

# **Consultants Brief: *Development and Production of Conservation Management Plan: Scheduled monument Warton Crag***

*A joint project between Morecambe Bay Partnership as part of the 'Headlands to Headspace'<sup>1</sup> Landscape Partnership Scheme (funded by the Heritage Lottery Fund) and Historic England. Contract to be let by Morecambe Bay Partnership / Cumbria County Council.*

## **1. Background**

- 1.1. Morecambe Bay Partnership wishes to appoint a consultant to develop and produce a comprehensive Conservation Management Plan (CMP) for the scheduled monument/scheduled site located on Warton Crag, Warton, near Carnforth, Lancashire (<https://historicengland.org.uk/listing/the-list/list-entry/1007633>). A report has been produced by Morecambe Bay Partnership to provide the contractor with relevant background material to provide a competitive tender for this work (Annex 1- this report will be supplied to consultants on request).
- 1.2. The project is being delivered by Morecambe Bay Partnership's Headlands to Headspace (H2H) Landscape Partnership's Scheme and Historic England's Heritage at Risk North West team.
- 1.3. The aims of the H2H Scheme are to deliver training, improve access and present the Bay's heritage in fresh, new ways. Since 2014 the Scheme has been successful in bringing local people and new audiences together by delivering engaging activities, high quality events and meaningful volunteering opportunities. The projects being delivered in the Scheme are designed to significantly improve understanding of the natural and cultural heritage and help conserve this heritage for future generations. In doing so H2H will bring new visitors, increase pride and raise aspiration among the community. It will achieve a wide range of benefits – for heritage, for the Bay's communities and for the economy. It will also help to create and reinforce a sense of place for the Bay.
- 1.4. The Heritage at Risk (HAR) scheme is Historic England's campaign to direct resources to the nation's most important but threatened heritage. Warton Crag was added to the HAR register in 2013 because of unmanaged tree growth, with sections of the stone and earthen embankments enclosing the site particularly vulnerable to wind-thrown trees.
- 1.5. Warton Crag has been the focus of new research as part of the Headlands to Headspace Scheme and a desire by Historic England to understand the site/scheduled area better (see Annex 1 report). A bespoke/detailed Lidar survey was commissioned in 2015 by Morecambe Bay Partnership and Historic England to capture a high-resolution (25cm) data set for Warton Crag. The purpose of the Lidar was to enable a georeferenced plan of the monument to be created which could be used to locate the site on the ground, facilitate a new survey of the site and assist

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<sup>1</sup> To understand more about the Headlands to Headspace scheme, please read the Executive Summary included as Annex 2-page 10.

with the development of a CMP. Full detail about recent work at the site is presented in the Phase One report (Annex 1). This report also details landownership and management of the Crag. The new survey work has lead the authors to conclude that the site, traditionally referred to and scheduled as a hillfort of Iron Age date, is more aligned with a non-defensive hilltop enclosure, perhaps of late Bronze Age date.

- 1.6. The scheduled monument is mainly contained within an area owned by Leighton Hall and leased/actively managed by Lancashire Wildlife Trust (LWT). Two smaller areas of the scheduled area are owned and managed by RSPB and Lancaster City Council managed by the Arnside and Silverdale AONB Partnership (AONB), respectively. All three organisations have their own management plans for the sites on the Crag, which they manage. The new CMP for the Scheduled monument/scheduled site will not replace these pre-existing plans. It will work within the frameworks already established to facilitate holistic management of the scheduled site.
- 1.7. The consultant will liaise and engage with landowners and stakeholders, as well as collecting data to produce a comprehensive CMP, which will be implemented by Winter 2018. The long-term aspiration is to remove the site from the Heritage at Risk Register. Various owners and tenants with land covering the scheduled area are either coming to the end of agri-environment schemes or preparing applications for the new Countryside Stewardship scheme. The successful contractor will therefore need to liaise with Natural England as well as the Forestry Commission. A Countryside Stewardship Scheme for the Local Nature Reserve section of the Crag is underway and being managed by the Arnside and Silverdale AONB Partnership.

## **2. Key tasks**

- 2.1. The key tasks of the consultant are to develop a heritage focused CMP for the scheduled site and disseminate the results of the work site by:
  - Gathering, reviewing and presenting all information and relevant policies/conservation guidance relating to Warton Crag and the scheduled monument/scheduled area
  - Identifying and liaising with all stakeholders, including landowners, the local community, Natural England, Forestry Commission. Arnside and Silverdale AONB Partnership and Lancashire Wildlife Trust
  - Identifying and reviewing all Management Plans and Schemes which cover the crag to be considered as part of the development of the CMP (e.g. AONB Partnership Management Plan)
  - Producing a written CMP following current guidelines/best practice to include all tasks identified in Section 3.5 (below) and covering all topics shown in Annex 3
  - Disseminating the information to stakeholders/a wide audience

## Outputs

- Production of a comprehensive and holistic, clear and simple CMP for the scheduled monument/scheduled area
- Give at least three presentations covering the work, including H2H Cultural Heritage Focus Group, Warton Crag Advisory Group and local community

## Outcomes

- The scheduled monument/scheduled area is managed holistically and protected for future generations
  - All stakeholders are aware of the importance of the scheduled site and how targeted conservation work can assist with enabling the site to be removed from the Heritage at Risk Register
  - Local communities gain a better appreciation of their local heritage
- 2.2. The consultants(s) will be asked to provide an independent and objective view of the project and to work in liaison with the H2H Cultural Heritage Officer/ Historic England Heritage at Risk Officer.

## 3. Scope of the work

- 3.1. The Heritage Focused CMP as part of this project will only cover the scheduled area of Warton Crag, however it should take into account the wider context of Warton Crag and all other conservation management plans/projects already in place. It will complement not replace current management plans for the site.
- 3.2. The CMP will be developed and structured to include:
- A description of the site/current position
  - Analysis of data collected
  - Identification of significance including assessment of the historical, aesthetic, evidential and communal values, with regards to biodiversity and statutory protected habitats and wildlife interests and public access.
  - Conservation policies and actions
- 3.3. The report layout and style should enable it to be accessible and easily useable by all. A summary of suggested titles and **expected** content is shown in Annex 3.
- 3.4. The Executive Summary of the 'LCAP' document is attached (Annex 2). The LCAP outlines the Headlands to Headspace programme and is both an operations manual and business plan for the delivery of the H2H Scheme and will be available to the successful facilitator. It includes outline project plans for the 28 projects. This brief relates to part of Project 1- Conservation of Built Heritage at Lookouts
- 3.5. The consultant/s role in this project is to:
- Work very closely with Morecambe Bay Partnership and Historic England to develop a CMP for the scheduled monument/scheduled area of Warton Crag
  - Review, revise and enhance (where required) the information contained in the Phase 1 report (such as landownership and designations, see Annex 1) and incorporate this information into the CMP

- Identify and liaise with all stakeholders (landowners, tenants, land managers, statutory agencies and organisations including AONB Partnership, Historic England Natural England, the Forestry Commission, GeoLancashire, Butterfly Conservation, Lancashire Wildlife Trust and RSPB ) to develop a thorough and holistic understanding/knowledge of the entire site of the Crag, its importance for natural heritage and current conservation management of the site
- Acquire any necessary consents (e.g. SSSI consent)
- Identify and accurately map, record and understand all conservation management undertaken within the scheduled monument and across the wider site. This will require detailed and accurate geo-referenced surveys mapping managed areas.
- Identify, accurately record and understand the vegetation coverage/current land use across the scheduled area and identify any threats they may pose to the scheduled monument/scheduled area (including specialist input/surveys, where required)
- Identify, commission and fund within the fixed price budget submitted as part of the tender, any additional resource required to enable the CMP to be produced (e.g. species surveys). Any work sub-contracted should follow CCC/HLF procurement procedures. Early liaison with Natural England/Lancashire Wildlife Trust/Forestry Commission etc. will be required to ensure that all field surveys are undertaken at a time to mitigate/limit disturbance to flora/fauna/wildlife
- Produce site specific risk assessments for field visits/data collection
- Undertake/commission and include the findings of surveys (as required) to develop a full understanding of the scheduled area. This may include ecological and protected species surveys, vegetation survey and assessments, or archaeological appraisals and investigations
- Assess and summarise the significance of the site reflecting national/local Planning Policy Frameworks, (including AONB Management Plan and Development Plan) and Historic England Conservation Principles
- Outline where conservation management will benefit the scheduled area to enable the site to be managed and ultimately removed from the Heritage at Risk register
- Develop and produce a comprehensive/achievable CMP for the scheduled monument/scheduled area. This report should be approved by Morecambe Bay Partnership and Historic England It is imperative that this plan is developed in liaison and consideration of all stakeholders, the SSSI status of the site and current conservation management plans.
- Submit copies of the CMP report to all appropriate stakeholders/authorities including landowners/tenants, Historic England/Natural England/Lancashire Historic Environment Record and Arnsdale and Silverdale AONB Partnership
- Dissemination the results of the work throughout the project to focus groups, landowners, land managers, as appropriate.

- Provide copies of the report for submission to the Historic Environment Record, Historic England, Arnsdale and Silverdale AONB Partnership and Natural England.

3.6. The contractor will be responsible for health and safety and specific and comprehensive Risk Assessments must be produced prior to the commencement of the project.

#### **4. Price and payment schedule**

- 4.1. Competitive fixed price tenders are required to complete all work outlined in this brief. The contract is expected to run from late May/early June 2018.
- 4.2. This price covers consultant(s) time to deliver all the above outputs and all travel and other business expenses and overheads. The contract will be a fixed price. All the defined tasks (see Sections 2.1, 3.5 and Appendix 3) will be required to be completed within the maximum sum available as outlined in the tender and subsequent contract.
- 4.3. The schedule for payment will be agreed at the inception meeting.

#### **5. Deadlines and timetable**

5.1. The contract is to begin in late May/early June 2018 and fieldwork should be completed by end September 2018 (at the latest). All work must be completed and invoiced by 30th November 2018. A suggested timetable is given below. The successful consultant/s should initially discuss the scope of the work with the client at the inception meeting to agree a detailed timetable for the work.

5.2.

Deadline for submission	Monday 14 <sup>th</sup> May 2018 9 am
Interviews (if required)	W/C 14th May 2018
Inception & planning meeting	W/C 21 <sup>st</sup> May 2018
Liaison with stakeholders/ landowners/partners/ etc.	By mid-July 2018
Field Surveys (will require early liaison with Natural England/Lancashire Wildlife Trust/Forestry Commission etc to ensure that all field surveys are completed without disturbing flora/fauna/wildlife)	By end of September 2018
Draft of Conservation Management Plan	By mid-October 2018
Liaison with all stakeholders of draft plan	By end October 2018
Revision of Conservation Management Plan	By mid-November 2018
Production and implementation of Conservation Management Plan	By end of November 2018

## **6. Project management**

- 6.1. The consultant will report to the client immediately if there are any un-foreseen delays or problems, which may limit the ability to complete the work to schedule. Contractors will be expected to have a robust contingency plan in place to cover accident/illness, will be expected to provide such information to Morecambe Bay Partnership and will be responsible for ensuring a contingency plan is in place throughout the entirety of the project/contract. This plan is to include time/cost of project handover and delivery of the outstanding elements of the project at short notice (if required).
- 6.2. As part of the contract, the contractor is required to attend meetings with the client, in Kendal, as detailed below.
  - (i) Inception meeting with the client [and other appropriate stakeholders e.g. Focus Group] for an initial briefing to agree the scope of the project, timetable and communications and identify any operational difficulties that might be encountered.
  - (ii) Informal meetings (in person or by phone, to be agreed) on a regular basis (minimum every 6 weeks) and after key milestones.
  - (iii) Mid-term review meeting (August 2018)
- 6.3. The contractor will be expected to submit a draft report to Morecambe Bay Partnership and Historic England who will then comment on the draft report before it is finalised.
- 6.4. The client requires 1 hard copy and a digital copy (in MS Word and PDF format) of any final reports/materials, which should be fully proof-read. A copy of any presentation materials used in the final report or in project meetings, workshop sessions or seminars (slides, hand-outs, overhead projection transparencies, etc.) will be required by the client for retention.
- 6.5. The client will hold the copyright on the work and its publication (including copyright on the brand and design). The report or the information from this research cannot be quoted from or used in any other project work without the written permission of the client.
- 6.6. Any information supplied by the client to the contractor during the project must be returned no later than one month after the end of the contract period.

## **7. Work proposals and submission**

- 7.1. Please advise Louise Martin ([Louise@morecambebay.org.uk](mailto:Louise@morecambebay.org.uk)) if you are interested in tendering for this opportunity so responses to any queries/questions can be shared and the Phase 1 report (Annex 1) can be forwarded. Any queries of questions about the brief and this opportunity should be submitted by Monday 9<sup>th</sup> May to enable any response to be shared with others (as appropriate).
- 7.2. Interested consultants should submit a tender by Monday 14<sup>th</sup> May 2018 at 9 am. Late submissions will not be accepted. Submissions should be sent by email to Louise Martin, H2H Cultural Heritage Officer [Louise@morecambebay.org.uk](mailto:Louise@morecambebay.org.uk) and Sarah

Howard, Heritage at Risk Officer ([Sarah.Howard@HistoricEngland.org.uk](mailto:Sarah.Howard@HistoricEngland.org.uk)) copied to Sophie Cringle, [Sophie@morecambebay.org.uk](mailto:Sophie@morecambebay.org.uk). Submissions will be acknowledged.

- 7.3. Anticipated competencies of the chosen consultant/s are:
- Good knowledge of the Morecambe Bay area and understanding of the aims of the H2H Scheme/Heritage at Risk programme
  - Experience of delivering similar projects, in particular working with a multitude of stakeholders
  - Experience of liaising with stakeholders, partners, professionals to achieve positive outcomes for heritage sites
  - Knowledge of/experience of developing and delivering similar projects
- 7.4. The proposal should be as brief as possible while also demonstrating the requirements below. Please submit the following information in your tender for us to evaluate your response. Note that 7.5- 7.8 are pass/fail criteria that will determine whether we evaluate your proposals. You are required to address 7.5- 7.16 in your response to the brief.
- 7.5. **Please confirm that you have read and agree to the general terms and conditions listed in Annex 4**
- 7.6. Please provide details of 2 relevant/similar previous or current projects/experiences in the last 3 years. The information should include:
- Description of services
  - Contract period (i.e. 2 months, 3 years etc.)
  - Value
  - Company / individual services provided to
  - Contact details and agreement that we may seek references
- 7.7. Please provide CVs (2 pages max) for the personnel who would be involved in this contract. These should include qualifications and relevant experience.
- 7.8. The contractor should hold £5m public liability and £1m professional indemnity insurance. Proof of insurance/copies of your insurance certificates should be included in the tender submission. The client will require consultants to include proof of employer's liability insurance - this is a legal requirement (except for businesses employing only the owner/close family members) and this should be at least £1 million. Please list the insurance that you hold.
- 7.9. Your understanding and summary of the task including how you propose to work with us and our partners to help us to achieve the requirements of the brief.
- 7.10. Value for money.
- 7.11. Expertise in undertaking similar work.
- 7.12. Team structure – lead and contributors.
- 7.13. Costs including a breakdown of each consultant's role, day rate, number of days working on the project, purchases, travel costs and other expenses.
- 7.14. Contingency plans to cover accident/illness.
- 7.15. Health and Safety plans and Risk Assessments

- 7.16. Any other information that you consider appropriate to inform us of you/your company's suitability for this project.

## 8. Contract management

- 8.1. The contract manager is Louise Martin, H2H Cultural Heritage Officer. Contact details are Morecambe Bay Partnership, The Factory, Castle Mills, Aynam Road, Kendal, LA9 7DE [louise@morecambebay.org.uk](mailto:louise@morecambebay.org.uk) 01539 734888/ 07986 924962.
- 8.2. Please refer to the Cumbria County Council Terms and Conditions (Annex 4) and ensure you are familiar with them. The contractor, by submitting a quote, will agree and adhere to these. Please note these terms and conditions are unable to be changed once the contract has been awarded so any changes proposed, including those determined by any company legal/department should be raised prior to submission of the tender.

## 9. Award criteria

- 9.1. All submission must meet criteria listed at 7.5- 7.8 above. These are pass/fail criteria that will determine whether we score your proposals.
- 9.2. Tenders will be scored according to the following:
- Your understanding and summary of the task.....**10%**
  - Your previous relevant experience as expressed in your application **40%**
  - Key personnel: Evidence of successfully undertaking similar work .....**20%**
  - Risk management.....**10%**
  - Value for money .....**20%**
  - **TOTAL.....100%**

## 10. Background and essential guidance

- 9.3. The H2H Landscape Conservation Action Plan (LCAP) will be provided on appointment along with details of the H2H Project area.
- 9.4. The H2H team has access to data and support from their partners. This will be shared when appropriate/possible.





## **Annex 1 – Phase 1: Development of Conservation Management Plan Report by Morecambe Bay Partnership**

To be forwarded by email to interested consultants on request

## **Annex 2 – H2H LCAP Executive summary**

### **Headlands to Headspace: Morecambe Bay's Landscape Partnership Scheme**

#### **Executive Summary**

Headlands to Headspace (H2H) is a major new initiative motivated by a community desire to protect and celebrate the Bay's rich heritage. This exciting Scheme will deliver training, improve access, and present the Bay's heritage in fresh, new ways. It will bring local people and new audiences together by delivering engaging activities, high quality events and meaningful volunteering opportunities. All in all, it will significantly improve understanding of the natural and cultural heritage and help conserve that heritage for future generations. In so doing, it will bring new visitors, increase pride, and raise aspiration among the community. It will achieve a wide range of benefits - for heritage, for the Bay's communities, and economic benefits too.

We intend it to be a catalyst for community renewal and sustainable heritage management into the future. Headlands to Headspace will transform the way people think about Morecambe Bay. Its lasting legacy will be to deliver much greater profile and appreciation of the Bay's unique heritage.

#### **The Bay's Landscape**

Morecambe Bay is the largest intertidal area in the UK where four estuaries join in a horseshoe-shaped Bay of a spectacular scale and grandeur. The Bay itself is the key unifying feature of the landscape with vast, shining sands alternating with seascapes in the constant rhythm of the tide. The surrounding landscapes reveal a narrative of man's work, shaping the land and tied to the coastline from one millennium to the next. For centuries humans have earned livelihoods from fishing, seafaring, trade and farming the coastal fringes, shaping the coastal landscape and carving out a unique history and tremendous cultural richness.

The coastal communities look towards one another across the Bay. The railway adds a physical link that echoes deep economic and social connections with the Bay. Headlands, cliffs and promenades offer spectacular vistas over the elemental landscape. The scale of these views lifts the spirits and has made the Bay a place of contemplation and religious significance through the ages. This emotional response to the Bay prompted the Scheme title – Headlands to Headspace.

#### **Aims of Headlands to Headspace**

Headlands to Headspace will put local people at the heart of managing and looking after the heritage assets of the Bay for the long term, especially the very features that local people value most.

Headlands to Headspace offers the chance to celebrate and explore what is distinctive about the Bay and make this better connected, more accessible to all, better appreciated and better understood. The scheme will help communities to restore, enhance and celebrate the cultural and natural heritage of Morecambe Bay.

#### **The Scheme's main priorities are**

1. Securing landscape-scale management of the coastal marshes, grasslands, headlands and islands to re-connect a fragmented network of coastal habitats.
2. Restoring important habitats for ground-nesting birds such as terns, eiders, lapwing and curlew and securing improved management for these and other rare and sensitive species and habitats, to reverse recent declines.
3. Providing significantly improved access for diverse audiences to the key natural and cultural heritage sites. Support and promote sustainable transport via the Bay Cycle Way and using the railway and its stations, and the opportunities these provide to link communities.
4. Stimulating and coordinating Higher Level Stewardship (HLS) applications to ensure that available funding is used to best effect to secure positive changes for the next decade, at least.
5. Engaging the communities around the Bay in innovative projects about their shared cultural heritage, from the first human habitation (through archaeology) to the memories of veteran fishermen (through oral history recording and celebration).
6. Creating training and volunteering opportunities for community members for archaeological, cultural and natural heritage restoration and conservation.
7. Providing enjoyable and memorable learning opportunities for all ages that will increase a sense of community pride and ownership of this unique environment and heritage.
8. Taking this unique cultural and natural heritage and bringing it to life through imaginative, innovative and creative interpretation that will be a model of best practice.

1.

## **Themes and Projects**

The 28 projects in Headlands to Headspace will be delivered as a suite of linked activity. They are presented under 4 outcomes and themes: (i) conservation - built and natural heritage; (ii) community participation; (iii) access and (iv) training.

## **Conservation, Participation, Access, Training**

The Scheme will

- Research and improve the management of 12 heritage buildings
- Connect 330 ha of priority habitat, joining up, restoring and managing coastal habitats at a landscape scale
- Improve and safeguard roost sites and nesting sites for terns and eiders
- Research 20+ community stories
- Connect 200 Km of cycleway
- Promote sustainable transport via the railway and the Bay Cycle Way and the stations as local transport hubs
- Provide 4 Trampers to improve access for disabled people
- Promote 3+ multisensory special routes
- Produce 4 innovative new interpretative maps developing a rich sense of place
- Improve and add new importance to 6 headland viewpoints and their views
- Explore the little understood prehistory of sites with a view-shed of the Bay through a community archaeology programme
- Support well over 250 days of high quality engaging volunteer experiences
- Deliver community exhibitions bringing pride to small local communities
- Start to record and archive the rich oral history of the traditional fishing
- Develop 2 new training courses for Innocent Guides<sup>2</sup>

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<sup>2</sup> Innocent Guides is the name we have given to the process of turning members of community or business people into effective ambassadors of the heritage of the Bay. This is based on understanding their critical importance – not least from a body of tourism evidence that shows that

- Deliver 180 training places and >500 training days
- Support >20 businesses, improve the skills of >5 local heritage workers
- Deliver >30 events including heritage open days at sites not before open and
- Bring a world-class outdoor exhibition to 2 sites around the Bay, shining a national spotlight on the richness of our local heritage
- Reach several thousand people through the activities of the Scheme.

## **H2H Scheme Partnership and Board**

Morecambe Bay Partnership will lead the Scheme. The Partnership has an impressive track record of collaborative work. The Headlands to Headspace Board will oversee delivery. This committed partnership comprises local authorities, community bodies, and conservation, heritage and arts organisations. All have signed up to work together to deliver a high quality Scheme with a lasting legacy. The H2H Board is chaired by Professor Mark E. Smith, Vice-Chancellor of Lancaster University.

## **Budget and timetable**

The Scheme's total budget is £2,956,009 comprising a grant request of £1.9million<sup>3</sup> from the Heritage Lottery Fund for the delivery phase and £840,000 match funding, largely already secured. The timetable is 5 years from the start date, anticipated to be January 2014 - 2019.

## **Resources and Delivery**

Much of the Scheme will be delivered by 5 specially recruited Headlands to Headspace staff: (i) H2H Manager, (ii) H2H Officer, (iii) Cultural Heritage Officer, (iv) Natural Heritage Officer, (v) Community and Training Officer. Specific projects will be delivered by partners, including Art Gene, Sustrans, Marketing Lancashire, Cumbria Wildlife Trust and external contractors. Significant match funding has been secured from the Coastal Communities Fund and WREN Biodiversity Action Fund. Partner organisations will contribute in-kind and cash contributions.

## **£5 million new investment**

Morecambe Bay is now a place where great things are happening. Headlands to Headspace is being delivered alongside other significant new programmes which together will bring £5 million new investment to the Bay<sup>4</sup>. These include the Nature Improvement Area and the 700 Days Scheme - a bold programme to kick-start growth in the visitor economy. Headlands to Headspace will undertake the heritage-focused elements of this activity, but has been carefully designed to complement and dovetail with parallel activities for mutual benefit.

Integrating delivery of Headlands to Headspace with 700 Days and the other schemes makes the Bay's heritage central to activity that will transform the Bay. This

- Makes the Bay's rich cultural and natural heritage a key driver in boosting the Bay's economy
- Secures better long term management for the heritage assets into the future
- Brings maximum added value: building capacity, engagement and skills; improving the image, and quality of place for the communities of the Bay

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people's enjoyment of a destination is massively affected by the quality of the welcome they receive from professionals like taxi drivers and hotel receptionists.

<sup>3</sup> A development grant of £100,000 from the Heritage Lottery Fund supported the development phase for H2H between January 2012 and July 2013.

<sup>4</sup> Section 9.3 summarises these other Schemes and initiatives running in parallel.

- Secures lasting economic benefits by making the Bay a more attractive place to live, invest, and visit
- Gives genuine sustainability and ownership to the heritage by making it actively produce socio-economic benefit for the communities.

**2.**

### **Headlands to Headspace will transform the Bay**

The Scheme is the culmination of many years' work by the Morecambe Bay Partnership. It includes a strong 10-year legacy plan with significant funding attached to ensure that the work undertaken is protected and made accessible in the future.

Headlands to Headspace can help to bring about transformational change for Morecambe Bay by putting the heritage assets of the Bay centre-stage in a major programme of activity. This is a once-in-a-lifetime moment for Morecambe Bay, and Headlands to Headspace is the right Scheme at the right time to seize that moment.

## Annex 3 – Suggested report structure and expected content

### 1. **Report Information** including:

- Authorship
- Copyright
- Legal limitations
- Date and status of plan (draft, final, revised, etc.).

### 2. **Report Contents**

### 3. **Report Summary**

### 4. **Introduction** including:

- Circumstances of the project
- Study area
- Scope of the CMP and limitations of the study
- Landownership and AONB Management (Warton Crag)
- When and who will adopt the plan

### 5. **Understanding the site** (fully illustrated with maps and plans) including:

- An outline/description of conservation philosophy that will underpin the understanding, analysis and conservation policies.
- Analysis the site that draws together documentary and physical evidence (archaeology, architecture and landscape, contribution to the AONB special qualities and historic landscape etc.) to describe the historical development of the site.
- Description of the local and national context of the site both in terms of the physical properties of the site and its heritage context.
- Description of current management and maintenance programmes (Warton Crag).

### 6. **Assessment of significance.**

This should be in general terms and in detail for each of the main components of the site. It should include:

- Specific value judgements about the degree of historical, ecological, geological, cultural, aesthetic, archaeological, technological, societal and communal, and other types of significance
- Identification of who the site is significant to and to what extent

### 7. **Issues and vulnerability**

This should define the vulnerability of the site as a whole and its component parts and identify those issues, which are likely to affect the significance of the site. It should consider:

- Background and physical condition of the site, including ownership, boundaries, designations, current uses, access
- Owner's /tenant/management objectives for the site
- The potential impacts and effects of future change, including climate change

- Existing knowledge about the site, including access, statutory controls, past damage, public and community expectations, access, and potential conflicts.
- The setting of the site, and potential changes to the setting.
- The vulnerability of ancient and veteran trees, species and habitats, and the impacts of pests, diseases and invasive vegetation

#### **8. Conservation policies and plan.**

This should include relevant policies and present a plan for conservation management of the scheduled area which:

- Enables appropriate uses.
- Satisfy statutory requirements.
- Works with available resources.
- Prioritise repair/conservation
- Resolve conflicts.

This element of plan should include:

- Statutory controls and relevant planning, including AONB designation, AONB Management Plan, the AONB DPD and other policies to be considered as well as relevant non-statutory guidance appropriate to the site
- Overall conservation philosophy for the site,
- Approaches to maintenance and management the Scheduled site to enable it to be removed from the Heritage at Risk registrar whilst retaining significance
- Enhancement of public appreciation of the scheduled site and its role in and of the community
- Visitor management (including disabled access, use and facilities)
- Future research opportunities.

#### **9. Implementation, actions and review.**

This section should address the strategy and action required to implement the Conservation Management Plan.

#### **10.Strategy.**

This section should any relevant strategy documents and include how the conservation management plan will be implemented and funded (where required).

#### **11.Sources, bibliography and references**

#### **12.Appendices**

The appendices should be used to keep the main body of the text as brief as possible. It should include all relevant maps, designation documents, extracts from policy documents, any site surveys (including those commissioned as part of the project), technical information, drawings and other information not readily available. A photographic gazetteer may be included to record the state and condition of assets and features of the site before the implementation of the Conservation Management Plan actions

# Annex 4: CCC Terms and Conditions for Services

## **Cumbria County Council is the Accountable Body for Morecambe Bay Partnership's Headlands to Headspace Scheme**

### **TERMS AND CONDITIONS FOR SERVICES**

#### **1. DEFINITIONS**

"**Acceptance Letter**" means the letter attached hereto accepting the provision of the Services issued by the Council which includes a description of the Services, the price or rate applicable to the Services and any particular terms applying to the services which are additional to these Terms and Conditions.

"**Business Day**" is a day (other than a Saturday, Sunday or public holiday) when banks in London are open for business.

"**Council**" means Cumbria County Council.

"**Council's Representative**" means any person named on the Acceptance Letter as a key contact or any person who the Council notifies the Provider is to be regarded as a key contact during the course of the Contract.

"**Key Contact**" means any person named on the Acceptance Letter as a key contact or any person who the Provider notifies to the Council is to be regarded as a key contact during the course of the Services.

"**Price**" means the price or rate for the Services given in the Acceptance Letter (including all expenses of the Provider save where the Acceptance Letter states otherwise.

"**Parties**" means the Council and the Provider.

"**Premises**" means any land or building where the Services are to be performed specified in the Acceptance Letter.

"**Provider**" means the person, firm or company who is to provide the Services identified in the Acceptance Letter.

"**Services**" means the services described in the Acceptance Letter.

"**Terms and Conditions**" means these terms and conditions for the supply of the Services.

#### **2. GENERAL**

2.1 These Terms and Conditions together with the Acceptance Letter and any other document, plan or specification referred to in the Acceptance Letter constitute the contract between the Parties for the Services ("**the Contract**").

2.2 In the event of any conflict between a clause in these Terms and Conditions and a term of the Acceptance Letter, the terms of the Acceptance Letter shall prevail.

2.3 This Contract constitutes the entire agreement between the Parties relating to the Services and replaces all previous negotiations, agreements, understandings and representations whether oral or in writing. Any terms and conditions purported to be imposed by the Provider shall not be binding on the Council under any circumstances. Where the Provider appends its standard terms and conditions to any communication and/or invoice the Provider acknowledges that the terms and conditions in this Contract shall prevail.

2.4 Nothing in this Contract shall have the effect of making the Provider an agent, servant or employee of the Council.

2.5 The headings to these Terms and Conditions are for convenience only and will not affect construction or interpretation and reference to a clause shall be a reference to a clause of these Terms and Conditions unless explicitly stated otherwise.

2.6 Words denoting anyone gender include all genders and vice versa and the singular includes the plural and vice versa.

2.7 References to persons include individuals, partnerships, bodies corporate and unincorporated associations.

2.8 References to statutes or statutory provision shall be construed to include references to those statutes or provisions as amended or re-enacted from time to time.

2.9 The words and phrases "other", "including" and "in particular" shall not limit the generality of any preceding words.

#### **3. THE SERVICES**

3.1 The Provider shall provide the Services set out in the Acceptance Letter.

3.2 The Provider shall perform the Services:

- a) with reasonable skill, care and diligence;
- b) in accordance with industry best practice and using the best available techniques and standards;

c) in accordance with all applicable laws;

d) using staff who have appropriate skills, qualifications and experience;

e) using the appropriate number of staff; and

f) to the reasonable satisfaction of the Council's Representative.

3.3 The Provider shall provide all equipment and materials necessary for the performance of the Services except as otherwise agreed in writing with the Council. All equipment and materials shall be at the Provider's risk.

3.4 All equipment and materials provided by the Provider shall be of a suitable quality and fit for the purpose for which they are provided.

3.5 The Provider shall ensure that it holds and that all its employees hold all relevant licences permits and authorisations to allow the lawful performance of the Services.

3.6 The Provider shall ensure that all approvals, certificates, authorisations, permissions, licences, permits, regulations and consents necessary from time to time for the performance of the Service including without limitation any specific requirements set out in the Acceptance Letter ("Necessary Consents") are in place to provide the Services and the Council shall not (unless otherwise agreed) incur any additional costs associated with obtaining, maintaining or complying with the same.

3.7 Where there is any conflict or inconsistency between the provisions of the Contract and the requirements of a Necessary Consent, then the latter shall prevail, provided that the Provider has made all reasonable attempts to obtain a Necessary Consent in line with the requirements of the Services.

#### **4. TIME OF PERFORMANCE**

4.1 The Provider shall carry out the Services for the period and/or in accordance with the timescales set out in the Acceptance Letter. In the event that the Acceptance Letter does not specify any timescales, the Provider shall comply with any reasonable timescales notified by the Council.

4.2 The Provider shall submit such programmes of work and progress reports as the Council may from time to time require.

4.3 The Provider shall notify the Council immediately if it becomes aware of any event that it believes is likely to delay or impede the performance of the Services.

4.4 In the event that the Provider fails to meet a date or dates set out in the Acceptance Letter it shall, on the request of the Council, and without prejudice to the Council's other rights and remedies, arrange to provide all such additional resources as are necessary to fulfill its obligations at no additional cost to the Council.

#### **5. REJECTION OF SERVICES**

5.1 The Council may at any time reject the Services or anything delivered as part of the Services which in the reasonable view of the Council does not comply with the Contract in any material way.

5.2 If the Council rejects all or part of the Services under clause 5.1 above, it shall serve a notice on the Provider stating the reasons for such rejection.

5.3 Following receipt of a notice of rejection of the Services, the Provider shall have 5 Business Days (or such other period as the Parties may agree in writing) during which the Provider shall address the faults or failings which caused the notice of rejection to be issued.

5.4 If the Provider fails to correct the faults or failings which caused the notice of rejection to be issued to the reasonable satisfaction of the Council within 5 Business Days, the Council shall be entitled to terminate this Contract or any part of the Services.

5.5 The Council may require the immediate removal from its premises of anything delivered by the Provider which, in the reasonable view of the Council, is hazardous, not fit for purpose or noxious. The Provider shall comply with any such request at its own expense.

#### **6. PROVIDER'S PERSONNEL**

6.1 The Provider shall make Key Contacts available for the purposes of the Services and shall not make any changes in the Key Contacts without the prior written approval of the Council.

6.2 If and when requested by the Council, the Provider shall provide the Council with a list of the names of any person being used in the Services specifying, in each case, the capacities in which they are involved and giving such other particulars and evidence of identity and other supporting evidence as the Council may reasonably require.

6.3 The Provider shall comply with any notice reasonably given by the Council stating that a person named in the notice is not to be involved any further in the provision of the Services. The Provider shall replace any such person with someone of equivalent skills and qualifications.

6.4 The Council may terminate the Contract and recover from the Provider the amount of any loss resulting from such termination if under this Contract (or any other contract the Provider has):

- (a) the Provider fails, to ensure provision of equality of treatment for anyone who shares a Protected Characteristic as defined in the Equality Act 2010 (whether it is on such grounds as maternity, gender, transgender, marital status, ethnicity, disability, age, religion and belief and sexual orientation or otherwise) in the provision of services and in the employment of its staff and sub-contractors; and/or
- (b) the Provider unlawfully discriminates either directly or indirectly and does not comply with the obligations of the Equality Act 2010 and or any other relevant or equivalent legislation, or any statutory modification or re-enactment thereof.

#### **7. SECURITY AND USE OF COUNCIL'S PREMISES**

7.1 Where the Services are being carried out at Premises that are owned or occupied by the Council the Provider shall:

- a) comply and shall ensure that its staff, sub-contractors and agents comply with any rules or regulations applied by the Council in relation to security at its premises;
- b) comply with any notice given by the Council stating that a person named in the notice is to be removed from the Premises and/or not deployed any further in the provision of the Services. The Provider shall ensure that the person is replaced by someone of at least equivalent skills and qualifications. The decision of the Council on whether someone may be admitted to its Premises is final. The Provider shall bear the cost of complying with such a notice;
- c) keep the Premises reasonably clean and tidy while the Services are being performed and shall leave them clean and tidy on completion;
- d) pay the costs of making good any damage to the Premises (including any fixtures and fittings of the Premises) done by its employees, agents or sub-contractors other than fair wear and tear;
- e) enter and/or occupy such Premises as a licensee; and
- f) co-operate with any other person, firm or company which is providing services to the Council at the same time as the Provider.

#### **8. PAYMENT**

8.1 In consideration for the carrying out the Services in compliance with this Contract by the Provider the Council shall pay the Provider the Price.

8.2 The Provider shall submit monthly in arrears an invoice for the Services to the Council's address for invoices given in the Acceptance Letter. The invoice shall contain the Order Number and a description of the Services carried out and the proportion of the Price payable.

8.3 The Council shall pay the Provider within 30 days of receipt and agreement of invoices, for work completed to the satisfaction of the Council.

8.4 In addition to the Price, the Council shall pay the Provider where lawfully due a sum equivalent to any Value Added Tax chargeable in respect of the Services. Value Added Tax shall be shown as a separate item on the Provider's invoice.

#### **9. RECOVERY OF SUMS DUE**

If any sum is recoverable from or payable by the Provider under the Contract, that sum may be deducted from any sum then due or which at a later date becomes due to the Provider under the Contract or under any other agreement with the Council.

#### **10. AUDIT**

The Provider shall keep and maintain until 6 years after the Contract has been completed records to the satisfaction of the Council of all expenditures that are reimbursable by the Council. These records shall include records of the hours worked and costs incurred by the Provider or any employees of the Provider in connection with the Services. The Provider shall on request afford the Council or any person reasonably specified by the Council such access to those records as may be required by the Council in connection with the Contract.

#### **11. FREEDOM OF INFORMATION/DPA**

11.1 The Provider acknowledges that the Council is subject to the requirements of the Freedom of Information Act 2000 (FOIA) and the Environmental Information Regulations 2004 (EIR) and shall assist and co-operate with the Council (at the Provider's expense) to enable the Council to comply with information disclosure requirements under the FOIA or EIR.

11.2 The Council shall be responsible for determining at its absolute discretion whether any information in connection with this Contract is exempt from disclosure in accordance with the provisions of the FOIA or the EIR and/or is to be disclosed in response to a request for information.

11.3 The Provider shall (and shall procure that any of its personnel involved in the provision of the Contract shall) comply with any notification requirements under the Data Protection Act 1998 (DPA) and shall duly observe all their obligations under the DPA, which arise in connection with the Contract.

#### **12. HEALTH AND SAFETY**

12.1 The Provider shall notify the Council of any health and safety hazards which may arise in connection with the performance of this Contract.

12.2 Where the Services are being carried out at land or premises owned or occupied by the Council, the Council shall notify the Provider of any health and safety hazards which may exist or arise at its premises and which may affect the Provider. The Provider shall draw these hazards to the attention of any of its employees, sub-contractors or agents who may be affected by them and instruct such persons in connection with any necessary safety measures.

#### **13. CONFIDENTIALITY**

13.1 The Provider undertakes to keep secret and not to disclose and to procure that its employees, sub-contractors and agents keep secret and do not disclose any information of a confidential nature which it has obtained by reason of this Contract. Nothing in this clause applies to information which is already in the public domain or the possession of the Provider other than by reason of breach of this clause.

13.2 The provisions of this clause shall survive the termination of this Contract however that occurs.

#### **14. INDEMNITY AND INSURANCE**

14.1 Without prejudice to any rights or remedies of the Council the Provider shall indemnify the Council against all actions, demands, losses, expenses and costs (including legal costs on a solicitor and client basis) which the Council may suffer or incur as a result of or in connection with any damage to property or any injury (whether fatal or otherwise) to any person which may result directly from any defect in the Services or any negligence or breach of this Contract by the Provider.

14.2 The Provider warrants that it has in place with a reputable insurance company a policy or policies of insurance covering all the liabilities and indemnities under this Contract.

14.3 The Provider shall at its own cost effect and maintain with a reputable insurance company a policy or policies of insurance providing an adequate level of cover as is reasonable (including without limitation any specific requirements set out in the Acceptance Letter) for delivery of the Services. The cover shall be in respect of all risks which may be incurred by the Provider, arising out of the Provider's performance of the Contract, including death or personal injury, loss of or damage to property or any other loss.

14.4 The Provider shall give the Council, on request, copies of all insurance policies referred to in this clause or a broker's verification of insurance to demonstrate that the insurances are in place.

14.5 Where professional indemnity insurance is required the Provider shall continue to maintain such insurance with a reputable insurer for a period of 3 years following completion of the Services.

14.6 The terms of any insurance or the amount of cover shall not relieve the Provider of any liabilities under this Contract.

14.7 Notwithstanding any other provision of this Contract neither Party limits or excludes its liability for fraud or fraudulent misrepresentation, death or personal injury caused by its negligence, or any other act or omission, liability for which may not be limited under any applicable law.

#### **15. VARIATION**

15.1 This Contract may not be varied or amended unless the variation or amendment is in writing and agreed signed by both the Council and the Provider.

15.2 The price for any variation (if applicable) shall be the fair and reasonable price taking into account the market price available to the Council for similar services. The Provider shall supply the Council with all information necessary to allow the Council to ascertain whether the price is fair and reasonable.

15.3 These terms and conditions shall apply to any variation as if it were included in the original Acceptance Letter.

#### **16. ASSIGNMENT OR SUB-CONTRACTING**

16.1 The Provider shall not assign, transfer or novate the Services or any part of the Contract.



16.2 The Provider shall not sub-contract the Services or any part of them without the prior written consent of the Council.

16.3 Sub-contracting of this Contract shall not in any way relieve the Provider of its obligations under the Contract.

16.4 Where consent is given by the Council for sub-contracting the Provider shall ensure that the sub-contractor has and maintains adequate insurance having regard to the obligations the sub-contractor is contracted to fulfil.

#### 17. RIGHTS OF THIRD PARTIES

Unless explicitly stated in a clause of this Contract, this Contract shall not create any rights which are enforceable by anyone other than the Parties.

#### 18. TERMINATION

18.1 The Provider shall notify the Council in writing immediately upon the occurrence of any of the following events:

- a) (where the Provider is an individual) if a petition is presented for the Provider's bankruptcy or the Provider makes any composition or arrangement with or for the benefit of creditors, or makes any conveyance or assignment for the benefit of creditors, or if an administrator is appointed to manage his affairs;
- b) (where the Provider is a firm; or a number of persons acting together in any capacity) if any event in (a) or (c) of this clause occurs in respect of any partner in the firm or any of those persons or a petition is presented for the Provider to be wound up as an unregistered company; or
- c) where the Provider is a company, if the company passes a resolution for winding-up or the court makes an administration order or a winding-up order, or the company makes a composition or arrangement with its creditors, or an administrative receiver, receiver or manager is appointed by a creditor or by the court, or possession is taken of any of its property under the terms of a floating charge.

18.2 The Council shall be entitled to terminate this Contract by notice to the Provider with immediate effect if:

- a) any of the events described in clause 18.1 occurs;

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**b) the Provider has committed a material breach of this Contract and (if such breach is capable of remedy) has failed to remedy such breach within 5 Business Days of being required by the Council in writing to do so;**

c) the Provider repeatedly breaches any of the terms of this Contract in such a manner as to reasonably justify the opinion that its conduct is inconsistent with it having the intention or ability to give effect to the terms of this Contract; or

d) (where the Provider is an individual), if he shall die or be adjudged Incapable of managing his affairs within the meaning of Part VII of the Mental Health Act 1983.

18.3 Notwithstanding clause 18.2 the Council shall be entitled to terminate this Contract at any time by giving to the Provider not less than 30 days notice to that effect.

18.4 The rights to terminate the Contract set out in this clause 18 are in addition to any other right to terminate set out elsewhere in this Contract.

18.5 Where this Contract provides for termination other than under clause 18 the exercise of such rights shall not be subject to the requirements of clause 18.

#### 19. CONSEQUENCES OF TERMINATION

19.1 On the expiry of the term or if this Contract is terminated in whole or in part for any reason the Provider shall co-operate fully with the Council to ensure an orderly migration of the Services to the Council or, at the Council's request, a replacement provider.

19.2 On expiry or termination of this Contract the Provider shall procure that all data and other material belonging to the Council (and all media of any nature containing information and data belonging to the Council or relating to the Services), shall be delivered to the Council forthwith.

19.3 On expiry or termination of this Contract the Provider shall collect any equipment and or materials on the Council's premises placed there by the Provider as part of the Services and the title of said equipment and or materials has not transferred to the Council.

19.4 Where the Contract is terminated due to Provider default the Provider shall be liable for any costs incurred by the Council in finding a substitute provider to deliver the Services whether incurred before or after the termination of the Contract.

#### 20. NOTICES

20.1 Any notice or other communication given under or pursuant to this Contract must be given in writing and must be sent by first class post and must be sent to the address for communications given in the Acceptance Letter (which may be altered at any time by the altering Party giving the other Party 15 days notice of a changed address).

20.2 Communications to the Council must be sent to its address given for on the Acceptance Letter not its address for invoice and marked for the Council's Representative's attention.

20.3 A notice or communication shall be deemed to have been received 2 Business Days after posting.

#### 21. GOVERNING LAW

This Contract shall be governed by and construed in accordance with the laws of England and Wales and shall be subject to the exclusive jurisdiction of the courts of England and Wales.

#### 22. BRIBERY AND CORRUPTION

22.1 The Council may terminate the Contract and recover from the Provider the amount of any loss resulting from such termination:

- a) If the Provider shall have offered or given or agreed to give to any person any gift or consideration of any kind as an inducement or reward for so doing or forbearing to do or for having done or forborne to do any action in relation to the obtaining or execution of the contract or any other contract, with the Council or for showing or forbearing to show favour or disfavour to any person in relation to the contract or any other contract with the Council; or
- b) If the like acts shall have been done by any person in the employ or on behalf of the Provider (whether with or without the Provider's knowledge); or
- c) If in relation to any contract with the Council the Provider or any person in the employ of or acting on the Provider's behalf shall have committed any offence under the Bribery Act 2010, or shall have given any fee or reward the receipt of which is an offence under Section 117 of the Local Government Act 1972.

#### 23. SEVERANCE

23.1 If any provision of this Contract shall be found by any court or body or authority of competent jurisdiction to be invalid or unenforceable, that provision shall be severed from the remainder of the Contract which shall remain in full force and effect to the extent permitted by law.

23.2 If any provision of this Contract is found to be invalid or unenforceable but would be valid or enforceable if some part of the provision was deleted, the provision in question shall apply with any necessary modifications to make it valid.

#### 24. WAIVER

No forbearance or delay by either Party in enforcing its respective rights will prejudice or restrict the rights of that Party, and no waiver of any such rights or of any breach of any contractual terms will be deemed to be a waiver of any other right or of any later breach. In particular, but without limitation to the generality of the foregoing, any prior acceptance or approval communicated by the Council to the Provider in respect of the Services or any omission on the part of the Council to communicate such prior acceptance or approval shall not relieve the Provider of its obligations to deliver the Services in accordance with the provisions of this Contract.

#### 25. RIGHTS & REMEDIES

Subject to the specific limitations set out in this Contract, no remedy conferred by any provision of this Contract is intended to be exclusive of any other remedy except as expressly provided for in this Contract and each and every remedy shall be cumulative and shall be in addition to every other remedy given thereunder or existing at law or in equity by statute or otherwise.

**26 SURVIVAL** Any provision of this Contract which expressly or by implication is intended to come into or continue in force on or after termination of this Contract including but not limited to clauses 10, 13, 14.1, 14.5, 14.7, and 21 shall remain in full force and effect.

#### 27. TUPE

27.1 Where Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) does apply the Provider agrees that it shall comply with all of its obligations under TUPE and the Acquired Rights Directive as applicable.

27.2 The Provider agrees to indemnify the Council against any claim howsoever arising from the application of TUPE or the Acquired Rights Directive.

27.3 During the term of this Contract, the Provider shall, on request by the Council, provide the Council within 10 Business Days, accurate and complete information as is necessary to allow bidders to assess the application of TUPE. The Provider shall warrant the accuracy of all the information provided to the Council and authorises the Council to use any and all of the information as it may consider necessary for the purposes of its business or as part of the procurement exercise. The Provider shall indemnify the Council against any financial losses arising from any

differential between the information disclosed and the actual position should the Council suffer any extra cost or loss by relying on the information provided.

#### 28. PUBLICITY

The Provider shall not make any press announcements or publicise this Contract or its contents in any way or use the Council's name or brand in any promotion or marketing or announcement of orders, without the prior written consent of the Council

#### 29. INTELLECTUAL PROPERTY

29.1 The intellectual property rights (including the copyright) in any reports, documentation or materials produced as part of the Services are hereby assigned to and shall vest in the Council. This clause shall survive the termination of this Contract.

29.2 Save where the Services uses documents and materials supplied by the Council, the Provider warrants that none of the documentation and materials used or created as part of the Services shall infringe any patent, trade mark, registered design, copyright or other rights in industrial property of any third party.

29.3 The Provider shall indemnify the Council against all actions, demands, charges, expenses and costs (including legal costs on a solicitor and Council basis) which the Council may incur as a result of or in connection with any breach of clause 29.2.

#### 30. PENSIONS

30.1 The Provider shall ensure that all transferring employees who were originally employed by the Council are offered membership of the pension scheme of which they were, or were eligible to be, members of prior to the relevant transfer date under this Contract, or are afforded pension rights which are certified by the Government actuary department or by a professionally qualified actuary as being broadly comparable to the terms of the pension scheme of which they were, or were eligible to be, members of prior to the relevant transfer under this Contract.

30.2 Transferring employees may in their own right enforce clause 30, even though they are not party to this Contract. This does not extend to any other clause in this Contract.

