

OFFICIAL-SENSITIVE (COMMERCIAL)

SCHEDULE 8.1

GOVERNANCE

Governance

1 DEFINITIONS

In this Schedule, the following definitions shall apply:

"AFR Operational Delivery Board"	the body described in Paragraph 13;
"AFR Operations Board"	the body described in Paragraph 13;
"AFR Strategy Board"	the body described in Paragraph 17;
"Armed Forces Recruitment HQ" or "Armed Forces Recruitment Headquarters"	the joint headquarters between the Lead Service and the Supplier established in order to oversee the recruiting operations as set out in this Agreement;
"Board Member"	the initial persons appointed by the Authority and the Supplier to the Boards as set out in Annex 1 and any subsequent replacements from time to time as agreed between the Parties in accordance with Paragraph 9.3;
"Boards"	the DPLT, AFR Strategy Board, AFR Operational Delivery Board, AFR Operations Board, and any other boards which may be established from time to time by agreement between the Parties, and "Board" shall mean any of them;
"Collaboration Requirements"	the key behavioural requirements and associated measurement criteria that the Supplier shall be required to demonstrate in the delivery of the Services as set out in Annex 8 (<i>Collaboration Requirements</i>) to this Schedule 8.1;
"Commercial Managers"	the individuals appointed as such by the Authority and the Supplier, responsibilities for which are set out in Paragraph 11;
"Head of Recruiting"	the individual appointed as such by the Authority, responsibilities for which are further set out in Paragraph 10 and the RACI matrix at Annex 2 to this Schedule;
"Defence People Leadership Team" or "DPLT"	the body described in Paragraph 18;
"Functional Meeting Groups"	the functional meeting groups described in Paragraph 13; and

"Lead Service" the body authorised to serve as the point of contact between the Authority and the Supplier, who will have the requisite authority and responsibility as outlined in Paragraph 5 and the RACI matrix at Annex 2 to this Schedule, and governed by a Service Level Agreement between the three services and UK StratCom (any other applicable Authority entity as may be required from time to time).

2 PRINCIPLES AND OBJECTIVES

2.1 High Level Governance Principles

- (a) Joint governance will be established whereby the Supplier will mirror the Authority's governance model with corresponding roles and responsibilities, as further set out in paragraph 4.2 below.
- (b) The Parties acknowledge and agree that the purpose of the governance structure is to:
 - (i) provide a structure which promotes and manages the interests of the Authority as a whole;
 - (ii) develop collaborative and professional relationships to the benefit of both the Authority and the Supplier;
 - (iii) gain a holistic view of the interactions between the Parties, promoting effective management;
 - (iv) identify and share best practices to drive increased value and innovation;
 - (v) promote consistency and co-ordination of communication between the Parties;
 - (vi) manage risk effectively across the relationship of the Parties under this Agreement;
 - (vii) oversee the quality and cost effective delivery of the Services specified under this Agreement and/or any Work Order by the Supplier to the Authority to ensure the Service Levels are met or exceeded;
 - (viii) determine, authorise, and prioritise changes in the Services and support the Authority's changing operational objectives;
 - (ix) review reports to ensure that each of the Supplier's obligations under this Agreement and any applicable Work Order are being met and that the Services are being performed in accordance with good financial governance;

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- (x) be responsible for resolving any disagreements or other issues regarding the provision of the Services, Performance Indicators and performance, and, if required, to support the Dispute Resolution Procedure; and
 - (xi) provide governance for, and oversee all, Work Order approvals, contract and project Change Requests, requests for new services or changes in the Authority's requirements.
- (c) The Supplier will continuously monitor the effectiveness of the governance structure as set out in this Schedule and the Supplier will notify the Authority of any potential improvements that it identifies from time to time.
- (d) The Parties acknowledge and agree that they will periodically review the adequacy and relevance of the individual Service Levels and Key Performance Indicators from time to time.

3 CHANGE TO GOVERNANCE

- 3.1 The Parties acknowledge that the governance process and structure set out in this Schedule 8.1 (*Governance*) may evolve from time to time. The initial list of Boards shall be as follows:

- (a) the AFR Operations Board;
- (b) the AFR Implementation Board;
- (c) the AFR Operational Delivery Board;
- (d) the AFR Strategy Board; and
- (e) the Defence Personnel Leadership Team,

and the details and respective roles of these Boards is set out in Paragraphs 14, 15, 16, 17, and 18 respectively of this Schedule 8.1 (*Governance*), and at Annex 1. A breakdown of the overall organisational structure can be found at Annex 7.

- 3.2 Each party agrees to consider any request for modifications to the governance process as set out in this Schedule 8.1 (*Governance*) and neither party shall unreasonably withhold its agreement to any changes proposed by the other.

4 MANAGEMENT OF THE SERVICES

- 4.1 The Supplier and the Authority shall each appoint recruitment executive teams, Heads of Recruiting and Commercial Managers for the purposes of this Agreement who shall manage the day-to-day provision of the Services and form a joint central team to assist the Lead Service in delivering the recruiting objectives as set out in this Agreement including, as applicable, the management of contracts for Services to be provided under this Agreement.

- 4.2 The Supplier shall be required to establish an organisational structure of equivalence to that which has been set up by the Authority to manage and oversee the provision of the Services in accordance with this Agreement. For the avoidance of doubt, this shall require the Supplier to create a structure with similar levels of management and oversight, as well as its own internal corporate management structure/ responsibility flow-down so as to facilitate effective management of its delivery of the Services. This will ensure a consistent approach and collaborative engagement by individuals of equivalent stature and authority on both the side of the Authority and the Supplier. Such organisation structure shall stay in effect over the course of the Term, although both Parties acknowledge that such structure may be subject to change from time to time.
- 4.3 Both Parties shall ensure that appropriate resources and suitably qualified and experienced persons are made available on a regular basis such that the aims, objectives, and specific provisions of this Agreement can be fully realised.
- 4.4 An Armed Forces Recruitment HQ shall be established to allow for a collaborative approach to be taken between the Authority and the Supplier and both Parties shall employ such efforts as may be deemed reasonable to ensure such collaboration occurs over the course of the Term.
- 4.5 The financial management of the allocated recruiting budget and the responsibility for delivering recruiting outcomes within the allocated budget, will rest with the Lead Service as the representative for the Authority. The Supplier shall ensure that in its dealings with the Authority's Commercial Managers, who shall be appropriately empowered to negotiate and agree on matters of pricing for new projects in the provision of the Services, the Supplier's Commercial Managers shall benefit from a sufficient mechanism providing them with the ability to sign-off and agree to financial terms (up to [REDACTED] ([REDACTED]) pounds sterling, without first requiring recourse to the Supplier's board of directors).

5 THE ROLE OF THE LEAD SERVICE

- 5.1 The Lead Service will hold the Supplier accountable and responsible for the operational delivery of all of the recruiting operations relating to the provision of the Services.
- 5.2 The Lead Service, as the allocated representative of the Authority, also assumes overall responsibility for financial management and interfacing with the Supplier in relation to the Services and recruiting objectives under this Agreement and the Supplier shall employ all reasonable efforts to ensure that the Lead Service is able to fulfil its obligations in a timely and efficient manner.
- 5.3 The Lead Service will be the Army. The AFR HQ will be led by the Lead Service and resourced by personnel spanning across the three Single Services and the Civil Service, with only those individuals of sufficient seniority, authority, and appropriate decision-making powers within the internal governance structure of the Lead Service, being capable of binding the Authority into an agreement, of any nature, with the Supplier for the provision of any new services, projects or the signing-off of any Changes or Change Requests throughout the Term of this Agreement.

- 5.4 Notwithstanding that during the Term the Supplier (or a Sub-contractor) may be required to perform distinctive services for the individual Single Services, the Supplier shall (in all instances) engage and liaise directly with the Lead Service via the appropriate Commercial Manager(s) through the normal Change Control Procedure to reach an agreement prior to any work being undertaken. Any services performed by the Supplier without such prior approval by the Lead Service in accordance with the Change Control Procedure, will be performed at the Supplier's sole risk and expense, with the Supplier only being entitled to recourse should the services provided be retrospectively approved by the Lead Service in accordance with the Change Control Procedure outlined in Schedule 8.2 (*Change Control Procedure*).
- 5.5 A high-level breakdown of the responsibilities of the Lead Service with regards to the provision of the Services, is articulated in the RACI matrix found at Annex 2 of this Schedule 8.1 (*Governance*).

6 THE ROLE OF THE SUPPLIER

- 6.1 Subject to, and without prejudice to, the provisions contained within this Schedule 8.1 (*Governance*) and the remainder of this Agreement, the Supplier shall:
- (a) support a holistic and coherent recruitment offering;
 - (b) be responsible for the delivery of the capability and associated benefits of the Services;
 - (c) provide the Authority with mechanisms to control the delivery of the Supplier's offering of the Services;
 - (d) encourage innovation, transformation, and the adoption of good practice from both inside and outside of the Authority;
 - (e) provide upwards assurance to the Head of Recruiting for the Authority and engage pro-actively with the Authority at each governance level, providing insight so as to ensure that best practices are understood and can be refined and deployed;
 - (f) provide information and assurances to the Authority through each respective Board;
 - (g) ensure that the Services and its internal processes are aligned with the Authority's internal governance model as set out in Annex 7;
 - (h) ensure that it is able to respond promptly and effectively so as to implement any Change to the Services;
 - (i) promote a trusted relationship between the Authority and any third party supplier employed to assist in the performance of the Services in accordance with this Agreement; and
 - (j) manage its relationships outside of the Authority to deliver the recruiting capability and the recruiting objectives required in accordance with this Agreement.

7 Contract Management

- 7.1 Both Parties shall pro-actively manage the risks and responsibilities attributed to them under the terms of this Agreement, including those as more particularly described in Schedule 2.1 (*Services Description*). Such management shall primarily be overseen by the respective Commercial Managers and Head of Recruiting of both the Authority and the Supplier, who shall have the roles and responsibilities as set out in paragraphs 11 and 4.1 respectively.
- 7.2 In addition to the formally constituted Boards as set out in this Schedule 8.1 (*Governance*), the Parties will meet as required by the Authority by way of ad hoc working groups or otherwise. Such ad hoc meetings may include discussions to:
- (a) assure the coherence and consistency of the technical digital solution architecture for the Supplier's service offering;
 - (b) monitor developments in new technology and report on their potential benefit to the improvement of the Services;
 - (c) provide advice, guidance and information on technical issues;
 - (d) review and approve proposed investments in the Services; and
 - (e) assure that the technical digital solution architecture of the Supplier's service offering is aligned to the Authority's requirements and has sufficient flexibility to cope with any future requirements of the Authority.

8 COLLABORATION

- 8.1 Each Party agrees to co-operate, at its own cost, with the other Party in the fulfilment of the purposes and intent of this Agreement (save that neither Party shall be under any obligation to perform any of the other Party's responsibilities under this Agreement).
- 8.2 Each Party shall, in fulfilling their obligations under this Agreement, take all reasonable steps to preserve the reputation and good name of the other Party.
- 8.3 As set out at Paragraph 11 of Schedule 2.3 (*Standards*), the Supplier shall behave in accordance with the principles set out in ISO44001:2017 (Collaborative business relationship management systems), or an equivalent standard.

The Collaboration Requirements (as set out in Annex 8) which shall govern the co-operative behaviours of the Supplier in its performance of the Services under this Agreement, are designed to deliver commitment, trust and openness by the Supplier in support of the delivery of the Authority's key objectives.

Assessment of the Supplier's performance against the Collaboration Requirements

- 8.4 The Authority will assess the Supplier's performance in delivering each of the Collaboration Requirements over periods of six (6) months during the Term (the "**Collaboration Review**").

8.5 As part of the Collaboration Review:

- (a) the Head of Recruiting (or a representative) and their Supplier equivalent, of similar authority and experience, shall meet to discuss the Supplier's behaviour against the Collaboration Requirements (the "**Collaboration Review Meeting**");
- (b) following the Collaboration Review Meeting, the Supplier's behaviour over the previous six (6) months will be assessed by the Authority against the Collaboration Requirements and categorised as follows:
 - (i) "**Good Behaviour** ([Redacted])" means the Supplier is assessed to have demonstrated at least five (5) of the Collaboration Requirements "Always" and the other "Often" over the previous six (6) months;
 - (ii) "**Adequate Behaviour** ([Redacted])" means the Supplier is assessed to have demonstrated four (4) of the Collaboration Requirements "Always" and the other two (2) "Often" over the previous six (6) months; and
 - (iii) "**Below Level Required** ([Redacted])" means the Supplier is assessed to have demonstrated either of the following over the previous six (6) months:
 - A less than four (4) of the Collaboration Requirements "Always"; or
 - B any of the Collaboration Requirements "Never".

8.6 The first Collaboration Review Meeting shall occur within seven (7) months after the Effective Date, and each subsequent Collaboration Review Meeting shall occur within one (1) month of the anniversary of the Effective Date and within seven (7) months of the anniversary of the Common Services Commencement Date.

8.7 Whilst the Supplier will be given the opportunity to discuss its assessment of its performance against the Collaboration Requirements with the Authority in the Collaboration Review Meeting, the decision as to how the behaviour is assessed shall be at the sole discretion of the Head of Recruiting (or a representative). The Authority shall notify the Supplier of its decision without unreasonable delay after the Collaboration Review Meeting. The Supplier shall not be able to refer the Collaboration Review assessment to the Dispute Resolution Procedure.

Reporting on performance against the Collaboration Requirements

8.8 The Supplier's behavioural performance shall be considered by the Authority on an ongoing basis, and any immediate concerns shall be raised in-month and as a standing agenda item for the Functional Meeting Groups, with any concerns which cannot be dealt with at this level being escalated to the AFR Operations Board at first instance, or higher, if required.

9 BOARDS

Establishment and structure of the Boards

- 9.1 The Boards shall be established by the Authority for the purposes of this Agreement on which both the Authority and the Supplier (at the very least,) shall be represented.
- 9.2 In relation to each Board, the:
- (a) Authority Board Members;
 - (b) Supplier Board Members;
 - (c) additional external/ third party members;
 - (d) frequency that the Board shall meet (unless otherwise agreed between the Parties);
 - (e) location of the Board's meetings;
 - (f) meeting documentation required; and
 - (g) planned start date by which the Board shall be established,
- shall be as set out in Annex 1 and the Parties shall appoint all persons necessary to fulfil the responsibilities set out herein.
- 9.3 In the event that either Party wishes to replace any of its appointed Board Members, that Party shall notify the other in writing of the proposed change for agreement by the other Party (such agreement not to be unreasonably withheld or delayed). Notwithstanding the foregoing, it is intended that each Authority Board Member has at all times a counterpart Supplier Board Member of equivalent seniority and expertise.
- 9.4 The Supplier shall take all actions required to ensure that it has established the necessary internal framework to satisfy the governance structure set out in this Schedule prior to the Effective Date.

9.5 Reporting hierarchy of the Boards

All Services will be provided under the overall control of the operating and governance structure set out below and in Annex 3:

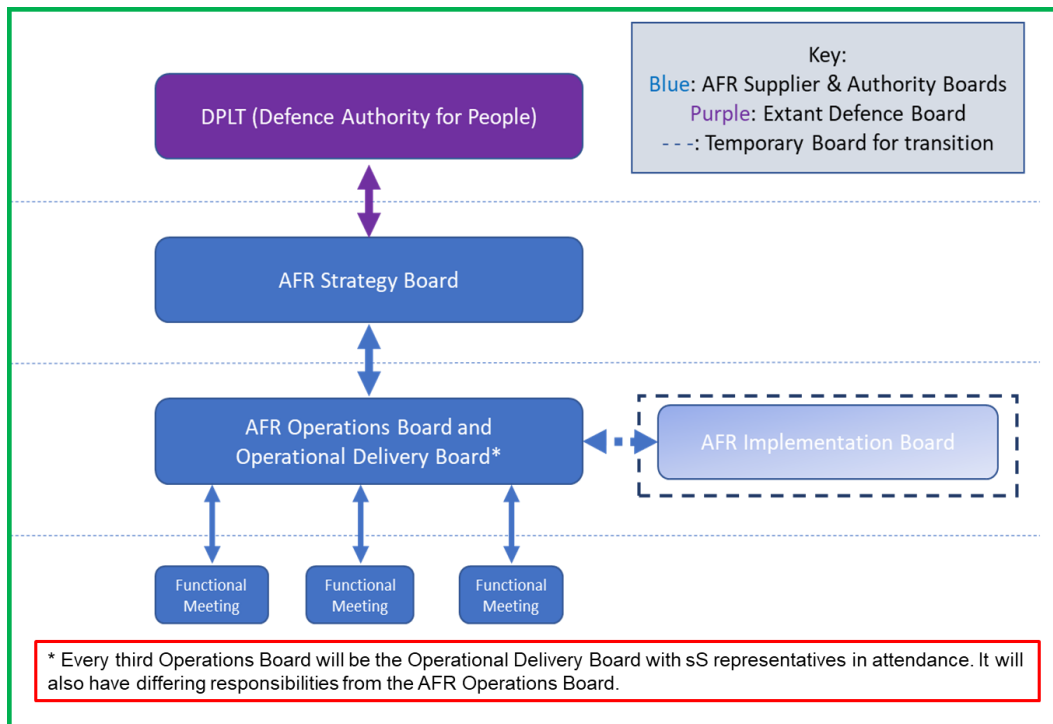


Figure 1: Hierarchy of Board reporting levels

Board meetings

9.6 Each Party shall ensure that its Board Members shall make all reasonable efforts to attend the respective Board meetings to which their attendance is required. If any Board Member is not able to attend a Board meeting, that person shall use all reasonable endeavours to ensure that:

- a delegate attends the relevant Board meeting in their place who (wherever possible) is properly briefed, prepared and fully empowered to make all the decisions on the respective Party's behalf which may be required of that representative during that representative's tenure on such Board; and
- that they are debriefed by such delegate after the Board meeting.

For the avoidance of doubt, the use of delegates for attendance at Board meetings should not be a regular occurrence, and the relevant Board Member must provide a reasonable explanation to the relevant chairperson why attendance is not possible, and the use of a delegate is therefore necessary, in each event.

9.7 If a Board meeting reasonably requires the attendance of particular persons (other than those listed as being members of the particular Board as set out in Annex 1) at a meeting, the Parties must take reasonable action to ensure that those invitees attend the meeting.

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- 9.8 All meetings of each respective Board shall be in English and both Parties' participants must be fluent in English.
- (a) meeting; and
 - (b) facilitating the process or procedure by which any decision agreed at any Board meeting is given effect in the appropriate manner.
- 9.9 Each Party shall ensure that their respective chairperson on each Board is fully empowered to make all of the decisions on that Party's behalf that may be required, so as to ensure the proper functioning of each Board. For the avoidance of doubt, in the event of a deadlocked decision, any deadlocked matter will be referred upwards along the escalation route to the next respective Board for their consideration, with the ultimate deciding vote being through the DPLT and CDP as the Defence Each Party shall appoint a chairperson for each Board as identified in Annex 1 (the "**Joint Chairs**"). The Joint Chairs shall be responsible for:
- (a) scheduling Board meetings;
 - (b) setting the agenda (in the format as set out in Annex 4 of this Schedule, which may be amended from time to time at the request of the Parties) for Board meetings and circulating to all attendees in advance of such meeting;
 - (c) chairing the Board meetings;
 - (d) monitoring the progress of any follow-up tasks and activities agreed to be carried out following the Board meetings;
- ensuring that minutes for the Board meetings are recorded (in the format as set out in Annex 5 of this Schedule, which may be amended from time to time at the request of the Parties) and disseminated electronically to the appropriate persons and to all Board meeting participants within seven (7) Working Days after the Board Authority for People with the endorsement of the People Committee, should any decision be escalated to the highest level of review for resolution.
- 9.10 All Board meetings, except those of the DPLT (which is an extant body and has its own format), shall be quorate as long as at least two (2) authorised and relevant representatives from each Party are present. For the avoidance of doubt, relevance shall be determined on the principle of the respective functions area(s) which are to be discussed during any given Board meeting. At the very least, the appointed leads from the side of both the Authority and the Supplier, or an appropriately empowered individual of equivalent status, shall be present for a Board meeting to be deemed quorate.
- 9.11 The Parties shall ensure, as far as reasonably practicable, that all Boards shall resolve the issues and achieve the objectives placed before them. Each Party shall endeavour to ensure that Board Members are fully empowered to make relevant decisions or have access to empowered individuals for decisions to be made to achieve this.
- 9.12 The conduct of the business of each Board meeting shall be conducted as face-to-face meetings. Video conferencing or telephone conferencing may be substituted for face-to-face meetings at the discretion of the Joint Chairs of the relevant Board meeting, who will act reasonably in considering the needs of both Parties' attendees.

- 9.13 Should a Board meeting be required to take place in a location contrary to that which is set out in Annex 1, changes of location will be agreed by the respective Joint Chairs on the Board, who will act reasonably and consider the Supplier's and the Authority's location requirements and communicate such amended location at least two (2) Working Days prior to the meeting. The Supplier shall not reasonably withhold its consent to such a change in location. In the event that such a change in the location of a Board meeting has been appropriately communicated to the relevant parties, both Parties shall take all reasonable steps so as to ensure their physical presence, or at the very least, their virtual attendance (in the circumstances outlined in Paragraph 9.12 above) at the meeting.

10 ROLE OF THE HEAD OF RECRUITING

- 10.1 The Head of Recruiting will be responsible for the running of the Armed Forces Recruitment HQ and will be accountable to the SRO AFR of at least [REDACTED] Level in rank within the Lead Service who holds ultimate accountability for the provision and oversight of the Services provided by the Supplier in accordance with this Agreement on behalf of the Authority.
- 10.2 The Head of Recruiting will be the individual placed in charge of overseeing the end-to-end recruiting function and operations and will be of [REDACTED] Level in rank, with the powers and responsibilities as outlined in the RACI matrix at Annex 2 to this Schedule, and shall report to GOC ARITC who will be accountable to CHC and ultimately CGS, who holds ultimate accountability for the delivery of armed forces recruiting capability and benefits.
- 10.3 The Head of Recruiting shall have the authority to make decisions on behalf of the Lead Service regarding, but not limited to, the following:
- (a) endorsement for any future Changes to the Agreement which exceed the authority levels of the Commercial Managers;
 - (b) ultimate sign-off on matters of finance and the authorisation of incentive payments;
 - (c) ultimate sign-off on matters of collaboration in accordance with Paragraph 8 above;
 - (d) ultimate sign-off on risks and mitigation plans associated with the designated delivery route;
 - (e) enforcement of top level budgets ("TLBs") to instigate remedial actions as and when required; and
 - (f) delegation of responsibilities and powers for decisions to the Armed Forces Recruitment HQ.

11 ROLE OF THE COMMERCIAL MANAGERS

- 11.1 The Commercial Managers shall be responsible for the pro-active day-to-day management of this Agreement to ensure that both Parties fulfil their respective obligations.
- 11.2 The Authority's Commercial Managers shall be the only persons empowered by the Authority to approve a Change to this Agreement in accordance with Schedule 8.2 (*Change Procedure*). All Changes will require prior authorisation and approval by the relevant commercial, financial, or technical representatives of the Authority. All Changes themselves will not be valid unless such approval has first been provided and each Change itself has been signed off by one (1) or more of the Authority's Commercial Managers with the appropriate delegation and authority. The Supplier acknowledges that without such approval any activity undertaken by the Supplier will be at the Supplier's sole risk and expense.
- 11.3 The Authority's Commercial Managers will have the authority to:
- (a) agree to Change Requests and execute subsequent amendments to this Agreement as and when they occur;
 - (b) endorse work to be done prior to approval by the risk management and assurance team; and
 - (c) manage all matters referred to in the Contract Management Plan,
in respect of matters within their appropriate delegations.
- 11.4 The Supplier's Commercial Managers shall be suitably qualified, experienced, and empowered in their role, to bind the Supplier to a Change.
- 11.5 The Supplier's Commercial Managers will have authority to:
- (a) sign-off on and agree to financial terms on behalf of the Supplier (up to[REDACTED] ([REDACTED]) pounds sterling), without first requiring recourse to the Supplier's board of directors; and
 - (b) negotiate and agree contract Changes and proposed amendments to this Agreement.
- 11.6 Where the Supplier's Commercial Managers do not have the requisite authority to agree to a Change, the Supplier's Commercial Managers will take all reasonable steps to ensure that where approvals will be required from the board of directors of the Supplier or another internal governance forum, such approval shall be sought out as soon as practicable and sufficient notice of any required approval shall be provided to the Authority.

12 PERFORMANCE MANAGEMENT, RISK, AND ASSURANCE TEAMS

- 12.1 The Authority's performance management, risk, and assurance teams shall develop, operate, maintain, and amend, as agreed with the Supplier, a processes for:
- (a) the identification and management of risks;

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- (b) the identification and management of issues; and
- (c) the monitoring and controlling of the performance of project plans.

12.2 The Supplier shall appoint [a] named individual[s] to be responsible for risk and compliance, who will engage on a regular basis with the Authority's performance management, risk, and assurance team and will be responsible for monitoring the Supplier's adherence to the policies and process as set out in this Agreement.

[Note to Bidders: To be discussed how many individuals would be appropriate for this function - bidders are invited to provide suggestions and reasons.]

12.3 A Risk Register and Performance Monitoring Report shall be updated by the Authority's performance management and assurance team, with the assistance of the Authority and the named individual[s] to be appointed by the Supplier (in accordance with Paragraph 12.2 above,) and submitted for review by the AFR Operational Delivery Board on a monthly basis.

12.4 The Supplier shall provide all necessary and relevant performance management and risk reports, and risk-related data, as reasonably required by the Authority, within seven (7) Working Days of the respective Board meeting in which they are to be discussed. Such reports and data shall be provided in an accessible and appropriate format, as directed by the Authority to the Supplier, in accordance with the processes and procedures as set out in Schedule 8.4 (*Reports and Records Provisions*) and Schedule 2.1(*Services Description*).

13 ROLE OF THE FUNCTIONAL MEETING GROUPS

13.1 The Functional Meeting Groups shall be accountable to the AFR Operations Board for the day-to-day management and delivery of the Services and shall serve as collaborative functional monthly meetings across the organisation to manage the delivery of the Services, including reviewing of Key Performance Indicators, and resolving issues jointly at the lowest level possible. Various functional meetings may be formed to support the development or delivery of the Services and collaborative working shall be pivotal to the success of the Functional Meeting Groups.

13.2 The Functional Meeting Groups shall:

- (a) focus on each of their respective workstreams in relation to each different area of service delivery;
- (b) conduct monthly reviews of operational performance indicators and trends;
- (c) manage and review costs and any identified risks as they arise and schedule appropriate actions, escalation, or remedies where required;
- (d) conduct and carry out day-to-day communications with the Supplier and the Authority;
- (e) carry out requests for data, information, reporting, and any other requirements as may be determined from time to time;
- (f) review service delivery, discuss innovation, and monitor BaU; and

- (g) at first instance, attempt to resolve any issues which may arise and if necessary, escalate the issue to the AFR Operations Board (substantially in the form as set out in Annex 6 of this Schedule, which may be amended from time to time at the request of the Parties).

14 ROLE OF THE AFR OPERATIONS BOARD

14.1 The purpose of the AFR Operations Board is to jointly review the progress, risks, issues and benefit realisation across the AFRS.

14.2 The AFR Operations Board shall:

- (a) be accountable to the AFR Operational Delivery Board for the oversight of the Services and the development and management of ongoing relationships;
- (b) provide oversight of the established Functional Meeting Groups, including consideration of future opportunities for additional Functional Meeting Groups;
- (c) manage, and take action if required, on risks or issues relating to delivery of Services;
- (d) provide summarised reports on the risks or issues contemplated in (c) above to the AFR Operational Delivery Board;
- (e) monitor all of the business as usual (“BaU”) activities;
- (f) resolve issues and Disputes in the first instance, and if necessary escalate to the AFR Operational Delivery Board;
- (g) manage progress against the Implementation Plan, service management, and co-ordination of projects, including integrating future change;
- (h) review resource management and requirement;
- (i) monitor and manage any dependencies between areas or the Services;
- (j) assess opportunities for future Services through initiation of Changes and authorise Change Requests if above the relevant functional lead's authority;
- (k) manage delivery of benefits; and
- (l) assess and review contract performance and approve payment.

15 ROLE OF THE IMPLEMENTATION BOARD IN TRANSITION GOVERNANCE

15.1 Without prejudice to the Supplier's obligations to comply with the Transition provisions under Schedule 6 (*Implementation and Planning*) or Schedule 8.5 (*Exit Management*), as applicable, this Paragraph 15 sets out the additional obligations of the Supplier in connection with every:

- (a) Transition, where the Supplier is providing Services under an Implementation Plan (in accordance with the provisions of Schedule 6 (*Implementation and Planning*)); and

- (b) Transition to a replacement supplier, where the Supplier is providing Services under an Exit Plan (in accordance with the provisions of Schedule 8.5 (*Exit Management*)),

(each, together or individually, for the purposes of this Schedule 8.1 (*Governance*), a "**Service Handover**"), until such time as the Supplier's obligations have been performed in accordance with Schedule 6 (*Implementation and Planning*) or Schedule 8.5 (*Exit Management*), as applicable, which shall, for the avoidance of doubt, include the provision of post-transfer Services.

- 15.2 The Authority may require additional meetings to those listed in Annex 1 to this Schedule to ensure a successful Service Handover of the Services and the mitigation of all associated risks ("**Transition Governance**"). Such Transition Governance shall include the establishment of: (i) a select board which shall meet on a monthly basis (or as required) over the course of the Implementation Period, from the contract award date to oversee and manage the Implementation Services as set out in Schedule 6.1 (*Implementation Plan*), until the BaU structure subsumes this Board's role and function (the "**AFR Implementation Board**"); and (ii) a select working group which shall meet on a reoccurring basis over the course of the Exit Period to manage and oversee Exit Management Services (the "**Exit Management Working Group**"). The Service Implementation Working Group and the Exit Management Working Group shall meet as frequently as agreed between the Parties from time to time, and any such agreement shall not be unreasonably withheld by either Party.

- 15.3 The AFR Implementation Board shall be chaired by the Head of Recruiting (or a nominated representative) and have the following responsibilities:

- (a) to provide the Services with a ready source of project and change management expertise, planning coherence and process rigour;
- (b) to ensure the effective performance and output delivery of a programme office function during implementation;
- (c) to review risks, issues and schedules in terms of achievements and milestones and ensure corrective action taken where necessary;
- (d) to ensure that the Authority structure is kept informed of progress against the Implementation Plan before the AFR governance Board structure is fully functioning;
- (e) to provide direction and guidance to any implementation working groups established to ensure coherence across the enterprise;
- (f) to review and ensure coherence between existing contracts exiting and the build-up of the Services;
- (g) to initiate and develop collaborative working and relationship management;
- (h) to review and develop the communication and engagement plan for the implementation period; and

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- (i) to oversee all People change including, but not exclusively, the integration of new teams, engagement, and the transitioning to new roles and ways of working.
- 15.4 The Supplier shall participate in Transition Governance, whether in its capacity as exiting supplier or successor, together with the Authority, and either (i) the applicable successor(s) (where the Supplier is the exiting supplier); or (ii) the applicable existing supplier (each a "Transition Party" and together the "Transition Parties").
- 15.5 The Supplier shall attend such Transition Governance meetings, as requested by the Authority, and shall use its best endeavours to cooperate with the other Transition Parties to enable a successful handover, including, without limitation, using its best endeavours to ensure that knowledge transfer or knowledge acquisition (as applicable) is successfully completed within the timeframes, and to the standards, set out in the Exit Plan as defined in Schedule 8.5 (*Exit Management*).
- 15.6 The Supplier shall work with the other Transition Parties to ensure that the tasks, timelines, and deliverables, as applicable, are mutually consistent with the corresponding transition plan or exit plan, in all material respects, to the extent required for a successful handover.
- 15.7 The Authority shall procure that the other Transition Parties shall be subject to obligations materially similar to the obligations set forth in this Schedule.

16 ROLE OF THE AFR OPERATIONAL DELIVERY BOARD

The AFR Operational Delivery Board shall be the principal mechanism to provide top-level direction and guidance across the Armed Forces recruiting enterprise, and to manage the overall operational delivery of the Services, and shall:

- (a) be accountable to the AFR Strategy Board for the comprehensive oversight of the Services and for the senior management of the operational relationship between the Authority and the Supplier;
- (b) both (i) develop the Authority/Supplier relationship; and (ii) develop, propose, and manage the relationship development strategy and ensure the implementation of the same;
- (c) provide oversight, identify opportunities, make recommendations, and approve continuous improvement and change during service delivery;
- (d) review, co-ordinate and approve the recruitment strategy and operational plans, determine any changes that need to be made to them, and measure their performance against targets and performance indicators;
- (e) prioritise resources (people and financial) to ensure efficient and effective delivery of the Services;
- (f) hold subordinate Boards to account for the delivery of the Services;

- (g) review and consider any identified risks and issues (including transformation ones) as they arise and schedule appropriate actions, escalation, or remedies where required and escalate to the AFR Strategy Board if required;
- (h) conduct reviews of benefit realisation (including transformation benefits) and assess service delivery and accountability;
- (i) review reports and approve plans from the AFR Operations Board on matters such as issues relating to delivery of existing Services and performance against Key Performance Indicators, term and scope of contract, progress against the Implementation Plan and possible future developments and transformation considerations; and
- (j) ensure that communications with stakeholders, internal and external perspectives, are effective and support benefits realisation.

17 ROLE OF THE AFR STRATEGY BOARD

17.1 The purpose of the AFR Strategy Board is to function as an executive board responsible for the direction and oversight of all aspects of the Armed Forces recruiting operation and to provide assurance to the Permanent Secretary ("PS") and Chief of Defence Staff ("CDS") that recruiting capability is meeting the requirements in a timely and effective manner.

17.2 The AFR Strategy Board shall:

- (a) consider the strategic landscape, including the Authority's priorities and implications for AFRP, and assess if the vision and scope of the recruiting operation is still aligned to Authority tasks now and in the future, and issue direction to ensure continued alignment;
- (b) provide an opportunity for the Supplier to share strategic plans and opportunities beyond the core benefits identified, through continuous improvement, innovation, flexibility and risk; and
- (c) set the overall direction and strategy for the delivery of the Services, including transition and implementation, approving the recruiting strategy and all its sub-component parts, and focusing on the delivery of benefits;
- (d) ensure behaviours support a collaborative approach to the delivery of the Services;
- (e) resolve all Authority or third-party dependencies impeding delivery of the Services;
- (f) ensure that risks are being effectively managed throughout the Services;
- (g) ensure optimisation of value for money and operational benefit derived by the Authority and the commercial benefit derived by the Supplier by conducting a review of spending and setting targets;

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- (h) consider the overall annual performance of AFRP through the assessment of KPIs and the achievement of Milestones and any implications this may have in relation to future strategy and business decisions; and
- (i) approve annual key targets that are stretching but achievable and drive delivery of top-level objectives.

18 ROLE OF THE DEFENCE PERSONNEL LEADERSHIP TEAM ("DPLT")

18.1 The DPLT shall serve as the principal adjudicator for any escalated issues and shall provide a forum that can, when requested, offer advice or be a sounding board for recruiting innovation to ensure coherence across the whole Defence People Enterprise.

18.2 The DPLT shall:

- (a) review submitted bi-annual updates from the recruiting services programme on performance and progress, to subsequently inform the People Committee and onwards cascade to the Defence Board, if and when required;
- (b) advise on implications to the Defence People Enterprise from an innovation/transformation perspective in the recruiting services programme sphere; and
- (c) serve as the principal adjudicator for decisions of any escalated issues from the AFR Strategy Board. Any disputes that cannot be resolved within one (1) month will be escalated in accordance with the dispute resolution procedure set out in Schedule 8.3 (*Dispute Resolution*).

19 ADDITIONAL MEETINGS

19.1 In addition to attending the structured meetings as set out in this Schedule 8.1 (*Governance*), the Authority may: (i) raise ad hoc queries to enable the efficient delivery of the Services and (ii) carry out both regular or one-off reviews and spot checks of the performance of the Services, to which the Supplier shall promptly respond. Additionally, the Authority may raise any identified deficiencies in the Services in an appropriate Board or directly to the Supplier, and the Supplier will, as soon as reasonably practicable, resolve any such identified deficiencies in the Services.

19.2 The chairperson of a Board or any respective Head of Recruiting or functional lead overseeing a functional area/ project which requires more immediate or regular attention, may require additional ad hoc meetings to those regularly scheduled. Such additional meetings may require an agenda and meeting minutes to be issued in accordance with the templates as set out in Annexes 4 and 5 of this Schedule.

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ANNEX 1: REPRESENTATION AND STRUCTURE OF BOARDS

DPLT

Authority Members of the DPLT	Chairperson - CDP as Defence Authority for People, [REDACTED] Level (SRO)
Additional members of the DPLT	[REDACTED] representative and [REDACTED] representative, as agreed between the Parties (acting reasonably) from time to time. Head of [REDACTED], if required. [REDACTED] attendees, unless appropriate Supplier representatives are invited to attend.
Frequency of DPLT meetings	[REDACTED]. Further ad hoc attendance if there are escalatory issues to raise
Meeting Documentation	As an extant body, the agenda format/content and documentation is agreed independently.
Location of DPLT meetings	[REDACTED], Ministry of Defence. [REDACTED] ([REDACTED])

AFR Strategy Board

Authority members of the AFR Strategy Board	[REDACTED] - [REDACTED] - Accountable Officer for AFR ([REDACTED] level) Additional members will be representatives from each of the [REDACTED] Services at [REDACTED] level, Head of Commercial, Head of Resource and Head of Delivery.
Supplier members of the AFR Strategy Board	[REDACTED] - [REDACTED] - Supplier shall provide equivalent members to those provided by the Authority as set out above. Additional members will be representatives equivalent to those provided by Authority as set out above.
Additional members of the AFR Strategy Board	As agreed between the Parties (acting reasonably) from time to time.

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	There will also be NEDs as standing members to provide objective judgement and independent insight.
Start date for the AFR Strategy Board meetings	Start date to be agreed between the Parties
Frequency of the AFR Strategy Board meetings	Annual, or as required as business dictates.
Meeting Documentation	<p>Agenda format/content shall be agreed in the first meeting of this Board.</p> <p>Such agenda shall in any event include:</p> <ul style="list-style-type: none">• approval of previous meetings' minutes;• 'expedites' and escalations;• any other agenda points as relevant. <p>Documentation:</p> <ul style="list-style-type: none">• minutes of this meeting for review documenting decisions taken and actions raised;• strategic plans;• any other documentation as required.
Location of the AFR Strategy Board meetings	As agreed between the Parties (acting reasonably) from time to time.

AFR Operational Delivery Board

Authority Members of the AFR Operational Delivery Board	<p>[REDACTED] - [REDACTED] ([REDACTED] Level)</p> <p>Internal (and external, as required) SMEs.</p>
Supplier Members of the AFR Operational Delivery Board	<p>[REDACTED] - the Supplier shall provide equivalent members to those provided by the Authority as set out above.</p>
Additional members of the AFR Operational Delivery Board	<p>As agreed between the Parties (acting reasonably) from time to time.</p> <p>SMEs (internal and external) invited as required to this Board to provide support to any initiatives and/or innovation.</p>

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Start Date for AFR Operational Delivery Board meetings	The [REDACTED] commencing a month after the Effective Date.
Frequency of AFR Operational Delivery Board meetings	[REDACTED] (at every third meeting of the AFR [REDACTED]). To coincide with the Strategy Board, the AFR Operational Delivery Board should be held [REDACTED] before the Strategy Board.
Meeting Documentation	<p>Agenda format/content shall be agreed in the first meeting of this Board.</p> <p>Such agenda shall in any event include:</p> <ul style="list-style-type: none">• approval of previous meetings' minutes• performance reports as against relevant KPIs;• known issues/risks the Services;• 'expedites' and escalations;• any other agenda points as relevant. <p>Documentation:</p> <ul style="list-style-type: none">• minutes of this meeting for review documenting decisions taken and actions raised;• any other documentation as required.
Location of AFR Operational Delivery Board meetings	As agreed between the Parties (acting reasonably) from time to time.

AFR Operations Board

Authority Members of the AFR Operations Board	[REDACTED] - [REDACTED] ([REDACTED] level) or nominated representative. Heads/Deputy Heads and Functional Leads from AFR.
Supplier Members of the AFR Operations Board	Joint Chair - the Supplier shall provide equivalent members to those provided by the Authority as set out above.
Additional members of the AFR Operations Board	As agreed between the Parties (acting reasonably) from time to time.

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Start Date for AFR Operations Board	The [REDACTED] commencing a month after the Effective Date.
Frequency of the AFR Operations Board	[REDACTED], with every third meeting being the AFR Operational Delivery Board
Meeting Documentation	<p>Agenda format/content shall be agreed in the first meeting of this Board.</p> <p>Such agenda shall in any event include:</p> <ul style="list-style-type: none">• approval of previous meetings' minutes <p>Documentation:</p> <ul style="list-style-type: none">• minutes of this meeting for review documenting decisions taken and actions raised; <p>any other documentation as required.</p>
Location of AFR Operations Board meetings	As agreed between the Parties (acting reasonably) from time to time.

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ANNEX 2: RACI MATRIX

Ser	Task	Lead Service	sS	Supplier	Process
Strategic					
1	Delivery of Recruiting Operation	Accountable to Defence for delivery of Armed Forces recruiting	Consulted	Responsible and Accountable to the Lead Service for delivery of Armed Forces recruiting	The Lead Service will be held to account by the Authority for the delivery of recruiting capability. The Supplier held to account by the Lead Service for the delivery of the recruiting operation - this is the overarching end to end process of delivering the recruiting operation. Other tasks will sit below this end to end process and are set out in this RACI Matrix, or will be added as the solution is finalised. Functions within the recruiting sphere but not directly part of the recruiting operations will remain the responsibility of the sS, but there will be an interface to link to the Supplier in respect of each such function. (Further examples of this are in Ser 9).
2	P&RR reporting	Accountable, Responsible	Informed	Responsible	Lead Service will be held to account by [REDACTED] for the delivery of recruiting operations and monitored via the quarterly submission as per the current P&RR process. The delivery of recruiting operations will be a Defence Task allocated to the Lead Service and therefore featuring on their Command Plan but with dependencies on the other Single Services. Reporting for this will be undertaken by the Lead Service, taking into account comments from the other Services. If a risk is created to delivery from the performance of the other Services eg non provision of personnel, then this will be reported. Supplier is responsible for providing information/data to inform the submission. The sS will hold the Lead Service to account for the delivery of the submitted Demand Plans and recruiting Services through an internal assessment process which feeds into and informs the quarterly Performance and Risk Review submission by the Lead Service.
3	Provision of Service intelligence	Informed	Accountable, Responsible	Informed	sS to provide any capability intelligence from within Service to inform the Recruiting Strategy, e.g. expansion of Space capability. A 'push' of information is also required and this will be captured in the Data and MI function responsibilities.
4	Defence Recruiting Policy	Consulted	Consulted	Informed	Head Office, through CDP, would be accountable and responsible for the ownership of Defence level Recruiting Policy within the JSP; they are the JSP sponsor in line with other joint People functions. This will include providing the strategic direction in terms of principles, objectives and levels of ambition, e.g. D&I and changes in people-related policy that affect recruiting. Lead Service and Single Services will be consulted during the formation of policy and informed of such a policy via the JSP.
5	Recruiting policy and instructions Sponsor	Accountable, Responsible	Responsible, Consulted	Responsible, Consulted	Lead Service will be responsible for developing the policy and instructions required to ensure delivery of the recruiting operation in full collaboration with the Supplier. The sS are responsible for any specific sS policy or guidance that is required to be incorporated into the recruiting policy.
Demand Setting					

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6	Setting of demand signal	Consulted	Accountable, Responsible	Informed	sS Workforce Planning functions to provide the demand signal for the forthcoming year and a long-term forecast to the Lead Command Strategy and Plans function by an agreed stipulated date. The sS dialogue with the Lead Service and Supplier to understand if the demand signals create any capacity/volume issues or emergent requirements.
7	Prioritisation of demand signal	Accountable, Responsible	Consulted	Informed	This task is only required if there is a large degree of difference from original submitted demand signal, otherwise it would be dealt with within tolerances by the Supplier. Should disagreement occur, stipulated escalation route to be enacted.
		Consulted	Responsible	Informed	An interface between Lead Service and sS (including Workforce Planning areas) to allow passage of information in terms of any changes of priorities throughout the year would be in place.
Resource Management					
8	Financial Management	Accountable, Responsible	Consulted	Informed	Lead Service manages the in-year budget for recruiting operations and undertakes the future forecasting role. Lead Service is the only point of contact for the Supplier in relation to financial matters.
Commercial					
9	Authority interface with Supplier(s)	Accountable, Responsible	Consulted	Responsible	Lead Service is the only Authority voice able to directly liaise with Supplier on changes, innovation, processes, policies etc, and Supplier's only Authority point of contact is the Lead Service. sS can be consulted on topics, through Governance Boards, but it will be the Lead Service who interface with the Supplier(s). There will be a few exceptions to this where a function remains within the sS, and in these instances, there will be an interface between the Supplier and sS for this purpose only. Examples include and not limited to: <i>Engagement:</i> the sS are responsible for undertaking engagement activities but will interface with the Supplier to allow provision of support from them when these overlap with recruitment outreach activities. This interface would also include the requirement for the Supplier to provide the sS and Lead Service any information on potential candidates gained from engagement activities. <i>Role Specific Specialist Interviews:</i> Supplier undertakes recruiting process up until the identified requirement for a specialist interview. Interface between Supplier and sS POCs to request interview to be undertaken. Supplier keeps track of the candidate and on completion of the interview the results are passed to the Supplier by the sS. The Supplier would not be responsible for delays occurred whilst the candidate is 'with' the sS. The interface would be required to be designed to allow expediency and efficiency, but to also ensure that where the Supplier may be required to perform distinctive services for the individual sS, that authority is gained from the Lead Service (via respective Commercial Manager) prior to any work being undertaken. This will stop any additional services being authorised by sS without the endorsement of the Lead Service which could have wider financial and/or performance implications.

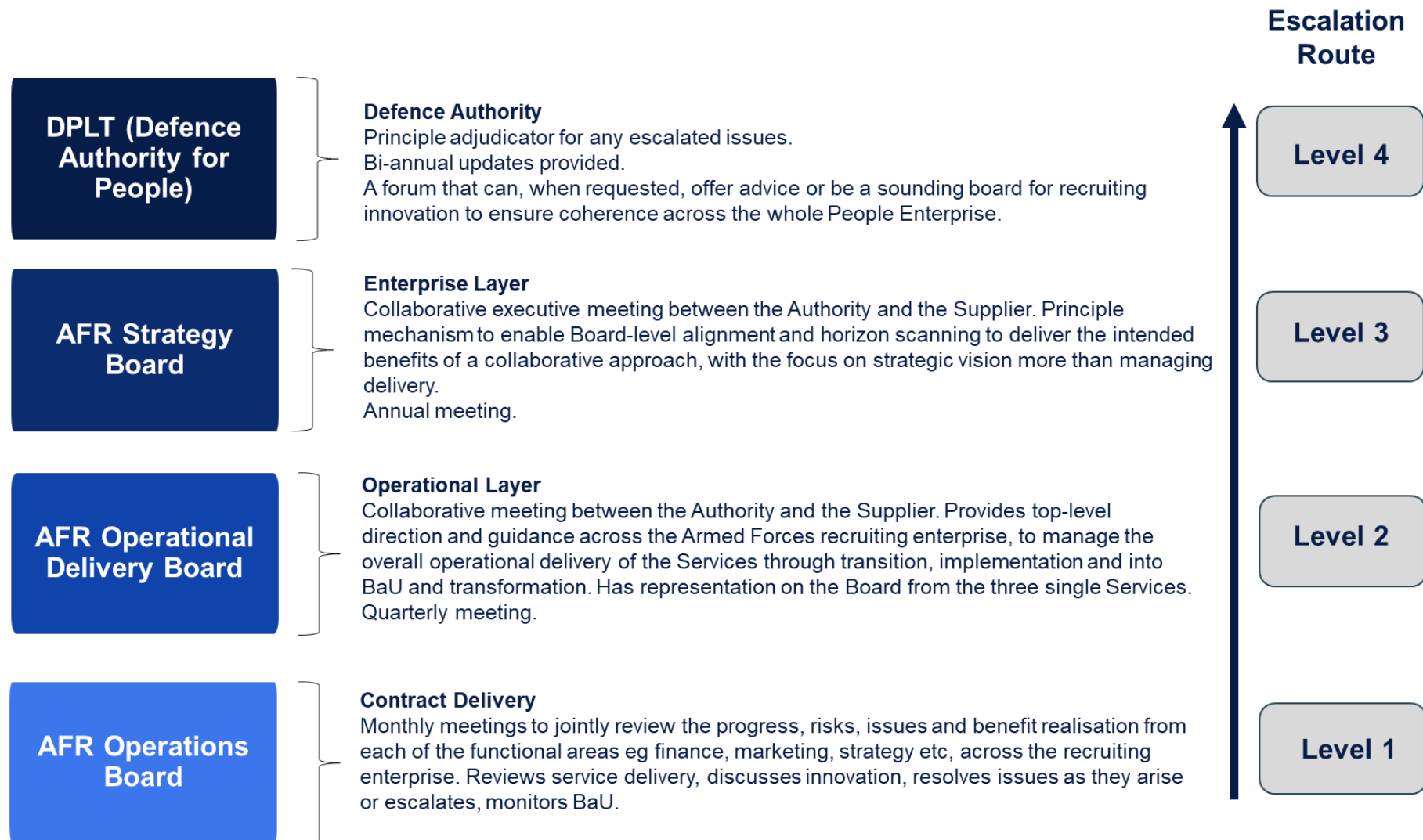
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10	Commercial and Performance Management (including assurance)	Accountable, Responsible	Informed	Responsible	Lead Service (via established commercial and performance teams) sole interface for the Supplier to liaise with on contractual/commercial topics relating to performance or the contract. Lead Service reports Supplier's performance against agreed metrics and Supplier held to account within the governance structure.
11	Change control requests	Accountable, Responsible	Consulted, Informed	Responsible	Lead Service, in consultation with sS, balances change requests with delivering targets and continuing to allow innovation and value for money. Process has a dedicated approval route so flexibility and speed is attained instead of lengthy processes and no change occurring. sS can request the [REDACTED] to commence a change control but the decision as to whether this would go forward or not would remain with the AFR [REDACTED] in light of the impact it would have across the contract in its entirety. If the change request benefited only that Service, then they would be responsible for funding the requested change and liaison would occur in relation to how any benefits would be allocated.
12	Prioritisation of management of change	Accountable, Responsible	Consulted	Responsible	A Change Control Board within the Lead Service prioritises and approves change. If a change can be made within contract and/or CT, then sS will be consulted on the change but not be able to stop the change, it would be managed by the Lead Service having regard to the best interests of all Services. If additional resource were required from the sS for a change to be enacted, then the sS are consulted and, in this case, have the ability to withhold their agreement (and the provision of additional financial resource) to the change which would then preclude the change occurring. The reason for the non-agreement would have to be robustly justified and evidenced.
13	Transformation/ Innovation	Accountable, Responsible	Consulted	Responsible	Supplier responsible for delivering innovation and transformation. Lead Service, through collaboration with Supplier and sS, is responsible for approving innovation/transformation before it is committed to, monitoring and reporting via the Performance Management function.
Digital/MI					
14	Data, MI and Analytics	Accountable, Responsible	Informed	Responsible	The Authority will own the data, and Lead Service responsible for reporting contractual KPIs. Supplier responsible for managing the data in the system, the majority of MI and reporting, and advanced analytics to support the recruiting organisation and relevant stakeholders. sS and other key stakeholders informed through provision of data and reports where required and can make specific ad hoc requests for additional information.
15	Management of Digital Solution	Accountable, Responsible	Consulted, Informed	Responsible	Supplier delivers the assured and accredited digital solution, maintaining and operating it, and providing innovation and Service improvements. Supplier also responsible for the training of staff operating the solution. sS consulted before major changes made as may have wider impacts. Lead Service responsible for coherence of changes through change control process.
16	Hosting of the Digital Solution	Accountable	Consulted	Responsible	The Authority will provision the availability of the MOD Cloud infrastructure for the Supplier to host the Digital Solution.

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Operating Model					
17	Approval and endorsement of Recruiting Strategy	Accountable, Responsible	Consulted	Responsible	Lead Service is sign off authority on behalf of Defence, developed by Supplier in consultation with Head Office (CDP area) and sS. Lead Service responsible for ensuring alignment with the Defence People Strategy and Objectives and inclusion of all required areas.
18	Marketing approach	Accountable, Consulted	Consulted	Responsible	The sS are the approval authority for the marketing specific to their Service. The campaigns/strategy etc will be developed and produced by the Supplier, in consultation with the Services (primarily the sS personnel within the Lead Service structure). Any conflicting priorities, timescales etc will be dealt with through the identified AFR escalation process with the decision resting with the Lead Service, on advice from the Supplier.
19	Selection of candidates	Accountable	Informed	Responsible	The Supplier is responsible for selecting the candidates. This would be through the sS personnel embedded within the Suppliers structure making the final recruitment decisions, for example RAF personnel making the decision on RAF candidates.
20	Loading candidates to training	Accountable, Consulted	Informed	Responsible	Supplier responsible for loading candidates to training (or the candidate themselves if the digital functionality allows selection of a course), but there will be an interface between the training organisations within the sS and the Supplier.
21	Provision of Phase 1 training courses	Informed	Accountable, Responsible	Informed	sS remain responsible for providing Phase 1 training places to match the flow of candidates demanded in the sS Demand Plans.
22	Training for Authority personnel	Accountable, Responsible	Informed	Responsible	Supplier to ensure all Authority personnel embedded within their structure are adequately trained. Lead Service responsible for ensuring personnel within HQ are provided with access to training to undertake their roles if required.

ANNEX 3: ILLUSTRATIVE BOARD STRUCTURE AND ESCALATION ROUTE



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ANNEX 4: FORMAT OF AGENDA

Governance Meeting	Date	Page			
	DD, MM, YYYY	1/	[X]		
Called	Location				
[xxxx] (Chairman) [xxxx] (Responsible for meeting minutes) Apologies [xxxx] Special invites [xxxx]	[xxxx]				
Meeting date	Starts at	Ends at			
DD, MM, YYYY	HH:MM	HH:MM			
Subject					
["Meeting name"]					

Item	
1	Review Actions from Previous Meeting
2	[Performance] - <ul style="list-style-type: none"> [Period Summary] [Metrics] [Escalations]
3	[Finance] - <ul style="list-style-type: none"> [Period Summary] [Metrics] [Escalations]
4	[Commercial] - <ul style="list-style-type: none"> [Period Summary] [Metrics] [Escalations]

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ANNEX 5: FORMAT OF MINUTES

Governance Forum Meeting Minutes

Minutes, decisions & actions from meeting held on [xx/xx/xxxx]

Attendees:			
Apologies:			
Copied:			

Author:	
Date:	

Meeting Discussion Points

<ul style="list-style-type: none">• []• []

New minutes / decisions taken / actions agreed

No.	Description	Owner	Due Date
Action 1			
Minute 1			

Open actions from previous meetings

No.	Description	Owner	Original Due Date	Status	Projected Close Date

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Closed actions from previous meetings

[Note: When action completed this should be shown on status in the minutes of the next meeting. This action item can then be deleted from the minutes of all future meetings]

No.	Description	Owner	Original Due Date	Status	Projected Close Date

Next meeting

No.	Description	Owner	Original Due Date	Status	Projected Close Date

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ANNEX 6: FORMAT OF DISPUTE PARTICULARS

Dispute Form

	Name	Position
Board Author(s)		
Copied:		

Dispute Title:	
Originating Governance Meeting:	
Date Raised:	

Brief description of dispute

--

Potential Remedies (where apparent)

--

Supporting Documentation

No.	Description

Dispute History

Date	Description

ANNEX 7: ORGANISATION STRUCTURE CHART

[Note to bidders: To be included once structure is finalised by the internal MOD organisation design team.]

ANNEX 8: COLLABORATION REQUIREMENTS

Collaborative Behaviour	Behavioural requirement - <i>'The Supplier displays ...'</i>	Behavioural Assessment Rating
1. Commitment	a. Alignment with Authority: support and allegiance to the Authority's strategic objectives, supports recruiting strategy and initiatives beyond the Agreement boundary	Always
		Often
		Never
	b. Resilience: recovery from an issue (or issues) without automatically looking to the contract for recourse	Always
		Often
		Never
2. Trust	c. Integrity: consistent equitable, moral and ethical standards and truthfulness in conduct	Always
		Often
		Never
	d. Trustworthiness: reliability to deliver against promises and commitments and willingness to follow agreed principles	Always
		Often
		Never
3. Openness	e. Transparency: a willingness to share meaningful information in support of the delivery of value for money for the Authority	Always
		Often
		Never
	f. Effective working relationship: delivery and maintenance of a no surprise culture and the timely and accurate provisions of information	Always
		Often
		Never