



**COMMERCIAL, SURFACE TRANSPORT**

**CONTRACT**

**FOR**

**Rotherhithe to Canary Wharf River  
Crossing – Environmental Support**

Between

**Transport for London**

and

**Mott MacDonald**

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**Call-Off Contract under TfL's Professional Services  
Terms and Conditions**

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**Reference Number: tfl\_scp\_001143\_co008**

Transport for London  
Palestra House  
197 Blackfriars Road  
London SE1 8NJ

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**COMMERCIAL, SURFACE TRANSPORT**

## **Rotherhithe to Canary Wharf River Crossing - Environmental Support**

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**COMMERCIAL, SURFACE TRANSPORT**

**Rotherhithe to Canary Wharf River  
Crossing - Environmental Support**

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**SECTION 1 – Form of Contract**

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## ATTACHMENT 1 – FORM OF CALL-OFF CONTRACT

THIS AGREEMENT is made the 5 day of DECEMBER 2017

### BETWEEN:

- (1) Transport For London whose registered office is at Windsor House, 42-50 Victoria St, London, SW1H 0TL ("the *Employer*" which expression shall include its successors in title and assigns) and
- (2) Mott MacDonald whose registered office is at Mott MacDonald House, 8 – 10 Sydenham Road, Croydon CR0 2EE ("the *Consultant*").

### WHEREAS:

- (A) This Agreement is made pursuant to a framework agreement between the Parties relating to the provision of professional services dated 13 July 2015 ("the *Framework Agreement*").
- (B) The *Employer* wishes to have provided environmental support for the Rotherhithe to Canary Wharf River Crossing ("the *services*").
- (C) The *Employer* has accepted a tender by the *Consultant* for the design of the *services* and correction of Defects therein in accordance with the *conditions of contract*.

### NOW IT IS AGREED THAT:

1. Terms and expressions defined in (or definitions referred to in) the *conditions of contract* have the same meanings herein.
2. The *Consultant* Provides the *Services* in accordance with the *conditions of contract*.
3. The *Employer* pays the *Consultant* the amount due in accordance with the *conditions of contract*.
4. The documents forming the contract are:
  - 4.1 this Form of Agreement duly executed by the Parties as a deed;
  - 4.2 the *conditions of contract*;
  - 4.3 the attached Call-Off Contract Data Part 1
  - 4.4 the attached Call-Off Contract Data Part 2; and
  - 4.5 the following documents:
    - the Scope;
    - Schedules 1 to 14 inclusive of the Framework Agreement;

5. Where there is any discrepancy or conflict within or between the documents forming the contract the order of priority shall be as follows:
- 5.1.1 First : This Form of Agreement;
  - 5.1.2 Second : The conditions of contract
  - 5.1.3 Third : The Scope
  - 5.1.4 Fourth : Any other documents included in this contract.
6. Notwithstanding the manner of execution of this Agreement it is agreed that:
- 6.1 the limitation period within which any claim may be brought by the *Employer* for breach of this Agreement by the *Consultant* is 12 years from the date of breach; and
  - 6.2 the *Consultant* agrees not to raise in defence of any such claim a shorter limitation period whether pursuant to the Limitation Act 1980 (as the same may be amended or re-enacted from time to time) or otherwise.

IN WITNESS whereof this Agreement has been signed for and on behalf of the *Employer* and the *Consultant* the day and year written above.

Signed by  
for and on behalf of  
The *Employer*

)  
[Redacted Signature]

Signature

[Redacted Name]

SENIOR COMMERCIAL MANAGER

Print name and position

Date: 5/12/17

Signed by  
for and on behalf of  
The *Consultant*

)  
[Redacted Signature]

Signature

[Redacted Name]

GEN. MANAGER

Print name and position

Date: 28.11.17



**Transport for London**

**COMMERCIAL, SURFACE TRANSPORT**

**Rotherhithe to Canary Wharf River  
Crossing - Environmental Support**

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**SECTION 2 – Contract Data**

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## CALL OFF CONTRACT DATA

### Part One - Data provided by the *Employer*

#### Statements given in all contracts

##### 1 General

- The *conditions of contract* are the core clauses as may be amended or supplemented by the clauses for Main Option E and Secondary Options X1, X2, X8 and X10 each as may be amended or supplemented by all as attached to the Transport for London Professional Services Framework Agreement.

- The *Employer is*

Name: Transport For London (TfL)

Address: Windsor House, 42-50 Victoria St, London, SW1H 0TL

- The *Employer's Agent is*

Name [REDACTED]

Address: Palestra, 197 Blackfriars Road, London SE1 8NJ

- The *authority of the Employer's Agent is*

To make all decisions related to this Call off Contract as set out in Option X10

- The *services are*

To provide environmental support to the Rotherhithe to Canary Wharf River Crossing project

- The *Scope is in the document entitled*

Volume 2 – Scope (tfl\_scp\_001143\_co008\_itt\_vol\_2)

- The *language of this contract is English*

- The *law of the contract is the law of England and Wales*

- The *period for reply is 3 weeks*

- The *period for retention is 12 years following Completion or earlier termination.*

- The *tribunal is the courts of England and Wales*

- The following matters will be included in the Risk Register

.....  
.....

2 The Parties' main responsibilities

- The *Employer* provides access to the following persons, places and things

access to *access date*  
*starting date*

TfL Systems;  
 TfL Office Space, IT  
 Equipment and the  
 Biodiversity Tool – to  
 staff located at  
 Palestra, 197  
 Blackfriars Road,  
 London SE1 8NJ

3 Time

- The *starting date* is **9 October 2017**
- The *Consultant* submits revised programmes at intervals no longer than **4 weeks**.

4 Quality

- The quality policy statement and quality plan are provided within **6 weeks** of the Contract Date
- The *defects date* is **52 weeks** after Completion of the whole of the *services*.

5 Payment

- The *assessment interval* is **4 weeks**
- The *currency of this contract* is **pounds Sterling (£)**
- The *interest rate* is **2% per annum above the base rate of the Bank of England**.

8 Indemnity, insurance and liability

- The amounts of insurance and the periods for which the *Consultant* maintains insurance are

Event	cover	Period following Completion of the whole of the <i>services</i> or earlier termination
Liability of the <i>Consultant</i> for claims made against him arising out of his failure to use the degree of reasonable skill, care and diligence normally used by competent	<b>£1,000,000</b> for each and every claim and in the aggregate per annum	12 Years

professionals experienced in providing services similar to the services in connection with works of a similar size, scope and complexity to the Works (professional indemnity insurance)		
Liability for death of or bodily injury to a person (not an employee of the <i>Consultant</i> ) or loss of or damage to property resulting from an action or failure to take action by the <i>Consultant</i>	£5,000,000 in respect of each claim, without limit to the number of claims with financial loss extension cover	The duration of the Contract
Liability for death of or bodily injury to employees of the <i>Consultant</i> arising out of and in the course of their employment in connection with this contract.	£5,000,000 in respect of each claim, without limit to the number of claims	The duration of the Contract

• The *Consultant's* total liability to the *Employer* for all matters arising under or in connection with this contract, other than the excluded matters, is £2,000,000

**Optional  
statements**

The *completion date* for the whole of the *services* is **30 months after the *starting date* or earlier as identified in the *Consultant's programme* approved and agreed by the *Employer's Agent*, with the option to extend for up to an additional 9 month period.**

The *Consultant* is to submit a first programme for acceptance within **2 weeks** of the *Contract Date*.

The *Consultant* prepares forecasts of the total *Time Charge* and *expenses* at intervals no longer than **4 weeks**.

The *index* is the UK Consumer Prices Index or such replacement index as the parties may agree

The *Consultant* acknowledges and agrees that:

- the *services* are not provided as an exclusive arrangement;
- the *Employer* may at any point procure the *services* or any part of the *services* from any third party that are the same as, or comparable to, the *services*
  
- The additional *conditions of contract* are those in Section 10 Additional conditions of contract as detailed in the call-off conditions of contract and clause Z1 as attached to the Contract Data Part One ;

## **Z1 Amendments to core clauses and additional conditions of contract**

Z1.1 The core clauses and additional conditions of contract are amended as follows:

Clause 100.1 Delete and substitute:

"The *Consultant*, within fourteen (14) days of the *Employer*, or any novated *Employer's*, request (as the case may be), duly executes and delivers to the *Employer*, or any novated *Employer*, (as the case may be) deeds of warranty in the appropriate form set out in Schedules 9 and 10 of the Framework Agreement in favour of:

- any member of the TfL Group;
- persons providing finance in connection with the Works;
- purchasers and tenants of the whole or any part of the Works;
- the *Contractor* employed by the *Employer* to carry out the whole or any part of the Works;
- developers having or acquiring an interest in the whole or any part of the Works; and

upon execution of a novation agreement pursuant to clause 102, a deed of warranty in favour of the *Employer* in the form set out in Schedule 10 of the Framework Agreement."

## CALL OFF CONTRACT DATA PART TWO

### Data provided by the Consultant Mott MacDonald

#### Statements given in all contracts

- The *Consultant* is:

Name: Mott MacDonald Limited

Address: Mott MacDonald House, 8-10 Sydenham Road,  
Croydon, CR0 2EE

- The *key persons* are:

(1) Name: [REDACTED]

Job: Commission Director

Responsibilities: Provides oversight to the Commission Manager, contract management, control of budget, programme and technical quality by ensuring that responsibilities are delegated effectively to competent individuals at an appropriate role level.

(2) Name: [REDACTED]

Job: Commission Manager

Responsibilities: TfL's key point of contact for the commission, overseeing the technical and commercial aspects of the project to ensure that the client's objectives and expectations are achieved.

- The *staff rates* are found in the Pricing Schedule (Annex B1)

## ANNEX A1 – PREAMBLES TO PRICING SCHEDULE

### Preambles

- a. The *Consultant* is required to deliver the services set out in Volume 2, Scope.
- b. All *Consultants'* expenses shall be deemed as included in the staff rates.
- c. All rates shall exclude VAT.
- d. The Pricing Schedule is based on cost reimbursable pricing and as such Annex B1 is to be completed by providing rates for all individuals charging time.
- e. The *Consultant* shall add extra rows as necessary to the Pricing Schedule to include all named individuals.
- f. The *Consultant* shall not include any costs for accommodation in the Pricing Schedule. Key Staff shall be located at TfL offices and will be provided with computer access, access to other TfL software systems and voice communication equipment. TfL will make co-located facilities available for the duration of the commission and expects the *Consultant* to adopt a collaborative approach to working with the wider project team including TfL and other suppliers. TfL will typically expect project resources to be co-located when working on project activities and be available with reasonable notice during normal working hours to attend co-located offices or other reasonable locations as required by TfL to support project activities.
- g. Normal day rates shall be valid for a minimum 8 hour day Monday - Friday, and shall be incorporated for any part thereof in accordance with the PSF 91312 Professional Services Framework Health & Safety and Environmental Services Framework. The day rates are deemed inclusive of any additional hours over 8 hours worked during the course of a day.
- h. Staff Designation/Grades shall match those found in the PSF 91312 Professional Services Framework – Health & Safety and Environmental Services (see Annex A2), and their competencies shall match the descriptions shown. Rates for individual staff shall not exceed the maximum rates under that framework.
- i. Candidates named in the Pricing Schedule shall correspond to the CV(s) included in Quality Submission (A) and correspond to the consultant grade descriptions described in Annex A2.
- j. The Maximum Charge Out Rates within this Call off Contract will be reviewed on the first anniversary of the Call Off Commencement Date and each subsequent anniversary during the duration of the Call Off Contract. On each such review, and at the discretion of the Framework Employer, the Maximum Charge Out Rates are increased or decreased by such amount as is reasonable to reflect the increase or decrease (if any) in the salaries of the *Consultant's* staff provided that on each such review the Maximum Charge Out Rates do not increase or decrease by more than the percentage increase or decrease between the Index Figure last published before the date of review and the Index Figure last published before the Relevant Date. The review of the Maximum Charge Out Rates under the Call-Off Contract will be based in accordance with the Indexation clause as set out in the PSF 91312 91312 Professional Services Framework – Health & Safety and Environmental Services.
- k. Proposals that contain Specialist Consultants at above Framework Maximum Charge Out Rates will be deemed non-compliant. If tenderers wish the *Employer* to

consider the approval of Specialist Consultants (at above Framework Maximum Charge Out Rates), this must be requested within the Mini-Competition clarification process prior to submitting your Proposal.

i. Tenderers may not include any additional staff who exceed the maximum rates as set in each Grade under the Framework. Tenderers can add additional designations, not Staff Grades, to Annex B1 in Volume 1.

## ANNEX B1 – PRICING SCHEDULE

Table 1 – Schedule of Rates

Schedule of Rates			
NAME	ROLE	STAFF DESIGNATION/GRADE	RATE/DAY



ROLE in **BOLD** = Key Staff

### Schedule of Rates

NAME	ROLE	STAFF DESIGNATION/GRADE	RATE/DAY
<b>All other staff to be appointed will use these rates</b>			



## ANNEX A2 – CONSULTANT GRADE DESCRIPTION

### *Partner/Director*

<p><b>General</b></p>	<p>For a partnership, a Partner in the practice; for a limited company, any employee who carries the title "Director" (or "Associate Director" or other similar title) and who is normally chargeable to projects. Member of a company generally in overall charge of the management, policy and conduct of the firm's business including maintaining effective communication channels and is able to commit the company to undertake all major contracts. Responsible for all grades of personnel.</p>
<p><b>Typical Education /Qualifications and Experience</b></p>	<ul style="list-style-type: none"> <li>• Hold appropriate professional qualifications applicable to the sub-category commissioned to perform and/or corporate membership of a major institution.</li> <li>• Must have relevant work experience spanning several major programmes.</li> <li>• The ability to demonstrate key involvement in delivering projects of high value and complexity.</li> <li>• Overall responsibility for project(s) and for supervision, control and development of subordinate personnel.</li> <li>• Significant management responsibility and direction within the consultancy including client liaison, specialist skills or experience.</li> </ul>
<p><b>Responsibilities</b></p>	<ul style="list-style-type: none"> <li>• Develop client relationships.</li> <li>• Review enquiries for consultancy services, prepare fee proposals and negotiate commissions.</li> <li>• Manage and control all the personnel efficiently, and in compliance with all relevant statutory instruments procedures, rules, regulations, standing orders and instructions and the adopted procurement method.</li> <li>• Develop and maintain effective communication channels, between the consultancy and TfL and external contractors and other bodies as necessary.</li> <li>• Ensure that sufficient personnel are assigned for the commission and that they are suitably qualified and motivated to perform the duties allocated to them.</li> <li>• Oversee all commission activities and ensure full adherence.</li> <li>• Comply with all the projects safety and quality assurance procedures and requirements, including audits, and ensure that all consultancy personnel do likewise.</li> <li>• Facilitate and ensure that training needs, both personal and that of the consultancy personnel, are identified and addressed.</li> </ul>

### **Principal Consultant**

<b>General</b>	Reporting to Partner / Director. Member of a company who is able to deputise for the Director. The person will have the ability to manage and control teams and ensure that there are sufficient teams of personnel assigned to commissions. Responsible for all grades of consultants and support staff.
<b>Typical Education /Qualifications and Experience</b>	<ul style="list-style-type: none"><li>• Hold appropriate professional qualifications applicable to the sub-category commissioned to perform and/or corporate membership of a major institution.</li><li>• Must have relevant work experience spanning several programmes.</li><li>• The ability to demonstrate key involvement in delivering projects of high value and complexity.</li><li>• Must have substantial transport experience and technical skills appropriate to the sub-category.</li><li>• Responsibility for project(s) and for supervision, control and development of junior personnel.</li><li>• Significant management responsibility and direction within the Consultancy including client liaison, specialist skills or experience.</li></ul>
<b>Responsibilities</b>	<ul style="list-style-type: none"><li>• Deputise for the Partner/Director on all aspects of the project</li><li>• Manage and control a team(s) of consultants effectively and in compliance with all relevant procedures, rules, regulations, standing orders and instructions and the adopted procurement method.</li><li>• Communicate effectively with other members of the project team and with other TIL departments and external consultants and bodies where necessary.</li><li>• Ensure that sufficient personnel are assigned for the commission and that they are suitably qualified and motivated to perform the duties allocated to them.</li><li>• Supervise, control and develop personnel assigned</li><li>• Ensure that the team's activities meet the objectives of the commission.</li><li>• Comply with all the project's safety and quality assurance procedures and requirements and ensure that all team members do likewise</li><li>• Ensure that all appropriate training, both personal and that the team personnel, is undertaken.</li></ul>

### Senior Consultant

<b>General</b>	Reporting to Partner / Director or Principal Consultant. Person holding corporate membership of a professional body recognised by TfL and has the ability to demonstrate key involvement in delivering projects of high value and complexity. Responsible for all grades of consultants and support staff on behalf of the Director/Partner.
<b>Typical Education /Qualifications and Experience</b>	<ul style="list-style-type: none"><li>• Hold appropriate professional qualifications applicable to the sub-category commissioned to perform and/or corporate membership of a major institution.</li><li>• Must have relevant work experience spanning several programmes / projects</li><li>• The ability to demonstrate key involvement in delivering projects of high value and complexity.</li><li>• Must have substantial transport experience and technical skills appropriate to the sub-category.</li><li>• Responsibility for project(s) and for supervision, control and development of junior personnel.</li><li>• Significant management responsibility and direction within the organisation including client liaison, specialist skills or experience.</li></ul>
<b>Responsibilities</b>	<ul style="list-style-type: none"><li>• Deputise for the Partner/Director or Principal Consultant on all aspects of the Project.</li><li>• Manage and control a team(s) of consultants effectively and in compliance with all relevant procedures, rules, regulations, standing orders and instructions and the adopted procurement method.</li><li>• Communicate effectively with other members of the Project Team and with other TfL departments and external consultants and bodies where necessary.</li><li>• Ensure that sufficient personnel are assigned for the commission and that they are suitably qualified and motivated to perform the duties allocated to them.</li><li>• Supervise, control and develop personnel assigned</li><li>• Ensure that the team's activities meet the objectives of the commission.</li></ul>
	<ul style="list-style-type: none"><li>• Comply with all the project's safety and quality assurance procedures and requirements and ensure that all team members do likewise.</li><li>• Ensure that all appropriate training, both personal and that the team personnel, is undertaken.</li></ul>

### Consultant

<b>General</b>	Reporting to Principal Consultant / Senior Consultant. A person with the ability to assist in the management and control of a project team to ensure delivery of the required projects. Responsible for Junior Consultant / administration staff
<b>Typical Education /Qualifications and Experience</b>	<ul style="list-style-type: none"><li>• Hold appropriate professional qualifications applicable to the sub-category commissioned to perform and/or corporate membership of a major institution.</li><li>• Must have relevant work experience spanning several projects</li><li>• Must have some transport experience and technical skills appropriate to the sub-category.</li><li>• Responsibility for project(s) and for supervision, control and development of junior personnel.</li></ul>
<b>Responsibilities</b>	<ul style="list-style-type: none"><li>• Deputise for the Principal Consultant/ Senior Consultant on all aspects of the project.</li><li>• Assist in the management and control of a project team of consultants to ensure efficiency and compliance with all relevant procedures, rules, regulations, standing orders and instructions and the adopted procurement method.</li><li>• Communicate effectively with other members of the Project Team and with other TIL departments and external consultants and bodies as necessary.</li><li>• Supervise, control and develop personnel assigned.</li><li>• Ensure that own and assigned personnel activities meet the objectives of the commission</li><li>• Comply with all safety and quality assurance requirements and ensure that all team personnel to likewise</li><li>• Ensure that all appropriate training, both personal and that of assigned personnel, is undertaken.</li></ul>

**Junior consultant**

<b>General</b>	Reporting to Senior Consultant/Consultant. A person with the relevant experience capable of working on some aspects of the delivery of the required project. Responsible for support staff.
<b>Typical Education /Qualifications and Experience</b>	<ul style="list-style-type: none"><li>• Must have relevant work experience in at least one completed project.</li></ul>
<b>Responsibilities</b>	<ul style="list-style-type: none"><li>• Assist the Consultant where appropriate.</li><li>• Supervise the support staff assigned (if appropriate).</li><li>• Work in compliance and ensure that all assigned personnel comply with all relevant procedures, rules, regulations, standing orders and instructions and the adopted procurement method.</li><li>• Ensure that own and assigned personnel's activities meet the objectives of the commission.</li><li>• Comply with all safety and quality assurance requirements and ensure that all assigned personnel do likewise.</li><li>• Ensure that all appropriate personal training is undertaken.</li></ul>



**COMMERCIAL, SURFACE TRANSPORT**

## **Rotherhithe to Canary Wharf River Crossing - Environmental Support**

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**SECTION 3 – Scope**

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Transport for London

COMMERCIAL, SURFACE TRANSPORT

Rotherhithe to Canary Wharf River  
Crossing - Environmental Support

VOLUME 2 The Scope

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Call-off Contract under the TfL 91312 Professional  
Services Framework

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**Project Reference Number: tfl\_scp\_001143\_co008**

**Framework Reference Number: TfL 91312**

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## 0. DOCUMENT CONTROL

### 0.1 Document History

Version	Date	Changes since previous issue
V0.1	19/06/17	No changes- first version
V0.2	24/06/17	Updates to scope following review
V0.3	30/06/17	Updates to scope following review
V0.4	30/06/17	Updates to scope following review
V0.5	07/07/17	Final version

### 0.2 Final Version Approval

#### Authors

Name	Signature	Date	Title
		07/07/17	Consents and Environment Advisor

#### Reviewed by

Name	Signature	Date	Title
		07/07/17	Consents and Environment Manager

#### Approved by

Name	Signature	Date	Title
		07/07/17	Head of Planning Projects

## 1. ORGANISATIONAL OVERVIEW

### 1.1 Transport for London (TfL)

TfL was created in 2000 as the integrated body responsible for London's transport system. TfL is a functional body of the Greater London Authority. Its primary role is to implement the Mayor of London's Transport Strategy and manage transport services to, from and within London.

TfL manages London's buses, the Tube network, Docklands Light Railway, Overground and Trams. TfL also runs Santander Cycles, London River Services, Victoria Coach Station, the Emirates Air Line and London Transport Museum. As well as controlling a 580km network of main roads and the city's 6,000 traffic lights, TfL also regulates London's taxis and private hire vehicles and the Congestion Charge scheme.

Further background on what TfL does can be found on the TfL website here:

<https://tfl.gov.uk/corporate/about-tfl/what-we-do>

## **2. ROTHERHITHE TO CANARY WHARF CROSSING OUTLINE**

### **1.1. Introduction / proposed appointment**

1.1.1. Transport for London (the Employer) is seeking the services of an Environmental Services Consultant (the Consultant) to deliver Environmental and Sustainability deliverables for a Rotherhithe to Canary Wharf Crossing.

1.1.2. The primary aims of the commission are to:

- a) provide environmental and sustainability support in the development of the design of the Rotherhithe to Canary Wharf Crossing.
- b) undertake the Environmental Impact Assessment (EIA) process.
- c) support the project team's submission of a TWAO application.

1.1.3. This brief sets out the requirements of the Employer to be provided by the Consultant.

### **1.2. Background**

1.2.1. Transport for London (TfL) is investigating the feasibility of providing a new walking and cycling crossing on the River Thames between Rotherhithe and Canary Wharf.

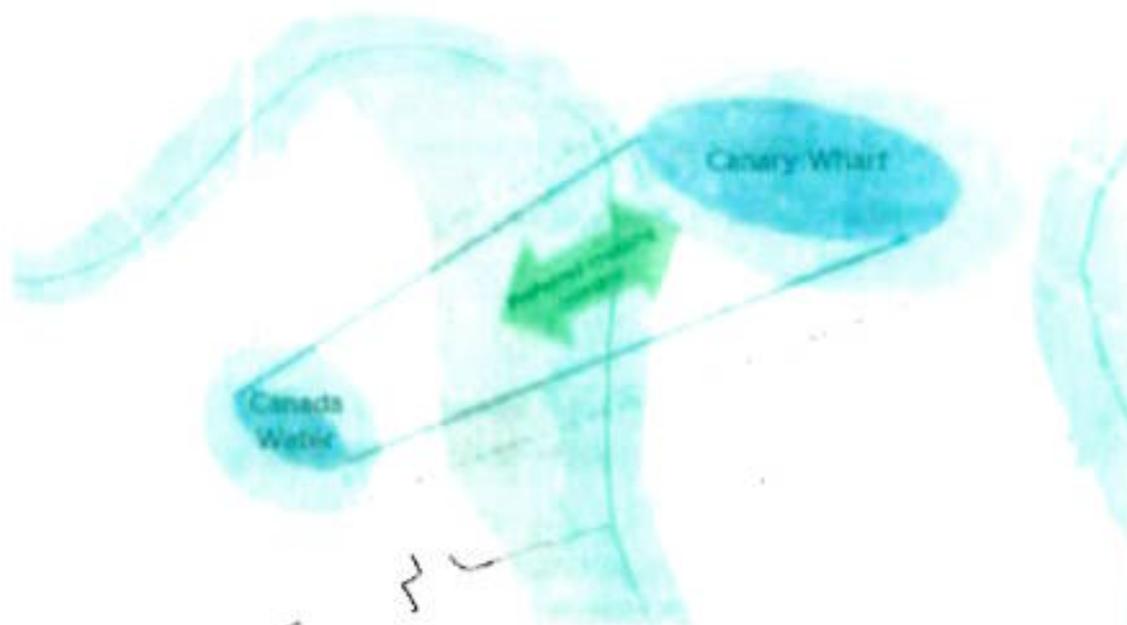
1.2.2. This project is one of a number of proposed new river crossings for London which are intended to improve cross-river connectivity in London. These crossings consist of public transport, highway, pedestrian and cycle links to improve access to jobs, facilitate business activity, support housing development, enhance the resilience of the transport network and encourage more sustainable travel.

1.2.3. The concept of a river crossing in this area first emerged around a decade ago, under plans to develop Greenways for the 2012 Olympic and Paralympic Games. Work previously led by Sustrans resulted in a series of feasibility studies:

- a) A Preliminary report- Ramboll Whitby Bird, November 2006
- b) An Outline Economic Appraisal- Colin Buchanan, March 2007
- c) A Technical Feasibility Study- Ramboll Whitby Bird, March 2008
- d) A Demand Forecast report- Colin Buchanan, September 2008
- e) A Feasibility Study- Sustrans, February 2016

- 1.2.4. The work undertaken by Sustrans has informed, but is not part of, the current TfL work; the Mayor, through TfL, has independently reviewed the need and options for a crossing in this area.
- 1.2.5. Figure 1-1 below shows the preferred crossing corridor between the two growth zones (in blue) of Canary Wharf and Canada Water. The area shaded in purple on the Rotherhithe peninsula is an area which has a Public Transport Accessibility Level (PTAL) of 1 (extremely poor).

**Figure 1-1 Proposed Rotherhithe to Canary Wharf river crossing corridor**



- 1.2.6. The Mayor has asked TfL to develop a crossing as a priority because of the following:
- Both the Isle of Dogs and Canada Water on the Rotherhithe peninsula are designated as Opportunity Areas where significant housing and employment growth is anticipated in the coming years.
  - Significant cycling growth has taken place in central and inner London.
  - Central to the Mayor's Healthy Streets London vision is to encourage walking and cycling with safer and more appealing routes to create a better city for all Londoners<sup>1</sup>. Improvements to cycling access and capacity are required if continued growth is to be supported, particularly for employees living in south London, for

<sup>1</sup> Mayor's Transport Strategy. Draft for public consultation. June 2017

whom the options for crossing the Thames onto the Isle of Dogs (to access Canary Wharf) are limited.

- d) The section of the Jubilee line between Canada Water and Canary Wharf is increasingly crowded in the peaks, but there are no convenient alternative options for travelling at surface level due to the position of these growth areas on peninsulas of the Thames. This congestion is forecast to remain even after the opening of the Elizabeth line (Crossrail). Improving the accessibility of the Rotherhithe peninsula for walking and cycling would provide existing and future residents of the area with an alternative active travel option.

### 1.3. Project objectives and milestones

1.3. The project objectives are:

- a) To connect the two Opportunity Areas of Canada Water and the Isle of Dogs
- b) To improve connectivity from the Rotherhithe peninsula, particularly the area beyond the walking catchment of Canada Water Station
- c) To encourage more people to walk and cycle in the area
- d) To provide additional capacity and routes for cyclists as an alternative option to existing crossings in the area
- e) To produce a well designed and convenient link which achieves value for money and is fundable
- f) To provide an alternative link to the Jubilee line between Canada water and Canary Wharf.

2.3.2 The Rotherhithe to Canary Wharf crossing project includes the following indicative project milestones:

- A. Contractor/consultant award- Design and Build or Design Partner Design freeze
- B. TWAO submission

Dates for these milestones are to be determined by the overall project strategy which is currently being finalised. It should also be noted that dates are subject to change at any point during the project lifecycle.

## **1.4. Related Commissions**

1.4.1. The following workstreams will be commissioned separately from this work.

### ***Initial Technical Scoping***

1.4.2 TIL is currently working with a consultant on the initial technical scoping for the project. The technical scoping consultant is providing the following:

- Establishing constraints
- Technical scoping
- Preparing the environmental and sustainability performance requirements

This work is expected to run until February 2018.

### ***Design and Construction***

1.4.3. It is likely that this commission will be a design and build contract. Further details are not available at this stage.

### ***Consents***

The consents workstream is being led by the Employer and is not part of this commission, although external support will be required through a separate commission. The consents route for the project will be a Transport and Works Act Order (TWAO).

1.4.4. The TWAO is likely to encompass the following:

- a) Deemed Planning Consent
- b) Protective Provisions for the following statutory bodies: The Local Planning Authorities, Marine Management Organisation, Port of London Authority and the Environment Agency.
- c) Compulsory Purchase Powers
- d) Public Rights of Way (Thames Path)
- e) Highways Consents- LB Southwark and LB Tower Hamlets
- f) Byelaws
- g) Heritage Consents (if applicable)

1.4.5. The following consents and licences fall outside of the TWAO:

- a) Protected species licences - Natural England
- b) Advertisement consent

1.4.6. It is expected that the Consultant will provide appropriate information to support the TWAO application.

***Land Acquisition***

1.4.7. It is likely that support will be required to aid the Employer with land discussions and negotiations.

***Legal Support***

1.4.8. Bircham Dyson Bell (BDB) has been appointed as Legal support, providing advice on Planning, Environment, Land and any related legal matters that arise.

### 3. SCOPE

#### 3.1 General Requirement

3.1.1. A Consultant shall carry out the necessary environmental and sustainability assessments, including EIA to support a TWAO application for the development of the Rotherhithe to Canary Wharf crossing.

3.1.2. While optioneering work is still being carried out by the Employer for the purposes of this commission the crossing type should be assumed to be a bridge.

3.1.3. The environmental and sustainability commission is split into six sub-categories of work. Details of what is covered in each sub-category can be found in Sections 3.2- 3.8. The sub-categories are:

- a) E1 - Commission Management
- b) E2 - Sustainable Design Development
- c) E3 - Environmental Surveys
- d) E4 - Environmental Impact Assessment (EIA) (Screening and Scoping), Environmental Statement and Non Technical Summary
- e) E5 - Supporting Documentation
- f) E6 - Input into statutory and non statutory engagement (Across all phases)

3.1.4. The commission shall include the following phases. Identified below for each phase is the work to be undertaken, identified against which sub category the work falls within.

#### **a. Phase 1 – Summer 2017 to March 2018**

- i. Commission Management (E1)
- ii. Sustainable Design Development (E2)
- iii. Input into preparation of Contractor brief
- iv. Input into Constructability Review of options
- v. Environmental Surveys (E3)
- vi. Screening (to be discussed with the Employer) (E4)
- vii. Gathering baseline data (continued into phase 2)(E4)
- viii. Pre-scoping the EIA (E4 &E6)
- ix. Input into statutory and non statutory engagement (E6)

#### **b. Phase 2 - March 2018- Nov2018 (November 2018 assumed to be design freeze)**

- i. Commission Management (E1)
- ii. Sustainable design development (E2)
- iii. Surveys (E3)
- iv. Scoping (E4)
- v. Gathering baseline data (E4)
- vi. Dependent on consent route, support the Consents Manager in the preparation of documentation for other consents and licence applications including but not limited to Marine Licence, River Works Licence, Environmental Permits, Protected Species Licences, and Heritage Consents (E4 & 5)
- vii. Input into statutory and non statutory engagement (E6)

**c. Phase 3- Jan 2019- March 2020 (Assumed submission date July 2019)**

- i. Commission Management (E1)
- ii. Sustainable Design Management (E2)
- iii. EIA (E4)
- iv. Production of Environmental Statement, any other supporting environmental assessments (E4)
- v. Input into and/or production of supporting documents (E5)
- vi. Dependent on consent route, support the Consents Manager in the production and submission of other consents and licence applications including but not limited to Marine Licence, River Works Licence, Environmental Permits, Protected Species Licences, and Heritage Consents (E4 & E5)
- vii. Input into statutory and non statutory engagement (E6)
- viii. Ongoing post submission support until decisions on all relevant consents and licences required to construct the crossing have been received (E1, E4 and E5)

3.1.5. The Consultant acknowledges that due to the variable nature of the environmental consents workstream and the development of the crossing, it is anticipated that there may be a requirement for re-work or repetition of work already completed.

## **3.2 E1- Commission management**

3.2.1. The Consultant shall provide a Commission Manager responsible for all aspects of this commission.

3.2.2. In addition to the Commission Manager, the Consultant shall also provide an experienced EIA Coordinator who shall be responsible for the day to day aspects of the Environmental Commission. The EIA Coordinator will have significant environmental experience to support a complex and challenging project.

- 3.2.3 The EIA Coordinator will be embedded within the project team and will have an active role in influencing and reviewing the development of the design and the EIA. They shall liaise and work with other members of the project team as necessary and/or as directed by the Employer to facilitate the delivery of the project and sustainability commission. It is expected that the EIA Coordinator will co-locate to the project office in Southwark for at least 2-3 days per week to ensure close coordination with the project team and the delivery of the environmental and sustainability workstream.
- 3.2.4 In collaboration with the Employer, the Consultant shall work collaboratively with the Employer at all stages of the project to ensure efficient working in line with the Employer's requirements. The Employer shall be fully and directly engaged in the day-to-day implementation of EIA related tasks.
- 3.2.5 In collaboration with the Employer, the Consultant will develop a Commission Management Plan to ensure compliance and proper coordination with TfL internal governance and the scope of this work. The Commission Management Plan shall set out the programme, key outputs, milestone deliverables and the means of coordinating all specialists involved throughout the commission.
- 3.2.6 The Commission Management Plan shall identify how the various interfaces with the other work packages will be managed (for example engineering and design, consents and transport planning). The Commission Management Plan shall also detail the process by which all environmental and sustainability work will be identified, planned and managed and how outputs will be checked and authorised before handover to the Employer. The Commission Management Plan should outline how the structure of the commission might adapt and evolve between phases of the project.
- 3.2.7 In addition, the Commission Management Plan should include details on project quality. This shall encapsulate all areas of the Consultant's commission. Project quality should describe the activities, standards, tools and processes necessary to ensure that the level of quality is delivered consistently throughout the commission. For example, it shall set out quality expectations, describe the standards that will apply, describe document control and change control procedures.
- 3.2.8 In collaboration with the Employer, the Consultant will develop a programme for the environment and sustainability workstream that is consistent with, and supports, the main project programme. The programme shall be reported in MS project format and completed in sufficient detail to allow the Employer to establish progress and risk before work commences.

- 3.2.9. The Consultant shall identify in the programme when the appropriate task commences (such as baseline studies, surveys, evidence gathering, etc.) The programme shall include elements of the environmental work which are seasonal and identify key interfaces with other project areas. The Consultant shall report progress on a 4 week period or on a period to be agreed with the Employer. Early identification of programme slippage shall be communicated to the Employer as soon as it is identified and before any slippage occurs.
- 3.2.10. The Consultant shall work collaboratively with the project team to ensure that the EIA programme dovetails with all aspects of the engineering and design programme. The programme shall include consideration of the potential time-lag from engineering freeze dates to coordinate the preparation of supporting information before the next phase of work on the EIA can commence.
- 3.2.11. The Consultant will assist the wider project in the compilation and active management of the Project Stakeholder Management Plan and ensure all relevant statutory and non statutory bodies have been identified. The Employer shall ensure that the Consultant is informed prior to any stakeholder meetings to enable them to attend if deemed appropriate. Where the Consultant attends they will be required to minute all meetings with external stakeholders.
- 3.2.12. As part of this work, the Consultant shall ensure that risks and issues associated with the work are identified and a risk register and issues log are created and managed throughout the work period.
- 3.2.13. The risk register and issues log is submitted to the Project Manager for including in the Employer project files. A risk and issues management strategy has been developed by the project team. The Consultant shall provide updates to the Employer on a monthly basis of any changes to the priority of risks.
- 3.2.14. All instructions / commercial arrangements are to be communicated through the Commission Director /Commission Manager and the Commercial Manager.
- 3.2.15. The Consultant shall produce detailed plans to accompany technical reports and is therefore expected to have Geographical Information Systems (GIS) and Computer Aided Design (CAD) systems capability, as well as an understanding of data sources, and be able to deploy these to the project benefit.

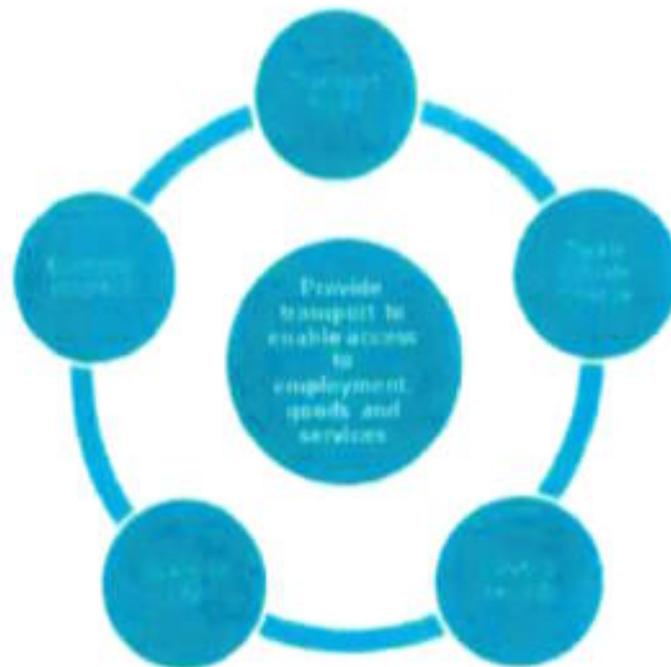
3.2.16. The Employer shall review and comment on drafts of the reports to be produced to enable them to comment and agree on them prior to finalisation. The Consultant should allow for the Employer to have a three week review period of all documentation, unless otherwise agreed with the Employer

3.2.17. The format of all reports and the breakdown structure for all data shall be agreed with the Employer prior to production.

### 3.3 E2 -Sustainable Design Development

3.3.1. In collaboration with the Employer, the Consultant shall develop a project specific Sustainability Strategy in accordance with TfL's sustainability framework (Figure 1.2) The strategy will embed sustainable considerations into design development. It will also set out the key broader themes for ensuring the design is measured for its potential to support sustainable development and to be delivered in a sustainable way as shown in Figure 1.2

Figure 1.2: TfL's Sustainability Framework



3.3.2. The Consultant will take responsibility for the sustainable design considerations log which has been developed by the Employer with support from technical specialists.

3.3.3. This log will detail key embedded design features which seek to address potential adverse effects. It will also detail opportunities for enhancement

which should be included in the design. This approach will be iterative and evolving as the development of the design progresses. This is to maximise the opportunity to mitigate potential negative impacts and maximise potential positive impacts.

- 3.3.4. The log will record all decisions, actions and key sustainable design features that have been examined throughout the design development and discussions that have been had between TfL, the engineering design team and the Consultant. The recording of this information is essential as to accurately minute key discussions arising and provide an audit trail of the sustainability implications of environmental and sustainable decisions for future assessment work involving alternatives.

### **3.4 E3- Environmental surveys**

- 3.4.1. As identified in the Consultant's Project Programme, baseline studies, assessment, surveys and modelling shall be commenced at appropriate stages to inform project development and in line with the EIA requirements. The scope of work within each environmental topic shall be agreed with the Project Manager, and be in line with EIA best practice.

- 3.4.2. The Consultant is required to arrange the necessary baseline environmental surveys to inform the developing design, scoping and the baseline for the EIA. Given the date of the commission and the key project milestones, there are two periods when surveys are required, however this may change dependant on programme and design development:

- a) Winter 2017/18
- b) Spring/Summer 2018

- 3.4.3. ~~The Consultant shall provide a list and programme of the likely environmental surveys required for the project taking into consideration the likely land and river surveys required. The Consultant shall also identify how it will co-ordinate and mobilise within the first four weeks from starting date to ensure the relevant surveys are carried out at the appropriate times.~~

- 3.4.4. The Consultant shall collect data in accordance with TfL's data requirements and use the Employer's net positive biodiversity tool to calculate losses/gains.

### **3.5 E4- Environmental impact assessment (Screening and Scoping), Environmental Statement and Non Technical Summary**

- 3.4.5. The EIA can be broken down into a number of tasks, commencing in different phases.
- 3.4.6. The Consultant shall comply with the specific requirements of the following regulations to ensure that the EIA for the TWAO meets the regulatory requirements of stakeholders :
- a) The Transport and Works Act 2007 (Environmental Impact Assessment) Regulations 2017 (yet to be released)
  - b) The Marine Works (Environmental Impact Assessment) (Amendment) Regulations 2017
- 3.4.7. The Employer expects the appointed Consultant to demonstrate a strong understanding of the factors that will have a bearing on the look and feel of a thorough, but proportional EIA. The Employer will challenge the Consultant on all EIA matters, including streamlining the Environmental Statement so that it is clear and well structured, can be easily interpreted and is concise. The Employer takes a central role in this process and all deliverables will be expected to be the product of collaborative working between the Consultant and the Employer.
- 3.4.8. The Consultant shall have a full understanding of all the critical factors that surround the EIA (including sustainability appraisal and hydrological assessments) of a new crossing across the River Thames. The Consultant shall demonstrate an understanding of the considerations involved in successfully integrating a new crossing into the local environment. The Consultant shall be able to ensure other considerations are robustly fed into the environmental workstream, including transport, engineering, financial and socio-economic factors that may influence the design of the crossing.
- 3.4.9. In Phase 1, the Consultant shall work with the Employer to develop and agree the structure of the Environmental Statement to provide necessary focus at an early stage of the environmental commission.
- 3.4.10. The EIA Co-ordinator will be responsible for overall collation of the final Environmental Statement, with chapters produced by the relevant technical specialists. This is to ensure a proportional, clear and concise ES.
- 3.4.11. As identified in the Consultant's Project Programme, baseline studies, assessment, surveys and modelling (including hydrodynamic modelling)

shall be commenced at appropriate stages to inform project development and in line with the EIA requirements. The scope of work within each environmental topic shall be agreed with the Employer's Project Manager and be in line with EIA best practice.

- 3.4.12. The EIA shall consider, inter alia, limitations and assumptions, a detailed methodology, an assessment of baseline conditions, and the assessment of effects and cumulative effects and mitigation. The EIA shall be undertaken by competent experts as set out in the regulations listed in section 3.2.5.
- 3.4.13. Both direct impacts in the vicinity of the physical works, and wider impacts / effects associated with predicted changes brought about by the project (for example changes in traffic) shall be assessed. This will not be relevant to all topics but could be relevant to the disciplines covering noise, air quality, socio-economic, traffic and transport and planning policy.
- 3.4.14. The EIA shall consider temporary and permanent impacts, mitigation, evaluation of residual significant effects and the cumulative impacts/effects. The ES shall clearly demonstrate how relevant issues raised during any consultation have been addressed.

#### **EIA Screening**

- 3.4.15. The project team has yet to decide whether to carry out formal screening of the project. However, the Consultant shall outline how they would approach screening under the relevant new EIA regulations. A decision to undertake screening will be made by the Employer following the starting date.

#### **EIA Scoping**

- 3.4.16. The Employer is responsible for carrying out the necessary procedural requirements under the relevant legislation with regard to EIA scoping. To assist this, the Consultant shall prepare an EIA scope for agreement with the Employer (and other statutory bodies as appropriate) which covers the requirements of each of the regulations listed in Section 2.5.2 before detailed assessment commencement. Following this, the Consultant shall draft all material necessary to enable the Employer to apply to the relevant Secretary of State, statutory body and/or Local Planning Authority for a formal written scoping opinion.
- 3.4.17. As the EIA regulations have recently changed and place a binding commitment on scoping, the Employer is expecting to see a proportional approach taken for the EIA. Utilising existing knowledge, data, reports and

management plans and strategies, the Consultant shall develop an innovative approach to scoping the EIA.

#### **Environmental statement and non-technical summary**

- 3.4.18. The Consultant shall produce an Environmental Statement compliant with relevant regulations and standards, including all necessary plans and illustrations, and other supporting material in a form suitable for submission as part of consent application(s). The environmental statement shall comply with the scoping opinion of the relevant Secretary of State or Statutory Body and/or Local Planning Authority.
- 3.4.19. The Consultant shall provide a non-technical summary of the Environmental Statement. The non-technical summary shall reflect the findings of the Environmental Statement and include suitable graphics and appropriate text to ensure it is fully accessible to the general public and is a robust summary of the environmental impact process. An innovative approach to how the Non Technical Summary (NTS) and Environmental Statement (ES) are presented is encouraged by the Employer.
- 3.4.20. The Consultant shall ensure compliance with the specific requirements regulations set out in Section 2.5.2. The Environmental Statement will also need to address emerging best practice and guidance on approach to assessment of new topic areas such as climate change and major accidents and disasters. The Consultant is expected to provide key relevant planning policy context for EIA topic chapters. The Consultant will also interface with the Consents Consultant once they are appointed, to provide context for any planning policy (or equivalent) statement produced. The extent of this interface cannot be determined until post contract award.
- 3.4.21. In terms of the new topic of population and health, the Employer is developing its own guidance on how human health is assessed in the EIA for transport projects. The Employer believes health should encompass the World Health Organisation definition, "Health is a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity" (WHO, 1948)
- 3.4.22. Areas of focus for a transport project are expected to be:
- a) environmental changes (air pollution, noise pollution, contaminated land, hazardous waste);
  - b) changes to active travel (walking, cycling);
  - c) changes in accessibility/loss of services and facilities and community assets (including housing);

- d) changes to safety and fear of crime;
- e) changes to employment/access to work and training; and
- f) changes to social capital/ personal wellbeing and community resilience.

3.4.23. There are possible areas of overlap in terms of baseline data and assessment in topic areas. The consultant shall demonstrate how baseline data can be used for multiple topic areas.

3.4.24. The Consultant shall set out its methodology for this topic and in particular who will need to be consulted and who its competent expert will be. Methodology and approach will be developed during the commission. The Employer is not expecting to see a traditional standalone Health Impact Assessment proposed.

### **3.6 E5 – Supporting Documentation**

3.5.1. The Consultant shall demonstrate relevant experience of each deliverables outlined in this section that support a consent application(s), but which are at the same time strongly linked to the EIA workstream. This shall be based on practical experience of similar documents produced for comparable schemes and should take account of relevant policy drivers. The anticipated deliverables are set out below.

3.5.2. The Consultant shall produce a draft and final versions of all supporting documentation and allow the Employer to review and agree changes.

#### **Code of Construction Practice**

3.5.3. The Employer has produced a template draft Code of Construction Practice (COCP Part A) which will be used on this project. The Consultant shall provide, where appropriate, input to the draft CoCP Part A to ensure all appropriate environmental legislation and best practice is captured and recorded and that the CoCP is scheme specific.

#### **CEEQUAL Assessment (including all recent updates in Version 5)**

3.5.4. The Consultant shall assume the Employer will apply for a Whole Team Award and will also assume that the Employer will include all sections in Version 5. The Consultant shall indicate how using the full Version 5 assists with meeting the requirements of producing a robust Sustainability Appraisal. The Employer is aiming for a CEEQUAL score of "Very Good", aspiring to the achievement of 'Excellent'.

- 3.5.5. The Consultant shall make available qualified and competent staff to be aware of the information required to fulfil the requirements of a Very Good CEEQUAL award. The Consultant shall appoint an individual to act as the focal point for implementing the CEEQUAL process and for liaising with the Project Manager. The Consultant shall be aware of all the environmental requirements within CEEQUAL Version 5. The individual appointed by the Consultant will be responsible for the implementation and evidence gathering from across the whole project on behalf of the Employer. The Employer will be responsible for collation, assessment and verification of the process.

#### **Sustainability assessment**

- 3.5.6. In addition to the TfL Sustainability Framework and the Sustainable Design Considerations log, the Consultant shall produce a project Sustainability Assessment with a statement examining the scheme against:

- a) National, regional and local policies.
- b) The Employer and design team strategy and objectives set out in the Sustainability Strategy.
- c) The Mayor of London's essential and preferred standards as set out in The London Plan Supplementary Planning Guidance (SPG) 'Sustainable Design and Construction (May 2006)'.

- 3.5.7. TfL has a Sustainability Toolkit which shall be used either on its own or incorporated into the Consultant's framework / methodology. Draft and final reports shall be produced and agreed and allow the Employer to review and agree changes. Coordination with the Consultant's other outputs such as the EIA is essential. The sustainability assessment is likely to form part of a consent application. This project aspires for net gain biodiversity. The Employer have developed a toolkit which shall be used either on its own or incorporated into the Consultant's methodology to demonstrate net gain.

#### **Equalities Impact Assessment**

- 3.5.8. The Consultant shall produce an Equalities Impact Assessment scoping report and an EQIA final report. The EQIA shall include the following:
- a) Review of existing documentation and identification of where additional evidence may need to be obtained.
  - b) Scoping of EQIA issues.
  - c) Consultation on scope with relevant officers at regional and borough level.
  - d) Assemble evidence base
  - e) Assess impacts and potential mitigation measures.

- f) Review findings with relevant officers.
- g) Prepare draft and final reports.
- h) Coordination with other documents.

#### **Energy statement**

- 3.5.9. The Consultant shall complete a detailed energy assessment to demonstrate how the Mayor's targets for carbon dioxide emission reduction, set out in the London Plan Policy 5.2, will be met within the framework of the energy hierarchy. This includes:
- a) Be lean: use less energy.
  - b) Be clean: supply energy efficiently.
  - c) Be green: use renewable energy.
- 3.5.10. As a minimum, the energy assessment shall include:
- 3.5.10.1. Calculation of the energy demand and carbon dioxide emissions covered by Building Regulations and, separately, the energy demand and carbon dioxide emissions from any other part of the development, including plant or equipment, that are not covered by the Building Regulations at each stage of the energy hierarchy.
  - 3.5.10.2. Proposals to reduce carbon dioxide emissions through the energy efficient design of the scheme, sites, buildings and services (to be met through adopting sustainable design principles outlined in London Plan Policies 5.3).
  - 3.5.10.3. Proposals to further reduce carbon dioxide emissions through the use of decentralised energy where feasible, such as district heating and cooling and combined heat and power (to be met by prioritising decentralised energy as outlined in London Plan Policies 5.5 and 5.6)
  - 3.5.10.4. Proposals to further reduce carbon dioxide emissions through the use of on-site renewable energy technologies (as outlined in London Plan policy 5.7).

#### **Input into other supporting documentation (as necessary)**

- 3.5.11. The Consultant shall provide input into the Transport Assessment and Statement of Community Involvement, and any other relevant documentation, as deemed necessary by the Employer.
- 3.5.12. The Transport Assessment will be procured and undertaken by the Employer in a timely manner to enable production of the relevant EIA chapter. Outputs from the Transport Assessment will be provided in a format suitable for use in the Traffic and Transport Assessment chapter of the EIA.

The Consultant is responsible for producing the Traffic and Transport Chapter of the EIA and will therefore be expected to work closely with the Employer. This will be confirmed by the Employer upon contract award and could be subject to change.

### **3.7 E6 –Input into statutory and non statutory engagement**

- 2.1.1. The Employer will manage stakeholder engagement and stakeholder communications. The Employer has a stakeholder engagement strategy and communications plan. The Consultant shall provide technical support to the Employer at most regular stakeholder meetings to support "buy in" to the project.
- 2.1.2. The Employer's communications team have a matrix/database of stakeholders that will be used to determine key meetings. The Employer will inform the Consultant of any required attendance. The Consultant should allow for the EIA Co-ordinator to attend meetings on an ad hoc basis of four per month.
- 2.1.3. The Consultant shall have the ability to liaise effectively with appropriate representatives from key stakeholders such as Local Authorities, the Department for Transport, Port of London Authority, Historic England, the Environment Agency, Natural England, Marine Management Organisation and other bodies as required. The important roles that each of these stakeholders play in developing and delivering a project with challenging timeframes shall be appreciated, regardless of whether they hold a decision making role in the context of an application for powers.
- 2.1.4. Regardless of the consenting route for the project, the Consultant will consider the emphasis placed on pre-application consultation by the Employer.
- 2.1.5. The Consultant shall provide input into the development of the overall project consultation strategy and ensure appropriate resources are available to support this strategy through to submission of the application for powers. The consultation strategy is managed by the Employer's consultation manager.
- 2.1.6. The Consultant shall provide technical input into various consultation exercises with both 'prescribed' and 'non-prescribed' bodies (as defined in the appropriate EIA regulations). The current project timetable details a minimum of two 'public' consultation exercises (although this is subject to change) and the Consultant shall provide technical input into them and

others as appropriate. It is imperative that all engagement with statutory bodies is robustly planned, properly recorded with actions fed back into the project team. Any subsequent actions shall be documented by the Consultant for review by the Employer.

### **3.8 Support for other Environmental Consents and Licences (if required)**

- 3.5.13. As set out in Section 2.4, the Consents workstream will have overall responsibility for co-ordinating the submission of the TWAO in order to construct and operate the crossing. Notwithstanding this, there are some licences which fall outside the scope of the TWAO. The requirements for any licence should be discussed by the Employer with the relevant stakeholder. It is expected that the Consultant shall provide the support and produce the necessary documentation for any Environmental Consents and Licence applications, e.g. Protected species licences (Natural England) that should be required alongside the TWAO.

#### 4. DELIVERABLES

Deliverable	Definition	Responsibility
Commission Management Plan	Sets out how the commission will be managed.	The Consultant
Programme and Tasks	Sets out all activities against dates in MS Project format	The Consultant
Project Stakeholder Management Plan	The Consultant will be required to provide input into the Stakeholder Engagement Strategy and communications plan on key meetings with key stakeholders and any public engagement	The Employer- The Consultant will be required to provide input
Risk Register and Issues Log	Captures all risks and issues associated with the environmental commission including design development, stakeholder risks.	The Employer- The Consultant will be required to provide input.
Project Specific Sustainability Strategy	Sets out the sustainable project principles to be carried forward for the duration of the project.	The Consultant
Sustainable Design Considerations log	TfL will be developing the format of the log.	The Employer- Consultant will be required to provide input.
List of Surveys inc Programme	List of all surveys and programme required to be undertaken to inform the baseline for the Environmental Scope and baseline.	The Consultant
Environmental Screening Request	A screening report to determine that the project is likely to arise in significant effects on the environment.	The Consultant
Environmental Scoping Report	Sets out the environmental topics to be scoped in and out of the Environmental Impact Assessment	The Consultant
Environmental Statement, Non technical Summary, associated figures	The final report of environmental effects, including a non technical version and supporting technical appendices.	The Consultant

*2 Requirement to be confirmed by the Employer upon contract award*

and appendices		
Code of Construction Practice	Sets out best practice, construction mitigation and obligations.	The Employer with input from the Consultant
CEEQUAL Assessment	Collation of data and evidence gathering to support TfL to apply for CEEQUAL awards.	The Employer with input from the Consultant
Sustainability Assessment	A report setting out how the scheme is sustainable including its fit with policies for sustainable development	The Consultant
Equalities Impact Assessment	An assessment of whether the impact of the scheme is fair to all and any mitigation required	The Consultant
Energy Statement	An assessment of the energy requirements during construction and operation	The Consultant
Protected Species Licence Application (if required)	All documentation, including appropriate environmental assessments to support an application to temporary or permanently relocate protected species.	The Employer with input from the Consultant

**5. PROJECT PLAN/TIMESCALES**

Project Plan to be determined



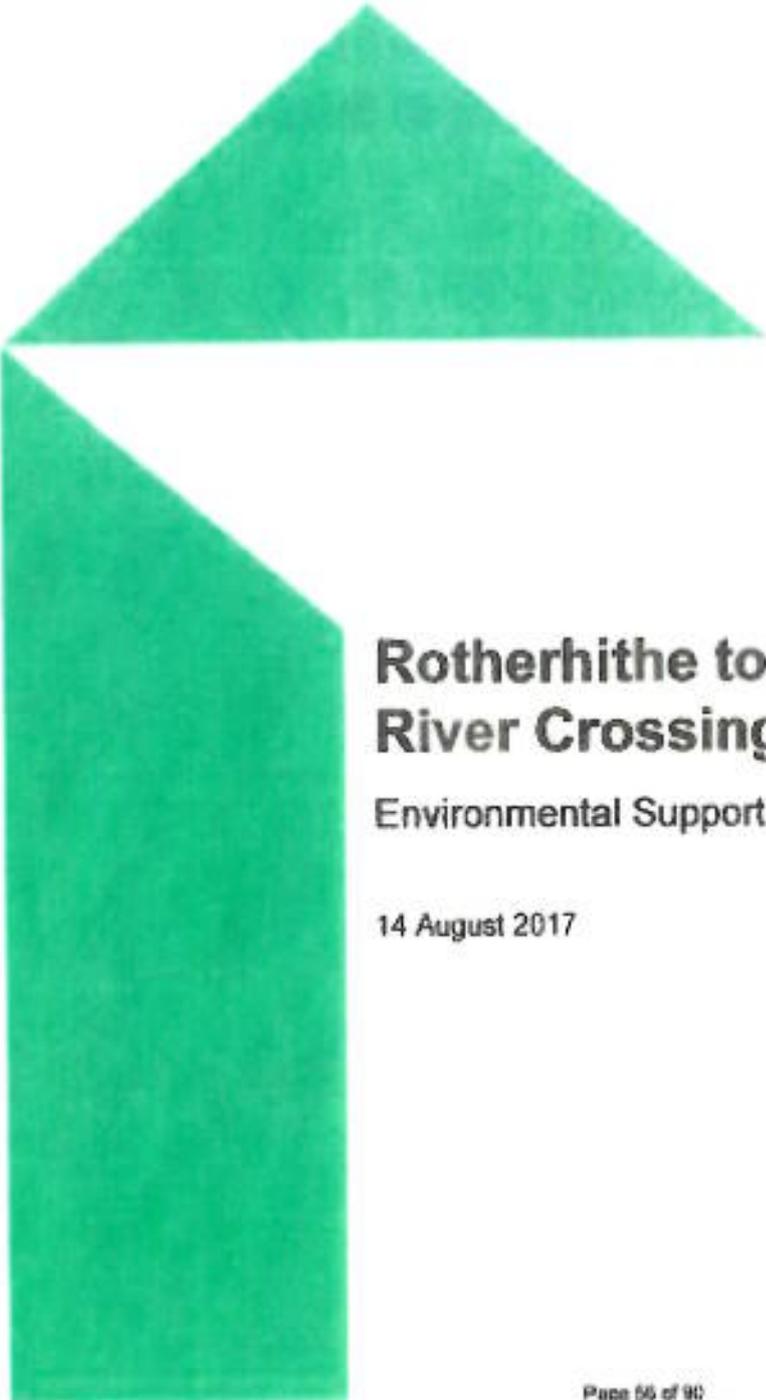
**COMMERCIAL, SURFACE TRANSPORT**

## **Rotherhithe to Canary Wharf River Crossing - Environmental Support**

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**SECTION 4 – The *Consultant's* Proposal**

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# **Rotherhithe to Canary Wharf River Crossing**

**Environmental Support - Technical Response**

**14 August 2017**

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## Rotherhithe to Canary Wharf River Crossing

Environmental Support - Technical Response

14 August 2017

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# 1 Method Statement

## 1.1 Understanding Your Objectives, Challenges and Risks

Transport for London (TfL) is looking to provide a new crossing for pedestrians and cyclists across the River Thames between Canada Water and Canary Wharf, addressing this physical barrier to pedestrian movement. It will be part of a package of measures to improve connectivity across the river, relieve congestion on the Jubilee line and encourage more sustainable travel. It is a priority scheme for the Mayor linking the Canada Water and Isle of Dogs Opportunity Areas where an estimated 36,600 homes and 112,000 jobs could come forward. The scheme would also build on the significant growth in walking and cycling in London, in line with the Mayor's Healthy Streets London vision and other policies being promoted as part of the Mayor's Transport Strategy. The scheme will also need to be a well-designed entry point to London, convenient to use, provide value for money and be fundable.

For the scheme to be realised, a number of challenges need to be managed. These include:

- ensuring key stakeholders support the principle of the scheme and that it promotes wider aspirations for connectivity and regeneration, particularly in Tower Hamlets and Southwark,
- developing a design that supports the Port of London ambitions to facilitate more trade, freight and passenger transport on the river;
- developing a scheme that has a robust business case with demonstrable benefits, provides value for money and has a credible funding strategy; and
- selecting a consenting strategy that affords the best chance of approval.

For all new major infrastructure projects, there will be risks which will require mitigation. In relation to the Environmental and Sustainability workstream these include:

- ensuring that the design, construction, and operation of the scheme positively responds to the environmental/sustainability considerations, and these aspects are not lost through value management processes;
- developing a project programme that is logical, allowing time for stakeholder feedback and findings/mitigation from environmental assessments to be incorporated;
- balancing the demands of stakeholders and their desire for increasing quantities of information against a recognised need to make planning consents more manageable, proportional and effective.

Mott MacDonald Ltd and Temple Group Ltd welcome the opportunity to support TfL with the development of these proposals and provide sustainable design and environmental services for this commission. We will help achieve these objectives by bringing strong local knowledge to the project having previously worked with local planning officers at the London Borough of Tower Hamlets (LBTH) and Southwark (LBS), and significant experience of developing projects in the Thames Corridor, particularly relating to river crossings. Our team is highly experienced at proactively identifying environmental and sustainability opportunities and constraints communicating this information to engineers, architects, and stakeholders to develop robust proposals that successfully secure the necessary consents.

Mott MacDonald and Temple has proven expertise in delivering sustainable transport infrastructure. As well as our extensive collaboration delivering a wide range of environmental and sustainability services on Crossrail 2 proposals and HS2 Phases 1 and 2, Mott MacDonald carried out Environmental Impact Assessment (EIA) for the Emirates Air Line Cable Car, (including

comprehensive visualisations of the proposals and hydrodynamic modelling of impacts to the river bed), is undertaking the detailed design on the Tideway Tunnels (eastern section) from Blackfriars Bridge to Beckton, has undertaken terrestrial and marine ecological surveys for various TfL river crossings studies including Gallions Reach and Woolwich Ferry and are consultants to the Environment Agency hydrology and flood risk services in the Thames Region.

Temple have worked on several infrastructure schemes in central London for TfL and others. We have worked on some of the key river crossings in London including; the Garden Bridge, the recent resurfacing and re-decking works at Tower Bridge and preparing the EIA for the Illuminated Rivers Project which encompasses 15 bridges in central London. We are currently undertaking the EIA for the London Tram extension at Dingwall Road Loop, Croydon and have previously worked with TfL on Stratford to Bow Church Twin-Tracking and the Dagenham Docks Extension EIA.

Our work on these projects demonstrates our ability to mobilise joint multidisciplinary teams of environmental and sustainability professionals. It demonstrates how we can work together and in partnership with TfL responding quickly to ever-changing programme needs and demands. It also shows how effective integration within the TfL programme team can ensure financial, legal and reputational risks can be managed and reduced providing assurance and confidence that programme goals will be achieved within the agreed timeframes.

## 1.2 E1 Commission Management Plan

Our commission management plan will provide a basis for compliant co-ordination with all other project activities. We will work closely with the TfL client team to confirm project objectives, team working arrangements, key outputs and milestones to 'set the scene' against which project success can be reviewed and measured. Both Mott MacDonald and Temple operate integrated Safety, Health, Environment and Quality (SHEQ) Management Systems which are certified to ISO 9001, ISO 14001 and OHSAS 18001. Our Commission Manager will develop a plan to meet the project requirements, considering the procedures being developed by the client team and other Work Packages. The combined commission management plan (including H&S, Quality, Environment and Collaboration) will cover:

- a list of deliverables and the programme for delivery;
- key roles and responsibilities (including a RACI matrix), specifying level of input at specific design development phases and throughout the EIA;
- a project organogram, showing all members of the team and reporting structure;
- change control / early warning process (e.g. scope, methodology, staffing, budget) and risk management procedures and maintenance of comprehensive risk register issues log;
- document and data management procedures (standards, naming, storing, formats, checking, approving, issuing);
- protocols for all external consultation and how feedback is recorded and dealt with and protocols for interacting with other work packages, including information transfers;
- meeting schedules, attendance and agenda for routine management and interface meetings with the TfL client team and other Work Packages; and
- health and safety procedures, particularly in relation to surveys; and quality assurance audit schedules and processes. These will include arrangements for internal audit, performance management and improvement plans

Mott MacDonald can provide our comprehensive interactive, accessible and secure Geographic Information System (GIS) known as 'GiGi' for use on the Rotherhithe to Canary Wharf River Crossing Project. Building on fundamentals of building information modelling (BIM), GiGi brings together multiple data sources into a single platform, creating a homogenous environment for all

disciplines and team members to view, edit and interrogate. Information can be accessed anywhere, anytime and by anyone with clearance and internet access. Information is maintained and retained over time, so during the lifecycle of the project a central data single source of truth is created that can be accessed, referenced and audited as required. We have been successfully using Gigi on Crossrail 2 and HS2.

### 3.2 Sustainable Design Development

Ensuring that environmental and sustainability considerations are integrated into the evolving design requires clear, regular influence of design decisions from the earliest possible stages of a project. The benefit of this approach is that environment and sustainability factors remain at the heart of scheme optioneering, with principles of the mitigation hierarchy embedded at the earliest opportunity to avoid and minimise impacts.



Recent years have seen a clear shift in emphasis at the consent application stage for major infrastructure projects. Increased prominence is now being given to the ways in which projects tackle a wider range of sustainability issues. TfL have priorities in terms of economic progress, climate change, safety and security, quality of life and transport for all. Decision-makers and key stakeholders will be looking for confirmation that the project is consistent with key national,

regional and local policies each with a strong focus on sustainable development.

In response to these priorities, we will support TfL in developing a Sustainability Strategy which provides a set of guiding principles intended to help make sustainability thinking an integral part of the decision-making and culture of the project with regard to TfL Sustainability Framework; TfL Sustainability Toolkit, The London Plan; Mayor's Transport Strategy (under consultation); Mayor's environment strategies; Tower Hamlets Local Plan (draft); and Southwark Local Plan (draft). The sustainability strategy will provide a framework that:

- embeds sustainability thinking into the overall requirements and objectives for the project;
- sets performance benchmarks;
- demonstrates how the project will be designed and delivered in a sustainable way;
- supports more sustainable patterns of regeneration and growth in and around London; and
- supports and compliments the project's CEEQUAL aspirations for a 'Very Good' to 'Excellent' award.

To facilitate the accelerate the implementation of sustainability/environmental principles within the project team we will:

- co-locate key staff with TfL and design team to ensure efficient understanding of scheme opportunities and constraints;
- conduct team briefings, raising awareness of key sensitivities;

- hold joint site visits with environmental and design team specialists;
- provide specialist environmental inputs into the design development process via iterative design reviews, specialist roundtables and mitigation workshops; and
- document all opportunities for inclusion of sustainability aspects, using a Sustainability Design Considerations Log with supporting information on short, medium and long-term benefits and how ownership will be transferred through different phases of the project.

Throughout the design process we will review and evaluate options that are being developed to ensure environmental and sustainability constraints, risk and opportunities are considered. We recommend this done through an agreed decision framework which considers risks across all project aspects (e.g. cost, land and property requirements, constructability, programme, consents, regeneration/growth etc). We have successfully developed equivalent frameworks for other TfL projects such as Crossrail 2 and Dingwall Road Loop Tram extension. Appropriate records will be maintained to document the decision-making process towards a single option which can be presented at statutory and public consultation. These records will also form a key component of the 'alternatives' section of the Environmental Statement (ES) as required by the EIA Regulations. We will address issues that relate to both construction and operational phases of the scheme. Our GIS system will track revisions of the design throughout the project, including those influenced by stakeholders.

We will maintain clear environmental mitigation and sustainability opportunities registers throughout the development of the scheme. These will provide a record of the mitigation proposals that are under consideration and their status; i.e. whether they have been rejected, adopted, are awaiting consideration, or have been approved (including variations retained for consideration during future detailed design). A Sustainability Appraisal will record the development and success of the sustainability strategy and the CEEQUAL scheme.

#### 1.4 E3 - Environmental Surveys

A programme of site surveys will be required on proposed worksites areas on the north and south banks of the river and potentially within the river itself, depending on location of bridge piers and supporting construction facilities. The surveys will provide the evidence base for both the sustainable design process, the EIA and discussions with stakeholders. The logistics of planning and seeking access for these surveys may require significant forward planning and cooperation with TfL's property/third party landowners/statutory organisations and could be time critical due to the potentially long lead in times to secure access. We have identified the survey priorities in the table below. We will ensure that the survey programme is conducted as efficiently as possible, maximising the time spent on data collection and field work and minimising travel and administrative costs.

As field data is collected throughout the project, it will be stored within our GIS system, utilised by our assessment teams and available to other Work Packages, and suitable for use for the entire lifecycle of the project, not just the consenting phase. Based on the information available to date, we consider that the following field surveys are likely to be required:

**Table 1: Potential surveys**

Survey Type	Potential Scope	Timing
Ecology	Intertidal surveys on mudflats of the River Thames	Ideally the lowest tide of the month but not seasonally dependent
	Sub tidal surveys in locations where bridge piers/foundations will be positioned	Best time can be end of summer growth period September and October
	Phase 1 habitat	Ideally April to September
Landscape and Visual	Winter and Summer visual assessments and night time views/lighting	Winter – November to January Summer – May to July

Survey Type	Proposed Surveys	Timing
Noise	Bassline attended and unattended noise surveys	Not time restricted

The following surveys may be required but would be confirmed on receipt of scheme design/construction methodology, or the outcomes of initial surveys.

Table 2: Surveys: subject to confirmation

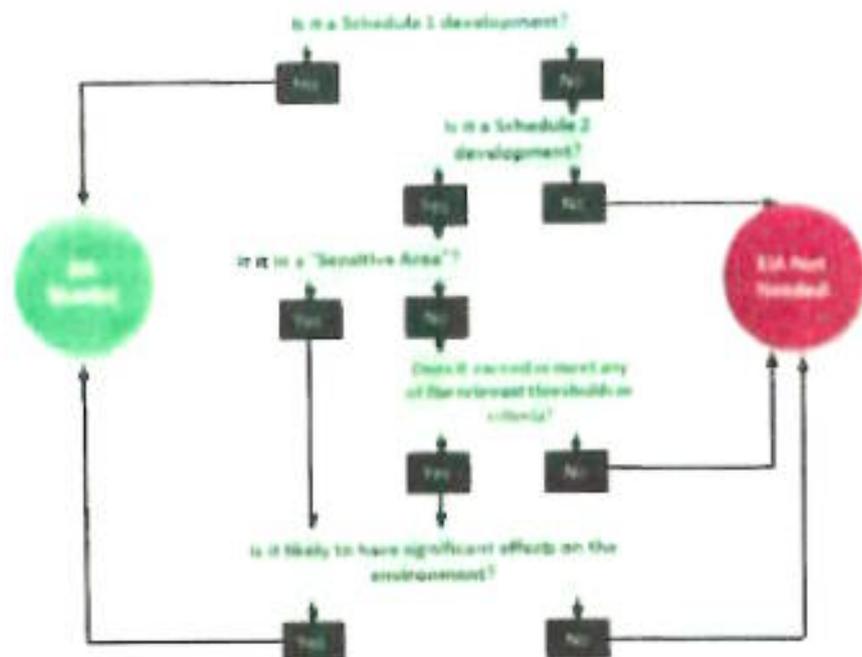
Survey Type	Proposed Surveys	Timing
Ecology	Protected species surveys Marine mammal/boats Eels Salmonids	Dependent on findings of Phase 1 habitat survey Could potentially use ZSL Thames Marine Mammal Survey Database in lieu of project specific surveys (if less than 3 years old). Potentially assume presence of species, and advise on avoidance/mitigation strategies e.g. timing of piling/channel works.
Aquatic Noise	To be determined when construction methodology is proposed	It may be possible to avoid aquatic noise surveys if commitments to undertaking construction outside sensitive time periods.

For other topic areas where we have not identified the need for surveys, we believe there to be sufficient information available from alternative sources (i.e. existing national, regional and local monitoring and survey programmes as well as other secondary databases)

### 1.3.14 EIA Screening and Screening 1.1 and 1.1.1

#### 1.3.1 Screening

The choice of consent route is still to be determined (either applications under Town and Country Planning Act or a Transport and Works Act Order) but both routes would follow the principles set out in Town and Country Planning (Environmental Impact Assessment) Regulations that came into force in May 2017. The regulations are more prescriptive about the information to be included in screening opinion requests, including a requirement to provide a description of the likely significant effects of the proposed development on the environment and any mitigation measures designed to avoid or prevent the occurrence of significant environmental effects. This provision introduces an opportunity to avoid EIA by front loading the assessment and committing to mitigation and monitoring early in the process.



It will be important to ensure that any commitments made at this stage are deliverable as they are likely to be carried through and imposed as conditions to any planning permission which is subsequently granted. Typically, we undertake the process illustrated below to determine if a project had the characteristics of EIA development. Previously, for similar projects such as the Emirates Air Line, TfL have taken the view that the project was EIA development, no screening opinion was sought and EIA was undertaken to support the planning consent process. To

determine the best way forward for TfL in this case, we will undertake early discussion with the project team to enable early engagement with LPAs and Statutory Consultees.

### 3.2 EIA scope and method

It is widely recognised that EIA and environmental statements have been growing disproportionately in size, scale and complexity and there is recognition within the industry that it should re-focus on addressing the 'significant' environmental effects of a development, as required by the regulations, concentrate assessment work on the most important issues. In practice, this means undertaking a better scoped, more focused EIA to avoid extraneous work; it means reporting the right information at the right level of detail to convey the necessary (significant) issues.

Assuming the project is EIA development under the 2017 regulations, we would work with TfL to negotiate an EIA scope which is appropriate and proportionate in relation to the likelihood of significant effects of the scheme. There is time in the programme to collect an evidence base and undertake informal scoping with key stakeholders reducing requirements for extraneous technical information. Where possible, we would look to use modern communication techniques to convey the principal information simply and graphically, while ensuring full access to the technical detail where required (see Innovations – Section 4).

The map provided in Appendix A illustrates some of the key environmental and considerations of the Rotherhithe/Canary Wharf corridor. Notable points are:

- There are a limited number of designated listed buildings in on the northern and southern banks of the river, mainly related former dockyards/wharfs which historically occupied the area. There are no conservation areas near the route corridor;
- The riverfront on the southern side contains the Borough, Bermondsey and Rivers Archaeological Priority Area;
- The River Thames is a Site of Importance for Nature Conservation;
- The route corridor lies in Flood Zone 3 (and having a 1 in 100 or greater annual probability of river flooding) albeit protected by the Thames Barrier;
- The route corridor is within two Air Quality Management Areas; and
- There are several cycle routes (Greenways) in the surrounding area and the Jubilee Line between Canada Water and Canary Wharf lies to the north of the route corridor.

Our aim is to support TfL in undertaking a proportional EIA for this scheme by undertaking an initial appraisal for the main EIA topics to justify inclusion or exclusion from the full EIA. Our scoping proposals could be discussed informally and agreed with key statutory stakeholders, prior to the formal request for a scoping opinion. We have successfully used this approach for TfL on Crossrail 2, reducing both the technical and geographical scope of future EIA assessments.

Table 3 sets out our preliminary views on the likely scope of the EIA but we would discuss and agree with TfL and other key stakeholders in advance of seeking a scoping opinion.

**Table 3: Potential scope of EIA**

Topic	Scope	Justification
Air quality	Scope out	We fully appreciate that London suffers from poor air quality, that it is a key political issue and there are measures being introduced by the GLA and TfL to address this. However, we anticipate the requirements included in the Code of Construction Practice will control and mitigate standards such as the introduction of a Low Emission Zone for Non-Road Mobile Machinery <sup>4</sup> , and standard management measures to control dust around workites are unlikely to result in significant effects during construction.  As the bridge will be for pedestrian and cyclist use only, the main changes in air quality would occur if the scheme facilitates significant modal shift and changes occur in ambient concentrations of

Topic	Scope	Justification
Archaeology	Scope in	nitrogen dioxide (NO2) and particulate matter (in the form of PM2.5 and PM10) during operation. Although the bridge will offer an alternative transport link, the likelihood of it being the sole source of significant air quality improvements is limited, without the implementation of wider policy measures.
Ecology	Scope in	The River Thames is designated a Site of Importance for Nature Conservation. Potential impacts to the intertidal, sub-tidal and general aquatic environments will need to be explored. The Environment Agency are concerned about loss of in channel habitat and mitigation opportunities. There appears to be limited ecological sensitivity on the banks north and south of the river but we recommend carrying out a Phase 1 habitat survey to confirm this. The outcome of this survey will determine if continued inclusion in the EIA is required and will inform the design.
Population and health	Scope tbc	Both Southwark and Tower Hamlets score highly on the Index of Multiple Deprivation and the provision of a new connection across the river offers an alternative mode of active travel across the river with access to the Southwark and Canary Wharf Opportunity Areas. This may have a significant positive impact on the healthy lifestyles by providing a convenient, quality and safe pedestrian and cycle route across the River Thames. Whether these points are effectively scheme objectives which are already established in the project need/business case, or whether these aspects need to be studied further is a point for discussion with TfL.
Flood risk Hydrodynamics climate resilience	Scope in	The construction of new bridge elements within the River Thames and adjacent to the flood defences has the potential to cause several impacts including increased surface water run-off, mobilisation of sediment and scouring at bridge piers, loss of integrity of flood defence walls and general decreases in water quality.
Heritage (built)	Scope out	As illustrated on the map in Appendix A, there are limited locally or nationally designated heritage features within the study area and absence of conservation areas. On initial review, the likelihood of direct impacts to listed buildings or significant changes to historic settings is low.
Land quality	Scope out	The route corridor on both sides of the river, historically used as the London Docks. Both areas have undergone significant redevelopment for residential and commercial uses and the likelihood of significant contamination being present is low. Measures set out in the COCP would ensure that no significant effects will arise.
Landscape and visual	Scope in	The river crossing would lie within the London Plan Thames Policy Area, which promotes high quality design that respects the special character of the River Thames. The existing landscape and townscape character is unlikely to be significantly affected by the construction of the river crossing and could potentially be scoped out of the EIA. The presence of construction activity would not be unusual given the wide scale redevelopment which is on-going in the general area. The presence of the eye-catching bridge could create a positive new element within its urban setting. Recommend visual assessment is undertaken for the permanent structure which may include lighting/night time views.
Noise and vibration	Scope in	The area along the proposed route corridor comprises a mixture of residential, commercial and industrial land use. The major sources of background noise include aircraft, distant road traffic and vessels using the river. It is recommended that the noise assessment focuses construction phase of the project. As the bridge is intended for pedestrian and cycling use, it is unlikely that an assessment of noise in the operational phase is required.
Accidents and disasters	Scope tbc	The scheme will be designed to include appropriate navigational protection. Risks from other accidents and disasters will need to be established by the project team and key stakeholders such as the PLA to determine if further assessment is required.

It is noted that that the Transport Assessment is being carried out by TfL and we will be responsible for producing a Transport Chapter for the ES.

It will be important to ensure this more proportional approach is effectively communicated at an early stage to the end audience so that expectations are well managed. Experience of this approach on other projects has been well received and is chiming with the sentiments the industry body IEMA who have recently launched their 'Delivering Proportionate EIA' guidance and where our work on Crossrail 2 regarding this issue has been used as a case study.

<http://www.iema.org.uk/wp-content/uploads/2016/07/2016-07-20-IEMA-Delivering-Proportionate-EIA-Guidance.pdf>

### 1.1.1 EIA process, assessment and mitigation development

The EIA technical assessments will be undertaken by appropriate competent experts who will be responsible for proposing and agreeing methodologies with proportionate spatial, temporal and technical scopes. Assessments will be undertaken at agreed points throughout the design development programme. Design and construction information will need to be transferred to the EIA team at agreed times and in agreed formats and we can provide TfL with these details. A fundamental part of the EIA process is the feedback of the emerging results into the design and

decision-making process. As potential significant adverse effects are identified, these would be fed into the design process so that, where possible, they can be mitigated until the residual effects are deemed to be as low as reasonably practicable.

We would run mitigation workshops to discuss and agree measures that TfL is willing to adopt either as incorporated mitigation or as a mitigation option. As part of this process we would also consult with key stakeholders on key mitigation and should help in reducing the potential for objections, particularly from key stakeholders such as the local planning authorities and other statutory bodies. A Mitigation Register would be established and would be continually updated to reflect this process. We would strongly suggest that once established the mitigation register would be a regular item for discussion between TfL and ourselves.

The methodology for undertaking health assessment within an EIA is a new and evolving process under the new regulations and we acknowledge that TfL are developing their approach with respect to this. Our approach broadly follows that of the London Health Urban Development Unit (HUDU)<sup>4</sup> and will use information collected as part of the wider EIA (e.g. changes in air quality, noise levels, pollution, land quality), accessibility and active travel information, and safety and personal wellbeing changes. The significance of health effects will be indicated by reference to whether public or environmental health standards may be breached, professional judgement of health professionals, and their importance to communities and/or key stakeholders. Feasible mitigation measures will be identified where appropriate to avoid significant health effects, or reduce these to acceptable levels.

#### 1.5.4 Developing a suitable ES and NTS

As well as meeting the legal requirements, the ES is an important communication tool. We understand that the traditional approach can result in ES documents which are unwieldy and difficult to navigate, with the key information decision makers require lost in a plethora of technical data. We would seek to develop an intelligent and concise ES that would:

- explain clearly how environmental concerns have influenced the design of the scheme and what benefits this provides;
- be clear and accessible for a wide range of groups, including decision makers and the general public. It would be suitably presented to represent the linear nature of the project;
- reflect a proportionate EIA process through clearly articulated significant effects, both adverse and beneficial, along with incorporated mitigation and mitigation options (further/additional mitigation);
- cover the geographic and technical diversity that will be required to meet the legal requirements and the needs of different audiences in a straight forward way; and
- lend itself to supporting the post consent detailed design and construction phases and ensure that the environment requirements set out in the ES and other consent approvals are clearly communicated and implemented.

We are seeking to produce an ES which will communicate with a wide range of interest groups and carry levels of technical appreciation from the expert to the general public.

We will work closely with TfL to ensure that the ES meets your requirements and there will be an iterative process of review and comments so you can be confident in the progress and quality of submission. The final review of the assessment will be undertaken in collaboration with the TfL Consents team and your other professional advisors. This will ensure that the assessment meets

all your requirements and will provide you with a robust assessment of the environmental effects of the proposed scheme.

#### 1.8.11 Supplemental CoCP

##### 1.8.11.1 CoCP

We understand that TfL has developed a standard Code of Construction Practice (Part A) for this project. Southwark and Tower Hamlets also have CoCPs for their boroughs, along with guidance produced by the GLA (e.g. Sustainable Design and Construction SPG). We will customise the TfL template with local/project specific information and mitigation measures identified in the EIA to ensure any likely significant effects during the construction phases are kept to a minimum and best practice is applied across the programme. We have previously prepared CoCPs for a wide variety of projects such as the Emirate Air Line, HS2, Dingwall Road Loop, Boston Barrier and numerous road schemes for Highways England.

##### 1.8.11.2 CEEQUAL

Our CEEQUAL assessors have significant experience of supporting clients in undertaking CEEQUAL assessments and using this system to improve the sustainability performance of projects by influencing the design. We will integrate the CEEQUAL into the package of sustainability actions for this project including the sustainability strategy, energy statement and sustainability appraisal, with the aim of achieving a CEEQUAL score of 'very good', aspiring to 'excellent'. We are currently undertaking the CEEQUAL assessments on Northern Line Extension and White Hart Lane Station Upgrade for TfL and recently supported the Environment Agency in achieving a Whole Team 'Excellent' Award for the Boston Tidal Barrier in Lincolnshire.

##### 1.8.11.3 Sustainability Assessment

The sustainability performance of the project will be recorded in the Sustainability Assessment which collates and consolidates this information and reports it in a comprehensive way (e.g. progress against the aspirations set out in the Sustainability Strategy, EIA outputs, likelihood of achieving CEEQUAL standards, progress towards Mayor's targets for carbon dioxide reduction etc). We will use TfL's Sustainability Assessment Toolkit as the framework for reporting and expect this report to accompany the consent application. The assessment would also make recommendations to ensure sustainability targets and measures are included in future project requirements, procurement strategies and contract documentation. We are currently using this approach for TfL on projects such as Crossrail 2, Northern Line Extension and Dingwall Road Loop.

##### 1.8.11.4 Equality Impact Assessment

We have significant experience of conducting EQIAs for major infrastructure schemes, policies and strategies and identifying the issues faced by protected groups as identified in guidance set out in the Equality Act (2010). These issues may affect these groups as a result of the proposed scheme are identified for five key themes as follows; **Safety**: How the extent they may be at risk to crime / security and accidents; **Infrastructure**: How easily specific groups can use the proposed scheme; **Other forms of travel**: How the provision of walking and cycling routes, parking and impacts on public transport and construction traffic associated with the proposed scheme may impact on these groups; **Access**: How they may access facilities and services differently due to the proposed scheme, and how easily they can access information; and **Environment**: How they can be affected differently by the environmental effects arising the proposed scheme. We have conducted the EQIA for sections of the HS2 scheme and are currently reviewing the Mayor's new Economic Development Strategy (IIA including EqIA) and have previously conducted EQIA on TfL's Private Hire Regulations Review.

## 1.5.2 Energy

Given the unique nature of the proposed river crossing, we will agree an appropriate methodology to demonstrate the Mayor's targets for carbon dioxide emission reductions. TfL, Mott MacDonald and Temple are signatories to the Infrastructure Carbon Review which sets out a series of actions for government, clients and suppliers to reduce carbon from the construction and operation of the UK's infrastructure assets. It may be more appropriate to develop a construction and operational carbon footprint for the project using (PAS) 2080 – Carbon Management in Infrastructure methodology which could be updated at various stages throughout the project (from concept design to operation). We have produced energy calculations and statements and carbon footprints for a wide variety of infrastructure projects across London including Crossrail 1, Crossrail 2, London Tramlink, Emirates Airlink and Counters Creek Flood Alleviation Scheme

## 1.5.3 Health

Our approach to health assessment is set out in Section 1.5.3.

## 1.7 E6 – Environment and Sustainability input into consultations

The TfL client team will be leading the Stakeholder Management Plan. However, we will provide direct support, particularly with environment stakeholders, in delivering the plan. The success of the scheme will require strong, structured and effective engagement with key third party stakeholders, including LBs of Southwark and Tower Hamlets, the GLA, statutory authorities such as the Environment Agency, Marine Management Organisation, Port of London and Natural England, and local interest groups to identify and address their concerns and maximise opportunities presented by the new crossing.

The current project timetable details one public consultation event in early 2018 and targeted engagement throughout 2019. We would work closely with TfL to prepare a range of publicly available information (e.g. for TfL's website) and scheme consultation material, including leaflets, brochures and short videos and environmentally specific material where required. The latter might include the existing environment (based on available information), the further work to be undertaken to complete the EIA, an initial assessment of the potential effects of the proposed scheme and likely mitigation measures to address negative impacts and enhance the scheme overall). We would directly support public consultation events such public meetings, drop-in information events and 1-2-1 meetings with local authorities, local community or special interest groups where required. This would include attendance by technical specialists e.g. townscape, community etc.

We will directly support the client team with:

- preparation of material for regular engagement meetings with statutory bodies throughout the EIA process;
- agreement to EIA topic methodologies and development of mitigation measures; and
- undertaking briefings, site visits, and design reviews with statutory consultees where required.

## 1.8 Support for other Environmental Consents and Licences

Mott MacDonald and Temple can support the TfL Planning Consents Team with submissions for other supporting environmental consents and licences including Marine Licences, River Works Licences and various Environmental Permits. We would seek to make efficient use of the information collated during the design development and EIA processes and ensure that the wider project programme/consents register reflects the time required for to submit these applications.

## 2 Programme and resources

### 2.1 Mainland Project Programme

A resourced project programme accompanies this tender submission (in MS project and pdf format). In developing this programme, we have made the following assumptions:

- the MS programme has been developed in line with the TfL summary programme provide is based on the milestones provided in the TfL tender programme;
- mobilisation of the survey teams within four weeks of contract award and assumes TfL will arrange access to third party land. This also allows seasonally dependent surveys such as the phase 1 habitat survey to be undertaken before the end of the optimal season;
- the inclusion and exclusion of EIA topics within the programme is explained in Section 1.5 of this tender;
- it is assumed that an EIA screening will not be formally requested;
- the provision of construction and operational information will be timely and contain the required level of detail to allow scoping of the EIA and drafting of the Environmental Statement and other documents;
- assumes a Scoping Opinion is received within 5 weeks of request;
- the preparation of Environmental Statement chapters will begin once the design is frozen to, for example, have certainty and allow models to be run on the correct design information; and
- the drafting of the transport assessment EIA chapter is on the assumption that information will be provided by TfL in the required format so that data will not require re-working





### 3 Team structure

#### 3.1 Our delivery team

We have identified a team structure that will allow us to make the most effective use of our combined experience and specific expertise as the project evolves. Our proposed team and structure provides an experienced core team that will continue through all phases, with access to technical expertise and advice throughout the duration of the project as the scope evolves.

This comprises:

- Leadership team – a dedicated team who will lead the commission through design development and into the consenting phase and beyond as required; and
- Technical teams – technical discipline expertise, brought in as required.

Each of the above will be supported by colleagues, the composition of which will respond to the phase of the project and be adapted to ensure cost efficient delivery. The following sections provide a brief description of the key roles and personnel.

An organisation chart (Appendix B) and CVs for key personnel (Appendix C), including their suitability for nominated roles, are appended.

We have selected our team members on the basis that they each have:

- availability, capability and experience to bring lessons learnt from previous similar projects;
- seniority to ensure efficient and effective delivery; and
- individual dedication to this project.

We envisage that our Commission Manager and EIA/Sustainability Co-ordinator will be partially co-located with the client and design team. Other team members are available to support the project as required.

#### 3.2 Key staff

CV's of the following key staff are presented in Appendix C:



Table 4: Other Leadership Team Members

Name	Role	Organisation
[Redacted content]		

### 1.1 Supporting technical specialists

Each environment and sustainability topic will be led by a Technical Expert, who will provide technical governance for the topic work undertaken, including methods and technical quality of all outputs and consultation activities. Our Technical Experts are in general acknowledged as leaders in their respective fields and well experienced in expert witness testimony, should it be required. Our technical leads will be supported by other qualified staff as required.

Table 5: Technical delivery teams

Team      Support      Specialist      Engagement

Team	Support	Specialist	Engagement
Air quality			
Archaeology			
Carbon/energy			
Ecology (Terrestrial)			
Equality/racial/ethno-economics			
Built Heritage			
Land quality			
Noise and Vibration			

## 4 Innovations – streamlining and efficiencies

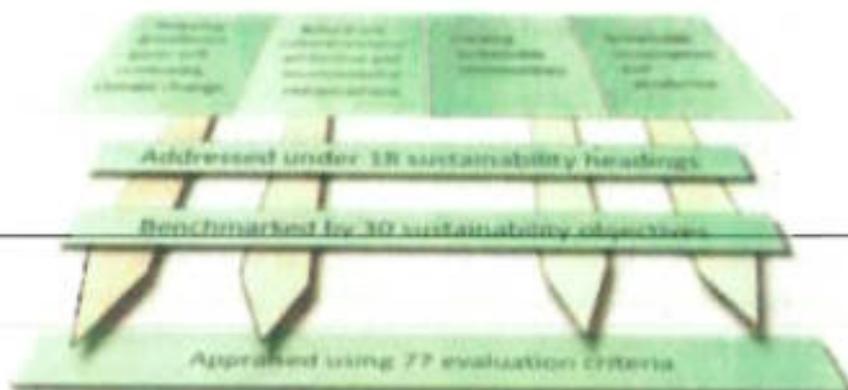
Mott MacDonald and Temple will innovate by applying the lessons learnt from other major infrastructure schemes that have inspired our team to consider novel approaches to achieving sustainable design outcomes, making the EIA process effective and producing engaging and informative environmental statements and supporting documents. We present a selection of innovation concepts below.

### 4.1 Web-based GIS data and map-sharing

Mott MacDonald's tried and tested web-based tool (called GiGi) can be used for sharing digital data across teams, companies and locations, through their browsers without specialised software. This ESRI-based GIS platform allows tight version control, rapid data sharing and quality assurance. Importantly, we believe this system has the potential to be adapted to support more intelligent delivery of environmental information the public (see 4.3 below). The system has been successfully used as a collaboration tool on HS2 Phase 1 and Crossrail 2 and is widely seen as the market leader within the industry. On Crossrail 2, in addition to supporting the design development process, it is being widely used to engage with statutory bodies and underpins online and hard copy materials being produced for public consultation and provides the engineering interface between TfL and Network Rail.

### 4.2 Integrated option appraisal framework

Temple have developed and honed an option appraisal process and tools, e.g. the Sustainability Optioneering Review Tool (SORT) which allows rapid, consistent comparison of route and station options. This draws heavily on GIS, ensuring that option comparison is repeatable and efficient, and leaves a robust record to support the future development of the scheme. Importantly, the process is built upon a framework of criteria that already encompass the various environment and sustainability criteria of webTAG and other Government strategies – this will help to avoid unnecessary re-handling of information for different outputs. Importantly, this was part of the evidence that allowed HS2 to pass successfully through its Judicial Review.



We will work with the client team and other Work Packages to tailor this framework to the specific needs of and processes of the Rotherhithe to Canary Wharf River Crossings project.

### 4.3 Proportional assessment

Many Scoping Reports and ES's are lengthy, cumbersome and prevent their audiences understanding key issues quickly. For Crossrail 2, our scoping report is presented as a website which contains interactive mapping (sourced from the GiGi system) allowing users to explore key geographic features; contains embedded 'you tube' videos which provide information and visualisations relating to certain issues (e.g. construction techniques); is linked to the main Crossrail 2 project website; and allows statutory consultees to submit their scoping responses via comment boxes on each web page. The website, the first of its kind in the UK, will be launched at

the next round of Public Consultation in 2018 with the aspiration that the ES is also an online product.



#### 4.2 Augmented reality

Smartphone and tablet applications can convey through augmented reality technology how a scheme would appear visually and hence provide an engaging and immersive experience for all stakeholders to experience the proposals. The embedded geo-location capability of the mobile devices would be able to place the 3D models, extracted from BIM, in their appropriate context and gather feedback from end users, not only from those with positive or negative comments but also, via the application analytics, those who 'just' viewed and hence provide objective evidence on neutral stakeholders, often not engaged or understood during consultation exercises. Our team have created several AR applications to overlay historic features and new developments on existing land and townscapes which have been hugely informative in stakeholder discussions.

#### 4.3 The Carbon Portal

The Carbon Portal has been developed by Mott MacDonald using the infrastructure industry's most comprehensive carbon data. It is the first carbon calculator to directly measure the capital and operational carbon footprint of BIM-designed assets and is an enabler of low carbon design. Users can quickly calculate the capital and operational carbon footprint of competing designs, and to see the impact of design modifications across the entire project. The Carbon Portal is based on a 'drag and drop' system which is intuitive to all software users. BIM data can be easily imported, with users adjusting for quantity to provide immediate calculations. Carbon is a proxy for cost, and using carbon as a performance metric encourages creative design and construction solutions. The Carbon Portal can play an important role in showing the value of innovation. It will become a key enabler allowing alternative designs to be easily tested, compared and value engineered.

## 5 Information barriers

### 5.1 Our approach

Mott MacDonald may wish to tender for the Design and Build Contract in relation to this project. We recognise the need to provide an ethical barrier between those members of the project team employed on owner side of the project and those employed on the tender for and potentially subsequently the delivery of the Design and Build Contract.

Part of Mott MacDonald's 'Business as Usual' processes allow us to deal with these challenges, as they are business as usual requirements with many of our clients including HS2, Crossrail and Thames Tideway, where we have worked both Client side, and Contractor side, as part of a Design and Build arrangements.

### 5.1.1 Information security

As part of our Business Management System requirements for projects with Secure Project Information (i.e. projects with special security or confidentiality requirements), we would:

- undertake an Information Security Risk Assessment (considering for example risk of loss of confidentiality, loss of integrity or loss of availability of information);
- develop an Information Management Plan (including consultation with TfL);
- brief out the Information Management Plan to our team;
- regularly review information risks and arrangements at our Monthly Project Control Meetings;
- review and update the Information Security Risk Assessment and Information Management Plan as necessary.

The following would be considered in developing the Information Management Plan:

- customer requirements
- working practices
- separation of people
- separation of location
- separation of data storage
- separation of Management

At project commencement, we would also develop a 'Project Plan of Work' in line with our Business Management System for all our projects. The Project Plan of Work would identify project-specific requirements, to be agreed with TfL, for control of information and deliverables, including correspondence, records of meetings/discussions and documents (reports, drawings, calculations, presentations, etc). This must also include the requirements and responsibilities for checking and approval of incoming documents and information and deliverables produced on the project. Additionally, we operate a robust audit process where Information Security of our projects is validated as part of this process.

### 5.1.2 Separation of Data Storage

Project data is stored on our document management system ("PiMS"), which has the following key characteristics:

- designed as an operational high-availability enterprise-wide document management and control system;

- implemented using a clustered virtualised architecture to support live, failover, test and development environments;
- engineered to be a collaboration tool so that employees have appropriate access to information. All projects are considered either Standard (Confidential) or Secure. All Secure projects are allocated an individual access controlled locked-down area within PiMS to ensure only those staff that are specifically entitled to view the information can access.
- has all interactions logged. A full audit trail is maintained for all uploads, updates and deletes, download, and viewing actions on both data and metadata;
- the primary locations for the PiMS infrastructure are in Tier 3 or Tier 4 classified Data Centre locations in the appropriate Global region;
- all data at the primary location are replicated and mirrored hourly to a secondary datacentre which is designed to act as a failover;
- as well as mirrored replication, all data contents are also written to magnetic tape at the failover location; and
- magnetic back-up media is removed daily and stored at another secure 3rd party location.

#### 5.1.3 Separation of Personnel Management

We will ensure that key resources nominated by this proposal are precluded from working for bidding consortia. They will not be involved in any way with any bid or contract to provide services to any construction bidder for the Rotherhithe to Canary Wharf River Bridge Project.

Mott MacDonald is an organisation of over 17,000 staff, a significant proportion of which specialise in complex civil engineering infrastructure design projects. In addition, we have significant bank of approved sub-consultants and architects from which to call upon as required. We are confident that the experience of our staff and size of our business will be able to support different contracts.

#### 5.1.4 Conflicts of Interest

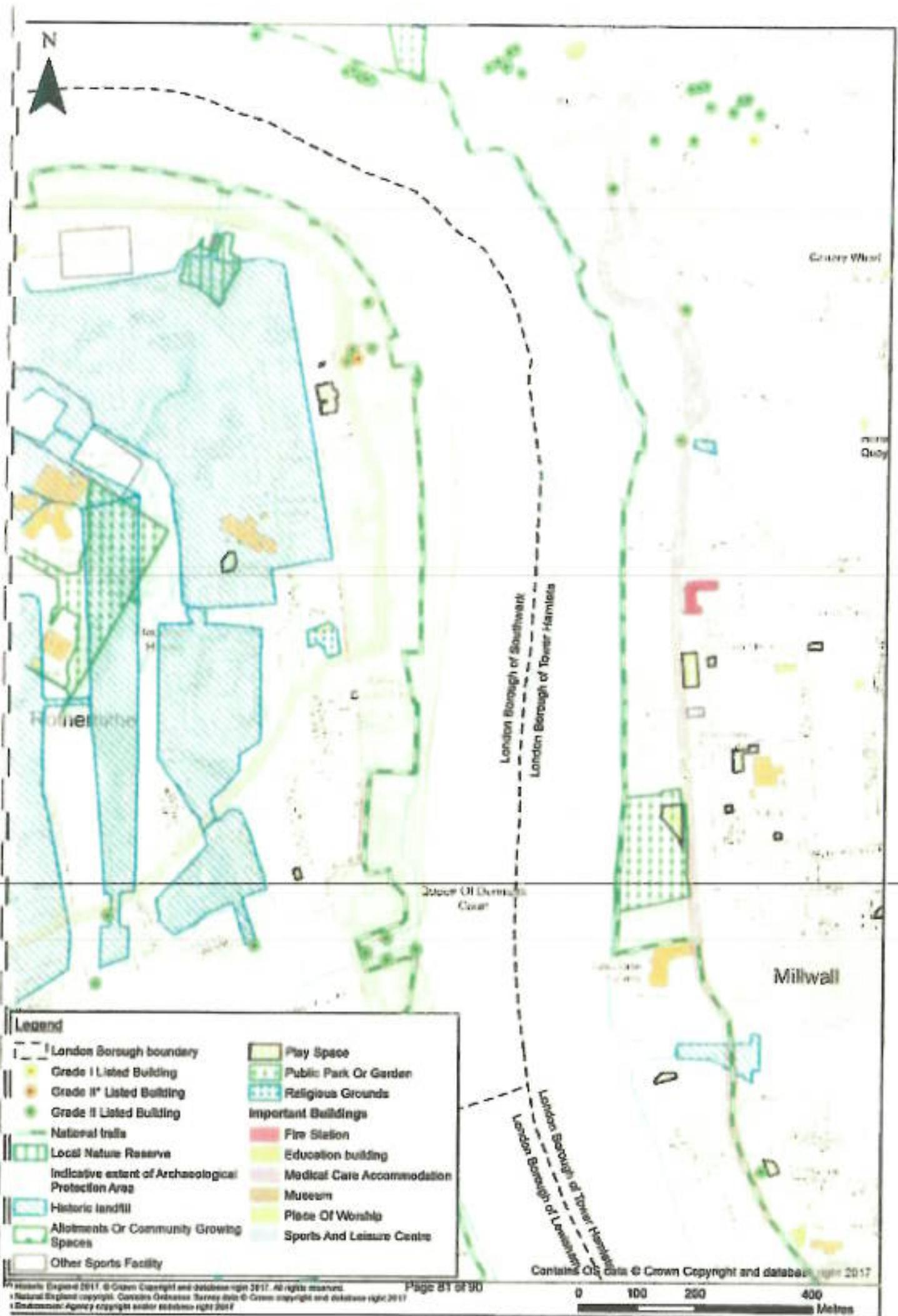
Mott MacDonald / Temple acknowledge that if we are appointed there is a potential for conflicts of interest to arise during the project lifecycle. If potential conflicts are identified at any time we would adopt mitigation measures to prevent an actual conflict arising. We are jointly committed to working in a responsible manner and as such follow the conflict of interest policies of the Department for Transport (DfT) and the Institute of Directors (IoD) whereby conflicts are Identified, Declared and Managed. Mott MacDonald / Temple has experience in enforcing this policy through our work on large infrastructure projects.

We also wish to draw your attention to the fact that Temple are currently retained as the London Borough of Tower Hamlets (LBTH) lead supplier on their ES Review Framework. However, the framework has been set up in a way which prevents any conflicts of interest arising, with LBTH having a secondary supplier. Should Mott MacDonald / Temple be successfully selected as TfL's preferred tenderer to provide environment support for the Rotherhithe to Canary Wharf River Crossing project we will inform LBTH of our involvement in the scheme and as such the second supplier on the framework would be available to be appointed on behalf of LBTH to undertake any review work related to this project, which they might require. In relation to this, we have already notified LBTH's Framework Manager that we are tendering for this work and the potential for this situation to arise, and they have no current concerns in relation to this.

## Appendices

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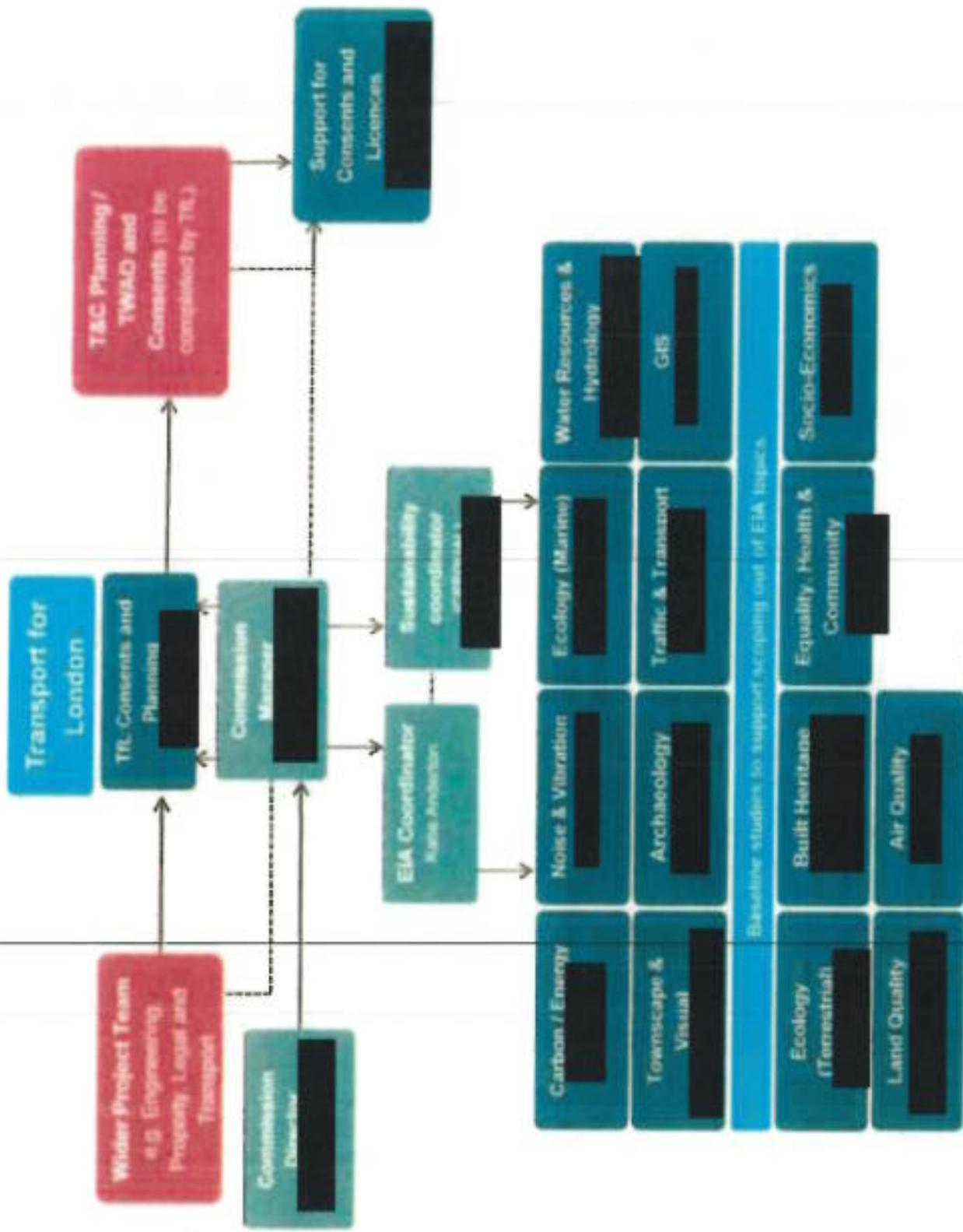
## A. Rotherhithe to Canary Wharf constraints map



**Legend**

- London Borough boundary
- Grade I Listed Building
- Grade II\* Listed Building
- Grade II Listed Building
- National trails
- Local Nature Reserve
- Indicative extent of Archaeological Protection Area
- Historic landfill
- Allotments Or Community Growing Spaces
- Other Sports Facility
- Play Space
- Public Park Or Garden
- Religious Grounds
- Important Buildings**
- Fire Station
- Education building
- Medical Care Accommodation
- Museum
- Place Of Worship
- Sports And Leisure Centre

## B. Project organogram



## C. Key CVs



