

- (4) Nothing prevents the Consultant from carrying out its own investigation of an incident, and in such case, the Consultant provides a copy of its completed incident report to the *Client*,
- (5) Investigations by the Consultant are undertaken by a competent person who has training, knowledge and experience in effective accident/incident investigation.
- (6) The incident report provides
 - information on the circumstances surrounding the accident/ incident and any remedial measures to be taken in order to prevent a recurrence, and
 - relevant photographs and statements as an integral part of the report.
- (7) Where the Consultant is compiling a draft investigation report, the Consultant discusses the findings of the draft report with the *Client* prior to the production of the final draft of such a report.
- (8) The Consultant implements applicable recommendations arising from incident investigations.
- (9) The *Client* has the right to investigate any incidents wherever they may occur,
- (10) The Consultant provides the *Client* unrestricted access at all reasonable times to the facilities, equipment, materials, employees and records of the Consultant or the Subcontractor for this purpose (subject to any statutory or contractual obligation prohibiting this access).
- (11) The Consultant provides a copy all documents related to an incident to *the Service Manager*. Any document that would otherwise fall to be disclosed by the *Consultant* to the *Client* may be withheld by the Consultant provided the Consultant's legal advisor confirms to the *Client* that the document is:
 - a confidential communication between the Consultant and its legal advisor for the purposes of seeking or giving legal advice that the legal advisors would normal expect to be given legal privilege in the normal course of its business with the Consultant, or
 - a confidential communication between the Consultant or its legal advisers and third party where the communication came into existence with the dominant purpose of being used in connection with contemplated, pending or actual litigation in adversarial proceedings (as opposed to investigations or fact finding inquiries).
- (12) The Consultant ensures that all subcontracts (at any stage of remoteness from the *Client*) contain requirements similar to paragraphs 1.2.10 and 1.2.11.

1.2.11. Incident statistics:

- (1) The Consultant, if requested by the *Client*, supplies detailed reports of accident and incident statistics for all site based activities to the *Client* in a format and at periods specified by the *Client*.

1.2.12. Performance reporting:

- (1) The Consultant provides the *Client* with the following monitoring information for all *Client* contracted activity no later than the first (1st) working day of each month:
 - (a) a total of the number of all man-hours worked on behalf of the *Client* during the preceding month,
 - (b) the average number of people employed during the preceding month,
 - (c) a confirmation that all accident, incident, high potential near-miss, and undesired circumstance occurrences have been appropriately recorded upon the Highways England AIRSweb system.

1.2.13. Health and safety management audit:

- (1) The *Client* has unrestricted access at all reasonable times to the premises, Equipment and/or materials, Employees and records of the Consultant and the Subcontractor (s) subject only to any statutory or contractual obligation prohibiting the disclosure of any such records by the Consultant) to audit any or all of the Consultant health and safety management systems,
- (2) The Consultant implements all recommendations from such audits agreed by the *Client* within a timescale mutually agreed between the *Client* and the Consultant. The Consultant includes in all subcontracts, the rights of access for the *Client* as described herein.

1.2.14. Construction Design and Management (CDM) Regulations 2015 compliance:

- (1) The *Client* appoints relevant CDM Duty Holders' in writing, based upon a review of an organisations ability and competence to perform the role/duty for the particular scheme/ project/ service.
- (2) 'Duty holders' (principal designer and designer) discharges their obligations under the CDM Regulations in compliance with any Approved Code of Practice or best practice guidance issued by the HSE, and provides the *Client* with evidence of such compliance, and ensure competent resources are maintained to continuously fulfil duty requirements throughout the scheme or project.

- (3) Principal designer or designer duties may be undertaken by the Consultant organisation, in respect of the service to which CDM 2015 applies.
- (4) The principal designer undertakes to commence the formulation of the health & safety file during the pre-construction phase, in consultation with the principal contractor.
- (5) During the pre-construction phase and before setting up a construction site in the Affected Property, the Consultant draws up a Construction Phase Plan in respect of the relevant works in compliance with Regulation 12(2) of the CDM Regulations and provides a copy of the Plan to the *Service Manager*.

1.2.15. Medical fitness:

- (1) The Consultant formally advises the *Client* of any known medical disability or condition of any Consultant employees, or subconsultant's employees, or employees of any other related party, of which the Consultant is aware which may adversely affect his/ her own health or safety, or the health or safety of others,
- (2) On request, the Consultant submits to the *Client* such records and/ or other evidence as may be reasonably required by the *Client* to demonstrate compliance with this section.

1.2.16. Health assessment and control:

- (1) Health Surveillance - The Consultant ensures that its employees are provided with such health surveillance as is appropriate having regard to the risks to their health and safety which are identified by the risk assessment and in accordance with statutory legislation, including but not limited to health and safety.
- (2) Wellbeing - The *Client* recognises the benefits gained by offering wellbeing services for the prevention and identification of stress related conditions. The Consultant makes such services available to its employees. The *Consultant* monitors and records working days lost due to illness and working days lost due to stress related conditions and introduces management systems for minimising ill health. This data is supplied on request to the *Client*.

1.2.17. Alcohol and substance abuse:

- (1) The Consultant is responsible for ensuring his employees, whilst engaged in the performance of any contracted service, are not at any time in possession of, do not take, have not taken, and/ or are not under the influence of any intoxicating substance, or alcohol, or drug, hereinafter referred to as a 'prohibited substance'.

- (2) These requirements do not apply where necessary in the case of Consultant employees possessing a prohibited substance for bona fide medical reasons, for which the Consultant has obtained the prior written approval of the *Client* for such Consultant employees to be engaged in the performance of the service. The *Consultant* notifies the *Client* of any Consultant employees who are undergoing a voluntary detoxification/ rehabilitation programme whereupon the *Client* has the right to prevent such Consultant's employees from Providing the Service,
- (3) Where the *Client* is of the opinion that any of the Consultant employees employed may be in contravention of any of these requirements, the *Client* has the right to carry out, or insist that the Consultant performs the following:
 - a) breath testing by breathalyser and/ or urine testing by urinalysis as appropriate of such Consultant employees, and/or,
 - b) a search of personal possessions and/ or immediate work area of such Consultant employees for evidence of a prohibited substance or items associated therewith.
- (4) The Consultant does not subsequently employ those personnel who, whilst undergoing a pre-employment medical examination, are found to have taken any prohibited substance,
- (5) In the event that Consultant employees refuse to undertake either the foregoing medical tests and/ or search of person or possessions, or are tested positive, or are found in possession of any prohibited substance or items associated therewith, the *Client* has the right to have such Consultant employees immediately removed from the Affected Property,
- (6) Unless otherwise agreed to in advance in writing between the parties, such Consultant employees are thereafter not to be employed to carry out any *Client* contracted service in any location whatsoever,
- (7) The Consultant ensures that all Consultant employees or Subcontractor parties are made aware of and comply with these requirements.

1.2.18. Unsatisfactory conduct or requirement breach:

- (1) If, in the opinion of the *Client*, the Consultant is Providing the Service in a manner which is not to its satisfaction or constitutes a breach of any of the requirements of:
 - (a) any statutory legislation,
 - (b) the Consultant health and safety management system, or
 - (c) the Subcontractor's health and safety management system, or

(d) the *Client's* Health and Safety Management System,

the *Client* advises the Consultant accordingly by notice in writing.

- (2) Where the Consultant has been advised by the *Client* of a breach, the Consultant corrects the situation by the date specified by the *Client*.
- (3) The advice provided by the *Client* includes the *Client's* reasons for highlighting any breach and outlines the steps required of the Consultant to rectify the said breach or failing in Providing the Service.

1.2.19. Health and safety – charity based incentive schemes:

- (1) The *Client* supports and promotes the use of charity based incentive schemes as an aid to improving health and safety performance.
- (2) It is a requirement that the Consultant also adopts such schemes and includes a combination of local and national charities if requested to do so by the *Client*.

1.3. **Health and Safety Maturity Matrix Action Plan**

- 1.3.1. The Consultant prepares a Health and Safety Maturity Matrix Action Plan ('HSMM Action Plan') and submits it to the *Service Manager* not later than 6 weeks following the Contract Date.
- 1.3.2. The HSMM Action Plan is based on the Health and Safety Maturity Matrix ('HSMM') and the associated implementation plan produced by the Consultant (or, where the Consultant is a joint venture, by each Consortium Member). It details the specific actions to be taken under this contract by the Consultant and its subcontractors (at any stage of remoteness from the *Client*) in order to support delivery of the improvements identified in the implementation plans for the *Consultant* or each Consortium Member.
- 1.3.3. The Consultant updates the HSMM Action Plan as needed to support delivery of the improvements identified in the implementation plans and, in any case, on each anniversary of the Contract Date. The annual updates are based on the updated HSMM and implementation plans produced by the Consultant (or, where the *Consultant* is a joint venture, by each Consortium Member).
- 1.3.4. The Consultant keeps a controlled copy of the HSMM Action Plan available for inspection by the *Client* and his representatives (including the *Service Manager*) at all times.
- 1.3.5. The *Service Manager* notifies the Consultant if at any time he considers that the HSMM Action Plan
 - does not comply with the requirements of this contract or

- is not capable of delivering the improvements identified in the implementation plans.
- 1.3.6. Following such notification, the Consultant reviews the HSMM Action Plan and reports to the *Service Manager* setting out his proposed changes. If the *Service Manager* accepts the proposals, the HSMM Action Plan is changed.
- 1.4. Management of Road Risk**
- 1.4.1. The *Client* supports and promotes the use of systems and procedures for the effective management of occupational road safety.
- 1.4.2. The Consultant has similar systems in place in accordance with UK HSE or industry guidance. This includes systems for assessing traffic management, driver competency, provision of driver safety training, vehicle maintenance, and accident and incident investigation.
- 1.5. Driving for Better Business
- 1.5.1. The Consultant manages work-related road safety (WRRS) to an appropriate standard as part of their organisation's health and safety at work programme.
- 1.5.2. Within six months of the starting date, the Consultant:
- (1) Undertakes a risk assessment of their 'driving at work' activities which covers all drivers and vehicles that may be used on business.
 - (2) Develops and implements a 'driving for work' policy, or suite of policies, that complies with Health and Safety Executive (HSE) guidance and applies to all areas of the business, all types of driving undertaken, and is communicated effectively to all employees who may drive on business.
 - (3) Prepares a statement from the CEO or board director responsible for WRRS that speaks to the importance attached to work-related road safety by the business and its senior management.
 - (4) Implements an effective system for measuring and monitoring fleet activity including the frequency and severity of any collisions, together with driver and vehicle compliance. This includes as a minimum:
 - a) records of crashes and investigation results
 - b) driver training or education supplied
 - c) policy acceptance
 - d) driver licence checking
 - e) vehicle checks and defect reporting, etc

- (5) Implements an effective system for promoting the same level of awareness regarding WRRS, and compliance with HSE guidance with subcontractors. Subcontractors are required to complete 'the Driving for Better Business Commitment' <http://www.drivingforbetterbusiness.com/getting-started/the-commitment/> a self-declaration that they manage WRRS to minimum acceptable level. The Consultant should take any measures necessary to ensure they are satisfied this declaration is correct.
 - (6) Demonstrates to the *Client* the reduction of collisions, incidents or instances of non-compliance year on year, or provides a reasonable explanation if this is not the case.
 - (7) includes these requirements in all subcontracts and supply agreements
- 1.5.3. The Consultant works towards becoming a Business Champion in Highways England's Driving for Business Campaign. Where the Consultant is already working for the *Client* on another contract, they are required to become a DfBB Business Champion by 1st April 2019. Where the Consultant is a new supplier to the *Client* they have 18 months in which to become a DfBB Business Champion from the time they are appointed.

1.6. Security

1.6.1. Security:

- (1) The *Client* requires the Consultant and Consultant's employees to consent to the searching at any time by an authorised representative of the *Client* of their person or of any article including, without limitation, any container, package, box, holdall, suitcase or vehicle which is in the possession or use of Consultant's employees on *the Affected Property*, or being retained by the *Client* on behalf of the Consultant or Consultant's employees,
- (2) Any person not complying or unwilling to comply with the requirements above, is not permitted access to the *Affected Property* or is removed from the *Affected Property* and the *Client* does not accept liability for any costs arising directly or indirectly out of such circumstances.

East Region Design Services Contract (DSC)

Scope

Annex 15

Annual Commercial Plan

CONTENTS AMENDMENT SHEET

Amend. No.	Revision No.	Amendments	Initials	Date
0	0	Tender Issue	SEL	18/3/19

LIST OF CONTENTS

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1.1 Annual Commercial Plan	4

1. ANNUAL COMMERCIAL PLAN**1.1 Annual Commercial Plan**

1.1.1 The Annual Commercial Plan is an annual plan showing how the *Consultant* proposes to meet the requirements of the Scope and to deliver each individual Task Order issued by the *Client*. The Annual Commercial Plan provides a monthly forecast of *Client's* expenditure.

1.1.2 The *Consultant* prepares the Annual Commercial Plan using the template in Appendix A.

1.1.3 The Annual Commercial Plan includes a forecast programme of activities which:

- aligns with the structure of the Scope,
- identifies the extent of the *service* to be provided and includes all planned and anticipated but unplanned activities (broken down by activity),
- identifies Lump Sum Duties separately from all other activities,
- identifies the timing of each activity,
- identifies the location of each activity,
- specifies the monthly lump sum payable to the *Consultant* for each completed lump sum activity (which must be consistent with the Prices and reflect the proportion of the Lump Sum Duties to be carried out in the relevant month) and
- provides a total forecast monthly expenditure for each other activity.

1.1.4 The total forecast of the *Client's* expenditure for each activity during the Financial Year must not exceed that detailed in the Task Schedule for the corresponding activity.

1.1.5 The *Consultant* submits the Annual Commercial Plan no later than four weeks after the *starting date* and six weeks prior to the start of each subsequent Financial Year.

1.1.6 If the forecast of the *Client's* expenditure exceeds the *Client's* approved services budget as notified to the *Consultant*, the *Consultant* amends the Annual Commercial Plan as requested by the *Client*.

-
- 1.1.7 The *Consultant* amends the Annual Commercial Plan and provides supporting details, including additional forecasts or estimates, as requested by the *Client*.
 - 1.1.8 The *Consultant* monitors actual and forecast expenditure against the Annual Commercial Plan.
 - 1.1.9 The *Consultant* provides monthly reports to the *Client* and identifies any variation between actual and forecast expenditure. Costs shall be captured in accordance with Annex 10. The monthly reports shall be in no less detail than the Annual Commercial Plan and in a format agreed with the *Client*.
 - 1.1.10 Where for any reason an activity is not carried out at the time specified in the Annual Commercial Plan, the *Consultant* updates the Annual Commercial Plan to show how the activity will be completed by the end of the Financial Year unless the *Client* agrees otherwise.

Appendix A
Annual Commercial Plan Template

Refer to [East Region DSC Annual Commercial Plan Template Issue 5 Revision 0.pdf](#)

Design Services Contract

Scope

Annex 16

Quality Management

SCOPE FOR DESIGN SERVICES CONTRACT

ANNEX 16

CONTENTS AMENDMENT SHEET

Amend. No.	Revision No.	Amendments	Initials	Date
0	0	Tender Issue	SEL	18/3/19

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1. QUALITY MANAGEMENT

1.1. Introduction & Background

- 1.1.1 This Annex details the requirements which the *Client* requires the *Consultant* to adopt in the development, maintenance and improvement of its Quality Management System.
- 1.1.2 The *Consultant* operates a quality management system, which will comply with ISO9001 before the end of the Mobilisation Period and will gain certification to ISO9001 by a third party accreditation body (approved by UKAS or other body approved by the *Client*) within one year of the go live *date*.
- 1.1.3 The *Contractor* will also implement processes to ensure continuous improvement in terms of improving the effectiveness and efficiency of the quality management system in accordance with the requirements in ISO9004 and also good industry practice before the end of the Mobilisation Period.
- 1.1.4 Capitalised terms in this Annex which are not defined in the contract have the meanings given in BS EN ISO 9000:2015.
- 1.1.5 Both the *Consultant's* Health & Safety and Environmental Management Systems as required by Scope Annexes 13 and 27 respectively, forms part of the *Consultant's* Quality Management System as defined in this Annex 16.
- 1.1.6 The requirements include definition of the overall Processes and Procedures which enable service delivery by the *Client* and their Consultants to the Customer. The *Consultant's* Quality Management System includes Processes, Procedures and other control documents as appropriate to enable them to deliver their Services in accordance with the contract.
- 1.1.7 The development, maintenance and improvement of the Quality Management System are the responsibility of the *Consultant*.
- 1.1.8 The *Consultant's* Quality Management system is required to align with the guidelines contained within BS EN ISO 9000:2015, except where explicitly stated otherwise below. The use of a Quality Management System provides assurance to the *Client* regarding the consistency, competency and appropriateness of the service offered by the *Consultant*. The Quality Management System demonstrates how the *Consultant* meets the *Client's* requirements.
- 1.1.9 The *Consultant* operates its Quality Management system from the *go live date* using documented quality Processes and Procedures for carrying out each operation which forms part of the Service.
- 1.1.10 The *Consultant* will not deliver any part of the service, unless the relevant quality Process and/or Procedure has been approved by the *Service Manager*
- 1.1.11 The *Consultant's* Quality Management System will exhibit:
- Consistency and Repeatability,
 - Personal Accountability,
 - Assured Delivery and Performance.

-
- 1.1.12 The *Consultant's* Quality Management System will include the *Consultant's* Quality Policy Statement as required by the contract and BS EN ISO 9000:2015, which clearly articulates the organisations commitment to:
- providing a quality assured service which delivers the requirements in the contract,
 - supporting the development, implementation and maintenance of the *Consultant's* Quality Management System, and
 - continually provide maximum customer satisfaction.
- 1.1.13 The *Consultant's* Quality Plan incorporates the Promises Statement and is sufficiently detailed to demonstrate how the *Consultant* will deliver the requirements of the contract and also each of the commitments in the Promises Statement.
- 1.1.14 The *Consultant* keeps a controlled copy of the Quality Plan available for inspection by the *Client* and its representatives, including but not limited to *Service Manager* at all times.
- 1.1.15 The *Service Manager* notifies the *Consultant* if it considers that the Quality Plan does not comply with the requirements of the contract. Following such notification the *Consultant* reviews the Quality Plan and reports to the *Service Manager* setting out its proposed changes. If the *Service Manager* accepts the proposals, the Quality Plan is changed.
- 1.1.16 If the *Consultant* fails to comply with its quality management system, the *Consultant* accrues Quality Management Points from the date when the failure is identified in accordance with **Table 3 – Quality Table**. The number of Quality Management Points is reduced in accordance with the table.

1.2. Consistency and Repeatability

1.2.1. The *Client*:

- operates a significant number of contracts, with different Consultants, having individual and varying Quality Management Systems,
- operates its own Quality Management System and the *Consultant's* Quality Management System should align with this,
- requires consistency in approach to the structure and operation of the varying Quality Plans across different service contracts, in order that performance can be reviewed and benchmarked from a common perspective, and that the required level of performance can be repeated through the adoption of stable best practice Process designs.

1.3. Personal Accountability

1.3.1. The *Client* requires that:

- senior managers operating at Director level within the *Consultant's* organisation take personal accountability for the design and performance of the *Consultant's* Processes and Procedures at the enterprise and local level,
- all work carried out by the *Consultant* can be traced back, in relation to any performance issue, to an individual named senior person within the *Consultant's* management team,
- Processes within the Quality Management System area assigned the level of ownership and personal accountability as detailed in Section 3.

1.4. Assured Delivery and Performance

1.4.1. The *Client* requires that:

- wherever possible, activities within the *Consultants* Processes are cross referenced to any relevant detailed activity notes or procedures and that these Activity Notes and procedures are included within the *Consultant's* Quality Management System, this may include references to the *Consultant's* Quality Management System,
- the *Consultant* provides a clear and simple structure in its Quality Plan that allows both itself and the *Client* to easily drill down through a defined hierarchy of controlled documents and records, in order to gain assurance that the required performance can be delivered and risks can be avoided.

2. AUDITS

2.1. Levels of Audit

2.1.1. There are various levels of audit applicable to this contract:

- *Consultant's* Internal Audit,
- Service Quality Audit carried out by the *Client*,
- Contract Assurance Regime audit carried out by the *Client*.
- Additional Audits carried out by the *Consultant or Client*.

2.2. Internal Audit

- 2.2.1. The *Consultant* must supply an audit programme to the *Client* and provision should be made for the attendance of the *Client* at these *audits*. All internal audit reports and action plans must be submitted to the *Client* within one week of completion.
- 2.2.2. The *Consultant's* internal audits are made against Processes or Procedures that form part of the Quality Management System.
- 2.2.3. The *Consultant* carries out a programme of internal audits in accordance with the requirements of ISO 9001 and the Quality Management System.

2.3. Service Quality Audit

- 2.3.1. The *Client* will undertake Service Quality Audits as part of its assurance regime. These are reviews that assess the way the Processes and Procedures are used and seek to establish the level of conformance, compliance and performance against the *Consultant's* Quality Management System,
- 2.3.2. Service Quality Audits are undertaken by the *Client's* regional team or other persons nominated by the *Service Manager*.
- 2.3.3. The *Client* may carry out Service Quality Audits following the outcome of a Service Quality Audit, however, they may also be undertaken if an area of concern with compliance, performance or service quality is identified,
- 2.3.4. Service Quality Audits are examinations of the conformance to Processes, Procedures and requirements to assess how successfully the Processes and Procedures within the *Consultant's* Quality Management System have been implemented. These audits are also intended to judge the effectiveness of the *Consultant's* Quality Management System in achieving the performance levels that are required by the contract.
- 2.3.5. The *Consultant* allows access at any time within working hours to any place where it or any Sub-Consultant carries out any work that relates to the contract for the *Service Manager* to carry out audits, to inspect work and materials and generally to investigate whether the *Consultant* is performing its obligations under the contract. The *Consultant* provides all facilities and assistance necessary to allow such audits and inspections to be carried out.
- 2.3.6. The *Client* may carry out audits from time to time to verify that the *Consultant* is taking the actions detailed in the HSMM Action Plan. The *Consultant* allows access at any time within working hours to any place where it or any Sub-Consultant carries out any work under the framework contract or any Package Contract for the *Client* to carry out such audits. The *Consultant* provides all facilities and assistance necessary to allow such audits to be carried out.

2.4. Contract Assurance Regime Audits

- 2.4.1. The *Client* undertakes Contract Assurance Regime audits at intervals of six months at the relevant locations, including but not limited to site, operational depots and all head and local offices.
- 2.4.2. Any Nonconformities identified during audit should be raised and managed in accordance with Section 4.

2.5. Additional Audits

- 2.5.1. The *Service Manager* may instruct the *Consultant* or a nominated third party to undertake additional audits when the number of Quality Management Points exceeds 25 as defined in Section 5.
- 2.5.2. The *Service Manager* may instruct the *Consultant* to undertake additional audits or the *Client* may undertake additional audits when the number of Quality Management Points exceeds 25 as defined in Section 5.
- 2.5.3. The *Service Manager* decides the location, frequency and extent of additional audits,
- 2.5.4. Specialist advisers, including but not limited to business analysts may be required to be engaged to determine the root cause of Nonconformities.
- 2.5.5. The *Consultant* pays all the costs of any additional audits, including the costs of any specialist advisers.

3. PROCESS DESIGN AND OWNERSHIP

3.1. Process Design

- 3.1.1. The design of Processes and Procedures for inclusion to the Quality Management System the following must be incorporated:
 - The *Consultant's* Quality Management System will comply with the quality Process model shown in **Figure 1** to ensure alignment with the *Client's* Quality Management System,
 - Inputs, Outputs and Objectives from the Process Data Sheets are to be included in the Process,
 - Swim lanes to demonstrate the responsibilities and accountability of the persons carrying out the activities are to be included,
 - No swim lanes for *Client* activities, however, Hold Points will be used where *Client* approval is required to proceed. Hold Points must be shown in red and have a clear documented release mechanism and named persons accountable,
 - Stage Gates to be used where a *Consultant* internal approval is required to proceed, to be shown in Amber,
 - Process flow chart to be capable of being read as stand-alone products but must have accompanying activity notes,

- Any links to other Quality Management System documentation must be clearly identifiable.

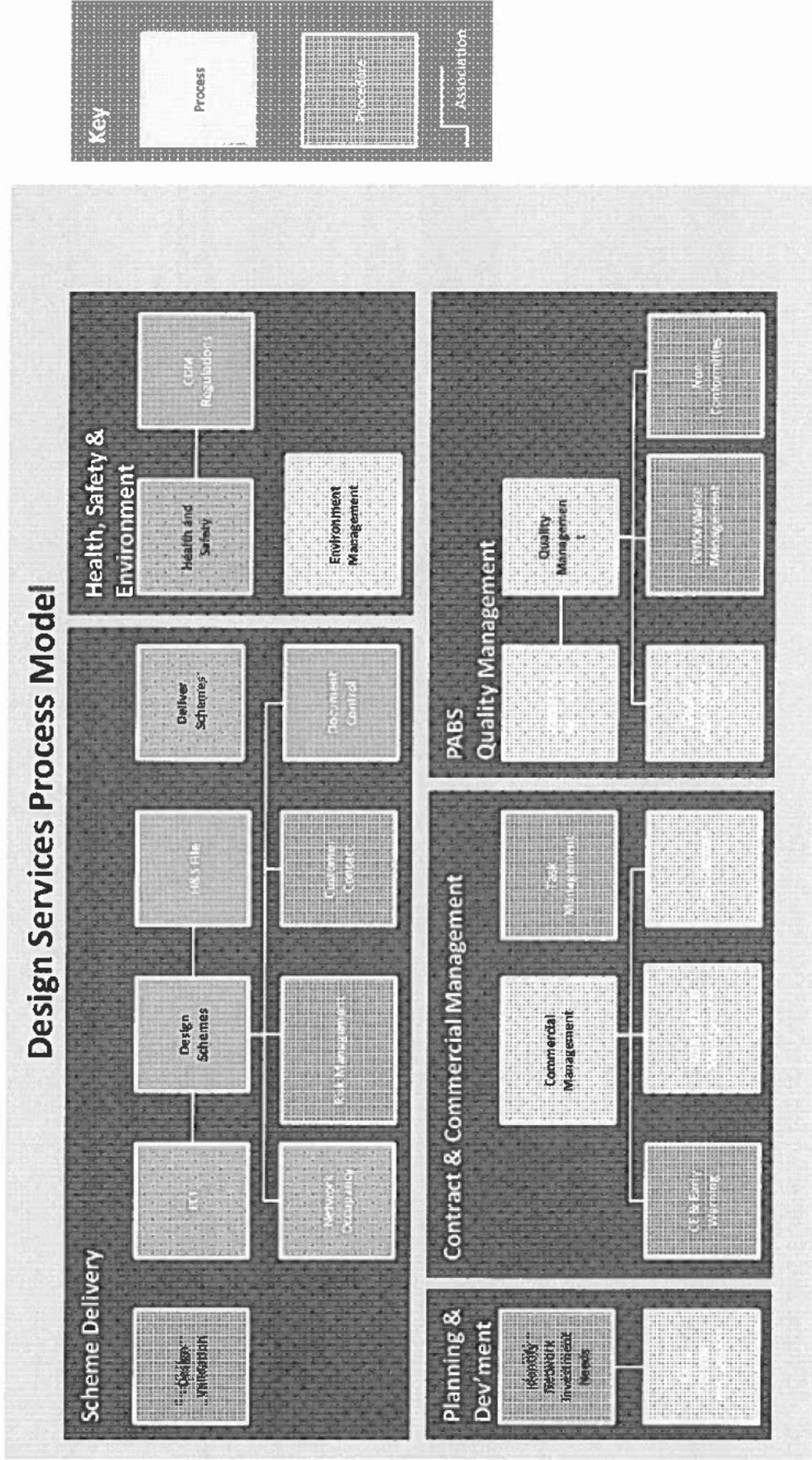
3.1.2. An example of a suitable process design is shown in **Figure 2**.

3.2. Process Ownership

3.2.1. Three levels of process ownership should exist for the *Consultant's* Quality Management System. These are;

- **Executive Owners** - a senior manager responsible for providing strategic direction, governance and accountability for the way the *Consultant's* Quality Management System, or portions of the system function,
- **Design Owners** - an 'operational manager' responsible for the design of the processes and procedures within the *Consultant's* Quality Management System. These owners control the content,
- **Implementation Owners** - the member of the *Consultant's* team responsible for the implementation of the process or procedure for the *service*.

3.3. Design Services Contract Process Model (Figure 1)



3.4. Process and Procedure Purpose and Objectives (Table 1).

Planning & Development	Purpose / Objectives	Inputs	Outputs
Process Identify & Develop Network Needs	To support the Client in the identification and planning of improvement works on the network	Asset Inspection, Annual Commercial Plan, Customer Needs Analysis	Schemes identified, Programme of future works
Procedure Early Designer Involvement	To work with the client prior to Task Order issue in order to optimise early scheme design works		
Health, Safety and Environment	Purpose / Objectives	Inputs	Outputs
Process Health and Safety	To ensure all works undertaken as part of the service are delivered safely, with appropriate controls and consistent with BS OHSAS 18001	Health and Safety Legislation, Requirements. OHSAS 18001	Works under the service delivered safely.
Procedure CDM Regulations	To fully execute the relevant requirements of the CDM regulations 2015.	CDM regulations	Compliance with CDM regulations
Process Environment Management	To ensure that all environmental issues are identified, managed, monitored and controlled consistently with ISO 14001.	Environmental Legislation, Requirements. ISO 14001.	Environmental Issues Controlled.
Performance, Assurance and Business Services	Purpose / Objectives	Inputs	Outputs
Process Quality Management	To measure and audit performance and to improve performance to a level of contract compliance.	Quality Management System/. Contract Requirements.	Efficiencies. Improvements. Effective Processes. Performance