FUJ00001515

Document Title: Installation Strategy

Document Type: Strategy

Abstract: Documents the strategy by which the Horizon counter system is installed in the post office outlets.

Status: APPROVED

Distribution:

ICL Pathway	ICL Pathway	POCL
Terry Austin	Eugene Dempsey	Andy Jones
John Dicks	Dave Howells	**Barry Evans**
Liam Foley	Ian Openshaw	Steve Grayston
Steve Muchow	Paul Underwood	Douglas Craik
Barrie Davies	Eamonn Long	Trevor Rollason
Bob McDermott	Barry Hancill	
John Hunt	Lorraine Holt	
Ian Honnor	Martin Hughes	**Suppliers**
Richard Long	Sue Parker	Dave Harwood, WTplc
Alan Ward	Simon Lee	Bob McCully, ICL Operational Services Division
Steve Burgess	Martin Riddell	Alastair Cameron, Celestica
John Bates	Dave Fletcher	Stuart Kearns, Peritas
Steve Warwick	**Claire Roberts**	Linda Melvin, Exel
Ian Morrison	Allan Prescott	Richard Quantrell, Energis
Steve Cowburn	**Billy Herd**	Jim Booth, Verification Centre
Pete Jeram	Anna Campopiano	Les Betts, ICL Operational Services Division
Mike Coombs	Roy Smethurst	Mike Tooth, Pearce Security Systems Ltd
Peter Burden	Martin Johnson	Steve Rodgers, WTplc
Gill Jackson	Celia Tebbs	
Pam Barlow	Library	

Bold indicates formal document inspectors.

Author: Mark Fisk

Comments to: N/A

FUJ00001515

FUJ00001515

0 Document control

0.1 Document history

Version	Date	Reason
0.1	28/11/97	First draft of the document for limited circulation only
0.2	28/1/98	Updated with comments from first issue and in line with new implementation document structure.
0.3	30/4/98	Updated with comments from 2nd issue. Document updated to reflect new documentation guidelines.
0.4	16/6/98	Document updated after formal inspection for moderator approval
0.5	14/8/98	Document updated with minor amendments ready for approval
0.6	11/9/98	Document updated with comments after CP 1444 which introduces the document.
0.7	27/10/98	Minor changes to document to agree A2A wording.
0.8	27/11/98	Changes applied for arranging of modification date during resurvey and inclusion of issuing temporary passes
1.0	2/12/98	Approved, introduced as a Contract Controlled Document.

0.2 Approval authorities

Name	Position	Signature	Date
Barrie Davies	Implementation Manager		
Douglas Craik	POCL - Horizon Head of Field Implementation		

0.3 Associated documents

	Reference	Vers	Date	Title	Source
1	IM/STR/0027	1.0	12/6/98	High Level Implementation Strategy	B McDermott
2	Schedule	G6	1/5/97	Rollout & Implementation	POCL

FUJ00001515

3	BP/DES/003	4.1	15/7/98	Counter Hardware Design Specification	D Cooke/ M Fisk

0.4 Abbreviations

ALPS	Automation of London Post Offices
APT	Automated Payments Terminal
APPU	Automated Payments Peripheral Unit
BA	Benefit Agency
BAD	Benefit Agency District
BOS	Back Office System.
CM	Configuration Management
DRI	Designated Responsible Individual
DSS	Department of Social Security
ECCO	Electronic Cash registers on COunters
FAD	Financial Account Division
ICL	International Computers Ltd.
IT	Information Technology
IU	Implementation Unit
HFSO	Horizon Field Support Officer
IPM	Implementation Programme Manager
ISDN	Integrated Services Digital Network
IT	Information Technology
LAN	Local Area Network
MIB	Management Infrastructure Brief
NR2	New Release 2
NTE	Network Termination Equipment
PC	Personal Computer
PO	Post Office
POCL	Post Office Counters Ltd
PSTN	Public Switched Telephone Network
RFI	Ready For Install
RGM	Regional General Manager

FUJ00001515

UAE	User Awareness Event
UTP	Unshielded Twisted Pair
WAN	Wide Area Network
WTplc	Workplace Technologies PLC

0.5 Changes in this version

Document approved.

FUJ00001515

0.6 Table of content

FUJ00001515

FUJ00001515

FUJ00001515

FUJ00001515

1 Introduction

This document has been produced as one in the series of strategy documents reflecting the processes involved in the implementation of the Horizon counter systems. Specifically the document provides the strategy used to install the Horizon counter infrastructure in outlets targeted at NR2 and beyond and covers the activities that lead into In office migration of data (Ref.[1]). The installation strategy comprises a number of activities, the description of which is provided in this document.

The strategy only describes the activities. The timetable and interdependencies for the activities together with the scheduling constraints are described in a separate strategy document (Ref. [1]).

1.1 Management summary

This document provides the strategy that is used to prepare outlets ready for the installation of the Horizon counter equipment. This is known as the infrastructure phase. (Ref. [1]). It also provides the strategy that is used to install the Horizon equipment. This is known as the installation phase. (Ref. [1]).

1.2 Horizon equipment

The Horizon equipment installed at each counter position is described in Ref. [3] and is summarised for this strategy as follows;

- Base unit. This is a PC base unit pre loaded with Horizon software.
- Monitor. This is a 10" touch screen monitor, or a Flat Screen Monitor.
- Keyboard. The keyboard provides an integral magnetic stripe and smart card functionality.
- Bar code scanner.
- Counter printer. This is an integrated slip and tally roll printer.

In addition to the above each outlet will be supplied with an Office printer which may be either inkjet or laser. The requirements for each outlet are identified in advance of the rollout programme by POCL.

FUJ00001515

1.2.1 Additional peripheral equipment

The Horizon counter equipment supports the following peripheral equipment in this or later releases. As such this must be taken into consideration when surveying outlets for installation of the Horizon counter equipment.

- Electronic weigh scales.

Details of the activities associated with this equipment are provided in the appropriate requirements documentation produced as a result of acceptance of this strategy.

2 Scope

The document provides the strategy that will be used to carry out the infrastructure, planning and installation phases. It is used by teams involved in the installation of the Horizon counter equipment to produce specifications, procedures and work instructions, all of which provide the detail.

The strategy does not cover the following;

- Contents of MIB, UAE and User training.
- Installation of equipment in POCL training centres.
- In office migration.
- Hand over to steady state support.
- Upgrade activities for outlets operating at release 1c to the New Release 2.
- Scheduling and timing of the activities.
- Management of change to outlets once they have been installed and are under steady state control.

The target audience of this document are summarised in table 1.

POCL	Provides the strategy that is employed to ensure installation of the Horizon counter equipment. The document is used to identify internal POCL processes that will be used to ensure timely installation of the Horizon counter equipment.
ICL Pathway	The document is used to develop corresponding requirements documentation and internal processes that will be used to ensure timely installation of the Horizon counter equipment.
Third party suppliers	WTplc, Exel, ICL Operational Services Division, Celestica, Peritas, ICL Outsourcing, Verification Centre, POCL, Pearce

FUJ00001515

	Security Systems Ltd and Energis. Suppliers who are impacted by the installation strategy.

Table 1

FUJ00001515

3 Controls

3.1 Resources deployed

Resources are identified in the body of the document.

Supplier	Function
ICL Pathway	Control of infrastructure and installation programmes. Development of help desk procedures.
POCL	Deployment of Task Force members for the site survey and resurvey. Definition of the terms of reference for the Task Force members.
WTplc	Arrange site survey & preparation with outlet manager. Perform site survey and preparation.
ICL Pathway	Perform additional modifications in SMART outlets at NR2 only. Perform installation and configuration of Frame relay hubs.
Pearce Security Systems Ltd	Arrange resurvey and modification with outlet manager Perform resurvey and modification
Exel	Arrange installation of Horizon equipment and communication link with the outlet manager. Perform Horizon equipment installation and remove specific existing equipment. Identify, at NR2, SMART outlets from survey documentation.
ICL Operational Services Division	Perform inspection of outlets.
ICL Outsourcing	Horizon System Help Desk functions during the implementation programme.
Peritas	Arrange MIB, UAE and training events for POCL users. Perform MIB, UAE and training events.

FUJ00001515

Celestica	Manage Horizon counter system builds. Production of bar code labels used in the infrastructure and installation phases.
Verification Centre	Provide build scripts for the Horizon counter systems.
Energis	Manage installation of communications link. Produce ISDN stickers for use during the infrastructure phase.

Table 2

3.2 Internal controls

This section describes the mechanisms, that form part of the strategy, that ensures that it can be implemented successfully.

Control	Description
Identification of outlets which are specifically excluded.	Excluded outlets are identified during the scheduling phase described in a separate strategy document (Ref. [1]).
Labelling of outlets	Outlets are labelled with an unique Outlet Identifier which is used during the collection of asset data when the Horizon equipment is installed. (See section 4.1.1 and 8.10)
Labelling of counter equipment	The Horizon counter equipment is labelled with a unique identifier code which is used during the auto configuration. The code is also used to identify the counter position during collection of the asset data. (See section 4.2.1 and 8.10)
Security clearance of staff	All staff involved in outlet activities will carry the appropriate security clearance as described in a separate strategy document (Ref. [1]).
Authorisation of preparation and modification work	All work must be authorised by ICL Pathway before it starts. Different authorisation levels will exist depending on the nature of the work. In some cases authority must be obtained by both ICL Pathway and POCL before the work can start.

Table 3

FUJ00001515

3.3 External controls

This section describes the mechanisms, that are external to the strategy.

Control	Description
Selection criteria for additional 100 trial outlets.	The selection criteria will be agreed with POCL, based on the work identified at the survey and resurvey required to accommodate the Horizon counter equipment.
Authorising work in the outlet	The outlet manager will be briefed during the MIB and UAE of the importance of being present during the installation activities to agree and authorise the work being carried out. (See section 5.2)
Outlets with no solutions	Outlets at which no solution can be identified to accommodate the Horizon equipment will be suspended from the programme and passed to POCL for resolution. The outlet will only be accepted back into the programme once an agreed set of criteria has been reached between POCL and ICL Pathway. (See section 6.7.1)
Power outages in outlets and existing equipment	Power outages in outlets will impact the operation of the POCL existing equipment. Procedures are to be agreed between POCL and ICL Pathway for this operation in particular outlets with ECCO equipment. For these outlets arrangements have been made to carry out the power outage between 17:00 & 18:00.

Table 4

3.4 Dependencies

This section describes the controls within the strategy which ensure that the links to and from the external controls are managed.

Control	Description
Escalation routes	Where an activity described in the strategy fails, the appropriate action is described in the strategy. Where no action is described then the generic escalation routes described in section 5.3 are applied.
Outlets with no	A process will be established between POCL and ICL

FUJ00001515

solutions	Pathway to agree the criteria by which outlets will be accepted back into the programme.

Table 5

3.5 Timetable

The timetable and interdependencies for the different activities are described in separate scheduling and rescheduling strategies (Ref. [1]).

FUJ00001515

3.6 High Level deployed flowchart

The following high level deployed flowcharts describe the procedures introduced by this strategy for infrastructure, planning and installation phases.

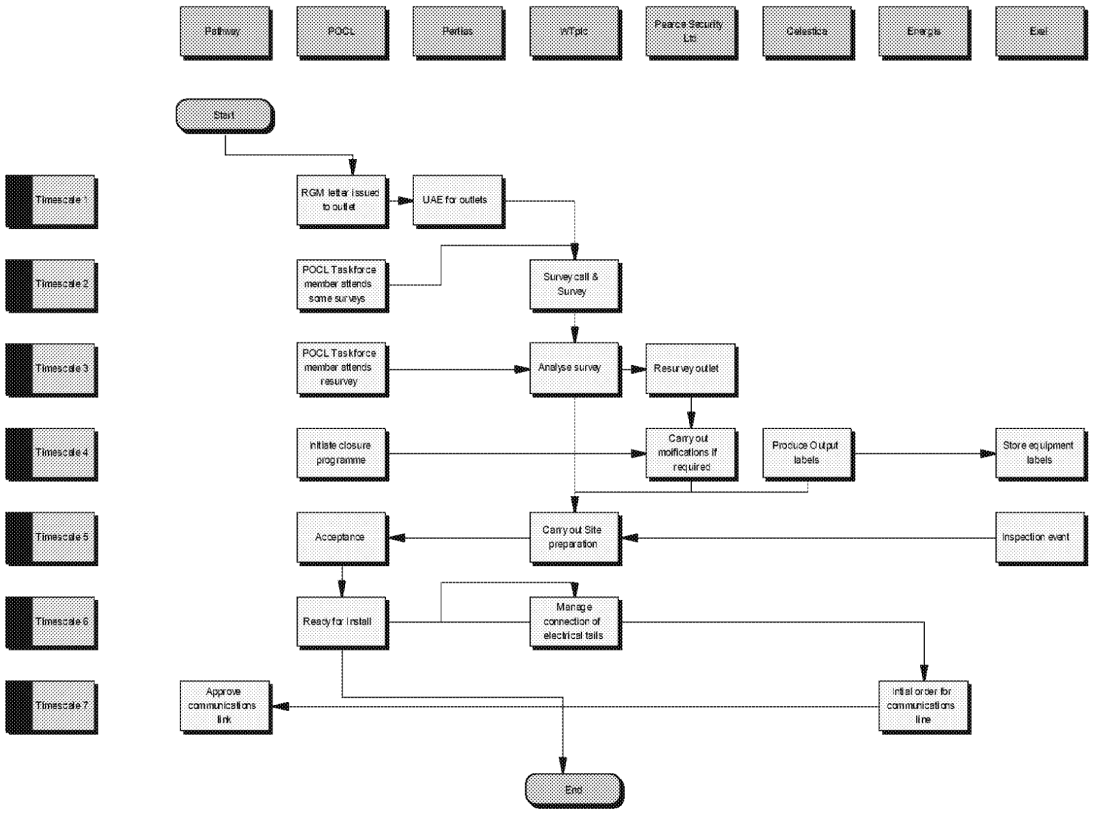


Figure 1 - Infrastructure phase

FUJ00001515

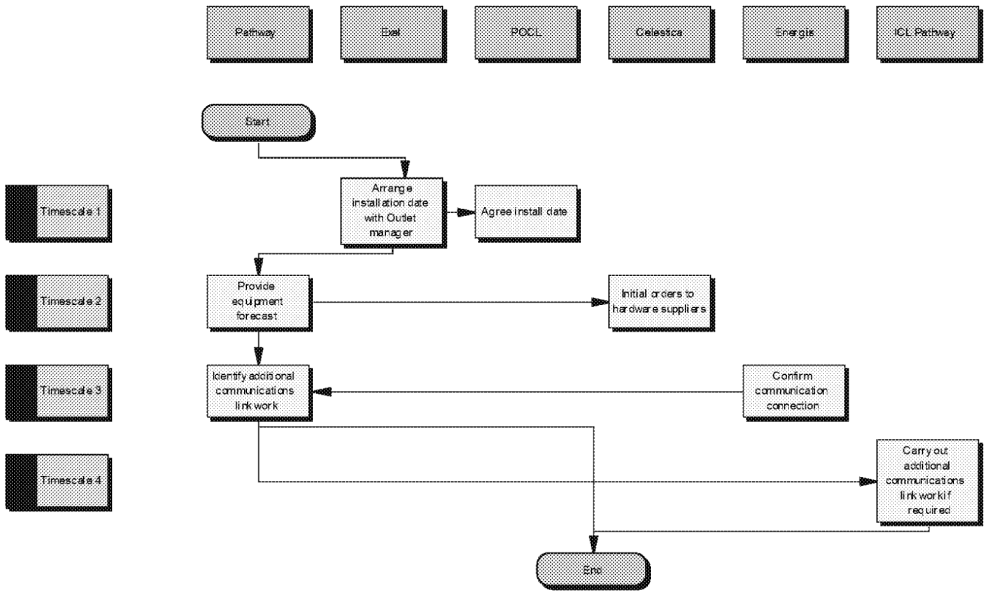


Figure 2 - Planning phase

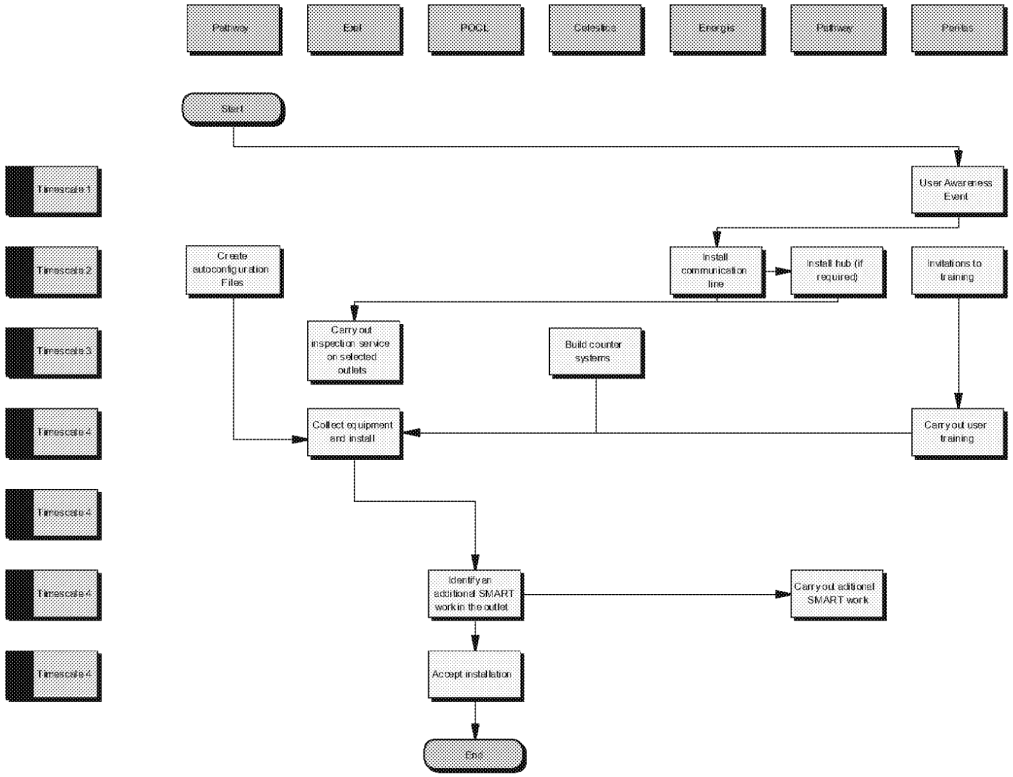


Figure 3 - Installation phase

FUJ00001515

3.7 Overall measures of success

Completion of the process described in this strategy results in Horizon counter equipment being successfully installed in the outlet and the outlet is "Ready for Migration" of the In office data. The migration of data is described in a separate strategy document (Ref. [1]).

FUJ00001515

3.8 Document relationships

This document provides the installation strategy for outlets as described in the High Level Implementation Strategy (Ref. [1]).

Approval of this document will result in the production of the following associated requirements and specifications.

Strategy document	Requirements	Specifications
Installation	Data Communications	Data Communications Specifications
	Site Survey	Site Survey Specifications
		Category descriptions
		POCL Specifications
	Site Resurvey and modifications	Site Resurvey and modification specification
	Site Preparation	Site Preparation specification
	Site Installation	Exel Activities
		Auto configuration
	Aborted & cancelled installations	Aborted & cancelled installations
	Bar Code label requirement	Bar Code label specification

Table 6

Responsibilities for production of the associated documentation are provided in this strategy.

FUJ00001515

4 Outlet environments targeted by this strategy

The implementation of Horizon at release 1b was targeted at Manual[1] outlets only. These 200 outlets formed the first phase of the live trial. At NR2 the scope will be increased to include the following;

- 100 additional live trial outlets. These, together with the original 200 outlets have been agreed between ICL Pathway and POCL to form the basis of the live trial. The 100 outlets will be selected from 200 outlets provided by POCL. The criteria for selection will be defined by POCL.
- Outlets for national rollout.

The following outlets are specifically excluded at this release.

- Mobile outlets. These are outlets where the Horizon equipment is installed in a vehicle.
- Non fixed positions. These are outlets where the equipment cannot be installed at a permanent position.

In both cases solutions are being actively sought for agreement with POCL. When solutions are agreed this document will be updated to reflect the changes.

4.1 Outlet Identifiers

In order that each outlet can be labelled during the rollout a unique identifier is established.

4.1.1 Outlet Identifier

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

123456AAA,

where

123456	Post Office FAD code	• Provided by POCL for each outlet and uses the first 6 digits of the 7 digit

[1] Some of the initial outlets did have APTs or Quantum, however the location of this equipment did not impede installation of the Horizon equipment.

FUJ00001515

		FAD code
AAA	**This field is currently reserved for future use**.	• 001 is default for all outlets.

Table 7

Example - outlet with FAD Code 123456

The ICL Pathway Outlet Identifier format for the outlet is

123456001.

The identifier is translated to a bar code which is installed in an outlet during the Infrastructure phase.

Details of the outlet label bar code production and distribution are provided in a requirements document produced as a result of this strategy.

4.2 The counter environment

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

- A "Counter" is a customer facing serving position where day to day operations are performed. This may be a fortress or an open plan position.
- A "Back Office Position" is a location and business profile which does not provide a customer facing role but from which transactions can still be carried out. Outlets which have a "back office position" are specified by POCL.

The number of counter and back office positions varies between the different outlets.

4.2.1 Labelling equipment during the installation phase

Horizon equipment will be installed at counter positions during the installation and labelled with a counter number. The counter number is derived as follows;

- The counter number will be based on the outlet identifier. An additional two digits are used to identify the counter number.
- The counter number range will be 01 - 99.
- The gateway server will always be 01.

The format of the counter number is explained in the following example

Example - outlet with FAD Code 123456 and 4 counter positions

The ICL Pathway Outlet Identifier format for the outlet is

123456001.

FUJ00001515

The equipment at each counter position is labelled as follows;

12345600101 - 12345600104

Details of the production of counter number bar codes and their distribution is documented in a requirements document which is produced as a result of acceptance of this strategy.

4.2.2 Physical positioning of the Horizon equipment

Horizon counter equipment is installed in outlets as described in this section;

4.2.2.1 Gateway servers

Gateway servers will be physically located in the outlet using the following strategy;

- Where an outlet has been identified for a "back office system", the gateway server will be installed at this position.
- Where an outlet has been identified for more than one "back office system", the gateway system can be installed in any of the positions as identified during the survey.
- Where an outlet has no "back office server", the gateway server will be installed, where possible, in the left hand fortress position as viewed from the clerks side of the counter when facing the customer.
- Where an outlet only has open plan positions the gateway will be installed, where possible, in the left hand position as viewed from the clerks side of the counter when facing the customer.
- Where the outlet only has one counter position, the gateway server will be installed in this position.

4.2.2.2 Standard counters

Standard counters will be installed in all other positions. For each standard counter the equipment will be physically positioned and labelled using the following strategy;

- Where an outlet has more than one "back office system" only one will be installed as a gateway server. The additional "back office systems" will be standard counters, which will be labelled before any fortress positions.
- Fortress counters will be labelled next. In outlets with "back office systems these will be labelled when all "back office systems" have been allocated. If there are no "back office systems", fortress counters are labelled from left hand side to the right as viewed from the clerks side of the counter when facing the customer.

FUJ00001515

- Open plan positions are labelled after all fortress counter positions have been allocated. In outlets with just open plan positions the open plan positions will be labelled after the gateway server.

The strategy is best explained using a series of examples.

FUJ00001515

Example 1 Single counter position

In this example there is only one system installed and as such will always be labelled as counter position number 01. This is the gateway server which supports the connection for the office printer and the ISDN communications.

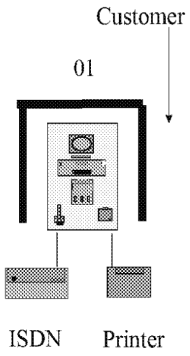


Figure 4

FUJ00001515

Example 2 3 counter position

In this example, three scenarios are shown.

The first is where the gateway server is installed and labelled as counter position 01. The ISDN connection and office printer must be installed in the same area as the gateway system.

The second scenario is where the ISDN connection cannot be located with the gateway system. In this situation additional cabling is installed such that the gateway system and office printer still remain in the left hand position and are still labelled as position 01.

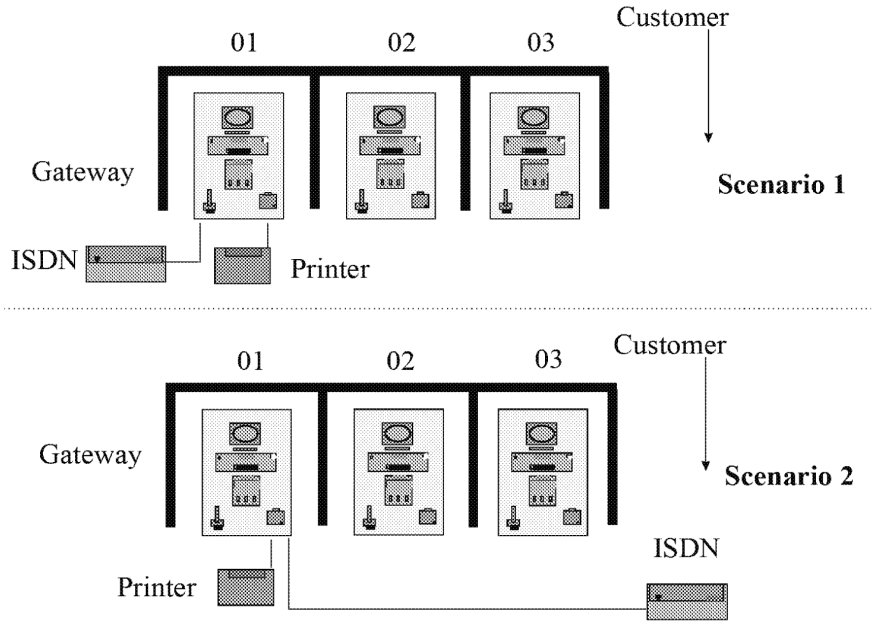


Figure 5

FUJ00001515

The third is where the gateway server cannot be installed in the target physical counter position. This may be because there is insufficient room to install the office printer at the left hand position. In this situation the gateway server will be located in the next available position, however the gateway will still be labelled as position 01. **This scenario cannot be used without prior approval from the ICL Pathway rollout manager.**

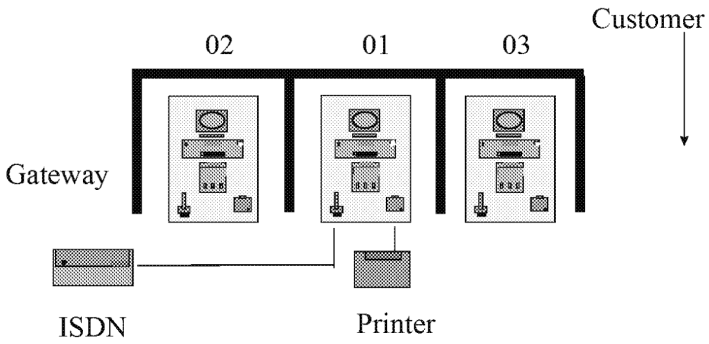


Figure 6

FUJ00001515

Example 3 4 counter position and a back office system.

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

The counter positions are labelled with a counter number from the "Back Office" system starting at 01. The fortress positions are labelled from 02 through to 05.

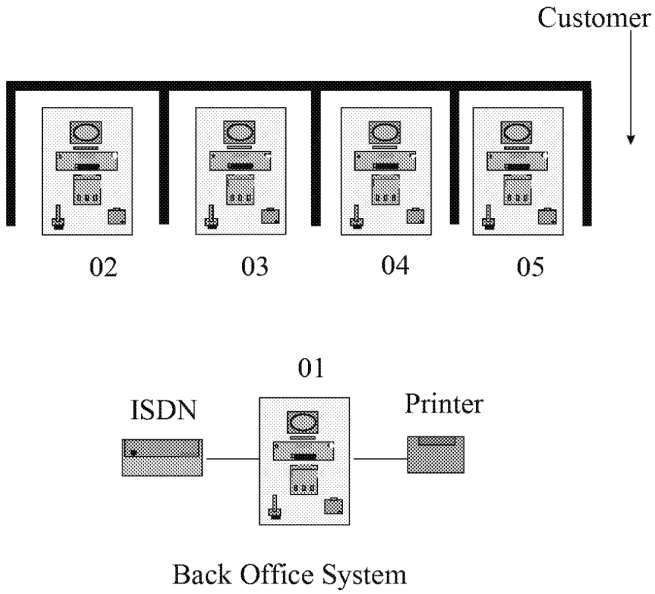
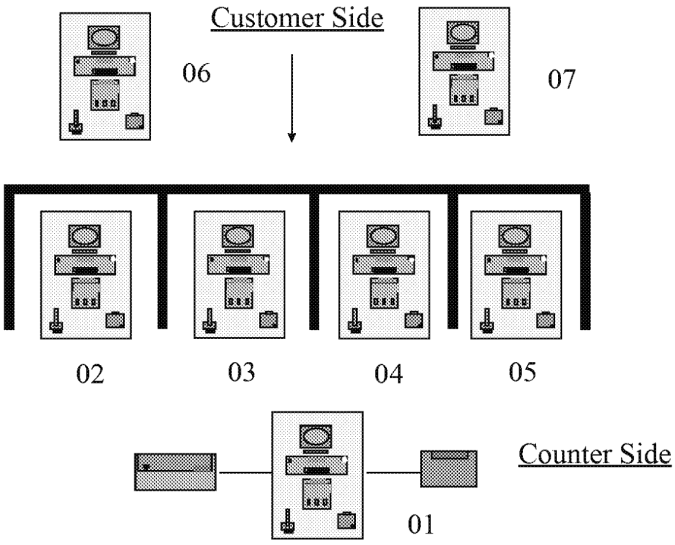


Figure 7

FUJ00001515

Example 4 outlet with Open Plan Positions

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



Back Office System

Figure 8

FUJ00001515

5 Control of the installation programme

The installation programme will be controlled using the rollout database through an agreed schedule. Details of the schedule used are described in Ref. [1].

5.1 Contact with the outlet

All communication with the outlet will be controlled using a communications and security strategy as described in Ref. [1].

All visits, identified as part of this installation strategy, to outlets will be agreed in advance with the outlet manager. These dates will be notified to POCL via the rollout database interface. Where there are disputes with the outlet manager in arranging visits to the outlet, the issue will be passed to POCL to act as final arbiter.

Staff who visit outlets will carry an ICL Pathway identification badge, which will be issued only after the individual has been security cleared through the POCL approved process. The staff will show the identification badge to the outlet manager and staff, as requested, before starting work in the outlet. This excludes any utility companies who already have site access agreements with POCL. A process will exist to provide temporary security passes to tradesmen who may have to attend site for specialist modification or preparation work. These passes will be used only when the need arises and the specialist tradesmen will always be accompanied by the appropriate security cleared modification or preparation team whilst on site.

5.2 Authoritative Individuals

The installation strategy is dependant on staff with specific responsibilities being available during the various events. In most cases this is the outlet manager. Where the outlet manager is not available then a Designated Responsible Individual may be identified. This is the responsibility of the outlet manager (Ref. [1]). At various key events during the installation, this will be communicated to the outlet manager as identified in sections 6 & 7.

5.3 Escalation routes

Where problems are encountered during the infrastructure or installation phase, the installation strategy will identify the appropriate escalation route to

FUJ00001515

be followed. Where no specific route has been identified problems will be escalated to the Rollout Help Desk by the appropriate team. The escalation will provide details of the problem, FAD code of the affected office, a severity code associated with the problem.

FUJ00001515

6 Infrastructure phase

The activities described in this section are included in the infrastructure phase. The timetable used to schedule the activities is documented in Ref. [1].

6.1 Outlets requiring planning permission

It is anticipated that before any modification or preparation work is carried out in some outlets specific permission may be required from an alternate source to the outlet manager. This permission may be due to one of the following reasons;

- Outlet is a grade 1 listed building.

  Grade 1 listed outlets are identified through an investigative process by ICL Pathway. Contact with the appropriate planning authorities will be established in advance of the infrastructure programme starting.

- Outlet is part of a franchise or multiple.

  Outlets who satisfy this criteria are known at the start of the programme through specific data.
  The source of the data for franchise outlets is supplied by POCL. A specific programme will be established between POCL and ICL Pathway to communicate the Horizon implementation programme to franchise or multiple managers. The programme will be supported with a methodology statement from third party suppliers describing outlet changes.

- Outlet requires Landlord permission.

Information is provided to the outlet manager via the Management Infrastructure Brief (Ref. [1]) on activities relating to the above events.

Specific requirements relating to the above activities are documented in the site survey requirements document to which third party suppliers will respond with specifications.

6.1.1 Responsibility

ICL Pathway for the site survey requirements document.

POCL and ICL Pathway for activities which inform franchise and multiple groups.

FUJ00001515

6.2 RGM Letter

The RGM letter introduces the infrastructure phase to outlet managers. It describes the forthcoming events. Each outlet (Ref. [1]) will receive from the post office region an RGM letter. The letter is the first official contact with the outlet manager and staff.

6.2.1 Responsibility

POCL region for issuing the RGM letter.

6.3 Management Infrastructure Brief

The outlet manager at each outlet is invited to attend a Management Infrastructure Brief, Ref. [1].

The Management Infrastructure Brief includes the following;

- An explanation of the scheduling of the infrastructure phase.
- The relevance of Landlords and a Designated Responsible Individual.
- The importance of being present at the site survey and preparation.
- Details of what occurs during the survey and preparation.
- The importance of being present at the site resurvey and modification if this required
- Details of what would occur during the resurvey and modification should this be required.

Non attendees are reported via the rollout database and are sent a pack of information that describes the forthcoming infrastructure activities.

6.3.1 Responsibility

Peritas.

6.4 Site Survey call

A telephone call is made to each outlet to arrange the site survey and preparation dates. The call will also verify specific outlet details. The appointment for the site survey will be arranged for either the morning or afternoon. The appointment for the preparation will be arranged for the morning.

The survey and preparation dates are confirmed in writing to the outlet manager.

FUJ00001515

The script used during the call will vary depending on whether the outlet manager attended the Management Infrastructure Brief.

Details of the site survey call are provided in the site survey requirements document produced as a result of this strategy. Third party suppliers will respond to the requirement with a process document describing how calls will be managed.

6.4.1 Responsibility

WTplc are responsible for arranging with the outlet manager dates for the site survey and preparation activities. Where this agreement cannot be reached the outlet will be escalated to POCL (see section 5.3).

6.5 Site Survey

The site survey will endeavour to collect all information required to prepare an outlet for site preparation and will be completed in one visit. The survey will confirm with the outlet manager the number of counter positions to be automated. Where this cannot be agreed with the outlet manager an escalation to the appropriate POCL region for final arbitration will be initiated. The information collected relates to the positioning of Horizon equipment at each counter position together with the electrical and LAN infrastructure to support it.

The survey details will be documented on a series of sketch and narrative forms which will be used during the site preparation by WTplc. Information collated at the event will also be used by ICL Pathway and other third party suppliers during the installation phase.

For each outlet the site survey will identify an individual who can authorise the work identified to be carried out. This may be the outlet manager or a Designated Responsible Individual as described in section 5.2. The site survey event will ensure that agreement is reached with this person for the work that is to be carried out.

A disruption notice and letter will be left with the outlet manager. The notice is to be displayed in the outlet before site preparation (and modification if this is required) and equipment installation to warn of the forthcoming events. The letter will provide details on when the disruption notice is to be displayed.

In some outlets it is anticipated that the outlet manager will want to carry out some of his own modifications. This will be agreed during the site survey and must be completed prior to site preparation otherwise the outlet will be escalated through the appropriate POCL region for resolution.

The site survey will provide to ICL Pathway a copy of the survey sketch and a Bill of Materials for the work required.

FUJ00001515

The survey will take place as arranged during the survey call (see section 6.4). A minimum of one working days notice is required to cancel the survey event, should this be necessary.

In some of the outlets the survey will be attended by a POCL Task Force member. Their role will be to act as "facilitator" to the outlet manager and ICL Pathway surveyor.

The site survey will identify through a series of questions to the outlet manager, actions to be taken for any existing equipment in the outlet. There will be an onus on the outlet manager to be able to identify the different types of equipment in the outlet to the surveyor. For each type of equipment the surveyor will be provided with a series of actions that will need to be completed. In general this will be only to identify the equipment on the survey documentation. The survey will only provide the solution for the target (post NR2) solution. Where additional activities are required for specific equipment (such as SMART) a process has been identified during the installation phase for these outlets (see section 8).

A location will be identified in the outlet where the communications point will be attached. This will be used during the installation phase. The location will be identified by a sticker and marked on the survey sketch.

The output from the survey will be analysed by WTplc to ensure that there is consistency and to determine the next series of actions that will occur with the outlet.

Details of the site survey are provided in the site survey requirements document produced as a result of this strategy. Third party suppliers will respond to the requirement with corresponding technical specifications and a process document describing how the survey will be managed at each outlet.

6.5.1 Exceptions

In general the work identified during the site survey relates to work that is carried out at the site preparation event. The details are provided in the site survey requirements document to which third party suppliers will respond with corresponding technical specifications and a process document.

In some outlets it is anticipated that no solution will be found or no agreement will be reached with the outlet manager for the location of the equipment. As such additional specialist work may be required to modify the outlet infrastructure before the standard preparation work can be carried out. These outlets will be referred for the resurvey event, however sufficient details will be collected during the site survey to provide recommendations for the resurvey event. The outlet manager is notified of the event by a letter which is handed out at the site survey.

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6.5.2 Responsibility

WTplc.

6.6 Site resurvey call

The date for the resurvey, if this is required, will be arranged with the outlet manager via a telephone call. The appointment will be made for either the morning or afternoon.

6.6.1 Responsibility

Pearce Security Systems Ltd.

6.7 Site Resurvey

The site resurvey will be carried out when one or more of the following situations is encountered during the site survey event.

- Insufficient space in the outlet to accommodate the Horizon counter equipment at one or more counter positions without impacting on the operational or Health and Safety aspects of the outlet.
- Counter or screen modifications have been identified as the only solution to accommodate the Horizon equipment at the outlet.
- Specialist joinery work is required at the outlet to accommodate the Horizon equipment over that which could have been identified at the site survey stage.
- Major building works are required at the outlet.

The resurvey will take place as arranged during resurvey call. A minimum of one working days notice is required to cancel the resurvey, should this be necessary.

Where modification work is identified at the site survey event as affecting the security at the outlet it will be necessary for a POCL Task Force member to accompany the resurvey. This is notified to POCL via the rollout database.

Where the resurvey work identifies work, which may affect the security of the outlet, it may be necessary to close the outlet or carry out this work out of hours. This is arranged between the outlet manager (or DRI on site), Pearce Security Systems and the POCL Task Force member. Out of hour's work, however will have to be authorised by ICL Pathway in advance of the work starting.

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A date for the modifications will be arranged with the outlet manager during the resurvey. The date will consider the size of the outlet, complexity of the modifications and impact on the security of the outlet.

Resurvey work results in a update to the site survey sketch and a revised Bill of Materials. The modification work will also result in a quotation being prepared which requires approval from POCL and ICL Pathway before the work can start.

The output from the resurvey will be analysed by Pearce Security Systems Ltd for consistency and to determine the next stage. A process will be established between ICL Pathway and POCL to authorise the funding of any work identified.

Details of the site resurvey are provided in the site resurvey requirements document produced as a result of this strategy. Third party suppliers will respond to the requirement with corresponding technical specifications and a process document describing how the resurvey will be managed.

6.7.1 Exceptions

In some outlets it is anticipated that even after the resurvey event, no feasible solution can be agreed to accommodate the equipment. These outlets will be passed to POCL for resolution and will be suspended from the programme until an acceptable solution is found.

6.7.2 Responsibility

Pearce Security Systems Ltd.

6.8 Site modification call

A telephone call will be made to outlet managers to arrange an alternative date for the modifications should the original date, which was arrange during the resurvey (see section 6.7), have to change because of the nature of the work involved or the outlet is part of the closure programme.

6.8.1 Responsibility

Pearce Security Systems Ltd.

6.9 Site Modifications

Site modifications are those activities carried out in an outlet which have to be performed by a specialist organisation. Before any modification work is carried out it has to have been cost authorised by ICL Pathway and POCL.

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The modifications will take place as agreed at the resurvey (see section 6.7) or where this has been rearranged during the resurvey call (see section 6.8). A minimum of one working days is required to cancel the modifications should this be necessary.

It may be necessary to turn off the power during site modifications. This will be agreed with the outlet manager at the time of the modifications. The outlet manager will also be responsible for safeguarding the data on any legacy systems before the power is removed by following the procedures which are provided by POCL.

In some cases it may be necessary to close the outlet to enable the work to be carried out. This usually applies where the modification work to be carried out affects the security of the outlet and out of hours work is not feasible. It is at the resurvey where this will be identified.

Completion of the modification work allows the outlet to be prepared for the installation of the Horizon equipment as described in section 6.11.

The outlet manager will also be reminded during the modification of the date arranged for the site preparation.

Details of the site modification are provided in the modification requirements document produced as a result of this strategy. Third party suppliers will respond to the requirement with corresponding technical specifications and a process document describing how the survey will be managed to each outlet.

6.9.1 Exceptions

Modification work at the outlet will not be started unless the work has been authorised.

6.9.2 Responsibility

Pearce Security Systems Ltd for the modification work.

POCL for ensuring the initiating the outlet closure programme.

6.10 Production of outlet labels

Outlet labels are required during the site preparation and equipment installation activities. The labels are used as follows;

- Bar code label identifying the Outlet Identifier. See section 4.
- Horizon counter equipment labels. See section 4.

These are produced from information on the rollout database.

The Outlet Identifier label is sent to WTplc. This is installed during the site preparation phase.

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The Horizon counter equipment labels are sent to Exel. These are attached during the Horizon equipment installation phase.

Details of the bar code label production are documented in requirements document produced as a result of acceptance of this strategy. Third party suppliers will respond to the requirement with corresponding technical specifications describing how the labels will be managed.

6.10.1 Responsibility

Celestica for production of bar code labels.

WTplc for installation of Outlet Identifier label.

Exel for installation of the counter equipment labels.

6.11 Site Preparation reminder call

A telephone call will be made to those outlets who did not have a resurvey and modifications to remind them of the date agreed for the site preparation. If the outlet manager has agreed to carry out work in advance at the preparation, the telephone call will confirm that this work has been completed.

Those outlets who were subject to a resurvey and modifications are reminded of the preparation date during the modifications. (See section 6.9).

6.11.1 Responsibility

WTplc.

6.12 Site Preparation

Site preparation is carried out as described below;

- When an outlet has been surveyed and no modification work has been identified.
- When an outlet has been identified for modification work and this has been completed.

The site preparation will take place as arranged during the survey call (see section 6.4). A minimum of one working days notice is required to cancel the site preparation, should this be necessary.

It is used to prepare the outlet ready for installation of the Horizon counter equipment and includes the electrical work, LAN connections, counter work and minor modification work to accommodate the Horizon equipment. The work carried out is only that which has been identified during the site survey.

FUJ00001515

Power will have to be turned off during site preparation. This will be agreed with the outlet manager at the time of the preparation. For outlets with ECCO equipment the power outage will be arranged between 17:00 & 18:00hrs. The outlet manager will also be responsible for safeguarding the data on any legacy systems before the power is removed, by following the procedures which are provided by POCL.

The site preparation work is completed within one working day, where possible (Ref. [2]).

The number of counter positions which may be closed at any one time during the site preparation will conform to the requirements stated in Ref. [2].

Details of the site preparation are provided in the site preparation requirements document produced as a result of this strategy. Third party suppliers will respond to the requirement with corresponding technical specification documents describing how the preparation will be managed.

6.12.1 Exceptions

All work at the site preparation is to be completed within one working day. The exception to this is the connection of electrical tail circuits which can only be carried out after the preparation work has been completed (see section 6.16).

6.12.2 Responsibility

WTplc.

6.13 Infrastructure Acceptance

Infrastructure acceptance is carried out by the outlet manager after the site preparation activities have been completed. Acceptance means that the outlet manager has agreed that the work carried out to prepare the infrastructure has, to the best of his knowledge, been completed and that the outlet is ready for installation.

Details of the infrastructure acceptance are provided in the acceptance strategy (Ref. [1]) document which details the conditions under which preparation is completed.

6.13.1 Exceptions

Refusal by the outlet manager to accept the infrastructure preparation work are to be reported immediately to ICL Pathway using the mechanisms described in section 5.3.

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6.13.2 Responsibility

WTplc.

6.14 Ready for Installation

Ready for Installation means that the outlet can be progressed to the installation phase.

A completion pack providing a sketch, bill of materials, customer satisfaction form and electrical safety certificates is prepared by WTplc for all outlets.

The completion pack is only prepared when all the activities at the outlet, including connection of electrical tails has been completed.

Outlets which require connection of electrical tail circuits are still classified as Ready for Installation, however a specific field is available on the rollout database to indicate that this activity still has to take place. Only when the electrical tails have been connected will the completion pack be prepared.

Arrangements are made for the electrical tail circuits to be connected via the local electricity authority.

Additional information relating to those outlets which required a resurvey and modifications will be packaged as a completion pack by Pearce System Securities Ltd.

Completed completion packs for all outlets are passed to Exel for management and storage.

Details of Ready for Installation are provided in the site preparations requirements document produced as a result of this strategy. Third party suppliers will respond to the requirement with corresponding technical specifications.

6.14.1 Exceptions

There are no exceptions for Ready for Installation. Where any of the infrastructure preparation activities have not been completed Ready for Installation cannot be achieved.

6.14.2 Responsibility

WTplc for preparation of the completion packs.

Exel for storage of completion packs.

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6.15 Inspection event

ICL Pathway reserves the right at its discretion to inspect the quality of infrastructure preparation work at a sample (typically 10%) of outlets. The inspection process will comprise;

- Operation of the electrical circuit
- Visual inspection of the electrical circuits
- Visual inspection of any modification and preparation work carried out during the infrastructure phase.
- Confirmation that all the infrastructure work has been carried out as detailed in the completion pack.

The inspectorate service will provide an indication as to whether the installation can take place. Results of the inspectorate service are made available to ICL Pathway and discussed with WTplc on a weekly basis, where the appropriate corrective action will be agreed.

Details of the inspectorate service are provided in an inspectorate requirements document. Third party suppliers will respond to the requirements with technical specifications as to how the inspectorate service will be managed.

6.15.1 Responsibility

ICL Operational Services Division for organisation of the inspection service.

6.16 Connection of electrical tail circuits

Outlets which required the electricity board to connect the electrical installation will be completed. The completion pack for the outlet is passed to Exel.

6.16.1 Responsibility

WTplc.

6.17 Initial order of communication lines

The communications circuit for the outlet is ordered. This will provide an indication as to whether the outlet is suitable for ISDN installation based on a projected installation date.

Where the outlet is suitable for ISDN installation, the order will be progressed.

- The ISDN number will be passed via the rollout database interface to ICL Pathway.

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- ISDN lines will not be required at outlets which are already installed with ALPS equipment. In these outlets ISDN lines are already installed. For the installation of the Horizon counter equipment ownership of the ISDN line will be transferred to ICL Pathway from POCL. A process will be agreed between ICL Pathway and POCL for the transfer of these circuits.

Where the outlet is not suitable for ISDN installation, one of the following will apply.

- If the outlet is due to become ISDN conformant on a later date within National Rollout timescales, then the outlet may not be selected for the installation phase until that date, provided this does not impact the implementation of the Benefit Agency District which the outlet is part of. This will be agreed with POCL.
- The outlet may be selected for Frame Relay. The criteria for selection will be determined by a process established by the ICL Pathway Implementation Team.
- The outlet may be selected for PSTN. The criteria for selection will be determined by a process established by the ICL Pathway Implementation Team to be agreed with POCL.

ICL Pathway will be responsible for notifying suppliers of the appropriate communications connection via the rollout database.

6.17.1 Responsibility

Energis for initially placing the ISDN order.

ICL Pathway for determining the appropriate communications connection if ISDN is not available.

6.17.1.1 Frame Relay outlets

If an outlet is selected for Frame Relay, the following apply;

- Energis will order a kilostream circuit in place of an ISDN circuit.
- ICL Pathway will arrange for the outlet to be prepared for installation of a router, which may require an additional power socket to be installed. This may require an additional visit to the outlet to prepare the environment.
- ICL Pathway will arrange for the installation of the router configured with the appropriate parameters. This will occur after installation of the kilostream circuit.

Details of Frame Relay are provided in a requirements document. Third party suppliers will respond to the requirements with technical specifications as to how the Frame Relay service will be managed at the outlet.

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6.17.1.2 PSTN outlets

Details to be provided in a future issue.

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7 Planning Phase

The planning phase covers those events required to select the outlets for the installation phase. Completion of the planning phase results in the outlet progressing to the installation phase.

7.1 Agree installation date with the outlet manager

The outlet manager is contacted by telephone to arrange the installation date. Installation activities will only be carried out during the outlets hours of business.[2] The installation will be arranged for either the morning or afternoon. Acceptance of the installation date will confirm agreement to attend the training events during a 5 working day period prior to the installation.

At the same time the date for the installation of the communication circuit will also be arranged.

The agreed dates will be confirmed by letter to the outlet manager. This will be the letter that is used to confirm the date of the User Awareness Event.

Where an installation date cannot be agreed with the outlet manager the escalation routes described in section 5 will apply.

7.1.1 Responsibility

Exel - The date once arranged, will become the baselined date and the IU will be made available to all suppliers involved in the installation phase.

Energis - To arrange for the installation of the communications circuit on the arranged date.

ICL Pathway to arrange the preparation of the outlet environment if Frame Relay has been identified as the communications link.

7.2 Forecast to hardware suppliers

Information provided by the rollout database to Celestica allows a forecast to be provided to hardware suppliers for the equipment required to satisfy the installation. The forecast is derived from figures based on the number of counter positions, number of back office systems and the printer type.

[2] The exception to this may be ECCO outlets which is currently under discussion between ICL Pathway and POCL

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7.2.1 Responsibility

Celestica.

7.3 Confirm the installation date for the communication lines

The order for the communications circuit identified at the outlet is confirmed. This is because the target installation date has now been agreed with the outlet manager.

7.3.1 Responsibility

Energis.

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8 Installation phase

The installation phase covers those events required to install and deliver the Horizon counter equipment in outlets. Completion of the installation phase results in the outlet moving to the in office data migration and acceptance phase.

An outlet can only be selected for the installation phase when the following criteria has been satisfied;

- Infrastructure phase has been completed and the outlet has been classified as Ready for Installation.
- A minimum of 4 weeks has elapsed between completion of the infrastructure phase and the start of activities for the installation phase at the outlet. This is used to plan the forthcoming activities. This is the planning phase (section 7).

8.1 Identify the additional work for SMART offices

Every NR2 offices which support SMART functionality either through an APT SMART system, Quantum terminal, or any of the SMART key units, will require additional site preparation work to be carried out. This is because the Horizon counter equipment at NR2 does not support this functionality. Third party suppliers will, through a separate process which will only exist during NR2, perform additional site preparation activities as described in table 8.

Functionality	Actions	Responsibility
APT SMART	Identify and provide, where necessary, any additional power, data communications or shelves to support APT SMART units when the Horizon equipment is installed. This will initially be through the use of extension cables where the equipment cannot be left in its original position.	ICL Pathway
ECCO APPU	APPU units will be temporarily supported by a APT SMART unit.	
	Identify any requirement for additional power or data communications cables to support APT SMART units.	POCL
	Provide the additional power or data	ICL Pathway

FUJ00001515

	communication cables if required. Provide and install the APT SMART unit before installation of the Horizon counter equipment	POCL
Quantum and SMART Key units	Identify and provide, where necessary, any additional power, data communications or shelves to support Quantum when the Horizon equipment is installed. This will initially be through the use of extension cables where the equipment cannot be left in its original position.	ICL Pathway

Table 8

8.2 User Awareness Event

To ensure that the outlet manager understands the next series of events, a User Awareness Event is arranged. Details of the User Awareness Event are documented in a training strategy document (Ref. [1]).

Confirmation of the User Awareness Event will be provided to the outlet manager by a letter. The letter will also document the agreed dates for the installation of the communications link and the Horizon counter equipment.

8.2.1 Responsibility

Peritas.

8.3 Invitation to training

Information collated at the User Awareness Event will allow individual training invitations to be sent to outlet staff via the outlet manager. Details of the invitation to training are provided in the training strategy (Ref. [1]).

8.3.1 Responsibility

Peritas.

FUJ00001515

8.4 Auto configuration of the Horizon Counter equipment

All Horizon equipment will be built with a minimal configuration. Thus counter equipment can be built and configured in advance and the equipment can be delivered to outlets as described in section 8.7.

The information required to configure the counter equipment is made available from the rollout database and comprises;

- Communications type identifier.
- ISDN number (or PSTN number).
- Outlet name and address.
- Outlet FAD code.
- Number of counters.
- Whether the outlet has a Back Office System.
- Printer type.
- Region id.

Details on the operation of the auto configuration process are detailed in a process document produced as a result of this strategy.

8.4.1 Responsibility

ICL Pathway.

8.5 Installation of the Communications line

The choice of communication circuit is determined using the parameters described in section 7. The communications line will be installed as arranged during the installation call (see section 7.1). A minimum of one working days notice is required to cancel the installation, should this be necessary.

8.5.1 ISDN line

An ISDN line will be installed at the outlet. This will provide the communications to the central data centres. The position of the ISDN NTE is noted during the site survey by a sticker attached to the wall. To ensure the sticker is recognised by the installation engineer, they will be provided to WTplc by Energis.

The sticker will be of sufficient size such that when the ISDN point is installed the box will cover the sticker.

FUJ00001515

Where a sticker cannot be found at the outlet, then procedures will exist which will confirm the position with WTplc from the survey documentation.

From installation of the ISDN line until the installation of the Horizon equipment, the ISDN line will be monitored by Energis. Should the ISDN line fail this will be detected by Energis and rectified before installation of the Horizon equipment. Should a failure on the ISDN line be detected within 2 days of the baseline installation date and it is anticipated that the Horizon counter equipment installation may be affected, then telephone escalation to ICL Pathway will occur.

Details of the ISDN installation will be provided in a communications requirement document produced as a result of acceptance of this strategy document. Third Party suppliers will respond to the requirement with corresponding technical specifications.

8.5.2 Frame relay

A kilostream circuit will be installed, by Energis, in the outlet. Any additional work required to support the unit will be completed in advance of the installation of the kilostream unit.

Frame relay will also require the installation of a router. This router will be installed after the kilostream unit and will be configured on site by ICL Pathway.

8.5.3 PSTN

To be supplied in a later release of this document.

8.5.4 Responsibility

Energis for the ISDN and kilostream communication links.

ICL Pathway for installation of a router.

8.6 Inspectorate service

ICL Pathway reserves the right at its discretion to inspect the quality of infrastructure preparation work at a sample (typically 10%) of outlets.. The inspection process will comprise;

- Operation of the electrical circuit
- Visual inspection of the electrical circuits
- Visual inspection of any modification and preparation work carried out during the infrastructure phase.

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- Confirmation that all the infrastructure work has been carried out as detailed in the completion pack.
- A check that the communication link is operating.

The inspectorate service will provide an indication as to whether the installation can take place. Results of the inspectorate service are made available to ICL Pathway and discussed with WTplc on a weekly basis.

8.6.1 Responsibility

ICL System Service.

8.7 Build of the counter systems

The equipment that will be delivered to the outlet will be tested and packaged into boxes known as overshippers. Different types of overshippers will exist to satisfy the different counter positions encountered in an outlet. In summary these are;

- Gateway server in a single counter outlet.
- Gateway server in a multi counter outlet.
- Standard counter in a multi counter outlet.

The counter equipment will comprise a PC base unit built to the correct software level and a number of associated peripherals. The test procedures will ensure that all the equipment is configured and operable before being packed in the overshipper. The build scripts and test routines are provided to Celestica by the Verification Centre.

To control the asset data, serial numbers of the individual items will be collated as the equipment is packaged in an overshipper.

Each overshipper will be labelled with a serial number and overshipper type.

8.7.1 Responsibility

Celestica for the build process and overshipper production.

Verification Centre for build and test scripts.

8.8 User Training

A specific training event will ensure that the user is suitably prepared to operate the Horizon counter equipment.

Details of the training event are provided in the training strategy (Ref. [1]).

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8.8.1 Responsibility

Peritas.

8.9 Collection of overshippers

Details of the number and type of overshippers required to satisfy the forthcoming installations are provided by Exel to Celestica in advance of them being collected. Exel determine the number and types of overshippers based on the number of counter positions, back office system flag and printer type for a particular outlet. Celestica determine the number of overshippers based on the same information but on a weekly basis. Using this method a cross check and balance system for overshippers is operated.

As overshippers are collected from Celestica the serial number and type of overshipper is registered. As the overshipper is transported to interim storage areas the overshipper serial number and type is registered at each stage. Utilising this method control of the assets is maintained.

Sufficient overshippers can be collected from Celestica to satisfy 5 days of installations, however this will be regarded as the exception and in reality only 2 days worth of overshippers will be collected.

The collection process will be documented as a result of acceptance of this strategy document.

8.9.1 Responsibility

Exel for notification and collection of overshippers

Celestica to ensure sufficient overshippers are available.

8.10 Equipment installation

Horizon equipment can only be installed when the following criteria have been satisfied;

- Power is available at the sockets provided for the Horizon counter equipment.
- Communication link is operable.
- Horizon equipment has been collected.

The disruption notice provided at the survey will be used to warn POCL customers of the installation activities.

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The installation will take place as arranged during the installation call (see section 7.1). A minimum of one working days notice is required to cancel the installation, should this be necessary.

In some outlets ECCO or ALPS equipment will have to be removed as part of the installation. The equipment will be packaged, labelled with the type and quantities of the equipment and where it was removed from. The equipment will be removed from the outlet and delivered to a POCL nominated site. For these outlets the installation is not complete until all the above equipment as agreed with POCL, has been removed from the outlet.

For those outlets which have SMART systems, the Horizon equipment will share the same workspace as the SMART equipment until In office migration. The SMART equipment will then be moved to a temporary location as identified in section 8.1, by Horizon Field Support Officers using special procedures agreed between ICL Pathway and POCL established for NR2. This is identified when the Horizon Field Support Officer arrives on site to carry out the migration activities.

Outlets with other forms of existing equipment, which will become redundant after In office migration, will be installed with the Horizon equipment as normal. Where the existing equipment and the Horizon equipment share the same physical location, then temporary space will be created to allow the continued operation of the existing equipment. This could be through standing the Horizon keyboard on its side off the counter, placing the keyboard on top of the monitor or moving the existing equipment off to a temporary location which does not involve powering off of the equipment. Each case will be judged on the day of installation by the installer in agreement with the outlet manager.

The time taken to install equipment at counter positions in the outlet conform to those described in Ref. [2].

The number of counter positions which may be closed in an outlet at any one time will conform to the requirements detailed in Ref. [2].

The equipment will be configured on installation using the auto configuration system (See section 8.10.3).

Asset data will be collected during the installation using the Outlet Identifier and equipment labels (see section 4.1.1).

The installation of the Horizon counter equipment at the outlet will be documented in a requirements document. Third party suppliers will respond to the requirements documentation with a series of specifications and process documents.

8.10.1 Responsibility

Exel for installation of the Horizon equipment, collection of asset data and removal of ECCO and ALPS equipment.

FUJ00001515

Horizon Field Support Officers for installation and movement of SMART systems[3].

8.10.2 Outlets withdrawn from the programme

It is anticipated that during the installation phase at some outlets the scheduled installation of the equipment may be stopped at the last moment because of unscheduled circumstances. Examples of these are as follows;

- Outlet staff fail to meet the contractual minimum training requirement.
- The outlet is withdrawn by POCL due to unforeseen circumstances

Requirements relating to the procedures to be followed for outlets withdrawn from the programme are to be documented in a requirements document produced as a result of this strategy document.

8.10.3 Overview of the Auto configuration process

When the installer connects the gateway server to the communication link and powers on the system, the equipment labelled attached during the installation is scanned. Sufficient information is configured on the base system to enable a connection to a boot server system installed in the ICL Pathway campus. Specific information relating to that particular post office gateway server is then downloaded. At this point the server automatically applies the configuration information and reloads.

After reloading, the gateway server then has sufficient information to establish a connection to the ICL Pathway management centre from which the full configuration file is downloaded. The server will then apply this configuration information and reload again.

After the system has reloaded for the second time the server is fully personalised with configuration information specific to that post office outlet and counter configuration. The system is then ready for the secure phase of the operation to start. This is the Post Master logon. On successful completion of the secure phase the server will then complete its load sequence.

Any additional counter servers in the outlet follow the same process except that the first configuration information is obtained from the gateway server and the loading of Riposte information is also obtained from the gateway server.

8.10.4 Regression Paths during installation

For outlets with ECCO functionality, business continuity will be maintained through a regression strategy as follows;

[3] Formal agreement has still to be reached with regard to who moves equipment.

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- Regression (that is re-establishing an operating environment in the event of the installation failing) is related to the operational data in the outlet and not the ECCO hardware. Once data has been safely secured to a CTD and the Back Office system, the ECCO counter equipment can be decommissioned and reinstalled with minimum impact at the outlet.
- Regression strategy is built around the ECCO data. ECCO data is transferred to the Horizon platform on a CTD by CTD basis. Once a CTD has been transferred to the Horizon platform the data can only be accessed via the Horizon platform. As such the critical time (the point of no return) will be from migration of the first CTD until the successful migration of the last CTD.
- After transfer of the ECCO data to the Horizon platform, there will be no regression back to the ECCO hardware platform. Any failure with the Horizon environment after data migration will result in normal steady state backup procedures being employed.
- Where situations are encountered that result in a failure during the data migration of the CTD's, ICL Pathway and POCL will work together to resolve the issue on an individual basis.

For ALPS outlets with Electronic Stop Notice (and no ECCO), users will be encouraged to revert to manual procedures during installation, until data migration is complete.

For all other offices, installation will take place in advance of data migration. For these outlets, installation failure will result in a rescheduling of the data migration activities.

Details of regression will be documented in the appropriate requirements document. Third party suppliers will respond to the requirements documentation with a series of specifications and process documents.

8.11 Acceptance of the installation phase

Installation acceptance is carried out by Exel in the presence of the outlet manager. Acceptance means that the outlet manager has agreed that the work carried out to install the equipment has, to the best of his knowledge, been completed and that the outlet is ready for In office migration of the outlet data to the Horizon platform.

Details of the installation acceptance are provided in the acceptance strategy (Ref. [1]) document which details the conditions under which installation is completed.