

# **COMMERCIAL-IN-CONFIDENCE**

NEC Exhibit 6 Attachment A – Governance Committees and Members

## **TRANSPORT**



### **ATTACHMENT 6-A**

#### **to Exhibit 6 (Governance Model)**

## **GOVERNANCE COMMITTEES AND MEMBERS**

**9 FEBRUARY 2015**

**VERSION 1.0**

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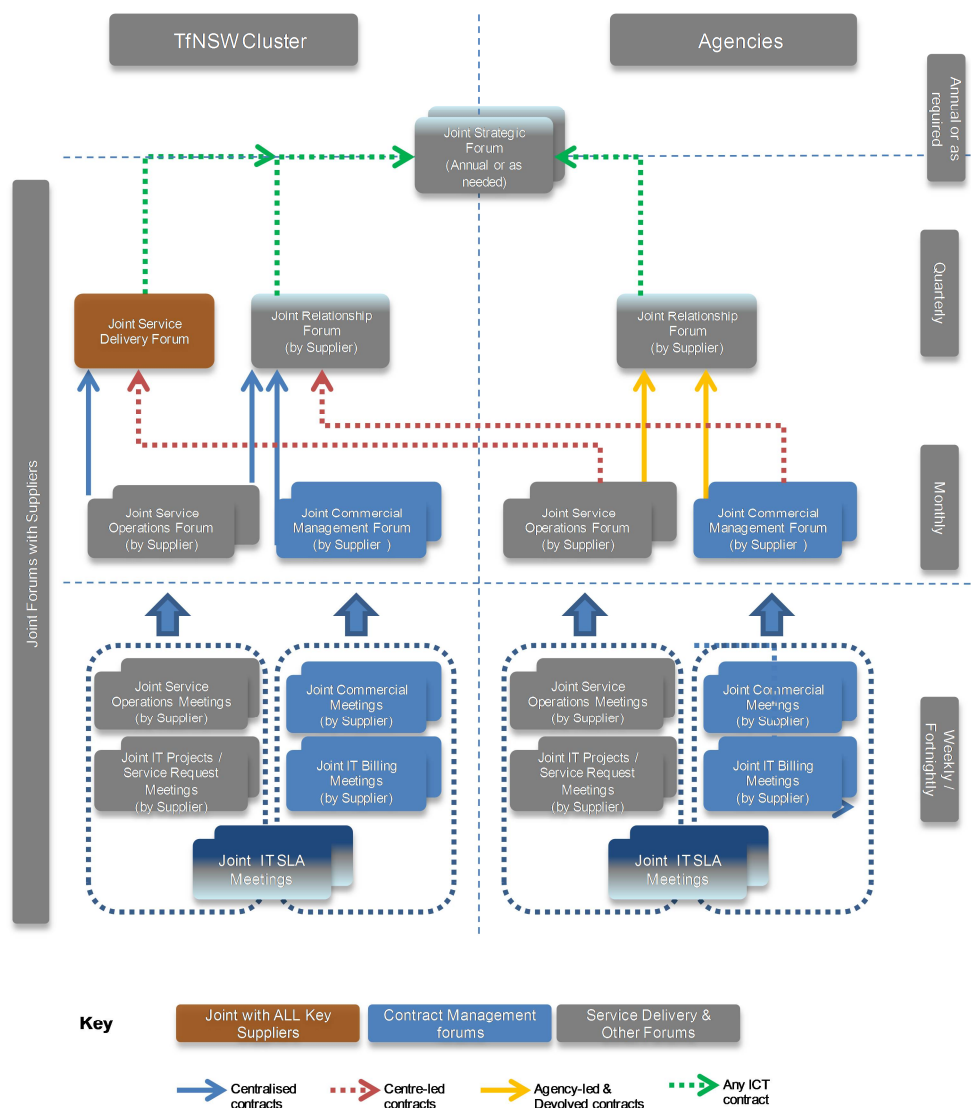
## NEC Exhibit 6 Attachment A – Governance Committees and Members

### 1.0 INTRODUCTION

This document includes the forum relationships and membership relating to Governance of the Agreement. Both Parties shall complete this Attachment prior to the Effective Date and include it as part of the Agreement.

### 2.0 GOVERNANCE COMMITTEE RELATIONSHIPS

The following diagram illustrates the primary interfaces for the management of the Agreement. These Forums are explained in detail in this Attachment 6-A.



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### 3.0 GOVERNANCE STRUCTURES

The Governance framework may change from time to time and Supplier will agree to support any changes to the Governance framework.

The effectiveness of these structures, roles and processes will be formally reviewed and modified as required by Transport.

### 4.0 GOVERNANCE TIERS

Supplier will:

- Provide appropriate staffing to support the following Governance structure
- Ensure regular attendance at these forums

#### 4.1 Governance Tiers

Transport will establish the following governance tiers with the Supplier:

- Strategic and Relationship Tier
- Contract Management Tier
- Operational / Service Delivery Tier

The **Strategic and Relationship Tier** is where business strategies of all Transport Third Party Suppliers are aligned and overall directions are set. It sets the framework for and the tone of the partnership. In this tier, responses to issues arising both inside and outside the boundaries of the Agreement are agreed and intra-partner issues resolved that couldn't be resolved at the contract management or operational / service delivery levels. This tier also focuses on the performance of the organisation over all the relevant contracts.

The **Contract Management Tier** provides Transport and the management representatives of each Third Party Supplier an opportunity to review, plan and make decisions as required to ensure the effective execution of the Contract and achievement of Transport's expectations. The nature and size of the Contract and its complexity determine the need for dedicated Supplier representatives by contract.

The **Operational / Service Delivery Tier** involves the meetings that are part of the Supplier's operational processes. Such meetings form part of BAU interaction between Transport and the Supplier.

#### 4.2 Governance Forums

Prior to the Effective Date, the Parties will establish the following forums:

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### 4.2.1 Strategic and Relationship Tier Forums

- **Joint Strategic Forum** – The purpose of the Joint Strategic Forum is to provide a venue for executive reporting and decision making between the Parties. This forum meets annually or as required.
- **Joint Service Delivery Forum** – The purpose of the Joint Service Delivery Forum is to provide a venue for executive Service delivery reporting and decision making across several related suppliers. This forum meets quarterly or as required.
- **Joint Relationship Forum** – The purpose of the Joint Relationship Forum is to provide a venue for executive relationship reporting and decision making for the Agreement. This forum meets quarterly or as required.

### 4.2.2 Contract Management Tier Forums

- **Joint Commercial Forum** – The Joint Commercial Management Forum ensures continued relevance and alignment of the Contract with business needs and ensures consistency and effectiveness of commercial, contract and financial management arrangements for a supplier. This forum meets monthly or as required.
- **Joint Service Operations Forum** – The Joint Service Operations Forum ensures service delivery performance against targets and customer expectations for a supplier. This forum meets monthly or as required.

### 4.2.3 Operational / Service Delivery Tier Forums

- **Joint Service Operations Meeting** – The Joint Service Operations Meeting ensures management of operations, escalated issue management and reporting reviews. This meeting occurs daily and/or weekly, with the frequency to be agreed in the first meeting.
- **Joint IT Projects / Service Request Meeting** – The Joint IT Projects / Service Request Meeting reviews project and service requests with business representatives. It also reviews management of all projects in the implementation phase and is the escalation forum for all associated issues and changes. This meeting occurs daily and/or weekly, with the frequency to be agreed in the first meeting.
- **Security Management Forum** – The Security Management Forum ensures management of all security aspects of the Contract. This forum occurs monthly.
- **Security Delivery Meeting** – The Security Delivery Meeting ensures management of security delivery performance. This forum occurs fortnightly.
- **Joint Commercial Meeting** – The Joint Commercial meeting is operationally responsible for the management of all commercial items. This meeting occurs fortnightly.

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- **Joint IT Billing Meeting** – The Joint IT Billing meeting is operationally responsible for the first point of resolution for all billing and finance issues. It also focuses on process improvement. This meeting occurs weekly.
- **Transition or Transformation Review Meeting** – The Transition or transformation review meeting manages the Transition or transformation program on a weekly basis.
- **Joint IT SLA Meeting** – The Joint IT SLA Meeting is responsible for the Service Level Management functions. It provides a joint forum to review and agree Service Level requirements and monthly service level reports to ensure continued alignment of Service Levels with business needs and Supplier compliance to service level commitments. This also provides a forum to address Issues, Risks and Actions which are outside the decision making domain of the respective forums or cause operational performance impact.

#### 4.2.4 Technical Steering Committee

- The **Technical Steering Committee** ensures alignment to Transport's IT, strategy and policies implementation. This forum meets quarterly or as required.

#### 4.2.5 Optional Additional Governance Forums

Additional forums or meetings may be requested by Transport, including those summarised in Section 9 of this document.

## 5.0 STRATEGIC AND RELATIONSHIP TIER

Prior to the Effective Date, the Parties will establish the Strategic and Relationship Tier consisting of the following forums:

- Joint Strategic Forum
- Joint Relationship Forum
- Joint Service Delivery Forum

The names and/or titles of appropriately authorised representatives serving on the initial Strategic and Relationship Tier are listed in this Attachment 6-A.

The Strategic and Relationship Tier will have executive management responsibility for the Agreement and for the relationship between the Parties.

### 5.1 Joint Strategic Forum

The purpose of the Joint Strategic Forum is to provide a venue for executive reporting and decision making between the Parties. This forum meets annually or as required when requested by Transport, unless the Parties agree to some other frequency. The process and reporting format for each meeting will be decided by the forum during the first meeting.

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#### **5.1.1 Members**

The Joint Strategic Forum shall be chaired by the Transport group CIO and will comprise the following members:

1. Transport Group CIO
2. Transport Cluster Member CIO
3. Transport Executive Relationship Manager
4. Supplier senior executive sponsor
5. Supplier Account Executive
6. Other Transport and Supplier Personnel as required

#### **5.1.2 Key Responsibilities**

The responsibilities of the Joint Strategic Forum include:

1. Ensuring strategic and operational business alignment between the Parties to facilitate achievement of Transport objectives, sharing the global strategic direction of the Supplier and of Transport and Transport Cluster Members and the analysis of Transport and Supplier business plans and oversight of New Services or modified Services during the Term
2. Developing strategic requirements and plans associated with the Services or New Services during the Term
3. Agreeing to and periodically reviewing the authority and the makeup of the Governance Forums in this Attachment 6-A.
4. Approving the Joint Service Delivery Forum and Joint Relationship Forum reports and recommendations, including reviewing and/or approval of the following, only if requested by the lower level forums:
  - 4.1. Transition Plan, progress, and achievement of Critical Deliverables and key activities
  - 4.2. Service Level reports and modifications
  - 4.3. Continual Service Improvement and Quality Assurance measures
  - 4.4. Reset of Service Levels in accordance with the continuous improvement mechanism described in Exhibit 3 (Service Level Management)
  - 4.5. Financial issues and performance
  - 4.6. Customer satisfaction surveys
  - 4.7. Audit results
  - 4.8. Benchmarking results
  - 4.9. Risk identification, monitoring, management and control activities
  - 4.10. IT Service Continuity strategy, capability, plans, tests and remediation actions

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- 4.11. Regulatory and compliance issues
- 4.12. Security issues and Incidents
5. Providing strategic input to the Joint Service Delivery and Joint Relationship forums
6. Resolving issues or disputes escalated by the Joint Service Delivery and Joint Relationship forums
7. Managing the action items from this meeting

### **5.2 Joint Relationship Forum**

The purpose of the Joint Relationship Forum is to provide a venue for executive relationship reporting and decision making for the Agreement.

#### **5.2.1 Members**

The Joint Relationship Forum shall be chaired by the Transport General Manager, Commercial Management and will comprise the following members:

1. Transport General Manager, Commercial Management
2. Transport Executive Relationship Manager
3. Supplier Account Executive
4. Other Transport and Supplier personnel as required

#### **5.2.2 Authority**

Subject to direction and approval from the Joint Strategic Forum and to the authority derived from the Contract Change procedures to be approved by Transport, the Joint Relationship Forum will have general authority and responsibility regarding:

1. Approving updates and modifications to the Agreement
2. Adding New Services and modifying, and/or removing existing Services covered by the Agreement
3. Financial, and general management oversight of the Agreement
4. Resolving issues escalated by the Joint Commercial Management Forum

#### **5.2.3 Key Responsibilities**

The responsibilities and authorities of the Joint Relationship Forum will be determined and delegated in each case in accordance with the authority outlined in Section 5.2.2 above.

The Joint Relationship Forum responsibilities will include:

1. Managing the performance of the Parties' respective roles and responsibilities under the Agreement

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2. Implementing and updating the Agreement, as necessary
3. Reviewing reports prepared by the Joint Commercial Management Forum or other working groups and dealing with any issues raised in those reports
4. Considering and approving, where possible, Changes to the Agreement and to the Services in accordance with the Contract Change procedures and the Change Management process, to be approved by Transport
5. Seeking to resolve any issues or disputes escalated by the Joint Commercial Management Forum per the issue escalation procedures developed in accordance with Attachment 6-B (Service Integration and Procedures Manual (SIPM))
6. Producing Joint Relationship Forum summary reports and submitting them for Joint Strategic Forum review
7. Only as requested by the lower level forums, approving the following and reporting, as required, to the Joint Strategic Forum with respect to:
  - 7.1. Service Levels, Service Level Credits, and Earnback, as described in Exhibit 3 (Service Level Management)
  - 7.2. Continual Service Improvement and Quality Assurance measures, as described in Exhibit 3 (Service Level Management)
  - 7.3. Proposals for reset of Service Levels in accordance with the continuous improvement mechanism described in Exhibit 3 (Service Level Management)
  - 7.4. Review of financial performance
  - 7.5. Pricing
  - 7.6. Audit results
  - 7.7. Status of actions to address audit, risk, compliance and control issues
  - 7.8. Benchmarking results
8. Monitoring and reviewing the ongoing status of Third-Party Contracts as appropriate
9. Initiating, as appropriate, the recommendations and suggestions made by the Joint Strategic Forum relating to the Services and/or this Agreement
10. Tracking financial spend to date and forecasting the spend to date for the next quarter
11. Reviewing business proposals as submitted by Transport Business sponsors and/or Supplier personnel
12. Recommending new proposals to the Joint Strategic Forum
13. Making strategic decisions related to the Services
14. Providing advice and direction to the Joint Commercial Management Forums for performance improvement

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15. Delegating any powers it considers appropriate to the Joint Commercial Management Forums
16. Managing the action items from this meeting

### **5.2.4 Reporting obligations**

1. Summary executive reports
2. Service Level financial (e.g. credits, earnback, milestone payment) reports
3. Minutes
4. Balanced scorecard for sourcing
5. Documented action items from this meeting

### **5.2.5 Meetings**

The Joint Relationship Forum will meet (at a minimum) quarterly, and at other times as agreed between the Parties, to review:

1. Contract management and Change control
2. Financial performance
3. Service Level financials based on performance
4. Balanced scorecard for sourcing
5. Any additional items related to the Joint Relationship Forums function as set forth in section 5.2.3 above

## **5.3 Joint Service Delivery Forum**

The purpose of the Joint Service Delivery Forum is to provide a venue for executive Service delivery reporting and decision making across several related suppliers.

### **5.3.1 Members**

The Joint Service Delivery Forum shall be chaired by the Transport Head of IT Service Delivery and will comprise the following members, including representatives from all relevant Suppliers:

1. Transport Head of IT Service Delivery
2. Transport Transition Manager
3. Transport Service Integration Manager
4. Transport Service Performance Manager
5. Supplier Account Executives
6. Supplier Head of IT Service Delivery
7. Supplier Transition Managers

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8. Supplier Performance Managers
9. Other Transport and Supplier personnel as required

### **5.3.2 Authority**

Subject to direction and approval from the Joint Strategic Forum and to the authority derived from the Contract Change procedures to be approved by Transport, the Service Delivery Joint Forum will have general authority and responsibility regarding:

1. Endorsing updates and modifications to the Agreement, with such updates and modifications to be executed in accordance with clause 40.12 of the Agreement
2. Endorsing additions of New Services and modifications, and/or removal of existing Services covered by the Agreement, in accordance with clause 16 of the Agreement
3. Operational, technical and general management oversight of the Agreement
4. Resolving issues escalated by the Joint Service Operations Forums

### **5.3.3 Key Responsibilities**

The responsibilities and authorities of the Joint Service Delivery Forum will be determined and delegated in each case in accordance with the authority outlined in Section 5.3.2 above.

The Joint Service Delivery Forum's responsibilities will include:

1. Managing service delivery performance of the Parties' respective roles and responsibilities under the Agreement
2. Implementing and identification of updates to the Agreement, as necessary (in accordance with the clause 40.12 of the Agreement).
3. Reviewing reports prepared by the Joint Service Operations Forum or other working groups and dealing with any issues raised in those reports
4. Monitoring Service delivery and Transition activities based on reporting and coordination with the Joint Service Operations Forum
5. Considering and approving, where possible, operational and technical Changes in accordance with the Change Management requirements set out in Exhibit 2.1 (Cross-Functional Services)
6. Considering and endorsing, as appropriate, Changes to the Agreement and to the Services in accordance with the Contract Change procedures and the Change Management process, to be approved by Transport
7. Seeking to resolve any issues or disputes escalated by the Joint Service Operations Forum per the issue escalation procedures developed in accordance with Attachment 6-B (Service Integration and Procedures Manual (SIPM))
8. Producing Joint Service Delivery Forum summary reports and submitting them for Joint Strategic Forum review

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9. Only as requested by the lower level forums, approving the following and reporting, as required, to the Joint Strategic Forum with respect to:
  - 9.1. Service Levels performance, as described in Exhibit 3 (Service Level Management)
  - 9.2. Continual Service Improvement and Quality Assurance measures
  - 9.3. Customer satisfaction surveys
  - 9.4. Audit results
  - 9.5. Status of actions to address audit, risk, compliance and control issues related to Service delivery
  - 9.6. Benchmarking results
10. Monitoring and reviewing the ongoing status of Third-Party Contracts as appropriate
11. Initiating, as appropriate, the recommendations and suggestions made by the Joint Strategic Forum relating to the Services and/or this Agreement
12. Making strategic decisions related to the Services
13. Providing advice and direction to the Joint Service Operations Forum for performance improvement
14. Delegating any powers it considers appropriate to the Joint Service Operations Forum
15. Managing the action items from this meeting

#### **5.3.4 Reporting obligations**

1. Summary executive reports
2. Service Level performance reports
3. Transition reports
4. Minutes
5. Documented action items from this meeting

#### **5.3.5 Meetings**

The Joint Service Delivery Forum will meet (at a minimum) quarterly, and at other times as agreed between the Parties, to review:

1. Service delivery
2. Transition management (as required)
3. Change Management
4. Technical planning
5. Service Level performance

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6. Any additional items related to the Joint Service Delivery Forum's function as set forth in section 5.3.3 above

### **6.0 CONTRACT MANAGEMENT TIER**

Prior to the Effective Date, the Parties will establish the Contract Management Tier consisting of the following forums:

- Joint Commercial Management Forum
- Joint Service Operations Forum

The names and/or titles of appropriately authorised representatives serving on the initial Contract Management Tier are listed in this Attachment 6-A.

#### **6.1 Joint Commercial Management Forum**

The Joint Commercial Management Forum ensures continued relevance and alignment of the Contract with business needs and ensures consistency and effectiveness of commercial, contract and financial management arrangements.

##### **6.1.1 Members**

The Joint Commercial Management Forum will be chaired by Transport General Manager, Commercial Management, and will comprise the following members:

1. Transport General Manager, Commercial Management
2. Transport Contract Manager
3. Transport Relationship Officer
4. Supplier Account Executive
5. Supplier Contract Manager
6. Transport and Supplier Performance Managers
7. Other Transport and Supplier personnel as required

##### **6.1.2 Authority**

All members of the Joint Commercial Management Forum will have general authority and responsibility regarding:

1. Review and approval, where possible, of the short-term and long-term plans, including variations, and activities in regard to the Agreement
2. Resolution of commercial management issues
3. Upward notification of all opportunities or issues that might result in the addition, deletion, or modification of the Services, or the terms of the Agreement, irrespective of the initiating Party
4. Agreement of local Service delivery initiatives, where approved by appropriate level

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#### **6.1.3 Key Responsibilities**

The responsibilities and authorities of the Transport and Supplier representatives will be determined and delegated in each case by the Joint Relationship Forum and may include matters within the relevant region, such as the following:

1. Monitoring commercial arrangements pertaining to Critical Deliverables and Service Levels
2. Coordinating and communicating commercial management issues; addressing, coordinating, and prioritising the issues affecting the provision of the Services to Transport
3. Reviewing and escalating commercial issues in accordance with Attachment 6-B (Service Integration and Procedures Manual)
4. Identifying, monitoring, managing, and resolving commercial risks and escalating to the Joint Relationship Forum any significant residual risks and mitigations that cannot be resolved
5. Handling disputes within the authority of the Transport and Supplier representatives, and referring others to the Joint Relationship Forum per the issue escalation procedures developed in accordance with Attachment 6-B (Service Integration and Procedures Manual)
6. Submitting issues concerning the relationship between the Parties to the Joint Relationship Forum for its resolution
7. Submitting reports as required to the Joint Relationship Forum
8. Reviewing Supplier turnover and agreeing on plans with the Supplier to minimise turnover, as necessary
9. Reviewing and presenting recommendations and suggestions made by Transport and Supplier representatives relating to the Services, and initiating appropriate actions
10. Monitoring and reviewing the ongoing status of Third-Party Contracts as appropriate
11. Forecasting and planning reviews for future demand of Supplier Services
12. Reviewing and adjusting the following, as directed by the Joint Relationship Forum:
  - 12.1. Service Levels, Supplier performance against Service Levels
  - 12.2. Continual Service Improvement and Quality Assurance measures
  - 12.3. Customer satisfaction surveys
  - 12.4. Audits and actions from audit findings
  - 12.5. Benchmarking results
13. Managing the action items from this meeting

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### **6.1.4 Reporting obligations**

1. Management reports
2. Service Level financials based on performance
3. Minutes
4. Documented action items from this meeting

### **6.1.5 Meetings**

The Joint Commercial Management Forum will meet monthly, and at other times as agreed between the Parties, to review:

1. Commercial management matters
2. Contract management issues

## **6.2 Joint Service Operations Forum**

The Joint Service Operations Forum ensures service delivery performance against targets and customer expectations.

### **6.2.1 Members**

The Joint Service Operations Forum will be chaired by Transport's Head of IT Service Delivery, and will comprise the following members:

1. Transport Head of IT Service Delivery
2. Transport Service Delivery Manager(s)
3. Transport Cluster Member Representative
4. Transport site managers (as required)
5. Supplier Head of IT Service Delivery organisation
6. Supplier Service Delivery Managers
7. Transport and Supplier Performance Managers
8. Other Transport and Supplier personnel as required

### **6.2.2 Authority**

All members of the Joint Service Operations Forum will have general authority and responsibility regarding:

1. Review and approval, where possible, of the short-term and long-term plans and activities in regard to the delivery of the Services
2. Resolution of Service delivery issues

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3. Upward notification of all opportunities or issues that might result in the addition, deletion, or modification of the Services, or the terms of the Agreement, irrespective of the initiating Party
4. Agreement of local Service delivery initiatives, where approved by appropriate level

### 6.2.3 Key Responsibilities

The responsibilities and authorities of the Transport and Supplier representatives will be determined and delegated in each case by the Joint Service Delivery Forum and may include matters within the relevant region, such as the following:

1. Implementing the Transition Plan and monitoring the delivery of the Services
2. Monitoring Critical Deliverables and Service Levels
3. Coordinating and communicating Service delivery issues; addressing, coordinating, and prioritising the issues affecting the provision of the Services to Transport
4. Resolving issues escalated from Projects or “business as usual” activities related to the Services
5. Reviewing and approving Attachment 6-B (Service Integration and Procedures Manual)
6. Reviewing and escalating operational problems and issues in accordance with Attachment 6-B (Service Integration and Procedures Manual)
7. Identifying, monitoring, managing, and resolving service delivery risks and escalating to the Joint Service Delivery Forum any significant residual risks and mitigations that cannot be resolved
8. Review of Supplier performance reports and performance
9. Handling disputes within the authority of the Transport and Supplier representatives, and referring others to the Joint Service Delivery Forum per the issue escalation procedures developed in accordance with Attachment 6-B (Service Integration and Procedures Manual)
10. Submitting issues concerning the relationship between the Parties to the Joint Commercial Management Forum for its resolution.
11. Submitting reports as required to the Joint Service Delivery Forum
12. Reviewing and presenting recommendations and suggestions made by Transport and Supplier representatives relating to the Services, and initiating appropriate actions
13. Monitoring and reviewing the ongoing status of Third-Party Contracts as appropriate
14. Reviewing and adjusting the following, as directed by the Joint Service Delivery Forum:

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- 14.1. Service Levels, Supplier performance against Service Levels
- 14.2. Continual Service Improvement and Quality Assurance measures
- 14.3. Customer satisfaction surveys
- 14.4. Audits and actions from audit findings
- 14.5. Benchmarking results
15. Managing the action items from this meeting

### **6.2.4 Reporting obligations**

1. Management reports
2. Service Levels and Service delivery results (as required)
3. Minutes
4. Documented action items from this meeting

### **6.2.5 Meetings**

The Joint Service Operations Forum will meet monthly, and at other times as agreed between the Parties, to review:

1. Service delivery matters
2. Contract issues pertaining to service delivery
3. Transition management (as required)
4. Transition/projects (as required)

## **7.0 OPERATIONAL / SERVICE DELIVERY TIER**

### **7.1 Joint Service Operations meeting (daily and/or weekly)**

The Joint Service Operations meeting will occur daily and/or weekly, with the frequency to be agreed in the first meeting. Meeting purpose is to ensure management of operations, escalated issue management and reporting reviews.

### **7.2 Joint IT Projects / Service Request review meeting (daily and/or weekly)**

The Joint IT Projects / Service Request meeting will occur daily and/or weekly, with the frequency to be agreed in the first meeting. Meeting purpose is to review project and service requests with business representatives. It also reviews management of all projects in the implementation phase and is the escalation forum for all associated issues and changes.

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### **7.3 Security management forum (monthly)**

The security management forum ensures management of all security aspects of the Contract.

### **7.4 Security delivery meeting (fortnightly)**

The security delivery meeting manages the security delivery performance.

### **7.5 Joint Commercial meeting (fortnightly)**

The Joint Commercial meeting is operationally responsible for the management of all commercial items.

### **7.6 Joint IT Billing meeting (weekly)**

The Joint IT Billing meeting is operationally responsible for the first point of resolution for all billing and finance issues. It also focuses on process improvement.

### **7.7 Transition or transformation review meeting (weekly)**

The Transition or transformation review meeting manages the Transition or transformation program on a weekly basis.

### **7.8 Joint IT SLA meeting (weekly or fortnightly)**

The Joint IT SLA Meeting will occur weekly or fortnightly, with the frequency to be agreed in the first meeting. It provides a joint forum to review and agree Service Level requirements and monthly Service Level reports.

## **8.0 TECHNICAL STEERING COMMITTEE**

As soon as reasonably practicable following the Effective Date, a Technical Steering Committee will be established by the Parties.

The Technical Steering Committee will meet quarterly, and at other times as agreed between the Parties.

It is agreed that the Technical Steering Committee shall not be involved in day-to-day operational issues.

### **8.1.1 Members**

The Technical Steering Committee shall be chaired by the Transport IT Architecture Manager and will comprise the following members:

1. Transport IT Architecture Manager
2. Transport Contract Manager or his/her nominated representative
3. Transport applications development & maintenance representative (as needed)

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4. Transport Cluster Member Representatives
5. Supplier Account Manager
6. Supplier Chief Technology Officer for Transport
7. Transport and Supplier subject-matter experts as required

### **8.1.2 Key Responsibilities**

The responsibilities of the Technical Steering Committee will include:

1. Reviewing and ensuring alignment of Transport's IT, strategy and policies implementation. All issues arising from the review are to be escalated to the Executive Steering Committee for review and resolution.
2. Using management reports defined in Exhibit 13 (Service Reports), and any other appropriate sources, to research, develop, review, and approve technical initiatives to address business issues and opportunities as agreed by the Executive Steering Committee and/or the Management Committee
3. Providing advice and guidance to the Management Committee for technical improvement and making recommendations directly to Transport and Supplier on issues affecting the technical Infrastructure that supports Transport's Business operations
4. Reviewing technical policy standards and making recommendations to the Management Committee
5. Reviewing any proposals for reductions in the costs of the Services driven by new technology

## **9.0 OPTIONAL ADDITIONAL GOVERNANCE FORUMS**

For Transport, and when requested for an individual Transport Cluster Member that receives Services from the Supplier, the parties may establish specific governance bodies, including any of the following:

1. An operations review forum focusing on Cluster Member-specific issues escalated from Projects and "business as usual" activities that have utilised Supplier resources;
2. A programme review forum focusing on multiple concurrent Projects and or "business as usual" activities that together form a programme of work;
3. A Cluster Member-specific management committee focusing on overseeing Cluster-Member specific Service delivery and performance, and strategic direction of relationship with Supplier;
4. A combination of standing and ad hoc working groups to exercise delegated functions and provide specialised input

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## 10.0 GOVERNANCE FORUM MEMBERSHIP

Initial members of the Governance Forums are provided in Exhibit 5 (Key Supplier Personnel).

### 10.1 Joint Strategic Forum

The initial members will be:

Transport	Supplier
Tim Catley Level 6, 18 Lee St, Chippendale NSW 2008 <a href="mailto:Tim.Catley@transport.nsw.gov.au">Tim.Catley@transport.nsw.gov.au</a> 02 8202 3083 Transport Group CIO	Michael Barber NEC South Australia office <a href="mailto:Michael.Barber@nec.com.au">Michael.Barber@nec.com.au</a> 0411266901 Supplier Senior Executive Sponsor
Transport Cluster Member CIO  To be notified to Supplier in writing	Scott Dillon NEC Sydney Office <a href="mailto:scott.dillon@nec.com.au">scott.dillon@nec.com.au</a> 0418416279 Supplier Account Executive (General Manager, Account Executive)
Michael Street Level 23, 323 Castlereagh St, Sydney NSW 2000 <a href="mailto:Michael.Street@transport.nsw.gov.au">Michael.Street@transport.nsw.gov.au</a> 02 9379 4409 Transport Executive Relationship Manager	Scott Dillon NEC Sydney Office <a href="mailto:scott.dillon@nec.com.au">scott.dillon@nec.com.au</a> 0418416279 Head of the Supplier's delivery organisation
Other Transport personnel as required and agreed	Other Supplier personnel as required and agreed

### 10.2 Joint Relationship Forum

The initial members will be:

Transport	Supplier
Michael Street Level 23, 323 Castlereagh St, Sydney NSW 2000 <a href="mailto:Michael.Street@transport.nsw.gov.au">Michael.Street@transport.nsw.gov.au</a> 02 9379 4409 Transport General Manager, Commercial Management	Scott Dillon NEC Sydney Office <a href="mailto:scott.dillon@nec.com.au">scott.dillon@nec.com.au</a> 0418416279 Supplier Account Executive (General Manager, Account Executive)
Transport Executive Relationship Manager	Other Supplier personnel as required and agreed

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To be notified to Supplier in writing	<a href="#">agreed</a>
<a href="#">Other Transport personnel as required and agreed</a>	

#### 10.3 Joint Service Delivery Forum

The initial members will be:

Transport	Supplier
<a href="#">Transport Head of IT Service Delivery</a> To be notified to Supplier in writing	Scott Dillon NEC Sydney Office <a href="mailto:scott.dillon@nec.com.au">scott.dillon@nec.com.au</a> 0418416279 Supplier Account Executive (General Manager, Account Executive)
<a href="#">Transport Transition Manager</a> To be notified to Supplier in writing	Diana Cadden NEC Sydney Office <a href="mailto:Diana.Cadden@nec.com.au">Diana.Cadden@nec.com.au</a> 0403999989 Supplier Head of IT Service Delivery (Head of Transition Office)
Chito Santos Level 23, 323 Castlereagh St, Sydney NSW 2000 <a href="mailto:Chito.Santos@transport.nsw.gov.au">Chito.Santos@transport.nsw.gov.au</a> 02 9739 3909 Transport Service Performance Manager	John McMahon NEC Sydney Office 0413125419 <a href="mailto:john.fcmahon@nec.com.au">john.fcmahon@nec.com.au</a> Supplier Service Performance Manager (Head of Service)
Mark Emberson Level 3, 16-24 Elsie St, Burwood NSW 2134 <a href="mailto:Mark.Emberson@transport.nsw.gov.au">Mark.Emberson@transport.nsw.gov.au</a> 02 8574 3727 Transport Service Integration Manager	Inge Terkildsen NEC Sydney Office <a href="mailto:Inge.Terkildsen@nec.com.au">Inge.Terkildsen@nec.com.au</a> 0408066512 Supplier Service Integration Manager (Head of Portfolio Management Offices)
<a href="#">Other Transport personnel as required and agreed</a>	<a href="#">Other Supplier personnel as required and agreed</a>

#### 10.4 Joint Commercial Management Forum

The initial members will be:

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Transport	Supplier
Michael Street Level 23, 323 Castlereagh St, Sydney NSW 2000 Michael.Street@transport.nsw.gov.au 02 9379 4409 Transport General Manager, Commercial Management	Scott Dillon NEC Sydney Office <a href="mailto:scott.dillon@nec.com.au">scott.dillon@nec.com.au</a> 0418416279 Supplier Account Executive
Transport Contract Manager  To be notified to Supplier in writing	Supplier Contract Manager  To be notified to Transport in writing
Transport Relationship Officer To be notified to Supplier in writing	John McMahon NEC Sydney Office <a href="mailto:john.fcmahon@nec.com.au">john.fcmahon@nec.com.au</a> 0413125419 Supplier Performance Manager (Head of Service)
Chito Santos Level 23, 323 Castlereagh St, Sydney NSW 2000 <a href="mailto:Chito.Santos@transport.nsw.gov.au">Chito.Santos@transport.nsw.gov.au</a> 02 9379 3909 Transport Service Performance Managers	Other Supplier personnel as required and agreed
Other Transport personnel as required and agreed	

## 10.5 Joint Service Operations Forum

The initial members will be:

Transport	Supplier
Transport Head of IT Service Delivery  To be notified to Supplier in writing	Scott Dillon NEC Sydney Office <a href="mailto:Scott.Dillon@nec.com.au">Scott.Dillon@nec.com.au</a> 0418416279 Supplier Head of IT Service Delivery organisation (General Manager, Account Executive)
David Cowperthwaite 2-14 Elsie St, Burwood NSW 2134	Supplier Service Delivery Managers

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David.Cowperthwaite@transport.nsw.gov.au 02 8837 0670 Transport Service Delivery Manager(s)	To be notified to Transport in writing
<a href="#">Transport Cluster Member Representative</a>  To be notified to Supplier in writing	John McMahon NEC Sydney Office <a href="mailto:john.fmcMahon@nec.com.au">john.fmcMahon@nec.com.au</a> 0413125419 Supplier Performance Manager (Head of Service)
<a href="#">Transport Site Managers (as required)</a>  To be notified to Supplier in writing	<a href="#">Other Supplier personnel as required and agreed</a>
<a href="#">Transport subject-matter experts as required</a>  To be notified to Supplier in writing	
<a href="#">Other Transport personnel as required and agreed</a>	

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