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**LONDON COUNCILS**

**INVITATION TO TENDER:
Aspiring Chief Executive Programme – Development, Management and Facilitation**

**Tender Reference: C0223a**

**Closing Date for Tenders: Noon, Friday 17 March 2023**

**Contract Commencement Date: April 2023**

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GLOSSARY OF KEY TERMS

A detailed description of the requirement, together with formal definitions of the most important terms and phrases, are given in the rest of the document and in accompanying Appendices A and B. For tenderers’ convenience, however, the following key terms, which are used throughout this documentation, are defined thus:

Contractor ‘the Contractor’ means the particular organisation appointed to provide those specific services.

Client Means London Councils, being the public body, which has opted to run an open tender process to appoint a contractor.

Contract Means this specific contract which will be awarded by the Client, for the provision of marketing and advertising services.

Service or Services Means the services provided by the Contractor under the Contract.

QUESTIONS

Questions relating to this invitation to tender documentation should be submitted:

 by e-mail to Tenders@londoncouncils.gov.uk

A log will be maintained of all questions raised, which will be circulated periodically to all prospective tenderers. The final date for raising any questions is **Midday on Friday, 10 March 2023**.

1. INTRODUCTION AND BACKGROUND

**Invitation To Tender For Aspiring Chief Executives Programme – Development, Management and Facilitation**

**Introduction**

London Councils is the collective of Local Government in London.

Where shared ambitions are developed, agreed, championed, and delivered at London Councils by members working together. Where boroughs speak as one and collaborate with the government, the Mayor of London, the London public sector, the third sector, business, and other key UK and international cities.

**Background**

Local Government has faced unprecedented challenges in the last decade. Councils were on the frontline in the response to the Covid pandemic and are now attempting to support their communities to recover in an increasingly challenging and uncertain financial environment. These pressures come on top of a cost of living crisis and a rise in demand for services resulting from the pandemic. Recruitment and retention issues that the sector faced pre-Covid are now even more acute.

In recent years local government has seen significant movement at chief executive level following an intense period of providing leadership during the pandemic. LGC research has shown there have been 64 appointments of a new head of paid service – about a fifth of all councils in England – in the last two years with almost three-quarters becoming chief executives for the first time. In particular, London has experienced considerable change with 15 new chief executive appointments or interim arrangements in the last 18 months alone.

In response, the Chief Executive London Committee (CELC) have emphasised the need to ensure that there is a pipeline of chief executives of the future that have the tools and techniques to do their jobs confidently and to lead their organisations effectively. The development of an ‘Aspiring Chief Executive’ programme is to provide specific support for those at Director or Executive Director level about to make that final step to becoming a chief executive, ensuring London continues to develop its own talent and that those becoming chief officers are equipped with the skills they need.

We are inviting the submission of written tenders for the development and delivery of two pilot cohorts on behalf of the London Self Improvement Board. The London Self Improvement Board is chaired by Jenny Rowlands, Chief Executive, London Borough of Camden, and comprises a number of other London Borough chief executives and the Chief Executive of London Councils. This programme will be led by the Chief Executive London Committee Workforce Development Lead, Jackie Belton, Chief Executive, London Borough of Bexley.

The finances associated with the programme will be administered through London Councils both in terms of fee income and expenditure. The contract for this commission will be with London Councils on behalf of the SIB.

2. SPECIFICATION OF SERVICE

On behalf of the SIB, London Councils is looking to appoint a contractor or contractors to develop an Aspiring Chief Executives programme and deliver two pilot cohorts to meet the stated aims and objectives set out below.

**Overview**

The aim of developing an Aspiring Chief Executives programme is to help participants understand the unique challenges of the role and help them to develop the diverse skills required to lead organisations in a challenging and uncertain future. It should enable participants to feel confident they have the tools at their disposal to tackle issues at a pan-London level, recognising the significant benefits to having a talented pool of senior officers from which boroughs can recruit from that can be effective leaders at both a local and regional level.

The key objectives for an Aspiring Chief Executives programme are to:

* Equip participants to be confident of applying to be a chief executive.
* Prepare participants for leading diverse organisations in the rapidly changing context local government operates within, including working collaboratively with senior leaders across the wider public sector.
* Support a senior leadership in London that can tackle key challenges and deliver positive outcomes for Londoners.
* Encourage diversity at a senior level so that a broader range of voices are heard representative of London’s communities.

The programme should aim to do this by:

* Preparing participants for the end to end application process of becoming a chief executive, including the interview and technical stages.
* Setting out how to effectively work with Leaders and executive members to ensure an organisation’s strategic priorities are delivered.
* Enabling participants to develop their collaborative skills so they are best placed to support pan-London initiatives/bodies and work with senior colleagues across the wider public sector.
* Supporting participants to build their own collaborative and sustainable networks in London.

**Methodology**

Proposals should demonstrate expert understanding and a strong track record of developing, delivering and facilitating training and development services. Experience of delivering similar programmes and working with local government is essential. Responses will be expected to present their proposed approach in detail; taking account of the stated aims and objectives for the programme, the challenges facing chief executives and the skills those seeking to take chief officer roles require.

It is anticipated that the format will be a focussed and concentrated programme designed in collaboration with London Councils, but prospective appointees are invited to propose how the programme should be developed and delivered to achieve the key objectives outlined in this tender document. This can include how many sessions will take place; how they will be conducted; innovative ways that encourage active participation and learning; and a structure that encourages a solutions-orientated mindset towards problems.

To achieve its objectives, it is expected that the successful delivery for this project will include:

* Recruitment via the Chief Executives of the 32 London boroughs and the City of London of approximately one nomination per authority split across two cohorts, and all the related administration with engaging members on to the programme itself.
* Course content, including any reading materials, group work, and assignments that reflects the tools that aspiring chief executives need to get to that position, and the key issues facing them and local government more widely, including:
	+ Technical interview coaching
	+ Chief Executive/Leader relationship
	+ Working with backbench and opposition members
	+ Understanding how to lead on major incidents and Gold/emergency planning arrangements
	+ The leadership role of a Chief Executive in a community context
	+ Integration with health and ICSs
	+ Dispute resolution process
	+ Experiencing a change of political control
	+ The first 6 months in post – including the onboarding process
* Detailed planning to source appropriate, experienced and diverse contributors that will support the participants’ personal development. Depending on the contractor’s proposed delivery method this may also include the sourcing of high-quality venues for sessions to take place.
* Expert facilitation of sessions that will deliver on the key objectives of the programme.
* Establishing and facilitating a series of thematic action learning groups that allows participants to maximise learning outcomes and foster stronger working relationships between them.
* Co-design with the participants during the programme that ensures it is adaptable to real world demands.

Proposals should also ensure that they will provide:

* Liaison with and taking direction from the Self Improvement Board including regular written reports (the Board is clerked by London Councils).
* Detailed budget planning and oversight to ensure the programme is financially sustainable. Please note that:
	+ Other programme costs – such as venue hire and catering (if applicable), speaker fees, and publicity – will be managed by the contractor’s programme manager within the Board’s overall budget and should not be included within the contract price.
	+ The invoicing and purchase order processing will be carried out via London Councils but regular liaison and co-operation with a nominated contact will be required.

The work requires a high level of competence in facilitation and project management combined with senior stakeholder management skills and experience, excellent written and verbal communication and an understanding of leadership development approaches and programmes. It is essential that you demonstrate an awareness of – and a track record of delivery within – the diverse political and organisational context of London local government and the wider public sector.

In developing the programme, we are seeking to encourage and increase the diversity of senior leaders across London local government. The successful contractor or contractors must demonstrate how, through the development and delivery of the programme, they propose to support the full participation of all individuals and promote greater diversity at a senior level (consideration should be given to all the protected characteristics as defined in the Equality Act 2010). Contractors should consider how this is reflected in the programme content.

**Participants and resourcing**

Nominations will be sought from London Borough Chief Executives, based on their view of current performance and nominees’ career aspirations. Capacity should be built for at least one nomination per London local authority split over two cohorts. If all slots are not taken there could be the option of opening up spaces for more than one participant per authority. Participant fees will be set by London Councils and the SIB with LGA grant funding available to supplement this.

**Benefits**

The headline benefits in relation to the outcomes of the programme for participants and London local government are:

Participants

* Tools and techniques to make the step up to becoming a chief executive and being successful in the role.
* Exposure to wider London specific systems thinking.
* Understanding different perspectives and approaches to leadership and tackling issues.
* Opportunity to develop a support network for problem solving and personal resilience.

London local government

* A more capable and confident cohort of senior leaders, with broader capabilities for the professional leadership of London’s localities to improve public service outcomes.
* A cohort of senior leaders equipped to lead pan-London bodies and initiatives.
* Improved diversity amongst individuals in senior roles.
* Support more systematic talent management including succession planning.

**Management**

The project manager is **Paul Honeyben, Strategy Director: Local Government Finance & Improvement**. Day to day contact during the tender process will be through Mark Fletcher, to whom any queries should be addressed via mark.fletcher@londoncouncils.gov.uk.

**Reporting procedures**

We will require regular progress reporting to the Self Improvement Board.

**Timetable**

| **Action** | **Date** |
| --- | --- |
| Issue of Invitation To Tender (ITT) | **20 February 2023** |
| Deadline for questions relating to the ITT | **Noon, 10 March**  |
| Deadline for receipt of Tenders  | **Noon, 17 March**  |
| Evaluation of Tenders | **w/c 20 March** |
| Agree preferred bidder | **w/c 27 March** |
| Internal governance/approval  | **w/c 27 March** |
| Award contract | **w/c 3 April** |
| Contract start date and inception meeting | **April 2023** |

**The total timeframe of the projected is estimated to be approximated April 2023 to March 2024.**

**Requirements of Contractors**

Interested parties should complete **Appendix B: Tender Submission Document.**

All rates provided should be inclusive of all disbursements and any other costs or expenses necessary for the proper delivery of the contract. They can be exclusive of VAT

**Equal Opportunities**

The successful contractor will be required to comply with London Councils’ Equal Opportunity Policy and bidders should complete and submit the Equal Opportunities Questionnaire with their tender submission. This can be found in **Appendix B.**

**Format of Tender Response**

If you wish to apply, your tender response should be sent by e-mail to Tenders@londoncouncils.gov.uk to arrive by **12 noon Friday 17 March 2023**. It must include in the email subject line **C0223a** Aspiring Chief Executive Programme – Development, Management and Facilitation.

If necessary, you may seek clarification on the tender process or the specification by contacting Mark Fletcher via mark.fletcher@londoncouncils.gov.uk. However, it is not possible to seek any additional information on the specification. Enquiries will not be answered if received within **6 days** of the date for submissions of Tenders. Tenderers should note that responses to each enquiry will be copied to all organisations tendering (though will not identify the originator of the enquiry). On no account before the tender opening date is the Tenderer to contact or communicate with any other person involved in work concerning this Invitation To Tender unless London Councils redirects the enquiry.

3. EVALUATION OF TENDERS

PROCEDURE

**The Tendering Process**

Tenders should be completed in full and must be strictly in accordance with the tender submission document.

All documents must be submitted in English. All prices and rates should be quoted in pounds sterling.

If you are aware that the submission of tender may give rise to a potential conflict of interest please inform the London Councils officer **Richard Merrington** via Tenders@londoncouncils.gov.uk. A conflict of interest may arise where you are related to a member or staff officer of London Councils or you have privileged information about the organisation that places you at an unfair advantage over other competitors in the bidding process.

EVALUATION OF TENDERS

In order to be transparent, and in order that tenderers fully understand how their tender submission will be evaluated, full details of the evaluation process are described below. Should any tenderer not understand any element, they should in first instance make contact with the Client as per the contact details on Page 3.

The following price and non-price weightings will be used to determine the most economically advantageous tender:

* Method Statements 70%
* Pricing Schedule 30%

Please note that throughout the evaluation process, the right is reserved to seek from tenderers additional information or clarification at any stage.

Method Statements (70 points)

Tenderers are asked to provide a number of method statements in the Tender Submission Form, which are intended to explain how they will meet the requirements of the service. There are six method statements in total.

Each method statement will be scored on a scale of 0 to 5 points, in accordance with the following scheme:

| Grade | Interpretation | Quality of Response |
| --- | --- | --- |
| 0 points = | Not Answered | The proposal fails to address the criterion or cannot be assessed due to missing or incomplete information. |
| 1 point = | Poor | The criterion is inadequately addressed, or there are serious inherent weaknesses. |
| 2 points = | Fair | The proposal broadly addresses the criterion, but there are significant weaknesses. |
| 3 points = | Good | The proposal addresses the criterion well, but a number of shortcomings are present. |
| 4 points = | Very Good | The proposal addresses the criterion very well, but a small number of shortcomings are present. |
| 5 points = | Excellent | The proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor. |

If a tender scores ‘0’ against any one or more method statements, this will give grounds for excluding that tender from any further consideration. It should be noted that each method statement has also been assigned a relative importance weighting, on a scale of 1 (the lowest) to 3 (the highest), to reflect its significance in the evaluation. See Appendix B for more details.

Pricing Schedule (30 points)

Tenderers’ price scores will be calculated based upon the lowest price submitted by tenderers. The tenderer with the lowest price will be awarded the full score of 100, with the remaining tenderers gaining pro-rated scores in relation to how much higher their prices are when compared to the lowest price.

AWARD OF CONTRACT

Upon conclusion of the evaluation, the scores for ‘pricing Schedule’ and ‘method statements’ will be combined to give a total score out of 100 points, and the Tenderer with the highest number of points will be awarded the Contract.

The Tenderer to be offered the Contract will be advised accordingly via e-mail and letter. Such award, offered pursuant to this Invitation to Tender, will be on the basis of the most economically advantageous tenders, based on the evaluation criteria described above.

Tenderers whom it is proposed will not be offered the Contract will be advised of this via letter and will be entitled to receive feedback on the relative merits and characteristics of their tender submission compared with that of the accepted tender.

**ACCEPTANCE OF TENDER**

The Client does not bind itself to accept the lowest or any tender, and unless a tenderer expressly states that a partial award will not be acceptable, then the right is reserved to accept a tender in part.

Upon conclusion of all the above stages, a formal Contract will be entered into between the Client and the successful tenderer. A copy of the terms and conditions can be found in **Appendix A**. **London Councils does not accept suppliers’ terms and conditions.**

4. RULES OF TENDER

GENERAL

1. In submitting a proposal in response to this Invitation to Tender, tenderers do so on the conditions specified or referred to herein and on the following express conditions.
2. Tenderers should consider only the information contained within this Invitation to Tender, the briefing event or otherwise communicated in writing to tenderers, when making their offer.
3. Information supplied by the Client (whether in this document or otherwise) is supplied for general guidance in the preparation of tenders. Tenderers must satisfy themselves by their own investigations with regard to the accuracy of such information. The Client cannot accept responsibility for any inaccurate information obtained by tenderers.
4. Tenderers shall not, before the date and time specified for return of the tender, communicate to any person the amount or approximate amount of the tender or proposed tender, except where the disclosure in confidence of the approximate amount of tender is necessary to obtain insurance cover required for the purpose of the tender.
5. The tender shall be a bona-fide tender and shall not be fixed or adjusted by or under or in accordance with any agreement or arrangement with any other person.
6. Tenderers shall not enter into any agreement or arrangement with any other person with the intent that the other person shall refrain from tendering or between you agree as to the amount of any other tender to be submitted.
7. The Client shall not be liable for, or pay any direct or indirect costs howsoever incurred by any tenderer in the preparation of their tender, or for the costs of any post-tender clarification meetings, presentations, demonstrations or by any tenderer who fails to respond by the deadline set.
8. Any genuine mathematical error discovered in the pricing of tenders shall be dealt with in accordance with Alternative 1 of the JCT Practice Note 6 – Main Contract Tendering.

TERMS AND CONDITIONS

See Appendix A

BRIBERY

1. Tenderers must comply at all times with the provisions of the Bribery Act 2010, in particular Section 7 thereof in relation to the conduct of its employees, or persons associated with it. They must not
	1. Offer any inducement, fee or reward to any member or officer of London Councils, or any of the member authorities of the Client.
	2. Do anything which would constitute a breach of the Bribery Act 2010; or
	3. Canvass any of the persons referred to in a) in connection with the Contract; or
	4. Contact any member or officer, except as authorised by this Invitation for the purpose of asking genuine questions about the process or the tender
	5. London Councils’ Policy to Combat Fraud, Bribery and Corruption is available on the [London Councils website](https://www.londoncouncils.gov.uk/download/file/fid/22654).

VARIATION AND QUALIFICATION

1. Whilst the Client is prepared to give consideration to any changes of a minor nature, it is not prepared to accept any material changes to the Terms and Conditions. Tenderers who wish to propose any minor changes to the Terms and Conditions should detail such variation or qualification in Appendix B (Qualification of Offer Section). Tenderers should bear in mind, however, that the acceptability or otherwise of any such variation will be at the sole and final discretion of the Client.

**INTELLECTUAL PROPERTY RIGHTS (IPR)**

1. London Councils’ terms and conditions include provision for IPR at clause 5 and considers that clause 5.1 **[A]** applies.

**DATA PROTECTION**

1. London Councils has considered the data protection requirements of this procurement specifically as they apply to personal data. This has now been carried out under the requirements of the General Data Protection Regulation legislation; the General Data Protection Regulation and the Data Protection Act 2018. London Councils has accordingly carried out a Data Privacy Impact Assessment in order to fully assess the GDPR obligations which are clearly defined between the Data Controller and the Data Processor in the attached contract.

FREEDOM OF INFORMATION ACT

1. Information in relation to this tender may be made available on demand in accordance with the requirements of the Freedom of Information Act 2000.
2. Tenderers should state in **Appendix B** (FOI Section) if any of the information supplied by them is confidential or commercially sensitive or should not be disclosed in response to a request for information under the act. Tenderers should state why they consider the information to be confidential or commercially sensitive.
3. This will not guarantee that the information will not be disclosed but will be examined in the light of the exemptions provided in the act.
4. It is important to note that information may be commercially sensitive for a time, for example, during a tender process, but afterwards it may not be. The timing of any request for information may be extremely important in determining whether or not information is exempt. However, Tenderers should note that no information is likely to be regarded as exempt forever.

**Government Transparency Initiative** – **Publication of Tender Documents and Contracts**

1. The Government has set out the need for greater transparency across public sector organisations to enable the public to hold public bodies and politicians to account. As part of this initiative Government requires local authorities to publish online all tender documents for new contracts valued over £500 and the resulting contracts. Bidders tendering for this contract should be aware that if their tender is successful information about the resulting contract will be published and the documents made available to those requesting them. In some cases, limited redactions will be made.

**TENDERERS’ RESPONSIBILITY TO SUBMIT COMPLETE TENDER**

1. It is the tenderer’s responsibility to ensure that their submitted tender documentation is complete, prepared and submitted in accordance with the instructions contained herein, and signed and dated where required. The Client is not obliged to consider any tender which is incomplete or not prepared or submitted in accordance with the said instructions, but at its sole discretion the Client may offer a tenderer who submits such a tender an opportunity to remedy the omission before evaluation of the tender takes place, provided that in the judgement of the Client this does not adversely affect the integrity and fairness of the tender exercise.

 5. PREPARATION AND SUBMISSION OF TENDERS

TENDER DOCUMENTS

Organisations wishing to tender should complete all of the documentation provided in the Tender Submission Form (**Appendix B**). The documentation comprises the following items:

* Contact Details.
* Form of Tender.
* Suitability Assessment Questionnaire.
* Response to Specification (Method Statements).
* Pricing Schedule.
* Qualification of Offer.
* Freedom of Information Schedule.
* Equal Opportunities Questionnaire.

SUBMISSION OF TENDERS

In preparing a tender please use an electronic copy, please do not make any changes to the text of the documentation supplied to you. Your tender will be evaluated on the basis that no changes have been made.

Tenders must be submitted to the address and by the closing date given below.

RETURN ADDRESS AND CLOSING DATE FOR TENDERS

Tenders should be returned by e-mail to: Tenders@londoncouncils.gov.uk to arrive by **12 noon Friday, 17 March 2023**. It should be addressed to the Director of Corporate Resources **and must include in the email subject line C0223a Aspiring Chief Executive Programme – Development, Management and Facilitation [Insert Company name].**

MISCELLANEOUS

Tenders submitted after the time and date shown will be rejected and returned to the tenderer, unless clear evidence of email is available. Late tenders will be automatically rejected.

Unless specifically withdrawn in writing, tenders shall remain open for acceptance for a period of 90 days from the return date.

**LONDON COUNCILS’ CONDITIONS “E” (PROFESSIONAL SERVICES) 2016 EDITION**

1. **Definitions & Interpretation**
	1. In this Agreement, unless the context in which the words appear requires otherwise, the following words and expressions will have the following meanings:
2. **Additional Services** means tasks which the Consultant is instructed in writing by the Authorised Officer to perform in accordance with Condition 2.9 that are additional to the Services;
3. **Agreement** means these Conditions, the Order and any other document referred to in the Order;
4. **Apprenticeship** means course of training relevant to the Services being provided;
5. **Authorised Officer** means the person named in the Order or any person designated or nominated by London Councils in writing as its representative, in relation to instructions to, and receipt of information, documents, etc. from the Consultant under this Agreement;
6. **Data Loss Event** any event that results, or may result, in unauthorised access to Personal Data held by the Processor under this Agreement, and/or actual or potential loss and/or destruction of Personal Data in breach of this Agreement, including any Personal Data Breach.
7. **Data Protection Impact Assessment**: an assessment by the Controller of the impact of the envisaged processing on the protection of Personal Data
8. **Data Protection Legislation**: (i) the GDPR, the LED and any applicable national implementing Laws as amended from time to time (ii) the DPA 2018 to the extent that it relates to processing of personal data and privacy; (iii) all applicable Law about the processing of personal data and privacy
9. **Data Subject Request** a request made by, or on behalf of, a Data Subject in accordance with rights granted pursuant to the Data Protection Legislation to access their Personal Data.
10. **DPA 2018** Data Protection Act 2018
11. **Confidential Information** means all information obtained under this Agreement or in connection with the Services;
12. **Consultant** means the firm, company, or individual being the counterparty to London Councils named in the Order;
13. **Deprived Area** means any borough, district or other local government area (defined as such in the law of any member state of the European Union) defined as “most deprived” in the English Indices of Deprivation 2015, as published from time to time, by the Department of Communities and Local Government (DCLG), or in any similar or equivalent index or table as maybe published from time to time, by any central or local government or public body in any member state of the European Union;
14. **Documents** means the documents (including, reports, recommendations, expert witness reports, documentary evidence, advertising materials, databases, sketches, drawings, designs, logos and other documents and information) in any way specifically prepared by the Consultant in connection with the Services whether or not in existence prior to the commencement of the Services;
15. **Fee** means the sum indicated in the Order to be paid by London Councils in consideration of the Consultant carrying out and completing the Services to London Councils’ satisfaction;
16. **GDPR** the General Data Protection Regulation (Regulation (EU) 2016/679)
17. **Joint Controllers** where two or more Controllers jointly determine the purposes and means of processing
18. **Law** means any law, subordinate legislation within the meaning of Section 21(1) of the Interpretation Act 1978, bye-law, enforceable right within the meaning of Section 2 of the European Communities Act 1972, regulation, order, regulatory policy, mandatory guidance or code of practice, judgment of a relevant court of law, or directives or requirements with which the Processor is bound to comply
19. **LED** Law Enforcement Directive (Directive (EU) 2016/680)
20. **Limitation Period** unless stated otherwise in the Order means the period of 6 years commencing from either the date of completion of the whole of the Services, or (if earlier) the date upon which the Consultant’s engagement under this Agreement is terminated;
21. **London Councils** is a Joint Committee established pursuant to section 102 of the Local Government Act 1972 (as amended), whose principal offices are at 59½ Southwark Street, London SE1 0AL;
22. **Materials** means all background and third party information and materials including, database rights, patents, registered and unregistered designs, logos, internet domain names, business or trade names and registrations, and all registered and unregistered trademarks, (and any applications for registration therefor if any) in any way used by the Consultant in preparation of the Documents;
23. **Order** means the order form letter or Deed issued by London Councils (into which these Conditions are incorporated by reference) instructing the Consultant to provide the Services;
24. **Payment Period** means (unless otherwise specified in the Order) 20 Working Days from receipt of a valid invoice and fee account (accompanied by detailed timesheets where requested or such other supporting evidence as may be reasonably requested by London Councils);
25. **Policies of London Councils** means respectively the Standing Orders, Financial Regulations and Equal Opportunities Policy of London Councils currently in force (copies of which can be obtained from the Authorised Officer), together with any further policies identified in this Agreement;
26. **Processor Personnel**: means all directors, officers, employees, agents, consultants and contractors of the Processor and/or of any Sub-Processor engaged in the performance of its obligations under this Agreement
27. Protective Measures: appropriate technical and organisational measures which may include: pseudonymising and encrypting Personal Data, ensuring confidentiality, integrity, availability and resilience of systems and services, ensuring that availability of and access to Personal Data can be restored in a timely manner after an incident, and regularly assessing and evaluating the effectiveness of the such measures adopted by it including those outlined in Schedule [A] (Security).
28. **Services** means those services as set out on or referred to in the Order;
29. **Stage** means any stage or point of progress in the execution of the Services if any as will be set out and so defined in the Order;
30. **Sub-processor** any third Party appointed to process Personal Data on behalf of that Processor related to this Agreement and
31. **Working Day** means Monday to Friday inclusive, excluding Christmas Day, Good Friday or a day which under the Banking and Financial Dealings Act 1971 is a bank holiday in England.
	1. Headings are for information only and do not form part of this Agreement.
	2. A reference to any Act of Parliament or to any Order, Regulation, Statutory Instrument, enforceable EU Legislation, Code of Practice or the like will include reference to any amendment or re-enactment of the same.
	3. Words importing the masculine gender include the feminine gender; words in the singular include the plural and vice versa and words importing individuals will be treated as importing corporations’ companies and/or partnerships and vice versa.
	4. The terms of this Agreement will be the sole terms applying to this Agreement and all other conditions of contract, or terms of trade, supplied by the Consultant are specifically excluded and do not amend, or in any way displace the terms and conditions of this Agreement.
32. **Services**
	1. London Councils engages the Consultant and the Consultant agrees to carry out the Services subject to and in accordance with the terms of this Agreement.
	2. The Consultant will provide suitably qualified personnel to carry out the Services using all reasonable skill, care and diligence having regard to current knowledge, information and good practice.
	3. The Consultant will in the execution of the Services take account of any Statute, Statutory Instrument, Byelaw, relevant British Standard or equivalent European Standard or other mandatory requirement or Code of Practice and the Policies of London Councils, which may be in force, or come into force, during the execution of the Services.
	4. The Consultant will collaborate and work in consultation with any other consultants or contractors appointed now, or at any time by London Councils, during the provision of the Services.
	5. The Services will be performed by the Consultant within the time limit stated in the Order (or if none stated, within a reasonable time)
	6. If the Services set out in the Order are set out in Stages, the Consultant will not proceed with any Stage without the written authority of the Authorised Officer.
	7. The Consultant will, if so required, attend upon a committee of London Councils, or any statutory or public body, on any matter concerning the Services and will attend any meetings called by the Authorised Officer, make such reports concerning the Services as the Authorised Officer may reasonably require.
	8. London Councils will be relying upon the Consultant’s skill and expertise in the provision of the Services and also upon the accuracy of all statements made and advice given by the Consultant in connection with the provision of the Services and the accuracy of any documents, reports or other materials drawn up or created by the Consultant in relation to the same, subject always to the Consultant’s obligations set out in Condition 2.2.
	9. If instructed to do so, the Consultant will carry out Additional Services. Any such instruction will only be regarded as valid and in accordance with this Agreement if it is headed “Additional Services”. The Consultant will be remunerated for the provision of Additional Services by a pre-agreed lump sum figure in writing, or in the absence of such an agreement on an hourly basis in accordance with the rates set out in the Order.
	10. Where the Consultant is to be paid under Condition 2.9 for carrying out Additional Services at an hourly rate London Councils will only be obliged to consider applications for such payments where they are supported by duly completed timesheets in accordance with the format set out in Appendix 1.
	11. The Consultant will only be entitled to receive additional payments where it has received a written instruction from the Authorised Officer strictly in accordance with Condition 2.9.
33. **Payment**
	1. London Councils will pay to the Consultant and the Consultant will accept in full satisfaction for the performance of the Services the Fee, or such other amount as may become payable to the Consultant in accordance with, at the times and in the proportions set out in, this Agreement, together with any correctly charged V.A.T. that is applicable.
	2. Where it is agreed that interim payments on account are to be made to the Consultant by London Councils, these payments will be made at intervals, or on the dates set out in the Order which will be the payment due date in this Agreement. Payment for the Services and any Additional Services will, unless otherwise agreed in writing, be made by London Councils within the Payment Period. The last day of the Payment Period is the final date for payment under this Agreement.
	3. As a condition precedent to payment London Councils’ Purchase Order number must be indicated on any invoice submitted by the Consultant in connection with this Agreement. London Councils will be entitled to reject any invoice submitted by the Consultant in the event that London Councils’ relevant Purchase Order number is not stated on the invoice. Invoices submitted by the Consultant will be considered and verified by London Councils in a timely fashion and undue delay in doing so will be insufficient justification for failing to regard an invoice as valid and undisputed.
	4. Without waiver or limitation of any rights or remedies London Councils will be entitled to withhold, deduct or set-off from any amounts due or owing by London Councils to the Consultant in connection with this Agreement any losses, costs or damages arising from the Consultant’s breach of this Agreement, or any other agreement, subject always to London Councils giving the Consultant written notice not later than 5 Working Days before the final date for payment of the amount due, which will specify any amount proposed to be withheld, deducted or set-off, the ground or grounds for such withholding and/or deduction.
34. **Insurance & Indemnity**
	1. The Consultant will have and keep in force Professional Indemnity insurance and Public Liability insurance and if applicable Employer’s Liability Insurance to cover any claim made against them by London Councils in relation to their Services including any loss arising out of the breach of Condition 2 and will upon request, from time to time, produce to the Authorised Officer suitable proof that such cover is in place.
	2. The Consultant will indemnify London Councils against any claims for loss or damage to property or injury or death to any person arising directly out of their obligations and the performance of the Services.
35. **Intellectual Property Rights**
	1. upon completion of the Services or earlier termination of the Consultant’s engagement under Condition 18, all of the Documents will immediately be delivered to London Councils. Where the Order states that:
36. **Option A applies,** all of the Documents will be the property of London Councils in all respects and the Consultant hereby assigns full copyright and future copyright and all other intellectual property rights in the Documents to London Councils; or
37. **Option B applies,** the Consultant hereby grants to London Councils an irrevocable non-fee paying exclusive licence for the use thereof for whatever purpose related to the Services or the future support and development of the Services or any project or delivered product arising out of the Services and in whatever medium London Councils deems appropriate.
	1. In addition to the assignment/licensing and assignment of the intellectual property rights under Condition 5.1, and notwithstanding any other provision of this Agreement, the Consultant:
	2. Will on completion of the Services or earlier termination of the Consultant’s engagement under Condition 18, assign and transfer all database rights, patents, registered and unregistered designs, logos, internet domain names, business or trade names and registrations, and all registered and unregistered trademarks, (and any applications for registration therefor if any) specifically prepared for London Councils under this Agreement or for the purposes of entering into this Agreement.
	3. hereby grants to (or will procure for the benefit of) London Councils, a non-exclusive licence to use the Materials for whatever purpose and in whatever medium London Councils deems appropriate and will immediately deliver copies of such Materials to London Councils.
	4. To the extent necessary for the on-going use of the delivered product or the Services, the Consultant grants to (or procures for the benefit of) London Councils an irrevocable non-fee paying non-exclusive licence to use their or appropriate third party logos, trademarks and other intellectual property together with all appropriate hosting agreements, websites and other software in accordance with agreed guidelines or conditions for the purposes of the Services and any on-going project as set out or referred to in the specification of the Services.
	5. The Consultant acknowledges that Copyright and all other intellectual property rights in this Agreement (including London Councils’ requirement, specification or design brief as referred to in the specification of the Services, all documents and materials together with any images, designs, logos and layouts and all patents, domain names, business or trade names and trademarks (whether registered, unregistered, applied for or pending or otherwise) and all other intellectual property rights included therein), remains at all times vested in London Councils or other owners and London Councils hereby grants to the Consultant a limited licence to use such requirement/specification/design brief documents and materials etc. solely for the purposes of providing the Services to London Councils and for no other purpose whatsoever.
	6. The Consultant acknowledges that London Councils may withhold any sums due under this Agreement if the Consultant fails to comply fully with the provisions of this Condition 5 until such time as the Consultant so complies.
	7. The Consultant warrants that it has power and necessary authority to enter into this Agreement and to grant the rights and licences in the Documents and Materials and that the use of the Documents and Materials will not breach any third-party intellectual property rights.
38. **Confidentiality & Publicity**
	1. The Consultant will only divulge Confidential Information to those employees who are directly involved in the Services or are engaged in support of them and will ensure that such employees are aware of, and will comply with, these obligations as to confidentiality.
	2. The Consultant will not advertise, or publicly announce that it undertakes work for London Councils, nor will it make any press release, or statement, without the prior written consent of the Authorised Officer.
	3. The Consultant agrees and warrants that it will not without the prior express written consent of London Councils:
	4. use for its own benefit or otherwise exploit any Confidential Information nor divulge to any other party that the Consultant is intending to, or has tendered for, or been appointed to perform, the Services;
	5. disclose any Confidential Information, in whole or in part, to any third person, firm, company or other such similar entity or otherwise use such information to the detriment of London Councils for example, but not limited to, the pursuit of a business opportunity;
	6. use the Confidential Information for any purpose whatsoever other than that for which the Consultant is specifically given access; or
	7. use the Confidential Information for any illegal or immoral purposes.
	8. The Consultant will take all reasonable precautions necessary to safeguard the personal nature of the Confidential Information and will advise and inform its personnel and agents to strictly observe such obligations.
	9. All notes, data, reference materials in any way incorporating, or reflecting, any of the Confidential Information will belong exclusively to London Councils and the Consultant agrees to turn over all copies of such materials in its control to London Councils upon request, or upon completion of the Services, or upon termination of the Consultant’s engagement under this Agreement.
39. **Data Protection**
	1. The Parties acknowledge that for the purposes of the Data Protection Legislation, the Customer is the Controller and the Contractor is the Processor. For the avoidance of doubt the only processing that the Contractor is authorised to do is listed in the DP Schedule by the Controller and may not be determined by the Contractor.
	2. The Processor shall notify the Controller immediately if it considers that any of the Controller's instructions infringe the Data Protection Legislation.
	3. The Processor shall provide all reasonable assistance to the Controller in the preparation of any Data Protection Impact Assessment prior to commencing any processing. Such assistance may, at the discretion of the Controller, include:
40. a systematic description of the envisaged processing operations and the purpose of the processing;
41. an assessment of the necessity and proportionality of the processing operations in relation to the Services;
42. an assessment of the risks to the rights and freedoms of Data Subjects; and
43. the measures envisaged to address the risks, including safeguards, security measures and mechanisms to ensure the protection of Personal Data.
	1. The Processor shall, in relation to any Personal Data processed in connection with its obligations under this Agreement:
44. process that Personal Data only in accordance with the DP schedule unless the Processor is required to do otherwise by Law. If it is so required, the Processor shall promptly notify the Controller before processing the Personal Data unless prohibited by Law;
45. ensure that it has in place Protective Measures, which are appropriate to protect against a Data Loss Event, which the Controller may reasonably reject (but failure to reject shall not amount to approval by the Controller of the adequacy of the Protective Measures), having taken account of the:

(i) nature of the data to be protected;

(ii) harm that might result from a Data Loss Event;

(iii) state of technological development; and

(iv) cost of implementing any measures;

(c) ensure that:

(i) the Processor Personnel do not process Personal Data except in accordance with this Agreement (and in particular the DP schedule);

(ii) it takes all reasonable steps to ensure the reliability and integrity of any Processor Personnel who have access to the Personal Data and ensure that they:

(A) are aware of and comply with the Processor’s duties under this clause;

(B) are subject to appropriate confidentiality undertakings with the Processor or any Sub-processor;

(C) are informed of the confidential nature of the Personal Data and do not publish, disclose or divulge any of the Personal Data to any third Party unless directed in writing to do so by the Controller or as otherwise permitted by this Agreement; and

(D) have undergone adequate training in the use, care, protection and handling of Personal Data; and

(d) not transfer Personal Data outside of the EU unless the prior written consent of the Controller has been obtained and the following conditions are fulfilled:

(i) the Controller or the Processor has provided appropriate safeguards in relation to the transfer (whether in accordance with GDPR Article 46 or LED Article 37) as determined by the Controller;

(ii) the Data Subject has enforceable rights and effective legal remedies;

(iii) the Processor complies with its obligations under the Data Protection Legislation by providing an adequate level of protection to any Personal Data that is transferred (or, if it is not so bound, uses its best endeavours to assist the Controller in meeting its obligations); and

(iv) the Processor complies with any reasonable instructions notified to it in advance by the Controller with respect to the processing of the Personal Data;

(e) at the written direction of the Controller, delete or return Personal Data (and any copies of it) to the Controller on termination of the Agreement unless the Processor is required by Law to retain the Personal Data.

**7.5**. Subject to clause 7.6, the Processor shall notify the Controller immediately if it:

1. receives a Data Subject Request (or purported Data Subject Request);
2. receives a request to rectify, block or erase any Personal Data;
3. receives any other request, complaint or communication relating to either
4. Party's obligations under the Data Protection Legislation;
5. receives any communication from the Information Commissioner or any other regulatory authority in connection with Personal Data processed under this Agreement;
6. receives a request from any third Party for disclosure of Personal Data where compliance with such request is required or purported to be required by Law; or
7. becomes aware of a Data Loss Event.

**7.6.** The Processor’s obligation to notify under clause 7.5 shall include the provision of further information to the Controller in phases, as details become available.

**7.7.** Taking into account the nature of the processing, the Processor shall provide the Controller with full assistance in relation to either Party's obligations under Data Protection Legislation and any complaint, communication or request made under clause 7.5 (and insofar as possible within the timescales reasonably required by the Controller) including by promptly providing:

1. the Controller with full details and copies of the complaint, communication or request;
2. such assistance as is reasonably requested by the Controller to enable the Controller to comply with a Data Subject Request within the relevant timescales set out in the Data Protection Legislation;
3. the Controller, at its request, with any Personal Data it holds in relation to a Data Subject;
4. assistance as requested by the Controller following any Data Loss Event;
5. assistance as requested by the Controller with respect to any request from the Information Commissioner’s Office, or any consultation by the Controller with the Information Commissioner's Office.

**7.8** The Processor shall maintain complete and accurate records and information to demonstrate its compliance with this clause. This requirement does not apply where the Processor employs fewer than 250 staff, unless:

1. the Controller determines that the processing is not occasional;
2. the Controller determines the processing includes special categories of data as referred to in Article 9(1) of the GDPR or Personal Data relating to criminal convictions and offences referred to in Article 10 of the GDPR; or
3. the Controller determines that the processing is likely to result in a risk to the rights and freedoms of Data Subjects.

**7.9** The Processor shall allow for audits of its Data Processing activity by the Controller or the Controller’s designated auditor.

**7.10** Each Party shall designate its own data protection officer if required by the Data Protection Legislation.

**7.11** Before allowing any Sub-processor to process any Personal Data related to this Agreement, the Processor must:

1. notify the Controller in writing of the intended Sub-processor and processing;
2. obtain the written consent of the Controller;
3. enter into a written agreement with the Sub-processor which give effect to the terms set out in this clause [7.11] such that they apply to the Sub-processor; and
4. provide the Controller with such information regarding the Sub-processor as the Controller may reasonably require.

**7.12** The Processor shall remain fully liable for all acts or omissions of any of its Sub-processors.

**7.13** The Controller may, at any time on not less than 30 Working Days’ notice, revise this clause by replacing it with any applicable controller to processor standard clauses or similar terms forming part of an applicable certification scheme (which shall apply when incorporated by attachment to this Agreement).

* 1. The Parties agree to take account of any guidance issued by the Information Commissioner’s Office. The Controller may on not less than 30 Working Days’ notice to the Processor amend this agreement to ensure that it complies with any guidance issued by the Information Commissioner’s Office.
	2. Notwithstanding any other provision herein contained, the Contractor shall indemnify the Controller in respect of any, fine, loss, claim, action damages or demand imposed on or suffered by the Controller as a result of any breach by the Contractor of this clause.
1. **Delegation & Third-Party Rights**
	1. The Consultant will not unless permitted, in writing, by the Authorised Officer and on terms acceptable to London Councils, sublet to, or sub-contract with any third party for all, or any part, of the Services.
	2. The Consultant must not appoint a sub-contractor or supplier in relation to the Services if there are compulsory grounds for excluding the sub-contractor or supplier under regulation 57 of the Public Contracts Regulations 2015. The Consultant must include in any sub-contract awarded by it in relation to the Services provisions requiring that:
2. payment due to the sub-contractor or supplier under the sub-contract is made no later than 30 days after receipt of a valid and undisputed invoice, unless the Order requires the Consultant to make earlier payment to the sub-contractor or supplier;
3. invoices for payment submitted by the sub-contractor or supplier are considered and verified by the Consultant in a timely fashion;
4. undue delay in considering and verifying invoices is not sufficient justification for failing to regard an invoice as valid and undisputed; and
5. any contract awarded by the sub-contractor or supplier in relation to the Services includes provisions to the same effect as this Condition 8.2.
	1. The Consultant will not assign, or transfer, the benefit, or obligations of this Agreement, or any part of them.
	2. Nothing in this Agreement confers or purports to confer any rights to enforce any of its terms pursuant to the Contracts (Rights of Third Parties) Act 1999 on any person who is not a party to this Agreement.
6. **Status of the Consultant**
	1. Nothing contained in this Agreement, or elsewhere, is to be read, or construed, as a contract of employment so as to place the parties in the position of employer or employee. Nothing contained in this Agreement is to be so construed as to constitute either party to be the agent of the other. This Agreement does not operate so as to create a partnership or joint venture of any kind between the parties.
7. **Force Majeure**
	1. London Councils reserves the right to postpone or to cancel this Agreement or reduce the Services ordered if it is prevented from or delayed in the carrying on of its business due to circumstances beyond the reasonable control of London Councils including, without limitation, acts of God, governmental actions, war or national emergency, acts of terrorism, protests, riot, civil commotion, fire, explosion, flood, epidemic, lock-outs, strikes or other labour disputes (whether or not relating to either party's workforce), or restraints or delays affecting carriers or inability or delay in obtaining supplies of adequate or suitable materials.
8. **Notices**
	1. Any demand notice, or other communication, required to be given hereunder will be sufficiently served if served personally on the addressee, or if sent by a pre-paid first class special delivery post, or by facsimile transmission to the registered office, or last known address of the party to be served with it and if so sent will subject to proof of the contrary, be deemed to have been received by the addressee on the second Working Day after the date of posting, or on successful transmission as the case may be.
9. **Waiver & Severance**
	1. Failure by London Councils at any time to enforce the provisions of this Agreement, or to require performance by the Consultant of any of the provisions of this Agreement, will not be construed as a waiver of any such provision and will not affect the validity of this Agreement, or any part of this Agreement, or the right of London Councils to enforce any provision in accordance with its terms, at any time.
	2. If any provision in this Agreement becomes void, voidable or unenforceable by virtue of the coming into force of any statute or other mandatory legislation or in the event of any provision being declared by any court of competent jurisdiction to be such, then and in such event, the balance of this Agreement will remain in full force and effect.
10. **Bribery**
	1. The Consultant must comply at all times with the provisions of the Bribery Act 2010, in particular Section 7 thereof in relation to the conduct of its employees, or persons associated with it.
	2. The Consultant warrants that, at all times, it has in place adequate procedures designed to prevent acts of bribery from being committed by its employees or persons associated with it, and must provide to London Councils at its request, within a reasonable time, proof of the existence and implementation of those procedures.
	3. London Councils is entitled by notice to the Consultant to terminate the Consultant’s engagement under this or any other contract with the Consultant if, in relation to this or any other such contract, the Consultant or any person employed by it or acting on its behalf commits an offence in relation to the Bribery Act 2010.
11. **Discrimination**
	1. The Consultant must not unlawfully discriminate within the meaning and scope of the Equality Act 2010 or Schedule 8 of the Employment Equality (Age) Regulations 2006.
	2. Without prejudice to the generality of Condition 14.1, the Consultant is to comply with London Councils’ Equal Opportunities Policy, a copy of which has been provided to the Consultant by London Councils.
	3. The Consultant will take all necessary steps to secure the observance of the provisions of Conditions 14.1 and 14.2 by all its employees, servants, agents or sub-contractors employed in the performance of the Services.
12. **Freedom of Information**
	1. In the event that London Councils receives a request in connection with the Freedom of Information Act 2000 or the Environmental Information Regulations 2004:
13. the Consultant will use reasonable endeavours to assist London Councils, at no additional charge and within such timescales as London Councils may reasonably specify, in meeting any requests for information in relation to this Agreement or the Services which are made to London Councils; and
14. London Councils will, wherever reasonably practical, consult with the Consultant before disclosing information that relates to the Consultant.
	1. All information provided or assistance rendered by virtue of the Consultant’s obligations under this Condition 15 is part of the Consultant’s general obligations to London Councils and will be at no cost to London Councils.
15. **Community Benefit**
	1. Where indicated in the Order, the Consultant will use its reasonable endeavours to procure at least 10% of the value of any supplies, services and works from sub-consultants and/or suppliers whose businesses have registered offices, (or seats of business as this latter term may be defined in the law of any member state of the European Union) in a Deprived Area(s) located within, or contiguous to the boundaries of, Greater London.
	2. For the purposes of this Agreement the figure of 10% referred to in Condition 16.1 has been calculated as a percentage of the Fee.
	3. If requested by London Councils, from time to time, the Consultant will provide written evidence of its compliance with the target set out in Condition 16.1.
	4. The Consultant acknowledges being aware generally of the European Union initiatives in matters of training skills and apprenticeship and more particularly with the requirements of the Apprenticeships, Skills, Children and Learning Act 2009 in matters relating to the creation of Apprenticeships Frameworks and the issuing of Apprenticeships Certificates and the wider social issues relating thereto. In the event that this Agreement requires any particular education and/or skills training to be made available and/or undertaken as part of the Services, the Consultant will ensure that it is made available or undertaken. Where there is no such particular requirement, the Consultant is encouraged by London Councils to ensure that appropriate training and opportunities for education, including (if appropriate) the provision of Apprenticeships, is available to its employees.
	5. The Consultant is encouraged to suggest economically viable methods of procuring the Services or the subject thereof which, if instructed by London Councils, may result in an improvement in environmental performance in the carrying out of the Services or the subject thereof.
16. **Audit**
	1. During the course of the Services and for the Limitation Period, London Councils may conduct or be subject to an audit for the following purposes:
17. to verify the accuracy of the fees paid to the Consultant (and proposed or actual variations to it in accordance with this Agreement) and/or the costs of all suppliers (including sub-contractors) for the Services;
18. to review the integrity, confidentiality and security of any data relating to London Councils;
19. to review the Consultant's compliance with the Data Protection Act 1998 or any other applicable legislation;
20. to review any records created during the course of the Services;
21. to review any books of account kept by the Consultant in connection with the provision of the Services;
22. to carry out the audit and certification of London Councils’ accounts;
23. to carry out an examination pursuant to any legislation applicable to the economy, efficiency and effectiveness with which London Councils has used its resources; or
24. to verify the accuracy and completeness of any reports delivered or required by this Agreement.
	1. Except where an audit is imposed on London Councils by a regulatory body, London Councils may not conduct an audit under this Condition 17 more than once in any calendar year.
	2. London Councils will use its reasonable endeavours to ensure that the conduct of each audit does not unreasonably disrupt the Consultant or delay the provision of the Services.
	3. Subject to London Councils’ obligations of confidentiality, the Consultant must on demand provide London Councils and any relevant regulatory body (and/or their agents or representatives) with all reasonable co-operation and assistance in relation to each audit, including:
25. all information requested by the above persons within the permitted scope of the audit;
26. reasonable access to any sites controlled by the Consultant and to any equipment used (whether exclusively or non-exclusively) in the performance of the Services; and
27. access to the Consultant's personnel.
	1. London Councils will endeavour to (but is not obliged to) provide at least 10 Working Days’ notice of its or, where possible, a regulatory body's, intention to conduct an audit.
	2. The parties agree that they will bear their own respective costs and expenses incurred in respect of compliance with their obligations under this Condition 17, unless the audit identifies a material failure of the Consultant to perform its obligations under this Agreement in which case the Consultant must reimburse London Councils for all London Councils’ reasonable costs incurred in the course of the audit.
	3. If an audit identifies that:
28. the Consultant has failed to perform its obligations under this Agreement in any material manner, the parties will agree and implement a remedial plan. If the Consultant's failure relates to a failure to provide any information to London Councils about the Consultant’s fees, any interim payment or proposed further payment, the Consultant's costs or any proposed or actual variations, then the remedial plan will include a requirement for the provision of all such information;
29. London Councils has overpaid, the Consultant must pay to London Councils the amount overpaid within 15 Working Days. London Councils may deduct the relevant amount from the Fee if the Consultant fails to make this payment; and
30. London Councils has underpaid, London Councils will pay to the Consultant the amount of the under-payment less the cost of audit incurred by London Councils if this was due to a default by the Consultant in relation to invoicing within 15 Working Days.
31. **Termination**
	1. London Councils may terminate the Consultant’s engagement under this Agreement by written notice, such notice being effective immediately, in the event of any of the following occurrences:
32. if the Consultant refuses, or neglects, to execute the Services, or any part of them, or commits any breach of any obligation imposed upon it by this Agreement, or refuses, or neglects within a reasonable time to comply with any instructions given to it by the Authorised Officer;
33. if the Consultant refuses or neglects to comply with the Policies of London Councils, or any provisions of such policies, or commits any breach of any obligation imposed upon the Consultant by such policies, or refuses, or neglects within a reasonable time to comply with any instructions given to the Consultant by London Councils in regard to such Policies;
34. if the Consultant being an individual or a partnership has a petition for bankruptcy presented to the courts becomes bankrupt or makes a composition or arrangement with his creditors or has a proposal in respect of himself or his firm for a voluntary arrangement for a composition of debts or scheme of arrangement approved in accordance with the Insolvency Act 1986 as amended, by the Enterprise Act 2002, or where an application for bankruptcy is made against any individual partner of the firm, or where the partnership has a provisional liquidator receiver, or manager of its business duly appointed, or where the partnership is dissolved save for the purposes of bona fide reconstruction on terms acceptable to London Councils, or where a substantial change in the partners occurs;
35. if the Consultant being a company has an application made under the Insolvency Act 1986 as amended by the Enterprise Act 2002 in respect of its company to the court for the appointment of an administrator, or having a winding up order made, or a resolution passed (except for the purposes of amalgamation or reconstruction on terms acceptable to London Councils) for voluntary winding up, or having a provisional liquidator, receiver, or manager of its business, or undertaking duly appointed or having an administrative receiver as defined in the Insolvency Act 1986 as amended, by the Enterprise Act 2002, appointed, or having possession taken by, or on behalf of, the holders of any debentures secured by a floating charge;
36. in the event of any substantial change in legal status, or of circumstances occurring which will materially affect the contractual relationship between the parties, or the rights of London Councils to sue, or otherwise recover monies due, or enforce any other right arising under this Agreement which for the purposes of this Agreement has not been agreed between the parties;
37. if at any time progress on any part of the Services appears to the Authorised Officer to be unnecessarily delayed by any cause within the reasonable control of the Consultant and such delay and the cause of it if capable of remedy is not remedied within 5 Working Days after an instruction in writing requiring the same is given to the Consultant by the Authorised Officer;
38. in the circumstances specified in Condition 13.3; or
39. in the circumstances specified in regulation 73(1) of the Public Contracts Regulations 2015.
	1. If London Councils at any time in its absolute discretion wishes to abandon, defer, delay, postpone or substantially modify the provision of the Services, London Councils may give written notice to terminate the Consultant’s engagement or suspend the whole or any specified part of this Agreement with immediate effect.
	2. If London Councils terminates the Consultant’s engagement under Condition 18.2, London Councils will pay to the Consultant:
40. at the conclusion of any agreed Stage of the Services such sum as will have been agreed upon the execution of this Agreement to represent the consideration due for the completion of any such Stage; or
41. where no Stages have been defined, or in the event of termination at a time when any Stage is part performed by the Consultant, such proportion of the consideration for either the Services, or the part performed Stage of the Services, as the Authorised Officer, acting reasonably, determines represents a fair proportion of the consideration due to the Consultant, in accordance with the Order for the Services authorised by the Authorised Officer and performed by the Consultant.
	1. Termination of the Consultant’s engagement or completion of this Agreement will not prejudice any rights and remedies of London Councils and the Consultant that may have accrued before such termination, or completion, or prejudice the right of either party to recover any amount outstanding at such termination, or completion.
42. **Construction projects**
	1. Where applicable, the Consultant will carry out and fulfil, in all respects, the duties of a ‘designer’ (and, if so, indicated in the Order, as the ‘principal designer’) under the Construction (Design and Management) Regulations 2015.
	2. In the event that this Agreement constitute a contract to which the provisions of Part II of The Housing Grants, Construction and Regeneration Act 1996 apply, the following provisions of this Condition 19 will apply, but not otherwise.
	3. Not later than 5 Working Days after the payment due date, either:
43. London Councils will give a notice to the Consultant, which confirms the following:
* the sum that London Councils considers to be or to have been due at the payment due date in respect of the payment, and
* the basis on which that sum is calculated; or
1. the Consultant will give a notice to London Councils confirming the following:
* the sum that the Consultant considers to be or to have been due at the payment due date in respect of the payment, and
* the basis on which that sum is calculated.

It is immaterial that the sum referred to in this Condition 19.3 may be zero.

* 1. Subject to Condition 19.5, if notice is not issued by London Councils pursuant to Condition 19.3(a) the Consultant may issue a notice pursuant to Condition 19.3(b) at any time after the date on which the notice referred to in Condition 19.3(a) is required to be given and where the Consultant gives a notice complying with Condition 19.3(b), the final date for payment of the sum specified in the notice is for all purposes to be regarded as postponed by the same number of days as the number of days after the date that the notice was given.
	2. If the Consultant’s invoice issued pursuant to Condition 3.2 complies with the provisions of Condition 19.3(b) then the Consultant may not give another such notice pursuant to Condition 19.3.
	3. To the extent not already paid, London Councils must pay the notified sum on or before the final date for payment unless either:
1. it gives to the Consultant a notice of London Councils’ intention to pay less than the notified sum specifying:
* the sum that London Councils considers to be due on the date the notice is served, and
* the basis on which that sum is calculated,

such notice must be given not later than 5 Working Days before the final date for payment and it is immaterial for the purposes of this Condition 19.6 that the sum referred to in such notice may be zero; or

1. the Consultant becomes insolvent not earlier than 5 Working Days before the final date for payment, in which event London Councils need not pay any sum due in respect of the payment.
	1. If any dispute or difference arises under or in connection with this Agreement, which either party wishes to refer to adjudication, Part 1 of the Schedule to the Scheme for Construction Contracts (England and Wales) Regulations 1998 as amended by the Scheme for Construction Contracts (England and Wales) Regulations 1998 (Amendment) (England) Regulations 2011 will apply except that:
2. the nominating body will be the Technology and Construction Solicitors Association.
3. in the first sentence of paragraph 1(3) the word *briefly* is deleted and substituted by the words *in detail.*
4. paragraph 22 is deleted and substituted with the following:

*The adjudicator must give a decision together with reasons therefor in writing and may award costs as part of the decision. Each party will be entitled to make written representations as to why it should not be allocated any portion of the costs flowing from the adjudicator’s decision, and the adjudicator must take due consideration including giving reasons for his further determination in this regard. If no award as to costs is made by the adjudicator, the parties will bear the costs of the adjudication in equal shares.*

1. a new paragraph 22A(5) is inserted as follows:

*As part of the corrected decision, the adjudicator also has power to reassess his prior determination as to which party will be responsible for the costs flowing from his corrected decision.*

1. **Governing Law & Disputes**
	1. Except where Condition 19.7 applies, if any dispute arises out of this Agreement which cannot be amicably settled between the parties then the parties will attempt to settle such dispute by mediation in accordance with the Model Mediation Procedure published the by Centre for Effective Dispute Resolution from time to time. Neither party will commence any court proceedings/litigation in relation to any dispute arising out of this Agreement until they have attempted to settle it by mediation and that mediation has terminated.
	2. The Consultant will continue to perform its obligations (including, any Additional Services) even if any dispute resolution procedure has been invoked under this Condition 20 by either party.
	3. This Agreement will be governed by and construed in accordance with the Laws of England and the parties submit to the exclusive jurisdiction of the English Courts.