



Framework:	Client Support Framework
Supplier:	Jacobs UK Ltd
Company Number:	02594504
Geographical Area:	National
Project Name:	NEAS Environmental Project Manager Secondment – South
Project Number:	ENVNEAS110080
Contract Type:	Professional Service Contract
Option:	Option E
Contract Number:	29435

Revision	Status	Originator	Reviewer	Date

**PROFESSIONAL SERVICE CONTRACT - Under the Client Support Framework
CONTRACT DATA**

Project Name NEAS Environmental Project Manager Secondment – South West

Project Number ENVNEAS110080

This contract is made on 17 August 2020
between the *Client* and the *Consultant*

- This contract is made pursuant to the Framework Agreement (the "Agreement") dated 02nd day of July 2019 between the *Client* and the *Consultant* in relation to the Client Support Framework. The entire Agreement and the following schedules are incorporated into this contract by reference
- Schedules 1 through to 14 inclusive of the Framework schedules are relied upon within this contract.
- The following documents are incorporated into this contract by reference

Part One - Data provided by the *Client*
**Statements given in
all Contracts**

1 General The *conditions of contract* are the core clauses and the clauses for the following main Option, the Option for resolving and avoiding disputes and secondary Options of the NEC4 Professional Service Contract June 2017.

Main Option	Option E	Option for resolving and avoiding disputes	
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Secondary Options

X2: Changes in the law

X9: Transfer of rights

X10: Information modelling

X11: Termination by the *Client*

X18: Limitation of liability

Y(UK)2: The Housing Grants, Construction and Regeneration Act 1996

Y(UK)3: The Contracts (Rights of Third Parties) Act 1999

Z: *Additional conditions of contract*

The *service* is NEAS Environmental Project Manager Secondment – South West

The *Client* is

Address for communications

Address for electronic communications 

The *Service Manager* is 

Address for communications Environment Agency

Horizon House
Bristol
BS1 5AH

Address for electronic communications 

The Scope is in
NEAS_EPM_PSC Scope FINAL_22.4.20

The *language of the contract* is English

The *law of the contract* is
the law of England and Wales, subject to the jurisdiction of the courts of England and Wales

Classification: Internal

The *period for reply* is 2 weeks

The *period for retention* is 6 years following Completion or earlier termination

The following matters will be included in the Early Warning Register

Early warning meetings are to be held at intervals no longer than 2 weeks

2 The *Consultant's* main responsibilities

The *key dates* and *conditions* to be met are
condition to be met
'none set' 'none set' *key date*
'none set' 'none set'
'none set' 'none set'

The *Consultant* prepares forecasts of the total Defined Cost plus
Fee and *expenses* at intervals no longer than 4 weeks

3 Time

The *starting date* is 17 August 2020

The *Client* provides access to the following persons, places and things
access *access date*

The *Consultant* submits revised programmes at
intervals no longer than 4 weeks

The *completion date* for the whole of the *service* is 31 March 2021

The period after the Contract Date within which the *Consultant* is to
submit a first programme for acceptance is 4 weeks

4 Quality management

The period after the Contract Date within which the *Consultant* is to
submit a quality policy statement and quality plan is 4 weeks

The period between Completion of the whole of the *service* and the
defects date is 26 weeks

5 Payment

The *currency of the contract* is the £ sterling

The *assessment interval* is Monthly

The *expenses* stated by the *Client* are as stated in Schedule 6.

The *interest rate* is 2.00% per annum (not less than 2) above the
Base rate of the Bank of England

The locations for which the *Consultant* provides a
charge for the cost of support people and office
overhead are All UK Offices

The *exchange rates* are those published in
on

6 Compensation events

These are additional compensation events

1. Managing and mitigating the impact of Covid 19 and working in accorda
2. 'not used'
3. 'not used'
4. 'not used'
5. 'not used'

8 Liabilities and insurance

These are additional *Client's* liabilities

1. 'not used'
2. 'not used'
3. 'not used'

The minimum amount of cover and the periods for which the *Consultant* maintains insurance are

EVENT	MINIMUM AMOUNT OF	PERIOD FOLLOWING COMPLETION OF THE WHOLE OF THE <i>SERVICE</i> OR TERMINATION
The <i>Consultant's</i> failure to use the skill and care normally used by professionals providing services similar to the <i>service</i>	██████ in respect of each claim, without limit to the number of claims	██████

Loss of or damage to property and liability for bodily injury to or death of a person (not an employee of the <i>Consultant</i>) arising from or in connection with the <i>Consultant</i> Providing the Service	Which ever is the greater of ██████ or the amount required by law in respect of each claim, without limit to the number of claims	██████
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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 the contract	Which ever is the greater of ██████ or the amount required by law in respect of each claim, without limit to the number of claims	For the period required by law
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The <i>Consultant's</i> total liability to the <i>Client</i> for all matters arising under or in connection with the contract, other than the excluded matters is limited to	██████
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Resolving and avoiding disputes

The <i>tribunal</i> is	litigation in the courts
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The <i>Adjudicator</i> is	'to be confirmed'
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Address for communications	'to be confirmed'
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Address for electronic communications	'to be confirmed'
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The <i>Adjudicator nominating body</i> is	The Institution of Civil Engineers
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Z Clauses

Z1 Disputes

Delete existing clause ██████

Z2 Prevention

The text of clause 18 Prevention is deleted.

Delete the text of clause 60.1(12) and replace with:

The *service* is affected by any of the following events

- War, civil war, rebellion, revolution, insurrection, military or usurped power;
- Strikes, riots and civil commotion not confined to the employees of the *Consultant* and sub consultants,
- Ionising radiation or radioactive contamination from nuclear fuel or nuclear waste resulting from the combustion of nuclear fuel,
- Radioactive, toxic, explosive or other hazardous properties of an explosive nuclear device,
- Natural disaster,
- Fire and explosion,
- Impact by aircraft or other aerial device or thing dropped from them.

Z3 Disallowed Costs

In second bullet of 11.2 (18) add:

(including compensation events with the Subcontractor, i.e. payment for work that should not have been undertaken).

Add the following additional bullets after 'and the cost of ' :

- Mistakes or delays caused by the *Consultant*'s failure to follow standards in Scopes/quality plans.
- Reorganisation of the *Consultant*'s project team.
- Additional costs or delays incurred due to *Consultant*'s failure to comply with published and known guidance or document formats.
- Exceeding the Scope without prior instruction that leads to abortive cost
- Re-working of documents due to inadequate QA prior to submission, i.e. grammatical, factual arithmetical or design errors.
- Production or preparation of self-promotional material.
- Excessive charges for project management time on a commission for secondments or full time appointments (greater than 5% of commission value)
- Any hours exceeding 8 per day unless with prior written agreement of the *Service Manager*
- Any hours for travel beyond the location of the nearest consultant office to the project unless previously agreed with the *Service Manager*
- Attendance of additional individuals to meetings/ workshops etc who have not been previously invited by the *Service Manager*
- Costs associated with the attendance at additional meetings after programmed Completion, if delay is due to *Consultant* performance.
- Costs associated with rectifications that are due to *Consultant* error or omission.
- Costs associated with the identification of opportunities to improve our processes and procedures for project delivery through the *Consultant*'s involvement
- Was incurred due to a breach of safety requirements, or due additional work to comply with safety requirements
- Was incurred as a result of the *Client* issuing a Yellow or Red Card to prepare a Performance Improvement Plan
- Was incurred as a result of rectifying a non-compliance with the Framework Agreement and/or any call off contracts following an audit

Z5 Secondments

When appointing *Consultants* on a secondment basis only:

Add clause 19

19.1 The *Client* will from starting date to Completion Date indemnify the *Consultant* against any and all liabilities, proceedings, costs, losses, claims and demands whatsoever arising directly or indirectly out of the activities of the *Consultant* in providing the services save where such claims, in the reasonable opinion of the *Client*, arise from or are contributed to by:

19.1.1 Misrepresentation or negligence by or on behalf of the *Consultant* ;

or

19.1.2 The *Consultant* has acted contrary to the *Service Manager*'s reasonable instructions or wholly outside the scope of the *Consultant*'s duties as defined by the *Service Manager* .

Z6 The Schedule of Cost Components

The Schedule of Cost Components are as detailed in the Framework Schedule 6.

Z7 Linked contracts

Issues requiring redesign or rework on this contract due to a fault or error of the *Consultant* under this contract or a previous contract will neither be an allowable cost under this contract or any subsequent contract, nor will it be a Compensation event under this contract or any subsequent contract under this project or programme.

Z8 Requirement for Invoice

Insert the following sentence at the end of clause 51.1:

The Party to which payment is due submits an invoice to the other Party for the amount to be paid within one week of the *Service Manager*'s certificate.

Delete existing clause 51.2 and insert the following:

51.2 Each certified payment is made by the later of

- one week after the paying Party receives an invoice from the other Party and
- three weeks after the assessment date, or, if a different period is stated in the Contract Data, within the period stated.

If a certified payment is late, or if a payment is late because the *Service Manager* has not issued a certificate which should be issued, interest is paid on the late payment. Interest is assessed from the date by which the late payment should have been made until the date when the late payment is made, and is included in the first assessment after the late payment is made

Z9 Conflict of Interest

The *Consultant* immediately notifies the *Client* of any circumstances giving rise to or potentially giving rise to conflicts of interest relating to the *Consultant* (including without limitation its reputation and standing) and/or the *Client* of which it is aware or which it anticipates may justify the *Client* taking action to protect its interests. Should the Parties be unable to remove the conflict of interest to the satisfaction of the *Client*, the *Client*, in its sole discretion, may terminate this Contract.

Z10 Change in Control

The *Consultant* shall notify the *Client* as soon as reasonably practicable, in writing, of any agreement, proposal or negotiations which will or may result in a *Consultant* Change in Control and shall give further notice to the *Client* when any Change in Control has occurred. The *Client* may terminate this contract with immediate effect by notice in writing and without compensation to the *Consultant* within six (6) months of being notified that a Change of Control has occurred, or, where no notification has been made, the date that the *Client* becomes aware of the Change of Control, but shall not be permitted to terminate where the Client's prior written acceptance was granted prior to the Change in Control. A Change of Control is defined as per the Deed of Agreement, Z14.4.

Z11 Rate Increase Provision

Contracts with a duration of less than two years, which are extended over this duration by the *Service Manager* due to *Client* Scope increases, may apply a rate review as follows. The *Consultant* will charge the *Client* the contract staff rates for a minimum of two full years, and at the next annual rate review where a new staff rate list is accepted (as stated in Schedule 6), the new staff rate will apply to the contract as per Schedule 6. No Compensation Event is permitted for this different contract staff rate.

Z12 Waiver

No waiver shall be effective unless it is expressly stated to be a waiver and communicated to the other Party by the Service Manager in writing in accordance with the Contract, and with express reference to Clause Z12. The failure of either party to insist upon strict performance of the Contract, or any failure or delay in exercising any right or remedy shall not constitute a waiver or diminution of the obligations established by the Contract.

Secondary Options

OPTION X2: Changes in the law

The *law of the project* is the law of England and Wales, subject to the jurisdiction of the courts of England and Wales

OPTION X10: Information modelling

The period after the Contract Date within which the *Consultant* is to submit a first Information Execution Plan for acceptance is 2

OPTION X18: Limitation of liability

The *Consultant's* liability to the *Client* for indirect or consequential loss is limited to [REDACTED]

The *Consultant's* liability to the *Client* for Defects that are not found until after the *defects date* is limited to [REDACTED]

The *end of liability date* is [REDACTED] after the Completion of the whole of the *service*

Y(UK2): The Housing Grants, Construction and Regeneration Act 1996

The period for payment is 14 Days after the date on which payment becomes due

Y(UK3): The Contracts (Rights of Third Parties Act) 1999

term beneficiary

Part Two - Data provided by the *Consultant*

Completion of the data in full, according to the Options chosen, is essential to create a complete contract.

1 General

The *Consultant* is

Name and company number	Jacobs UK Ltd						
Address for communications							
Address for electronic communications							
The <i>fee percentage</i> is	Option E						
The <i>key persons</i> are	<table><tr><td>Name (1)</td><td rowspan="5"> </td></tr><tr><td>Job</td></tr><tr><td>Responsibilities</td></tr><tr><td>Qualifications</td></tr><tr><td>Experience</td></tr></table>	Name (1)		Job	Responsibilities	Qualifications	Experience
Name (1)							
Job							
Responsibilities							
Qualifications							
Experience							
The <i>key persons</i> are	<table><tr><td>Name (2)</td><td rowspan="5"> </td></tr><tr><td>Job</td></tr><tr><td>Responsibilities</td></tr><tr><td>Qualifications</td></tr><tr><td>Experience</td></tr></table>	Name (2)		Job	Responsibilities	Qualifications	Experience
Name (2)							
Job							
Responsibilities							
Qualifications							
Experience							
The <i>key persons</i> are	<table><tr><td>Name (3)</td><td rowspan="5"></td></tr><tr><td>Job</td></tr><tr><td>Responsibilities</td></tr><tr><td>Qualifications</td></tr><tr><td>Experience</td></tr></table>	Name (3)		Job	Responsibilities	Qualifications	Experience
Name (3)							
Job							
Responsibilities							
Qualifications							
Experience							
The <i>key persons</i> are	<table><tr><td>Name (4)</td><td rowspan="5"></td></tr><tr><td>Job</td></tr><tr><td>Responsibilities</td></tr><tr><td>Qualifications</td></tr><tr><td>Experience</td></tr></table>	Name (4)		Job	Responsibilities	Qualifications	Experience
Name (4)							
Job							
Responsibilities							
Qualifications							
Experience							
The <i>key persons</i> are	<table><tr><td>Name (5)</td><td rowspan="5"></td></tr><tr><td>Job</td></tr><tr><td>Responsibilities</td></tr><tr><td>Qualifications</td></tr><tr><td>Experience</td></tr></table>	Name (5)		Job	Responsibilities	Qualifications	Experience
Name (5)							
Job							
Responsibilities							
Qualifications							
Experience							
The <i>key persons</i> are	<table><tr><td>Name (6)</td><td rowspan="5"></td></tr><tr><td>Job</td></tr><tr><td>Responsibilities</td></tr><tr><td>Qualifications</td></tr><tr><td>Experience</td></tr></table>	Name (6)		Job	Responsibilities	Qualifications	Experience
Name (6)							
Job							
Responsibilities							
Qualifications							
Experience							

The *key persons* are

Name (7)
Job
Responsibilities
Qualifications
Experience

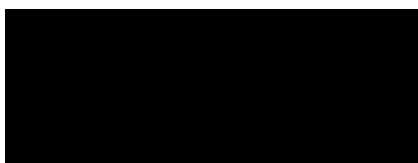
The following matters will be included in the Early Warning Register

3 Time

The programme identified in the Contract Data is
start date 1/9/20, end date 31/3/21, unless otherwise agreed

Resolving and avoiding disputes

The *Senior Representatives* of the *Consultant* are



Address for electronic communications



Name (2)
Address for communications

Address for electronic communications

X10: Information Modelling

The *information execution plan* identified in the Contract Data is
N/A

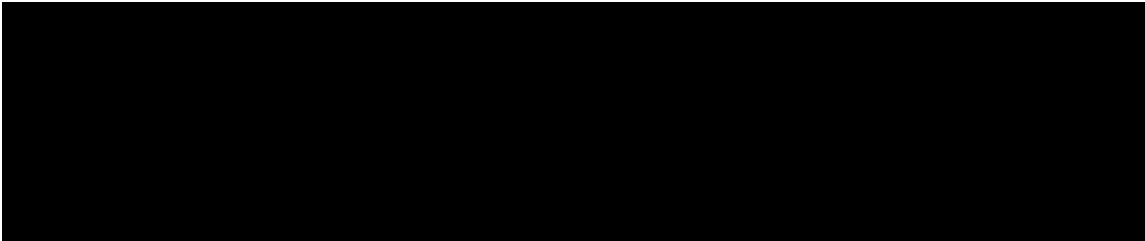
Contract Execution

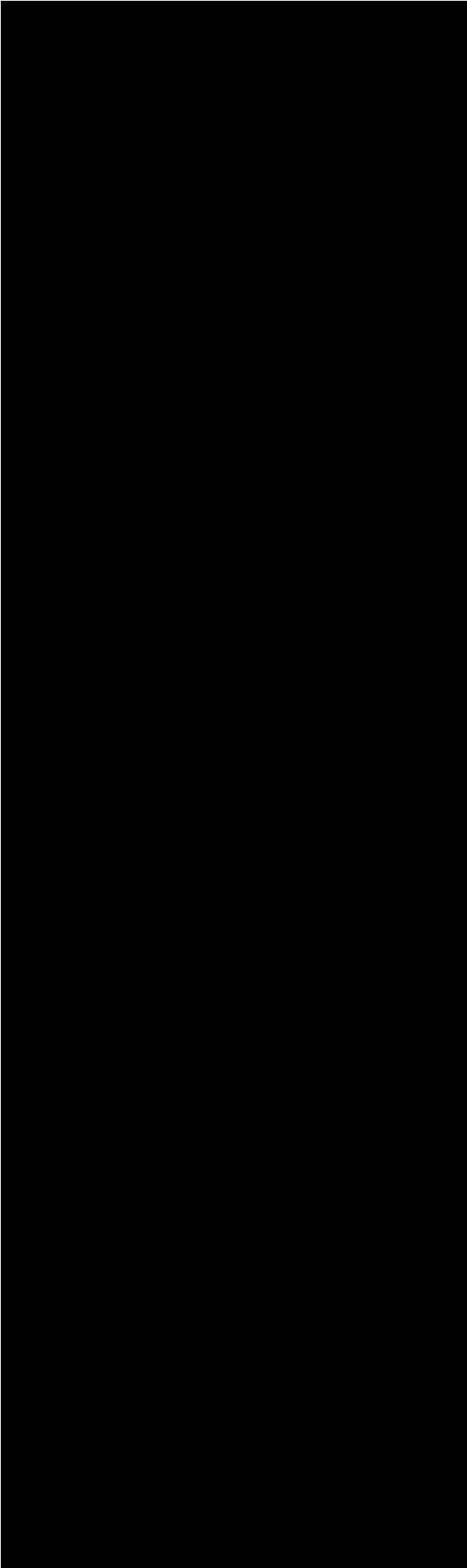
Client execution

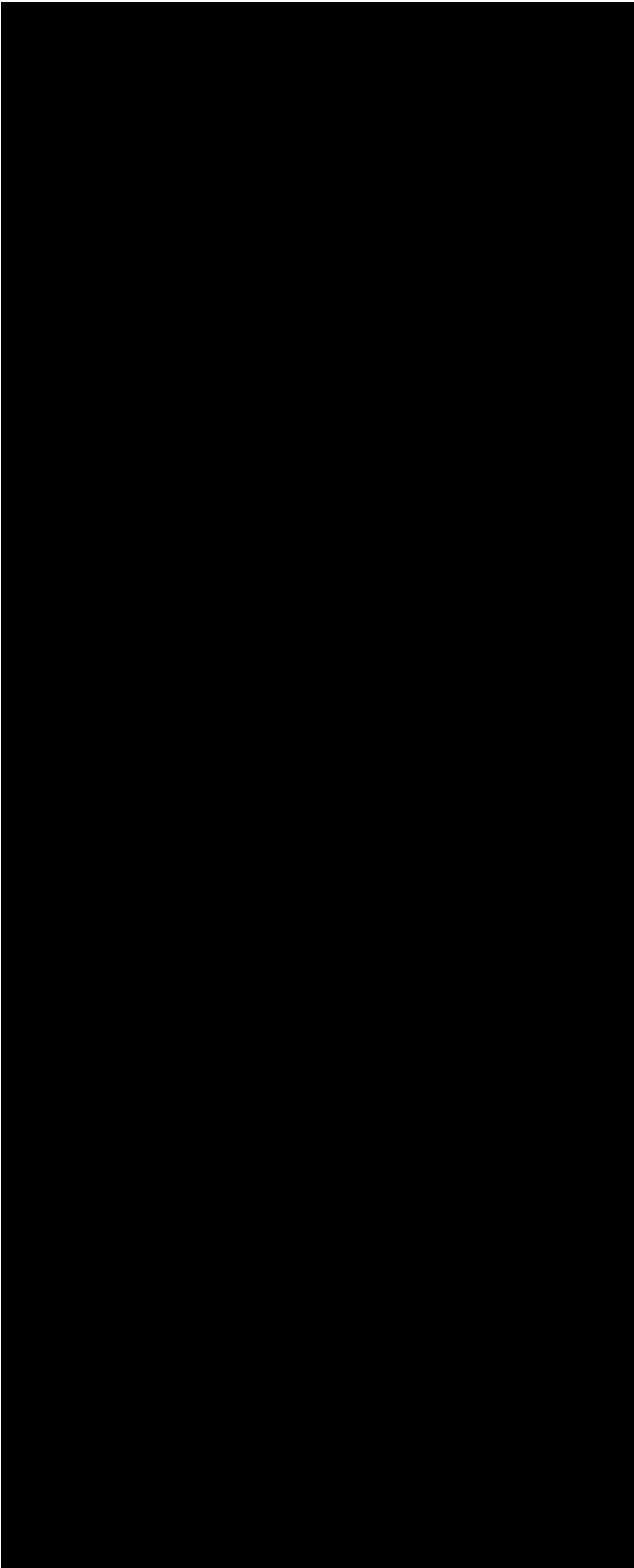


Consultant execution

Consultant execution







Environment Agency

NEC4 professional services contract (PSC)

Scope

Project / Contract Information

Project name	NEAS Environmental Project Manager Secondment
Project SOP reference	VARIOUS CAPITAL PROJECTS
Contract reference	
Date	
Version number	1.1
Author	

Revision History

Revision date	Summary of changes	Version number
15/4/20	First Issue	1.0
22/4/20	Small Corrections	1.1

This Scope should be read in conjunction with the version of the Job Role Profile current at the Contract Date. In the event of conflict, this Scope shall prevail. The *services* are to be compliant with the following version of the Job Role Profile:

Document	Document Title	Version No	Issue date
Job Role Profile	Environmental Project Manager (BiS) Job Role Profile	1.0	22.04.2020

Details of the services

Details of the services are:

1. Description of the Work

1.1 Objective

National Environmental Assessment and Sustainability (NEAS) requires support in the co-ordination of Environmental Impact Assessments (EIA) and environmental appraisal of Flood and Coastal Risk Management (FCRM) projects across England.

The following scope sets out the support required to co-ordinate the EIAs and environmental appraisal of FCRM projects.

Subject to performance and ongoing requirements, the secondment will be for an initial period of 12 months. The Client cannot guarantee a minimum amount of work under this secondment. If at any stage the secondment needs to be curtailed within the initial 12 months, notice of 4 weeks will be provided through written communication.

1.2 Outcome Specification

National Environmental Assessment and Sustainability (NEAS), of the Environment Agency (the *Client*) requires support to oversee the completion of Environmental Impact Assessments (EIA) and the environmental appraisal of Flood and Coastal Risk Management (FCRM) capital projects in the North East, North West, Midlands, Eastern, South East and South West Collaborative Delivery Team (CDT) Hubs.

Support is required from the Client Services Framework LOT1 Supplier (the *Consultant*) in the form of Environmental Project Manager (EPM) (the *service*). The total resource requirement for each Hub is as stipulated in the Invitation to Tender Letter (ITT).

The *EPM* secondment will be based in 1 of the 6 CDT Hubs across England. Each Hub covers the following areas:

- North East – North East; North, South, East and West Yorkshire
- North West – Cumbria and Lancashire; Greater Manchester, Merseyside and Cheshire.
- Midlands – West Midlands, East Midlands, Lincolnshire and Northamptonshire.
- Eastern – East Anglia, Thames, Herefordshire and North London
- South East – Kent, South London and East Sussex; Solent and South Downs
- South West – Wessex; Devon, Cornwall and the Isles of Scilly.

With agreement from the NEAS Team Leader, the *EPM* may work from one of the *Client's* offices (refer to Appendix) located in the associated Hub.

The *EPM* is to be based at the *Client's* office as agreed with the NEAS Team Leader. The *EPM* may also be required to attend site visits, suppliers' offices or locations for external meetings. It is also acceptable to be away from the *Client's* office if prior arrangements for

the *EPM* to work from home have been agreed with and approved by the *Client's* NEAS Team Leader¹.

The primary objective of this secondment is to provide support in the completion of the EIA and environmental appraisal of FCRM projects in the respective Hubs. This is to be achieved by the *Consultant's EPM* conducting the role of a NEAS EPM on selected capital projects.

2. Outcomes Required

The *EPM* activities will include (but not limited to):

- a) Participate in projects as part of a multi-disciplinary team, providing functional and specialist input to pro-actively manage environmental risk, and seek opportunities for efficiencies, partnership working and funding, socio-environmental improvements and sustainable outcomes.
- b) Provide technical advice and assurance to the project team to ensure that the *Client's* consultants are properly briefed and to discharge the *Client's* legal and operational requirements in relation to the assessment and management of project environmental issues.
- c) Identify and manage potential environmental risks that could be detrimental to the delivery of the project. Provide expert advice to the *Client's* project managers and senior users, to ensure projects are developed and delivered that meet the *Client's* objectives and are legally compliant. Risks should be recorded through the project risk register and also be supported through the recording of the risk on the NEAS Project Service Plan (PSP).
- d) For those projects in their portfolio, assess and rate the performance of environmental consultants and contractors engaged by the *Client*; providing feedback to enable continual improvement by suppliers.
- e) Negotiate on behalf of the *Client* when engaging internal and external stakeholders, including but not limited to, Natural England, Historic England, Marine Management Organisation, Local Authorities (District, County, and Unitary Authorities), other lead local flood authorities and Internal Drainage Boards.
- f) Manage and co-ordinate responses to internal and external EIA related consultations to ensure that internal functions and external environmental bodies receive timely and appropriate input into EIA / stakeholder consultations on the *Client's* projects.
- g) Identify and record project efficiencies and savings throughout a projects life cycle, make a positive contribution to maximise a projects sustainability and socio-environmental outcomes.
- h) Promote and champion sustainability throughout the life cycle of a project, using CEEQUAL methodology to support the assessment and evaluation of the consultant's sustainability performance; work collaboratively with a Principal Environmental Project Manager to scope sustainability topics in accordance with version six of the CEEQUAL Manual and any subsequent revisions.
- i) Promote low carbon, sustainable solutions as part of a project's appraisal in order to contribute to the *Client's* e:mission targets, identify and promote opportunities for Biodiversity and Environmental Net Gain.

¹ Given the current Covid-19 restrictions, the need for remote and home working until such restrictions are lifted will be considered and agreed with the respective NEAS Team Leader within each hub.

- j) Build and sustain effective relationships with operational customers and partners (such as FCRM Area teams; EA Fisheries, Biodiversity and Geomorphology; PCM Project Managers and Environment Agency suppliers) to understand issues, provide effective response and/or steer to manage risk and support project appraisal and development.
- k) Update the NEAS Team Leader on a regular basis. This is to be completed monthly through a summary report and/or the Project Service Plan.
- l) All time should be charged against a capital project code and submitted monthly on a time recording template provided by the *Client*.
- m) Ensure all reporting procedures adhere to Environment Agency standards.

3. Constraints on how the *Consultant* provides the services

- a) The *EPM* is to be based in the *Client's* office for the contracted hours per week as set out in the ITT. The exception to this is when the *EPM* is attending the *Client's* sites or suppliers offices within the CDT Hub as required. The *EPM* may work from home at the discretion and approval of the *Client's* Team Leader.
- b) The *EPM* shall work no more than 5 hours over their contracted hours. If the *EPM* is required to work over the additional 5 hours then written approval from the *Client's* Line Manager must be obtained.
- c) Any time deemed necessary for the *EPM* to be line managed by the *Consultant*, including training and development, would be by agreement with the *Client's* Line Manager and be non-chargeable.
- d) The *EPM* will be entitled to take annual leave based on their terms of employment with the *Consultant*, and statutory holiday entitlement. These costs will be non-chargeable.
- e) The *EPM* will be required to give adequate notice prior to any planned leave; this is to be received by the *Client's* Team Leader through written correspondence. If leave is greater than 2 weeks then the *Consultant* is to provide suitable cover for the *EPM*; the suitability of the replacement *EPM* is to be agreed by the *Client's* Team Leader. This change in personnel will not come at any additional cost to the *Client*.
- f) The *EPM* shall provide the services in compliance with *Client's* Operational Instructions and policies.
- g) If a conflict of interest occurs between the *EPM* and the *Consultant's* Project Delivery Team, then the *EPM* is required to seek a review of their work by an employee of the *Client*.
- h) Expenses accrued by the *EPM* as a result of the *EPM* conducting services for the *Client* are to be claimed in line with the *Client's* policy and guidance.
- i) The commutable distance for the *EPM* to the *Client's* office should preferably be no more than an 80 mile return trip and/or a total commutable time not exceeding 3 hours per day.

4. Exclusions

The services specifically excludes:

- a) Any external training required by the *EPM* that is not in-house or mandatory, is to be completed at no additional cost to *Client*.

5. Specifications of Standards to be used

- a) The *EPM* is to have 1-5 years relevant experience at all stages of the EIA from project inception through appraisal and design, and ideally to construction of new flood risk management assets.

6. Specific Project Requirements

- a) Provision of technical guidance to projects to ensure legal compliance with current legislation, conformance with the *Client's* Operational Instructions, and adoption of environmental best practice and ways of working. Build and sustain effective relationships with internal and external stakeholders.
- b) Have an ability to work unsupervised, and as part of teams, where required to develop programme timelines and deliver on them.
- c) To maintain knowledge of changing legislation and best practice internally and externally, to inform internal priorities and appropriate approach to the programme of work.
- d) The *EPM* must have a full UK driving licence and preferably their own car to enable them to visit the *Client's* remote sites.

7. Services and other things provided by the *Client*.

- a) The *Client* will provide the *EPM* with access to the *Client's* Environment Agency office once an agreed location has been met.
- b) The *Client* will provide the *EPM* with IT hardware (e.g mobile phone, laptop) and provide any software deemed necessary to perform their assigned role. If additional software is required that the *Client* does not currently possess, it will be at the discretion of the *Client's* Principal Environmental Project Manager whether or not this should be purchased.
- c) The *Client* will provide the *EPM* with access to the *Client's* IT systems (e.g Environment Agency e-mail address, Asite).

Appendix

- a) Office locations available in each of the CDT Hubs:

North East Hub: (Tyneside House, Newcastle; Teesdale, Darlington; Foss House, York; Crosskill House, Beverley; Lateral, Leeds; Templeborough House or Quadrant Two, Sheffield)

North West Hub: (Ghyll Mount, Penrith; National Park Authority Office, Kendal; Lutra House, Preston; Richard Fairclough House, Warrington; Hornbeam House, Crewe)

Midlands Hub: (Guy Gibson Hall, Louth; Ceres House, Lincoln; Ripley Office, Ripley; Trentside Office or Apex Court, Nottingham; Hafren House, Shrewsbury; Stafford Office, Stafford; Sentinel House, Lichfield; Mance House, Kidderminster; Sapphire East, Solihull; Aqua House, Birmingham; Nene House, Kettering; Spalding Office, Spalding)

Eastern Hub: (Kings Lynn Office, Kings Lynn; Dragonfly House, Norwich; Icen House, Ipswich; Trelawny House, Flexistone; Miranda House, Harwich; Ely Depot, Ely; Eastbrook, Cambridge; Brampton Office, Huntingdon; Rivers House Kelvedon, Colchester; Chelmsford Office, Chelmsford; Osprey House, Chelmsford; Alchemy, Welwyn Garden City, Red Kite House, Wallingford; Osney Yard Office, Oxford; Kings Meadow House, Reading)

South East Hub: (Rivers House, Canterbury; Former Police Administration, Dover; Allington Lock House, Maidstone; Orchard House, West Malling; Custom House, Tilbury; River House Crossness, London; Thames Barrier, London; Nobel House, London; Shepperton Waterways, Shepperton; Tonbridge Office, Sevenoaks; Harbour Masters Office, Rye; Scotts Float Office, Rye; Fish Market, Hastings; Pilots Watch House, Shoreham; Pevensey Office, Pevensey; Gatwick House, Horley; Timberham House, Crawley; Maidenhead Navigation Office, Maidenhead; Goldcrest House, Farnham; Guildbourne House, Worthing; Chichester Office, Chichester; Lynx House, Portsmouth; Isle of Wight Office, Newport; Winterbourne Gunner, Salisbury; Romsey Office, Southampton; Eastleigh House, Eastleigh)

South West Hub: (Chippenham Office, Chippenham; Horizon House, Bristol; Rivers House Twerton, Bath; Rivers House, Blandford; Longacre House, Trowbridge; Melcombe Court, Weymouth; Rivers House, Bridgwater; Manley House, Exeter; Bayly's Wharf, Plymouth; Sir John Moore House, Bodmin)