



Home Office

AUTHORITY: The Secretary of State for the Home Department

SCHEDULE 5
TRANSITION

NEXT GENERATION OUTSOURCED VISA SERVICES

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SCHEDULE 5

TRANSITION

1. INTRODUCTION

- 1.1 This Schedule sets out the principles which will govern the Transition, implementation and roll-out of the Supplier's Solution required to fulfil the Services Requirements across the in-scope Countries.
- 1.2 In this Schedule, unless the contrary intention appears, each capitalised term will have the meaning set out in Schedule 1 (**Definitions**).

2. OBJECTIVES

- 2.1 The objectives of the Transition activities are to:
- 2.1.1 achieve the smooth, effective and efficient Transition of the services relating to the Services Requirements to the Supplier;
 - 2.1.2 implement a phased roll-out with staggered Commencement Dates across different Countries as set out in the Roll-Out Schedule (Annex 5-2);
 - 2.1.3 ensure minimum disruption to the Visa operations of the Authority and to the application Services provided to Visa Applicants;
 - 2.1.4 take into account the Authority's operational and resource constraints.

3. THE SUPPLIER'S RESPONSIBILITIES

- 3.1 The Supplier will have overall responsibility for planning and executing Transition including:
- 3.1.1 appointing a Regional Transition Manager for each Region and a Local Transition Manager for each Country and Post (in accordance with Schedule 8 (**Governance and Contract Management**));
 - 3.1.2 providing a Transition project office including a Transition liaison office (the "**Transition Liaison Office**") and sufficient staff to manage the Transition;
 - 3.1.3 keeping the Transition on schedule by meeting and delivering the activities on the Key Milestone Dates as set out in Annex 5-4 and the Scheduled Commencement Dates;
 - 3.1.4 providing regular Transition reports and updates on the status of Transition through the Transition Liaison Office;
 - 3.1.5 carrying out necessary scoping of the existing services;

- 3.1.6 identifying and actively managing to seek to eliminate business and technical issues and risks that may affect Transition;
- 3.1.7 ensuring minimum disruption to the Visa operations of the Authority. The Supplier shall use its Commercially Reasonable Efforts to minimise the duration of any such disruption during Transition;
- 3.1.8 managing the input, and compliance with required obligations, of an Incumbent Supplier;
- 3.1.9 fulfilling its security obligations at all times in accordance with Schedule 4 (**Security**); and
- 3.1.10 meeting the Service Levels from the relevant Commencement Date.

4. **TRANSITION METHODOLOGY AND PLANS**

4.1 Introduction

This Section 4 describes:

- 4.1.1 the Overall Transition Methodology and Plan which sets out the generic methodology to be adopted by the Supplier and the overall plan to achieve successful Transition;
- 4.1.2 the Roll-Out Schedule which sets out the Scheduled Commencement Dates for each Visa Application Centre, and/or Service Package, and /or other facilities created to deliver the Services; and
- 4.1.3 the Local Transition Plans which set out the detailed activities and deliverables to achieve successful Transition in a specific Country for all Visa Application Centres, and/or Service packages, and/or other facilities created to deliver the Services.

4.2 Overall Transition Methodology and Plan

- 4.2.1 The Overall Transition Methodology and Plan at Annex 5-1 sets out the generic methodology and the overall plan to be implemented by the Supplier to achieve successful Transition. It describes the high-level principles, activities, deliverables and Milestones required for a successful Transition to meet the Roll-Out Schedule, and identifies the Party responsible for delivering or meeting such activities, deliverables and Milestones.
- 4.2.2 The Supplier shall adopt and follow the Overall Transition Methodology and Plan for the roll-out of all Visa Application Centres in each Country. If, through the Change Control Procedure, the Parties agree a New Service or to add a new Visa Application Centre, the Supplier shall follow the Overall Transition Methodology and Plan for the introduction of such New Service or Visa Application Centre.

- 4.2.3 Any changes to the Overall Transition Methodology and Plan after the Effective Date shall be agreed through the Executive Transition Forum.

4.3 Roll-Out Schedule

- 4.3.1 The Roll-Out Schedule shall be agreed between the Parties as part of the Transition Plan and an agreed roll out schedule shall be included at Annex 5-2 which shall set out a list of Scheduled Commencement Dates for each Visa Application Centre and/or for Service Packages within a Country. Changes to the Roll-Out Schedule shall be agreed by the Parties through the Change Control Procedure.
- 4.3.2 The Supplier shall ensure that all Transition activities are completed and the Readiness Criteria are met for each VAC or Service Package (as appropriate) by the relevant Scheduled Commencement Date or as otherwise agreed by the Authority.

4.4 Local Transition Plans

- 4.4.1 The Local Transition Plans shall set out, at a Country level, the details of activities, deliverables, resources, responsibilities and dependencies (including dependencies on the Authority) required to go live at each VAC or with each Service Package (as appropriate) and a timetable to achieve the agreed Scheduled Commencement Dates. The Local Transition Plans shall be consistent with the Overall Transition Methodology and Plan and the format, structure and methodology of the agreed Local Transition Plans as set out in Annex 5-3.
- 4.4.2 The Supplier shall prepare a Local Transition Plan for each Country. An example Transition Plan is set out in Annex 5-3.
- 4.4.3 To the extent Local Transition Plans have not been set out as in Annex 5-3 at the Effective Date, the Supplier shall provide, for the Authority's review and approval, the relevant draft Local Transition Plans one hundred and twenty (120) days before the Scheduled Commencement Date, where allowed by the time interval between the Effective Date and the Scheduled Commencement Date. Otherwise, the Supplier shall provide, for the Authority's review and approval, the relevant draft Local Transition Plans no later than two (2) months after the Effective Date. The Supplier shall incorporate the Authority's reasonable comments into the final agreed form of these Local Transition Plans.
- 4.4.4 Once agreed, any subsequent changes to the Local Transition Plans shall be agreed through the relevant Regional Transition Forum.

4.5 Transition between existing VACs and replacement VACs

- 4.5.1 If, in the course of Transition, the Supplier is required to replace existing VACs, the Supplier may benefit from transferring equipment and staff from existing VACs operated by an Incumbent Supplier to new VACs.

4.5.2 Unless agreed otherwise in advanced with the Authority, the Supplier shall adhere to the following Transition process in planning and executing the Transition from existing VACs to new VACs:

while the new VAC location is prepared for the Scheduled Commencement Date, the existing VAC location continues operating as normal;

at the Scheduled Commencement Date for the new VAC, the existing VAC closes to the public. At this point, the new VAC takes over the operation, handling the same Applicant volumes as the old VAC;

if required, at this point equipment can be Transitioned from the old VAC to the new. Any Transition of equipment should take place outside VAC opening hours to ensure normal operation of the VAC is not disrupted;

the Supplier shall put in place plans to mitigate the effect of potential delays in Transition caused by an Incumbent Supplier, including workarounds and alternate plans to provide Services to Visa Applicants at a VAC in transition from another, fully transitioned, VAC; and

the Transition of equipment should be completed to allow Business Readiness Testing of the new VAC to be completed prior to the Scheduled Commencement Date.

4.6 Snags, Temporary Waivers and Release of Payments

4.6.1 Without prejudice to the Authority rights and remedies under the Agreement or at Law (including Liquidated Damages and/or termination rights), the process set out below with regard to Snags, Temporary Waivers and Release of Payments shall apply. For the avoidance of doubt, the Supplier remains obligated to meet the Readiness Criteria by the Schedule Commencement Date for each VACs, and to the extent there is any conflict between the provisions of this Section 4.6 and the provisions relating to the Supplier meeting all of the Readiness Criteria set out in Annex 5-5, the latter shall prevail over this Section 4.6.

4.6.2 As part of the Transition process, the Supplier will be responsible for identifying and documenting in a list any unresolved issues with the VACs and/or the Suppliers operations or unfulfilled the Authority's Business Requirements ("**Snags**").

4.6.3 The Snag List detailed in Annex 5-7 will be used by both Parties as a starting point for identifying, categorising, and tracking Snags for the relevant VAC (the "**Snag List**"). Either Party is entitled to add Snags to the Snag List at any time.

4.6.4 Prior to the 60 day Milestone, both Parties will review the content of the Snag List in and update it where necessary, adding or deleting where appropriate and allocating Red, Amber, or Green (RAG) status to each Snag. The result of this activity will be a mutually agreed initial Snag List ("**Initial Snag List**") for each VAC.

- 4.6.5 At the 30 day Milestone both Parties will formally revisit the Initial Snag List and mutually agree updates where necessary, creating a refined Snag List (“**Refined Snag List**”) for each VAC.
- 4.6.6 At the 15 day Milestone both Parties will use the Refined Snag List to mutually agree a finalised Snag List (“**Finalised Snag List**”). Both Parties, acting reasonably, may mutually agree amendments, additions or deletions to the Refined Snag List at any time prior to the 15 day Milestone. After the 15 day Milestone, any existing Snags may not be amended but new Snags may be added to the Finalised Snag List by mutual agreement of the Parties.
- 4.6.7 In the event of any issues concerning the RAG status, description, mitigation action, resolution or deletion of an agreed Snag and/or the relevancy of the addition of a new Snag, where the regional teams of either Party are unable to resolve such issues, the Parties will hold a special “Executive Transition Forum” meeting within three (3) Working Days of notification of the issue, in order to seek resolution of the issue. In the event the issue cannot be resolved, such issue shall be escalated to a special meeting of the Business Development Board, within three (3) Working Days of the special Executive Transition Forum. In the event the Business Development Board cannot resolve the issue, it shall be handled in accordance with Section 11 (Dispute Resolution) of Schedule 8 (**Governance and Contract Management**).
- 4.6.8 Snags are split into three categories as follows:
- Red Snags are identified on the Snag List and constitute issues that would if Go-Live were to occur materially impair the Service and/or put Visa Applicants, data or assets at unacceptable risk, and are subject to a Retention Percentage of the Transition Milestone Payments monies pending resolution, as more particularly described in Schedule 6 (**Pricing, Payment and Invoicing**);
- Amber Snags are identified on the Snag List and constitute issues that would if Go-Live were to occur not materially impair service or put Visa Applicants, data or assets at unacceptable risk (including, reputational risk), and are subject to a Retention Percentage of the Transition Milestone Payments monies pending resolution, as more particularly described in Schedule 6 (**Pricing, Payment and Invoicing**);
- Green Snags are identified on the Snag List and constitute issues that require resolution but are considered to have minor or no impact on Go-Live by both Parties for any one VAC.
- 4.6.9 If issues arose before the Scheduled Commencement Date but were not identified and recorded as Snags prior to the Scheduled Commencement Date, they will be added to the Finalised Snag List at the time they are identified, by mutual agreement of the Parties in accordance with Section 4.6.6 above. Any new issues that did not exist prior to the Scheduled Commencement Date and only occurred post Scheduled Commencement Date

will not be added to the Finalised Snag List but will be dealt with through existing business operating processes.

- 4.6.10 **Green Snags** – Provided all other Readiness Criteria have been met by the Supplier, if at the Scheduled Commencement Date all Snags within a VAC have been allocated a Green status or no Snags existed then;

Go-live can occur at the VAC;

the Go-live Readiness Certificate will be released by the Authority;

payments will be managed by the Authority in accordance with Schedule 6 (**Pricing, Payment and Invoicing**);

providing that the Readiness Criteria continue to be met, the Authority shall release the Transition Acceptance Certificate after the agreed Start-up Period to acknowledge completion of Transition under this Schedule 5 (**Transition**); and

if any Green Snags are unresolved after the start up period, then the Snags will be escalated as per the escalation of Snags process detailed in Section 4.6.7 above.

- 4.6.11 **Amber Snags** – Provided all other Readiness Criteria have been met by the Supplier, if at the Scheduled Commencement Date all outstanding Snags have been allocated an Amber status then:

Go-live can occur;

payments will be managed by the Authority in accordance with Schedule 6 (**Pricing, Payment and Invoicing**);

after the Scheduled Commencement Date, the Supplier will be required to work to resolve the Snags as soon as possible and, in any event, unless otherwise agreed with the Authority in advance, such Snags shall be resolved by the end of the Start-up Period; and

at the end of the Start-up Period, if all Amber Snags are resolved, retained payments are managed per Schedule 6 (**Pricing, Payment and Invoicing**) and the Transition Acceptance Certificate will be released by the Authority.

- 4.6.12 **Red Snags** – Provided all other Readiness Criteria have been met by the Supplier, if at the Scheduled Commencement Date there are any outstanding Snags that have been allocated a Red status then:

Go-live does not occur. Payment will be withheld in accordance with Schedule 6 (**Pricing, Payment and Invoicing**) and the Liquidated Damages in Clause 19 of the Terms and Conditions shall apply; or

The Authority may at its discretion temporarily waive the outstanding Snags in accordance with the process detailed in Sections 4.6.13 and 4.7 below (“**Temporary Waiver**”). For the avoidance of doubt, such Temporary Waiver does not relieve the Supplier from meeting its original obligations as set out in the Agreement – it merely means that the Visa Application Centre is allowed to open and commence processing Visa Applications; or

The Authority may at its discretion issue a letter to the Supplier indicating a revised Scheduled Commencement Date (“**Delayed Scheduled Commencement Date**”) that is to apply. The Authority and Supplier will meet in advance of issuance of such letter in order to mutually agree a reasonably acceptable date for the Delayed Scheduled Commencement Date. For the avoidance of doubt, such agreement of a Delayed Scheduled Commencement Date does not relieve the Supplier from meeting its original obligations as set out in the Agreement.

- 4.6.13 Provided all other Readiness Criteria have been met by the Supplier, if at the Scheduled Commencement Date there are outstanding Snags that have been waived under the Temporary Waiver process, such Snags will be allocated a “**Temporary Waived Red Snags**” status pursuant to Section 0 then;

Go-live does occur;

Certain Service Charges will be released in accordance with Schedule 6 (**Pricing, Payment and Invoicing**); and

From the Scheduled Commencement Date, the Supplier will be required to work to resolve the Temporary Waived Red Snags as soon as possible and, in any event, unless otherwise agreed with the Authority in advance, such Temporary Waived Red Snags shall be resolved within 1 (one) month of the Scheduled Commencement Date.

- 4.6.14 If, after the Scheduled Commencement Date, any Temporary Waived Red Snags are not resolved within their durations, then three things can happen:

at the sole discretion of the Authority, the Authority may provide the Supplier with a new Temporary Waiver (*i.e.*, an extension to the existing Temporary Waiver);

the Supplier can raise a CCN to permanently remove the requirement(s) relating to the relevant Temporary Waived Red Snag from the Agreement or resolve the issue, and if agreed by the Authority, the terms of that CCN shall apply; and/or

at the sole discretion of the Authority, the Authority does not provide new Temporary Waivers or accepts a CCN and the Authority shall be entitled to exercise its rights and remedies under the Agreement (including the Liquidated Damages provisions in Clause 19 of the Terms and Conditions) in respect of such

unresolved Temporary Waived Red Snags, and such rights and remedies shall apply from the original Scheduled Commencement Date.

4.7 Temporary Waiver Process

- 4.7.1 For Red Snags only, the Supplier may request a Temporary Waiver from resolving a Snag for a limited period of time. The Supplier can request a Temporary Waiver from the Authority by completing the Temporary Waiver request template (“**Temporary Waiver Request**”) attached in Annex 5-8.
- 4.7.2 The Authority will carry out a review of the Temporary Waiver Request within five (5) Working Days.
- 4.7.3 The Authority shall be entitled to request changes to be made to the Temporary Waiver Request if the Authority reasonably considers the Temporary Waiver Request is not complete, or a particular issue has not been addressed to the Authority’s reasonable satisfaction and for it to be resubmitted.
- 4.7.4 Once the Authority is in possession of a completed and reasonably satisfactory Temporary Waiver Request, the Authority at its sole discretion, shall decide within five (5) Working Days whether the relevant Snags can be temporarily waived.
- 4.7.5 If the Authority accepts the Temporary Waiver Request, the relevant Snag will be temporarily waived as described above in Section 4.6.12. Thereafter, the Supplier will be required to work to resolve the Snags that are the subject of the Temporary Waiver by the end of the Start-up Period or such other period as agreed by the Parties.

4.8 Transition Evidence and Security Evidence

- 4.8.1 To assist with assuring and demonstrating Transition progress to the Authority, the Supplier will be responsible for providing a number of Transition Evidences and Security Evidences to the Authority’s central Transition team during the Transition process.
- 4.8.2 The complete list of Transition Evidences to be provided by the Supplier is detailed in Annex 5-6. The Security Evidences to be provided by the Supplier shall be provided in respect of each of VAC, and shall comprise of:
 - “**Physical Security Assessment Phase 1**” (or “**PSA1**”), as more particularly described in Section 11.2.1 of Schedule 4 (**Security**), to be delivered by the 120 Day Milestone;
 - “**Physical Security Assessment Phase 2**” (or “**PSA2**”), as more particularly described in Section 11.2.2 of Schedule 4 (**Security**), to be delivered by the 90 Day Milestone;

“**Physical Security Assessment Phase 3**” (or “**PSA3**”), as more particularly described in Section 11.2.3 of Schedule 4 (**Security**), to be delivered by the 60 Day Milestone;

“**Physical Security Assessment Phase 4**” (or “**PSA4**”), as more particularly described in Section 11.2.4 of Schedule 4 (**Security**), to be delivered by the 30 Day Milestone;

Details of the Supplier’s Information Security Management System, as more particularly described in Section 11.2.5(a) of Schedule 4 (**Security**), to be delivered by the 15 day Milestone;

IT Security Health-Check Report, as more particularly described in Section 11.2.5(b) of Schedule 4 (**Security**), to be delivered by the 15 day Milestone; and

Sample CCTV footages from each VAC, as more particularly described in Section 11.2.5(c) of Schedule 4 (**Security**), to be delivered by the 15 day Milestone.

5. **TRANSITION GOVERNANCE**

5.1 The Parties agree that the governance framework set out in this Section 5 is established with the aim of ensuring that each Party is able to work towards the common goal of effective and timely completion of Transition. The governance framework set out in this Section 5 is designed to achieve the following:

5.1.1 adherence to the provisions of this Transition Schedule;

5.1.2 limitation of risk inherent within the performance and receipt of the Overall Transition Methodology and Plan within mutually acceptable levels;

5.1.3 management and monitoring of all aspects of Transition;

5.1.4 facilitation of a rapid and concise decision making process during Transition; and

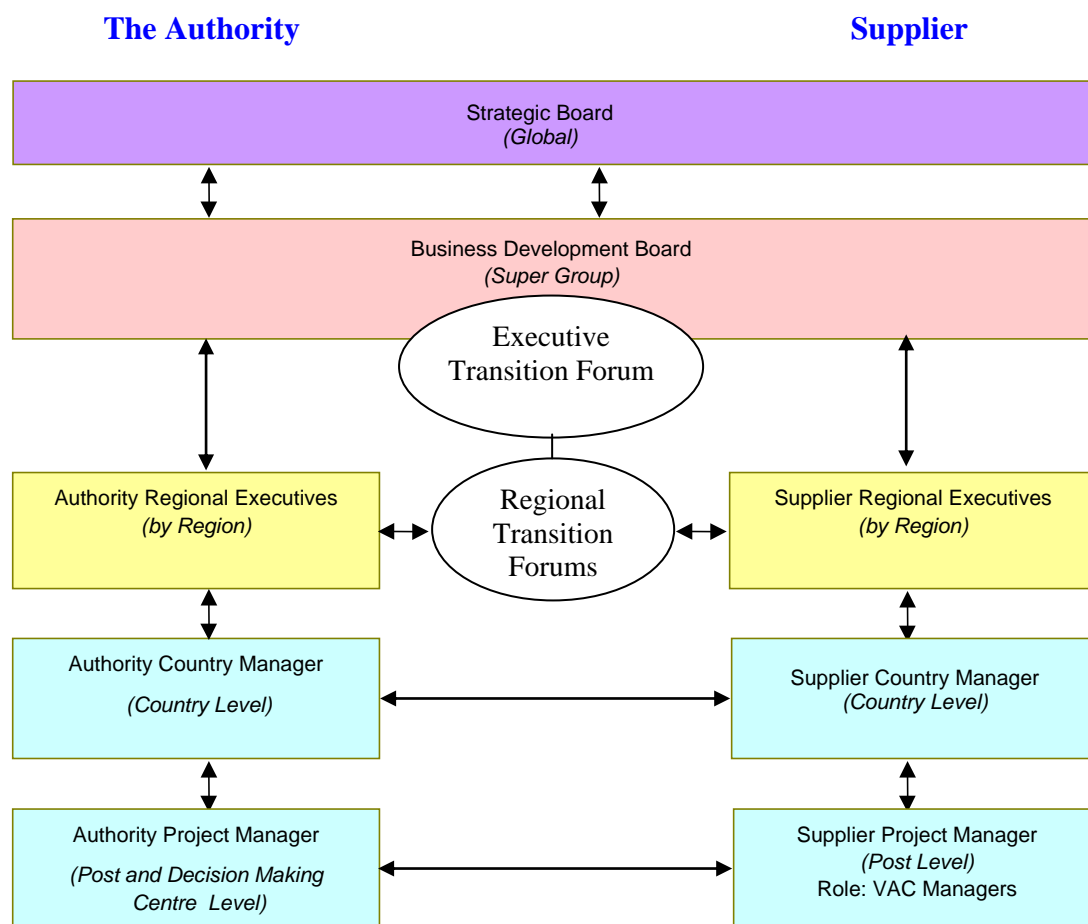
5.1.5 implementation of the Overall Transition Methodology and Plan and Local Transition Plans on time and to the appropriate levels of quality.

5.2 Each Party agrees to use all reasonable endeavours and resources to achieve the common goal outlined in Section 5.1 above.

5.3 A sub-group of the Strategic Board will be established to manage the execution of the Overall Transition Methodology and Plan (the “Executive Transition Forum”). This sub-group will operate out of the Transition Liaison Office based in London or at an alternative location to be agreed between the Parties. The Parties agree that the Executive Transition Forum will be the appropriate forum in which to agree changes to the Transition activities, the Overall Transition

Methodology and Plan and the overall Readiness Criteria and to manage the process of governing compliance with the Overall Transition Methodology and Plan including monitoring progress of meeting Key Milestone Dates as described in Annex 5-4.

- 5.4 The Parties will establish a committee in each Region (as agreed) to manage the execution of the Local Transition Plans (the “Regional Transition Forums”). The Parties agree that the Regional Transition Forums will be the appropriate forum in which to agree changes to the Local Transition Plans, local variations to the Readiness Criteria and to manage the process of governing compliance with each Local Transition Plan. Where appropriate, the Parties may also establish local Transition forums to manage the implementation of the Local Transition Plans at a Country level.
- 5.5 The diagram below demonstrates how these Transition Forums fit into the overall governance structure of the Agreement.



- 5.6 In the period before the Commencement Date for each Visa Application Centre, the Authority shall review and sign-off the Supplier’s progress against the Key Milestone Dates which shall include:
- 5.6.1 progress and completion of the Local Transition Plans in accordance with Annex 5-4 (Key Milestones);

-
- 5.6.2 the location and facilities within each Visa Application Centre to meet the requirements in Schedule 13 (**Facilities**) and Schedule 4 (**Security**).
- 5.7 The Supplier shall use dedicated Transition resources during the Transition process. In addition, the Supplier shall carry out the Transition-related activities so as not to affect the on-going Visa operations at existing VACs. The Supplier shall co-ordinate the management of the Transition together with its on-going regional operations.
6. **READINESS CRITERIA**
- 6.1 Readiness Criteria against which the completion of any Transition activity, the provision of any deliverable or the achievement of any Milestone shall be measured throughout the Transition Period are described in Annex 5-5.
- 6.2 For each Visa Application Centre, the Supplier must demonstrate to the Authority's reasonable satisfaction that:
- 6.2.1 it has met the relevant Readiness Criteria for go-live and has demonstrated that it is ready to assume the fulfilment of the Services Requirement for the relevant VAC, or Service Package by the Scheduled Commencement Date, in which case the Authority will sign the relevant Go-Live Readiness Certificate. For such certificate to be released to the Supplier it must be signed by
- a) the Regional Director of the respective Region from an operational point of view
 - b) the Authority's central sponsor; and
 - c) the Authority's central commercial authority, and
- subject to the Supplier meeting the Readiness Criteria, the Authority's central Transition team is responsible for gaining these signatures and releasing the Go-Live Readiness Certificate to the Supplier; and
- 6.2.2 during the Start-Up Period, it has demonstrated its ability to fulfil the Services Requirements at the relevant VAC, or for the relevant Service Package and has met the relevant Readiness Criteria for any post-Commencement Date Transition activities (which may include an agreed list of minor deficiencies), in which case the Authority will sign the relevant Transition Acceptance Certificate and Transition for that VAC, or Service Package will be deemed completed.
- 6.3 The Supplier shall use Commercially Reasonable Efforts to ensure that the Start-Up Period is kept as short as possible and, in no event, shall the Start-Up Period exceed 4 (four) weeks.
- 6.4 Transition, as a whole, shall be deemed to be complete when the Authority signs a final Transition Acceptance Certificate to acknowledge that all Transition activities have been

completed (including for the Biometrics Collection Services) and all relevant Transition Acceptance Certificates have been signed.

- 6.5 In exceptional circumstances, if the Supplier has not completed Transition of one or more VACs, the Authority may nonetheless decide to proceed before all VACs have completed Transition. In such event, any and all issues that have held up the completion of Transition of the relevant VACs shall be dealt with in accordance with Section 4.6.12 above.

7. FAILURE TO MEET KEY MILESTONE DATES

- 7.1 If the Supplier fails to meet the relevant Readiness Criteria by the Scheduled Commencement Date or fails to complete the Start-Up Period within 4 (four) weeks from the relevant Commencement Date, the provisions set out in Clause 19 of the Terms and Conditions shall apply.
- 7.2 If the Supplier's failure to meet a Key Milestone Date gives The Authority reasonable grounds to consider that the Supplier will fail to meet a Scheduled Commencement Date, The Authority may, at the Supplier's cost, take reasonable steps to mitigate against the risk of the Supplier failing to meet such Scheduled Commencement Date.
- 7.3 If the Supplier misses a Scheduled Commencement Date or other Key Milestone Date by more than five (5) Working Days, the Authority may exercise its right of step-in pursuant to Clause 50 of the Terms and Conditions (Step-in Rights).

ANNEX 5-1

OVERALL TRANSITION METHODOLOGY AND PLAN

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INTRODUCTION

Teleperformance has significant experience in establishing Visa Application Centres, ranging in size from 100sq m to more than 2,500sq m, across four continents and we have drawn on this experience to provide a structured Global Transition Plan based on best practice methodologies such as Prince2 and MSP, as described in B01 - Transition Overview.

This plan demonstrates how Teleperformance will ensure all objectives are met during the Transition Process. As such, this document defines:

- The Governance structure and processes to be adopted
- The planning process and assumptions used
- The key activities undertaken during transition, highlighting any dependencies
- Resource Allocation and Management
- Risk Management and Control processes
- Approach to localisation of plans

The plan covers all aspects of setting up a new Visa Application Centre including administrative tasks such as registering a company and setting up a commercial bank account, finding and outfitting an office, recruitment, staffing and training as well as IT related tasks such as programming the local website and configuring the TLSconnect software suite.

Detailed roll-out plans including localised Gantt charts have been included as separate attachments to this plan but are included within this document in summary form for completeness. These clearly show milestones and interdependencies in the implementation process as well as demonstrating a potential staggered approach at country level in line with Authority requirements.

Specific details regarding how the standardised Teleperformance transition approach is adapted to cater for the local operating environment is also explained and specific examples included in the Local Transition Plans (Annex 5-3).

TRANSITION APPROACH

Objectives

Teleperformance has developed an overall transition methodology supported by detailed transition plans that meet all Authority objectives, the key elements of which are summarised below in relation to the key objectives identified by the Authority:

- Achieve the smooth, effective and efficient transition of the services relating to the Services Requirements
- Implement a phased roll-out with staggered Commencement Dates across different Countries
- Ensure minimum disruption to the Visa operations of the Authority and to the application services provided to Visa Applicants
- Be timed to support roll-out of Biometric Enrolment Services
- Take into account the Authority's operational and resource constraints

Standards Based Methodology

The transition approach is built upon industry standard methodology , and incorporates the elements of governance, planning, risk management, issue management, change management and BCDR. The methodology refers to the high-level principles, activities, deliverables and milestones required for a successful transition to meet the rollout schedule. It also identifies the parties responsible for delivering or meeting such activities, deliverables and milestones.

Teleperformance has documented mobilisation plans that have been consistently applied to ensure timely VAC openings. Recently we have successfully transitioned from VFS-operated VACs in Morocco and two in China, as well as from a local information services provider to a full VAC operation in the UK with complete continuity of service.

Teleperformance has project managers with considerable experience of transitions for VACs and other Government projects, including the relocation of the service and staff. Our projects are based on the Office of Government Commerce PRINCE2 methodology, which provides a flexible approach to suit all projects.

The critical VAC transition task is to ensure that all three parties (the incumbent, the client and the new supplier) have a clear understanding of the roles and responsibilities each will play. These tasks form the basis for the initial stages of the project planning and transition to ensure continuity of service, which means establishing a protocol for:

- the new service provider to begin provision of information services
- the last receipt of applications by the incumbent service provider
- the first receipt of applications by the new service provider
- returning passports to applicants who applied using the incumbent service provider
- cessation of information services by the incumbent service provider
- communicating the precise timings of the handover to the public

Our approach to all service implementation is based upon a consistent project management approach and methodology based around four distinct phases:

Initiation

At the outset, a Project Initiation Document (PID) is made available and a kick off meeting held with representatives of all stakeholders to introduce the project team members, sign off the PID, agree the outline project plan, record identified project issues and risks and agree all actions/ next steps.

Planning

The specific requirements needed to deliver the project are agreed with all stakeholders and documented. The project team plans project tasks, agrees key project milestones and identifies the resources required from all parties. A complete requirements document, including schedule, is produced and signed off by the client and the Programme Manager, used as the basis for measuring progress against deliverables.

The management of project issues and risks is an on-going process and revised logs are circulated after each project meeting or in line with the communications plan following the PRINCE2 Risk Management cycle, which is an iterative process that spans the entire project lifecycle.

Implementation

The Project Manager tracks project progress through regular project meetings and circulates progress reports to stakeholders.

The Teleperformance Project Manager is responsible for updating baseline information held in the project schedule throughout the project, updated daily to reflect project progress. Any major changes to the activities or deliverables are managed through the change control and sign off process, which is carefully managed by the Project Manager and reported to the Project Sponsor.

Before any live running, all elements of the service are fully tested and signed off by the participating Authority. We have a comprehensive and detailed approach to testing across all systems and processes that support programme delivery.

Project Closure

A formal project closure ensures that the project has been effectively delivered and that the objectives of the project have been adequately met. Before a project can be closed, a benefits realisation and lessons learned review is conducted. Upon successful completion of these activities the project is handed over to operations team and the Project Sponsor will formally sign off and close the project.

Overall Approach

The Teleperformance transition methodology is based on a “new build” approach to minimise disruption to incumbent provision and ensure that the new VAC, and any assets contained therein, are built and installed to latest specifications and standards. This approach enables:

- Optimum sizing and use of space
- Best fit with the Authority’s security requirements
- Delivery of the best possible customer experience in terms of environment and service
- The protection and enhancement of the Authority’s reputation and brand image
- Continuity of service during transition
- Minimal disruption to the incumbent provider
- Comprehensive per cut-over testing, including “dry runs”, to be undertaken

Since 2007, Teleperformance has successfully transitioned existing services on behalf of several Government clients from incumbent suppliers across multiple regions and geographies including, for example, Casablanca and Rabat in Morocco, Shanghai and Guangzhou in China and Algiers, Algeria using this approach.

Process diagrams depicting the approach are included as Appendices to this plan.

Due Diligence

The first step in achieving smooth transition is undertaking a comprehensive Due Diligence exercise with the incumbent provider in any given country along with the local Post to ensure that local service provision is fully understood and scoped. With this knowledge, Teleperformance will draw on its background of managing contact and visa centres worldwide and our deep understanding of the requirements these operations entail, to develop detailed local transition plans to be agreed between all parties incorporating all key milestones, dependencies and resource requirements. These plans will include all activities required to achieve readiness and security certification.

We will approach this Due Diligence in three main phases;

1. Contact with the current incumbent partner managing the existing services (or the Authority directly, if appropriate) to facilitate access to relevant staff / locations.
2. Initiate a Business Process Analysis programme reviewing the current provision of services, focusing on a number of key areas;
 - a. The range of services provided, to include Premium and Super Premium services
 - b. The established business process flows supporting the provision of the services
 - c. The use of technology to support the business processes
 - d. Staff competencies and training and an analysis of their effectiveness in providing the services
 - e. Security solutions implemented and their applicability to the location in question
3. A review of the current service provision analysis, focused on identifying any potential improvements to providing the existing services.

Planning and Resourcing

Detailed transition planning will be undertaken to minimise the number of concurrent commencement dates at both a country and regional level, with a target of no more than two concurrent dates at a regional level should this be unavoidable. Distinct resources will be responsible for delivery of each VAC, which will assist in minimising risk at all levels. This approach will manage the impact on both Teleperformance and the Authority of overseeing concurrent VAC rollouts. All transition plans will be reviewed, refined and agreed during the due diligence period in order to cater for any operational or resource constraints on either party.

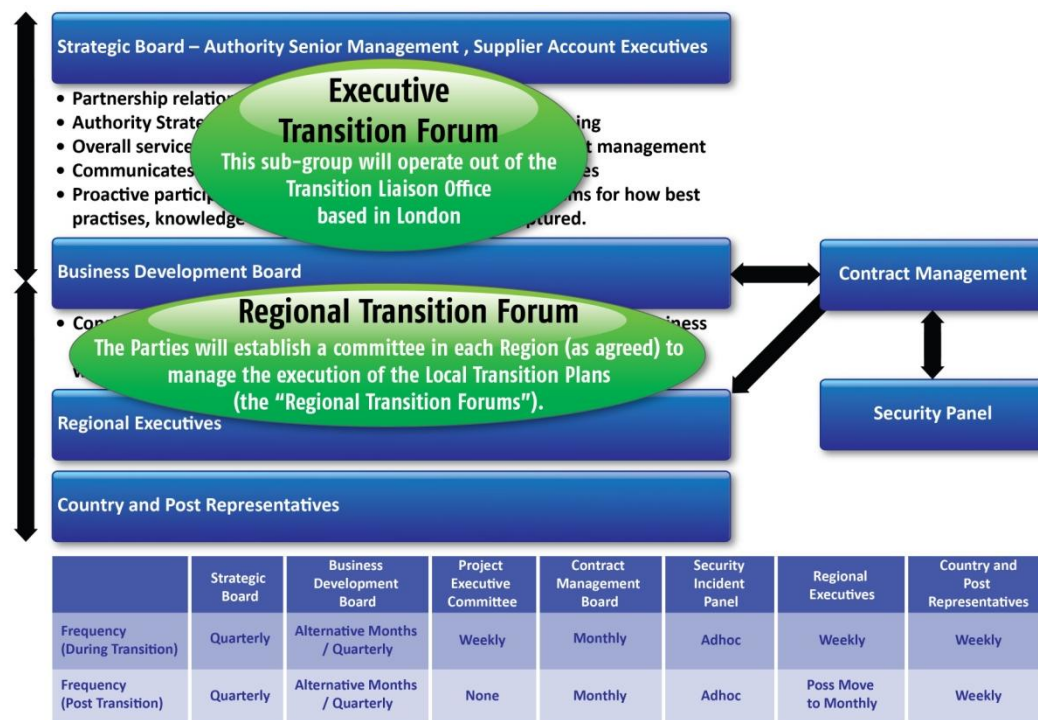
The example local transition plans attached to our response to B21 demonstrate how Teleperformance has recognised and met this Authority requirement at a country level. Once intent to award notices have been received, Teleperformance will create such plans for all countries concerned and then these will be consolidated at a regional and programme level to ensure a staggered approach minimising impact on the Authority and incumbent providers.

Once the transition approach and plans have been agreed with the Authority and the incumbent providers, any changes will be managed through the formal governance processes put in place through the Executive and Regional Transition Forums. The central Transition Programme Office will maintain up to date records of all changes, risks to delivery and issues under management at a regional and country level. The Transition Liaison Office will ensure that the Authority is fully informed at all times of each of these elements as well as providing advance notice of any requirements and dependencies in order that the Authority can plan according to any operational or resource constraints.

TRANSITION GOVERNANCE STRUCTURE

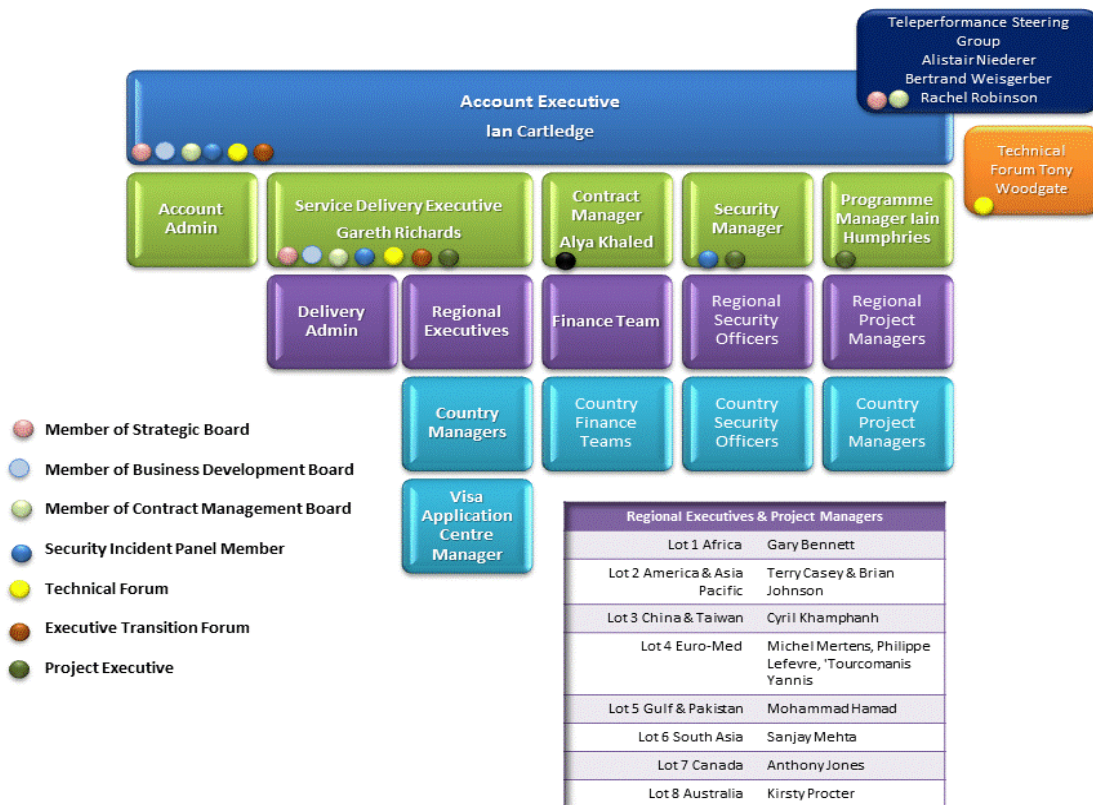
Overall Structure

Teleperformance will implement a full Transition Governance Structure meeting the Authority's requirements for Governance as laid out in Schedules 5 (Transition) and 8 (Governance), as shown below:



It is the intention of Teleperformance to appoint Regional and Country level operational management teams as early as possible and to use these resources to oversee transition activities prior to moving seamlessly into full operational roles. Teleperformance has used this approach in a number of transition programmes and found that there is great benefit to be gained from the additional level of involvement of the operational management team; being responsible for delivering the operation they will inherit ensures both continuity and commitment to a high quality outcome.

Teleperformance has already identified existing staff members to move into the appropriate Regional Executive roles once the intention to award contracts has been released, as included in the diagram below. By enabling these staff to move into these posts at this point, Teleperformance believes that it can commence Due Diligence and other key activities as early as possible, minimising longer term risk to delivery.



Transition Programme Office (including Transition Liaison Office)

Teleperformance will provide a Transition Programme Office (TPO) and Transition Liaison Office (TLO) to be based in Marsham Street, London, as shown in the overall structure diagram above.

The TPO / TLO will be managed under the direct control of a nominated Programme Manager who will take overall responsibility for ensuring the success of the Transition Programme. The Programme Manager will be supported by a number of Project Managers and Project Officers depending upon the number and size of contracts awarded to Teleperformance. Typically, each region will be supported by two centrally located Project Managers who will liaise with Regional and Local Management layers.

Additional support will be provided by Project Officers responsible for collating progress updates, updating centrally held plans, creating consolidated reports across multiple regional plans etc.

Local Transition Manager roles will be filled by the future Country Managers for the transition phase, providing further consistency for the transition to business as usual.

Interfaces within the TPO/TLO for the transition will be as follows:

- Regional Transition Managers will liaise with Local Transition Managers for each of their countries, including regular scheduled meetings
- Local Transition Managers will liaise with their Regional Transition Manager in the TPO/TLO, as indicated above. They will also liaise with the VAC Managers within their country

In addition, Regional Transition Managers and Local Transition Managers will liaise with global suppliers as appropriate, while Local Transition Managers and VAC Managers will interface with local suppliers.

For consistency and to minimise initiation time, the key members of the nominated team have been fully involved in the production and submission of the NGOV tender response.

Final staffing levels will be agreed with the Authority post contract award so as to ensure sizing that fits with Authority constraints around space and Authority staffing levels.

PLANNING PROCESS AND ASSUMPTIONS

Milestone Planning

In order to ensure that all members of the Teleperformance delivery teams have full visibility of the activities and associated evidence required at each milestone, each of the Key Milestones (at 120, 90, 60, 30 15 and 5 days prior to Commencement Date) as specified in Annex 5-4 has been included in the detailed individual transition plans along with checklists to ensure the activity is completed and reported to the Authority appropriately.

The detailed Gantt charts provided for the countries listed in Annex 5-3 to Schedule 5 (Transition) will be extended to all local level plans once contracts have been awarded. The Gantt charts have been developed using MS-Project software and with full task interdependencies including such that any slippage in critical path activities is immediately evident to the Transition management team.

Over and above the Authority mandated Key Milestones, Teleperformance has introduced a wide range of interim milestones for each work stream in order that the risk of slippage can be contained through close management of smaller plan steps.

In many cases, the approach Teleperformance has designed over the past seven years of delivering VAC services delivers the information required at each milestone in advance of when mandated. Teleperformance would welcome the opportunity to review and agree key activity and achievement reporting with the Authority over and above that specified in Schedule 5.

Planning Assumptions

Once contracts have been awarded and Due Diligence has been undertaken, Teleperformance will seek to minimise the number of assumptions used for planning purposes. It is almost impossible to deliver a plan without any assumptions as there are many areas that cannot be controlled e.g. political situations, climatic events etc.; the consequences of slippage to these areas and their mitigation is the responsibility of Risk Management as described in a later section.

However, at early stages in the engagement and in order to develop example local transition plans, Teleperformance has identified and incorporated a number of assumptions, including:

- Intent to award notices will be issued early July 2013
- Intent to award will be confirmed, following the Authority's Supplier Due Diligence, early August 2013
- Contracts of award will be signed early September 2013
- Staff engagement and detailed planning to commence on issuing of Intent to Award
- Supplier Due Diligence with incumbents can commence following Intent to Award confirmation (i.e. August 2013)
- With early notification of requirements, there will be no resource or other constraints imposed by the Authority
- A phased roll-out of VACs / TELs is required to support Biometric equipment deployment in line with Authority resource constraints
- Concurrent commencement dates should be avoided wherever possible to minimise resource and other constraints

Plan Approval

Following award of contract, Teleperformance will produce a site specific implementation plan for each location within the regions awarded. These will include a detailed operations plan, privacy management plan, security plan, and human resources plan. In addition, a site-specific biometrics roll-out plan will be produced wherever biometrics collection is required to open at the same time as the VAC.

The production of the site-specific implementation plans shall take no more than 30 days, unless otherwise agreed, by when Teleperformance will provide the plan to the Authority for feedback. The production and sign-off of the site-specific implementation plan will follow an iterative process with Teleperformance and the Authority working to clarify and refine the plan based on feedback received during each review cycle.

KEY TRANSITION ACTIVITIES

The detailed Gantt charts include a comprehensive set of activities based on over seven years of establishing and operating Visa Application Centres across four continents and in locations as diverse as London, Cairo, Algiers, Jakarta and Beijing amongst others.

We have summarised the key activity areas below to support understanding of how the plans have been built.

Initiation Activities

Project Team Engagement

Teleperformance will assign and engage local and regional project management teams responsible for the establishment of the VACs as early as possible following Intent to Award notices have been issued. The key personnel who will fulfil the core Governance and Regional Executive roles have already been identified and are stipulated in the Governance section above. These team members will be actively involved in the engagement of others within the overall structure e.g. Country Managers, TPO Project Managers.

We identify the size of our project teams based upon the number of locations within a country, as well as different local and national conditions that may necessitate additional team members such as subject matter experts in IT, HR, Training, Legal, Finance and Procurement Furthermore, when assigning project teams, we always ensure to have back-up staff from our international support teams available to supplement core project team members, should it be needed.

Company Establishment

With the issuance of contracts, Teleperformance will appoint a legal counsel, a lawyer, an auditor, and an accountant, as well as registering a company in the designated country, if necessary. The time taken for this task is especially contingent on local laws and customs.

Banking Arrangements

At the same time as we begin the company registration, Teleperformance will seek to establish a corporate bank account. This step involves identifying preferable banks, shortlist banking partners, define payment options, and select the banking partner.

It should be noted that Teleperformance has existing bank accounts in many countries and is proposing a global banking partnership with HSBC which will meet a large majority of requirements. Local facilities will be sought where required for cash handling where HSBC does not have a presence.

Due Diligence

As described above, Due Diligence is a key step in assuring a successful and smooth transition of services from the incumbent provider and will be approached in three main phases;

1. Contact with the current incumbent partner managing the existing services (or the Authority directly, if appropriate) to facilitate access to relevant staff / locations.
2. Initiate a Business Process Analysis programme reviewing the current provision of services, focusing on a number of key areas;
 - a. The range of services provided, to include Premium and Super Premium services
 - b. The established business process flows supporting the provision of the services
 - c. The use of technology to support the business processes

- d. Staff competencies and training and an analysis of their effectiveness in providing the services
 - e. Security solutions implemented and their applicability to the location in question
3. A review of the current service provision analysis, focused on identifying any potential improvements to providing the existing services

Implementation Activities

Property Acquisition

Teleperformance has a standardised approach to designing centres based on best practices gathered from throughout the Teleperformance Group. The implementation of each Visa Application Centre is reviewed and analysed so that we may use lessons learned to improve the roll-out process for future projects.

In addition, Teleperformance has amassed comprehensive premises information and feedback from more than 10,000 employee interviews worldwide, the best ideas from which have been incorporated into a Premises Book to provide project managers with a single reference document for establishing new operations following best practice guidelines.

All our face-to-face contact centres aim to satisfy the following criteria:

- High grade building with easy access, including for those that are mobility impaired
- Conveniently located for access by public transport with vehicle parking nearby
- Good proximity to the local Visa Office to facilitate documentation transfer and ease of access to the centre for consular officials
- Open, bright and spacious interior that reflects the good image of our clients

Property acquisition and fit-out setup is a complex process with a number of phases:

1. Preliminary site research and appointment of property agencies and lawyers
2. Defining a short-list and site-specific layouts and entering negotiations for lease acquisition
3. Decoration and fit-out

Following Intent to Award notification, Teleperformance will produce a final shortlist of maximum properties in each location meeting all key criteria including:

- General surrounding environment
- Available floor space
- Security
- Access

This shortlist will be presented with along with a recommendation, reviewed and a final decision agreed with the Authority for each location.

Teleperformance will seek to identify suitable premises by:

- contacting local property agents, providing key criteria for property selection
- reviewing provided options against full contractual requirements
- producing property layout models using CAD (Computer Aided Design)
- creating short-list of property options
- pre-qualifying and appointing property lawyer

- validating property choice with the Authority

In parallel to these activities, we will also:

- pre-qualify decoration companies
- pre-qualify office equipment suppliers
- pre-qualify local service providers

Once in-country, the project team will complete negotiations, arrange deposit requirements on the agreed property and enact signature of the lease contract and acceptance of keys.

Teleperformance will always seek to enter contractual negotiations for minimum two properties simultaneously, to ensure that we have a backup site, should negotiations for the first option fail.

It should be noted that, for TEL locations, many of the property activities are similar up to the point of lease negotiation and fit-out. In these cases, Teleperformance will still that any temporary locations meet all criteria regarding:

- accessibility
- local environment
- security

However, in these cases, some of these requirements will need to be met by the solutions already installed within that location. Equally, in place of a lease contract, Teleperformance will seek to put in place a Heads of Agreement with the location provider to ensure on-going suitability of facilities and services provided.

Again, Teleperformance will seek to negotiate a fall-back contract with a second location provider to ensure continuity of service provision to the Authority should issues arise downstream.

Property Fit-Out and Decoration

Teleperformance will begin the office decoration and fit-out activities as soon as possible after contracts / leases have been agreed and signed.

The office decoration process involves:

- finalising layout models in CAD
- negotiating premise decoration contract
- office decoration and fit-out

The decoration company will then arrive on site to begin the decoration work, and office furniture and equipment will be installed.

We will always pre-qualify multiple suppliers and have price and specifications available for these as backup. This ensures that we have a contingency should a problem arise with the selected supplier.

Non-IT Service Providers

Teleperformance will begin the pre-qualification and appointment of non-IT service providers following as soon as possible following issue of Intent to Award notices. Pre-qualification will lead to a shortlist of service providers in a wide range of categories including:

- registered mail providers
- cleaning companies
- car rental companies
- stationery suppliers
- gardeners
- SMS service providers

As many of these relate to non-critical path items, the tasks may be executed with significant time lags in the period leading up to the centre opening.

It should be noted that, as the responsibility of the registered mail provider will mainly be the delivery of application packages from the VAC for those applicants who wish to use this service, TLSconnect only uses very trustworthy and reliable providers for this service. For all types of service providers, we will benefit from the assistance of our local Teleperformance teams and market research to pre-qualify and appoint the optimal provider.

All supplies and materials are planned to be available in the VAC prior to any end-to-end testing and the “dry run” activities.

Security & Safety Service Providers

Security and safety is a comprehensive and critical part of establishing our VACs. This step involves appointing security companies and ordering a number of essential solutions depending upon the threat level of a given location.

When pre-qualifying security companies, Teleperformance will search especially for companies that have experience and credibility in the provision of services to Governmental clients. Indeed, Teleperformance has engaged actively with Securitas during the tendering stage and will look to leverage this partnership into implementation and full operational stages.

Local providers will be sought where Securitas does not have presence and where local equipment provision, installation and support services are required.

Teleperformance will purchase the following items for all VAC / TEL locations:

- safes
- cash boxes
- fire extinguisher and accessories (unless provided by TEL facilities provider)
- first aid kit
- safe key cabinet
- trash bins
- temporary application storage boxes
- local document transfer receptacles (if applicable)
- data classification stamps
- uniforms (for counter agents etc.)

For VAC locations, Teleperformance will also procure and install specific physical security solutions depending upon the agreed location threat level, including:

- access control systems (biometric locks, swipe cards, key locks, keypad locks)
- door and window shutter systems
- physical barriers (gates, fences)

- security lighting
- CCTV
- Archway metal detectors (for High and Very High threat locations only)
- X-ray scanning device (for High and Very High threat locations only)
- explosive detection equipment (for High and Very High threat locations only)
- blast protection (glass safety films, for High and Very High threat locations only)

All security solutions and personnel will be in place in line with the key milestones specified in Schedule 5 and in time for readiness testing to ensure a smooth transition without disruption to incumbent services.

Printed Materials

A wide variety of printed material will be required for, either, permanent posting in each location or for day to day use in managing the application process.

Teleperformance will identify all printed material requirements and pre-qualify print suppliers at initiation stage with final supplier negotiations, proofing and printing all occurring locally. Again, these tasks do not drive the critical path all materials will be in place prior to readiness testing and certification.

The following materials will then be ordered (non-exhaustive list):

- passport return envelopes (envelope in which applicants will receive their passports)
- centre contact information cards
- application process board (for information on the application process)
- in-VAC signage (to increase centre user friendliness and safety)
- customer survey forms
- roll-up banners
- corporate stationery

Upon receiving the material, our team will prepare and install emergency procedure signage and office notices prior to final decorative snagging.

Recruitment

Human resources are an essential part of successfully establishing and operating a Visa Application Centre. Teleperformance will agree a high level recruitment and recruitment vetting strategy with the Authority at a global level following the issue of contract award. This strategy will then be implemented at a local level by the Centre and Country Managers with the full support of the global Teleperformance HR team.

Teleperformance will post job advertisements and review applicant CVs at a local level, creating a shortlist of potential candidates that will be provided to the Authority prior to arrangement of interviews. Initial security vetting will take place during this short-listing process to ensure that all shortlisted candidates meet the baseline criteria.

Once the shortlist is agreed, we will conduct interviews and finalise security screening at a detailed level for those we believe should be offered positions. We will request validation of all job offers from the Authority at this stage, if this is required, prior to issuing to successful candidates. When hiring new staff, we will hire more than the minimum number necessary. This is to facilitate the centre opening, as we in this way can draw on a stronger support team.

During the initiation phase, Teleperformance will also compile an employee handbook and draft employment contracts at a global level. These templates will then be amended in line with local legislation and customs for each location. This activity will be completed prior to final short-listing of candidates in order that each can be provided with appropriate paperwork at offer stage.

Training

Following contract award, Teleperformance plans to undertake a consultation with the Authority to ensure we have a full and comprehensive understanding of specific the full range of UK visa requirements including visa types and documentation requirements, timelines for applications, fees etc.

Whilst this information will be used as input for a number of activities, including website and TLSconnect configuration, one of the prime resulting activities will be the development of a global training plan for all staff involved in delivering the service.

The global template will undergo localisation to cater for such elements as:

- Language
- Site specific processes
- Variations to standard processes due to local customs and legislation
- Website and IT customisation
- Local security requirements

On-site training will last for up to one month, with agents joining in the first wave trained to take up more knowledge-intensive roles upon centre opening (such as documentation verification) and those joining later in the recruitment process fulfilling more administrative tasks such as data entry, document scanning, cashier and welcome. In all cases, training will be completed in time for readiness testing, including end to end “dry runs”.

IT & Telecommunications

The attached detailed transition plan includes a range of activities associated with the provision of IT and Telecoms services, including:

- Procurement and installation of telecoms equipment and telephone lines
- Provision of internet connectivity
- Installation and maintenance of networking infrastructure (cabling, firewalls, routers etc.)
- Installation of local servers and storage infrastructure as required
- Procurement and installation of local desktop infrastructure
- Procurement and configuration of mobile computing equipment (primarily for TELSs)

Pre-qualification of local suppliers will take place during the initiation phase with final selection, contract negotiation and appointment taking place under local management once in place. Final pricing and design will be requested prior to contract signature, based upon a full specification drawn up by Teleperformance in line with Authority requirements and a bill of materials produced following agreement of VAC layout designs.

Local IT providers will be requested to supply engineering resource to undertake installation of services and equipment but all such implementations will be verified by qualified Teleperformance staff, in line with the requirement to undertake an IT Healthcheck prior to commencement of readiness testing.

Teleperformance will always set up two internet connection services to secure backup access to internet and IT networks. While at least one connection will be a hard line, the second one may either

be a land line or a satellite connection depending upon the quality of local services, resilience of connectivity and possible data transfer rates. Dedicated, secure line connectivity may also be provided, as agreed with the Authority, in high threat level areas.

Teleperformance recommends, and has planned on the basis that, any non-fixed IT equipment, e.g. Biometric capture equipment, portable computing equipment etc., is not installed until all security solutions for a given site are in place. This ensures that such equipment can be stored securely in areas requiring protection by CCTV, access control and CCTV amongst other measures. In higher threat level areas, Teleperformance will also seek to appoint site security guards in advance of delivery.

Website & TLSconnect Programming

As detailed in the section on Training above, Teleperformance plans to undertake full consultation with the Authority on specific visa types and documentation requirements following contract award. As well as informing the training plans, the information gained during this period will also drive the configuration and programming of the TLSconnect NGOV website and the TLSconnect application suite. Further configurations will also take place to support local parameters such as language. All changes to both websites and TLSconnect will be fully specified, documented and agreed with the Authority prior to implementation.

When completed, all changes to corporate and central websites as well as to TLSconnect will be tested as part of the “IT Healthcheck” process prior to final readiness testing. This testing will also include security testing in line with ISO27001 requirements in order to ensure that full certification to this standard can be met within required timescales.

Courier Services

The secure transportation of visa application documentation between VAC, DMC and applicant is core to the success and integrity of the service.

Teleperformance has actively engaged with its global logistics partners throughout the NGOV tender process to ensure full commitment from all parties and to ensure smooth transition into full operation.

Teleperformance will undertake a full diligence exercise with its partners following contract award to identify any local requirements and build these into final contracts between the organisations. Teleperformance will undertake a pre-qualification exercise as soon as possible following this to identify any additional local services required where our global partners cannot meet all needs.

As with all elements of the service, Teleperformance will consult with the Authority throughout the courier engagement process to ensure fit with requirements and will provide a shortlist of suitable companies with recommendations as required. These activities will be managed in such a way as to minimise the resource overhead on the Authority.

RESOURCE ALLOCATION AND MANAGEMENT

Global Network

Teleperformance already operates in a large number of countries, which eases the VAC establishment process as we can draw on the expertise of local resources across the globe. In locations where Teleperformance does not already operate an existing VAC, we can leverage Teleperformance Group's extensive support network. The Teleperformance Implementation Support Team will be used to assist our Local Transition Managers through the process of setting up and opening new centres, including:

- Professional services (legal, banking advice, etc.).
- Reliable property agencies to assist in finding premises
- Finance, audit and security services
- HR-services
- IT and Telecommunications services
- Service Providers and (cleaning, mail, water coolers etc.)

By working with our Teleperformance colleagues we have access to advisory capacity in terms of intimate knowledge of local operating conditions and trusted supply networks in 50+countries.

Leveraging the Governance Structure

As described in the Governance section, Teleperformance has developed a comprehensive structure it believes meets the full requirements of the Authority.

This structure provides not only the appropriate forums for reporting and change management but also the resources capable of ensuring a smooth transition.

The detailed local transition plans have been based on a number of key assumptions regarding allocation of tasks across a number of roles within the governance structure and supporting resources, including:

- Programme Manager (TPO / TLO)
- TPO Project Officers
- Regional Executives
- Country Managers
- Centre Managers
- Subject Matter Experts (Legal, HR, Finance, Procurement etc.)

Resource Allocation

Key individual responsibilities are summarised in the table below:

Role	Responsibilities
Regional Executive / Transition Manager	<ul style="list-style-type: none"> • Manage engagement of in-country teams • Initial communications with Post • Manage regional programme initiation processes • Commence pre-qualification / planning activities • Regional Transition Forum reporting • Manage regional level risks and mitigate as appropriate • Manage regional level issues and mitigate as appropriate • Manage regional level change as appropriate
Country Manager	<ul style="list-style-type: none"> • In-country due diligence (management) • Country-level localisation e.g. customs /laws • Manage country level plan (stagger deployments) • Manage in-country resource issues • Manage country level supplier negotiations (recruitment etc) • Progress / Issue reporting to Regional Executive • Manage country level risks and mitigate as appropriate • Manage country level issues and mitigate as appropriate • Manage country level change as appropriate
Centre / Local Transition Manager	<ul style="list-style-type: none"> • Manage local provider negotiations • Manage day to day activities at VAC / TEL level • Progress / issue reporting to Country Manager • Ensure snagging completed • Oversee asset audit and capture • Prepare for readiness testing • Manage local level risks and mitigate as appropriate • Manage local level issues and mitigate as appropriate • Manage local level change as appropriate
Subject Matter Expert - Legal	<ul style="list-style-type: none"> • Provide support to in-country lawyer / legal counsel • Assist in preparation of global employment contract • Assist in preparation of global supply contracts • Assist in preparation of regional and local supply contracts
Subject Matter Expert - HR	<ul style="list-style-type: none"> • Provide support to in-country HR SME • Assist in preparation of global employment contract • Assist in preparation of global recruitment strategy • Assist in preparation of regional recruitment contracts • Assist in preparation of global operations manual • Assist in preparation of local operations manual
Subject Matter Expert - Training	<ul style="list-style-type: none"> • Provide support to in-country training SME / partners • Assist in preparation of global training approach • Assist in preparation of local training materials • Assist in preparation of global operations manual

Role	Responsibilities
	<ul style="list-style-type: none"> Assist in preparation of local operations manual
Subject Matter Expert - Finance	<ul style="list-style-type: none"> Provide support to in-country finance team Assist in loading of assets to Asset4000 system Assist in management of programme budget Assist in review of supplier contracts
Subject Matter Expert - Procurement	<ul style="list-style-type: none"> Assist in review of supplier contracts Assist in contract negotiations (all levels)
Subject Matter Expert – IT Infrastructure	<ul style="list-style-type: none"> Assist in definition of local IT requirements Ensure all IT infrastructure design and implementation meets standards and requirements Oversee IT Healthcheck activities Ensure website and TLSconnect configuration and programming is specified and completed according to requirements
Subject Matter Expert - Security	<ul style="list-style-type: none"> Ensure all security requirements identified and appropriate solutions specified Ensure all local security solutions are implemented to specification and appropriate standards Oversee and approve all Physical Security Assessment activities Ensure appropriate BCDR plans designed and implemented
TPO Project Manager	<ul style="list-style-type: none"> Provide support to local and regional project team Coordinate country / regional progress reports Manage local / country / regional level plans (milestones) Ensure local team managing appropriately Liaise with TLO to ensure accurate info to UKBA at all times
TPO Project Administrator	<ul style="list-style-type: none"> Support TPO project managers in planning and reporting activities
Transition Liaison Officer	<ul style="list-style-type: none"> Ensure timely, accurate communications with the Authority at all times Support Programme Manager in communication activities to all stakeholders
Programme Manager	<ul style="list-style-type: none"> Manage programme across all regions awarded Ensure key dependencies identified and managed Ensure key milestones met Ensure all quality, timeliness and financial requirements met Ensure key stakeholder management across all parties managed effectively

Role	Responsibilities
	<ul style="list-style-type: none"> • Ensure accurate, timely reporting across programme • Manage programme level risks and mitigate as appropriate • Manage programme level issues and mitigate as appropriate • Manage programme level change as appropriate

Resource Management

Labour market regulations and norms, as well as security and stability, vary between regions and countries. Therefore, we always adapt our resources according to local conditions and ensure that backup personnel are available, should unanticipated assistance be required. On the other hand, we may sometimes be able to prepare the VAC opening faster than calculated, for instance when suppliers work more than a standard 40-hour work week, on which our calculations are based.

Programme resource will be managed using standard Teleperformance resource management policies throughout transition and into full operational management, including line and matrix management reporting as appropriate.

The Programme Manager will take overall responsibility for individual performance when performing programme-related activities with line managers taking responsibility for any non-programme activities (minimal given that individuals will be fully allocated to the programme for transition).

Should the Authority wish to raise any issue regarding any Teleperformance personnel allocated to the NGOV programme then they should do so as soon as is practicably possible, either directly to the Programme Manager or via the Transition Liaison Officer.

RISK MANAGEMENT AND CONTROL

Teleperformance will fulfil its responsibilities to identify and actively manage to eliminate business and technical issues, and risks that may affect transition using a three-tiered approach, as follows:

1. As described, Transition implementation will be based on PRINCE2 and MSP methodologies, including the programme management risk management procedures. This allows risks to be evaluated and mitigating actions planned to avoid or reduce the potential impact of any given risk.
2. The transition governance model will facilitate an early-stage issue identification approach at the appropriate regional or in-country level. The Teleperformance programme management reporting system will facilitate timely escalation of any issues and risks from VAC level to Executive Transition Forum level as appropriate.
3. A comprehensive four stage Risk Management process will be used as detailed below, incorporating:
 - Risk identification
 - Risk assessment
 - Risk prioritisation
 - Mitigation planning and ownership assignment

The output from this process, initiated during the Due Diligence phase, is a comprehensive risk matrix detailing risks identified across business, technical, programme delivery and commercial streams. The risk assessments undertaken will be informed not only by the discussions that take place at that time but also through the knowledge gained from Teleperformance's substantial experience in VAC transitions.

The risk matrix will be reviewed at regular points throughout transition and, at least, at Transition Forum meetings. Changes to the assessment of any risk will result in a re-issuing of the matrix to all appropriate stakeholders and a re-assessment of the associated mitigation actions, ownership and priority of the risk.

Potential risk areas specific to transition that Teleperformance is mindful of include, but are not limited to, the following:

- Delays in the contract award process leading to increased risk of not hitting deadlines for service transition
- Incumbent suppliers not releasing information on a timely basis
- Political, climatic or other regional issues that impact ability to travel
- Substantive changes to underlying information and assumptions used for planning
- Resource constraints imposed by incumbents and/or the Authority
- Delays in provision of biometric equipment

A key risk mitigation technique used across all risks of this nature is comprehensive planning with early identification of key tasks and dependencies. This enables appropriate contingency and mitigation to be included in the plan and for any requirements on external resources to be identified early, enabling third party organisations to plan resource availability.

Specific mitigation measures associated with the above might include:

- Building contingency into plans, planning around later dates
- Engaging incumbents early, identify required resources/information
- Using technology solutions to avoid need to travel
- Early verification of information provided and assumptions used, create alternative scenarios
- Planning on minimum involvement of external parties
- Agreeing alternative processes, use mobile equipment across multiple sites temporarily

Examples of specific issues and resolutions that Teleperformance has previously experienced include:

- Poor/inconsistent quality IT network resulted in Teleperformance working with the external IT supplier to improve performance before ultimately changing the supplier.
- External stationary supplier delivery failure leading to Teleperformance selecting an alternative supplier that had been identified as a potential back up during the quote gathering stage
- Suppliers providing poor after-sales service has been addressed by Teleperformance by ensuring that clear Service Levels are included in supplier contracts. If a supplier fails to meet these Service Levels they risk having their contract rescinded and being replaced with an alternative provider.

These examples all required Teleperformance to identify and resolve issues and risks in an efficient manner.

Example matrices are included as an Appendix to this plan and also to “C05-Supplier Continuity Plan (Security)”.

COMMUNICATIONS & PUBLIC RELATIONS PLAN

Following the issue of Intent to Award notices, Teleperformance will develop a global communications and public relations plan template covering three main areas of activity:

- Status Reports
- Local Awareness-Building Sessions
- Public Relations Activities

Status reports are destined for the Authority and will be emailed on a daily, weekly or monthly basis depending upon the level of reporting and the target audience. The Transition Liaison Officer will be responsible for this task.

Local awareness-building sessions consist of information on the project and the deliverables that will impact the local user community, including travel agencies and applicants. The information will be directly presented to travel agencies, while our corporate website, applicant website, major sub-contractor corporate websites and relevant government websites will be used as mediums to communicate information on the project to the public and applicants. The Programme Manager will take responsibility for ensuring these tasks are completed together with appropriate managers from within corporate and local level communications and marketing teams.

Our public relations plan will contain activities related to relationship building with stakeholders. This includes hosting a press conference following VAC opening, inviting local UK and other selected Posts to visit the centre as part of a corporate hospitality event. Press releases will be available on our corporate website directly following VAC opening, and we will look at the potential for advertising in local news publications. The Country and Local Transition Managers will take prime responsibility for these tasks.

All external communications relating to the NGOV programme will be reviewed and agreed with the Authority prior to wider release.

LOCALISATION OF PLANS

Teleperformance is the global leader in customer management process outsourcing and operates face-to-face (VAC) and telephone based contact centres on behalf of its clients in over 50 countries worldwide.

In developing detailed local transition plans following contract award, Teleperformance will leverage this capacity and capability along with the output from due diligence exercises with incumbent providers to identify areas where these plans must deviate / adapt from the standardised plan developed at a global level to ensure consistency of approach.

Key areas where adaption may be required that have been identified during the tender response phase of the NGOV programme include:

- Legal Entity registration: Teleperformance has legal trading entities in a wide range of countries but there are countries where we will need to register a new company or to update our registration details. The time taken to undertake this activity can vary greatly from country to country, for example (according to recent Worldbank data):
 - Australia 2 days
 - Nigeria 34 days
 - Pakistan 21 days
- Staff Transfer and recruitment: in Euro-Med countries, Teleperformance will need to cater for the Acquired Rights Directive and assume that the majority of staff working for an incumbent provider might want to transfer under equivalent terms and conditions should Teleperformance establish a new VAC in the same city. This process can take much longer than recruiting “from scratch” and may impact training and readiness timescales if not allowed for.
- Training: The level of training required will depend upon the availability of not only training personnel but also on the existent level of knowledge within the recruited cohort i.e. if the majority of recruits already understand the UK visa process as they have worked for an incumbent provider then training can be restricted to Teleperformance specific processes and policies. In other cases, training may have to start at basic levels of understanding as to what a Visa actually is – leading to very different training lead times.
- Language: the number of languages spoken within country may have consequences related to training, printed materials, website content etc.
- Security requirements: the level of security required between differing countries / regions is quite marked. Low threat level (crime and terrorism) sites such as Canada and Australia may require only minimal guarding and automated solutions such as CCTV, whereas very high threat level locations such as Pakistan may necessitate blast protection (glass films) and explosive detection systems.
This impacts not only cost of implementation but also supplier selection, implementation timescales, ISO27001 compliance certification, readiness testing and more.

Teleperformance will undertake detailed planning and embark upon due diligence with existing incumbents as soon as possible following issue of Intent to Award notices. We will also undertake a detailed risk assessment as described above along with a review of opportunities for service improvement.

Teleperformance will also review any regional / country level resource constraints and biometric deployment requirements with the Authority prior to finalising and agreeing any local transition plan with the Authority.

Specific local transition plans will then be compiled based upon this generic plan and incorporating site / country specific variations and information.

SUMMARY

Teleperformance has, in this plan, covered all aspects of setting up a new Visa Application Centre, including administrative tasks such as registering a company and setting up a commercial bank account, finding and outfitting an office, and IT related tasks such as configuring and programming the website and TLSconnect software.

We have provided Gantt charts showing general and specific timelines and deliverables, as well as displaying dependencies. We have summarised our risk and mitigation plan, back-up solutions, resources plan and how we are going to communicate and carry out public relations.

By leveraging the wider Teleperformance organisation, we have access to support and advisory capacity in terms of intimate knowledge of local operating conditions and trusted supply networks in 50+ countries, which greatly facilitates the centre opening process.

We have presented a plan which shows how we will deal with risks and mitigations. Among others, we will:

- negotiate property contracts with two agents simultaneously
- have pricing and specifications prepared by multiple suppliers
- set up two internet connection services to secure backup access to internet and IT networks
- run several employment rounds, hiring more staff than necessary

In this way, we are always able to draw on back-up plans, should problems arise.

Furthermore, we will run test phases prior to centre opening, including full “dry run” exercises, to ensure the proper functioning of IT and telecommunications, the website and TLSconnect, security and safety procedures as well as operational processes.

Finally, Teleperformance has provided a plan for communications and public relations. We will ensure a clear and transparent communication of the centre establishment process through frequent status reports and local awareness-building sessions. This information will be directed to travel agencies, and published on our corporate website, applicant website, major subcontractor corporate websites and relevant government websites. Our public relations plan will contain scheduling of press releases, organising of press conferences following VAC opening, plans for corporate hospitality events and for advertising in local news publications.

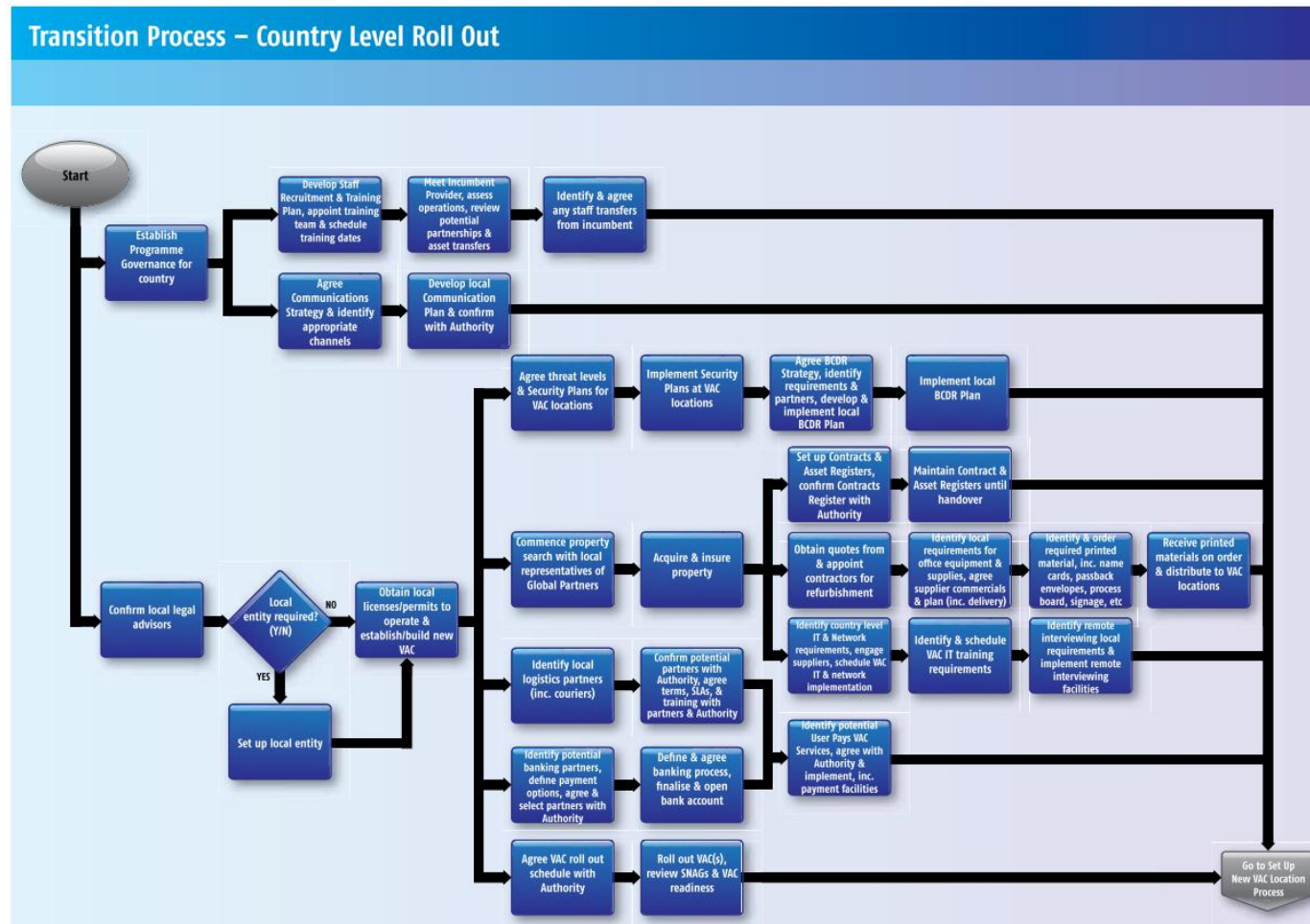
Teleperformance believes that this plan will deliver a successful transition from incumbent to a new and improved NGOV service that delivers value for money, innovation and high quality from the outset.

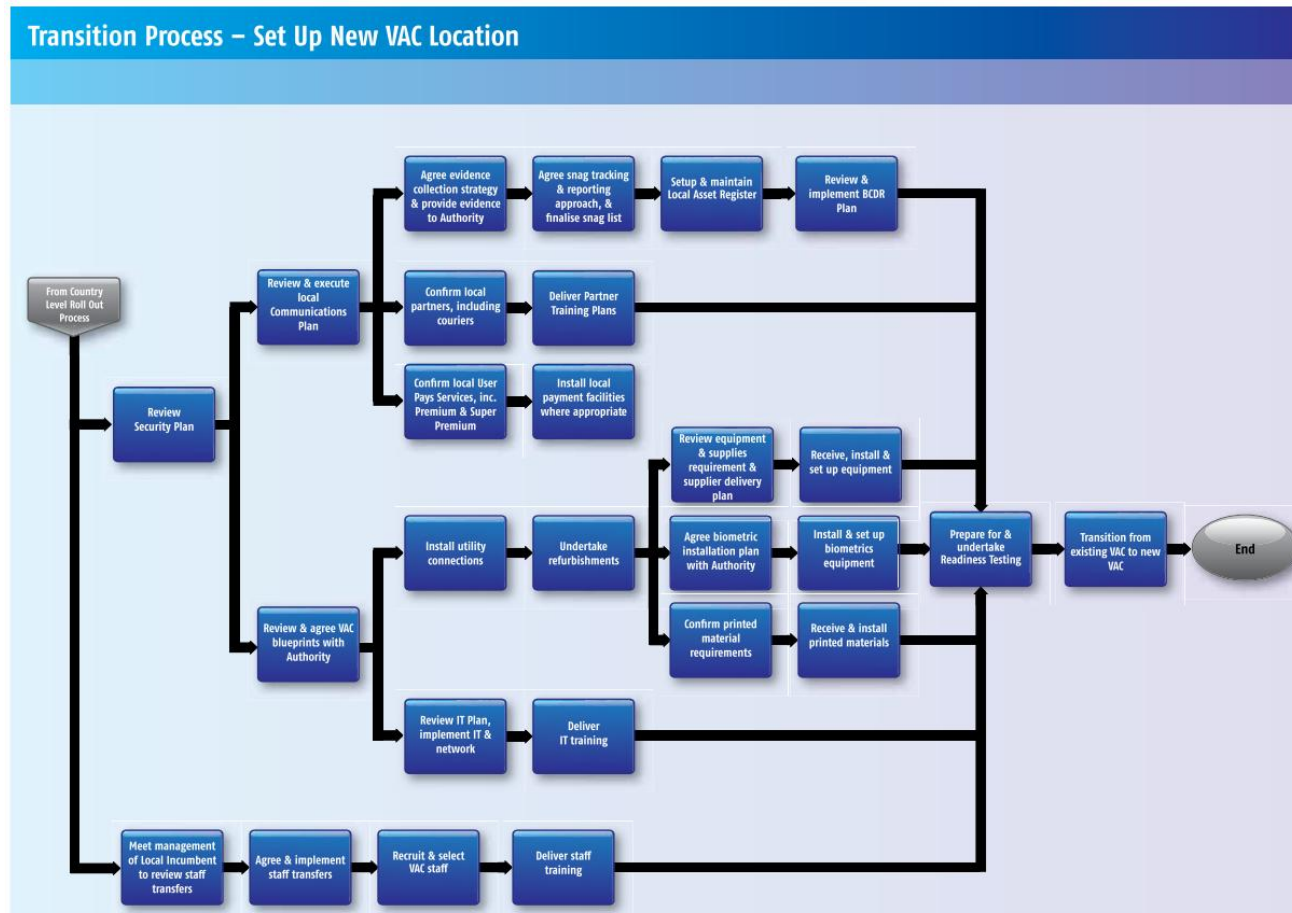
APPENDIX A – EXAMPLE RISK MATRIX

The example risk matrix below shows an example of the output from a full programme level risk assessment as described in the Risk Management section:

Risk Reference	Title	Description	Impact	Probability	Risk Score	Mitigation	Owner
NGOV/R/P/001	Contract delay	Delays in the contract award process leading to increased risk of not hitting deadlines for service transition	5	3	15	Building contingency into plans, planning around later dates	Account Exec
NGOV/R/P/002	Incumbent support	Incumbent suppliers not releasing information on a timely basis	5	4	20	Engaging incumbents early, identify required resources/information	Account Exec
NGOV/R/P/003	Travel	Political, climatic or other regional issues that impact ability to travel	3	2	6	Using technology solutions to avoid need to travel	Regional Exec
NGOV/R/P/004	Plan assumptions	Substantive changes to underlying information and assumptions used for planning	5	3	15	Early verification of information provided and assumptions used, create alternative scenarios	Programme Mgr
NGOV/R/P/005	Authority Resource	Resource constraints imposed by incumbents and/or the Authority	3	3	9	Planning on minimum involvement of external parties	Programme Mgr
NGOV/R/P/006	Biometric delay	Delays in provision of biometric equipment	1	2	2	Agreeing alternative processes, use mobile equipment across multiple sites temporarily	Programme Mgr

APPENDIX B – TRANSITION PROCESS MAP





APPENDIX C – DETAILED LOCAL TRANSITION GANTT CHART

A sample detailed country level Gantt chart showing how the overall deployment could be managed across locations to support a staggered Biometric deployment and minimise resource impacts on the Authority, based on one of the 8 example countries for the Lots being tendered for by Teleperformance is attached here for information.



B02 - Supplier Solution - Gantt.pdf

It should be noted that the plan:

- includes detailed task lines for activities described above
- is fully dependency linked such that changes in critical tasks immediately indicate slippage and enable mitigation and management of issue
- incorporates all Authority mandated Key Milestones for each location
- recognises split between country, regional and site specific activities
- ensures all readiness tests including “dry run” and “IT Healthcheck” activities are completed prior to cut over
- includes a comprehensive “due diligence” exercise with incumbent providers to ensure accurate scoping of programme
- identifies dependencies on the Authority to enable planning and constraint mitigation at an early stage
- is formatted to enable simplified “roll up” into regional and programme level plans to ensure adequate phasing of commencement dates at all levels

ANNEX 5-2
ROLL-OUT SCHEDULE

PART A: VAC ROLL-OUT SCHEDULE

Region	Country	Post	Location of VAC	Scheduled Commencement Date by VAC

ANNEX 5-3**LOCAL TRANSITION PLANS**

At a minimum, the Local Transition Plans for each Visa Application Centre shall be consistent with the Overall Transition Methodology and Plan and shall cover the following areas:

1. activities to undertake scoping of existing visa application services and to assess and define the types and level of changes needed to meet contract requirements;
2. any agreed variations to the Supplier's Solution during the Start-Up Period;
3. details of the premises and locations to be used as Visa Application Centres and any other Supplier Facilities;
4. an IT implementation plan;
5. security arrangements during Transition;
6. recruitment and staffing plans for each Visa Application Centre including any planned variations during the Transition Period;
7. a training plan for each Visa Application Centre or other Supplier Facilities – this shall include the training to be provided by the Supplier and any input/involvement required from the Authority. This plan shall show objectives for each element of training, the number of people to be trained, the timescales and the location of the training;
8. how best practices, knowledge and existing experience will be shared among different Visa Application Centres operated by the Supplier;
9. a plan to manage and integrate any Material Subcontractors;
10. the local implementation of the Communications Plan, including communications and marketing activities to Heads and staff at UK Missions and Posts and to the public; and
11. a Gantt chart showing activities, resources, duration and dependencies.

An example Local Transition Plan for A Key authority visa country in a Region is attached to this Annex as Appendix A. In accordance with Sections 4.4.2 and 4.4.4 of this Schedule, the format, structure and methodology of this example Local Transition Plan shall be followed for each subsequent Local Transition Plan.

ANNEX 5-4

KEY MILESTONES

This Annex 5-4 sets out five Key Milestones – at 120 Days, 90 Days, 60 Days, 30 Days, and 15 Days before each of the relevant Commencement Dates. Each Key Milestone requires the Supplier to meet or deliver certain activities, as identified in the tables below.

120 Day Check List	
Item	Comment
Shortlist of Premises	<ul style="list-style-type: none"> Propose a maximum of three facilities which all meet the requirements in Schedules 4 and 13, each agreed as potential site by local Post and/or the Authority.
Staffing and Training	<ul style="list-style-type: none"> Agree any potential “transfer” of staff to Supplier if required by law.
Local Transition Plans	<ul style="list-style-type: none"> Provide draft Local Transition Plans.
Incumbent operations	<ul style="list-style-type: none"> Assessment of on-going incumbent operations in each country wherever possible.
Partnership with local incumbents	<ul style="list-style-type: none"> Agree with the Authority whether to partner or not with a local incumbent.
Security	<ul style="list-style-type: none"> Provide PSA1

90 Day Check List	
Item	Comment
Shortlist of Premises	<ul style="list-style-type: none"> List of potential building contractors; Plans showing how facilities/ utilities will meet contract requirements (Blueprints).
Local legal entity/ Material Subcontractors	<ul style="list-style-type: none"> Legal entity established with progress report on operational licences permits as required; Identity of potential Material Subcontractors, if not already agreed.
Scoping and Improvement Plan	<ul style="list-style-type: none"> Provide details regarding how current visa services are provided. The Supplier will define the types and level of changes needed to meet the requirements specified in the Agreement compared to existing services.

90 Day Check List	
Item	Comment
Staffing and Training	<ul style="list-style-type: none"> Regional and Country Manager appointed and briefed; Country Manager to have made initial contact with Post and arrange meetings; Role definitions/job description for local VAC staff; Plans drawn up to transfer staff, enacting TUPE, or equivalent prevailing employment legislation in country of operation; Agree on the Authority inputs to training; Local recruitment company appointed, if applicable; Vetting procedures agreed as required; Understanding of any training needs of existing staff.
Assets	<ul style="list-style-type: none"> Identify any Transferring Assets Agree on purchase of Transferring Assets Prepare list of Assets, by Country, VAC, category and value.
Hardware/Software/Office equipment and supplies	<ul style="list-style-type: none"> Identify local office needs; Identify potential vendors (suppliers).
Banking and Payments (in countries where applicable)	<ul style="list-style-type: none"> Shortlist of potential banking partners; Definition of payment options.
Logistics	<ul style="list-style-type: none"> Shortlist of potential logistics partners.
Biometric Readiness	<ul style="list-style-type: none"> Agree dates for installation and training.
Security	<ul style="list-style-type: none"> Provide PSA2

60 Day Check List	
Item	Comment
Premises	<ul style="list-style-type: none"> Lease signed; Update on refurbishments and utilities.
Lease Review	<ul style="list-style-type: none"> Conclude Lease review where applicable
Local legal entity / Subcontractors	<ul style="list-style-type: none"> List of signed contracts (who, what, when).

60 Day Check List	
Item	Comment
Scoping and Improvement Plan	<ul style="list-style-type: none"> Plan to address any shortcomings of current operations.
Staffing and Training	<ul style="list-style-type: none"> Regional/Country Managers to meet with Post; Shortlist of potential staff; Update on training plans.
Hardware/Software/Office equipment and supplies	<ul style="list-style-type: none"> Plan to fulfil office requirements.
Banking and Payments (in countries where applicable)	<ul style="list-style-type: none"> Banking partners selected and agreed contracts; Finalize banking process.
Logistics	<ul style="list-style-type: none"> Selected and signed courier partner; Agreed SLAs and process; Draft training plan for logistics suppliers.
Business Continuation Plan	<ul style="list-style-type: none"> Post to provide local Business Continuation Plans if not already provided before and where available.
Biometric Readiness	<ul style="list-style-type: none"> Agree local process including the appointment system.
Interviewing	<ul style="list-style-type: none"> Agree local process including the appointment system
User Pays Services	<ul style="list-style-type: none"> Agree range of User Pays Services applicable to the Country and VACs
Communications	<ul style="list-style-type: none"> Draft plan including coordination with post Communication Plans.
Reporting	<ul style="list-style-type: none"> Supplier to provide their Country Manager with draft tools and methodology for measuring SLAs.
Security	<ul style="list-style-type: none"> Provide PSA3.
Snag List	<ul style="list-style-type: none"> A draft Initial Snag List will be produced 60 days prior to the Scheduled Commencement Date, if any Snags exist. This Snag List will contain initial estimates of RAG ratings.

30 Day Check List	
Item	Comment
Premises	<ul style="list-style-type: none"> Progress report regarding refurbishment and installation of utilities.
Scoping and Improvement Plan	<ul style="list-style-type: none"> Progress report against plans.
Staffing and Training	<ul style="list-style-type: none"> Staff appointed and vetted; Update on training plans; Localisation of operational procedures agreed; Confirmation of agreed joint training with Post including “dry runs”.
Hardware/Software/Office equipment and supplies	<ul style="list-style-type: none"> Update on progress against plans.
Banking and Payments (in countries where applicable)	<ul style="list-style-type: none"> Bank account opened.
Logistics	<ul style="list-style-type: none"> Signed off training plans related to logistics partners.
Business Continuation Plan	<ul style="list-style-type: none"> Draft Business Continuation Plan for VAC, incorporating Post Business Continuation Plans.
Biometric Readiness	<ul style="list-style-type: none"> Progress report.
Interviewing	<ul style="list-style-type: none"> Progress report
Communications	<ul style="list-style-type: none"> Material for PR campaign signed off by Post; Release dates agreed.
Reporting	<ul style="list-style-type: none"> Final agreement on tools and methodology for measuring SLAs.
Snag List	<ul style="list-style-type: none"> A Refined Snag List will be produced 30 days prior to the Scheduled Commencement Date, if any Snags exist. This Refined Snag List will contain updated RAG ratings.

15 Day Check List	
Item	Comment
Premises	<ul style="list-style-type: none"> Facilities finished;

15 Day Check List	
Item	Comment
	<ul style="list-style-type: none"> ▪ Supplier to provide Safety Certificate as required by local law; ▪ Insurance in place; ▪ Utilities working.
Scoping and Improvement Plan	<ul style="list-style-type: none"> ▪ List any outstanding issue and agree completion date.
Staffing and Training	<ul style="list-style-type: none"> ▪ Progress of on-going training.
Assets	<ul style="list-style-type: none"> ▪ Finalise list of Assets ▪ Agree categories of listed Assets, whether an Exclusive Asset, and the basis for subsequent depreciation, net book value, and transfer.
Hardware/Software/Office equipment and supplies	<ul style="list-style-type: none"> ▪ Plan completed.
Banking and Payments (in countries where applicable)	<ul style="list-style-type: none"> ▪ Payment facilities installed.
Logistics	<ul style="list-style-type: none"> ▪ Training update including plan for “dry run”.
Business Continuation Plan	<ul style="list-style-type: none"> ▪ Finalised and signed off as appropriate.
Biometric Readiness	<ul style="list-style-type: none"> ▪ Connectivity available and VAC facilities to accommodate Biometrics Equipment and Operations available.
Interviewing	<ul style="list-style-type: none"> ▪ Connectivity available and VAC facilities in place
Communications	<ul style="list-style-type: none"> ▪ Confirm arrangements for potential press conference.
Snag List	<ul style="list-style-type: none"> ▪ 15 days prior to Scheduled Commencement Date The Authority and the Supplier will agree a Finalised Snag List, if any Snags exist. This Finalised Snag List will contain updated RAG ratings; and ▪ all Snags to be given RAG status.
Security	<ul style="list-style-type: none"> ▪ Provide PSA4; ▪ provide ISO27001 compliance details; ▪ provide IT Security Health-Check Report; and ▪ provide sample Biometric CCTV footage.

5 Day Check List	
Item	Comment
Go-live Readiness	<ul style="list-style-type: none">▪ 5 days prior to the Scheduled Commencement Date all VACs are in a position to allow full Business Readiness Testing as part of meeting the “dry run” Readiness Criteria at Section 9 of Annex 5-5 (Readiness Criteria).

ANNEX 5-5

READINESS CRITERIA

The Supplier is not entitled to open a Visa Application Centre until it either: (i) receives a Go-Live Readiness Certificate from the Authority; or (ii) on an exception basis, if the Authority agrees to the VAC opening under Section 4.6.11(a) or Section 4.6.13(a) of Schedule 5 (**Transition**). For the avoidance of doubt, The Authority authorising the Supplier to open a VAC under Sections 4.6.11(a) or 4.6.13(a) of this Schedule 5 is not the same as the Authority issuing the Go-Live Readiness Certificate to the Supplier in recognition that all Readiness Criteria (including all Snags) have been successfully met/completed by the Supplier. The Go-Live Readiness Certificate will be issued by the Authority if the Supplier meets the following Readiness Criteria:

- (1) locations of Visa Application Centres and other Supplier Facilities meet the requirements set out in Schedule 13 (**Facilities**);
- (2) facilities within Visa Application Centres and other Supplier Facilities meet the requirements set out in Schedule 13 (**Facilities**);
- (3) security arrangements meet the requirements set out in Schedule 4 (**Security**);
- (4) IT services available including: biometric connectivity, biometric capture facilities (when Biometrics Equipment is installed), and interviewing.
- (5) staffing, recruitment and vetting plans agreed through the process described in Annex 5-4;
- (6) on-going training requirements and plans agreed through the process described in Annex 5-4;
- (7) Communication Plan agreed through the process described in Annex 5-4;
- (8) completed installation plans to support Biometrics Recording collection.
- (9) sign off of “dry run” and full scale test to demonstrate the Suppliers ability to meet the Services Requirements (“**Business Readiness Testing**”);
- (10) business continuation plans agreed through the process described in Annex 5-4;
- (11) reporting procedures and formats meet the requirements set out in Schedule 14 (**Management Systems and Reporting**);
- (12) agreed length of the Start-Up Period; and
- (13) all Snags have been addressed and resolved unless otherwise stated in Sections 4.6 to 4.8 of this Schedule 5 (**Transition**).

ANNEX 5-6

TRANSITION EVIDENCES

Evidence Grouping	Evidence	Milestone	Description
Planning	Project Plan	120 day Milestone	Per Country, draft project plans for delivery
Premises	Property shortlist	120 day Milestone	Short list of prospective properties
	Blueprints	90 day Milestone	Blueprints of selected property
	Lease	60 day Milestone	Written confirmation the lease for selected property has been signed (copy of lease signature page)
Legal	Legal Entity	90 day Milestone	Confirmation the Supplier has established a legal entity in the country of operation
	Subcontractors	60 day Milestone	Confirmation all subcontractor agreements have been signed
	Local Permits	30 day Milestone	Written confirmation that all local legal permits have been gained
Photos	Milestone photos	Milestone photos will be delivered to the Authority at the following dates: VAC go-live minus 6 weeks VAC go-live minus 4 weeks VAC go- live minus 2 weeks Commencement of BRT	Milestone photos will cover six set areas within the VACs. Each area should be covered by two photos taken from different angles. The areas required are: Front counter, Biometric booths, back office area, waiting area, IT server area, inside main entrance (including security).
	On request photos	When requested	The Authority will reasonably request VAC photos from the Supplier from time to time throughout the Transition process to confirm specific points within the VAC.
Security	Staff list	30 day Milestone	Proof staff are appointed and vetted
	Physical Security Assessment 1	120 day Milestone	Contains a review of the security aspects of all the property options
	Physical Security Assessment 2	90 day Milestone	Contains an overview of the Suppliers security plans for the selected VAC property
	Physical Security Assessment 3	60 day Milestone	Contains a detailed description of the proposed security fit out of the selected VAC property

Evidence Grouping	Evidence	Milestone	Description
	Physical Security Assessment 4	15 day Milestone	Contains a detailed description of the final security fit-out of the selected VAC property, as well as the content of the previous Physical Security Assessment phases
	ISO Gap Analysis report	15 day Milestone	Details of ISO27001 compliance details
	Biometric CCTV still image	15 day Milestone	Sample biometric CCTV sample footage
	Pen testing report	15 day Milestone	Penetration testing report
Business Continuity Plans	VAC Specific Business Continuity Plan	30 day Milestone	Draft business continuity plan incorporating Post Business Continuity Plan
Technology	IP addresses	15 day Milestone	Provided through helpdesk, used to establish connectivity

ANNEX 5-7**SNAG LIST**

The content here illustrates the format and potential categories and items subject to snagging, but is not exhaustive, or definitive. This is intended as a working document updated through Transition and relates to each Country and VAC, as snagging instances occur.

ID	Location	Category	Description	Snag Rating	Raised by:	Date Raised (dd/mm/yyyy)	Status	Snag Owner	Action Update / Comments	Target Completion Date	Mitigation
1		Commercial	Legal Entity								
2		Property	Suitable property not found								
3		Property	Property Lease not provided								
4		Property	Air-conditioning equipment not installed								
5		Property	Furniture not installed								
6		Property	Notice board not fitted								
7		Property	Writing ledge not installed								
8		Property	Destination posters not installed								
9		Property	Signage not installed								
10		People	Not all staff positions staffed								
11		People	Not all staff fully vetted								
12		People	Not all staff have signed the Non-Disclosure agreement and the								

ID	Location	Category	Description	Snag Rating	Raised by:	Date Raised (dd/mm/yyyy)	Status	Snag Owner	Action Update / Comments	Target Completion Date	Mitigation
			Authority code of conduct document								
13		People	Not all staff have trained								
14		IT	Primary Internet connectivity not installed/tested								
15		IT	Local Area Network not established								
16		IT	Redundant LAN points not installed/tested								
17		IT	Firewall not installed								
18		IT	UPS not installed/tested								
19		IT	Anti virus software, network security policy and/or desktop security policy not implemented								
20		IT	IP restrictions to Supplier applications not implemented/tested								
21		IT	Telephone lines not installed								
22		IT	Penetration testing not completed								
23		IT	Test run of Supplier applications not								

ID	Location	Category	Description	Snag Rating	Raised by:	Date Raised (dd/mm/yyyy)	Status	Snag Owner	Action Update / Comments	Target Completion Date	Mitigation
			completed								
24		Property	Power connections and meters not installed/tested								
25		Property	Back-up arrangements for power not installed								
26		Property	Drinking water dispensers not installed								
27		Property	Insufficient lighting provision in applicant waiting areas and Biometric booths								
28		Commercial	Courier sub contract and non-disclosure agreement not signed								
29		Process	Pre-printed airway bills not available								
30		Process	Not sufficient dockets available								
31		Process	Sufficient tamper evident envelopes and weather resistant delivery bags not available								
32		Process	Dry run of collections and delivery of consignments not								

ID	Location	Category	Description	Snag Rating	Raised by:	Date Raised (dd/mm/yyyy)	Status	Snag Owner	Action Update / Comments	Target Completion Date	Mitigation
			conducted satisfactorily								
33		IT	IT hardware as per required specifications not installed/tested								
34		IT	Microsoft software not installed on all Supervisor machines								
35		Consumables	Control stationery not available in sufficient quantities								
36		Consumables	Office stationery not available in sufficient quantities								
37		Consumables	Toners cartridges and other IT consumables not present in sufficient quantities								
38		Consumables	Housekeeping cleaning materials and services not available								
39		Security	Physical security assessment reports not received								
40		Security	Trained security guards not positioned								
41		Security	Sufficient fire								

ID	Location	Category	Description	Snag Rating	Raised by:	Date Raised (dd/mm/yyyy)	Status	Snag Owner	Action Update / Comments	Target Completion Date	Mitigation
			extinguishers not installed								
42		Security	Fire resistant safe for passports not installed								
43		Security	Signage (no smoking, no cell phones, fire exit, etc) not displayed								

ANNEX 5-8

TEMPORARY WAIVER REQUEST FORM

Waiver Title Ref: _____

Part A – The Supplier’s Request

Author	
Date	
Supplier	
Country	
VAC	
Proposed Schedule Commencement Date (as suggested by the Supplier)	

(1) Identity of the contractual obligation(s) / requirement(s) that the Supplier states it will be unable to meet by the Scheduled Commencement Date (i.e., Snag(s))

(2) Supplier Mitigation to in respect of Snag(s) identified under No. 1 above

(3) Proposed duration for resolving the Snag(s) identified under No. 1 above

Date of this statement:

Signed by the Supplier: _____

Part B – The Authority’s Response

(1) The Authority’s Comments / Response to No.2 and No.3 above for each Snag identified

(2) The Authority’s Response to the Supplier’s request for a Temporary Waiver

No: _____ (insert “no”, if applicable)

Yes: _____ (insert “yes”, if applicable)

If “yes”, are there any specific conditions with which the Supplier must comply?:

Date of this statement:

Signed by The Authority: _____
