



# Professional Service Contract

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## Contract Data Forms

June 2017

(with amendments January 2019)

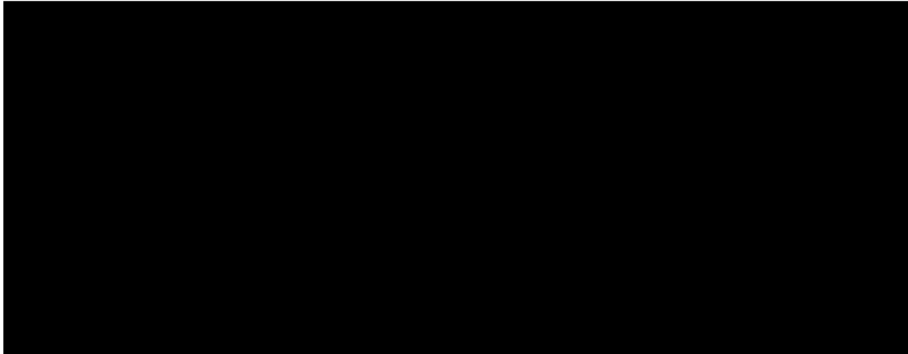
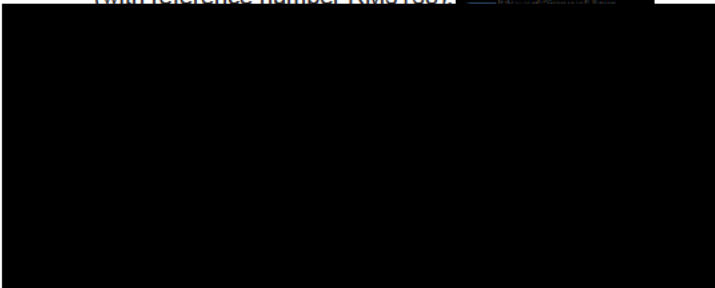
## Contract Execution

This agreement is made between the *Client*, the *Consultant* and the Named Suppliers.

Terms in this agreement have the meanings given to them in the contract between the Environment Agency and WSP UK Limited for a review team (the *service*).

The Consultant offers to Provide the Services in accordance with these conditions of contract for an amount to be determined in accordance with these conditions of contract.

The Consultant was appointed to the framework and executed the framework agreement (with reference number RM6165).



# Contract Data

## PART ONE – DATA PROVIDED BY THE CLIENT

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

### 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 (with amendments January 2019)

Main Option

E

Option for resolving and avoiding disputes

W2

Secondary Options

X2, X9, X11, X18, Y(UK)2, Z1, Z2, Z3, Z5, Z8, Z9, Z12, Z125, Z130, Z131

The service is

As part of the NaFRA2 (N2) project a new flood risk model covering coastal, fluvial and surface water is being produced. This scope is being commissioned to support the review of the NaFRA2 draft mapping product outputs. Consultant to review outputs and depending on area commitment, support the Area's review as necessary

The Client is

Name

Environment Agency

Address for communications

Address for electronic communication

The Service Manager is

Name

Address for communications

Address for electronic communication

The Scope is in

The attached scope "BiS migration - NEC4 PSC - CPS\_N2\_CRT March 24\_Scope" titled 'N2 NNMCRT WSP'

|  |  |             |                |
|--|--|-------------|----------------|
| The <i>language of the contract</i> is       | <div>English</div>   |             |                |
| The <i>law of the contract</i> is the law of | <div>England and Wales, subject to the jurisdiction of the courts of England and Wales</div> |             |                |
| The <i>period for reply</i> is               | <div>2 weeks</div>   | except that |                |
| • The <i>period for reply</i> for            | <div>n/a</div>   | is          | <div>n/a</div> |
| • The <i>period for reply</i> for            | <div>n/a</div>   | is          | <div>n/a</div> |

The *period for retention* is 

6

 year(s) following Completion or earlier termination

The following matters will be included in the Early Warning Register

None

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

4 weeks

## 2 The Consultant's main responsibilities

If the *Client* has identified work which is set to meet a stated *condition* by a *key date*

The *key dates* and *conditions* to be met are

| <i>condition to be met</i> | <i>key date</i> |
|----------------------------|-----------------|
| (1) <div></div>            | <div></div>     |
| (2) <div></div>            | <div></div>     |
| (3) <div></div>            | <div></div>     |

If Option A is used

The *Consultant* prepares forecasts of the total *expenses* at intervals no longer than

4 weeks

If Option C or E is used

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 

15 April 2024

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

| access                    | access date   |
|---------------------------|---------------|
| (1) Nafra2 review website | 15 April 2024 |
| (2)                       |               |
| (3)                       |               |

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

4 weeks

If the *Client* has decided the *completion date* for the whole of the *service*

The *completion date* for the whole of the *service* is

31<sup>st</sup> December 2024

If no programme is identified in part two of the Contract Data

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

2 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, if not previously provided by the *Consultant*

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

If the *Client* states any *expenses*

The *expenses* stated by the *Client* are

| item | amount |
|------|--------|
|      |        |
|      |        |

The *interest rate* is 2 % per annum (not less than 2) above the

Base

rate of the

Bank of England

bank

If the period in which payments are made is not three weeks and Y(UK)2 is not used

The period within which payments are made is

1 Month

If Option C or E is used and the *Client* states any locations

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

All UK offices

If Option C is used

The *Consultant's share percentages* and the *share ranges* are

*share range*

*Consultant's share percentage*

|              |                      |      |                      |   |
|--------------|----------------------|------|----------------------|---|
| less than    | <input type="text"/> | %    | <input type="text"/> | % |
| from         | <input type="text"/> | % to | <input type="text"/> | % |
| from         | <input type="text"/> | % to | <input type="text"/> | % |
| greater than | <input type="text"/> | %    | <input type="text"/> | % |

If Option C or E is used

The *exchange rates* are those published in

on  (date)

## 6 Compensation events

If there are additional

These are additional compensation events

## 8 Liabilities and insurance

If there are additional  
*Client's liabilities*

These are additional *Client's liabilities*

|     |                      |
|-----|----------------------|
| (1) | <input type="text"/> |
| (2) | <input type="text"/> |
| (3) | <input type="text"/> |

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

| EVENT  | MINIMUM AMOUNT OF COVER  | PERIOD FOLLOWING COMPLETION OF THE WHOLE OF THE SERVICE 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>  | <input type="text" value="£1 million"/><br>in respect of each claim, without limit to the number of claims   | 6 years following Completion of the whole works or earlier termination |
| Loss of or damage to property and liability for bodily injury to or death of a person (not an employee of the <i>Consultant</i> ) arising from or in connection with the <i>Consultant</i> Providing the Service | <input type="text" value="Whichever is greater of £5 million or the amount required by law"/><br>in respect of each event, without limit to the number of events | 12 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   | <input type="text" value="Whichever is greater of £5 million or the amount required by law"/><br>in respect of each event, without limit to the number of events | For the period required by law   |

The *Consultant* provides these additional insurances

|                            |                                  |
|----------------------------|----------------------------------|
| (1) Insurance against      | <input type="text" value="n/a"/> |
| Minimum amount of cover is | <input type="text" value="n/a"/> |
| The deductibles are        | <input type="text" value="n/a"/> |

|  |            |
|--|------------|
| (2) Insurance against  | n/a        |
| Minimum amount of cover is   | n/a        |
| The deductibles are  | n/a        |
| (3) Insurance against  | n/a        |
| Minimum amount of cover is   | n/a        |
| The deductibles are  | n/a        |
| 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 |            |
|  | £1 million |

## Resolving and avoiding disputes

The *tribunal* is

Litigation in the courts

If the *tribunal* is arbitration

The *arbitration procedure* is

'to be confirmed'

The place where arbitration  
is to be held is

'to be confirmed'

The person or organisation who will choose an arbitrator if the Parties cannot agree a choice or if the *arbitration procedure* does not state who selects an arbitrator is

The *Senior Representatives* of the *Client* are

Name (1)

Address for communications

Address for electronic communication

Name (2)

Address for communications

Address for electronic communication

The *Adjudicator* is

Name

'to be confirmed'

Address for communications

'to be confirmed'

Address for electronic communications

'to be confirmed'

The *Adjudicator nominating body* is

Institution of Civil Engineers



## X2: Changes in the law

If Option X2 is used      The *law of the project* is      

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

## X5: Sectional Completion

If Option X5 is used      The *completion date* for each section of the *service* is

| <i>section</i> | <i>description</i> | <i>completion date</i> |
|----------------|--------------------|------------------------|
| (1)            | <div></div>        | <div></div>            |
| (2)            | <div></div>        | <div></div>            |
| (3)            | <div></div>        | <div></div>            |
| (4)            | <div></div>        | <div></div>            |

## X7: Delay damages

If Option X7 is used without Option X5      Delay damages for Completion of the whole of the *service* are  per day

If Option X7 is used with Option X5      Delay damages for each *section* of the *service* are

| <i>section</i>  | <i>description</i> | <i>amount per day</i> |
|---|--------------------|-----------------------|
| (1)   | <div></div>        | <div></div>           |
| (2)   | <div></div>        | <div></div>           |
| (3)   | <div></div>        | <div></div>           |
| (4)   | <div></div>        | <div></div>           |
| The delay damages for the remainder of the <i>service</i> are |                    | <div></div>           |

## X8: Undertakings to Others

If Option X8 is used      The *undertakings to Others* are provided to

## X9: Transfer of Intellectual Property Rights

## X10: Information modelling

If Option X10 is used

If no *information execution plan* is identified in part two of the Contract Data      The period after the Contract Date within which the *Consultant* is to submit a first Information Execution Plan for acceptance is      

2 weeks

## X11: Termination by the Client

## X13: Performance bond

If Option X13 is      The amount of the performance bond is

used

**X18: Limitation of liability**

|                  |   |            |
|------------------|---|------------|
| If Option X18 is | The <i>Consultant's</i> liability to the <i>Client</i> for indirect or consequential loss is limited to used                            | £1 million |
|                  | The <i>Consultant's</i> liability to the <i>Client</i> for Defects that are not found until after the <i>defects date</i> is limited to | £1 million |
|                  | The <i>end of liability date</i> is 6 years after the Completion of the whole of the <i>service</i>                                     |            |

**~~X20: Key Performance Indicators (not used with Option X12)~~**

|                       |  |        |
|-----------------------|--|--------|
| If Option X20 is used | The <i>incentive schedule</i> for Key Performance Indicators is in                         |        |
|                       | A report of performance against each Key Performance Indicator is provided at intervals of | months |

### ~~Y(UK)1: Project Bank Account~~

Charges made and interest  
the paid by the *project bank*

The *Consultant* **is / is not** to pay any charges made and to be paid any interest paid by  
*project bank* (Delete as applicable)

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

If Option Y(UK)2 is used  
and the final date for  
payment is not fourteen  
days after the date on  
which payment becomes  
due

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

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

If Option Y(UK)3 is used

term

*beneficiary*

|                      |                      |
|----------------------|----------------------|
| <input type="text"/> | <input type="text"/> |
| <input type="text"/> | <input type="text"/> |
| <input type="text"/> | <input type="text"/> |
| <input type="text"/> | <input type="text"/> |

If Y(UK)3 is used with

term

*beneficiary*

Y(UK)1 the following  
entry is added to the  
table for Y(UK)3

The provisions of  
Options Y(UK)1

Named Suppliers

## Z: Additional conditions of contract

If Option Z is used

The *additional conditions of contract* are

### Z1 Disputes:

Option W2 subclause W2.1(4) is deleted. The Parties agree that adjudication under Clause option W2 should only commence if the dispute resolution procedure has been exhausted and that the dispute resolution procedure in the Scope, takes precedence over Option W2.

### 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

### Z4 Share on Termination

Delete existing clause 93.3 and 93.4 and replace with:

~~93.3 In the event of termination in respect of a contract relating to services there is no *Consultant's* share.~~

### Z5 Secondments

When appointing Consultants on a secondment basis only:

Add clause 19

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

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

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

### 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.

## **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.

## **Z125 Limitation of Liability**

Under clause 87.1; after the fourth bullet point; insert the additional bullet points:

- loss of or damage to the *Client's* property, to the sum that the *Consultant* is required to insure under the contract in respect of such loss or damage,
- death of or bodily injury to employees of the *Consultant* arising out of and in the course of their employment in connection with the contract, to the sum that the *Consultant* is required to insure under the contract in respect of such death or bodily injury.

## **Z 130 Rate adjustment**

Z130.1 The Defined Cost for People Rates shall be increased by the same proportion and on the same date as the appropriate *Framework Prices*.

Z130.2 (Option C ONLY) The Prices are adjusted for the outstanding portion of the Prices for the amendment to rates in Z130.1.

## **Z 131 Change to the Schedule of Cost Components**

Add clause 11.2(19) The People Rates are the *people rates* unless later changed in accordance with the contract and provided that at all times and under any circumstance howsoever arising the People Rates do not exceed the equivalent and directly comparable Framework Price as set out in Crown Commercial Services (CCS) Construction Professional Services Framework RM6165.

In the Schedule of Cost Components delete the section titled **People** and replace with:

### **People**

1 The following components of the cost of people.

11 Amounts calculated by multiplying each of the People Rates by the total time appropriate to that rate properly spent on work on the contract.

**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

Address for communications

Address for electronic communication

The *fee percentage* is

0

%

The *key persons* are

name

service

|  |
|--|
|  |
|  |
|  |
|  |

|  |
|--|
|  |
|  |
|  |
|  |

The following matters will be included in the Early Warning Register

|  |
|--|
|  |
|--|

## 2 The *Consultant's* main responsibilities

If the *Consultant* is to  
provide Scope

The Scope provided by the *Consultant* is in

The attached scope titled  
"N2 NNM CRT WSP"

## 5 Payment

If the *Consultant* states  
*expenses*

The *expenses* stated by the *Consultant* are any

| item        | amount      |
|-------------|-------------|
| <div></div> | <div></div> |
| <div></div> | <div></div> |
| <div></div> | <div></div> |

If Option A or C is used

The *activity schedule* is

If Option E is used

The forecast of the prices is

131,907.36

## Resolving and avoiding disputes

The *Senior Representatives* of the *Consultant* are

Name (1)

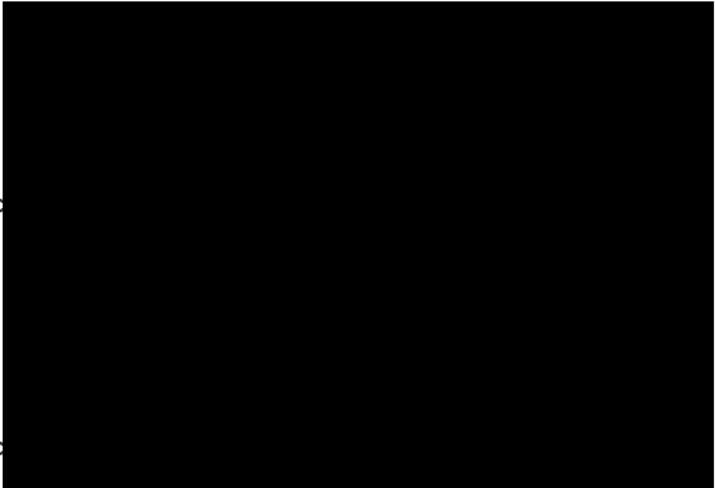
Address for communications

Address for electronic communication

Name (2)

Address for communications

Address for electronic communication



**X10: Information modelling**

If Option X10 is used

If an *information execution plan* is to be identified in the Contract Data

The *information execution plan* identified in the Contract Data is

**Y(UK)1: Project Bank Account**

If Option Y(UK)1 is used

The *project bank* is

*named suppliers* are

**Data for the Schedule of Cost Components (used only with Options C or E)**

The *overhead percentages* for the cost of support people and office overhead are

| location             | overhead percentage  |   |
|----------------------|----------------------|---|
| <input type="text"/> | <input type="text"/> | % |
| <input type="text"/> | <input type="text"/> | % |
| <input type="text"/> | <input type="text"/> | % |

**Data for the Short Schedule of Cost Components (used only with Option A)**

The *people rates* are

| category of person   | unit                 | rate                 |
|----------------------|----------------------|----------------------|
| <input type="text"/> | <input type="text"/> | <input type="text"/> |
| <input type="text"/> | <input type="text"/> | <input type="text"/> |
| <input type="text"/> | <input type="text"/> | <input type="text"/> |
| <input type="text"/> | <input type="text"/> | <input type="text"/> |

**Data for the Schedule of Cost Components (used only with Options C and E)**

The *people rates* are:

|                      | Unit (hours)                     | Rate per hour        |
|----------------------|----------------------------------|----------------------|
| <input type="text"/> | <input type="text" value="39"/>  | <input type="text"/> |
| <input type="text"/> | <input type="text" value="428"/> | <input type="text"/> |
| <input type="text"/> | <input type="text" value="0"/>   | <input type="text"/> |
| <input type="text"/> | <input type="text" value="692"/> | <input type="text"/> |



| category of person | unit   | rate       |
|--------------------|--------|------------|
| [REDACTED]         | 1012.5 | [REDACTED] |
| [REDACTED]         | 487.5  | [REDACTED] |





the 1990s, the number of people in the UK who are employed in the public sector has increased by 1.5 million, from 2.5 million in 1980 to 4 million in 1995. The public sector has become a major employer in the UK, and its growth has been a major factor in the overall growth of the economy.

The public sector has also become a major provider of social services, and its growth has been a major factor in the overall growth of the economy. The public sector has become a major provider of social services, and its growth has been a major factor in the overall growth of the economy.

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The public sector has also become a major provider of social services, and its growth has been a major factor in the overall growth of the economy. The public sector has become a major provider of social services, and its growth has been a major factor in the overall growth of the economy.

The first part of the paper discusses the importance of the research and the objectives of the study. It then presents a literature review of the existing research on the topic. The second part of the paper describes the methodology used in the study, including the data collection and analysis techniques. The third part of the paper presents the results of the study, and the fourth part discusses the conclusions and implications of the findings.

The study was conducted using a quantitative research design. Data was collected from a sample of 100 participants using a survey questionnaire. The data was then analyzed using statistical software to determine the relationships between the variables of interest.

The results of the study indicate that there is a significant positive relationship between the variables of interest. This finding is consistent with the previous research in the field. The implications of these findings suggest that the variables of interest are important factors in the study of the topic.

In conclusion, the study has shown that the variables of interest are important factors in the study of the topic. The findings of the study have implications for future research in the field.

[REDACTED]

[REDACTED]





The first part of the paper discusses the importance of the research and the objectives of the study. It then presents a literature review of the existing research on the topic. The methodology section describes the research design and the data collection process. The results section presents the findings of the study, and the conclusion section summarizes the main findings and provides recommendations for future research.

The study was conducted in a laboratory setting, and the data were collected using a series of experiments. The results of the experiments were analyzed using statistical methods, and the findings were compared with the results of previous studies. The study found that the research objectives were achieved, and the results were consistent with the findings of previous research.

The study also found that there are several factors that influence the results of the research. These factors include the experimental design, the data collection process, and the statistical analysis. The study provides a detailed discussion of these factors and their impact on the results of the research.

The study concludes that the research objectives were achieved, and the results were consistent with the findings of previous research. The study also provides recommendations for future research, including the need for further studies to explore the factors that influence the results of the research.

The first of these is the fact that the system is not a simple one. It is a complex system, and as such, it is not possible to understand it by looking at its parts in isolation. The system is a whole, and its behavior is determined by the interactions between its parts. This is a fundamental principle of systems thinking, and it is one that is often overlooked in traditional approaches to problem-solving.

The second of these is the fact that the system is dynamic. It is not a static system, and its behavior changes over time. This is another fundamental principle of systems thinking, and it is one that is often overlooked in traditional approaches to problem-solving.

The third of these is the fact that the system is open. It is not a closed system, and it interacts with its environment. This is another fundamental principle of systems thinking, and it is one that is often overlooked in traditional approaches to problem-solving.

The fourth of these is the fact that the system is self-organizing. It is not a system that is controlled from the outside, and it is not a system that is designed from the top down. It is a system that organizes itself, and its behavior emerges from the interactions between its parts. This is another fundamental principle of systems thinking, and it is one that is often overlooked in traditional approaches to problem-solving.

The fifth of these is the fact that the system is resilient. It is not a system that is fragile, and it is not a system that is easily disrupted. It is a system that is able to withstand change, and it is able to adapt to new circumstances. This is another fundamental principle of systems thinking, and it is one that is often overlooked in traditional approaches to problem-solving.

The sixth of these is the fact that the system is sustainable. It is not a system that is unsustainable, and it is not a system that is doomed to failure. It is a system that is able to continue to exist, and it is able to thrive in the face of change. This is another fundamental principle of systems thinking, and it is one that is often overlooked in traditional approaches to problem-solving.

The seventh of these is the fact that the system is equitable. It is not a system that is unfair, and it is not a system that is biased. It is a system that is able to provide for the needs of all its members, and it is able to ensure that everyone has a fair chance of success. This is another fundamental principle of systems thinking, and it is one that is often overlooked in traditional approaches to problem-solving.

The eighth of these is the fact that the system is transparent. It is not a system that is opaque, and it is not a system that is hidden. It is a system that is able to be understood, and it is able to be trusted. This is another fundamental principle of systems thinking, and it is one that is often overlooked in traditional approaches to problem-solving.

The ninth of these is the fact that the system is accountable. It is not a system that is irresponsible, and it is not a system that is unaccountable. It is a system that is able to be held responsible for its actions, and it is able to be held accountable for its results. This is another fundamental principle of systems thinking, and it is one that is often overlooked in traditional approaches to problem-solving.

The tenth of these is the fact that the system is inclusive. It is not a system that is exclusive, and it is not a system that is discriminatory. It is a system that is able to include everyone, and it is able to ensure that everyone has a voice. This is another fundamental principle of systems thinking, and it is one that is often overlooked in traditional approaches to problem-solving.

