



**Framework:**  
**Supplier:**  
**Company Number:**

**Client Support Framework**  
**Arcadis Consulting (UK) Ltd**  
**09818546**

**Geographical Area:**  
**Project Name:**  
**Project Number:**

**National**  
**Strength in Place - Service Mapping**  
[REDACTED]

**Contract Type:**  
**Option:**

**Professional Service Contract**  
**Option E**

**Contract Number:**

**project\_35421**

**Stage:**

**Study\_or\_Service\_NOT\_Design**

Revision	Status	Originator	Reviewer	Date
1	Live	[REDACTED]	[REDACTED]	01/03/2022
				03/03/2022

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

**Project Name** Strength in Place - Service Mapping

**Project Number** ENV

This contract is made on 13/04/2022  
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  
220208\_V2.0\_StrengthenPlace\_WP 1\_Service mapping

### 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

W2

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* The service is to provide a high level service mapping report detailing the optimum configuration of integrated delivery portfolios for Local Operations. This will consider the best high level delivery design/s taking account of current services, activities and geography. Outputs will include high level recommendations for integrated portfolios following an assessment of key documents and through interviews with staff.

The *Client is* Environment Agency

Address for communications

Manley House  
Kestrel Way  
Exeter  
Devon  
EX2 7LQ

Address for electronic communications

The *Service Manager* is

Address for communications

Manley House  
Kestrel Way  
Exeter  
Devon  
EX2 7LQ

Address for electronic communications

The *Scope is in*  
220208\_V2.0\_StrengthenPlace\_WP 1\_Service mapping

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

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' *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 24 March 2022

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 23 May 2022

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. 'not used'
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	██████ years
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 <i>Service</i>	Which ever is the greater of ██████ or the amount required by law in respect of each claim, without limit to the number of claims	██████ months
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
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	████████████████████	

## Resolving and avoiding disputes

The <i>tribunal</i> is	litigation in the courts
The <i>Adjudicator</i> is	'to be confirmed'
Address for communications	'to be confirmed'
Address for electronic communications	<a href="#">'to be confirmed'</a>
The <i>Adjudicator nominating body</i> is	The Institution of Civil Engineers

## Z Clauses

### Z1 Disputes

Delete existing clause W2.1

### 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

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.

#### **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 weeks

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 6 years 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  
any none

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 Arcadis Consulting (UK) Ltd

Address for communications Arcadis House  
34 York Way  
London  
N1 9AB

Address for electronic communications

The fee percentage is

Option E

The key persons are

Name (1)	
Job	
Responsibilities	See CV
Qualifications	See CV
Experience	See CV

The key persons are

Name (2)	
Job	
Responsibilities	See CV
Qualifications	See CV
Experience	See CV

The key persons are

Name (3)	
Job	
Responsibilities	
Qualifications	
Experience	

The key persons are

Name (4)	
Job	
Responsibilities	
Qualifications	
Experience	

The key persons are

Name (5)	
Job	
Responsibilities	
Qualifications	
Experience	

The key persons are

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  
All As per scope

3 Time

The programme identified in the Contract Data is  
As per Scope

5 Payment

The *activity schedule* is

The forecast of the Prices is  
£99,000.00

Resolving and avoiding disputes

The *Senior Representatives* of the *Consultant* are

Name (1) [REDACTED]  
Address for communications  
Arcadis LLP  
1st Floor Cornerblock  
2 Cornwall Strett  
Birmingham  
B3 2DX

Address for electronic communications  
[REDACTED]

Name (2) [REDACTED]  
Address for communications  
Arcadis LLP  
1st Floor  
Suite 1a  
4 Piccadilly  
Manchester  
M1 3BN

Address for electronic communications  
[REDACTED]

X10: Information Modelling

The *information execution plan* identified in the Contract Data is  
As per proposal 'Local Ops Op Model\_Arcadis Proposal C1 141221.pptx



# Contract Execution

*Client execution*

Signed Underhand by [PRINT NAME] for and on behalf of the Environment Agency

SignatureDateRole

*Consultant execution*

Signed Underhand by [PRINT NAME] for and on behalf of Arcadis Consulting (UK) Ltd

SignatureDateRole



## Strength in Place Programme

### Work Package 1: Local Operations Service Mapping

Author Details			
Written By	[REDACTED]	[REDACTED]	18/01/2022
Approved By	[REDACTED]	[REDACTED]	07/02/2022

Contract Details			
Type	NEC PSC Option E	Service Manager	[REDACTED]
Start Date	24/03/2022	Contract Support Officer	TBC
Estimated Value (£k)	[REDACTED]		

## Details of the services

Details of the services are:

### 1. Description of the work:

#### Objective

Following a restructure on the Executive Director team approximately 12 months ago the leadership of Operations was divided into 2 parts – Chief Operating Officer (COO) directorate and Local Operations directorate. The Chief Operating Officer has completed a mapping of their services and activities to support delivery of Local Operations and a has generated at a high level and detailed design the departments organisational structure (line management).

Since September 2021 the Local Operations directorate have been assessing future ways of working through 'Strength in Place', capturing high level objectives and challenges facing the directorate. In order to plan for the future of operational delivery the Local Operations Directorate must understand at a reasonable level of granularity the services offered by the teams within its current organisation structure both internally and externally to the Environment Agency. It will need to identify change drivers that may influence the range, type or provision of service.

This work needs to align seamlessly with the COO structure and be delivered at pace to ensure customer, front line delivery and staff needs are met during the current pandemic working environment and are fit for the future.

#### Outcome specification

### 2. Summary statement of service:

- a. The *Consultant* will provide material that clearly outlines the services offered by the different teams within Local Operations. The *Consultant* will provide recommendations about changes to organisational structure and Local Operations services with supporting



evidence which may include, but is not limited to, organisational benchmarking or business/strategic driver analysis.

- i. The *Consultant* shall provide an as-is service-mapping of Local Operations (inclusive of all departments within the Local Operations Directorate) that clearly identifies the core services offered by the Local Operations Directorate both internally and externally to the Environment Agency
- ii. The *Consultant* shall provide data collection and analysis, through interviews and feedback workshops where appropriate
- iii. The *Consultant* shall identify through the delivery of work, a high-level sense check of any changes proposed by the *Client* to virtual structures that enable delivery, such as:
  1. Outcome-based activity cluster structures (services and activities grouped to key outcomes) – E.g. Asset Management, regulation, etc.
  2. Capital and revenue Asset delivering Portfolios governance structures – E.g. Project, Programme, Portfolio Boards for FCRM, Navigation and Water, Land & Biodiversity Portfolios
  3. P3O and PMO office structures – E.g. National and Area Portfolio Management Offices, Portfolio Delivery Office and Business Delivery Office
  4. Organisational Change Portfolios governance structures – E.g. Business and Portfolio Boards for FCRM, Environment & Business and Organisational investments
  5. Social Learning structures (Network Groups, Communities of Practice) – E.g. Strategic Asset Management Group, Project Delivery Group, Digital Asset Data and Information CoP, etc
  6. Framework Governance structures – E.g. Framework Directors Forum or CDF, CSF, FCRM Operational Framework Managers Groups
- iv. The *Consultant* shall identify strategic drivers that may influence the range and/or type of services the Local Operations Directorate will provide in the future
- v. The *Consultant* will provide recommendations on a to-be Local Operations organisational design based on both changes to or the re-alignment of existing services.
- vi. The *Consultant* will recommend the scale of resource needed (desktop Span of Control) for Directors to deliver both as-is and to-be services and recommend the degree of line management responsibility for Executive Managers, which is benchmarked with other place-based organisations at a high level. This output should inform further EA decision making on geographies



- i. The *Consultant* shall recommend alignment for as-is and to-be services to cluster domain specialisms
    - ii. The *Consultant* will present their findings to the *Client* in the following formats:
      1. Executive Briefing Report
      2. Presentation(s)
      3. Workshop sessions
      4. Organogram(s)
      5. High-level service mapping diagram
    - b. The *Consultant* will recommend a high-level proposal for the next phase of Local Operations organisational design based on the findings and analysis completed
  3. The Services specifically exclude the follow
    - a. Comparison/assessment/consolidation of COO and Local Operations services captured through the service mapping exercises
    - b. Job descriptions for any role within Local Operations as a result of data collection and analysis of Local Operations services, either as-is or to-be
    - c. Designs or recommended changes to virtual structure design
  4. Drawings, site information or reports already available
    - a. Cluster concept design
    - b. Key strategic documents
    - c. As-is organisational structure
    - d. 100 day plan and follow up working presentations
    - e. Local Operations organisational breakdown (Cleansed)
  5. Specifications or standards to be used
    - a. N/A
  6. Constraint on how the Consultant provides the services
    - a. Due to COVID-19 it is likely that there will be no travelling and/or co-location, the *Consultant* shall not use *Client* offices until approved by the *Client*
    - b. The *Consultant* shall review any proposed additional work with the *Client* before actioning it
  7. Requirements of the Programme
    - a. 8 week timeframe



8. Services and other things provided by the Client
  - a. MS Teams site to support collaboration with the Strength in Place Programme Team
  - b. Commitment to milestone reviews for approval/sign-off