

<b>Data Series</b>	<b>Data Type</b>	<b>Data range start</b>	<b>Data range end</b>	<b>Aggregation of Data Available</b>
Overground				
Passenger Kilometre - Total Public Transport	Historical Data	1991	2010	N/A
Passenger Kilometre - Motor Vehicles	Historical Data	1993	2010	N/A
Total Business Floor Space	Historical Data	2000	2012	Boroughs Aggregated
Retail Floorspace	Historical Data	2000	2012	Boroughs Aggregated
Office Floorspace	Historical Data	2000	2012	Boroughs Aggregated
Industrial Floorspace	Historical Data	2000	2012	Boroughs Aggregated
Other Floorspace	Historical Data	2000	2012	Boroughs Aggregated
Total Residential Units	Historical Data	1991	2015	Boroughs Aggregated
Average Floor Space per Dwelling (m <sup>2</sup> )	Historical Data	2008	2014	Boroughs Aggregated
Total Social Housing Units	Historical Data	1991	2015	Boroughs Aggregated
Total Jobs	Historical Data	1996	2015	Boroughs Aggregated
London Unemployment Rate	Historical Data	1992	2015	Boroughs Aggregated
National Unemployment Rate	Historical Data	1971	2015	N/A
Total Municipal Employment Positions	Historical Data	2008	2011	Boroughs Aggregated
Fraction of managers, directors and senior officials	Historical Data	2004	2015	Boroughs Aggregated
Fraction of professional occupations	Historical Data	2004	2015	Boroughs Aggregated
Fraction of associate prof & tech occupations	Historical Data	2004	2015	Boroughs Aggregated
Fraction of administrative and secretarial occupations	Historical Data	2004	2015	Boroughs Aggregated
Fraction of skilled trades occupations	Historical Data	2004	2015	Boroughs Aggregated
Fraction of caring, leisure and other service occupations	Historical Data	2004	2015	Boroughs Aggregated
Fraction of sales and customer service occupations	Historical Data	2004	2015	Boroughs Aggregated
Fraction of process, plant and	Historical Data	2004	2015	Boroughs

<b>Data Series</b>	<b>Data Type</b>	<b>Data range start</b>	<b>Data range end</b>	<b>Aggregation of Data Available</b>
machine operatives				Aggregated
Fraction of elementary occupations	Historical Data	2004	2015	Boroughs Aggregated
Total CO2 Emissions	Historical Data	2000	2012	Boroughs Aggregated
Emissions from Business Buildings	Historical Data	2000	2012	Boroughs Aggregated
Emissions from Domestic Buildings	Historical Data	2000	2012	Boroughs Aggregated
Emissions from Transport	Historical Data	2000	2012	Boroughs Aggregated
Total Energy Consumption	Historical Data	2000	2012	No
Energy Consumption by Business Buildings	Historical Data	2000	2012	Boroughs Aggregated
Energy Consumption by Domestic Buildings	Historical Data	2000	2012	Boroughs Aggregated
Energy Consumption by Transport	Historical Data	2000	2012	Boroughs Aggregated
Total Debt	Historical Data	2009	2016	GLA / Boroughs Aggregated
Net Borrowing Rate	Historical Data	2009	2015	GLA / Boroughs Aggregated
Additional debt reducing payments from central government	Historical Data	2012	2012	GLA
Tax base for Residential Real Estate Tax	Historical Data	2009	2015	Boroughs Aggregated
Tax base for Business Real Estate Tax	Historical Data	2009	2015	Boroughs Aggregated
Business Tax Rate	Historical Data	1999	2013	GLA / Boroughs Aggregated
Total Revenue	Historical Data	2009	2015	GLA / Boroughs Aggregated
Economic Tax Revenues	Historical Data	2009	2015	GLA / Boroughs Aggregated
Real Estate Tax Revenues	Historical Data	2009	2015	GLA / Boroughs Aggregated

<b>Data Series</b>	<b>Data Type</b>	<b>Data range start</b>	<b>Data range end</b>	<b>Aggregation of Data Available</b>
Residential Real Estate Tax Revenues	Historical Data	2009	2015	GLA / Boroughs Aggregated
Grant Revenues	Historical Data	2009	2015	GLA / Boroughs Aggregated
Grants Earmarked for Housing	Historical Data	2012	2015	Boroughs Aggregated
Grants Earmarked for Police	Historical Data	2009	2015	GLA / Boroughs Aggregated
GLA Grants to Tfl	Historical Data	2009	2015	GLA
Other borrowing and credit arrangements not supported by central government	Historical Data	2009	2015	GLA / Boroughs Aggregated
Business Real Estate Tax Revenues	Historical Data	2013	2015	GLA / Boroughs Aggregated
Business Revenues	Historical Data	2009	2015	GLA / Boroughs Aggregated
Total Investment for Education Infrastructure	Historical Data	2009	2015	GLA / Boroughs Aggregated
Total Investment for Housing Infrastructure	Historical Data	2009	2015	GLA / Boroughs Aggregated
Total Investment for Other Infrastructure	Historical Data	2009	2015	GLA / Boroughs Aggregated
Total Investment for Public Safety Infrastructure	Historical Data	2009	2015	GLA / Boroughs Aggregated
Total Investment for Public Transport Infrastructure	Historical Data	2009	2015	GLA / Boroughs Aggregated
Total Investment for Roads Infrastructure	Historical Data	2009	2015	GLA / Boroughs Aggregated
Total Capital Expenditures	Historical Data	2009	2015	GLA / Boroughs Aggregated
Capital Expenditures for Education Infrastructure	Historical Data	2009	2015	GLA / Boroughs

<b>Data Series</b>	<b>Data Type</b>	<b>Data range start</b>	<b>Data range end</b>	<b>Aggregation of Data Available</b>
				Aggregated
Capital Expenditures for Housing Infrastructure	Historical Data	2009	2015	GLA / Boroughs Aggregated
Capital Expenditures for Other Infrastructure	Historical Data	2009	2015	GLA / Boroughs Aggregated
Capital Expenditures for Public Safety Infrastructure	Historical Data	2009	2015	GLA / Boroughs Aggregated
Capital Expenditures for Public Transport Infrastructure	Historical Data	2009	2015	GLA / Boroughs Aggregated
Capital Expenditures for Roads Infrastructure	Historical Data	2009	2015	GLA / Boroughs Aggregated
Interest Payments	Historical Data	2009	2015	GLA / Boroughs Aggregated
Total Depreciation Expense	Historical Data	2009	2015	GLA / Boroughs Aggregated
Total Operating Expenditures	Historical Data	2009	2015	GLA / Boroughs Aggregated
Operating Expenditures for Education Service Delivery	Historical Data	2009	2015	GLA / Boroughs Aggregated
Operating Expenditures for Housing Service Delivery	Historical Data	2009	2015	GLA / Boroughs Aggregated
Operating Expenditures for Other Service Delivery	Historical Data	2009	2015	GLA / Boroughs Aggregated
Operating Expenditures for Public Safety Service Delivery	Historical Data	2009	2015	GLA / Boroughs Aggregated
Operating Expenditures for Public Transport Service Delivery	Historical Data	2009	2015	GLA / Boroughs Aggregated
Operating Expenditures for Roads Service Delivery	Historical Data	2009	2015	GLA / Boroughs Aggregated



## **ANNEX B: Candidate scenarios for dynamic analyses**

The Authority wants to include scenario analyses of as many of the following public investment options, such other scenarios as may arise in the course of the work, and combinations thereof, as will be consistent with the Authority's budget, showing high level anticipated socioeconomic, fiscal, life-quality and other impacts on Greater London. It will be the joint responsibility of the Authority and the Service Provider to determine the best mix and depth of detail of candidate scenarios consistent with the Authority's objectives and budget. Bold-face type face in the list below indicates scenarios included in previous dynamic analyses that are candidates for enhancement under this contract.

### *1. Past and current public investment projects*

**The Jubilee Line Extension and other Docklands investments**

**Olympic Games**

**Crossrail 1**

Northern Line Extension

### *2. Prospective future public investment projects*

**Crossrail 2**

Bakerloo Line Extension

Canary Wharf & Rotherhithe Bridge

Transport investment projects set out in the Mayor's Draft Transport Strategy, TfL's business plan and TfL growth fund.

**Social and affordable housing programmes set out in the GLA housing strategy and capital programme**

**Royal Docks investment programme**

West End 'TiF' redevelopment programme

Brent Cross and Cricklewood investment programmes

Smart grid technologies

Other capital investment projects for analysis, as agreed with the Service Provider, and set out in the Mayor's Transport, Housing, Environment, Economic Development and Spatial Development ('London Plan') strategies and the London Infrastructure Plan 2050 (as updated subsequently).

In discussion with the Service Provider, some scenarios should reflect the potential impacts of technological innovations, such as those being developed within the EU-funded Sharing Cities demonstrator project.

## **ANNEX C: MRA RICE Background**

The Hague, Milan, London and Manchester were awarded €2.3m of Multi-Regional Assistance (MRA) Revolving Investment in Cities (RICE) European funding. This will be used to further the development of new financial instruments which increase private sector investment in innovative technological products and initiatives aimed at smart cities, environment and regeneration issues in urban areas.

Key objectives of the MRA RICE project are:

- 1) To understand the market need of financial instruments
  - To understand the extent of shared investment priorities and financing needs in partner cities
  - To understand what financial instruments models have worked to date
  - To understand the extent to which these priorities and financing issues are replicable in other cities/regions elsewhere in the EU
- 2) To identify the current barriers to implementation
  - State aid framework, ability to secure private investment, balance sheet issues, pipeline development and viability, prevalence of grant, financial intermediary capacity and governance

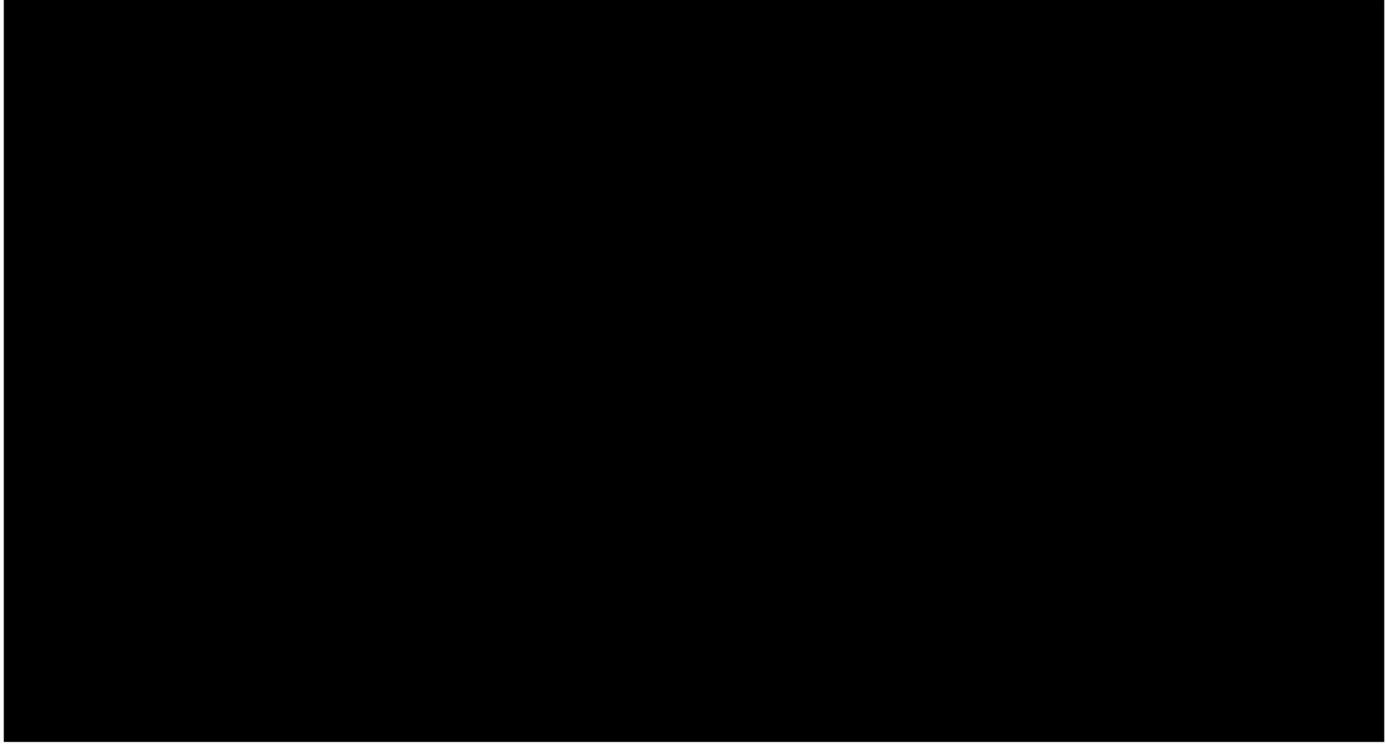
Once this analysis has been done, the next step will be to explore possible solutions. These could include but are not limited to:

- 3) Standardised Solutions
  - Standardised investment products
  - Off balance sheet financing structures
  - New technical assistance products to support pipeline development work, for the partner geographies but also replicable across other regions/financial instruments

Overall, the project will help inform cities' strategies on unlocking investment and leveraging private sector funding.

**SCHEDULE 3**

**Project Plan**



**SCHEDULE 4**  
**ACCEPTANCE TESTING**  
**NOT USED.**

**SCHEDULE 7**  
**Change Control Procedures**

**1. Principles**

- 1.1 Where the Authority or the Service Provider sees a need to change any of the Services (which includes for the purposes of this **Schedule 8** any aspects of the Software), the GLA Group's Service Manager may at any time request, and the Service Provider's Service Manager may at any time recommend, such amendment only in accordance with the formal Change Control Procedure ("**CCP**") as set out at paragraph 2 below.
- 1.2 Neither party shall unreasonably withhold its agreement to any amendment (which includes not recommending changes to any Services which are not reasonably necessary).
- 1.3 Until such time as an amendment to the Services is made in accordance with this Change Control Procedure, the Authority and the Service Provider shall, unless otherwise agreed in writing, continue to perform the Services in compliance with its terms prior to such amendment.
- 1.4 Any discussions which may take place between the Authority and the Service Provider in connection with a request or recommendation before the authorisation of a resultant amendment to the Services shall be without prejudice to the rights of either party.
- 1.5 Any work undertaken by the Service Provider which has not been otherwise agreed in accordance with the provisions of this **Schedule 8** shall be undertaken entirely at the expense and liability of the Service Provider.

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**2. Procedures**

- 2.1 Discussion between the Authority and the Service Provider concerning an amendment to the Services shall result in any one of the following:
- 2.1.1 no further action being taken;

- 2.1.2 a request to amend the Services by the Authority; or
- 2.1.3 a recommendation to amend the Services by the Service Provider.
- 2.2 Where a written request for an amendment is received from the Authority, the Service Provider shall, unless otherwise agreed, submit two (2) copies of a Change Control Note (“CCN”) signed by the Service Provider to the Authority within seven days of the date of the request or such other period as the Service Managers shall agree (acting reasonably).
- 2.3 A recommendation to amend by the Service Provider shall be submitted direct to the Authority in the form of two (2) copies of a CCN signed by the Service Provider at the time of such recommendation and the Authority shall give its response within fourteen (14) days or such other period as the Service Managers shall agree (acting reasonably).
- 2.4 Each CCN shall contain:
  - 2.4.1 the title of the amendment;
  - 2.4.2 the originator and date of the request or recommendation for the amendment;
  - 2.4.3 the reason for the amendment;
  - 2.4.4 full details of the amendment including any specifications;
  - 2.4.5 the price, if any, of the amendment;
  - 2.4.6 a timetable for implementation together with any proposals for acceptance of the amendment;
  - 2.4.7 a schedule of payments, if appropriate;
  - 2.4.8 details of the likely impact, if any, of the amendment on other aspects of the Services including to:
    - 2.4.8.1 the timetable for the provision of the amendment;
    - 2.4.8.2 the personnel to be provided;

- 2.4.8.3 the amended charges payable under the Services (as now amended);
    - 2.4.8.4 the Documentation to be provided;
    - 2.4.8.5 the training to be provided;
    - 2.4.8.6 working arrangements; and
    - 2.4.8.7 other contractual issues;
  - 2.4.9 the date of expiry of validity of the CCN; and
  - 2.4.10 provision for signature by the Authority and by the Service Provider.
- 2.5 For each CCN submitted the Authority shall, within the period of the validity of the CCN:
- 2.5.1 allocate a sequential number to the CCN; and
  - 2.5.2 evaluate the CCN and, as appropriate:
    - 2.5.2.1 request further information, or
    - 2.5.2.2 arrange for two (2) copies of the CCN to be signed by or on behalf of the Authority and return one of the copies to the Service Provider; or
    - 2.5.2.3 notify the Service Provider of the rejection of the CCN.
- 2.6 A CCN signed by the Authority and by the Service Provider shall constitute an amendment to the Services and to the Agreement and otherwise no amendment shall have been agreed.
-

## Change Control Note

**Change Request No .....**

**Agreement No.....dated.....**

**Title of Amendment.....**

**Originator.....**

The following change is requested to the Agreement identified above

<b>Change Request</b> <b>(to be completed by the Authority)</b>
<p><b>Description of Change:</b></p> <p><b>Reason/Justification:</b></p> <p><b>Affected Area(s):</b></p> <p><b>Price:</b></p> <p><b>Timetable for implementation:</b></p> <p><b>Schedule of Payments:</b></p> <p><b>Details of likely impact, if any, of the amendment on other aspects of the Services-</b></p> <ul style="list-style-type: none"><li>• the timetable for the provision of the amendment;</li><li>• the personnel to be provided;</li><li>• the amended charges payable under the Services (as now amended);</li></ul>

- the Documentation to be provided
- the training to be provided;
- working arrangements;
- other contractual issues.

I request that the described change be considered for inclusion in the Agreement

Signature .....

Date ...../...../.....

Approved by the Authority:

Signature .....

Date ...../...../.....

**SCHEDULE 11**

**Security Policy**

**Not used**

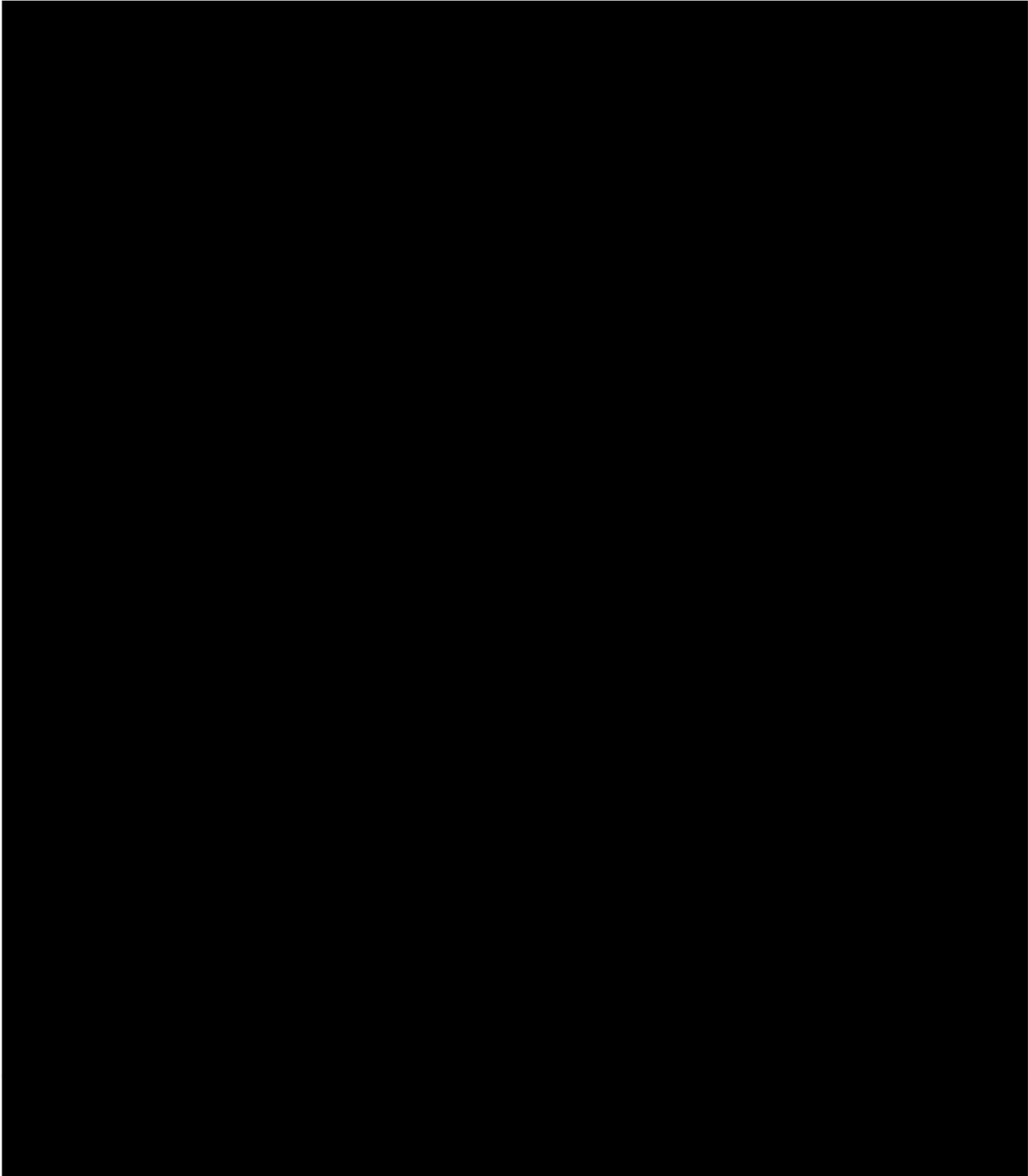
## **SCHEDULE 12**

### **Agreed Equality Policy**

#### **The Greenwood Charter: "Appendix on Equality and Diversity Policy"**

- Greenwood does not discriminate on race, gender, disability, age, faith, sexual orientation, political views or any other non-substantive attributes.
- Living up to this ideal is the responsibility of every Greenwood member.
- Greenwood promotes non-discrimination, equality and diversity of opportunity with its suppliers and other partners and it works to remove barriers for historically disadvantaged groups.
- Greenwood understands that equality and diversity issues often touch on sensitive areas, and it is committed to handle them in a responsible and confidential manner. As 'de facto' Head of HR, the CEO is responsible for handling any equality and diversity issues.
- Greenwood understands that desirable equality and diversity outcomes need to be the result of a joint learning process and it is committed to openly and honestly engage in such processes. Anybody is welcome to raise any issue at any time with any person without fear of recrimination or retribution of any kind.

**SIGNED BY** the duly authorised representatives of the parties on the date stated on the front page of this Agreement.



**SCHEDULE 10**  
**Exit Management**

Not Used