

SCOTTISH MINISTERS' REQUIREMENTS

SCHEDULE 5 PART 4

OPERATING COMPANY'S REPRESENTATIVE, CORE MANAGEMENT TEAM AND KEY STAFF

CONTENTS	Page No.
1. OPERATING COMPANY'S REPRESENTATIVE, CORE MANAGEMENT TEAM AND KEY STAFF	1
1.1 General	1
1.2 Operating Company's Representative and Core Management Team	1
1.3 Key Staff	2
1.4 Resource Management Arrangements	2
ANNEX 5.4/A – The Operating Company's Representative, Core Management Team and Key Staff	5
ANNEX 5.4/B – Role Profiles for the Core Management Team and Key Staff	11

SCOTTISH MINISTERS' REQUIREMENTS

SCHEDULE 5 PART 4

OPERATING COMPANY'S REPRESENTATIVE, CORE MANAGEMENT TEAM AND KEY STAFF

1. OPERATING COMPANY'S REPRESENTATIVE, CORE MANAGEMENT TEAM AND KEY STAFF

1.1 General

- 1.1.1 The resources identified in this Part are the minimum requirements and shall not be construed as representing all resources required by the Operating Company to fulfil its obligations under this Contract.
- 1.1.2 The Operating Company shall ensure that adequate cover is provided for all staff during absences including annual or public holidays and sickness periods.

1.2 Operating Company's Representative and Core Management Team

- 1.2.1 The Operating Company's Representative and Core Management Team shall be full-time permanent staff employed by and solely for the Operating Company to work on the Unit and shall act independently of other organisations who may have an interest in the Operating Company. The Operating Company's Representative and the Core Management Team shall be located in the Central Office.
- 1.2.2 The role of the Operating Company's Representative is stated in Schedule 1 Part 1.
- 1.2.3 The Operating Company's Representative and the Core Management Team shall be the persons named in Table 5.4.1 in Annex 5.4/A of this Part and shall fulfil the requirements of the role profiles listed in Annex 5.4/B of this Part.
- 1.2.4 The Core Management Team shall assist the Operating Company's Representative in securing the execution of all Operations required by this Contract. The Core Management Team shall undertake the roles relating to:
- (i) network management and maintenance,
 - (ii) Operations management and maintenance,
 - (iii) Structures management and maintenance,
 - (iv) Scheme development and delivery,
 - (v) Management System management, and
 - (vi) business management,
- as stated in Annex 5.4/B of this Part.
- 1.2.5 The Operating Company's Representative shall not undertake any Professional Services duties.
- 1.2.6 Members of the Core Management Team may, in addition to their Core Management Team roles, undertake Professional Services duties. Members of the Core Management Team shall not be paid for undertaking Professional Services and the Operating Company shall not charge Professional Services rates where such utilisation occurs.

- 1.2.7 The Operating Company shall propose any members of the Core Management Team who it intends to undertake Professional Services duties to the Director for his written consent prior to undertaking such duties.

1.3 Key Staff

- 1.3.1 The Operating Company's Key Staff shall be those persons named in Table 5.4.2 in Annex 5.4/A of this Part. The Operating Company's Key Staff shall fulfil the requirements of the role profiles listed in Annex 5.4/B of this Part.
- 1.3.2 Key Staff may, in addition to their Key Staff roles, undertake Professional Services duties. Key Staff shall not be paid for undertaking Professional Services and the Operating Company shall not charge Professional Services rates where such utilisation occurs.
- 1.3.3 The Operating Company shall propose any Key Staff who it intends to undertake Professional Services duties to the Director for his written consent prior to undertaking such duties.

1.4 Resource Management Arrangements

- 1.4.1 The Operating Company's organogram detailing management arrangements and responsibilities shall be as referred to in Annex 5.4/A of this Part and contain as a minimum the following requirements:
- (i) the Operating Company's Representative,
 - (ii) the Core Management Team,
 - (iii) the Key Staff,
 - (iv) any other staff paid at professional rates in accordance with Schedule 2 Part 2,
 - (v) administrative staff including those responsible for invoicing and payment,
 - (vi) labour resources, and
 - (vii) staffing arrangements including reporting lines to the Operating Company's head office.

The Operating Company shall state whether each role identified is full-time or part-time and whether each role is to be undertaken on a full-time or part-time basis by the identified staff.

- 1.4.2 Where the Operating Company intends that a member of the Core Management Team or Key Staff shall undertake more than one Core Management Team or Key Staff role, it shall make such proposals in writing to the Director for his prior consent. No individual shall be nominated to fulfil more than one full time role.
- 1.4.3 Changes to the Operating Company's Representative, Core Management Team, Key Staff and resources organogram shall not be permitted without the prior written consent of the Director. The Operating Company shall submit details of any proposed change in writing to the Director. Within 10 Working Days of receipt, the Director shall:
- (i) consent to or object to the proposed appointment in writing, or
 - (ii) request in writing an interview with the proposed substitute.

If the Director decides to interview the proposed substitute, he shall consent or object to the proposed appointment in writing within 10 Working Days of the interview having taken place.

If the Director objects to the proposed appointment, the Operating Company shall repeat the above process with further candidates until the Director has consented to the proposed appointment in writing.

- 1.4.4 The Director may reject any proposed substitute whose qualifications or experience are, in his opinion, insufficient to give assurance that the substitute will be able to deliver the key responsibilities of the role as stated in Annex 5.4/B of this Part.

This is Annex 5.4/A to Schedule 5 Part 4 referred to in the foregoing Agreement between Scottish Ministers and Scotland TranServ being a Joint Venture comprising of Balfour Beatty Civil Engineering Limited and Mouchel Limited.

SCOTTISH MINISTERS' REQUIREMENTS

SCHEDULE 5 PART 4

OPERATING COMPANY'S REPRESENTATIVE, CORE MANAGEMENT TEAM AND KEY STAFF

ANNEX 5.4/A – The Operating Company's Representative, Core Management Team and Key Staff

SCOTTISH MINISTERS' REQUIREMENTS

SCHEDULE 5 PART 4

OPERATING COMPANY'S REPRESENTATIVE, CORE MANAGEMENT TEAM AND KEY STAFF

ANNEX 5.4/A – The Operating Company's Representative, Core Management Team and Key Staff

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

1. The Operating Company's Core Management Team shall be:

Table 5.4.1 – Operating Company's Core Management Team

COMMERCIALLY SENSITIVE INFORMATION REDACTED

Core Management Team		
POST TITLE	POST HOLDER	
	NAME	CV Ref.

2. The Operating Company's Key Staff shall be:

Table 5.4.2 – Operating Company's Key Staff

COMMERCIALLY SENSITIVE INFORMATION REDACTED

Key Staff		
POST TITLE	POST HOLDER(S)	
	NAME(S)	CV Ref.

3. The Operating Company's Staff Structure

3.1 Detailed Staff Structure

The Operating Company's resources anagram shall be:

COMMERCIALLY SENSITIVE INFORMATION REDACTED

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

COMMERCIALLY SENSITIVE INFORMATION REDACTED

This is Annex 5.4/B to Schedule 5 Part 4 referred to in the foregoing Agreement between Scottish Ministers and Scotland TranServ being a Joint Venture comprising of Balfour Beatty Civil Engineering Limited and Mouchel Limited.

SCOTTISH MINISTERS' REQUIREMENTS

SCHEDULE 5 PART 4

OPERATING COMPANY'S REPRESENTATIVE, CORE MANAGEMENT TEAM AND KEY STAFF

ANNEX 5.4/B – Role Profiles for the Core Management Team and Key Staff

SCOTTISH MINISTERS' REQUIREMENTS

SCHEDULE 5 PART 4

OPERATING COMPANY'S REPRESENTATIVE, CORE MANAGEMENT TEAM AND KEY STAFF

ANNEX 5.4/B – Role Profiles for the 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 Scottish Ministers. 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 also be acceptable to the Scottish Ministers. Where non-UK qualifications are proposed, evidence of UK equivalence must be provided. Where a degree in an appropriate discipline is specified, either Masters, Honours or Ordinary level is acceptable.

Tenderers may identify additional Core Management Team and Key Staff roles.

Core Management Team Role Profiles

Role: Operating Company's Representative	Please refer to Schedule 1 Part 1
Qualifications and Experience	<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 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>It is unlikely that anyone with less than 15 years' experience relevant to the position and performance of the role will meet the requirements for this post.</p>
Key Responsibilities	Please refer to Schedule 1 Part 1.

Role: Bridges Manager	The Bridges Manager is responsible for ensuring the delivery of the management and maintenance of Structures within the Unit.
Qualifications and Experience	<p>Degree in an appropriate engineering discipline and a 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 or the Chartered Institution of Highways and Transportation.</p> <p>It is unlikely that anyone with less than 15 years' experience relevant to the position and performance of the role will meet the requirements for this post.</p>
Key Responsibilities: <ul style="list-style-type: none"> • Support the Operating Company's Representative to ensure delivery of all of the Director's requirements. • Ensure compliance at all times with the Operating Company's Management Systems. • Updating of the Director's management systems for Structures including the Structures Management System database. • Updating the Operating Company's maintenance schedule, maintenance and Operations manuals, Health and Safety Files, as-built records and sub-standard Structures proformas. • Review of documents and other items relating to the Operating Company's structural maintenance programme in accordance with the requirements of Schedule 7 Part 6. • Delivery of 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. • The preparation and design of all Structures schemes undertaken by, or on behalf of, the Operating Company as set out in Schedule 6 Part 4. • Delivery of accurate Bid Estimate of Costs for Structures and delivery of their proposed programmes with realistic budgets and/or Bids in accordance with the requirements of Schedule 4 Part 1. • Liaison with the Network Manager and Journey Time Reliability Coordinator to ensure traffic disruption caused by Structures Schemes is minimised. • Liaison with the Senior Planned Maintenance Manager to ensure any requirements relating to Structures are taken into account when undertaking planned structural maintenance Schemes. • Liaison with the Senior Operations Manager to ensure any Network Operations and maintenance requirements are taken into account during planning and delivery of Structures Schemes. • Ensure the health, safety and welfare of all staff involved with Structures Schemes. • Minimising the environmental impacts of Structures Schemes. 	

Role: Business Manager	<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 will be responsible for Information and Communication Technology systems overall, but not for the operations of those systems.</p>
Qualifications and Experience	<p>Degree in Financial or Commercial Management or other relevant business related discipline or an appropriate professional qualification, including CA and ACCA.</p> <p>It is unlikely that anyone with less than 10 years' experience relevant to the provision and performance on the role will meet the requirements for this post.</p>
<p>Key Responsibilities:</p> <ul style="list-style-type: none"> • Support the Operating Company's Representative in securing the execution of all of Operations in accordance with this Contract. • Ensuring compliance at all times with the Operating Company's Management System. • Financial and business planning for the Unit to meet the Director's objectives. • Support to the Operating Company's Representative through the provision of robust budget planning and management for all activities undertaken. • Provision of accurate expenditure forecasts to the Director. • Provision of accurate and timely invoices, with supporting substantiation as required, to the Director. • Ensuring prompt payment to sub-contractors. • To be the key contact within the Operating Company on all issues relating to Information Communication Technology. 	

Role: Design Manager	<p>The Design Manager has overall responsibility for the coordination of the preparation, checking and approval of Design in relation to roads and Structures within the Unit. The Design Manager is responsible for appointing staff from within the Professional Services register to undertake Design duties according to the discipline, competence, experience and qualifications required.</p> <p>The Design Manager will assign individuals undertaking Design duties to Schemes or Works Contracts on the basis of their competence and experience and not as a general appointment for all Schemes or Works Contracts delivered under this Contract.</p>
Qualifications and Experience	<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>It is unlikely that anyone with less than 15 years' experience relevant to the provision and performance of the role will meet the requirements of the post.</p>
Key Tasks:	
(i)	Liaison with the Operating Company's Core Management Team as appropriate.
(ii)	Being the primary contact within the Operating Company for all matters relating to Design.
(iii)	Ensuring that the Design Certificates required in accordance with Schedule 6 Part 4 are signed by an appropriately competent, qualified and experienced member of the Professional Services staff.
(iv)	Ensuring that Operations for which the Operating Company has undertaken or instructed the Design have been constructed and completed in accordance with this Contract.
(v)	Ensuring Professional Services staff liaise with the CDM Coordinator regarding ongoing Designs on all notifiable projects in addition to checking that the Client is aware of its duties.
(vi)	Ensuring Professional Services staff attend Design meetings arranged by the Director as and when required and liaise with other Professional Services staff undertaking Design duties and Checkers as appropriate during the Design phase of any Operations.
(vii)	Ensuring that the Operating Company Site Operations in relation to Design are supervised by an appropriate member of the Professional Services staff.

Role: Management System Manager	The Management System Manager is responsible for the effectiveness of all elements of the Management System including the Quality Plan.
Qualifications and Experience	<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>It is unlikely that anyone with less than 10 years' experience relevant to the provision and performance of the role will meet the requirements of this post.</p>
Key Responsibilities: <ul style="list-style-type: none"> • Responsible for achieving accreditation of the Management System within one year of the Commencement of Service. • Responsible for ensuring correction of Non-Conformances, preventing the continuance of Non-Conformances and investigating the root causes of Non-Conformances. • Acts upon reports from the Director or the Performance Audit Group on the Operating Company's performance and initiates all necessary actions, including procedural changes, required to prevent the recurrence of any Non-conformances. • Responsible for integrating corrective and other actions into the Management System including the Quality Plan and into the Operating Company's documented control management and working procedures, including method statements. • Responsible for the planning and undertaking of internal audits. • Attends meetings with and reports to the Director on the effectiveness of the Management System. • Responsible for reporting on the effectiveness of the Management System in the Operating Company's monthly and annual reports. 	

Role: Network Manager	The Network Manager is responsible for the management of all activities undertaken or occurring on or near the Trunk Road network within the Unit and supporting Transport Scotland's in delivery of its Corporate Plan priority of "Better journey times, better reliability" and the safety of its customers.
Qualifications and Experience	<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>It is unlikely that anyone with less than seven years' experience relevant to the provision and performance of the role will meet the requirements of this post.</p>
Key Responsibilities: <ul style="list-style-type: none"> Supporting the Operating Company's Representative in securing execution of all Operations required by this Contract including duties and responsibilities in relation to the <i>Traffic Management Act, Transport Act (Scotland) 2005 and the New Roads and Streetworks Act 1991</i>. Ensuring all activities undertaken on the Trunk Road network comply at all times with the Operating Company's Management System. Ensuring the resilience of the Trunk Road network during the Contract Period. Overall management of the delivery of the Operating Company's Incident Response Operations within the Unit including management of Incident Liaison Officer and Journey Time Reliability Coordinator personnel. Management and use of information and communications technology within the Unit to support the provision of information to Transport Scotland's customers. Liaison and coordination with the Core Management Team during the planning phases of all activities to minimise their impacts on Transport Scotland's customers. Ensuring 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. Appointing appropriate support personnel to assist in delivery of Incident Response Operations and the planning and implementation of roadworks. Liaising with the Media & Communications Officer on: <ul style="list-style-type: none"> (i) press or ministerial communications relating to activities that affect road users including major roadworks, Incidents and Severe Weather Events, and (ii) any activities that may lead to adverse publicity or adverse consequences for Transport Scotland's customers. Managing the recovery of costs in relation to Damage to Crown Property. 	

Role: Operations Manager	The Operations Manager shall be responsible for all day to day operational activities within the Unit covering maintenance and Winter Service.
Qualifications and Experience	It is unlikely that anyone with less than seven years' experience relevant to the provision and performance of the role will meet the requirements for this post.
Key Responsibilities: <ul style="list-style-type: none"> • Supporting the Operating Company's Representative in securing the execution of all Operations in accordance with the requirements of this Contract. • Ensuring compliance at all times with the Operating Company's Management System. • The successful delivery of maintenance and Winter Service requirements on the Trunk Road network throughout the Unit. • Ensuring the continual updating of accurate network inventory data in the Director's systems. • The identification of potential Schemes within the Unit. • Liaison with other Core Management Team members to ensure all maintenance and Winter Service activities are undertaken to minimise the effects of congestion to road users and where suitable, coordinating works to enable maintenance activities to be undertaken within the boundaries of a Scheme to reduce the number of traffic management interventions on the network. • Ensuring the health, safety and welfare of all staff involved with Operations. • Minimising the environmental impacts of Operations. 	

Role: Planned Maintenance Manager	The Planned Maintenance Manager shall be responsible for the planning, design and execution of all planned maintenance schemes (excluding Structures) within the Unit.
Qualifications and Experience	<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>It is unlikely that anyone with less seven years' experience relevant to the provision and performance of the role will meet the requirements of the post.</p>
<p>Key Responsibilities:</p> <ul style="list-style-type: none"> • Support the Operating Company's Representative in securing the execution of all of Operations in accordance with this Contract. • Ensuring compliance at all times with the Operating Company's management system. • The successful delivery of the programme and budget preparation process for all schemes. • The design of all planned maintenance Schemes undertaken by, or on behalf of, the Operating Company. • The successful delivery of all planned maintenance Schemes within time and budget whilst meeting the quality requirements. • Liaison with Network Management personnel to ensure each planned maintenance Scheme minimises the effects of congestion to road users. • Liaison with the Bridges Manager to ensure any requirements relating to Structures are adhered to as part of each planned maintenance Scheme. • Liaison with the Operations Manager and Journey Time Reliability Coordinator to ensure any requirements 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. • Ensuring the health, safety and welfare of all staff involved with planned maintenance Schemes. • Minimising the environmental impacts of planned maintenance schemes. • Ensuring duties referred to in Schedule 3 Part 7 with respect to Traffic Scotland Equipment are undertaken. 	

Key Staff Role Profiles

Role: Abnormal Load Routing Manager	The Abnormal Load Routing Manager is responsible for managing all aspects relating to the movement of abnormal indivisible loads and abnormal vehicles within the Unit.
Qualifications and Experience	Chartered member of the Institution of Civil Engineers, the Institution of Structural Engineers, the Institute of Highway Engineers or the Chartered Institution of Highways and Transportation. It is unlikely that anyone with less than ten years' experience relevant to the provision and performance of the role will meet the requirements of the post.
Key Tasks: in accordance with the requirements of Schedule 8 Part 1:	
(i)	Respond directly to particular correspondence and enquiries from statutory undertakers, stakeholders and users of the Trunk Road network seeking advice on the movement of abnormal indivisible loads and abnormal vehicles within the Unit.
(ii)	Provide a routing and coordination service for hauliers and industry for proposed movements of abnormal indivisible loads and abnormal vehicles within the geographical area of the Unit.
(iii)	Undertake route assessments using the Director's Structures Management System 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 Unit's Bridge and Operations Managers and Journey Time Reliability Coordinators to ensure all aspects of any requirements relating to planned maintenance activities are identified and taken into account in route selection.
(v)	Inform the Director in a timely manner of all proposed and agreed movements within the Unit and of any incidents resulting from such movements.
(vi)	Maintain and adhere to the documented procedures for the effective management of abnormal indivisible load routing within the Operating Company's Management System, including its Quality Plan.

Role: Construction (Design & Management) Coordinator (CDM Coordinator)	<p>The CDM Coordinator appointed for each Scheme will be required to comply with the general duties of a CDM Coordinator as set out under Regulation 20 of the <i>Construction (Design & Management) Regulations 2007</i>.</p> <p>Note: There will be a general requirement that individuals nominated as lead contact for the function of CDM Coordinator will be assigned to Schemes on the basis of their competence and experience and not as a general appointment for all Schemes under this Contract.</p>
Qualifications and Experience	<ul style="list-style-type: none"> 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. Demonstrable knowledge of health and safety in construction, issues and legislation. Experience of significant work on similar schemes with comparable hazards and complexity, relevant to the Scheme to be undertaken. It is unlikely that anyone with less than ten years' experience relevant to the provision and performance of the role will meet the requirements of the post.
Key Tasks: In accordance with the requirements of Schedule 6 Part 2:	
(i)	Report regularly to the Client (or Client's Representative where appointed) on the activities being undertaken and the progress of the Schemes being undertaken.
(ii)	Arrange for the Scheme to be notified to the enforcing authorities as required by Regulation 21.
(iii)	Advise and assist the Client or Client's Representative on undertaking measures needed to comply with the Construction (Design & Management) Regulations.
(iv)	<p>Ensure that suitable arrangements are made and implemented for the coordination of health and safety measures during planning and preparation for the construction phase of Schemes, including facilitating:</p> <ul style="list-style-type: none"> cooperation and coordination between persons concerned in the project in pursuance of Regulations 5 and 6, the application of the general principles of prevention in pursuance of Regulation 7.
(v)	<p>Liaise with the Principal Contractor and Client regarding:</p> <ul style="list-style-type: none"> the contents of the health and safety file, the information which the Principal Contractor needs to prepare the construction phase health and safety plan, and any design development which may affect planning and management of the construction work.

(vi)	Identify and collect the pre-construction information and provide it to every person designing the Structure and every contractor appointed by the Client (including the Principal Contractor).
(vii)	Take all reasonable steps to ensure that designers comply with their duties under Regulations 11 and 18(2).
(viii)	Take all reasonable steps to ensure cooperation between designers and the Principal Contractor during the construction phase in relation to any design or change to a design.
(ix)	Prepare, review and update the health and safety file including the information provided in pursuance of Regulations 17(1), 18(2) and 22(1) (j) and pass the health and safety file to the Client or Client's Representative at the end of the construction phase.

Role: Correspondence Officer	The Correspondence Officer is the main contact within the Operating Company for all correspondence, enquiries and complaints relating to the Unit.
Qualifications	<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 both the Operating Company, Transport Scotland and the Scottish Ministers.</p> <p>It is unlikely that anyone with less than two years' experience relevant to the provision and performance of the role will meet the requirements of the post.</p>
Key Tasks: In accordance with the requirements of Schedule 3 Part 5:	
(i)	Provide draft responses and briefing material to the Director to general, Transport Scotland Chief Executive and Ministerial correspondence in respect of any matter requiring input relevant to the Operating Company or this Contract.
(ii)	Provide briefing notes and draft responses related to the topics raised in written or oral Parliamentary questions from Members of the Scottish Parliament, Members of the United Kingdom Parliament, Members of the European Parliament and local authority councillors to allow the Director to develop a suitable response for the Minister to issue.
(iii)	Provide information and relevant data to the Director to allow the development of a response by either the Director or the Scottish Minister to requests received under the Freedom of Information (Scotland) Act 2002 and the Information (Scotland) Regulations 2004.
(iv)	Respond directly to particular correspondence, enquiries and complaints received from any source as detailed in Schedule 3 Part 5.
(v)	Maintain an electronic register of all communications it receives and the replies thereto relating to the Unit or to this Contract.

Role: Gantry Manager	<p>The Gantry Manager has overall responsibility for the supervision of use and inspections, testing, maintenance and operation of Access Systems within their unit, in addition to ensuring their compliance with current regulations and standards. The Gantry Manager shall report to the Bridges Manager.</p> <p>This role may be combined with the Major Bridges Manager.</p>
Qualifications and Experience	<p>Chartered Structural or Civil Engineer.</p> <p>It is unlikely that anyone with less than five years' experience relevant to the provision and performance of the role will meet the requirements of the post.</p> <p>Details of any relevant qualifications and/or professional institution membership and any other specific qualifications such as such as the Institution of Civil Engineers are required.</p>
Key Tasks: In accordance with the requirements of Schedule 7 Part 6:	
(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 Construction (Design and Management) Regulations with respect to Access Systems including direct liaison with the CDM Coordinator to ensure Health and Safety 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.

Role: Incident Liaison Officers	The Incident Liaison Officer supports the Network Manager in the delivery of the Operating Company's Incident Response Operations and is 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.
Qualifications and Experience	It is unlikely that anyone with less than five years' experience relevant to the provision and performance of the role will meet the requirements of the post.
Key Tasks: in accordance with the requirements of Schedule 7 Part 3:	
(i)	Being the first point of contact within the Operating Company for all Incidents occurring on or near the Trunk Road network during Normal Working Hours and outwith Normal Working Hours.
(ii)	Managing the delivery of the Trunk Road Incident Support Service and Incident Support Units' requirements.
(iii)	Mobilisation of Incident Response resources.
(iv)	Ensuring Standard Incident Diversion Routes are kept updated at all times and activates Standard Incident Diversion Routes in response to Incidents.
(v)	Implementing contact arrangements with Operational Partners during the occurrence of an Incident and ensures prompt notification of Incidents to Operational Partners.
(vi)	Coordinating activities relating to the planning, response and mitigation of Incidents.
(vii)	Utilising appropriate support personnel to assist in delivering Incident Response Operations.
(viii)	Recording and managing all relevant information relating to Incidents.
(ix)	Providing Incident reports to the Network Manager.
(x)	Co-ordination of Incident Response Operations relating to Severe Weather.

Role: Journey Time Reliability Coordinators	The Journey Time Reliability Coordinator supports the Network Manager by undertaking the delivery of the liaison, coordination and management service necessary to minimise the impact of roadworks or events occurring on or near the Trunk Road network within the Unit to minimise delays and congestion to Transport Scotland customers on a 24 hours a day, seven days a week basis.
Qualifications and Experience	Degree or equivalent. It is unlikely that anyone with less than five years' experience relevant to the provision and performance of the role will meet the requirements of the post.
Key Tasks: in accordance with the requirements of Schedule 3 Part 7:	
(i)	Being the first point of contact within the Operating Company's organisation for all roadworks undertaken by the Operating Company and events occurring on or near the Trunk Road network during both Normal Working Hours and outwith Normal Working Hours.
(ii)	Liaison and communication with relevant Operational Partners including the dissemination of accurate and timely information to assist in the effective delivery and coordination of their roadworks and events throughout the Trunk Road network.
(iii)	Coordinating, monitoring and controlling all roadworks or events to minimise road closures, potential impacts and conflicts and maximise the capacity of the Trunk Road network, using the Automated Diary Facility and Scottish Roadworks Register where necessary and undertaking periodic site visits to assess the implementation and impact of roadworks and events.
(iv)	Ownership and management of the Automated Diary Facility.
(v)	Implementation of escalation procedures for roadworks and events which exceed allowable delay thresholds.
(vi)	Evaluating the impact of roadworks or events to identify improvements for future roadworks and events with similar impacts.
(vii)	Liaison with the Incident Liaison Officer and relevant Operational Partners in dealing with Incidents occurring during roadworks including coordination of the activation and implementation of Standard Incident Diversion Routes.
(viii)	Supporting the Network Manager in delivering the Operating Company's duties and responsibilities in relation to the <i>Traffic Management Act, Transport Act (Scotland) 2005 and the New Roads and Streetworks Act 1991</i> .
(ix)	Utilising and managing support personnel on specific tasks relating to the planning and implementation of roadworks or events including coordinating, mobilising, deploying and supervising Traffic Management arrangements and evaluating their impacts.
(x)	Providing reports on the impacts of the Operating Company's activities on the Journey Time Reliability of the Trunk Road network with recommendations for proposed improvements.

Role: Landscape Architect	The Landscape Architect is the main point of contact within the Operating Company for landscape management and design issues.
Qualifications and Experience	Chartered Member of the Landscape Institute. It is unlikely that anyone with less than 10 years' experience relevant to the provision and performance of the role will meet the requirements of the post.
Key Tasks: in accordance with the requirements of Schedule 7 Part 4:	
(i)	Prepare and deliver the landscape strategy, the Landscape Development Plan and the annual landscape management plan.
(ii)	Undertake landscape opportunity inspections and prepare the schedule of landscape opportunities including the design of proposals.
(iii)	Attend all landscape and environmental progress meetings arranged by the Director.
(v)	Attend necessary meetings concerning landscape issues related to the Unit.

Role: Major Bridges Manager	<p>The Major Bridges Manager has overall responsibility for the inspections, testing, monitoring, management and maintenance of any Structures with particular requirements within the Unit and reports to the Bridges Manager.</p> <p>This role may be combined with the Gantry Manager.</p>
Qualifications and Experience	<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>It is unlikely that anyone with less than 10 years' experience relevant to the provision and performance of the role will meet the requirements of the post.</p>
Key Tasks: In accordance with the requirements of Schedule 7 Part 7:	
(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 staff 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.

Role: Media & Communications Officer	The Media and Communications Officer shall represent the Operating Company in all its dealings with the media including television companies, radio stations and the local, regional and national press.
Qualifications and Experience	<p>It is unlikely that individuals with less than five years' experience in a similar role are likely to meet the requirements of this post.</p> <p>This post may be sourced from a professional public relations organisation.</p>
Key Tasks: in accordance with the requirements of Schedule 3 Part 5:	
(i)	Develop, manage, review and update the Operating Company's annual Unit-specific communications plan throughout the Contract Period.
(ii)	Manage media enquiries in accordance with the media enquiries procedure.
(iii)	Initiate communications which present the Operating Company and Transport Scotland in a positive manner to the media, customers and stakeholders.
(iv)	Prepare and issue factual media releases for public information, notifying the local, regional and national media as appropriate of forthcoming roadworks and expected commencement dates, rescheduling of Core Operations, Operations, Schemes or Works Contracts and expected completion dates and any relevant diversionary routes.
(v)	Attend quarterly review meetings with Press Transport Scotland and the Director.
(vi)	Attend annual review meetings with Press Transport Scotland, other Operating Companies' Media and Communications Officers and the Director.

Role: Planning Application Officer	The Planning Application Officer is the Operating Company's main point of contact for all matters relating to planning applications and management of the Development Management System.
Qualifications and Experience	<p>It is unlikely that anyone with less than five years' experience relevant to the provision and performance of the role will meet the requirements of the post.</p> <p>The Planning Application Officer will also be required to attend any training organised by Transport Scotland or the Performance Audit Group in relation to the development management function of the Integrated Roads Information System.</p>
Key Tasks: In accordance with the requirements of Schedule 8 Part 2:	
(i)	Liaison with Developers and Transport Scotland in relation to all planning applications and providing advice on the suitability of applications to the Director.
(ii)	Management and development of the development management function of the Integrated Roads Information System throughout the Contract Period.
(iii)	Assistance with applications requiring transport appraisal/assessment, local development plans and any appeal process.
(iv)	Assisting the Director with preparation and administration of minutes or letters of agreement.

Role: Road Safety Manager	The Road Safety Manager is the Operating Company's point of contact for all matters relating to road safety and will be responsible for the management of all road safety and accident investigation and prevention matters including road safety audits.
Qualifications and Experience	It is unlikely that anyone with less than 10 years' experience relevant to the provision and performance of the role will meet the requirements of the post.
Key Tasks: In accordance with the requirements of Schedule 6 Part 3 and Schedule 8 Part 3:	
(i)	Manage the requirements of road safety and accident investigation and prevention measures including road safety audits throughout the Contract Period.
(ii)	Nominate appropriate personnel for road safety audit team membership.
(iii)	Ensure adequate information is submitted by the Designer for road safety audits.
(iv)	Provide input into the Development Control process on road safety issues.
(v)	Certify all road safety audit reports.
(vi)	Liaise closely and cooperate with the Director, the Police, Emergency Services relevant local authorities and other stakeholders on road safety issues.
(vii)	Attend Route Safety Groups and assist the Director in the development of joint road safety initiatives nationally and in the local area.

Role: Integrated Roads Information System (IRIS) Coordinator	<p>The IRIS Coordinator supports the Business Manager. Responsibilities include the following Operating Company activities associated with IRIS functionality:</p> <ul style="list-style-type: none"> • coordinate software installation on Operating Company devices where applicable, • coordinate training for relevant Operating Company staff, • coordinate day to day usage of IRIS functionality, • coordinate data entry validation and correction procedures, • coordinate reporting requirements, • input views via the User Group to assist the Director to continually develop IRIS functionality.
Qualifications and Experience	<p>Degree, Higher National Diploma or Higher National Certificate in an appropriate engineering 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. It is expected the post holder should have at least seven years' relevant experience.</p>
Key Tasks: In accordance with the requirements of Schedule 4 Part 2 and Schedule 7 Part 1:	
(i)	Provide the Director with the names and email addresses of staff whom the Operating Company has authorised to use IRIS functionality.
(ii)	Attend the IRIS user group at the dates and times notified in writing by the Director.
(iii)	Support the Business Manager and the Director in the rollout and initial training for IRIS including the routine maintenance & management function of IRIS during the Mobilisation Period.
(iv)	Ensure ongoing compliance with the general operational requirements of the routine maintenance & management function of IRIS in addition to the other functions of IRIS.
(v)	Ensure compliance with the Operating Company's Management Systems and Quality Plan in the operation of the routine maintenance and management function of IRIS in addition to the other functions of IRIS.
(vi)	Arrange with the Director appropriate training for Operating Company staff in the use and operation of IRIS including the routine maintenance and management function in addition to the other functions of IRIS.
(vii)	Oversee provision of appropriate data capture device hardware to the Operating Company as required by this Contract.

Role: Skid Resistance Manager	The Skid Resistance Manager is responsible for managing activities relating to the skid resistance requirements in the Design Manual for Roads and Bridges and the <i>Guidance Document for Implementing a Skid Resistance Policy for Transport Scotland</i> .
Qualifications and Experience	It is unlikely that anyone with less than five years' experience relevant to the provision and performance of the role will meet the requirements of the post.
Key Tasks: in accordance with the requirements of Schedule 4 Part 1:	
(i)	Nominate 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)	Liaison and coordination with the Planned Maintenance Manager to ensure recommendations arising from skid resistance management activities are incorporated into the programme and budget preparation process.
(iv)	Liaison and coordination with the Operations Manager on Scheme identification and to ensure that skid resistance management detailed Site investigations requirements are undertaken as part other activities where practicable to minimise disruption on the network.

Role: Winter Service Manager	The Winter Service Manager is responsible for all aspects of planning and delivery of the Severe Weather Service. He is assisted by Winter Service Duty Officers.
Qualifications and Experience	<p>It is unlikely that anyone with less than seven years' experience relevant to the provision and performance of the role will meet the requirements of the post.</p> <p>Within the last seven years, the Winter Service 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>
Key Tasks: In accordance with the requirements of Schedule 7 Part 2:	
(i)	Responsible for delivering the Winter Service in accordance with the Winter Service Plan.
(ii)	Responsible for the authorisation of proposed winter treatments and providing advice and support to the Winter Service Duty Officer.
(iii)	Initiates and reviews establishment of the Winter Service desk.
(iv)	Reviews all Winter Service operations to identify weaknesses noted from observations and reports by Winter Service operators and Winter Service Duty Managers. Identifies and reports on opportunities to introduce service delivery innovations.

Role: Winter Service Duty Officers	The Winter Service Duty Officer receives and monitors weather forecasts and advises on suitable treatment action and is responsible for the overall coordination of Winter Service operations within 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.
Qualifications and Experience	<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 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>It is unlikely that anyone with less than four years' experience relevant to the provision and performance of the role will meet the requirements of the post.</p>
Key Tasks: In accordance with the requirements of Schedule 7 Part 2:	
(i)	Obtains the daily forecast and forecast updates from the specialist forecast provider.
(ii)	Decides on which treatment actions are to be taken.
(iii)	Advises the Winter Service Manager of updates to the weather forecasts received outside the normal Working Day.
(iv)	Supplies the Traffic Scotland Operator with the forecasts and action decisions.