

SCHEDULE 5

KEY PERSONNEL

Role	Key Responsibilities
Chief Executive Officer of the Contractor or equivalent	<ol style="list-style-type: none">1. Develop a clear vision and strategy proposals for recommendation to the Board and ensure that agreed strategies are reflected in the business.2. Lead and inspire a nationally based workforce, ensuring the Contractor's and Bidder's vision is alive in its business.3. Deliver against performance targets, including the Performance Measures, that enable the Contractor to achieve its strategy to grow and deliver our contract base through sustainable services for as many learners as possible.4. Develop annual plans, including the Annual Service Plan, consistent with agreed strategies in line with Board expectations, and be responsible for the performance of the Contractor consistent with agreed plans, strategies and policies.5. Ensure that financial results and where appropriate, targets and milestones are communicated to the Contractor's Board; and that the flow of information to the Board is accurate, timely and clear.6. Lead and empower the senior management team, including the development of personal performance plans and appraisals.7. Develop and maintain processes, resources and structures to ensure that proposals for growth and investment are reviewed thoroughly, that associated risks are identified and appropriate steps taken to manage the risks.8. Develop and maintain a robust framework of internal controls over risk in relation to all business activities. Assure the filing of all legal and regulatory documents, monitoring compliance with relevant legal and contractual jurisdictions.

	<p>9. Be the external face of the Contractor, holding influential relationships with policy makers and funders.</p>
Chief Operating Officer of the Contractor or equivalent	<ol style="list-style-type: none"> 1. Formulate, influence, gain approval and deliver a corporate strategy for the Contractor that is consistent with the overall business strategy, meets board requirements and enables the Contractor to deliver the best possible service to stakeholders. 2. Lead, motivate, develop and manage a team of professionals to grow capabilities and deliver responsive services to the Contractor's stakeholders. 3. Deliver against performance targets, including the Performance Measures, that enable the Contractor to achieve its strategy to grow and deliver its contract base through sustainable services. 4. Provide accurate, detailed and timely management reporting to inform effective decision making for the CEO and senior management team. 5. Prepare and present plans and budgets for operational delivery of the Services, to ensure that it has sufficient resources to achieve its agreed objectives. 6. Contribute as a member of the senior management team, to the formulation of the overall strategy for the Contractor, and play a role in corporate decision making on a continuing basis. 7. Ensure all operational policies and procedures meet the Contractor's obligations in the Agreement whilst delivering first class service. 8. Ensure adherence to governance processes and the Contractor is correctly controlled by suitable policies, processes and procedures which is compliant with all Applicable Law. 9. Act as a representative for the Contractor with senior regional and national Government officials and politicians.

Chief Finance Officer of the Contractor or equivalent	<ol style="list-style-type: none"> 1. Formulate, influence, gain approval and deliver a corporate finance strategy that is consistent with the overall business strategy of the Contractor, meets board requirements and enables the best possible financial return for the Contractor. 2. Lead, motivate, develop and manage a team of finance professionals to grow capabilities and deliver responsive services to the Contractor's stakeholders. 3. Manage, monitor and deliver against financial targets set by the CEO and board of the Contractor that enable the Contractor to achieve its strategy to grow and deliver our contract base, including the Agreement, through sustainable services. 4. Provide accurate, detailed and timely financial reporting to inform effective decision making for the CEO and senior management team. 5. Manage and monitor the Contractor's cash flow and financial position, to ensure the most effective means of financial stability. 6. Ensure accurate and timely completion of company accounts throughout the financial calendar including the preparation and submission of year end accounts as required by corporate governance requirements. 7. Contribute as a member of the senior management team, to the formulation of the overall strategy for the Contractor, and play a role in corporate decision making on a continuing basis. 8. Ensure all finance policies and procedures meet the obligations of the Contractor in the Agreement whilst delivering first class Services. 9. Ensure adherence to accounting and governance processes and the Contractor is correctly controlled by suitable policies, processes and procedures which is compliant with all Applicable Law. 10. Act as a representative for the Contractor with representatives of our banks, auditors, accountants, and government departments.
---	---

OFFICIAL SENSITIVE
CPA 11, WALES, BIDDER 185
FINAL