

# **Scottish Trunk Road Network Management Contract**

## **Schedule 3 - Contract Management - Appendix 2 Key**

### **People Attachments**

#### **North West Unit**

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**Attachment 2.1 Core Management Team and Key Staff**

Participants shall fill in the relevant positions with names, titles and details requested. Participants may identify additional Core Management Team and Key Staff roles.

The Operating Company's Core Management Team shall be:  
Table 2.1.1 – Operating Company's Core Management Team

<b>Core Management Team</b>			
<b>POST TITLE</b>	<b>POST HOLDER</b>		
	<i><b>NAME</b></i>	<i><b>Full or Part Time in this role</b></i>	<i><b>CV Ref.</b></i>
The Operating Company's Representative		Full Time	
Bridges Manager			
Business Manager			
Design Manager		Full Time	
Operating Company's Management System Manager			
Network Manager		Full Time	
Engagement Manager		Full Time	

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**The Operating Company's Key Staff shall be:**

**Table 2.1.2 – Operating Company's Key Staff**

<b>Key Staff</b>			
<b>POST TITLE</b>	<b>POST HOLDER(S)</b>		
	<b>NAME(S)</b>	<b>Full or Part Time in this role</b>	<b>CV Ref.</b>
Abnormal Load Routeing Manager			
Client's Representative			
Correspondence Officer		Full Time	
Gantry Manager			
Incident Liaison Officers			
Health, Safety and Risk Manager			
AMPS Coordinator		Full Time	
Journey Time Reliability Coordinator		Full Time	
Landscape Architect			
Major Bridges Manager			
Operations Manager		Full Time	
Planned Maintenance Manager			
Third Party Development Manager			
Road Safety Manager		Full Time	
Skid Resistance Manager			
Severe Weather Manager		Full Time	

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Winter Service Duty Officers			
Asset Manager		Full Time	
Environmental / Sustainability Manager			
Customer Care Officer			
Media and Information Officer			
Mobilisation Manager			

**The Operating Company's Staff Structure  
Detailed Staff Structure**

The Operating Company's resources organogram shall be:

***Participants to advise here the document in which the organogram is included.***

**Curricula Vitae for the Operating Company's Representative, the Core Management Team and the Key Staff**

***Participants to advise here the document in which CVs are included. CVs are to be provided for the Operating Company's Representative, each member of the Core Management Team and for all Key Staff, listed in alphabetical order of role. Where multiple appointments are required to provide the necessary 24 hours a day, seven days a week cover or to meet the requirements, CVs shall be provided for each nominee.***

**Attachment 2.2 Role Profiles for Core Management Team and Key Staff**

**For roles requiring professional qualifications, a non-UK professional qualification awarded by an appropriate engineering institution which in the opinion of the UK Engineering Council is Chartered Engineer equivalent, may be acceptable to the Director at their sole discretion. For non-engineering professional qualifications, evidence of UK equivalence must be provided.**

**A non-UK academic qualification in an appropriate discipline which is acknowledged by UK academic institutions to be of equivalent standing may be acceptable to the Scottish Ministers at their sole discretion. Where non-UK qualifications are proposed, evidence of UK equivalence shall be provided. Where a degree in an appropriate discipline is specified, either Masters, Honours or Ordinary level is acceptable.**

<b>Role: Operating Company's Representative</b>	Please refer to Schedule 1 Conditions of Contract Clause 1.3 Administration of the contract.
<b>Qualifications and Experience</b>	<p>The Operating Company's Representative shall be a professional manager with a strong engineering background gained in a civil engineering or construction related environment. Operating at senior or board level, the Operating Company's Representative shall possess a demonstrable track record in running and controlling all aspects of a successful business.</p> <p>The Operating Company's Representative shall be a Chartered Engineer as awarded by an appropriate UK engineering institution including the Institution of Civil Engineers, the Institution of Structural Engineers, the Institute of Highway Engineers and the Chartered Institution of Highways and Transportation.</p> <p>The Operating Company's Representative must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Operating Company's Representative require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<b>Key Responsibilities</b>	Detailed in Schedule 1 Conditions of Contract Clause 1.3 Administration of the contract as supplemented by other provisions in this Contract.

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<b>Role: Bridges Manager</b>	The Bridges Manager shall be responsible for ensuring the delivery of the management and maintenance of Structures of the Unit.
<b>Qualifications and Experience</b>	<p>Degree in an appropriate engineering discipline.</p> <p>Chartered membership of the Institution of Civil Engineers or the Institution of Structural Engineers.</p> <p>The Bridges Manager must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Bridges Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<p>Key Responsibilities as supplemented by other provisions in this Contract:</p> <ul style="list-style-type: none"> <li>• Support the Operating Company's Representative to ensure delivery of all of the Scottish Minister's Requirements and or the Director's requirements.</li> <li>• Ensure compliance at all times with the Operating Company's Management System in the management and maintenance of the Structures of the Unit.</li> <li>• Update the Structures within AMPS including the Structures management system database contained within the AMPS.</li> <li>• Analyse the data within the pavement management, routine maintenance and Structures management within AMPS.</li> <li>• Update the Operating Company's maintenance schedule, maintenance and Operations manuals, Health and Safety Files, as-built Records and sub-standard Structures pro-formas.</li> <li>• Review of documents and other items relating to the Operating Company's structural maintenance programme in accordance with the requirements of the Contract.</li> <li>• Deliver all the Structures programmes on time and within budget for all Structures inspections, Operations and Schemes whilst meeting the quality requirements of the Operating Company's Management System.</li> <li>• Prepare and Design all Schemes for Structures undertaken by, or on behalf of, the Operating Company as set out in the Contract.</li> <li>• Deliver accurate Estimated Bid Value for Schemes for Structures and deliver Operating Company's proposed programmes with realistic budgets and/or Bids in accordance with the requirements of the Contract.</li> <li>• Liaise with the Network Manager and Journey Time Reliability Coordinator to ensure traffic disruption caused by Schemes for Structures is minimised.</li> </ul>	

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- Liaise with the Planned Maintenance Manager to ensure any requirements relating to Structures are taken into account when undertaking planned structural maintenance Schemes.
- Liaise with the Operations Manager to ensure any Operations and maintenance requirements are taken into account during planning and delivery of Schemes for Structures.
- Manage and maintain the Defects data base. The Bridges Manager may delegate the day to day responsibility but shall retain overall management of this data base.
- Ensure the health, safety and welfare of all Contract Personnel involved with Schemes for Structures.
- Minimise the environmental impacts of Schemes for Structures.



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<p><b>Role: Business Manager</b></p>	<p>The Business Manager shall be responsible for the financial and commercial management of the Unit including budget forecasting, budget management, reporting of variances and the provision of timely and accurate invoices in accordance with the self-certification procedures.</p> <p>In addition, the Business Manager shall be responsible for information and communication technology systems overall, but not for the operations of those systems.</p>
<p><b>Qualifications and Experience</b></p>	<p>Degree in Financial or Commercial Management or other relevant business related discipline or an appropriate professional qualification, including CA or ACCA.</p> <p>The Business Manager must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Business Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<p>Key Responsibilities as supplemented by other provisions in this Contract:</p> <ul style="list-style-type: none"> <li>• Support the Operating Company's Representative in securing the execution of all of Operations in accordance with this Contract.</li> <li>• Ensure compliance at all times with the Operating Company's Management System.</li> <li>• Financial and business planning for the Unit to meet the Director's objectives.</li> <li>• Operating Company's point of contact for all matters related to budgetary management and control.</li> <li>• Support the Operating Company's Representative through the provision of robust budget planning and management for all activities undertaken.</li> <li>• Provide accurate expenditure forecasts to the Director.</li> <li>• Provide accurate and timely invoices, with supporting substantiation as required, to the Director.</li> <li>• Ensure prompt payment to sub-contractors.</li> <li>• Be the key contact within the Operating Company on all issues relating to information and communication technology.</li> <li>• Day to day responsibility for all matters related to budgetary expenditure and control</li> <li>• Ensure the Operating Company is appropriately equipped to meet and deliver against its risk management framework, on behalf of the Operating Company's Representative</li> </ul>	

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- Coordinate, develop/enhance and monitor/report all corporate governance arrangements e.g. risk management systems, risk register, business continuity and Incident management etc.

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<p><b>Role: Design Manager</b></p>	<p>The Design Manager shall have overall responsibility for the coordination, integration, preparation, checking and approval of Design in relation to roads and Structures of the Unit. The Design Manager shall be responsible for appointing Contract Personnel from within the register of Professional Services to undertake Design duties according to the discipline, competence, experience and qualifications required.</p> <p>The Design Manager shall have responsibility for inspection of all Structures.</p> <p>The Design Manager shall assign individuals undertaking Design duties for Operations, Schemes or Works Contracts on the basis of their competence and experience and not as a general appointment for all Operations, Schemes or Works Contracts delivered under this Contract.</p>
<p><b>Qualifications and Experience</b></p>	<p>Degree in appropriate engineering discipline or corporate member of an engineering institution.</p> <p>Chartered Engineer as awarded by an appropriate UK engineering institution including the Institution of Civil Engineers, the Institution of Structural Engineers, the Institute of Highway Engineers and the Chartered Institution of Highways and Transportation.</p> <p>The Design Manager must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Design Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<p><b>Key Responsibilities as supplemented by other provisions in this Contract:</b></p>	
<p><b>(i)</b></p>	<p>Liaise with the Core Management Team as appropriate.</p>
<p><b>(ii)</b></p>	<p>Be the primary contact within the Operating Company for all matters relating to Design.</p>
<p><b>(iii)</b></p>	<p>Ensure that the Design Certificates required in accordance with the Contract are signed by an appropriately competent, qualified and experienced member of Contract Personnel undertaking Professional Services.</p>
<p><b>(iv)</b></p>	<p>Ensure that Operations for which the Operating Company has undertaken or procured the Design have been designed, constructed and completed in accordance with this Contract.</p>
<p><b>(v)</b></p>	<p>Ensure Contract Personnel undertaking Professional Services liaise regarding ongoing Designs on all notifiable projects in addition to checking that the client under the CDM Regulations is aware of its duties.</p>
<p><b>(vi)</b></p>	<p>Ensure Contract Personnel undertaking Professional Services attend Design meetings arranged by the Director as and when</p>

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	required and liaise with other such Contract Personnel undertaking Design duties and Checkers as appropriate during the Design phase of any Operations.
<b>(vii)</b>	Ensure that the Operating Company Site operations in relation to Design are supervised by an appropriate member of Contract Personnel undertaking Professional Services.
<b>(viii)</b>	Review, update and maintain maintenance and operations manuals, health and safety files and other documentation relating to Structures.
<b>(ix)</b>	Ensure compliance at all times with the Operating Company's Management System.
<b>(x)</b>	Liaise with stakeholders and others as appropriate when undertaking maintenance and inspection testing of Structures owned by third parties with maintenance agreements in place.
<b>(xi)</b>	Ensure the health, safety and welfare of all Contract Personnel involved with Structures.
<b>(xii)</b>	Minimise the environmental impact of Operations relating to Structures.
<b>(xiii)</b>	Compile inspection reports and test Certificates relating to Structures and deliver these annually to the Director.
<b>(xiv)</b>	Update the Director's Management System including the Structures management system database in the AMPS as required.
<b>(xv)</b>	Liaise with the Operations Manager and others to ensure any Operations and maintenance requirements are taken into account during planning and delivery of Operations which may affect Structures.
<b>(xvi)</b>	Produce timely recommendations for, and execution of, critical repair Schemes.
<b>(xvii)</b>	Undertake the responsibility for a Design carried out wholly or any part of the Design itself by the Operating Company and for any whole or partial Design the Operating Company has procured on its behalf.

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<p><b>Role: Operating Company's Management System Manager</b></p>	<p>The Operating Company's Management System Manager shall be responsible for the effectiveness of all elements of the Operating Company's Management System including the Quality Plan.</p>
<p><b>Qualifications and Experience</b></p>	<p>Degree in an engineering or science discipline or hold an appropriate professional qualification, including Chartered Engineer, corporate member or chartered member of the Institute of Quality Assurance.</p> <p>The Operating Company's Management System Manager must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Operating Company's Management System Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<p>Key Responsibilities as supplemented by provisions in this Contract:</p> <ul style="list-style-type: none"> <li>• Ensure accreditation of the Operating Company's Management System within one year of Commencement of Service Date 1 in accordance with the standard specified in the Contract.</li> <li>• Ensure correction of Non-Conformances, prevent the continuance of Non-Conformances and investigate the root causes of Non-Conformances.</li> <li>• Act upon reports from the Director or the Performance Audit Group on the Operating Company's performance and initiate all necessary actions, including procedural changes, required to prevent the recurrence of any Non-Conformances.</li> <li>• Integrate corrective and other actions into the Operating Company's Management System including the Quality Plan and into the Operating Company's documented control management and working procedures, including method statements.</li> <li>• Plan and undertake of internal audits.</li> <li>• Attend meetings with and report to the Director on the effectiveness of the Operating Company's Management System.</li> <li>• Report on the effectiveness of the Operating Company's Management System in the Operating Company's monthly and annual reports.</li> <li>• Day to day responsibility for all matters related to the Operating Company's Management System.</li> <li>• Be the point of contact for all day to day issues related to the Operating Company's Management System</li> </ul>	

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<p><b>Role: Network Manager</b></p>	<p>The Network Manager shall be responsible for the management of all activities undertaken or occurring on or near the Trunk Road network of the Unit and supporting Transport Scotland in delivery of its corporate plan priority of "Better journey times, better reliability" and the safety of its customers.</p>
<p><b>Qualifications and Experience</b></p>	<p>Degree in an appropriate engineering discipline or corporate membership of an appropriate engineering institution including the Institution of Civil Engineers, the Institution of Structural Engineers, the Institute of Highway Engineers and the Chartered Institution of Highways and Transportation.</p> <p>The Network Manager must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Network Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<p><b>Key Responsibilities as supplemented by other provisions in this Contract:</b></p> <ul style="list-style-type: none"> <li>• Support the Operating Company's Representative in securing execution of all Operations required by this Contract including as a minimum duties and responsibilities under Legislation in relation to the <i>Traffic Management Act, Transport Act (Scotland) 2005</i> and the <i>New Roads and Street Works Act 1991</i>.</li> <li>• Ensure all activities undertaken on the Trunk Roads of the Unit comply at all times with the Operating Company's Management System.</li> <li>• Ensure the resilience of the Trunk Road network of the Unit until the Service End Date.</li> <li>• Support the Operating Company's Representative in acting as Home Traffic Authority as defined in Transport Scotland's <i>Trunk Road and Motorway Tourist Signposting Policy and Guidance</i> and in undertaking the relevant duties as detailed in the Contract.</li> <li>• Authorise temporary traffic signs to any Special Event in accordance with the requirements detailed in the Contract.</li> <li>• Manage overall the delivery of the Incident Response Operations for the Unit including management of the activities of the Incident Liaison Officers and the Journey Time Reliability Coordinator.</li> <li>• Manage and use of information and communications technology for the Unit to support the provision of information to Transport Scotland's customers.</li> <li>• Liaise and coordinate with the Core Management Team during the planning phases of all activities to minimise their impacts on Transport Scotland's customers.</li> </ul>	

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|---|
| <ul style="list-style-type: none"><li>• Ensure adequate liaison and coordination with all Operational Partners on all matters relating to planned works to be undertaken on or near to the Trunk Road network of the Unit.</li><li>• Appoint appropriate support Contract Personnel to assist in delivery of Incident Response Operations and the planning and implementation of roadworks.</li><li>• Ensure appropriate support is provided by the Core Management Team to the Journey Time Reliability Coordinator to ensure 24 hours a day, seven days a week coverage of the Journey Time Reliability Coordinator role.</li></ul> |
| <ul style="list-style-type: none"><li>• Liaise with the Media &amp; Information Manager on:<ul style="list-style-type: none"><li>(i) press or ministerial communications relating to activities that affect road users including major roadworks, Incidents and Severe Weather , and</li><li>(ii) any activities that may lead to adverse publicity or adverse consequences for Transport Scotland's customers.</li></ul></li><li>• Manage the recovery of costs in relation to Damage to Crown Property.</li><li>• Report on the results of monitoring the predicted traffic delays.</li></ul>                                       |

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<p><b>Role: Engagement Manager</b></p>	<p>The Engagement Manager is a senior role and shall be responsible for all aspects of engagement with customers, stakeholders and communities, customer information and stakeholder engagement including media enquiries, correspondence, and complaints.</p>
<p><b>Qualifications and Experience</b></p>	<p>A Degree or appropriate professional qualification from a recognised body.</p> <p>The Engagement Manager shall have strong experience in business improvement or in a customer focused role and with experience in media relations.</p> <p>The Engagement Manager must have demonstrable appropriate experience within their role working on a trunk road maintenance contract or have successfully fulfilled a role of a similar nature.</p> <p>Should the Engagement Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<p><b>Key Tasks:</b> In accordance with the requirements of Schedule 3 Contract Management as supplemented by other provisions in this Contract:</p>	
<p>Engagement Strategy</p> <ul style="list-style-type: none"> <li>• Development of Engagement Strategy and the various plans that are informed by it.</li> <li>• Oversee the implementation of the Engagement Strategy within the engagement plans and monitor their effectiveness periodically.</li> <li>• Periodic reporting on progress and effectiveness to the Director.</li> <li>• Stakeholder mapping and engagement; customer and community engagement; enquiries, correspondence and complaints.</li> <li>• Media relations and customer information provision through all of the Operating Company's communication channels.</li> <li>• Motivate and engage with other parts of the business to deliver stakeholder and customer requirements and improvements.</li> <li>• Responsible for development and delivery of the Operating Company's Engagement Strategy.</li> <li>• Responsible for output from Media and Information Officer, Correspondence Officer, Customer Care Officer.</li> <li>• Liaison with Severe Weather Manager, Journey Time Reliability Coordinator, Incident Liaison Officer, Network Manager, Customer Care Line Operator, Traffic Scotland.</li> <li>• The development of monitoring and reporting systems to support trend identification and root-cause analysis.</li> <li>• Support the Operating Company's Representative in securing the execution of all of Operations in accordance with this Contract.</li> </ul>	



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Media and Information Services

- Development and delivery of the Unit Specific Communication Plan.
- Engage directly with the media during severe events or major incidents which have a major impact on customers.
- Oversee and direct the Media and Information Officer and engage directly with media channels to challenge any inaccurate or misleading reporting.
- Ensure that the Operating Company is educating customers about the Unit's Operations via communications to the public.
- Development and delivery of information to customers and stakeholders.
- Ensure development and operation of the Operating Company's communication channels align with Transport Scotland's marketing plans, activities and standards.
- Review and analyse social media interaction, the quality of responses, effectiveness of information channels used, literature produced and suggest improvements to enhance the customer experience.
- Undertake monthly reporting on information provision across all platforms, including website and social media statistics, information on analytics and trends, identify areas of customer dissatisfaction or concern and recommend solutions for improvement.

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Customer Care:

- Oversee and direct the Customer Care Officer.
- Ensure that the Unit Specific Communications Plan, customer care plan, community engagement plan and complaints handling procedure are informed by the engagement strategy.
- Promote improved data analysis and develop evidence-based approach to support decision making.
- Monitor customer and stakeholder feedback and coordinate response to emerging trends.
- Liaise and engage with other parts of the business regarding the Incident response plan and Winter Service Plan to ensure both have a customer focus.
- Develop and promote a customer care ethos within the Operating Company and supply chain. Represent the Operating Company at the Transport Scotland customer care forum and meetings with the Director.
- Manage customer and stakeholder expectations.

Enquiries (Calls, Correspondence, Complaints):

- Oversee and direct the Correspondence Officer.
- Strategic management of customer correspondence, calls and complaint handling.
- Ensure processes are in place within the Operating Company to successfully deliver all enquiry requirements.
- Undertake quarterly reviews of enquiries, including analysis of all enquiry types, identifying common causes and sources of enquiry generation and revising business processes with the aim of improving customer experience.
- Provide annual, monthly and quarterly reports and analysis on enquiry management and performance (incoming calls, correspondence and complaints).
- Identify, recommend and implement solutions within the Operating Company that will reduce the level of customer enquiries (incoming calls, correspondence and complaints).
- Manage commitments and follow-up actions to be taken by the Operating Company and/ or the Director.

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Severe weather or major incidents and events:

- Liaise with other relevant staff during planned and unplanned disruptive events to ensure that plans retain a customer focus.
- Report on high level communication problems.
- Record and document lessons learned about customer experience, which will include reporting on all enquiry types specific to the event and identify trends.
- Keep the Customer Care Line Operator and Traffic Scotland Operator informed of customer difficulties on the network and of customer experiences identified from enquiries or other information such as social media, news websites etc.
- Keep the Director informed of customer feedback, major spikes in correspondence and complaints so they can liaise with other parts of Transport Scotland and partners.
- Attend debriefing sessions and provide feedback regarding customer impact and experience.
- Evaluate the dissemination of information to establish if messaging was successful.

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**Key Staff Role Profiles**

<b>Role: Abnormal Load Routeing Manager</b>	The Abnormal Load Routeing Manager shall be responsible for managing all aspects of any requirements relating to the movement of abnormal indivisible loads and abnormal vehicles on the Unit and shall act as the main contact for all communication and correspondence relating to the routeing and movement of abnormal loads on the Unit.
<b>Qualifications and Experience</b>	<p>Degree in an appropriate engineering discipline.</p> <p>Chartered membership of the Institution of Civil Engineers or the Institution of Structural Engineers.</p> <p>The Abnormal Load Routeing Manager must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Abnormal Load Routeing Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<b>Key Tasks:</b> in accordance with the requirements of Schedule 2 Scope as supplemented by other provisions of this Contract:	
(i)	Respond directly to particular correspondence and enquiries from Undertakers, stakeholders and users of the Trunk Road network seeking advice on the movement of abnormal indivisible loads and abnormal vehicles on the Unit.
(ii)	Provide a routeing and coordination service for hauliers and industry for proposed movements of abnormal indivisible loads and abnormal vehicles on the Unit.
(iii)	Undertake route assessments using the structures management function of the AMPS. To identify Structures that may be affected by the proposed movement of abnormal indivisible loads and, where necessary, advise on alternative routes.
(iv)	Liaise with the Major Bridges Manager, the Bridges Manager, the Operations Manager and the Journey Time Reliability Coordinator to ensure all aspects of any requirements relating to planned maintenance activities are identified and taken into account in route selection.
(v)	Liaise with relevant Operational Partners and other concerned organisations in order to advise on or identify a suitable route for the movement of abnormal indivisible loads and abnormal vehicles.
(vi)	Make recommendations to the Director in a timely manner regarding all proposed and agreed movements on the Unit that require authorisation and advise the Director of any Incidents resulting from such movements.

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(vii)	Develop, implement and maintain documented procedures for the effective management of abnormal indivisible load routeing within the Operating Company's Management System, including the Quality Plan.
(viii)	Supervise and coordinate all duties to be undertaken by the Operating Company in relation to abnormal loads.

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<p><b>Role: Client's Representative</b></p>	<p>The Client's Representative shall ensure that the Operating Company fully undertakes the client's duties under the <i>CDM Regulations</i> and will be responsible for coordinating these duties and reporting status and progress on all projects to Transport Scotland with regard to compliance with the CDM Regulations.</p> <p>The Client's Representative shall be responsible for the appointment of other duty holders under the CDM Regulations.</p> <p>Note: There will be a general requirement that the Client's Representative shall be appointed on the basis of skill, experience, knowledge and resource.</p>
<p><b>Qualifications and Experience</b></p>	<p>Chartered membership of the Institution of Civil Engineers, the Institution of Structural engineers, the Institute of Highway engineers or the Chartered Institution of Highways and Transportation and/or a relevant, recognised health and safety qualification such as IOSH ("Technical" membership as a minimum).</p> <p>Demonstrable composite knowledge of health and safety in construction and relevant Legislation.</p> <p>Experience of significant work with comparable hazards and complexity, relevant to the duties to be undertaken.</p> <p>Should the Client's Representative require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<p><b>Key Tasks:</b> In accordance with the requirements of the Contract as supplemented by other provisions in this Contract:</p>	
<p>(i)</p>	<p>Attend a monthly (or other frequency as agreed with the Director) Client's Representative meeting to discuss the monthly report and Scheme reviews as identified in (ii),(iii) and (iv) below and any other matters arising relating to CDM.</p>
<p>(ii)</p>	<p>Report monthly (or other such frequency as agreed with the Director) to the client on the activities being undertaken and the progress of the Schemes being undertaken. The report shall be in a format agreed with the Director and include as a minimum: Client's Representative Scheme Reviews, a summary of activities undertaken by the Client's Representative, since the previous report, to ensure the clients duties are being addressed and an action log. The report shall be submitted Five (5) Working Days in advance of the Client's Representative meeting.</p>
<p>(iii)</p>	<p>Undertake CDM reviews of Schemes which shall be selected for review by the Director on a monthly (or other frequency as agreed with the Director). The reviews shall determine the Operating Companies contractual and legal compliance with CDM requirements. The reviews shall be reported on the CDM 2015 Client's Representative Scheme Review template. 1% of the annual total number of Schemes will be reviewed each month</p>

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	(12% of schemes per annum), this figure may increase, at the Directors discretion, dependent upon performance.
(iv)	The Director shall also review schemes for compliance with CDM 2015. The Client's Representative shall respond to the reviews to resolve any questions or concerns raised by the reviewer. 1% of the annual total number of Schemes will be reviewed each month (12% of schemes per annum), this figure may vary up or down, at the Directors discretion, dependent on performance.
(v)	Ensure the CDM scheme register is maintained up-to-date.
(vi)	Ensure Schemes are notified to the enforcing authorities as required by the CDM Regulations.
(vii)	Ensure the client's duties are undertaken in order to comply with the <i>CDM Regulations</i> .
(viii)	Ensure that the Operating company has put in place suitable arrangements for the implementation and coordination of health and safety measures during planning and preparation for the construction phase of Schemes, including facilitating: <ul style="list-style-type: none"> <li>• cooperation of duty holders and coordination of activities in accordance with the <i>CDM Regulations</i>,</li> <li>• the application of the general principles of prevention in accordance with the CDM Regulations.</li> </ul>
(ix)	Ensure liaison with all duty holders under the <i>CDM Regulations</i> regarding: <ul style="list-style-type: none"> <li>• the contents of health and safety files,</li> <li>• the information which the principal contractor needs to prepare construction phase plans, and</li> <li>• coordination by the principal designer of any Design development which may affect planning and management of Operations or Works contracts.</li> </ul>
(x)	Ensure the provision of pre-construction information to every person designing and every contractor appointed by the Operating Company.
(xi)	Take all reasonable steps to ensure that designers comply with their duties as required by the <i>CDM Regulations</i> .
(xii)	Ensure there is cooperation between designers and the principal contractor during the construction phase in relation to any Design or change to a Design.
(xiii)	Ensure the health and safety file is being prepared in accordance with the client's requirements and that it is uploaded to the AMPS in accordance with the requirements of the Contract.

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<p><b>Role: Correspondence Officer</b></p>	<p>The Correspondence Officer shall be the main contact within the Operating Company for all correspondence, enquiries and complaints relating to the Unit.</p> <p>The Correspondence Officer shall support the Engagement Manager with the delivery of enquiry management and reporting</p>
<p><b>Qualifications</b></p>	<p>Drafting skills, experience of writing correspondence for public consumption, an appreciation of plain English, the ability to understand the audience for whom the reply is intended and the ability to draft correspondence on behalf the Operating Company, the Director, Transport Scotland and the Scottish Ministers.</p> <p>The Correspondence Officer must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Correspondence Officer require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<p><b>Key Tasks:</b> In accordance with the requirements of Schedule 3 Contract Management as supplemented by other provisions in this Contract:</p>	
(a)	<p>Manage and draft responses to all correspondence and briefing requests from all sources and ensure compliance with timescales set out within Schedule 3 Contract Management, Section 5 Stakeholder and Customer engagement.</p>
(b)	<p>Establish and maintain an electronic register of all communications it receives and the replies thereto relating to the Unit or to this Contract.</p>
(c)	<p>Maintain a register of all commitments or follow up actions to be taken by the Operating Company and/or the Director.</p>
(d)	<p>Responsible for maintaining a register of all complaints notified to the Operating Company.</p>
(e)	<p>Support the Engagement Manager on all aspects related to correspondence.</p>



**Scottish Trunk Road Network Management Contract  
North West Unit**

<b>Role: Gantry Manager</b>	The Gantry Manager shall have overall responsibility for the supervision of use and inspections, testing, maintenance and operation of Access Systems of the Unit, in addition to ensuring their compliance with current regulations and standards.
<b>Qualifications and Experience</b>	<p>Degree in an appropriate engineering discipline.</p> <p>Chartered membership of the Institution of Civil Engineers or the Institution of Structural Engineers.</p> <p>The Gantry Manager must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Gantry Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<b>Key Tasks:</b> In accordance with the requirements of Schedule 2 Scope as supplemented by other provisions in this Contract:	
(i)	Control gantry operations.
(ii)	Ensure that operations and maintenance manuals are reviewed at regular intervals and kept up to date.
(iii)	Ensure that the Design, installation and required certification for any temporary Access System is in place prior to use and that elements supporting such Access Systems have been assessed and certified.
(iv)	Ensure Access Systems comply with current standards.
(v)	Fulfil the requirements under the <i>CDM Regulations</i> with respect to Access Systems including direct liaison with the Client's Representative to ensure construction phase plans for Access Systems are prepared.
(vi)	Maintain the health and safety file and all documents and Certificates therein relating to Access Systems.
(vii)	Ensure management and emergency procedures in relation to Access Systems are in place and kept up to date.
(viii)	Manage crane and gantry operating schemes.

**Scottish Trunk Road Network Management Contract  
North West Unit**

<b>Role: Incident Liaison Officers</b>	The Incident Liaison Officers support the Network Manager in the planning, executing, monitoring and reporting of the Incident Response Operations and shall be responsible for providing an effective response appropriate to each Incident occurring on or near the Trunk Road network on a 24 hours a day, seven days a week basis.
<b>Qualifications and Experience</b>	The Incident Liaison Officer must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.  Should the Incident Liaison Officer require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.
<b>Key Tasks:</b> in accordance with the requirements of Schedule 2 Scope as supplemented by other provisions in the Contract:	
(i)	Be the first point of contact within the Operating Company for all Incidents on or near the Unit during and outwith Normal Working Hours. When requested, the Incident Liaison Officer shall undertake duties from the Traffic Scotland Control Centre.
(ii)	Manage the delivery of the Trunk Road Incident Support Service and Incident Support Unit's requirements.
(iii)	Ensure mobilisation of Incident Response Resources and maintain contact with and keep informed the Emergency Services, the Traffic Scotland Operations Infrastructure Contractor and any other Network Services Provider , local authorities and other affected parties as necessary during the Incident.
(iv)	Ensure Standard Incident Diversion Routes are kept updated at all times and activate Standard Incident Diversion Routes in response to Incidents.
(v)	Implement contact arrangements with Operational Partners during the occurrence of an Incident and ensure prompt notification of Incidents to Operational Partners.
(vi)	Coordinate activities relating to the planning, response and mitigation of Incidents.
(vii)	Utilise appropriate support personnel to assist in delivering Incident Response Operations.
(viii)	Record and manage all relevant information relating to Incidents.
(ix)	Provide Incident reports to the Network Manager.
(x)	Coordinate Incident Response Operations relating to Severe Weather.

**Scottish Trunk Road Network Management Contract  
North West Unit**

<b>Role: Health, Safety and Risk Manager</b>	The Health, Safety and Risk Manager shall be responsible for providing specialist health, safety, risk and environmental knowledge to allow the Operating Company to fulfil its legal obligations.
<b>Qualifications</b>	<p>A chartered safety practitioner with a degree level qualification and chartered membership of the Institute of Occupational Safety and Health. Formal construction / civil engineering related base qualification is desirable. Accredited training qualification desirable The Health, Safety and Risk Manager must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Health, Safety and Risk Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<b>Key Tasks:</b> as supplemented by provisions in this Contract:	
(i)	Pro-actively and independently manage all aspects of health, safety & risk arrangements and develop best practice policies, procedures and processes.
(ii)	Devise and provide advice on systems and procedures to ensure that all Works are carried out in accordance with current safety Legislation.
(iii)	Oversee CDM Regulations arrangements for all notifiable capital works, liaising with Designers, consultants and contractors and the Client's Representative as necessary.
(iv)	Carry out inspection, testing and monitoring of working conditions, equipment and substances to ensure compliance with current Legislation. Liaise with relevant specialists as necessary.
(v)	In conjunction with the Operating Company's Management System Manager, ensure the Operating Company attains and maintains OHSAS 18001 accreditation.

## Scottish Trunk Road Network Management Contract

### North West Unit

<p><b>Role: Asset Management Performance System (AMPS) Coordinator</b></p>	<p>The Asset Management Performance System Coordinator shall support the Business Manager. Responsibilities include the following Operating Company activities associated with the functionality of the AMPS :</p> <ul style="list-style-type: none"> <li>• coordinate software installation on Operating Company devices where applicable,</li> <li>• coordinate training for relevant Contract Personnel,</li> <li>• coordinate day to day usage of AMPS functionality,</li> <li>• coordinate data entry validation and correction procedures,</li> <li>• coordinate reporting requirements,</li> <li>• input views via the AMPS user group to assist the Director to continually develop the functionality of AMPS,</li> <li>• undertake first line support to Operating Company users</li> </ul>
<p><b>Qualifications and Experience</b></p>	<p>Degree, Higher National Diploma or Higher National Certificate, or Scottish Vocational Qualification Level 4 or above in an appropriate discipline relevant to the role.</p> <p>Significant experience within the engineering field and proven understanding of information and communication technology concepts, work practices and methodologies. The AMPS Coordinator must have demonstrable appropriate experience from within their role working on a trunk road a term maintenance contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Asset Management Performance System Coordinator require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<p><b>Key Tasks:</b> In accordance with the requirements of Schedule 3 Contract Management and as supplemented by other provisions of this Contract:</p>	
<p>(i)</p>	<p>Provide the Director with the names and email addresses of Contract Personnel whom the Operating Company has authorised to use AMPS and notify the Director of any changes to this information. Act as administrator for Operating Company users and permissions within AMPS.</p>
<p>(ii)</p>	<p>Attend the AMPS user group at the dates and times notified in writing by the Director. Carry out ongoing AMPS inductions and training to Operating Company staff. Provide first line support to all Operating Company users, resolving issues within their permission and escalating</p>

**Scottish Trunk Road Network Management Contract  
North West Unit**

	issues to AMPS support where appropriate Administer Operating Company users and permissions.
(iii)	Support the Business Manager and the Director in the rollout and initial training for AMPS by actively auditing and monitoring AMPS data, inputs, support requests to identify and resolve any issues.
(iv)	Ensure ongoing compliance with operational requirements of all aspects of AMPS.
(v)	Ensure compliance with the Operating Company's Management System and Quality Plan in the operation of AMPS.
(vi)	Arrange with the Director appropriate training for Contract Personnel in the use and operation of the AMPS.
(vii)	Oversee provision of appropriate Data Capture Device hardware to the Operating Company as required by this Contract.

**Scottish Trunk Road Network Management Contract  
North West Unit**

<p><b>Role: Journey Time Reliability Coordinators</b></p>	<p>The Journey Time Reliability Coordinators shall support the Network Manager by undertaking the delivery of the liaison, coordination and management service necessary to minimise the impact of all roadworks, incidents and events occurring on or near the Trunk Road network of the Unit to minimise delays and congestion to Transport Scotland customers. This full-time role shall be delivered on a 24 hours a day, seven days a week basis with the Journey Time Reliability Coordinator on duty in the Central Office during the hours of 6:30 am to 6:30 pm seven days a week</p>
<p><b>Qualifications and Experience</b></p>	<p>The Journey Time Reliability Coordinator must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Journey Time Reliability Coordinators require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<p><b>Key Tasks:</b> in accordance with the requirements of Schedule 3 Contract Management as supplemented by other provisions of this Contract:</p>	
<p>(i)</p>	<p>Be the first point of contact within the Operating Company for</p> <ul style="list-style-type: none"> <li>• all roadworks undertaken by the Operating Company,</li> <li>• all roadworks undertaken by third parties</li> <li>• Incidents and</li> <li>• Events</li> </ul> <p>occurring on or near the Unit within and outwith Normal Working Hours.</p>
<p>(ii)</p>	<p>Liaise and communicate with relevant Operational Partners and disseminate accurate and timely information to assist in the effective delivery and coordination of Operations including Incidents and Special Events occurring on or near the Unit during roadworks.</p>
<p>(iii)</p>	<p>Coordinate, monitor and control all roadworks, incidents and events to minimise road closures, potential impacts and conflicts and maximise the capacity of the Trunk Road network, using the Roadworks Module, Scottish Road Works Register, Traffic Scotland Service website and other relevant systems where necessary and undertaking periodic site visits to assess the implementation and impact of roadworks and events.</p>
<p>(iv)</p>	<p>Own and manage the Roadworks Module.</p>
<p>(v)</p>	<p>Implement escalation procedures for roadworks, incidents and events which exceed allowable delay thresholds.</p>
<p>(vi)</p>	<p>Evaluate the impact of roadworks, incidents and events to identify improvements for future roadworks and events with similar impacts.</p>

**Scottish Trunk Road Network Management Contract  
North West Unit**

(vii)	Liase with the Incident Liaison Officers and relevant Operational Partners in dealing with Incidents occurring during roadworks; such liaison including coordination of the activation and implementation of Standard Incident Diversion Routes.
(viii)	Support the Network Manager in delivering the Operating Company's duties and responsibilities in relation to Legislation.
(ix)	Utilise and manage support personnel on specific tasks relating to the planning and implementation of roadworks or Special Events including coordinating, mobilising, deploying and supervising traffic management arrangements and evaluating their impact.
(x)	Provide reports on the impact of the Operating Company's activities on the journey time reliability of the Trunk Road network with recommendations for proposed improvements.
(xi)	Liaising with relevant Operational Partners to ensure the Operating Company's procedures and working practices when carrying out Operations on the Unit are fully compatible with the Network Operations Service Providers operational procedures for the public transport corridor.
(xi)	Support the Incident Liaison Officers in managing the delivery of the Trunk Road Incident Support Service and Incident Support Units' requirements.

**Scottish Trunk Road Network Management Contract  
North West Unit**

<p><b>Role: Landscape Architect</b></p>	<p>The Landscape Architect shall be the main point of contact within the Operating Company for landscape management and landscape Design.</p> <p>The landscape architect shall liaise regularly with the Transport Scotland Landscape Advisor. The landscape architect will make themselves familiar with the landscape of the unit and its wider environmental context. They shall ensure that all undertakings, whether specific landscape-related schemes or routine maintenance operations, shall respect, protect and where practicable enhance this resource (including its Biodiversity), in accordance with the Transport Scotland landscape policy document; Fitting Landscapes – Securing More Sustainable Landscapes.</p>
<p><b>Qualifications and Experience</b></p>	<p>Knowledge and experience of saltmarsh ecology and management.</p> <p>Chartered Member of the Landscape Institute, with demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Landscape Architect require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<p><b>Key Tasks:</b> in accordance with the requirements of Network Management Contract Schedule 2 Scope:</p>	
<p>(i)</p>	<p>Prepare and deliver the Landscape Strategy (including Tree Management Strategy); the Landscape Development Plan (including Tree Management Plan); the Schedule of Opportunities; and the Annual Landscape Management Report.</p>
<p>(ii)</p>	<p>Undertake regular visits to the unit and carry out the landscape opportunity inspections</p>
<p>(iii)</p>	<p>Undertake any required planning and assessment for and Design of landscape-related proposals, and influence the development of all landscape management schemes (including the validation of relevant Statements of Intent),</p>
<p>(v)</p>	<p>Attend all landscape and environmental progress meetings arranged by the Director and/or any Transport Scotland operative.</p>
<p>(vi)</p>	<p>Attend meetings concerning landscape and/biodiversity issues related to the Unit – including liaison with third parties and all relevant statutory environmental authorities,.</p>
<p>(vii)</p>	<p>Ensure the landscape inventory is kept accurate and up to date.</p>



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North West Unit**

**Scottish Trunk Road Network Management Contract  
North West Unit**

<b>Role: Major Bridge Manager –</b>	The Major Bridge Manager shall have overall responsibility for the inspections, testing, monitoring, management and maintenance of Structures with particular requirements and shall report to the Bridges Manager.
<b>Qualifications and Experience</b>	<p>Degree in an appropriate engineering discipline.</p> <p>Chartered membership of the Institution of Civil Engineers or the Institution of Structural Engineers.</p> <p>The Major Bridge Manager must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Major Bridge Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<b>Key Tasks:</b> In accordance with the requirements of Schedule 2 Scope:	
(i)	Review, update and maintain maintenance and operations manuals, health and safety files and other documentation relating to Structures with particular requirements as required.
(ii)	Ensure compliance at all times with the Operating Company’s Management System.
(iii)	Liaise with stakeholders and others as appropriate when undertaking maintenance and inspection testing of Structures owned by third parties with maintenance agreements in place.
(iv)	Ensure the health, safety and welfare of all Contract Personnel involved with Structures with particular requirements.
(v)	Minimise the environmental impact of Operations relating to Structures with particular requirements.
(vi)	Compile inspection reports and test Certificates relating to Structures with particular requirements and deliver these annually to the Director.
(vii)	Update the Director’s Management Systems including the Structures management system database as required.
(viii)	Liaise with the Operations Manager and others to ensure any network Operations and maintenance requirements are taken into account during planning and delivery of other Operations which may affect Structures with particular requirements.
(ix)	Timely production of recommendations for, and execution of, critical repair schemes.

**Scottish Trunk Road Network Management Contract  
North West Unit**

<b>Role: Operations Manager</b>	The Operations Manager shall be responsible for all day to day operational activities on the Unit covering maintenance and Winter Service.
<b>Qualifications and Experience</b>	<p>The Operations Manager must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Operations Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<b>Key Tasks:</b> In accordance with the requirements of Schedule 3 Contract Management as supplemented by other provisions in this Contract:	
(i)	Support the Operating Company's Representative in securing the execution of all Operations in accordance with the requirements of this Contract.
(ii)	Ensure compliance at all times with the Operating Company's Management System.
(iii)	Ensure the successful delivery of maintenance and Winter Service activities on the Trunk Road network of the Unit.
(iv)	Ensure the continual updating of accurate network inventory data in the Director's Management System.
(v)	Identify potential Schemes for the Unit.
(vi)	Liaise with Core Management Team and other Key Staff members to ensure all maintenance and Winter Service activities are undertaken to minimise the effects of congestion for road users and where suitable, coordinate works to enable maintenance activities to be undertaken within the boundaries of a Scheme to reduce the number of traffic management interventions on the Trunk Road network of the Unit.
(vii)	Ensure the health, safety and welfare of all Contract Personnel involved with Operations.
(viii)	Minimise the environmental impacts of Operations.
(ix)	Provide support to the Journey Time Reliability Coordinator to ensure that role is delivered on a 24 hours a day, seven days a week basis.

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North West Unit**

<b>Role: Planned Maintenance Manager</b>	The Planned Maintenance Manager shall be responsible for the planning, design and execution of all planned maintenance Schemes (excluding Structures) for the Unit.
<b>Qualifications and Experience</b>	<p>Degree in an appropriate engineering discipline or corporate membership of appropriate engineering institution including the Institution of Civil Engineers, the Institution of Structural Engineers, the Institute of Highway Engineers and the Chartered Institution of Highways and Transportation.</p> <p>The Planned Maintenance Manager must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Planned Maintenance Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<b>Key Tasks:</b> In accordance with the requirements of Schedule 3 Contract Management as supplemented by other provisions in this Contract	
(i)	Support the Operating Company's Representative in securing the execution of all Operations in accordance with the requirements of this Contract.
(ii)	Ensure compliance at all times with the Operating Company's Management System.
(iii)	Deliver the programme and budget preparation process for all Schemes in accordance with this Contract.
(iv)	Design all planned maintenance Schemes undertaken by, or on behalf of, the Operating Company.
(v)	Ensure the delivery to time and budget of all planned maintenance Schemes whilst meeting the quality requirements.
(vi)	Liaise with the Operating Company's network management personnel to ensure each planned maintenance Scheme minimises the effects of congestion to road users.
(vii)	Liaise with the Major Bridges Manager and or the Gantry Manager as appropriate and the Design Manager to ensure all requirements of this Contract relating to Structures are adhered to as part of each planned maintenance Scheme.
(viii)	Liaise with the Operations Manager and Journey Time Reliability Coordinator to ensure all requirements of this Contract relating to maintenance and Winter Service, including access to the Site, are taken into account during the planning and delivery of each planned maintenance Scheme.
(ix)	Analyse the data within AMPS as part of preparation and maintenance of the annual, three year, five year and ten year rolling programme.

**Scottish Trunk Road Network Management Contract  
North West Unit**

<b>Role: Third Party Development Manager</b>	The Third Party Development Manager shall be the Operating Company's main point of contact for all matters relating to planning applications and management of the development management function of the AMPS.
<b>Qualifications and Experience</b>	<p>The Third Party Development Manager must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature. The Third Party Development Manager will be required to attend any training organised by Transport Scotland or the Performance Audit Group in relation to the development management function of the AMPS.</p> <p>Should the Third Party Development Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<b>Key Tasks:</b> In accordance with the requirements of Schedule 2 Scope as supplemented by other provisions in this Contract:	
(i)	Liaise with developers and Transport Scotland in relation to all planning applications and provide advice on the suitability of applications to the Director.
(ii)	Use and comply with AMPS throughout the Contract Period.
(iii)	Assist with applications requiring transport appraisal/assessment, local development plans and any appeal process.
(iv)	Subject to an Order, assist the Director with preparation and administration of minutes or letters of agreement.
(x)	Ensure the health, safety and welfare of all Contract Personnel involved with planned maintenance Schemes.
(xi)	Minimise the environmental impacts of planned maintenance Schemes.
(xii)	Ensure duties with respect to Traffic Scotland Equipment are undertaken.

**Scottish Trunk Road Network Management Contract  
North West Unit**

<b>Role: Road Safety Manager</b>	The Road Safety Manager shall be the Operating Company's point of contact for all matters relating to road safety and shall be responsible for the management of all road safety and accident investigation and prevention matters including road safety audits.
<b>Qualifications and Experience</b>	<p>The Road Safety Manager shall be a Chartered Engineer as awarded by an appropriate UK engineering institution including the Institution of Civil Engineers, the Institution of Structural Engineers, the Institute of Highway Engineers and the Chartered Institution of Highways and Transportation.</p> <p>The Road Safety Manager must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Road Safety Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<b>Key Tasks:</b> In accordance with the requirements of Schedule 2 Scope as supplemented by other provisions in this Contract:	
(a)	have detailed knowledge and experience of Safe System Approach to Road Safety,
(b)	train all the Core Management Team and Key Staff in the Safe System Approach to Road Safety by no later than the end of the Mobilisation Period and hold at least one formal training session for all Core Management Team and Key Staff every year until six (6) months before the Service End Date,
(c)	ensure all the Core Management Team and Key Staff who have been trained in the Safe System Approach to Road Safety hold at least one (1) formal and recorded 'toolbox talk' briefing session on the subject of Safe System Approach to Road Safety with all Contract Personnel every three (3) months until six (3) months before the Service End Date,
(d)	ensure the Safe System Approach to Road Safety is incorporated into the Operating Company Management System no later than the end of the Mobilisation Period and during Core Operations and Ordered Operations,
(e)	Review design to confirm if the Design satisfies the Safe System Approach to Road Safety
(f)	Manage road safety audits in accordance with Schedule 2 Scope

**Scottish Trunk Road Network Management Contract  
North West Unit**

(g)	Liaise with Third Party Development Manager to provide coordinated integrated response to confirm if a planning application satisfies the Safe System Approach to Road Safety.
(h)	<p>The Road Safety Manager shall assist the Director in the continuing development and arrangement of Route Safety Groups to consider the performance of individual Routes and encourage:</p> <ul style="list-style-type: none"> <li>• increased safety and more innovation to help improve the safety of Unit,</li> <li>• development of joint road safety initiatives nationally and in the local area, and</li> <li>• a proactive approach to safety engineering.</li> </ul>
(i)	Organise a Route Safety Group meeting in each Annual Period, for each route, at which the relevant Route Safety File shall be presented to Operational Partners and other stakeholders to obtain feedback on how the safety of the Unit can be improved.
(j)	Present the road safety performance of the Unit during every meeting of the board of directors of the Operating Company or equivalent senior management team to whom the Core Management Team reports) and what, by way of Core Operations and Ordered Operations, the Operating Company is doing to improve the road safety performance of the Unit.
(k)	The Road Safety Manager and the director who is a member of the board of directors of the Operating Company (or equivalent senior management team to whom the Core Management Team reports) to the Director shall formally approve the contents of each Accident Investigation & Prevention Report before it is submitted to the Director in accordance with this Schedule 2 Scope.

**Scottish Trunk Road Network Management Contract  
North West Unit**

<b>Role: Skid Resistance Manager</b>	The Skid Resistance Manager shall be responsible for managing activities relating to the skid resistance requirements in the TSIA125: Transport Scotland Interim Amendment for Skid Resistance.
<b>Qualifications and Experience</b>	The Skid Resistance Manager must be a Chartered Engineer and have demonstrable relevant experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature. Should the Skid Resistance Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.
<b>Key Tasks:</b> in accordance with the requirements of Schedule 3 Contract Management as supplemented by other provisions in this Contract:	
(i)	Nominate Contract Personnel for, and manage, a skid resistance policy team to deliver the skid resistance requirements of this Contract.
(ii)	Manage the annual cycle of skid resistance management activities including production of the monthly progress reports and annual report.
(iii)	Liaise and coordinate with the Planned Maintenance Manager to ensure recommendations arising from skid resistance management activities are incorporated into the programme and budget preparation process.
(iv)	Liaise and coordinate with the Operations Manager on Scheme identification and ensure that detailed investigation in connection with skid resistance management are undertaken as part of other activities where practicable to minimise disruption on the Trunk Road network of the Unit.
(v)	Attend, with a practitioner from the skid resistance team, a Transport Scotland Skid Policy User Group a minimum of four times in each Annual Period.



**Scottish Trunk Road Network Management Contract  
North West Unit**

<p><b>Role: Severe Weather Manager</b></p>	<p>The Severe Weather Manager shall be responsible for all aspects of planning and delivery of the Severe Weather service including Winter Service requirements on or near the Trunk Road network of the Unit to support Transport Scotland in delivery of its corporate plan priority of “Better journey times, better reliability” and the safety of its customers.</p> <p>The Severe Weather Manager shall be assisted by Winter Service Duty Officers during the Winter Service annual period and by the Incident Liaison Officer for all other severe weather events outwith the annual Winter Service period.</p>
<p><b>Qualifications and Experience</b></p>	<p>The Severe Weather Manager must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Within a rolling period of seven years, the Severe Weather Manager must have attended weather forecasting training or refresher courses and received training on the operation of road weather information systems and will be expected to complete training on all systems used to determine, monitor and record satisfactory delivery of the Winter Service including data logging and GPS tracking.</p> <p>Should the Severe Weather Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<p><b>Key Tasks:</b> In accordance with the requirements of Schedule 2 Scope as supplemented by other provisions in the Contract:</p>	
(i)	<p>Be the first point of contact within the Operating Company for Winter Service. When requested, the Severe Weather Manager shall undertake duties from the Traffic Scotland National Control Centre.</p>
(ii)	<p>Deliver the Winter Service in accordance with the Winter Service Plan and delivery of all of the Severe Weather Plans in accordance with the Operating Company Disruption Risk Management Plan.</p>
(iii)	<p>Deliver the Severe Weather Service in accordance with the Wind Management, Flood Management and Landslide Management Plans.</p>
(iv)	<p>Responsibility for the ownership and updating of the Winter Service Plan and Severe Weather Plans including their integration in the Operating Company’s quality management system.</p>
(v)	<p>Authorise proposed winter treatments and provide advice and support to the Winter Service Duty Officers in the monitoring the RWIS and associated forecasts and weather conditions in the effective delivery of the proposed treatments..</p>

**Scottish Trunk Road Network Management Contract  
North West Unit**

(vi)	Review all Severe Weather Operations to identify weaknesses noted from observations, reviews, audits and reports. Identify and report on opportunities to introduce service delivery improvements and innovations by undertaking debrief requirements and in conjunction with the Operating Company's quality management system.
(vii)	Stakeholder engagement and relationship management for the delivery of Winter Service and Severe Weather with Operational Partners.
(viii)	The Severe Weather manager is responsible for interpreting all weather forecast information received from the Expert Weather Service Provider and monitoring environmental and road conditions on the Road Weather Information System throughout the annual period to minimise delays and congestion to Transport Scotland customers.
(ix)	The Severe Weather Manager shall be the single point of contact for delivering and updating the requirements of all the Operating Company Severe Weather Plans in the Disruption Risk Management Plan.
(x)	The Severe Weather Manager shall be responsible for providing the Director with weekly performance reports on the accuracy of the Expert Weather Forecaster in a format approved by the Director.
(xi)	The Severe Weather Manager shall be responsible for supplying the Director with a schedule of annual training for all personnel required in the delivery of all the Operating Company Severe Weather Plans in its Disruption Risk Management Plan for approval.

**Scottish Trunk Road Network Management Contract  
North West Unit**

<p><b>Role: Winter Service Duty Officers</b></p>	<p>The Winter Service Duty Officers shall receive and monitor weather forecasts and advise on suitable treatment action. They shall be responsible for the overall coordination of Winter Service Operations for the Unit and the collation of information from a range of sources, including from Winter Service operators, on a 24 hours a day, seven days a week basis.</p>
<p><b>Qualifications and Experience</b></p>	<p>Must be trained and competent in the winter decision-making process. Must have attended weather forecasting training or refresher courses and received training on the operation of road weather information systems and must have completed training on all systems used to determine, monitor and record satisfactory delivery of the Winter Service including data logging and GPS tracking.</p> <p>The Winter Service Duty Officers must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Winter Service Duty Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<p><b>Key Tasks:</b> In accordance with the requirements of Schedule 2 Scope as supplemented by other provisions in this Contract:</p>	
(i)	Obtain the daily forecast and forecast updates from the specialist forecast provider.
(ii)	Decide on which treatment actions are to be taken and keep Records relating to each decision made.
(iii)	Advise the Severe Weather Manager of updates to the weather forecasts received outside the Normal Working Hours.
(iv)	Supply the Traffic Scotland Operations and Infrastructure Service Contractor with the forecasts and action decisions.
(v)	Monitor and interpret weather conditions

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<p><b>Role: Asset Manager</b></p>	<p>The Asset Manager is responsible for ensuring that the Operating Company's asset data is accurate, robust, analysed and used appropriately to inform asset management and maintenance decisions within the Unit. Responsible for managing the Operating Company inspection team and analysing data and providing reports to ensuring that asset data is used to inform business decisions.</p>
<p><b>Qualifications and Experience</b></p>	<p>Incorporated Engineer (IEng) in an appropriate engineering discipline and an Incorporated Member of an Engineering Institution. Has an appreciation of ISO55001 and has or is working towards an appropriate ISO55001 or Asset Management qualification. Has good data analytical and presentation capabilities, including knowledge of databases and SQL.</p> <p>The Asset Manager must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Asset Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<p><b>Key Tasks:</b> In accordance with the requirements of Schedule 2 Scope as supplemented by other provisions in this Contract:</p>	
<p>(i)</p>	<p>Championing and driving embedment of Asset Management principles throughout the Operating Company and ensuring teams have the necessary competencies and skills to deliver Asset Management;</p>
<p>(ii)</p>	<p>Responsible for managing the Operating Company's Inspection teams and ensuring that the Inspection teams carry out robust, repeatable inspections, collecting accurate asset information, including asset register, defects and condition data;</p>
<p>(iii)</p>	<p>Responsible for ensuring the Operating Company's asset data is in compliance with the Director's asset manuals, including the Trunk Road Information Manual (TRIM) and other guidance documents;</p>
<p>(iv)</p>	<p>Analysing the asset data to identify trends;</p>

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(v)	Actively identifying data gaps and issues and proactively ensuring data is updated to maintain and improve accuracy;
(vi)	Analysing the asset data to identify and prioritise potential schemes identifying opportunities to combine schemes into hybrid schemes, developing draft programmes and ensuring the schemes are progressed into appropriate programmes of work;
(vii)	Prioritising and ranking schemes based on asset data and the Director's guidance documents;
(viii)	Ensuring that asset data is accurately used in Value for Money assessments of all schemes;
(ix)	Analysing data and providing reports to ensuring that asset data is used to inform business decisions;
(x)	<p>In the event any Contract Personnel discover a hazard, Defect and failure of any roadside electrical assets fixed on the Trunk Roads of the Unit which is the responsibility of a third party, Operational Partner or a Relevant Organisation, Contract Personnel shall inform the Asset Manager.</p> <p>The Asset Manager will then assume responsibility to liaise and coordinate with all third parties, Operational Partners and Relevant Organisations and inform the Director if any third parties, Operational Partners and Relevant Organisations do not respond to remedy the hazard, Defect and failure.</p>

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<p><b>Role: Environmental and Sustainability Manager</b></p>	<p>The Environmental and Sustainability Manager shall provide expert advice, support and recommendations on any matters associated with the Design operation or maintenance of the Scottish Trunk Road network that have environmental impact implications from time to time as or when required by the Scheme Manager or the Overseeing Organisation or as required in the provision and performance of this contract to ensure compliance with all statutory requirements.</p>
<p><b>Qualifications and Experience</b></p>	<p>A recognised professional qualification or corporate membership of a professional organisation appropriate to the role.</p> <p>An Environmental / Sustainability Manager shall hold one or more qualifications from the following non-exhaustive list including Member of the Institute of Environmental Management &amp; Assessment, Member of the Institution of Water and Environmental Management, Chartered Environmentalist, Chartered Geologist, Chartered Member of the Landscape Institute or professional qualifications from other institutions of equal standing relevant to surveyors, architects, builders, foresters and ecologists as appropriate to the specialist role and acceptable to the Scottish Ministers.</p> <p>The Environmental and Sustainability Manager must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Environmental and Sustainability Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<p><b>Key Tasks:</b> In accordance with the requirements of Schedule 2 Scope as supplemented by other provisions in this Contract:</p>	
<p>(i)</p>	<p>develop and manage environmental and landscape studies and impact assessments</p>
<p>(ii)</p>	<p>undertake sufficient checks on the environmental and landscape studies, impact assessments and workstreams</p>
<p>(iii)</p>	<p>to coordinate environmental and landscape studies, design and reporting deliverables</p>
<p>(iv)</p>	<p>liaise with the Scheme Manager, senior environmental specialists, Ecologist and approved Landscape Architect and manage issues arising from: (i) environmental studies,</p>

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	(ii) Landscape studies, (iii) Ecological and biodiversity studies (iv) measurement, (v) analysis, or (vi) reporting.
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North West Unit**

<b>Role: Customer Care Officer</b>	The Customer Care Officer shall support the Engagement Manager with the delivery of the Engagement Strategy and shall be responsible for delivering the Customer Care Plan and the Community Engagement Plan.
<b>Qualifications and Experience</b>	<p>A Degree or an appropriate professional qualification from a recognised body.</p> <p>The Customer Care Officer shall have demonstrable strong experience in a customer care focused role. Experience of working collaboratively within a fast paced environment to deliver improvements in customer care.</p> <p>The Customer Care Officer must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Customer Care Officer require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<b>Key Tasks:</b> In accordance with the requirements of Schedule 3 Contract Management as supplemented by other provisions in this Contract:	
(a)	Promote an innovative approach to ensure that Transport Scotland's Roads Customer Care Standard is achieved to meet and exceed customer expectations.
(b)	Liaise and engage with the Media and Information Officer, Correspondence Officer, Network Manager and Winter Services Manager to ensure there is a customer focus through plans that are informed by the engagement strategy.
(c)	Undertake stakeholder mapping to understand customers/stakeholders types, their needs and manage expectations.
(d)	Develop, deliver and manage a customer care plan for the Operating Company and record progress of customer improvements.
(e)	Research the needs of customers and the impacts the Operating Company has on its customers.
(f)	Develop and agree an annual community engagement programme with the Director.
(g)	Act as secretariat for Operating Company customer care meetings.
(h)	<ul style="list-style-type: none"> <li>• Review and improve customer satisfaction on: <ul style="list-style-type: none"> <li>(i) Road users perception of the quality of maintenance within the remit of the Operating Company, and</li> </ul> </li> </ul>



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	(ii) Satisfaction levels with responses on enquiries from the Operating Company.
(i)	Support the Engagement Manager with all customer care performance and trend reporting
(j)	Undertake quarterly analysis of all enquiries.
(k)	Undertake monthly reporting of all enquiries.
(l)	Identify customer care training requirements within the Operating Company and explore and deliver suitable solutions.
(m)	Manage the relationship between the Operating Company and the Traffic Scotland Customer Care Line.
(n)	Liaise with Media and Information Officer on information provision to the public. This includes providing input into the development of communication channels, accuracy of information, standard of information and customer understanding of information provided.
(o)	Support the Engagement Manager in all aspects of customer care

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<p><b>Role: Media and Information Officer</b></p>	<p>The Media and Information Officer shall be the main point of contact and act as spokesperson for all media enquiries and the management and community relationships directed to the Operating Company. They shall also be responsible for the development and management of information provision and information channels and platforms.</p> <p>The Media and Information Officer shall support the Engagement Manager with the delivery of the Engagement Strategy and be responsible for delivering the Unit-Specific Communications Plan.</p>
<p><b>Qualifications and Experience</b></p>	<p>Degree in an appropriate discipline or corporate membership of an appropriate public relations institution such as the Chartered Institute of Public Relations.</p> <p>The Media and Information Officer must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Media &amp; Information Officer require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<p><b>Key Tasks:</b> in accordance with the requirements of Schedule 3 Contract Management as supplemented by other provisions of this Contract:</p>	
<p><b>Key Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Support the Engagement Manager in all aspects of media and communication related activities.</li> <li>• Support the Engagement Manager in developing the Operating Company’s annual Unit specific engagement strategy and ensure communications align with Transport Scotland’s marketing plans and activities.</li> <li>• Develop, manage, review and update the Operating Company’s annual Unit-specific Communication Plan, until the Service End date.</li> <li>• Liaise and engage with the Customer Care and Correspondence Officers regularly to ensure all communications have a stakeholder and customer focus and educate through the use of messaging.</li> </ul> <p><b><u>Press and Media</u></b></p> <ul style="list-style-type: none"> <li>• Manage media enquiries in accordance with the media enquiries procedure.</li> <li>• Ensure Press Transport Scotland is given opportunity to comment on all proposed media statements prior to their release.</li> <li>• Initiate communications which present the Operating Company and Transport Scotland in a positive manner to the media, customers and stakeholders.</li> <li>• Prepare and issue factual media releases for public information, notifying the local, regional and national media as appropriate of forthcoming roadworks and</li> </ul>	

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expected commencement dates, rescheduling of Core Operations, Operations, Schemes or Works Contracts and expected completion dates and any relevant diversionary routes.

- Attend quarterly review meetings with Press Transport Scotland and the Director.
- Attend biannual review meetings with Press Transport Scotland, and other operating companies' and the Director.

**Information Provision**

- Develop, manage, review and update the Operating Company's information provision across all communication channels (website, social media, radio, publications and calls). Liaise with the Customer Care Officer, Winter Services Manager and Correspondence Officer in the development of information provision.
- Develop and manage communication publications and literature for the Operating Company and liaise with the Customer Care Officer to ensure customer focus included.
- Ensure compliance with information standards with all information provision (e.g. WC3, accessibility, Scottish Government social media policy)
- Develop and manage branding guidelines for the Operating Company and ensure these are incorporated into customer messaging, road signs, publications, information channels and customer engagement.
- Understand, monitor and report on the successes and trends of information provision across all channels.
- Support the Customer Care Officer in identifying areas of customer dissatisfaction and recommend solutions for improvement to customer care.

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<b>Role: Mobilisation Manager</b>	Commencing on the first day of the Mobilisation Period undertaking the duties listed in Schedule 1 Conditions of Contract, Clause 3 Time, 3.2 Mobilisation Period
<b>Qualifications and Experience</b>	<p>The Mobilisation manger must have demonstrable appropriate experience within their role working on a trunk road maintenance Contract or having successfully fulfilled a role of a similar nature.</p> <p>Should the Mobilisation Manager require access to Traffic Scotland CCTV system to undertake their duties, they must obtain the formal training and qualifications as required in Schedule 3 Contract Management, Section 3.1.11.</p>
<b>Key Tasks:</b> In accordance with the requirements of Schedule 1 Conditions of Contract, Clause 3 Time	
<p>1.1.1 During the Mobilisation Period, the Mobilisation Manager shall:</p> <ul style="list-style-type: none"> <li>a) agree arrangements for providing the Operating Company’s personnel with access to the Premises in relation to the Central Office and the control room,</li> <li>b) liaise with the Director regarding the structure, content and functionality of the Operating Company’s Unit-specific website, and make proposals to the Director for his consent for the structure, content and functionality no later than thirty (30) days prior to the Commencement of Service Date.</li> <li>c) on receipt of the Director’s consent to the proposals for the Unit-specific website, ensure that it is created and launched no later than thirty (30) days after the Commencement of Service Date</li> <li>d) review all historic operations procedures, inspection procedures, emergency procedures, maintenance procedures, safety procedures and patrol procedures including as a minimum those listed in the Schedule 3 Contract Management, Section 4 Systems, Plans &amp; Records and make recommendations to the Director for his written consent on any changes required to meet the requirements of this Contract.</li> </ul>	

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North West Unit**

**Attachment 2.3 Professional Services Register**

**NMC PROFESSIONAL SERVICES REGISTER**

TRANSPORT SCOTLAND AREA

DATE SUBMITTED	TS DECISION	ACADEMIC QUALIFICATIONS ACCEPTABLE	PROFESSIONAL QUALIFICATIONS ACCEPTABLE	RELEVANT EXPERIENCE ACCEPTABLE	ID
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	22

TS\_reason

OPERATING COMPANY AREA

Forename(s)	Surname	PROPOSED ROLE	DATE
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

ACADEMIC QUALIFICATIONS

QUALIFICATION	QUALIFICATION DISCIPLINE	DATE AWARDED
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<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
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PROFESSIONAL QUALIFICATIONS

QUALIFICATION	DATE AWARDED
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RELEVANT EXPERIENCE

FROM	<input type="text"/>	TO	<input type="text"/>
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ADDITIONAL INFORMATION