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FUTURE SERVICE DELIVERY CONTRACT

SCHEDULE 8.1

GOVERNANCE

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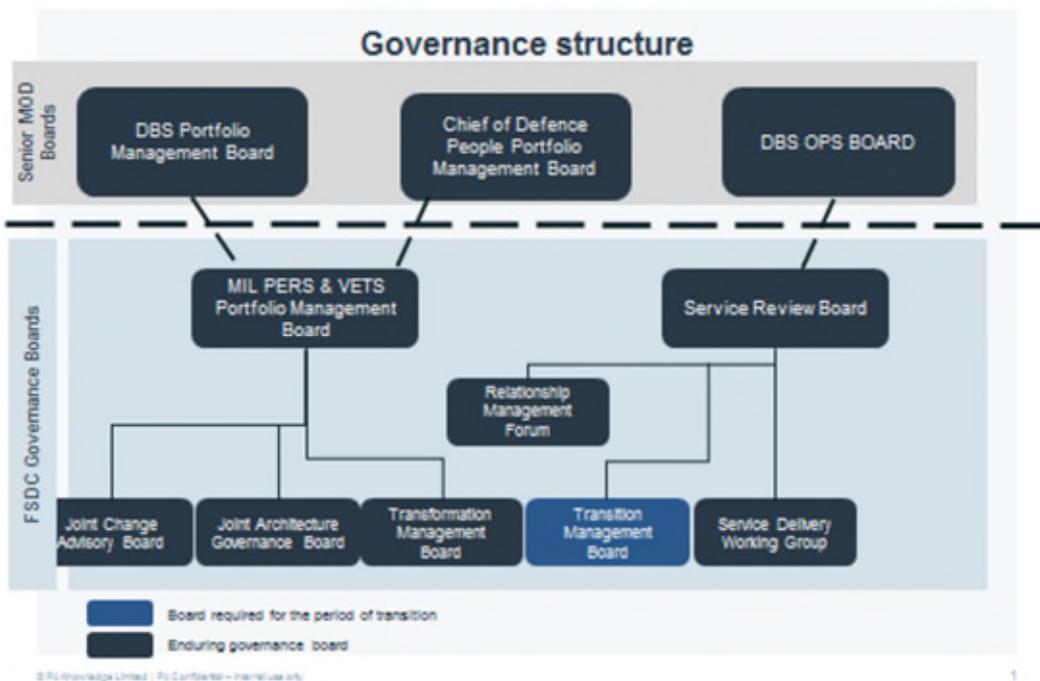
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GOVERNANCE

1 MANAGEMENT OF THE SERVICES

- 1.1 The Contractor and the Authority shall each appoint an appropriate authorised senior representative for the purposes of this Agreement through whom the Services shall be managed at a day-to-day.
- 1.2 Both Parties shall ensure that appropriate resource is made available on a regular basis such that the aims, objectives and specific provisions of this Agreement can be fully realised.
- 1.3 Governance Structure



2 RELATIONSHIP MANAGEMENT PLAN

- 2.1 The Relationship Management Plan is set out in Appendix 3.
- 2.2 The Contractor shall submit a draft of the Detailed Relationship Management Plan to the Authority for approval within 10 Working Days of the Effective Date.
- 2.3 The Contractor shall ensure that the draft Detailed Relationship Management Plan sets out how the Parties will work together during the Term and includes detail relating to:
 - (a) the identity of the nominated Relationship Manager;
 - (b) how the Contractor will interact with the Authority and deal with any Authority feedback;

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- (c) how the Parties will behave reasonably in dealing with one another including in relation to the activities in Table 1 below;
- (d) how the Parties will cooperate with respect to principles regarding:
 - (i) openness and honesty, and engaging with stakeholders;
 - (ii) mutual respect and valuing each individual's contribution;
 - (iii) encouraging innovation and continuous improvement;
 - (iv) solving problems quickly in a non-confrontational, no-blame manner;
 - (v) being flexible and cost conscious in response to change;
 - (vi) adopting best practice and managing risk;
 - (vii) providing safe working conditions;
 - (viii) respecting and protecting the environment; and
 - (ix) making work as enjoyable as possible.

2.4 Following receipt of the draft Detailed Relationship Management Plan from the Contractor, the Authority shall:

- (e) review and comment on the draft Detailed Relationship Management Plan as soon as reasonably practicable; and
- (f) notify the Contractor in writing that it approves or rejects the draft Detailed Relationship Management Plan no later than 10 Working Days after the date on which the draft Detailed Relationship Management Plan is first delivered to the Authority.

2.5 If the Authority rejects the draft Detailed Relationship Management Plan:

- (g) the Authority shall inform the Contractor in writing of its reasons for its rejection; and
- (h) the Contractor shall then revise the draft Detailed Relationship Management Plan (taking reasonable account of the Authority's comments) and shall re-submit a revised draft Detailed Relationship Management Plan to the Authority for the Authority's approval within 5 Working Days of the date of the Authority's notice of rejection. The provisions of Paragraph 2.4 and this Paragraph 2.5 shall apply again to any

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resubmitted draft Detailed Relationship Management Plan, provided that either Party may refer any disputed matters for resolution by the Dispute Resolution Procedure at any time.

- 2.6 If the Authority approves the draft Detailed Relationship Management Plan, it shall replace the Outline Relationship Management Plan from the date of the Authority's notice of approval.
- 2.7 The Parties will keep under review the processes and mechanisms for building and maintaining their relationship in line with the principles set out in this paragraph and as set out in the Relationship Management Plan.
- 2.8 In relation to the Boards and Fora set out in this Schedule 8.1, the Parties will adhere to the principles set out in the Relationship Management Plan.

Table 1

	Description	Status	Frequency
Regular ad-hoc peer contact	Contractor and Authority management teams to maintain an open door policy and proactively maintain regular and open face to face contact.	Immediate and ongoing implementation.	Daily.
Joint team building workshops	Joint Contractor and Authority management team building workshop to be regularly held.	Bi-annual joint Management/Senior Leaders Forums held.	Bi-annually.
Team social events	Regular joint social activities to be arranged albeit these to be at the cost of the staff attending.	Contractor host social events for all sites where there is joint Authority/Contractor presence. Additionally, Centurion Association (joint committee) hold a number of social activities.	Ongoing
Joint stakeholder management	Contractor and Authority team to jointly engage on the external stakeholder plan.	Contractor work alongside the Authority in the delivery of major projects and jointly communicate to stakeholders. Contractor to also participate in the 'Outreach' programme with the single Services and issue joint communications in relation to SPV deliverables.	Ongoing

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Feedback	The Authority will respond to the annual Contractor corporate Customer Advocacy Survey. Additionally, the Authority will also participate in the Contractor Voice of the Customer (VoC) process.	Ongoing.	Annual CA Survey. Bi annual VOC.
Common staff objectives	Both Parties to ensure that the common objectives set out in an annual plan and are cascaded down into the annual objectives of key management in the Authority and the Contractor.	Annual objectives and appraisal process.	Annual and interim appraisals.
Joint communications to staff	Authority presentations supported by the Contractor as required. Authority to support Contractor staff Town Halls as required. Jointly formulate key messages.	Town Halls/staff briefings held regularly.	Ongoing.
Joint education sessions	Contractor to provide a schedule of educational sessions to Authority staff and/or Contractor staff on special topics of interest.	Reviewed and agreed regularly by Relationship Managers.	Bi-Monthly.
JPA focal points	Contractor to support the Authority as part of stakeholder management in presenting to JPA focal groups on the Services.	This supports normal engagement through governance bodies and outreach programmes.	As required.
Joint project teams	Joint project teams to be established for major projects.	As required	As required. Outreach Programme - Bi-annually.
Joint applications for awards	Specific opportunities for award applications to be identified and jointly submitted. Objective is to raise the profile and image of both Parties.	Reviewed by Relationship Managers.	Ongoing.
Key supplier - joint engagement	Contractor to proactively arrange key suppliers to engage with Contractor and the Authority as required for innovation, special topics, business updates. This is primarily for senior management engagement.	Contractor Comms & Relationship Manager responsible for delivering a schedule of engagement sessions.	Bi-annually.

3 BOARDS

Establishment and structure of the Boards

- 3.1 The Boards shall be established by the Authority for the purposes of this Agreement on which both the Contractor and the Authority shall be represented.
- 3.2 Both Parties shall ensure appropriately qualified, experienced and empowered personnel attend meetings as agreed between the Authority and the Contractor.
- 3.3 In relation to each Board, the:
- (a) Authority Board Members;
 - (b) Contractor Board Members;
 - (c) frequency that the Board shall meet (unless otherwise agreed between the Parties);
 - (d) location of the Board's meetings; and
 - (e) planned start date by which the Board shall be established,
- shall be as set out in Appendix 1.
- 3.4 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 Contractor Board Member of equivalent seniority and expertise.

Board meetings

- 3.5 Each Party shall ensure that its Board Members shall make all reasonable efforts to attend Board meetings at which that Board Member's 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) a delegate attends the relevant Board meeting in his/her place who (wherever possible) is properly briefed and prepared; and
 - (b) that he/she is debriefed by such delegate after the Board Meeting.
- 3.6 A chairperson shall be appointed by the Authority for each Board as identified in Appendix 1. The chairperson shall be responsible for:
- (a) scheduling Board meetings;

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- (b) setting the agenda 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 Board meetings;
- (e) ensuring that minutes for Board meetings are recorded and disseminated electronically to the appropriate persons and to all Board meeting participants within seven Working Days after the Board meeting; and
- (f) facilitating the process or procedure by which any decision agreed at any Board meeting is given effect in the appropriate manner.

3.7 Board meetings shall be quorate as long as at least two representatives from each Party are present.

3.8 The Parties shall ensure, as far as reasonably practicable, that all Boards shall as soon as reasonably practicable resolve the issues and achieve the objectives placed before them. Each Party shall endeavour to ensure that Board Members are empowered to make relevant decisions or have access to empowered individuals for decisions to be made to achieve this.

4 ROLE OF THE PORTFOLIO MANAGEMENT BOARD

4.1 The Portfolio Management Board shall:

- (a) provide senior level guidance, leadership and strategy for the overall delivery of the Transformation Plan and through life change.;
- (b) be the point of escalation from the Joint Change Advisory Board, the Joint Architecture Governance Board, the Transition Management Board and the Transformation Management Board ; and
- (c) carry out the specific obligations attributed to it in Paragraph 4.2.

4.2 The Portfolio Management Board shall:

- (a) ensure that this Agreement is operated throughout the Term in a manner which optimises the value for money and operational benefit derived by the Authority and the commercial benefit derived by the Contractor;
- (b) receive and review reports from the Service Review Board or appropriate and review reports on technology, service and other developments that offer potential for improving the benefit that either Party is receiving, in particular value for money;
- (c) determine business strategy and provide guidance on policy matters which may impact on the implementation of the Services; and

- (d) provide guidance and authorisation to the Joint Change Advisory Board on relevant Changes.

5 ROLE OF THE SERVICE REVIEW BOARD

5.1 The Service Review Board shall be responsible for the executive management of the Services and shall:

- (a) be accountable to the DBS Operations Board for comprehensive oversight of the Services and for the senior management of the operational relationship between the Parties;
- (b) report to the DBS Operations Board on significant issues requiring decision and resolution by DBS Operations Board and on progress against the Transition Plan (including the progress of Transferring WIP);
- (c) receive reports on matters such as issues relating to delivery of existing Services and performance against Performance Indicators, progress against the Transition Plan (including the progress of Transferring WIP), and those elements of the Transformation Plan which will impact Services delivery and any other future developments;
- (d) review and report to the Portfolio Management Board on service management, co-ordination of individual projects and any integration issues;
- (e) deal with the prioritisation of resources which impact Services delivery on behalf of the Parties;
- (f) consider and resolve Disputes (including Disputes as to the cause of a Delay or the performance of the Services) in the first instance and if necessary escalate the Dispute to the DBS Operations Board ;
- (g) develop operational/Contractor relationship and develop and propose the relationship development strategy and ensure the implementation of the same;
- (h) consider input from the Service Delivery Working Group, Transition Management Board and Relationship Management Forum as detailed in Appendix 2; and
- (i) review and report on joint risks impacting Services delivery and agree the Crown Commercial Services performance monthly report.
- (j) review a rolling 18 month forward programme of Services delivery activity, including, anticipated changes in demand (volume and/or scope), new initiatives or legislation, or changes to sites from which Services are delivered

6 ROLE OF THE JOINT CHANGE ADVISORY BOARD

6.1 The Joint Change Advisory Board ("**JCAB**") shall be a joint review board consisting of nominated representatives from both Authority and Contractor staff, the involvement of which

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will be determined by the Change subject or Deliverable to ensure that the Change Requests are thoroughly checked and assessed from both a technical and business perspective.

- 6.2 Where the Contractor disagrees with the Authority regarding the classification or category of a Change, this will be minuted by the JCAB, outlining the reasons and/or any mitigations. Where an agreement cannot be established within a further ten Working Days, the provisions of Schedule 8.3 (*Dispute Resolution Procedure*) shall apply.
- 6.3 Where the Contractor requires more information from the Authority in order to classify, categorise or approve a Change Request, the Contractor shall submit a request for clarification to the Authority within five Working Days of receipt of the Change Request.
- 6.4 Either Party may call an emergency JCAB ("**e-JCAB**") meeting to discuss and approve Emergency Change Requests as and when required.
- 6.5 The Joint Change Advisory Board shall assess the impact and approve or reject all Change Requests. Changes which will have a significant impact on the Services shall be escalated to the Portfolio Management Board.
- 6.6 The Joint Change Advisory Board shall:
 - (a) review Change Requests;
 - (b) analyse and record the impact of all Changes, specifically whether the proposed Change:
 - (i) has an impact on other areas or aspects of this Agreement and/or other documentation relating to the Services;
 - (ii) has an impact on the ability of the Authority to meet its agreed business needs within agreed time-scales;
 - (iii) will raise any risks or issues relating to the proposed Change; and
 - (iv) will provide value for money in consideration of any changes to the Financial Model, future Charges and/or Performance Indicators and Target Performance Levels;
 - (c) provide recommendations, seek guidance and authorisation from the Portfolio Management Board as required; and
 - (d) approve or reject (close) all proposed Changes Change Requests within five Working Days of receipt (being raised on the Change Management System).
- 6.7 The Contractor shall provide suitably qualified and experienced personnel at all JCAB meetings to enable all Change Requests to be reviewed and assessed to determine:
 - (a) the validity of the request;

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- (b) the category of change (in accordance with Appendix 1 to Schedule 8.2 (*Change Control Procedure*));
- (c) the priority; and
- (d) the delivery methodology (e.g. Agile, Waterfall or hybrid).

7 ROLE OF THE JOINT ARCHITECTURE GOVERNANCE BOARD

7.1 The Joint Architecture Governance Board) shall be accountable to the Portfolio Management Board for oversight of the technology used in the Contractor Solution and ensuring that technological choices are made to maximise the long term value of the Contractor Solution as a business asset of the Authority.

7.2 The Joint Architecture Governance Board shall:

- (a) ensure compliance with the Standards;
- (b) grant dispensations for variations from such compliance where appropriate;
- (c) assure the coherence and consistency of the systems architecture for the Contractor Solution;
- (d) monitor developments in new technology and reporting on their potential benefit to the Services;
- (e) provide advice, guidance and information on technical issues;
- (f) assure that the technical architecture of the Contractor Solution is aligned to the Service Requirements and has sufficient flexibility to cope with future requirements of the Authority; and
- (g) where necessary escalate any issues to the Portfolio Management Board,

8 TRANSFORMATION MANAGEMENT BOARD

8.1 The Transformation Management Board shall develop, coordinate and manage transformation activity across the Agreement and ensure that service improvements and savings are delivered in line with the Contractor's Transformation Plan and milestone regime, and is accountable to the Portfolio Management Board.

8.2 The Transformation Management Board shall escalate issues that may impact the delivery of the Transformation Plan to the Portfolio Management Board.

8.3 The Transformation Management Board shall:

- (a) provide the overarching governance and decision making framework for the Contractor's Transformation Plan;

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- (b) agree the overall programme goals, objectives and priorities;
- (c) reviews will include rapid improvement interventions, lean systems reviews, structural reviews and fundamental service reviews;
- (d) monitor and manage programme progress, savings and impact;
- (e) provide a robust challenge and scrutiny function for all reviews;
- (f) manage high-level interdependency's and risks associated with all transformation programmes and the wider portfolio of change;
- (g) strategically identify, prioritise and allocate resources to programmes and projects, re-aligning where necessary;
- (h) identify and develop funding and resource plans designed to assist in the delivery of the programme;
- (i) ensure transformation milestones deliver against agreed outcomes, KPIs, budgets, timescales and business benefits;
- (j) monitor and approve Milestone Achievement Certificates, if all Milestone Achievement Criteria have been met;
- (k) put in place an over-arching effective communications and engagement strategy, sharing key messages with employees, members and partners as required;
- (l) ensure that programme leads are adequately supported in their work and held to account for the delivery of their responsibilities;
- (m) receive reports on matter such as issues relating to existing services which may impact on elements of the Transformation Plan.

9 TRANSITION MANAGEMENT BOARD

- 9.1 Not less than 10 Working Days after the Effective Date, the Parties shall establish a Transition Management Board which shall include appropriate representatives from the Authority, the Contractor and the Previous Contractor.
- 9.2 The Transition Management Board shall be accountable to the Service Review Board;
- 9.3 The scope of transition shall include but not be limited to transition project governance, people management, transfer of operational responsibilities and services, security readiness, governance process readiness and technology readiness,
- 9.4 The Transition Management Board shall meet on a regular basis to:
 - (a) review the Transition Plan;

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- (b) oversee progress against the overall Transition Milestones Regime and Achievement Criteria;
- (c) assess and manage any risks and issues relating to the Transition Milestone Regimes and where necessary escalate any issues to the Service Review Board;
- (d) identify the work in progress of the Previous Contractor and the potential Transferring WIP;
- (e) take steps to ensure that as much work in progress as possible is cancelled if no longer required or completed prior to the OSCD and refine the scope of the potential Transferring WIP;
- (f) prior to the OSCD, agree the steps required for the Contractor to assume responsibility for the completion of the Transferring WIP from the OSCD;
- (g) prior to the OSCD, document and agree (the Parties acting reasonably) the Transferring WIP and its categorisation as Operational Services (which shall constitute the agreed Transferring WIP). Transferring WIP shall be completed, unless agreed otherwise, as an Operational Service where the relevant work would be designated as an Operational Service under this Agreement;

10 RELATIONSHIP MANAGEMENT FORUM

10.1 The purpose of the Relation Management Forum is to provide an environment to review, the efficacy and effectiveness of the Relationship Management Plan.

10.2 The Relationship Management Forum shall:

- (a) Review and develop in an open and constructive way:
 - (i) issues;
 - (ii) processes; and
 - (iii) behaviours.

Concerning the relationship at all levels

- (b) remain up-to-date on emerging issues; and
- (c) promote partnering behaviours.

10.3 The Relationship Management Forum shall be accountable to the Service Review Board.

10.4 The Relationship Management Forum terms of reference will be reviewed on an annual basis.

10.5 Sub groups may be convened where necessary.

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- 10.6 The Contractor Relationship Manager and the Authority Relationship Manager will present a joint report to the Relationship Management Forum at each meeting. This report will include results of actions previously taken by the Relationship Management Forum.
- 10.7 The outcomes from each meeting will be a record of decisions and an overall summary.
- 10.8 Meetings will be organised and agreed by the Contractor Relationship Manager and the Authority Relationship Manager.
- 10.9 The Agenda will be drafted and agreed by the Contractor Relationship Manager and the Authority Relationship Manager.
- 10.10 Any evidence or papers for consideration will be circulated at least 5 Working Days in advance to all attendees.

11 OPERATIONAL GROUPS MEETINGS

- 11.1 In addition to the Boards, the Authority will establish the Groups set out in Appendix 2 below.
- 11.2 Both Parties shall ensure appropriately qualified, experienced and empowered personnel attend meetings as agreed between the Authority and the Contractor.
- 11.3 In relation to each Group, the:
 - (a) Authority Board Members;
 - (b) Contractor Board Members;
 - (c) frequency that the Group shall meet (unless otherwise agreed between the Parties);
 - (d) location of the Group's meetings; and
 - (e) planned start date by which the Group shall be established,shall be as set out in Appendix 2.

12 CONTRACT MANAGEMENT MECHANISMS

- 12.1 Both Parties shall pro-actively manage risks attributed to them under the terms of this Agreement.
- 12.2 The Contractor shall develop, operate, maintain and amend, as agreed with the Authority, processes for:
 - (a) the identification and management of risks;
 - (b) the identification and management of issues; and
 - (c) monitoring and controlling project plans.

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12.3 The Risk Register shall be updated by the Contractor and submitted for review by the Service Review Board.

13 ANNUAL REVIEW

13.1 An annual review meeting shall be held throughout the Term on a date to be agreed between the Parties.

13.2 The meetings shall be attended by the Managing Director of the Contractor and DBS CEO of the Authority and any other persons considered by the Authority necessary for the review.

APPENDIX 1

Service Review Board Representation and Structure

Authority Members of Service Review Board	Head Mil Pers/Hd Vets UK] [Joint Chair] Head Service Development Head Service Operations Hd Client Management Capability Service Delivery Manager PMO Manager Programme Manager
Contractor Members of Service Review Board	
Start Date for Service Review Board meetings	OSCD
Frequency of Service Review Board meetings	Monthly
Location of Service Review Board meetings	

Portfolio Management Board Representation and Structure

Authority members of Portfolio Management Board	[Head Service Design] [Chairperson] Head Service Development Lead Enterprise Architect PMO Manager Programme Manager ITOS Manager SO1 Security MI&Data lead
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	CDP Representative
Contractor members of Portfolio Management Board	
Start date for Portfolio Management Board meetings	OSCD
Frequency of Portfolio Management Board meetings	Monthly
Location of Portfolio Management Board meetings	██████████

Joint Change Advisory Board Representation and Structure

Authority Members of Joint Change Advisory Board	<p>Head Service Development [Chairperson]</p> <p>PMO Manager</p> <p>Programme Manager</p> <p>ITOS Manager</p> <p>SO1 Security</p> <p>MI&Data lead</p> <p>Change Manager</p> <p>Test Manager</p> <p>Release Manager</p>
Contractor Members of Joint Change Advisory Board	<p>Contractor's Change Manager (Chairperson)</p> <p>Contractor's PMO Manager</p> <p>Contractor's AMO representatives</p>
Start Date for Joint Change Advisory Board meetings	OSCD
Frequency of Joint Change Advisory Board meetings	Weekly
Location of Joint Change Advisory Board meetings	██████████

Joint Architecture Governance Board Representation and Structure

Authority Members of Joint Architecture Governance Board	Head Service Design] [Chairperson Head Service Development Lead Enterprise Architect PMO Manager Programme Manager ITOS Manager SO1 Security MI&Data lead ISS CIO Representative
Contractor Members of Joint Architecture Governance Board	
Start Date for Joint Architecture Governance Board meetings	OSCD
Frequency of Joint Architecture Governance Board meetings	Monthly
Location of Joint Architecture Governance Board meetings	██████████

Transition Management Board Representation and Structure

Chair	The meetings will be jointly chaired by FSDC Senior Responsible Officer and Contractor Chief Operations Officer
Authority Members for Transition Management Board	[FSDC SRO] [Joint Chair] Head Service Development

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	<p>Head Service Operations</p> <p>Hd Client Management Capability</p> <p>Service Delivery Manager</p> <p>Transition Manager</p>
Contractor Members for Transition Management Board	
Start Date for Transition Management Board meetings	1 January 2020 up to OSCD + 3 months
Frequency of Transition Management Board meetings	Monthly
Location of Transition Management Board meetings	██████████

Transformation Management Board Representation and Structure

Position	Role on Transformation Management Board
Transformation Director - Contractor	Joint Chair
Transformation Programme Manager - Military Personnel Authorised Representative	Joint Chair
Transformation Programme Manager - Veterans UK Authorised Representative	Joint Chair
Contractor Chief Technology Officer	Board Member
Contractor Head of Operations	Board Member
Authority Head Service Design	Board Member
Authority Head Service Development	Board Member
Authority Finance Business Partner	Board Member
Authority Head Service Operations	Board Member
Start Date for Transformation Management Board	OSCD

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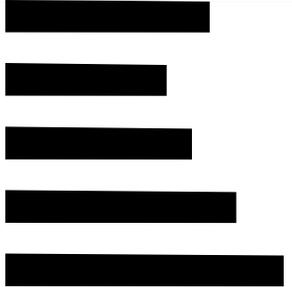
meetings	
Frequency of Transformation Management Board meetings	Monthly
Location of Transition Management Board meetings	■

Relationship Management Forum Representation and Structure

Authority Members for Relationship Management Forum	<ul style="list-style-type: none"> Authority Executives (normally DH/One star and above; currently MB attendees)
Contractor Members for Relationship Management Forum	<ul style="list-style-type: none"> Contractor Executives.
Other attendees	<ul style="list-style-type: none"> Relationship Managers (as invited). Other internal personnel as agreed by both parties By exception other external personnel as agreed by both parties.
Start Date for Relationship Management Forum meetings	
Frequency of Relationship Management Forum meetings	<ul style="list-style-type: none"> There will normally be 3 meetings held at mutually agreed venues, with no more than 5 months between meetings. There will normally be a separate relationship forum meeting which will encompass AH level employees in the intervening 6 months between this particular forum.
Location of Relationship Management Forum meetings	<ul style="list-style-type: none">

APPENDIX 2

Group Representation and Structure

Business Area SME	Meeting/Group /Event	Reports to	Responsible for	Authority Attendees	Contractor Attendees	Timing/Frequency	Terms of Reference
DBS-PS-SO2	Service Review Board	DBS Operations Board	To ensure the Service Delivery Board across the full spectrum of MilsPers and Vets business is being delivered to customers.	<ul style="list-style-type: none"> • Head Mil Pers • Head Vets UK 		Monthly	[TBC]
DBS-PS-SO2	Customer Advisory Group or Forum (CAG) or (CAF)	[TBC]	<p>Advising CEO DBS, DBS Mil Pers Head and Head Vets UK (and the Armed forces reps) on the prioritisation of services and the quality of services delivered to the full range of Authority customers.</p> <p>Providing a forum for alerting the Authority's Owner to any particular concerns</p>	<ul style="list-style-type: none"> • CEO DBS, Hd • Mil Pers/Hd Vets UK • DNPS • DSPS (A) • DDSA (IS&L) • DMS • DS&P 		Quarterly	[TBC]

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Business Area SME	Meeting/Group /Event	Reports to	Responsible for	Authority Attendees	Contractor Attendees	Timing/ Frequency	Terms of Reference
			that Authority customers may have.	<ul style="list-style-type: none"> • DCS • UKSV • PJHQ J1 DACOS Pers • COS Pers I (RAF) • CDP(Pers Strategy) • DASA (EPSA) • CTLB Fin • COBSEO • DBS Civ Pers Hd • War Pensions Committee rep • Chairperson War Widows Association 			
DBS-Ops-Risk Mgr	DBS Audit and Risk Sub Committee	DBS Corporate Board	<ul style="list-style-type: none"> • The strategic processes for risk, control and governance and the Governance Statement. 	<ul style="list-style-type: none"> • Chair – Non Exec • Members – Non Executive Board Members • DBS Ops Risk Mgr 	A Contractor representative may be requested to attend	2 Monthly	[TBC]

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Business Area SME	Meeting/Group /Event	Reports to	Responsible for	Authority Attendees	Contractor Attendees	Timing/ Frequency	Terms of Reference
			<ul style="list-style-type: none"> • The planned activity and results of both internal and external audit • Adequacy of management response to issues identified by audit activity, including external audits management letter • Assurances relating to the management of risk and corporate governance requirements for the organisation • Anti-fraud policies, whistle blowing processes and arrangements for special investigations • Other assurance reports including SHEF(P), Information Assurance and Gateway Reviews 	<ul style="list-style-type: none"> • Defence Authority Finance Rep • Defence Authority CDP Rep • DBS COO • DBS Del & EPMD Dir • DBS SFO • DBS CFO • Hd of Finance Pillar • NAO and Internal Audit Reps 			

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Business Area SME	Meeting/Group /Event	Reports to	Responsible for	Authority Attendees	Contractor Attendees	Timing/Frequency	Terms of Reference
			<ul style="list-style-type: none"> Periodically review its own effectiveness and report the results of that review to the Board 				
DBS MilPers-MilOps-CurOpsSO1	Service Focal Points Meeting	AH Mil Pers	<ul style="list-style-type: none"> Service delivery strategic & governance pertaining to provision of Authority outputs. 	<ul style="list-style-type: none"> SO1 Current Ops C1 Customer Insight Tri-service Focal Points PACC (Glasgow) JFC PJHQ 	[REDACTED]	Bi Monthly	[TBC]
DBS MilPers-MilOps-CPMT-Mgr	Service Delivery Working Group (SDWG)	Service Review Board	<ul style="list-style-type: none"> To assure the Service Review Board on the level of core service being delivered to customers. 	<ul style="list-style-type: none"> AH Mil Pers & Ops (Chair) C1 DBS Mil Pers & Ops – CPMT SO1 DBS Mil Pers & Ops – Current Ops C2 DBS Mil Pers & Ops – CPMT 	[REDACTED]	Monthly	<ul style="list-style-type: none"> To monitor the quality of DBS Mil Pers Payroll delivery of core services to its Customers and achievement against the relevant PIs or KPIs for pay and pension accuracy and timeliness. This is done through the medium of the Monthly SDR. To continually develop

Business Area SME	Meeting/Group /Event	Reports to	Responsible for	Authority Attendees	Contractor Attendees	Timing/Frequency	Terms of Reference
				<ul style="list-style-type: none"> • D DBS Mil Pers & Ops CPMT • C1 DBS Ops SupRel • C2 Def Comrcl CC-HOCS 			<p>and refine methods of measuring achievement and reporting performance against those as laid down by CDP</p> <ul style="list-style-type: none"> • To agree Common Issues and SIIP Priorities • To agree areas for Continuous Improvement
DBS ITMS-Sys-Mil-SO2	Information Asset Owners Steering Group (IAOSG)	DBS SIRO	<ul style="list-style-type: none"> • Identifying risks associated with the information asset; • Managing and operating the asset in compliance with policies and standards; and • Ensuring controls manage all risks appropriately. 	<ul style="list-style-type: none"> • SO1 Sy • Data Protection Team • All Information Asset Owners (IAOs) 	<p>████████████████████ ████████████████████ ████████████████████ ████████████████████</p>	Quarterly	An IAO is appointed by, and reports to, the Senior Information Risk Owner (SIRO). Their role is to protect and manage information held in HMG, and ensure that its value to the organisation is fully exploited.
DBS MilPers-FutDev-CGate-	JCAB	Portfolio Management	[TBC]	<ul style="list-style-type: none"> • SO1 Change Gate – Co-Chair • Process Leads 	Contractor equivalents	Weekly	To approve and prioritise all newly raised Requests for Change. To monitor

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Business Area SME	Meeting/Group /Event	Reports to	Responsible for	Authority Attendees	Contractor Attendees	Timing/Frequency	Terms of Reference
SO1		Board		<ul style="list-style-type: none"> • AMO Representative(s) 			delivery of all approved Change. To record and monitor all risks and issues relating to the delivery of Change.
DBS ITMS-Sys-Mil-SO2	Security Working Group (SWG)	SSG	<ul style="list-style-type: none"> • Day to day security issues. 	<ul style="list-style-type: none"> • SO1 Comms & Sy • Authority Security Officer 	Contractor equivalents	Every 6 weeks	To provide updates and guidance on all areas of current and up coming security projects.
Def Comrcl CC-HOCS AsstTL2	Commercial Working Group (CWG)	[TBC]	<ul style="list-style-type: none"> • Day to day commercial issues. 	<ul style="list-style-type: none"> • AH Commercial Services • Commercial services reps 	<div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div>	Monthly	[TBC]
Relationship Manager	Service Transfer Plan Working Group ¹ (STP WG)	Service Review Board	<ul style="list-style-type: none"> • Planning a smooth transition from current to future provision. 	<ul style="list-style-type: none"> • Relationship Manager (Chair) • Data Room Custodian • Commercial Reps • Business Continuity Manager 	Contractor equivalents	Annually or as requested by Authority	<ul style="list-style-type: none"> • To review the STP each meeting. • To assign relevant owners to actions arising from the reviews. • To review the Risk Register and facilitate action to mitigate risks.

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Business Area SME	Meeting/Group /Event	Reports to	Responsible for	Authority Attendees	Contractor Attendees	Timing/ Frequency	Terms of Reference
				<ul style="list-style-type: none"> SMEs as requested 			<ul style="list-style-type: none"> To report progress of the STP to the Service Review Board. To ensure a fully populated data repository through robust management of the Data Room and facilitation of, as a minimum, an annual Audit. Contractor representative to provide a progress report at least one week prior to every STP WG Meeting
DBS OPS Estates-CN Mgr	Safety, Health, Environmental and Fire (SHEF) Committee	DBS HoE	<ul style="list-style-type: none"> To monitor and foster a positive safety culture and partnership between the Authority and the Contractor. 	<ul style="list-style-type: none"> DBS Centurion Estates Manager DBS Centurion Ops Estates Supp1 Hd Mil Pers (by invitation) TU Rep (by invitation) 	A Contractor representative may be requested to attend	[TBC]	<ul style="list-style-type: none"> Review SHEF procedures, legislation, guidance and training within the Authority. Consider issues and reports raised by members of the Committee. Examine related internal and external reports. Study accident statistics and trends and

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Business Area SME	Meeting/Group /Event	Reports to	Responsible for	Authority Attendees	Contractor Attendees	Timing/ Frequency	Terms of Reference
							recommend preventative measures. <ul style="list-style-type: none"> • Provide information to the Head of Establishment, Contractor Account Director or equivalent , Directorate • Plan safety inspections and safety campaigns within the Authority.
DBS OPS Estates-CN Mgr	SSSA/SSFA Meeting with MOD Property Authority/Commercial Property Agent	[TBC]	<ul style="list-style-type: none"> • Day to day management of SSSA/SSFA issues. 	[TBC]	A Contractor representative may be requested to attend	Quarterly	[TBC]
DBS MilPers-MilOps-CurOpsSO1	Outreach Programme	[TBC]	[TBC]	<ul style="list-style-type: none"> • SO1 Current Ops • Current Ops Staff 	A Contractor representative may be requested to attend	As required.	[TBC]
DBS MilPers-MilOps-CurOpsSO1	Service Improvement and Innovation Programme (SIIP)	[TBC]	[TBC]	<ul style="list-style-type: none"> • AH Mil Pers • SO1 Current Ops • AH ITMS Dev-Tech 	[REDACTED]	Quarterly	[TBC]

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Business Area SME	Meeting/Group /Event	Reports to	Responsible for	Authority Attendees	Contractor Attendees	Timing/ Frequency	Terms of Reference
DBS ITMS-Development-Tech-Mil-AH	Technical Review	[TBC]	Day to day technical/strategy issues	<ul style="list-style-type: none"> DBS ITMS Development Tech Mil AH 	[REDACTED]	Weekly	[TBC]
DBS-ACOS	DBS Ops Board	DBS EC	[TBC]	<ul style="list-style-type: none"> DBS CIO DBS COO DBS Hd Fin DBS Hd Mil Pers DBS Hd Vets DBS Hd Vetting 	[REDACTED]	Monthly (CONTRACT OR by invitation only)	[TBC]
DBS-ACOS	DBS Change Board	DBS Ops Board	[TBC]	<ul style="list-style-type: none"> DBS COO DBS CIO DBS Hd Fin DBS Hd Mil Per DBS Hd Vets 	[REDACTED]	Weekly (CONTRACT OR by invitation only)	[TBC]
DBS-ACOS	DBS Executive Committee	[TBC]	[TBC]	<ul style="list-style-type: none"> DBS CEO DBS CIO DBS COO DBS Hd Fin 	[REDACTED]	Monthly (CONTRACT OR by invitation only)	[TBC]

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Business Area SME	Meeting/Group /Event	Reports to	Responsible for	Authority Attendees	Contractor Attendees	Timing/ Frequency	Terms of Reference
				<ul style="list-style-type: none"> • DBS Hd Mil Pers • DBS Hd Vets • DBS Hd Vetting 			
DBS-CIO	IT/IS Strategy Board Meeting	[TBC]	Review DBS Technical Strategy with ISS	<ul style="list-style-type: none"> • ISSCSSCP Head • ISSCSSCP Prog Mgr • DBSIS AHd Design Authority • DBSIS HD Live Services • DBS ITMS Development Head • DMS ITMS Development Tech Mil AH • DBS Ops Dir • ISS Svc Ops • IRO Dep Head South • ISS Svc Ops Transformation 	<div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div>	Monthly	[TBC]

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Business Area SME	Meeting/Group /Event	Reports to	Responsible for	Authority Attendees	Contractor Attendees	Timing/ Frequency	Terms of Reference
				<ul style="list-style-type: none">• DBS CIO			

APPENDIX 3

Relationship Management Plan

1.1 Relationship Management Plan (RMP)

- (a) The Relationship Management Plan is a document for the Authority and the Contractor to define the principles of Partnering, the tools and techniques to be used, key roles and responsibilities and the relationships to be implemented. The vision is to develop and maintain a flexible and trusting relationship between the Authority, the Contractor and its supply chain partners, building the right behaviour-set and capabilities, to deliver a world-class service.
- (b) The key components of the relationship management plan are as follows:
 - (i) the identity of the nominated Relationship Manager;
 - (ii) how the Contractor will interact with the Authority and deal with any Authority feedback;
 - (iii) how the Parties will behave reasonably in dealing with one another including in relation to the activities in table 1 outlined in 2.8
 - (iv) Show the Parties will cooperate with respect to principles outlined in 2.3 d.

The Draft Relationship Management Plan is outlined below.

1.2 The Identity of the nominated Relationship Manager

- (a) On contract award the Contractor shall appoint a Relationship Manager to ensure that there is a consistent way of all parties operating in partnership within FSDC.
- (b) The Contractor Relationship Manager will interface with the nominated Authority Relationship Manager and present a joint report to the Relationship Management Forum at each meeting.

1.3 How the Contractor will interact with the Authority and deal with any Authority feedback

- (a) The Contractor shall develop a set of Management Information (MI) to support this forum informed by a Collaboration Charter which applies to relationships at all levels and promotes partnering behaviours at all levels.
- (b) This MI will allow the Authority and Contractor to remain up to date and review issues, processes and behaviours in a constructive way and agree any actions to drive Continuous Improvement.

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- (c) The Contractor will use a balanced scorecard approach with the Authority to ensure a data-based approach, jointly identify the key aspects of the partnership to monitor and develop progress of the partnership and feedback from our users.
- (d) The Contractor will use formal data sources to measure customer satisfaction and understand Authority feedback, including:
 - (i) The Contractor shall survey the Authority via our annual Contractor Corporate Customer Advocacy Survey. The Contractor will seek agreement of the Authority to utilise Net Promoter Score (NPS) calculations to show whether the Authority is a "detractor" or "promoter" of the Contractor indicated as a score between -100 and +100. The results will inform, and measure the impact of, ongoing improvement of service delivery and user experience.
 - (ii) The Contractor will measure the satisfaction of Senior Stakeholders twice a year through the Client Satisfaction Survey. This will include a half hour telephone interview conducted by an independent survey company with stakeholders agreed with the Authority. This survey explores a number of key aspects of the FSDC service including; Overall Satisfaction, Service Delivery, Relationship Management and Change Management. The Contractor Service Delivery Manager will work with the Authority to agree a joint action plan to address any key issues highlighted. The actions will be reviewed as part of the formal monthly meeting regime described above to ensure progress is visible and tracked.
 - (iii) The Contractor will gather user feedback from a statistically significant sample of DBS MiIPers users on a monthly basis through a Voice of the Customer Survey that will gather feedback on service experience across a range of channels and surveys. The data and analysis will be shared with the Authority, identifying any key trends/themes which need to be addressed across the user base, enabling development of joint action plans to address the issues on the areas causing the most impact for end users.
 - (iv) The Contractor will also track and log Complaints and Commendations. For complaints the Contractor will capture a full narrative of the issue, whether it is being upheld or not, steps to resolution and root cause is provided for the Authority. Commendations will be shared with the relevant parties and inform any performance management. With the Authority's agreement the Contractor will target the achievement of Government and Industry awards to demonstrate our joint credentials in delivering the services.

1.4 How the Parties will behave reasonably in dealing with one another including in relation to the activities outlined in Section 2.8

- (a) The Contractor will embed collaboration as a principle into delivery of the FSDC Contract. The Contractor will do this by establishing a Collaboration Charter and agree with the Authority a set of behaviours to aid effective partnership working and the principles through which we will operate.

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- (b) The Contractor will work with the Authority to develop the relationship by agreeing to communicate according to a “One Team” ethos across the respective teams to:
- (i) Foster goodwill between the parties
 - (ii) Take an open and flexible approach to evolving requirements
 - (iii) Challenge convention and tradition, to promote efficiency and innovation
 - (iv) Promote honesty and trust through transparent information exchange and data sharing
 - (v) Cultivate joint ideas, collective knowledge, and risk sharing
 - (vi) Empower and support decision making at the lowest practicable level
 - (vii) Speak with one voice to stakeholders
 - (viii) Share, celebrate, and reward success
- (c) In order to help foster a One Team Ethos, the Contractor will commit resources to the following:
- (i) Participation in Joint Governance Forums. This includes a Contract Monitoring Group or equivalent, and end customer forums across the Single Services .
 - (ii) [REDACTED] SSCL will agree working location patterns with the Authority’s ICC so that senior SSCL staff regularly base themselves at Authority locations such as [REDACTED]. The option exists for the Authority to use SSCL and partner facilities for meetings
 - (iii) Joint team building events and away days. SSCL will arrange off-site events with the Authority and leverage the capabilities of partners. These events will help the joint team with horizon gazing, anticipate potential changes and shape future transformation
 - (iv) Stakeholder events. SSCL will leverage the reach of [REDACTED]. These events will strengthen strategic relationships, engender greater collaborative working and embed good working practices
 - (v) Authority participate in 360 degree feedback. SSCL staff undertake annual performance reviews
 - (vi) Joint management and senior leaders forum. Quarterly with a focus on building guiding leaders and transformation projects

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- (vii) SSCL will support the Authority in stakeholder and communications planning and delivery activity as outlined in the plans. When invited, we will attend Authority led board meetings to provide support. This includes SSCL's executive team
- (viii) SSCL staff induction and training. The Authority can inform the SSCL service delivery staff of the conditions within which Military personnel operate and the role SSCL resources play in delivering services to them. SSCL request the Authority coordinate site and base visits for SSCL staff training .
- (ix) Joint Education. Including delivery of education to single service to resolve issues. SSCL and partners will host visits to our Centres of Excellence and Innovation suites. Visits provide an opportunity to understand how the business operates and to see service delivery in action; for example to listen to live customer calls
- (x) Joint Integrated Projects Team to help both teams successfully navigate Transformation
- (xi) Joint applications for staffing awards. Aligned to the goals of the Partners

1.5 Show the Parties will cooperate with respect to principles

- (a) The Contractor will agree a set of principles with the Authority as outlined in Para 2.3d above and summarised in the Collaboration Charter principles as follows:
 - (i) Openness, honesty and engaging with stakeholders: The Contractor and the Authority will behave proactively in dealings with each other and be mindful of each other's interests when considering courses of action. Each Party supports the expectations of the other so that the Contractor delivers and the Authority receives, the quality and level of service expected under the Agreement and that the Contractor makes the financial return due under the Agreement for delivering the Services.
 - (ii) Mutual respect and valuing each individual's contribution: Both Parties commit to be open and honest in their dealing with each other to foster a climate of trust, understanding and mutual respect; encourage the sharing of information, data and experience; ensure communications are timely, accurate and useful and confidentiality is respected; jointly build stakeholder confidence in the quality, accuracy, and timeliness of Agency output; and present an joined up view to the Authority's stakeholders in external interactions. This will involve cascading messages and difficult decisions through on-site leadership presence, especially around critical Transition, Transformation milestones or Service Delivery surges. In all dealings with Authority and executive teams, both parties will agree and deliver the same message, ensuring integrity of the joint team.
 - (iii) Encouraging innovation and continuous improvement: Both Parties will encourage the early identification of opportunities to improve the delivery of

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Authority outputs; provide a service that continues to deliver demonstrable value for money throughout the Term; commit to continuous improvements that add stakeholder value, reduce costs and eliminate waste in accordance with the Agreement ; commit to applying lessons learnt from both good and bad activities, projects and experiences; operating an innovation scheme open for staff to propose new methods, processes and technical improvements.

- (iv) Solving problems quickly in a non-confrontational, no-blame manner: Both Parties shall adopt a 'can do' attitude in working together, continuously reviewing how services are delivered; promote a no-blame culture when identifying and dealing with issues; resolve conflicting demands on resources using the partnering process to meet the best interests of the Authority and its stakeholders; resolve issues at the lowest appropriate organisational level and avoid unnecessary escalation; resolve problems that arise through the partnering relationship and avoid publicising disputes outside the Authority.
- (v) Being flexible and cost conscious in response to change: Using MI to anticipate demand surges and use the partnering process to inform, introduce and resolve change in the most cost effective manner. Engender a willingness to work together to find acceptable solutions in the best interests of the Authority and its key stakeholders.
- (vi) Adopting best practice and managing risk: Encourage best practice, operating and manage in accordance with the terms of the Agreement and Risk Management Principles, using a Joint Risk Register to identify risks, allocate responsibility, and develop joint strategies to ensure we are aware of and mitigate risk where appropriate.
- (vii) Providing safe working conditions: Both Parties will promote the occupational health and welfare of all Authority personnel, in addition to any statutory requirements and obligations set out in the Agreement, and actively participate and discuss issues.
- (viii) Respecting and protecting the environment: Both Parties shall promote sound environmental management policies and raise awareness amongst all stakeholders of issues; commit to sustainability to minimise the environmental footprint, waste and avoid pollution.
- (ix) Making work as enjoyable as possible: Both Parties shall create a dynamic, secure and motivational working environment and the conditions in which Contractor and Authority personnel can devote their full energy and skill and achieve personal and career satisfaction.