

**Statement of Requirements**

Contract Reference: 704409450

PROVISION OF THE ARMY HIGHER EDUCATION PATHWAY 2 CONTRACT, 2023 – 2033

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1. PURPOSE

**1.1** This Army Higher Education Pathway 2 (AHEP2) contract is to assist Personnel Policy (Pers Pol) Army, Learning and Development (L&D), to redevelop a flexible, modular educational pathway to allow individuals completing the Royal Military Academy Sandhurst (RMAS) Commissioning Course, Intermediate Command and Staff College (Land) (ICSC(L)) and the Senior Soldier Entry (SSE) route to embark on under-graduate or post-graduate level study and gain qualifications in a field relevant to the Army.

**1.2** The supplier must conduct and deliver the full requirements as listed in section 7 of this document, in line with the following career stages.

* **Career Stage (CS) 1** – 2nd Lieutenant (2Lt)-Captain (Capt), completing the RMAS CC, Junior Officers Leadership Programme (JOLP) 1 and 2, Junior Officers Tactical Awareness Course (JOTAC), Military Analysis module (MA) A, Junior Command and Staff College (JCSC) (Land) (L), and MA B.
* **Career Stage (CS) 2** – Major (Maj) completing the Intermediate Command and Staff Course (ICSC) (LAND) (L).
* **Senior Soldier Engagement** – senior soldiers selected for commission as officers in the rank of Capt. Knowledge is gained through short educational courses, via training and experience, and the Late Entry Officers’ Course (LEOC).

1. BACKGROUND TO THE CONTRACTING aUTHORITY

**2.1** Pers Pol Army acts as the Contracting Authority, withL&D working as the project lead. L&D consult on the delivery and enhancement of education throughout the Army to enhance the Knowledge, Skills and Experience (KSE) of Army personnel.

1. Background to requirement/OVERVIEW of requirement

**3.1** The current AHEP offers both undergraduate and postgraduate level study and qualifications for Officers leaving RMAS and those completing ICSC(L), on ‘Leadership and Strategic Studies’ degree programmes.

**3.2** Attracting and retaining high levels of talent is critical in today’s work environment.The AHEP is now instrumental to the Army ‘offer’ and acts as a powerful recruiting tool, especially in the changing education environment where wider industry is offering in-work qualifications and degrees.

**3.3** The programme aligns with the Army’s aims and objectives in developing and cognitively upskilling its people; the Army People Plan 2022 places lifelong learning at the centre of the Army’s approach to training and education under the ‘Developing Talent’ work strand. The AHEP is cited in this organisational HR strategy as a key part of the ongoing delivery of the plan, with the expansion of the pathway to include senior soldiers commissioning into the officer corps as a defined deliverable, see sections 6 and 7.

**3.4** The Army has contracted external higher education provider support continuously for 4 years (with additional preceding years of similar support) to enable the Army to improve opportunities in academic skills and cognitive development. Continuation of this level of service for a further 3 years of new starters (with six additional further years of support to completion) is required.

**3.5** The requirement for this AHEP 2 contract includes the mapping of the Army’s mandatory educational content in order to design and develop Bachelor’s and Master’s degrees linked to the workplace. This content currently has both vocational/professional and academic accreditation.

**3.6** The future contract award date will be January 2023, with students learning on the programme by September 2023. This will give 8 months for the provider to develop a tailored degree pathway based on the requirement annotated in section 6.

1. definitions

|  |  |
| --- | --- |
| **Expression or Acronym** | **Definition** |
| **Authority** | Personnel Policy, Army |
| **Blended Delivery** | Blended delivery is the method of teaching, instruction and assessment through a combination of various formats and media. This includes set reading, pre-recorded podcasts or lectures and live online lectures seminars and tutorials. In this instance, in-person attendance at lectures or activities provided by the external Learning Provider is **not** required.[[1]](#footnote-2) |
| **Cohort** | A group of students from a defined intake at RMAS, ICSC(L) or soldiers selected for SSE Commission. RMAS will see three cohort starts per year. ICSC(L) will see two cohort starts per year. SSE will see two cohort starts per year. |
| **Distance** **Learning/eLearning** | The means of imparting knowledge and recording learning through a range of media accessible to learners primarily through the internet but also, when circumstance requires, through hard copy and more traditional communications such as phone calls. |
| **Learner/student** | An Officer or Officer Cadet enrolled on the Army Higher Education Pathway who has completed or is completing the Commissioning Course at RMAS[[2]](#footnote-3) or ICSC(L)[[3]](#footnote-4). The learner or student could also be an SSE officer who has commissioned from the ranks into the rank of Captain and who has not attended RMAS. |
| **Module** | A module is a defined element of the course which covers a particular subject at a specified Level (as defined in national qualifications frameworks). It will attract a specified number of credits, which reflects the notional hours of study. It may be supported or interspersed by a designated Army-delivered course. |
| **Postgraduate student** | A postgraduate student is an Officer who already holds a degree and who has completed RMAS or ICSC(L). It may also be an SSE Officer. |
| **Prior Learning** | ‘Prior Learning’ is defined as previous study with an educational organisation which has been formally assessed and certified. |
| **Prior Experiential Learning** | ‘Prior Experiential Learning’ is defined as non-certified acquisition of relevant skills and knowledge gained through relevant experience, which is capable of being assessed. |
| **Recognition of Prior Learning (RPL)** | Recognition of Prior Learning is the process whereby students can be given credit within their chosen programme of study for previous learning. |
| **Supplier/Contractor** | Means the person who, by the Contract, undertakes to supply the Articles, or perform the Service, or both for the Authority as is provided by the Contract. Where the Supplier/Contractor is an individual or a partnership, the expression shall include the personal representatives of the individual or of the partners, as the case may be, and the expression shall also include any person to whom the benefit of the Contract may be assigned by the Supplier/Contractor with the consent of the Authority. |
| **Undergraduate student** | This will either be a Direct Entry Officer without an undergraduate degree who has just completed the Commissioning Course at RMAS or potentially a SSE Officer who has been promoted from the ranks and will not attend the Commissioning Course at RMAS. |

1. SCOPE OF REQUIREMENT

5.1 The future scope is to redevelop a flexible, modular educational pathway to allow individuals completing the RMAS CC, ICSC(L) and the SSE route to embark on under-graduate or post-graduate level study and gain qualifications in a field relevant to the Army. The AHEP 2 key components will consist of:

* Development and delivery of a blended delivery[[4]](#footnote-5) BSc for Officer Cadets at RMAS through Career Stage 1 to Major.
* Development and delivery of a blended delivery MSc for Officer Cadets at RMAS through Career Stage 1 to Major.
* Development and delivery of a blended delivery MSc (Exec) from ICSC(L) as a Major.
* Development and delivery of a blended delivery degree for the SSE route, likely Master’s level, for SSE Captains.
* Mapping and accreditation of the Army’s mandatory educational courses with follow on modular learning as required by the degrees above, that is linked and relevant to the workplace.
* Development of additional elective modules linked to individual specialist (trade) roles.

This should include:

* Bespoke content developed as appropriate.
* Effective module content review and refresh processes to ensure that changing world events and new theories are reflected.
* A Learning Management System that allows remote access, ideally with an AHEP Army branded front end portal
* A technological backbone that:
* is developed, maintained and administered by the supplier;
* provides real time or near real time MIS;
* supports data security;
* facilitates line management support and engagement;
* A self-funded payment option.

1. The requirement

**6.1** The Supplier is to provide undergraduate and postgraduate blended-learning programmes in Leadership and Strategic Studies or similar.  This should be delivered through a mainly bespoke series of modules for elective study linked to the mapping of Army-mandated courses to university-awarded credits, with the two elements building towards a Bachelor’s or Master’s degree.

**6.2** Successful AHEP 2 students will achieve the following in line with sector-recognised standards and in accordance with the requirements of the Office for Students (OfS): a nationally recognised Level 6 honours degree in Leadership and Strategic Studies or similar, or; a nationally recognised Level 7 postgraduate degree in Leadership and Strategic studies or similar.

**6.3** Current accreditation provisions mapped to the Army-mandated courses offer vocational, professional and academic accreditation. The current accreditation is as follows:

* RMAS CC – 120 UG credits *or* 60 PG credits and the ILM L5 Diploma in Leadership and Management.
* The following courses are linked with university delivered top-up modules and credits at UG or PG are awarded; the highest level of associated vocational accreditation is as below:
* JOLP3/JOTAC – ILM L5 Diploma in Leadership and Management.
* JCSC (L) – ILM L7 Award in Leadership and Management.
* MA Courses A and B (Strategic Studies based content) – no vocational qualification accreditation.
* The following course is accredited for a significant number of PG credits and a Master’s degree is awarded following further University delivered modules; the highest level of vocational accreditation is as below:
* ICSC (L) – ILM L7 Diploma in Leadership and Management or Defence Awarding Organisation Level 7 Diploma in Leadership and Management.
* The following course is not currently part of the AHEP but will be included in the AHEP 2:
* LEOC – ILM L7 Certificate in Leadership & Management.

The Authority expects the Supplier to provide equivalent or higher levels of accreditation that are currently mapped to the Army’s mandatory educational courses.

**6.4 Degree programme requirement 1 (Three-degree routes)**

* **BSc and MSc** from RMAS through Career stage 1
* **MSc from ICSC(L)** (differentiated from the MSc from RMAS through e.g. Exec or subject change).

Alternative degrees will be considered with satisfactory justification.

**6.4.1 Programmes and cohort numbers**

Provision of up to 351 places per academic year on a degree programme for Direct Entry officers. This will total 1053 places over three years and four financial years:

* Three cohorts of up to 75 students per academic year for those completing the RMAS CC on the Bachelor’s degree programme. To be completed within 7 years.
* Three cohorts of up to 186 students per academic year for those completing the RMAS CC on the Master’s degree programme. To be completed within 7 years.
* Two cohorts per year will be required for post ICSC(L) Masters programme as per the academic calendar (up to 90 students per year). To be completed within 5 years.

These programmes will be approved, and funding released in phases.

The Supplier must ensure that tutor to student ratios are in line with normal provision for such programmes and are sufficient to provide the required student support. Evaluation and assurance will be conducted throughout the full design and delivery process.

**6.5 Degree programme requirement 2 (One degree route)**

* **A degree programme (likely Master’s) for SSE Captains**

**6.5.1 Programmes and cohort numbers**

 Provision of up to 450 student places over three years and four financial years.

* Design of an equivalent mapped accredited degree programme (likely Master’s) for Senior Soldier Entry commissioned officers.
* This deliverable is an OPTION. Following the design and development of this course, the authority will review whether it would like it to be included in the contract. The supplier will be informed at least 1 month prior as to whether they are to invoke the option, if so, a formal amendment notice will be issued, and the pricing provided at tender will be used. The Authority reserves the right to withdraw from this option at agreed points.

The Supplier must ensure that tutor to student ratios are in line with normal provision for such programmes and are sufficient to provide the required student support. Evaluation and assurance will be conducted throughout the full design and delivery process.

**6.6** **Degree programme requirements 1 and 2**. The following are applicable to both degree programme requirements:

* **Elective specialist modules**. The Authority seeks limited additional elective modules to be developed and offered as optional for the degree programmes where cost effective as endorsed by the Authority. These elective modules should allow students to focus on development of knowledge and skills aligned to their core trade/specialism in the military. This might include cyber warfare, logistics, personnel/business administration etc. and could constitute the incorporation of ‘off-the-shelf’ modules brought in from existing programmes already developed by the Supplier or further bespoke development depending on costs and agreement. Note that the degree should be primarily general bespoke content directly linked to Army educational content with a small number of credits available via elective off the shelf options.
* **Learning Management System**. The Supplier must make use of and offer a Learning Management System that facilitates remote access, ideally with an AHEP Army branded front end portal accessed via the Defence Gateway. This should enable officers to access content, deliver interactive e-learning (via learning tools, fora, feedback, webinars etc) and enable effective communication and MIS.
* **Technological backbone.** The Authority requires the Supplier to provide a technology backbone that:
* enables remote registration, enrolment, and ongoing support;
  + - * is developed, maintained, supported and administered (including student support) by the supplier but that provides access to the Authority’s staff as required e.g. via dashboard;
    - provides real time or near real time MIS ideally via a dashboard;
    - supports data security allowing stand-off between university required data and military identifiable information;
    - facilitates line management support and engagement with individual learning;

is flexible/scalable to accommodate future developments such as degree and/or module changes, reporting requirements and similar.

* In general, costs associated with ongoing maintenance and development of this technological backbone fall to the Supplier; however, where MOD system changes impact AHEP 2 and additional costs are incurred, these may be subject to negotiation within reason with the Authority, noting it may result in reallocation of budget from learner places rather than an uplift to total contract value. The Supplier would need to raise this through a formal response to a change.
* **Alternative / self-funded options**. Exclusive of the 450 AHEP places per year the Authority requires development of funding options including:
* Self-funding: e.g. Royal Marines at ICSC(L) - using ELC if ELCAS allows[[5]](#footnote-6), Service Persons who elect to leave the Service before completion of the degree.
* Alternative Service capital funding: e.g. Royal Navy for Royal Marines at ICSC(L).
* Alternative foreign government funding or similar: e.g. overseas Officer Cadets and Officers from foreign militaries attending RMAS or ICSC(L) etc.
* **Caveats**
* Volumes for both deliverables are indicative only and there are no guarantees.
* There may be opportunity to transfer funded places between programmes according to learner demand or organisational requirement if mutually agreed between the Supplier (with e.g. capacity) and the Authority (with e.g. budgetary flex).

**6.7 Design delivery resources**

**6.7.1** Academic staff must be university lecturers who are qualified to teach Levels 4-7.

**6.7.2** The Authority expects that individuals delivering support, teaching and content will be appropriately screened by the university and due consideration given to the sensitivity of military student security, especially concerning personal or identifiable military data. This will be supported by Terms and Conditions within the contract.

**6.8 Delivery mechanism and support**

**6.8.1** Module delivery is primarily through distance learning but should where possible include some remote face-to-face delivery through digital means. This must be flexible to accommodate the unpredictable work demands and geographically dispersed nature of the students, including on operational deployments.

**6.8.2** Remote delivery should be during the working day (Mon-Fri 0900-1700) but must also be available as a recording to maximise flexibility of access for students.

**6.8.3** Tutor engagement will be conducted remotely e.g. face-to-face via video conferencing, by telephone or email. Tutors are to provide regular guidance and content, marking and feedback.

**6.8.4** The Supplier must also have a resilience plan for full delivery (e.g. contingency plan for COVID or other restrictions/events).

**6.8.5** Access to University Library resources online and remote access to offline if necessary (via post, for example).

**6.9 Contract length**. Following the contract being awarded in January 2023 the first cohorts are to start in September 2023.

**6.9.1** The contract is for 3 years of new starts (academic years 23/24, 24/25, 25/26). Students have 6 years to complete their studies. Total contract length of 9.8 years.

**6.9.2** Two +1 option years of new starts are provided for in the contract (academic years 26/27, 27/28), total contract length of 11.8 years if both were invoked. The Authority is under no obligation to invoke these.

1. key milestones and Deliverables

## **7.1**. The following Contract milestones/deliverables shall apply:

|  |  |  |
| --- | --- | --- |
| **Milestone/**  **Deliverable** | **Description** | **Timeframe or Delivery Date** |
| 1 | **Creation of a bespoke Bachelor’s degree programme**  This will be subject to phased sub-milestones to be agreed prior to contract award such as the following: | To be delivered by Sep 23 |
| a. Mapping of Army courses and design of degree to include accreditation plan and module outline. |
| b. Detailed design and module content |
| c. Development of modules including usability testing |
| d. Authority product/programme Sign off |
| e. Students on programme |
| 2 | **Creation of a bespoke Master’s degree programme**  This will be subject to phased sub-milestones to be agreed prior to contract award such as the following: | To be delivered by Sep 23 |
| a. Mapping of Army courses and design of degree to include accreditation plan and module outline. |
| b. Detailed design and module content |
| c. Development of modules including usability testing |
| d. Authority product/programme Sign off |
| e. Students on programme |
| 3 | **Creation of a post-ICSC(L) Master’s degree programme**  This will be subject to phased sub-milestones to be agreed prior to contract award such as the following: | To be delivered by Sep 23 |
| a. Mapping of Army courses and design of degree to include accreditation plan and module outline. |
| b. Detailed design and module content |
| c. Development of modules including usability testing |
| d. Authority product/programme Sign off |
| e. Students on programme |
| 4 | **Creation of Master’s programme for Senior Soldier Entry students**  This will be subject to phased sub-milestones to be agreed prior to contract award such as the following: | This deliverable is an OPTION. The Authority reserves the right to withdraw from this option at agreed points during the programme e.g post design. The programme will be approved, and funding released in phases.  To be delivered by Sep 23 |
| a. Mapping of Army courses and design of degree to include accreditation plan and module outline. |
| b. Detailed design and module content |
| c. Development of modules including usability testing |
| d. Authority product/programme Sign off |
| e. Students on programme |
| 5 | The Supplier shall provide a digital portal/platform (or equivalent), that supports the design and delivery of all programme content/courseware and learning administration | Throughout life of the contract |
| 6 | Quality Assurance (QA) – The Supplier shall develop, in conjunction with the Authority, implement, and maintain an internal/external QA plan to be agreed and endorsed by the Authority. | Throughout life of the contract |
| 7 | QA internal/external standards to be continuously met and assured on a 6 monthly basis, to ensure the required quality, functionality and utility are delivered. | Bi-Annually throughout life of the contract |
| 8 | Governance – The Supplier shall provide and internal/external Governance plan to be agreed and endorsed by the Authority. | Throughout life of the contract |
| 9 | Governance will be monitored through regular meetings to discuss the programmes. These may include but are not limited to: | Throughout life of the contract |
| 1. AHEP 2 Principal meetings – Overall performance and high-level strategic discussions. |
| 1. AHEP 2 Steering Group – Operational delivery discussions. |
| 1. AHEP 2 Board of Studies – Academic guidance and review. |
| 10 | A Continuous Improvement plan to be implemented by the Supplier. To be agreed and endorsed by the Authority to include but not limited to: | Throughout life of the contract |
| a. Content design (maintain and update) |
| b. Programme delivery (disseminate) |
| c. Digital Portal functionality (maintain) |
| d. Student Administration |

1. MANAGEMENT INFORMATION/reporting

**8.1** The Authority will require the Supplier to provide dedicated administrative support including handling all student administrative issues related to their use of the LMS and portal / equivalent. This also includes provision of personalised student data to enable oversight and intervention in learning journeys if required.

**8.2** The Supplier is to provide a ‘dashboard’ that provides real time or near real time data and reporting for programme strategic governance and allows managers of learners to view individual progress and comparison data. Access to this dashboard must be as flexible as possible, acknowledging the MOD security policy may prevent MODNet access.

**8.3** The Authority will continue to require reporting, sometimes with short notice, to answer specific Requests for Information from internal and external (e.g. FOI) organisations; it is expected that this will be supported within reason. Any issues or concerns from this process should be raised in the normal programme governance meetings.

**8.4** The Supplier will provide the Authority with a copy of students’ final dissertations and any other assignment the Authority requests.

**8.5 Evaluation**

**8.5.1** The Authority will continue to require input into and results from the Supplier’s evaluation process. The Supplier will assist the Authority’s data analysis staff including contractors in the evaluation of the student learning experience.

**8.6 Governance**

**8.6.1** Programme governance will require the following process (including but not limited to): performance review meetings, Exam Boards if required, regular reporting etc. and be prepared to adapt and change as the Authority’s Continuous Improvement and strategic development processes require.

**8.6.2** Programme director. The Supplier will provide a nominated Programme Director who will act as a focal point for all liaison between the Supplier and the Authority; however, direct access to key team members to enable and enhance supply is also expected.

**8.6.3** Key Performance Indicators (KPIs). Proposed KPIs are part of the bid pack; these can be further developed and will be agreed by both parties prior to contract award.

**8.7 Additional**

**8.7.1** There is no requirement for accommodation, issued IT hardware or dedicated working space.

**8.8** Graduation ceremonies (and any other mutually agreed specialist events/requirements) should follow standard protocols with the flexibility to mutually agree changes following e.g. an Authority’s Continuous Improvement Review. Any costs associated with changes should form part of a formal response to a change process.

1. volumes

**9.1** See section 6, outline of deliverables.

1. continuous improvement

**10.1** The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration; this forms a separate milestone in Sect 7.

**10.2** Changes to the way in which the Services are to be delivered must be brought to the Authority’s attention and agreed, possibly via the contract change process, prior to any changes being implemented.

1. Sustainability

**11.1** All MOD procurements should be done so in a sustainable manner.

**11.2** The supplier will be expected to deliver the level of social value that is accessed at RoR (Record of Response) stage, from the supplier’s response to the Social Value questions

**11.3** A KPI will be monitored monthly surrounding the climate change RoR question, and the winning supplier’s written response. As part of the supplier’s proposal, they shall be expected to layout what/how they will deliver the KPI, and what good, requires improvement and inadequate looks like.

1. quality

**12.1** Quality shall be checked at each contract management meeting.

**12.2** Students will be requested to complete surveys to ensure the level of quality required is being met.

**12.3** A collaboratively developed QA plan is to be agreed and endorsed by the Authority and implemented by the Supplier after contract award.

**12.4** QA checks will be implemented on a 6 monthly basis to ensure QA standards are being met.

1. PRICE

**13.1** The main part of contract pricing model will be a price per module paid on enrolment. There is up to £100,000 per degree route available for up front development costs; alternatively, this could be spread throughout the life of the contract. It is not expected that all development costs will be covered by this amount, but any further development costs will be the responsibility of the supplier and expected to be funded through the per module per student pricing model.

**13.2** The level and release of development funds will be agreed following contract award and pre contract commencement, subject to phase / milestone deliverables and a formal endorsement process. The Authority is to discuss whether payments will be made on a quarterly or term time basis once the BaU element of the contract commences.

**13.3** Price will be firm for the initial 2.8 years, and then Variation of price (VOP) more specifically CPI will be applied following this using the official ONS rate. Inflation is not to be included in the pricing matrix after September 2025 as this will be calculated on an annual basis.

**13.4** The Potential Bidder is requested to provide a breakdown of costing on the pricing matrix, which forms part of this bid pack.

**13.5** Prices are to be submitted via email on Annex B to Bid pack - Price Schedule. These figures should exclude VAT and include all other expenses relating to Contract delivery.

1. STAFF AND CUSTOMER SERVICE

**14.1** The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.

**14.2** The Supplier’s staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard; refer to section 6.8.

**14.3** The Supplier shall ensure that staff understand the Authority’s vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

1. service levels and performance

**15.1** KPIs and service levels can be found at Annex A to this SOR and will apply throughout the life of the contract. These may be amended slightly prior to contract commencement at the discretion of the Authority, and on agreement from the supplier.

**15.2** As per Key Milestones and Deliverables in Section 7 and Governance in Section 8.2, the Social Value KPI will be adapted and amended based upon the written response to the Social Value Climate Change question within the Record of Response (RoR).

**15.3** Some flexibility may be possible following contract award for individual milestones, subject to negotiation and possibly via the contract change process as required.

1. Security and CONFIDENTIALITY requirements

**16.1** The Supplier shall manage students’ data (personal and military identifiable information) in accordance with the contract and the Data Protection Act (2018) and DEFFORM 532B that forms part of this contract.

**16.2** The Supplier is to provide an information security policy for all Army (student) generated data.

**16.3** The Supplier is to create an access control policy to limit unnecessary exposure of Army (military students) data.

**16.4** The supplier is to contact the Authority immediately if any personal and/or military identifiable information is lost or stolen.

**16.5** All Army (military students) generated data in both electronic and paper formats must as a minimum remain in the UK.

**16.6** The attendance of military personnel at Graduations and/or other events/locations in context of their courses is not to be widely advertised.

1. payment AND INVOICING

**17.1** All payments will be made via CP&F and Exostar. Prior to contract commencement, you must have access to Exostar/CP&F. If not, please let the authority know to allow for full onboarding. Invoices will be paid within 30 days as per MOD Policy unless subject to dispute. If subject to dispute, the supplier will be informed in writing.

**17.2** Invoicing and payment schedule will be agreed prior to contract award. Any subsequent changes should be managed via the contract change process.

1. CONTRACT MANAGEMENT

**18.1** BaU Management meetings will be conducted on a monthly basis to discuss the KPIs found at Annex A to this document, timings/location to be agreed on with the winning supplier. Further meetings may be required, particularly in the development stage of the requirement. This is likely to be on a weekly basis, but will be confirmed following contract commencement.

**18.2** Meetings will take place (in person/virtually) and details of this will be provided approximately 1 week before the meeting.

**18.3** As well as meetings, various reports may be required to support the assessment of KPIs. This includes but is not limited to:

* Digital portal for live data
* Quality assurance plan
* Governance plan
* Reports on their social value KPI data on a monthly basis, to be provided on the last working day of each month

**18.4** Further meetings can be requested on an adhoc basis.

**18.5** Attendance at management meetings shall be at the Supplier’s own expense.

1. Location

**19.1** Contract Services will be delivered remotely.

**19.2** Graduation ceremonies will take place at the Suppliers location, or the Suppliers nominated venue, this can be discussed on contract commencement.

1. Blended delivery is supported by mandated Army Officer Career Courses. These are in-person residential courses held on MOD property [↑](#footnote-ref-2)
2. RMAS is the initial training for Direct Entry Officers in the British Army. [↑](#footnote-ref-3)
3. ICSC(L) is the course which Officers are required to complete upon promotion to the rank of Major, usually around ten years into the career of an Officer. For Senior Service Entry Officers who have promoted from the ranks, this may be approached after 15 years of service. [↑](#footnote-ref-4)
4. As per the definition of blended learning in Section 4. [↑](#footnote-ref-5)
5. Further information on ELCAS requirements is available on request. [↑](#footnote-ref-6)