, which dependent upon service, will	R1	Fujitsu



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70761	070	<p>detail the following :</p> <ul style="list-style-type: none"> •* Client Id •* Service ID •* Price Paid •* FAD Code of Post Office •* First 3 or 4 characters of Post Office postcode •* Date of posting •* Transaction ID <p>The label will abide by the requirements of the Welsh Language Act. The label contents by product will be defined by PO Ltd reference data and shall be maintainable and amended through the Operational Business Change process.</p>		Services
HNG-70762	NG-070	A Label design, by product, will be defined by reference data and will be easily maintainable. The design of the label may include existing brand logos and barcodes . The appearance, size and colour of brand logos is to be specified by Post Office Ltd.	R1	Fujitsu Services
HNG-70763	NG-070	The carriage label print will support the full font set and be of laser/thermal quality. DN: Thermal / Laser quality is only possible if the label printer is changed. However, support of a full font set should be possible	Con	Fujitsu Services
HNG-70764	NG-070	As soon as a request for a postage label is made it shall not be possible to abandon the transaction.	R1	Fujitsu Services
HNG-70765	NG-070	The system shall allow the printing of a zero value label	R1	Fujitsu Services

24.5.1.6 Mails Acceptance Reports

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70766	NG-070	<p>The system shall produce summary reports describing the following:-</p> <ul style="list-style-type: none"> •* Rejected postage labels <p>The interval of the report will be defined in the business process for handling rejected labels DN: Voided transactions not recorded and traffic by client product will be part of HNG</p>	R1	Fujitsu Services

24.5.1.7 Transaction Data

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70767	NG-070	<p>At the end of a mails acceptance transaction the system shall produce a transaction record containing the standard HNG data plus specific Postal Services data. This data will include:</p> <ul style="list-style-type: none"> •* Destination Country •* Item weight 	R1	Fujitsu Services



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		<ul style="list-style-type: none"> •* Primary Service name and product number •* Primary service price •* Additional Service name and product number •* Additional Service price •* Value of Goods •* Value of Consequential loss •* Total price of transaction •* Postage Label or stamps sale <p>The inclusion of data will vary by service as defined in PO Ltd reference data.</p>		
HNG-70768	NG-070	<p>For track and trace and PAF transactions, the system shall produce a transaction record, containing the standard HNG data, the specific postal services data and data containing the track and trace and PAF data as follows:</p> <ul style="list-style-type: none"> •* Full Destination PAF address •* PAF module response codes (destination) •* Full Senders PAF address (if captured) •* PAF module response codes (sender) •* T&T barcode •* Transaction record type (i.e. mails acceptance) 	R1	Fujitsu Services
HNG-70769	NG-070	<p>The PAF and Track and Trace and PAF elements of the transaction record shall be formed in to a specific track and trace message at the Horizon data centre and sent to the EDG in near real time as defined in the Horizon to EDG AIS (AS/IFS/001)</p>	R1	Fujitsu Services
HNG-70770	NG-070	<p>The system shall write a permanent transaction record immediately a postage label is selected, printed or rejected in order that, in the event of a system failure, a label shall not exist without there being a permanent record of its status.</p>	R1	Fujitsu Services

24.5.2 Bulk Mails

24.5.2.1 Bulk input Transaction

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70771	NG-070	<p>The system shall include a bulk posting fast track process allowing counter staff to quickly input a number of items that have been pre-barcoded and pre-paid. Fast track is defined as confirm price for destination and weight, check PAF (optional via PO Ltd reference data), input GDD (optional via PO Ltd reference data), scan T&T and return so that the next item can be processed. "Bulk" posting can be applied to all services but only those specified by the Post Office to be applicable will be activated (set by PO Ltd reference data)</p> <p>The limit on the number of items that can be handled in any one bulk posting operation will be defined by Post Office Ltd Postal services reference data.</p>	R1	Fujitsu Services
HNG-70772	NG-070	<p>The services to which "bulk" posting applies should be controllable by PO Ltd reference data as defined in the Postal Services</p>	R1	Fujitsu Services



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		Reference Data document [Doc Ref 17]		
HNG-70773	NG-070	The weight screen will refresh to zero for a manual input weight or capture the new weight from electronically connected scales for each item within a bulk posting session.	R1	Fujitsu Services
HNG-70774	NG-070	Checks should be in place so that barcodes can only be successfully scanned once during the Bulk Input "Fast Track" process. A suitable error message shall be displayed if the same barcode is detected. Within the session the system shall produce a Despatch Report that will identify duplicate barcodes scanned during that Bulk Input session The details of the Despatch report are to be defined by Post Office Ltd.	R1	Fujitsu Services
HNG-70775	NG-070	The system shall display the correct price (as calculated by the Postal Services functions using weight, format, destination and service) and provide the ability for the counter stall to confirm or overwrite if the customer has incorrectly priced a package. The clerk must be forced to acknowledge that the pre-paid value is correct.	R1	Fujitsu Services
HNG-70776	NG-070	Bulk input for a client will be provided by provision of a bulk input button and set of services configurable by client as defined in the PO Ltd reference data Definition	R1	Fujitsu Services
HNG-70777	NG-070	Any underpaid value for a particular item will be settled by an accounting product defined in PO Ltd reference data.	R1	Fujitsu Services

24.5.2.2 Bulk Mails Item Receipt

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70778	NG-070	"Bulk" receipt production by the system must be flexible enough to change the data of the header and footer on the mail item receipt/Certificate of Posting via the OBC process rather than being release dependent.	R1	Fujitsu Services
HNG-70779	NG-070	The system must be able to reproduce all scanned barcodes in alphanumeric format for each of the mails items included on the "Bulk" mail item receipt / Certificate of Posting relating to this customer session.	R1	Fujitsu Services
HNG-70780	NG-070	The Bulk mail item receipt/Certificate of Posting will contain the following information <ul style="list-style-type: none"> •* Header •* Branch Address •* Date & Time (to include "Date and Time" text) •* Session ID •* Total value of Underpaid items for this receipt •* <i>Guaranteed Delivery Date (DD/MM/YYYY) (optional)</i> •* <i>Premise number or name (NB: truncated after 27 characters) (optional)</i> •* <i>Postcode (up to 16 characters) (optional)</i> •* <i>Barcode in alphanumeric form</i> •* <i>PAF manual entry flag (VAL = Y or N) (Optional)</i> •* Notification that the items have missed the final 	R1	Fujitsu Services



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		<ul style="list-style-type: none"> •* collection (LDT) if applicable •* Receipt footer message <p>The receipt must contain Welsh translations of certain text to ensure compliance with the Welsh Language Act. The Welsh text will be supplied by PO Ltd.</p> <p>(Note: The items in <i>italics</i> are per item).</p>		
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24.5.2.3 Bulk Transaction Data

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70781	NG-070	<p>For "Bulk" transactions, the system shall produce a transaction record, containing the standard HNG data, the specific postal services data and data containing the track and trace and PAF data as follows:</p> <ul style="list-style-type: none"> •* Full Destination PAF address •* PAF module response codes (destination) •* Full Senders PAF address (if captured) •* PAF module response codes (sender) •* T&T barcode •* Transaction record type (i.e. mails acceptance) <p>This transaction will be sent to the EDG as per NPS086</p>	R1	Fujitsu Services

24.5.3 Speed Bulk

24.5.3.1 Speed Bulk input Transaction

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70782	NG-070	The system shall include a "speed bulk" posting process allowing counter staff to quickly input a quantity of items that have been pre-barcode and pre-paid. The "speed bulk" process is defined as scan T&T until last item is scanned. The user will terminate the process when the last item is scanned and then a speed bulk posting receipt will be printed.	R1	Fujitsu Services
HNG-70783	NG-070	Speed Bulk shall be enabled at specified branches as defined by PO Ltd reference data.	R1	Fujitsu Services
HNG-70784	NG-070	A separate Speed Bulk function shall be available for each client	R1	Fujitsu Services
HNG-70785	NG-070	Checks should be in place so that barcode scanning complies with Business Rules for the Speed Bulk process. A suitable error message will be displayed if the same barcode is detected. Within the session the system shall produce a Despatch Report that will identify duplicate barcodes scanned during that Speed Bulk Input session The details of the Despatch report are to be defined by Post Office Ltd.	R1	Fujitsu Services



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24.5.3.2 Speed Bulk Mails Item Receipt

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70786	NG-070	“Speed Bulk” receipt production by the system must be flexible enough to change the data of the header and footer on the mail item receipt/Certificate of Posting via the OBC process rather than being release dependent.	R1	Fujitsu Services
HNG-70787	NG-070	The system must be able to reproduce all scanned barcodes in alpha-numeric form on each speed bulk mails item receipt / Certificate of Posting relating to this session.	R1	Fujitsu Services
HNG-70788	NG-070	The Speed Bulk mail item receipt/Certificate of Posting, will contain the following information <ul style="list-style-type: none"> ●* Header ●* Branch Address ●* Date & Time (to include “Date and Time” text) ●* Session ID ●* <i>Barcode number</i> ●* Notification that the items have missed the final collection (LDT) if applicable ●* Client specific Receipt footer message The receipt must contain Welsh translations of certain text to ensure compliance with the Welsh Language Act. The Welsh text will be supplied by PO Ltd. (Note: The items in <i>italics</i> are per item).	R1	Fujitsu Services

24.5.3.3 Speed Bulk Transaction Data

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70789	NG-070	The system shall ensure that the transaction record for Speed Bulk input contains the following <ul style="list-style-type: none"> ●* Standard Horizon transaction data including quantity of barcodes scanned ●* A product number associated with the Speed Bulk transaction (for Post Master remuneration) ●* T&T barcode ●* Transaction record type (i.e. mails acceptance) The Track and Trace data will be sent to the EDG as defined in the Horizon to EDG AIS (AS/IFS/001 [2]) The message must also be recognised as a mails acceptance message and be included in the Despatch process	R1	Fujitsu Services

24.5.4 Mails Despatch

24.5.4.1 Mails Despatch process



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REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70790	NG-070	The Despatch Process will be included in the menu hierarchy for Postal Services	R1	Fujitsu Services
HNG-70791	NG-070	A Postal Services despatch process is required whereby the system shall display on screen at each node the number of items it expects to be dispatched so that counter staff can reconcile this number by a manual count of actual items available. A mis-match shall be handled by an Exceptions process	R1	Fujitsu Services
HNG-70792	NG-070	The mails despatch process shall have the capability to be performed at Counter or at branch level.	R1	Fujitsu Services
HNG-70793	NG-070	The mails despatch process shall offer the options of by client or by all clients.	R1	Fujitsu Services
HNG-70794	NG-070	The mails despatch process can be performed at any counter position for the counter position itself, any other Counter position or the Branch.	R1	Fujitsu Services
HNG-70795	NG-070	The mails despatch process shall offer the options to indicate that this is the Last Despatch Time (LDT) for a client or all clients	R1	Fujitsu Services
HNG-70796	NG-070	After selecting the Despatch Process at branch level or Counter the system shall display the number of items known to the system since the last cut off of this action. Options available at this point shall be Cut-off, Exceptions and Cancel where <ul style="list-style-type: none"> •* Cut-off: The set of items has been reconciled. The items in the cut-off will not appear in the next cut-off report (see T&T-513) and despatch transaction records will be generated (see T&T-512) •* Exceptions: Exceptions processing is entered •* Exit: Exit the Dispatch Process without a cut-off 	R1	Fujitsu Services
HNG-70797	NG-070	At cut - off on the counter (or Branch) , a mails despatch transaction record shall be generated for each item included in the Despatch The generation of this message shall be controlled by PO Ltd reference data on a client basis.	R1	Fujitsu Services
HNG-70798	NG-070	The Mails Despatch process can be run any number of times throughout the day	R1	Fujitsu Services

24.5.4.2 Mails Despatch Exception process

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70799	NG-070	A Postal Services Despatch Exceptions process is required where by any missing or additional items (by count) can be identified by the system by scanning in the available items	R1	Fujitsu Services
HNG-70800	NG-070	The mails Despatch Exceptions Process, including report production shall have the capability to be performed at Counter or at Branch level.	R1	Fujitsu Services



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HNG-70801	NG-070	The mails Despatch Exceptions Process shall offer the options of by client or by all clients.	R1	Fujitsu Services
HNG-70802	NG-070	The mails Despatch Exception Process shall be performed at any counter position for the counter position itself, any other Counter position or the Branch.	R1	Fujitsu Services
HNG-70803	NG-070	The Mails Despatch Exceptions Process must allow the fast input (scanning) of all items awaiting collection by cycling round an input screen requiring the minimum of user intervention. (i.e no confirm buttons)	R1	Fujitsu Services
HNG-70804	NG-070	The fast scan input for the Mails Despatch Exception Process is exited by selecting a "Finish" or "Cancel" function	R1	Fujitsu Services
HNG-70805	NG-070	After selecting "Finish" function in the Mails Despatch Exception Process, the system shall display any discrepancies by barcode number and a reason for the exception. The reason codes are to be the same as baseline Horizon Discrepancies shall include both missing and additional items.	R1	Fujitsu Services
HNG-70806	NG-070	Any barcode not corresponding to the client will be rejected and an appropriate error message displayed.	R1	Fujitsu Services
HNG-70807	NG-070	In the case of an exception being detected it shall not be possible to "cut off" the Despatch with out printing the exception report	R1	Fujitsu Services

24.5.4.3 Mails Despatch Reports

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70808	NG-070	Printing of the Despatch Reports will be on the back office printer	R1	Fujitsu Services
HNG-70809	NG-070	The Mails Despatch report Shall include the following information.- <ul style="list-style-type: none"> ●* Header (Branch name, date, time, FAD, page number) ●* Report Title ●* Identification if the report is a re-print ●* Detail per item (Client, Service, Physical Barcode, transaction date / time, node, Stock Unit LDT indicator. ●* Date Range ●* Footer ("End of Report") The report detail shall be ordered by client, then by service, then by date/time and then by node. The report shall be for all clients (i.e. no individual client option) There will be a summary of items for each client at the end of each client section.	R1	Fujitsu Services
HNG-70810	NG-070	Items included on a printed and cut off Despatch Report will not appear on subsequent iterations of the report.	R1	Fujitsu Services
HNG-70811	NG-070	The Mails despatch report should have the following reprint options for either counter or Branch <ul style="list-style-type: none"> ●* Reprint last report ●* Print all Despatches by date range 	R1	Fujitsu Services
HNG-70812	NG-070	The details of the discrepancies advised in the Mails Despatch Exception Process shall be printed in detail on the back office printer if required.	R1	Fujitsu Services
HNG-	NG-	The Mails Despatch Exception report must include the following	R1	Fujitsu



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70813	070	information <ul style="list-style-type: none"> •* Header (Branch name, date, time, FAD, page number) •* Report Title •* Identification if this report is a re-print •* Detail per item (Client, Service, value of transaction, value of goods, value of compensation, Barcode, transaction time, node, stock unit, user ID) •* Type of Exception •* Comment box (for postmaster annotation) •* Footer ("End of Report") 		Services
HNG-70814	NG-070	The Mails despatch exception report should have the following reprint options <ul style="list-style-type: none"> •* Reprint last report •* Print all Exceptions by date range 	R1	Fujitsu Services

24.5.4.4 Mails Despatch Transaction record

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70815	NG-070	The transaction record generated for mails despatch shall conform to the Horizon to EDG AIS for T&T [Doc Ref 18]	R1	Fujitsu Services
HNG-70816	NG-070	The despatch record will be controlled by PO Ltd reference data so that it can be sent to the client, or not, as determined by PO Ltd	R1	Fujitsu Services
HNG-70817	NG-070	If enabled, a Despatch transaction record or set of messages for a client will be created via the Mails Despatch process and shall be sent to the data centre. This is initiated by the clerk pressing the Mails Despatch Cut-off button	R1	Fujitsu Services
HNG-70818	NG-070	If enabled, the Mails Despatch record must contain a time and date stamp of the time the data is transferred from Horizon to the EDG.	R1	Fujitsu Services
HNG-70819	NG-070	A transaction record shall be generated containing a product number assigned to the despatch process (for Post Master remuneration)	R1	Fujitsu Services

24.5.5 Local Collect

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70820	NG-070	The Local Collect Process shall be included in the menu hierarchy for Postal Services	R1	Fujitsu Services
HNG-70821	NG-070	The Local Collect sub menu shall contain access to all the local collect services ((Inward, customer collect fixed fee, customer collect open fee, Customer Enquiry and return to sender). Items shall be added or removed by Post Office Limited reference data through the OBC process. The customer collect function must appear first as the first button	R1	Fujitsu Services



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		on the screen as it is a customer facing function and requires quick access.		
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24.5.5.1 Local Collect Inward process

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70822	NG-070	The Local Collect inward process shall allow the fast input (scanning) of all items awaiting collection by cycling round an input screen.	R1	Fujitsu Services
HNG-70823	NG-070	The Local Collect inward process is exited by selecting a "Finish" or "Cancel" button	R1	Fujitsu Services
HNG-70824	NG-070	The Local Collect inward process can be run any number of times throughout the day	R1	Fujitsu Services
HNG-70825	NG-070	The retention period for Local Collect items needs to be provided by PO Ltd reference data for each service. The expiry date will be added to the local collect item when scanned in and included in the Local Collect status report The reference data shall be defined in Postal Services Reference Data document [Doc Ref 17]	R1	PO Ltd

24.5.5.2 Local Collect Customer Collection Process

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70826	NG-070	The Local Collect Customer Collection process shall allow the scan out of an item when collected by a customer.	R1	Fujitsu Services
HNG-70827	NG-070	If the customer has been issued with a barcoded card, the system shall provide an enquiry function (by scanning the card or by manual input if the card fails to scan) to determine if the item is available at the branch.	R1	Fujitsu Services
HNG-70828	NG-070	During the collection process, the clerk shall have the ability to charge a fee. The fee will be fixed or open and the choice will be made directly from the Local Collect menu (see T&T-064). This fixed fee shall be changeable by PO Ltd reference data. Note: The selection of fixed or open fee is controlled by the Clerk not the system	R1	Fujitsu Services
HNG-70829	NG-070	The local collect service shall not allow a mail item to be scanned out if that item has not been previously scanned into the office (i.e. was not booked in under Local Collect).	R1	Fujitsu Services

24.5.5.3 Local Collect Return to Sender Process

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
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HNG-70830	NG-070	The Local Collect Return to Sender process shall allow the fast input (scanning) of all items that have exceeded the time allowed for local collect by cycling round an input screen. (Local Collect Status report lists items ready for Return to Sender).	R1	Fujitsu Services
HNG-70831	NG-070	The Local Collect Return to Sender process shall be exited by selecting a "Finish" button or a 'Cancel' button. Any items scanned prior to selecting "Cancel" will be ignored and no data will be sent to the EDG. The items will need to be re-scanned when the "Return to Sender" process is resumed.	R1	Fujitsu Services
HNG-70832	NG-070	Local collect items to be returned to the carrier shall be reported separately to the replacement cash account by creation of an appropriate transaction record (with a Return to Client product number)	R1	Fujitsu Services
HNG-70833	NG-070	The system shall provide a number of reason codes to identify why the item was undelivered. The counter staff will be prompted to select the reason code from a list. The reason code and associated list text shall be provided by PO Ltd reference data The reason code will be included in the Track and Trace message sent to the EDG in accordance with the Horizon to EDG AIS [Doc Ref 18]	R1	Fujitsu Services

24.5.5.4 Local Collect Track and Trace Validation Process

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70834	NG-070	The Track and Trace validation process for Local Collect shall include checks against double scanning, scanning out items not previously scanned in and comparison against Return to Sender scan and the expiry date of the item. The ability to correct errors should be provided (e.g. invited to scan in items (via the usual menu options) if a scan out check has failed)	R1	Fujitsu Services
HNG-78010	NG070	Post Office Ltd shall update the Counter Instructions to alert users to changed functionality whereby duplicate checking of Track and Trace barcodes only occurs within the same transaction. In baseline Horizon duplicate checking is conducted back to the last Despatch cut-off.	R1	PO Ltd

24.5.5.5 Local Collect Status Report

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70835	NG-070	A Local Collect Status report shall be provided and will include the information listed below <ul style="list-style-type: none"> ●* Branch Name ●* FAD ●* Date and Time ●* Report Name ●* Total Number of Local Collect Items On-hand 	R1	Fujitsu Services



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		<ul style="list-style-type: none"> ●* Expiry date for each item ●* Acceptance date for each item ●* Service name for each item ●* Barcode associated with each item 		
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24.5.5.6 Local Collect Transaction Record

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70836	NG-070	T&T data shall be incorporated in a transaction record and it will contain information as to which specific Local Collect transaction (Inward, customer collect, return to sender) it belongs. This data along with its data type needs sending to the EDG and will conform to the Horizon to EDG AIS for Track and Trace [Doc Ref 18].	R1	Fujitsu Services
HNG-70837	NG-070	A transaction record will be generated containing a product number associated with each Local collect activity (for Post master remuneration). Different product numbers shall be raised Customer Collect open fee and Customer Collect fixed fee.	R1	Fujitsu Services
HNG-70838	NG-070	Return to sender transaction records created during the return to sender process shall automatically generate a mails acceptance transaction record. The clerk therefore only carries out one action to cover the scan out of one service (Local Collect Return to Sender) and the scan into another (Mails Acceptance). Return to Sender items will appear on the Exceptions report if they are not scanned out as part of the despatch process.	R1	Fujitsu Services
HNG-70839	NG-070	Both transaction records created by the Return to Sender Process (Return to Sender and Mails Acceptance) will be sent to the EDG and will conform to the Horizon to EDG AIS for Track and Trace [Doc Ref 18]	R1	Fujitsu Services

24.5.6 Return of Undelivered Priority Items

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70840	NG-070	The Return of Undelivered Priority Items Process shall be included in the menu hierarchy for Postal Services	R1	Fujitsu Services
HNG-70841	NG-070	The system shall support the need for branches to receive bar-coded items that are returned to the branch by the delivery agent as undelivered. A message containing a reason code and the T&T barcode will be sent to the EDG as defined in the Horizon to EDG AIS Track and Trace [Doc Ref 18]	R1	Fujitsu Services
HNG-70842	NG-070	Undelivered Priority Item transaction records created during the Undelivered Item process shall automatically generate a mails acceptance transaction. The clerk therefore only carries out one action to cover the scan in of one service (Undelivered item) and the scan into another (Mails Acceptance). Accepted Undelivered	R1	Fujitsu Services



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		items will appear on the Exceptions report if they are not scanned out as part of the despatch process.		
HNG-70843	NG-070	The system shall create a HNG transaction record for collection by the POL-FS system (conforming to EA/IFS/R3901).	R1	Fujitsu Services
HNG-70844	NG-070	Checks shall be in place within the current transaction so that barcodes can only be successfully scanned once during any Acceptance process.	R1	Fujitsu Services
HNG-70845	NG-070	The system shall provide a number of reason codes to identify why the item was undelivered. The counter staff will be prompted to select the reason code from a list. The reason code and associated list text shall be provided by PO Ltd reference data and defined in Postal Services Reference Data The reason code shall be included in the Track and Trace message sent to the EDG in accordance with the Horizon to EDG AIS [Doc Ref 18]	R1	Fujitsu Services

24.5.7 Tokens

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70846	NG-070	The system shall allow for the addition of new "Mails" token types.	R1	Fujitsu Services
HNG-70847	NG-070	The system shall recognise all Track and Trace barcodes as defined in the approved Postal Services Reference Data Definition [Doc ref 17] (including the specification for "double alpha consignment numbers" (14 digit) barcodes).	R1	Fujitsu Services
HNG-70848	NG-070	The system shall process non-GB barcodes that conform to the barcode specification as defined in the approved Postal Services Reference Data Definition [Doc ref 17].	R1	Fujitsu Services

24.5.8 End to End Integration (E2E)

24.5.8.1 Horizon to EDG Interface for Track and Trace

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70849	NG-070	The system shall gather transactional Track and Trace and PAF data and forward this to the EDG in near real time.	R1	Fujitsu Services

24.5.8.2 Interface to Generic PAF

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70850	NG-070	The postal Services processes that require PAF data shall use the HNG generic PAF function.	R1	Fujitsu Services



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HNG-70851	NG-070	Upon return from the generic PAF function, the PAF result code shall be used to direct the Postal Services transaction to the appropriate point in the sequence such as the next step, previous step, or even the first step.	R1	Fujitsu Services
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24.5.9 Reference Data

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70852	NG-070	The system shall be designed to provide an enhanced set of Postal Services reference data as fully defined in PSO/HNG/OPS/REQ/003 [Doc Ref 17]	Con	Fujitsu Services
HNG-70853	NG-070	Business rules and service conditions applicable to the Postal Services shall be defined and maintained through PO Ltd reference data.	Con	PO Ltd
HNG-70854	NG-070	PO Ltd shall provide any necessary changes to the PO Ltd reference data	Con	PO Ltd
HNG-70855	NG-070	BFPO numbers and their related services shall be stored as part of PO Ltd reference data.	Con	PO Ltd
HNG-70856	NG-070	BFPO numbers shall be updated as an overnight process.	Con	Fujitsu Services
HNG-70857	NG-070	Post Office will provide associated documentation with Postal Services reference data to enable Fujitsu Services to understand the results expected from the system	Con	PO Ltd
HNG-70858	NG-070	New barcodes that conform to the T&T barcode conventions and formats as described in the approved 'Postal Services Reference Data Definition' shall be added using PO Ltd reference data. This must be part of the OBC process that is non-release dependent.	Con	Fujitsu Services
HNG-70859	NG-070	The Postal Services transaction parameters that define what data each transaction should capture or display and in which order the data is captured or displayed shall be configurable by PO Ltd reference data and this may be applied to any Primary or Additional service.	Con	Fujitsu Services
HNG-70860	NG-070	Post Office will provide all the reference data relating to the counter processes for Postal Services.	Con	PO Ltd
HNG-70861	NG-070	The Postal Services Reference Data physical tables (see [Doc Ref 17] require analysis to produce to a logical data model that will inform the design of the database to be associated with the Postal Services Reference Data authoring tool.	Con	Fujitsu Services
HNG-78011	NG070	Post Office Ltd shall work with Fujitsu Services to produce the logical data model that supports the database to be associated with the Postal Services Reference Data authoring tool. The data model is to be agreed and signed off by the HNG project Design Authority prior to physical database design commencing.	Con	PO Ltd
HNG-70862	NG-070	A Postal Service Reference Data authoring tool shall be provided that will enable service transactions and associated business rules to be constructed using a graphical interface.	Con	Fujitsu Services
HNG-70863	NG-070	The Postal services Reference Data authoring tool, shall be enhanced with the following Reference Data author functional equivalence (baseline S80) for HNG Release 1:	Con	Fujitsu Services



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		<ul style="list-style-type: none"> •* Postal Services Extra Data •* Any other existing type C data 		
HNG-78012	NG070	Post Office Ltd shall arrange for appropriate training for all users of the Postal Service Reference Data authoring tool. This tool is to be selected by Fujitsu Services.	Con	PO Ltd
HNG-78013	NG070	Post Office Ltd shall plan and deploy sufficient resource to dual input reference data changes during the HNG pilot/ migration period. For Postal Services, baseline Horizon will require different reference data to HNG to produce the same effect during this period.	Con	PO Ltd
HNG-70864	NG 070	The Postal Services Reference Data database will be enhanced to include the following data as functional equivalence (baseline S80) for HNG Release 1: <ul style="list-style-type: none"> •* Postal Service Extra Data •* Any other existing Type C data 	Con	Fujitsu Services
HNG-70865	NG 070	The interface between the Postal Services Reference Data authoring tool/ database and the RDMC shall be enhanced to include data items migrated from the following data sources to HNG Release 1: <ul style="list-style-type: none"> •* Postal Services Extra Data •* Any other existing Type C data 	Con	Fujitsu Services
HNG-70866	NG 070	The existing interface with RDS, used to align product details, will be provided to the Postal Services Reference Data author/ database as functional equivalence to Baseline Horizon at S80.	Con	PO Ltd
HNG-70867	NG-070	The reference data authoring tool will be able to produce incremental changes to reference data.	Con	Fujitsu Services
HNG-70868	NG-070	The system shall enable incremental reference data changes to be implemented as an overnight process	Con	Fujitsu Services

24.5.10 Help Data

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70869	NG-070	The system shall use the generic help facility as specified in section 6.11 of the HNG CD.	Con	Fujitsu Services
HNG-70870	NG-070	Post Office limited will provide the complete suite Postal Services Help data.	R1	PO Ltd
HNG-70871	NG-070	The system shall support the display of context html help at any point during a Postal Services transaction in line with the generic help facility as specified in section 6.11 of the HNG CD	Con	Fujitsu Services
HNG-70872	NG-070	The entry point into the html help system (the individual page) shall be controlled by Post Office Ltd Postal Services reference data.	Con	PO Ltd
HNG-70873	NG-070	Industry standard authoring tools shall be used to develop the html Help Pages.	D	

24.5.11 MI Requirements

REQT ID	F-CD	REQUIREMENT	STATUS	SUPPLIER
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	REQ ID			
HNG-70874	NG-070	The transaction records shall be made available to all PO Ltd central systems (POLMIS, SAPHR, POLFS and any others as defined by PO Ltd).	R1	Fujitsu Services
HNG-70875	NG-070	The transaction records shall contain product numbers for the services and sub services sold, value, volume and additional data such as weight and destination	R1	Fujitsu Services
HNG-70876	NG-070	Non accounting data (table 10g equivalent) shall be sent to the POLFS, SAPHR and POLMIS as defined at S90	R1	Fujitsu Services

24.6 Non Functional Requirements

24.6.1 Problem Management and Tracking

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70877	NG-070	Update the Operation Manuals relevant to postal Services and publish at an appropriate time to reflect the enhanced functionality.	R1	PO Ltd

24.6.2 Resilience

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70878	NG-070	The T&T integration shall be implemented such that it is resilient to failure of a Horizon data centre.	R1	Fujitsu Services

24.7 Top Level (Additional) Requirements from Lean Processing Workshop

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70879	NG-070	The initial questions displayed at the start of a mails acceptance process (e.g. urgent, valuable, signed for) shall allow flexibility such that they can be added to, removed or changed by PO Ltd reference data.	Con	Fujitsu Services
HNG-70880	NG-070	The mails acceptance transaction flow shall be defined on a service by service basis controlled by PO Ltd reference data	Con	Fujitsu Services
HNG-70881	NG-070	When entering the Postal Services mails acceptance process, an initial help page shall be displayed on a help panel (which is part of the main user interface). The help page will contain up to date information on Service interruptions, restrictions, last posting dates (or appropriate html links).	Con	Fujitsu Services
HNG-70882	NG-070	Context sensitive help shall be automatically displayed on a defined portion of the User Interface during the transaction flow. The counter staff shall be able to switch off the auto display at their discretion.	D	
HNG-	NG-	The system shall allow the help system to be updated on a near	Con	Fujitsu



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70883	070	real time basis (see HNG-73079		Services
HNG-70884	NG-070	The system shall allow different tariffs to be selected depending on the location of the branch and the destination of the mails item (e.g. Express parcel sent from central UK to Highlands and Islands). The variable tariff function shall be set on a service by service basis as controlled by PO Ltd reference data.	R1	Fujitsu Services
HNG-78014	NG070	Post Office Ltd shall update the Counter Instructions/ Operations Manual to alert users to changed functionality whereby different tariffs may be selected depending on the location of the Branch and the destination of the mails item. Post Office Ltd shall ensure that reference data is updated/ created to control the variable tariff function to be set on a service by service basis.	R1	PO Ltd
HNG-70885	NG-070	Service structures should be flexible and data driven, not constrained by any direct or indirect hierarchy	Con	Fujitsu Services
HNG-70886	NG-070	The system shall allow personal details capture at any point in a Postal Service transaction as controlled by PO Ltd reference data. . Personal details are defined as follows for Track and Trace items: sender's name and address; recipients name and address and special instructions. A Redirected item requires recipients name and address only.	Con	Fujitsu Services
HNG-70887	NG-070	It shall be possible to omit transaction flow steps by means of filtering (I.e. linear sequences following pre-defined rules). It shall also be possible to select pre-defined short cut buttons that operate within a step.	Con	Fujitsu Services
HNG-70888	NG-070	The transaction flow for postal services shall allow capture of undfined detail. This detail may be included on a postage label as defined by PO Ltd reference data	Con	Fujitsu Services
HNG-70889	NG-070	At product level the system should have the ability to enforce production of a postage label by making a postage label the default option and another accounting means as an exception process.	Con	Fujitsu Services
HNG-70890	NG-070	The process of printing Postage labels shall be as streamlined to use a lower number of screens than the current system (currently 3)	Con	Fujitsu Services
HNG-70891	NG-070	The content of a receipt / COP produced during a mails transaction process shall contain service specific messages as defined by PO Ltd reference data.	Con	Fujitsu Services
HNG-70892	NG-070	The content of a receipt / COP produced during a mails transaction process shall be of variable length and only print the required information for the service that the receipt applies to	Con	Fujitsu Services

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24.8 Architectural Requirements

24.8.1 Design Principles

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70894	NG-070	Loyalty card support for Postal Services should be in line with the rest of the HNG system unless specifically defined in this CD	R2+	Fujitsu Services



24.9 Functional Requirements

24.9.1 Mails Acceptance

24.9.1.1 Transaction Process

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70895	NG-070	The system should allow acceptance of multi-item consignments. <i>Assumption: Multi-item consignments refer to items, posted at the same time, using the same service and carrier and destined for the same UK address or country/zone.</i> <i>Assumption: Multiple carriage labels will be produced for each item and the labels will have a sequence number e.g. 1 of 5, 2 of 5 etc.</i> <i>Assumption: Labels for this type of transaction are in effect service indicator labels and value will be optional</i>	R2+	Fujitsu Services
HNG-70896	NG-070	The system should enable the characteristics of a single posting item to be proliferated over any number of other items in order to calculate a bulk posting charge. There may be more than one calculation per transaction. E.g. 20 @ 1 st Class Inland = £5.40 30 @ 2 nd class Inland = £5.70 10 @ Air letter Euro = £ 5.20 Total is £16.30 The system will capture customer reference details. The customer receipt will show summarised level data. A copy of the receipt will need to accompany the items for downstream processing. (Franking) <i>Assumption: Track and Trace requirements per individual item will apply as normal.</i> <i>Assumption: No carriage labels will be required for the Postage-Prepaid Cash Service but will be required for prepaid items.</i>	R2+	Fujitsu Services
HNG-70897	NG-070	For multi-item consignments there should be no overall maximum weight restriction. The price will be calculated incrementally. E.g. the first x kegs will cost so much and then there is a charge for every additional 0.5 kegs.	R2+	Fujitsu Services
HNG-70898	NG-070	The system should allow a permanent record of voided transactions	R2+	Fujitsu Services

24.9.1.2 Mails Item Receipt

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70899	NG-070	The transaction should list optional messages such as "Merry Christmas". <i>Assumption: The system will cater for the messages varying by service and will be defined by PO Ltd reference data.</i>	R2+	Fujitsu Services



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24.9.1.3 Other On-Line Connections

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70900	NG-070	The system should be able to allow online, real-time access to designated client systems <i>Assumption: in order to send pre-advice data or check service availability for certain products close to a cut-off time.</i> <i>Assumption: Client systems will be able to support this requirement.</i>	R2+	Fujitsu Services
HNG-70901	NG-070	Confirmation of availability of the service should be required from the client. <i>Assumption: Client systems and the Horizon system will be able to support this requirement.</i>	R2+	Fujitsu Services
HNG-70902	NG-070	The system should provide functionality to enable a clerk to obtain the last known position (time of last known status) of an item in the mails pipeline, by either scanning a customers barcode or by entering the Track and Trace number into the system.	R2+	Fujitsu Services
HNG-70903	NG-070	The system should support Track and Trace enquiries by:- <ul style="list-style-type: none"> •* Reading a barcode or using a unique number, which identifies a package at any stage posts through the end to end journey •* Supporting Mails Industry international standards, symbologies & printing specifications •* Supporting local office reporting. (Time of enquiry and outcome) •* Record enquiry transactions by client. 	R2+	Fujitsu Services
HNG-70904	NG-070	Track and Trace enquiries may incur an optional fee and the system should be able to support this.	R2+	Fujitsu Services
HNG-70905	NG-070	The system should enable a Track and Trace enquiry transaction to be launched at the following ways <ul style="list-style-type: none"> •* Launch a customer query via reading a pre existing Track and Trace barcode e.g. from clients •* Launch a customer query by manual entry of a barcode or Track and Trace number •* Launch a customer query by token read or manual entry of a customer account number. 	R2+	Fujitsu Services

24.9.2 Reference Data

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70906	NG-070	The system should be able to incorporate Postal Service Reference Data into the main Stream RDS system	R2+	Fujitsu Services

24.9.3 Help Data

REQT	F-	REQUIREMENT	STATUS	SUPPLIER
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ID	CD REQ ID			
HNG-76816	NG-070	Context sensitive help shall be automatically displayed on a defined portion of the user interface during the transaction flow. The counter staff shall be able to split off the auto display at their discretion (see section 6.11).	R2+	Fujitsu Services

24.9.4 MI Requirements

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70907	NG-070	The Mails application back-end process should have the capability to interface with a "Multi-Channel" environment. E.g. "Weigh and Vend". Assumption: This capability may be utilised in the future. It is not seen as a specific development requirement for release one.	R2+	Fujitsu Services
HNG-70908	NG-070	Rejection of a recommended service by a customer should be captured and stored by the system. Assumption: Initially, this data will only be used to populate the customer receipt.	R2+	Fujitsu Services

24.9.5 Future Service Offerings

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70909	NG-070	The system should incorporate a "Re-direction" service.	R2+	Fujitsu Services
HNG-70910	NG-070	The system should incorporate an "Investigation" service.	R2+	Fujitsu Services
HNG-70911	NG-070	The system should incorporate a "Keep Safe" service.	R2+	Fujitsu Services
HNG-70912	NG-070	The system should incorporate a "Change of Address" service.	R2+	Fujitsu Services

24.10 Top Level Requirements from Lean Processing Workshop

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70913	NG-070	The system should be able to provide the ability to enter customer complaint details and send electronically to PO Ltd central systems.	R2+	Fujitsu Services
HNG-70914	NG-070	The system should be able to support automatic launch into the correct service screen by scanning a pre-chosen service token	R2+	Fujitsu Services
HNG-70915	NG-070	The system should be able to validate catalogue company for return acceptance	R2+	Fujitsu Services



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HNG-70916	NG-070	The system should allow on-line access to customer account details enabling the replacement of the authority card and providing the potential for more sophisticated customer account processing.	R2+	Fujitsu Services
HNG-70917	NG-070	The system should be able to provide an improved printing capability to enable: <ul style="list-style-type: none"> ●* Faster print speeds ●* Laser quality ●* Quiet operation ●* Colour capability 	R2+	Fujitsu Services
HNG-70918	NG-070	The system should be able to scan in a P58 to obtain speedier compensation claims	R2+	Fujitsu Services
HNG-70919	NG-070	The system should be able to allow receipts / COP to be produced containing client branding, advertising and or coupons (using colour)	R2+	Fujitsu Services
HNG-70920	NG-070	The system should enable allocation of Track and Trace number from a central service	R2+	Fujitsu Services
HNG-70921	NG-070	The system should be able to produce Advice of Delivery cards on printer	R2+	Fujitsu Services
HNG-70922	NG-070	The system shall incorporate improved printing capability in order to minimise transaction stock (customs labels , track and trace labels etc)	R2+	Fujitsu Services
HNG-70923	NG-070	The system should be able to collect customer details on the content and value of an item being posted and automatically print a customs label.	R2+	Fujitsu Services
HNG-70924	NG-070	Mails postage labels should contain a sorting barcode as specified by Royal Mail (Westinghouse)	R2+	Fujitsu Services
HNG-70925	NG-070	The system should be able to provide improved printing functions such that multiple paper size/formats of receipts/forms/labels can be produced	R2+	Fujitsu Services
HNG-70926	NG-070	The system should be able to provide composite labels with flexibility of physical format and format/content of information	R2+	Fujitsu Services
HNG-70927	NG-070	The system should be able to provide improved printing capability to allow Track and Trace barcode symbols to be printed on receipts	R2+	Fujitsu Services
HNG-70928	NG-070	The system should be able to provide follow ups/take out reason for spoiled labels	R2+	Fujitsu Services
HNG-70929	NG-070	The system should allow more channels for simple (multiple range items) to alleviate peaks	R2+	Fujitsu Services
HNG-70930	NG-070	The system should be able to allow clients online access to: <ul style="list-style-type: none"> ●* Weight ●* Service ●* Destination 	R2+	Fujitsu Services



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HNG-70931	NG-070	The system should be able to provide barcoded labels preferred by PO Ltd for home shopping to identify OK companies, etc for acceptance of items and to help capture data.	R2+	Fujitsu Services
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Requirements Catalogue - Requirements that are Common to HNG and "No Change" Requirements

24.11 Architectural Requirements

24.11.1 Constraints, Framework and Building Blocks

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70932	NG-070	The Horizon Track and Trace architecture shall provide an interface building block that can be used to bring on new clients without the necessity to develop bespoke individual interfaces provided that the new clients systems conform to the reference data model [Doc Ref 17] and AIS data model [Doc Ref 19] implemented as part of this development.	B	Fujitsu Services

24.11.2 Post Office Strategic Direction

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70933	NG-070	The Horizon Track and Trace solution shall use the Service provided by the Royal Mail EDG platform and supplied as a managed service by Prism Alliance.	B	Fujitsu Services

24.11.3 Integration with Other Systems

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70934	NG-070	The Horizon Track and Trace solution and associated PAF information output from the Fujitsu Services domain shall conform to the agreed AIS (AS/IFS/001 [Doc Ref 18] for the EDG for onwards delivery to client systems.	B	Fujitsu Services
HNG-70935	NG-070	File transfer interfaces to any possible new Track and Trace Clients shall be provided by the EDG, which is provided by Prism Alliance and will be delivered as part of subsequent projects.	B	PRISM
HNG-70936	NG-070	Fujitsu Services Ltd. shall support the technical interface from Horizon to EDG by providing the physical interface as specified in the Horizon to EDG Technical Interface Specification (AS/IFS/002) [Doc Ref 20].	B	Fujitsu Services
HNG-70937	NG-070	Fujitsu Services will ensure delivery of Track and Trace and PAF data to the data centres in line with the new architecture.	B	Fujitsu Services
HNG-70938	NG-070	Fujitsu Services shall document the Client Take-on process for adding new clients within its domain	B	Fujitsu Services
HNG-70939	NG-070	PRISM shall document the Client Take-on process for adding new clients within its domain.	B	PRISM



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HNG-70940	NG-070	Royal Mail shall be responsible for providing (prior to any live operational use) information on changes to the Track and Trace barcode formats	B	PO Ltd
HNG-70941	NG-070	Parcelforce Worldwide shall be responsible for providing (prior to any live operational use) information on changes to the Track and Trace barcode formats.	B	PO Ltd

24.11.4 Design Principles

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70942	NG-070	The implementation of Postal Services functions on HNG shall be seamlessly integrated into the User Interface. They shall not degrade any aspect of the functions of other products.	B	Fujitsu Services
HNG-70943	NG-070	The Postal Services functions shall utilise the common Access Control regime; the user must not be required to log on to more than a single system and must only be required to use his/her HNG desktop user id and password.	B	Fujitsu Services
HNG-70944	NG-070	The Postal Service functions shall conform to the HNG fallback capability. <i>Assumption: Fallback scenarios and processes will be formally agreed by all impacted parties</i>	B	Fujitsu Services
HNG-70945	NG-070	Fujitsu Services will enable a "Pilot" release and thereafter a controlled release to the whole network.	B	Fujitsu Services
HNG-70946	NG-070	The infrastructure needed to support the demands of the Postal Services functions shall be in place and operational prior to "Go-Live" of the application.	B	Fujitsu Services
HNG-70947	NG-070	The HNG system will have the capability to support multiple printers and these will be available for use by the Postal Services functions.	B	Fujitsu Services
HNG-70948	NG-070	The Postal Services functions shall conform to the replacement for the Horizon OPS Style Guide.	B	Fujitsu Services
HNG-70949	NG-070	Both the touch screen and the keyboard should support all manual data input at the counter.	B	Fujitsu Services
HNG-70950	NG-070	Multiple MOP's for Postal Services are supported in line with business rules.	B	Fujitsu Services
HNG-70951	NG-070	All completed Postal Services counter transactions must report to the common 'transaction stack', contributing to the customer session total.	B	Fujitsu Services
HNG-70952	NG-070	System recovery for failure modes while in the Postal Service application will common to those in the rest of the HNG system unless otherwise specifically defined in this document	B	Fujitsu Services
HNG-70953	NG-070	The system shall recover transactions lost through any communications system failure in line with HNG recovery processes	B	Fujitsu Services
HNG-70954	NG-070	The system shall recover transactions lost through any counter system failure in line with HNG recovery processes	B	Fujitsu Services
HNG-70955	NG-070	The Design Proposal shall address business continuity issues by defining the actions to be taken following a major component or communications failure that affects the Postal Services functions.	B	Fujitsu Services
HNG-	NG-	All transactions must be fully auditable to agreed standards.	B	Fujitsu



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70956	070			Services
HNG-70957	NG-070	The requirements of the Data Protection Act must be adhered to.	B	Fujitsu Services
HNG-70958	NG-070	The Euro support for Postal Services shall be in line with the rest of the HNG system unless specifically defined in this document	B	Fujitsu Services
HNG-70959	NG-070	Post Office® Process Architecture is responsible for mapping the Postal Services functions onto Business process.	B	PO Ltd
HNG-70960	NG-070	The system shall inform the counter staff of any functional failure related to the transaction being performed (e.g. unavailability of PAF)	B	Fujitsu Services
HNG-70961	NG-070	The T&T / PAF collection sub system will be duplicated across both data centres to provide a resilient delivery mechanism.	B	Fujitsu Services
HNG-70962	NG-070	The User must be informed of system processing that takes a long time through the standard mechanism used in HNG.	B	Fujitsu Services

24.12 Functional Requirements

24.12.1 Mails Acceptance

24.12.1.1 Additional Transaction Process (Track and Trace Specific)

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70963	NG-070	Client processes and procedures for client Track and Trace to be modified to reflect the electronic transmission of data	B	PO Ltd
HNG-70964	NG-070	Clients to define the frequency they require each type of Track and Trace data and whether that frequency varies at any point during the day.	B	PO Ltd

24.12.1.2 Transactions Process (PAF Access Specific)

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70965	NG-070	New components included in the PAF Solution need to be approved by PO Ltd. (e.g. international post / zip codes)	B	Fujitsu Services

24.12.1.3 Mails Acceptance Reports

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70966	NG-070	The system shall be able to produce Remuneration, Sales trend reporting in the outlet, as per baseline Horizon.	B	Fujitsu Services
HNG-78015	NG070	Post Office Ltd to define the report layouts and data items to be included for Remuneration and Sales Trend reporting in the Branch. This functionality currently exists within baseline Horizon and is the limit of scope for this requirement.	B	PO Ltd



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24.12.1.4 Transaction Data

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70967	NG-070	The transaction data generated by the Postal Services functions shall conform to the existing Application Interface Specifications for PO Ltd.	B	Fujitsu Services

24.12.1.5 Other Mails Acceptance Related

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70968	NG-070	Postal Service Administration functions should appear as belonging to the Postal Services in any menu hierarchy, their exact position being controlled by PO Ltd reference data.	B	Fujitsu Services
HNG-70969	NG-070	Buttons for the Postal Services functions shall comprise of standard HNG buttons which can be added, moved or removed by the OBC process	B	Fujitsu Services

24.12.2 End to End Integration (E2E)

24.12.2.1 Horizon to EDG Interface for Track and Trace

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70970	NG-070	Transfer of data from the Horizon domain to the EDG will conform to the agreed AIS / TIS for Track and Trace.	B	Fujitsu Services

24.12.3 Reference Data

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70971	NG-070	Fujitsu Services shall provide Type C Reference Data to support functionality that cannot be supported by PO Ltd Reference Data	B	Fujitsu Services

24.12.4 MI Requirements

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-	NG-	Fujitsu Services must ensure that information is passed to Post	B	Fujitsu



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70972	070	Office Limited to enable Post Office Limited. to manage:- <ul style="list-style-type: none"> ●* Failed transactions ●* MIS ●* Service Levels Assumption: Data passed to Post Office Limited systems will follow the standard interface format.		Services
HNG-70973	NG-070	Daily information by Product/Service and Posting Date shall be available to support settlement with clients. This should give details about completed and incomplete transactions.	B	Fujitsu Services
HNG-70974	NG-070	Access to all Postal Services transactions must be available at the Fujitsu Services Campus to support online error resolution. This will be in line with access to transaction data allowed for all other HNG transactions.	B	Fujitsu Services
HNG-70975	NG-070	Management information to support SLA monitoring, charging and trend analysis must be provided.	B	Fujitsu Services
HNG-70976	NG-070	Settlement will be made on Post Office Data.	B	PO Ltd

24.13 Non Functional Requirements

24.13.1 Volumetrics

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70977	NG-070	The HNG system and interface to the EDG shall be specified to meet the volume of track and trace data projected for the next 5 years (subject to commercial processes)	B	Fujitsu Services
HNG-70978	NG-070	The PAF solution and supporting infrastructure must support the Contracted Transaction Volumes and have a Design Limit that is 20% higher.	B	Fujitsu Services

24.13.2 Problem Management and Tracking

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70979	NG-070	The current Fujitsu Services help desk will be required to provide 2 nd , 3 rd and 4 th line support for the Postal Service functions; 1 st line support will be provided through the normal route to NBSC.	B	Fujitsu Services
HNG-70980	NG-070	The NSBC help desk will need to be updated to support Postal Services enquiries from Branches. This is a requirement on Business Change	B	PO Ltd
HNG-70981	NG-070	Develop a Communication Strategy and Plan to ensure all business areas impacted by the introduction of Postal Service functions receive timely and targeted communications.	B	PO Ltd
HNG-70982	NG-070	Develop an integrated Training Strategy and Plan incorporating Postal Services functions in accordance with the results of the training needs analysis.	B	PO Ltd
HNG-	NG-	Develop an integrated Stakeholder Strategy and Plan	B	PO Ltd



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70983	070	incorporating Postal Services functions to ensure all key stakeholders are identified, managed and support the successful implementation of HNG		
HNG-70984	NG-070	Develop an integrated Implementation Strategy and Plan incorporating Postal Services functions for all products within HNG Release 1.	B	PO Ltd
HNG-70985	NG-070	PO Ltd shall review the level of change to its business, caused by the introduction of the new Postal Services processes, and if deemed necessary implement procedural walkthroughs to ensure changed processes are introduced successfully.	B	PO Ltd
HNG-70986	NG-070	Network Support shall amend their internal Postal Service related process maps for NBSC.	B	PO Ltd
HNG-70987	NG-070	HSH shall be informed and liaise with PO Ltd Network Support regarding readiness to support Postal Services on HNG.	B	Fujitsu Services
HNG-70988	NG-070	The knowledge database shall be updated to enable NBSC to support the network in transacting Postal Services transactions. Helpdesk scripts will be formulated to enable the operators to answer Postal Services specific enquiries.	B	Fujitsu Services
HNG-70989	NG-070	NBSC/HSH interface document be updated to reflect new Postal Services including responsibilities of ownership of support clearly defined.	B	PO Ltd
HNG-70990	NG-070	New Operational Level Agreements for Postal Services will need to be defined and existing OLAs enhanced. <i>Assumption:- Need to define new agreements and existing agreements that will need changing</i>	B	Fujitsu Services

24.13.3 Training

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70991	NG-070	Fujitsu Services shall support the Post Office with their production of Counter Operations Manuals and Training materials for Postal Services	B	Fujitsu Services

24.13.4 Testing

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70992	NG-070	Testing will comply with PO Ltd - Fujitsu Services CCD titled Testing Approach for the Horizon System Ref VI/STR/064, Version 1.0, Dated 15 Aug 2003 or later version.	B	Fujitsu Services

24.13.5 Implementation / Migration

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-	NG-	The system shall be able to revert to any earlier version of the	B	Fujitsu



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70993	070	Postal Service functions without disruption to the operational service.		Services
HNG-70994	NG-070	The Horizon system will need to accommodate dual running of the new Postal Service functions on HNG and the current smart post service until such time as HNG is implemented throughout the whole network.	B	Fujitsu Services
HNG-70995	NG-070	The implementation strategy should provide for flexibility of rollout (e.g. a number of pilot offices first followed by a National rollout).	B	Fujitsu Services
HNG-70996	NG-070	PO Ltd shall document its approach to implementation, communications and training.	B	PO Ltd

24.14 Top Level Requirements from Lean Processing Workshop

REQT ID	F-CD REQ ID	REQUIREMENT	STATUS	SUPPLIER
HNG-70997	NG-070	Postal Service functions will be part of systems that provide prompts for promotions/add-on services	B	Fujitsu Services
HNG-70998	NG-070	Postal Services settlement shall follow the HNG MOP rules with payment types linked to transaction e.g. credit card allowed	B	Fujitsu Services
HNG-70999	NG-070	All Postal Services data shall be captured electronically at time of transaction	B	Fujitsu Services



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25 Appendix H – Volumes



"Appendix H -
Volumes v2.doc"



26 Appendix I - Compliance Matrix for Design Proposal



_HNG_HNG-CD_vsn_
2.1.CSV



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27 Appendix J - Architectural Proforma for R2+



"App J -
HNG-CD_vsn_1.0 R2"



28 Appendix K - Numerical Service Targets



"Appendix K - SLT
parms v2.doc"



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29 Appendix L - Acceptance Criteria for Functional Equivalence

To be added later



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