



GREATER LONDON AUTHORITY

Contract Reference Number: **GLA 82062**

Date: 15 June 2022

Contract for Services

between

Greater London Authority

and

Mott MacDonald Group Limited

Version: Generic November 2021

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THIS CONTRACT is made the 22nd day June 2022.

of BETWEEN:

- (1) The **GREATER LONDON AUTHORITY** (“**the Authority**”); whose registered office is City Hall, Kamal Churchie Way, London, E16 1ZE; and
- (2) **Mott MacDonald Group Limited**, a company registered in England and Wales (Company Registration Number 1110949) whose registered office is at Mott MacDonald House, 8-10 Sydenham Road, Croydon, Surrey, CRO 2EE (“**the Service Provider**”).

RECITALS:

- A. The Contract is for the provision of a Pilot Sub-regional Integrated Water Management Strategy for East London as specified in Schedule 3.
- B. The Authority wishes the Service Provider to provide the Services and the Service Provider is willing to provide the Services to the Authority on the terms and conditions set out in the Contract.
- C. The Service Provider should be aware that the Authority does not offer any guarantee or minimum volume of the Services that may be delivered under this Contract and does not offer any exclusivity to the Service Provider.

THE PARTIES AGREE THAT:

1. Definitions and Interpretation

In the Contract (including the Recitals):

- 1.1 unless the context indicates otherwise the following expressions shall have the following meanings:

“Affected Party” has the meaning given to it in Clause 27.3;

“Authority Assets” means any assets (whether tangible or intangible), materials, resources, systems, networks, connectivity and other equipment, machinery and facilities owned by or licensed to the Authority or any member of the Authority Group;

“Authority Group” shall mean where the Authority is:

- (a) TfL, TfL in its own right and as holding company of all its subsidiaries (as defined in section 1159 of the

Companies Act 2006) from time to time together and reference to any **“member of the Authority Group”** shall refer to TfL or any such subsidiary; and

- (b) the Greater London Authority (GLA), the GLA, TfL, the Mayor’s Office for Policing and Crime, the London Fire Commissioner, London Legacy Development Corporation and the Old Oak and Park Royal Development Corporation (**“Functional Bodies”**) each in their own right and as holding companies of all of their subsidiaries (as defined in section 1159 of the Companies Act 2006) from time to time together and reference to any **“member of the Authority Group”** shall refer to the GLA, any Functional Body or any such subsidiary;

“Authority Premises”

any land or premises (including temporary buildings) owned or occupied by or on behalf of any member of the Authority Group;

“Business Day”

any day excluding Saturdays, Sundays or public or bank holidays in England;

“Cessation Plan”

a plan agreed between the Parties or determined by the Authority pursuant to Clauses 29.1 to 29.5 (inclusive) to give effect to a Declaration of Ineffectiveness or Clauses 29.6 to 29.10 (inclusive) to give effect to a Public Procurement Termination Event;

“Charges”

the charges payable by the Authority, in consideration of the due and proper performance of the Services in accordance with the Contract, as specified in or calculated in accordance with Schedule 4 as the same may be varied from time to time in accordance with Clause 27.6 or Clause 32;

“Confidential Information”

all information (whether written or verbal) that by its nature may reasonably be regarded as confidential to the Authority (or any member of the Authority Group) whether commercial, financial, technical or otherwise, and including information which relates to

	the business affairs, customers, suppliers, products, software, telecommunications, networks, trade secrets, know-how or personnel of the Authority Group);
“Contract”	this contract, including the Schedules and all other documents referred to in this contract;
“Contract Commencement Date”	the date for commencement of the Contract specified in Schedule 1;
“Contract Information”	(i) the Contract in its entirety (including from time to time agreed changes to the Contract) and (ii) data extracted from the invoices submitted pursuant to Clause 5 which shall consist of the Service Provider’s name, the expenditure account code, the expenditure account code description, the document number, the clearing date and the invoice amount;
“Contract Manager”	the person named as such in Schedule 1 or such other person as notified to the Service Provider by the Authority;
“Data Protection Legislation”	means: <ul style="list-style-type: none"> (a) any legislation in force from time to time in the United Kingdom relating to privacy and/or the Processing of Personal Data, including but not limited to the Data Protection Act 2018; (b) any statutory codes of practice issued by the Information Commissioner in relation to such legislation; and (c) the Privacy and Electronic Communications (EC Directive) Regulations 2003;
“Declaration of Ineffectiveness”	a declaration of ineffectiveness in relation to this Contract made by a Court of competent jurisdiction pursuant to Regulation 98 of the Public Contracts Regulations 2015 or Regulations 113(2)(a) or 118(3) of the Utilities Contracts Regulations 2016;
“Electronic Invoicing	the Authority’s invoicing platform for the

Platform”	submission and receipt of electronic invoices;
“Electronic Procure-to-Pay (eP2P) Vendor Handbook”	the handbook setting out the system, format, file requirements and steps for registering to use and using the Electronic Invoicing Platform as updated from time to time, a copy of which can be downloaded from the following link- https://tfl.gov.uk/corporate/publications-and-reports/procurement-information#on-this-page-5 ;
“Force Majeure Event”	any of the following: riot, civil unrest, war, act of terrorism, threat or perceived threat of act of terrorism, fire, earthquake, extraordinary storm, flood, abnormal weather conditions or other natural catastrophe or strikes, lock-outs or other industrial disputes to the extent that such event has materially affected the ability of the Affected Party to perform its obligations in accordance with the terms of the Contract but excluding any such event insofar as it arises from or is attributable to the wilful act, omission or negligence of the Affected Party or the failure on the part of the Affected Party to take reasonable precautions to prevent such Force Majeure Event or its impact;
“Holding Company”	any company which from time to time directly or indirectly controls the Service Provider as set out by section 1159 of the Companies Act 2006;
“Insolvency Event”	any of the following: <ul style="list-style-type: none"> (a) either or both of the Service Provider or the Holding Company making any voluntary arrangement with its creditors or becoming subject to an administration order; (b) a receiver, administrative receiver, manager, or administrator being appointed over all or part of the business of either or both of the Service Provider or the Holding Company; (c) the Service Provider applying to court

for, or obtaining, a moratorium under Part A1 of the Insolvency Act 1986;

- (d) being a company, either or both of the Service Provider or the Holding Company having passed a resolution for its winding-up or being subject to a petition for its winding-up (except for the purposes of a voluntary amalgamation, reconstruction or other re-organisation without insolvency);
- (e) either or both of the Service Provider or the Holding Company ceasing or threatening to cease to carry on its business for any reason or being unable to pay its debts within the meaning of the Insolvency Act 1986;
- (f) being an individual or firm, the Service Provider becoming bankrupt or dying;
- (g) being an individual or firm, the Service Provider's financial position deteriorating so far as to reasonably justify the opinion that its ability to give effect to the terms of the Contract are in jeopardy; or
- (h) any similar event to those in (a) to (g) above occurring in relation to either or both of the Service Provider or the Holding Company under the law of any applicable jurisdiction for those purposes;

“Intellectual Property Rights”

any patent, know-how, trade mark or name, service mark, design right, utility model, copyright, rights in passing off, database right, rights in commercial or technical information, any other rights in any invention, discovery or process and any other intellectual property rights, in each case whether registered or unregistered and including applications for the grant of any such rights and all rights or forms of protection having equivalent or similar effect in each case in the United Kingdom and

	anywhere else in the world;
“Key Personnel”	the Service Provider’s key personnel named in Schedule 1;
“Losses”	all costs (including legal costs and costs of enforcement), expenses, liabilities (including any tax liability), injuries, direct, indirect or consequential loss (all three of which terms include pure economic loss, loss of profits, loss of business, depletion of goodwill and like loss), damages, claims, demands, proceedings and judgments;
“Milestone”	an event which is the completion of one or more of the specified activities as may be set out in the Project Plan;
“Parties”	the Authority and the Service Provider (including their successors and permitted assignees) and “Party” shall mean either of them as the case may be;
“PDF Invoices”	invoices in PDF (portable document format) format;
“Personal Data”	has the meaning given to it in the Data Protection Legislation;
“Processing”	has the meaning given to it in the Data Protection Legislation;
“Procurement Manager”	the person named as such in Schedule 1 and referred to in Clause 7 or such other person as notified to the Service Provider by the Authority;
“Project Plan”	the plan (if any) for implementation including (without limitation) project delivery set out in Schedule 5, developed and agreed by the Parties in relation to the performance and timing of the Services under the Contract which may include Milestones;
“Public Procurement Termination Event”	has the meaning given to it in Clause 29.7;
“Public Procurement Termination Grounds”	any one or more of the grounds described either in Regulation 73(1) of the Public Contracts Regulations 2015 or Regulation 89(1) of the Utilities Contracts Regulations

			2016;
“Service Commencement Date”			the date for commencement of the Services set out in Schedule 1;
“Service Provider Equipment”			the equipment and materials of whatsoever nature used by the Service Provider in providing the Services which do not themselves form part of the Services and in which title is not intended to pass to the Authority under the Contract;
“Service Provider’s Personnel”			all such persons, including (without limitation) employees, officers, suppliers, sub-contractors and agents of the Service Provider, as are engaged in the performance of any of the Services and including the Key Personnel;
“Services”			<p>(a) subject to Clause 27.6 all or any part of the services to be provided to, or activities to be undertaken and completed for, the Authority by the Service Provider under the Contract as detailed in the Specification including any variations to such services or activities pursuant to Clause 32; and</p> <p>(b) any services, functions or responsibilities which may be reasonably regarded as incidental to the foregoing services or activities and which may be reasonably inferred from the Contract;</p>
“Specification”			the specification and other requirements set out in Schedule 3;
“Supply Chain Finance Option”			has the meaning given to it in paragraph 1 of Part B of Schedule 6;
“Term”			the period during which the Contract continues in force as provided in Clause 2 and Schedule 1;
“TfL”			Transport for London, a statutory corporation established under the Greater London Authority Act 1999;
“Transparency Commitment”			means the Authority’s commitment to publish its contracts, tender documents and data

from invoices received in accordance with the Local Government Transparency Code 2015 and the Authority's own published transparency commitments;

“VAT”

means value added tax as provided for in the Value Added Tax Act 1994 and any tax replacing the same or of a similar nature.

- 1.2 a reference to the singular includes the plural and vice versa, and a reference to any gender includes all genders;
- 1.3 a reference to any statute, enactment, order, regulation or other similar instrument shall be construed as a reference to the statute, enactment, order, regulation or instrument as amended or re-enacted by any subsequent statute, enactment, order, regulation or instrument and shall include all statutory instruments or orders made pursuant to it whether replaced before or after the date of execution of the Contract;
- 1.4 a reference to any document other than as specified in Clause 1.3 and save as expressed otherwise shall be construed as a reference to the document as at the date of execution of the Contract;
- 1.5 headings are included in the Contract for ease of reference only and do not affect the interpretation or construction of the Contract;
- 1.6 references to Clauses and Schedules are, unless otherwise provided, references to clauses of, and schedules to, the Contract and any reference to a paragraph in any Schedule shall, in the absence of provision to the contrary, relate to the paragraph in that Schedule;
- 1.7 in the event, and only to the extent, of any conflict between the Clauses and the Schedules, the Clauses prevail, except where:
 - 1.7.1 the conflicting part of the Schedule is explicitly expressed to take precedence; or
 - 1.7.2 the conflict is with a provision in Schedule 2 (Special Conditions of Contract), in which case the provisions in Schedule 2 shall prevail;
- 1.8 the Schedules form part of the Contract and will have the same force and effect as if expressly set out in the body of the Contract;
- 1.9 the expression “person” means any individual, firm, body corporate, unincorporated association, partnership, government, state or agency of a state or joint venture; and
- 1.10 the words “including”, “includes” and “included” will be construed without limitation unless inconsistent with the context.

2. Commencement and Duration

The Contract commences on the Contract Commencement Date and continues in force for the duration stated in Schedule 1 unless terminated earlier in accordance with Clause 27.

3. The Services

3.1 The Service Provider:

3.1.1 shall provide the Services to the Authority from the Service Commencement Date in accordance with the Contract;

3.1.2 acknowledges that it has sufficient information about the Authority and the Specification and that it has made all appropriate and necessary enquiries to enable it to perform the Services in accordance with the Contract;

3.1.3 shall neither be entitled to any additional payment nor excused from any obligation or liability under the Contract due to any misinterpretation or misunderstanding by the Service Provider of any fact relating to the Specification or otherwise to the Contract; and

3.1.4 shall comply with all lawful and reasonable directions of the Authority relating to its performance of the Services.

3.2 Notwithstanding anything to the contrary in the Contract, the Authority's discretion in carrying out its statutory duties shall not be fettered or otherwise constrained or affected by any provision of the Contract;

3.3 The Service Provider shall provide the Services:

3.3.1 with the high degree of skill, care and diligence normally exercised by recognised professional firms or by highly skilled and experienced service providers providing services of a similar scope, type and complexity to the Services and with sufficient resources;

3.3.2 in conformance in all respects with the Specification;

3.3.3 in a safe manner and free from any unreasonable or avoidable risk to any person's health and well-being and in an economic and efficient manner; and

3.3.4 so that they are properly managed and monitored and shall immediately inform the Authority if any aspect of the Contract is not being or is unable to be performed.

3.4 Where in the reasonable opinion of the Authority the Service Provider has failed to provide the Services or any part of them in accordance with the Contract, the Service Provider shall, without prejudice to any of the

Authority's other rights, re-perform the Services or part thereof as requested by the Authority at no additional cost and within such period of time as reasonably specified by the Authority.

- 3.5 Where reasonably requested to do so by the Authority and provided the Service Provider is willing to so contract, the Service Provider shall contract with such other member(s) of the Authority Group as on the terms of this Contract with only the necessary changes of Parties' details being made.
- 3.6 Throughout the term of the Contract the Service Provider shall when required give to the Authority such written or oral advice or information regarding any of the Services as the Authority may reasonably require.
- 3.7 Where a format for electronic receipt of orders by the Service Provider is set out in Schedule 1, the Service Provider shall, unless the Authority requires otherwise, receive orders in such format and shall maintain its systems to ensure that it is able to do so throughout the Term.

4. Charges

- 4.1 The Service Provider shall invoice the Authority in accordance with the procedures set out in Clause 5 and in consideration of, and subject to the due and proper performance of the Services by the Service Provider in accordance with the Contract, the Authority shall pay the Service Provider the Charges in accordance with those procedures and with the other terms and conditions of the Contract.
- 4.2 The Service Provider is not entitled to reimbursement for expenses unless such expenses are specified in Schedule 4 or have been incurred with the prior written consent of the Authority, in which case the Service Provider shall supply appropriate evidence of expenditure in a form acceptable to the Authority.
- 4.3 All Charges exclude any VAT which may be chargeable, which will be payable in addition to the sum in question at the rate and in the manner for the time being prescribed by law on delivery of a valid VAT invoice.¹

5. Payment Procedures and Approvals

- 5.1 The Service Provider shall invoice the Authority in respect of the Charges:

¹ As of 1 March 2021, additional provisions may be required if the VAT reverse charge applies to certain Services which are classified as construction services under the Construction Industry Scheme and where TfL is not the End User. Please refer to Commercial Technical Bulletin, Issue 67 (11.09.19) for an overview of the VAT reverse charge and its application, and consult with the Governance and Best Practice team for guidance in the first instance. For Contracts requiring additional provisions, please consult with TfL Legal for the appropriate drafting.

5.1.1 where no Milestones are specified in Schedule 4, at such dates or at the end of such periods as may be specified in Schedule 1; or

5.1.2 if specified in Schedule 4, on completion of each Milestone provided that any preceding Milestones have been completed in accordance with the Contract,

and shall not make any separate charge for submitting any invoice.

5.2 The Service Provider shall submit:

5.2.1 PDF Invoices via email to the email address set out in Schedule 1 and shall ensure that each PDF Invoice has a unique file reference and be a separate PDF file; or

5.2.2 electronic invoices via the Electronic Invoicing Platform and in compliance with the Electronic Procure-to-Pay (eP2P) Vendor Handbook; and

each such invoice shall contain all information required by the Authority including the Contract Reference Number, SAP order number, Service Provider's name, address and bank account details to which payment should be made, a separate calculation of VAT, the Authority's name and address and a brief description of the Services provided. Invoices shall be clear, concise, accurate, and adequately descriptive to avoid delays in processing subsequent payment. PDF Invoices, which are sent to the Authority via email, are taken to have been received at the time of transmission. Electronic invoices are taken to have been received at the time when they are transmitted to the Authority via the Electronic Invoicing Platform.

5.3 In the event of a variation to the Services in accordance with the Contract that involves the payment of additional charges to the Service Provider, the Service Provider shall identify these separately on the relevant invoices.

5.4 The Authority shall consider and verify each invoice, which is submitted by the Service Provider in accordance with this Clause 5, in a timely manner. If the Authority considers that the Charges claimed by the Service Provider in any invoice have:

5.4.1 been correctly calculated and that such invoice is otherwise correct, the invoice shall be approved and payment shall be made by bank transfer (Bank Automated Clearance System (BACS)) or such other method as the Authority may choose from time to time within 30 days of receipt of such invoice or such other time period as may be specified in Schedule 1;

5.4.2 not been calculated correctly or if the invoice contains any other error or inadequacy, the Authority shall notify the Service

Provider and the Parties shall work together to resolve the error or inadequacy. Upon resolution, the Service Provider shall submit a revised invoice to the Authority.

The Authority shall not be entitled to treat any properly submitted invoice as disputed or incorrect solely due to its own undue delay in considering and verifying it.

- 5.5 No payment made by the Authority (including any final payment) or act or omission or approval by the Authority or Contract Manager or Procurement Manager (whether related to payment or otherwise) shall:

5.5.1 indicate or be taken to indicate the Authority's acceptance or approval of the Services or any part of them or any act or omission of the Service Provider, or otherwise prejudice any rights, powers or remedies which the Authority may have against the Service Provider, or absolve the Service Provider from any obligation or liability imposed on the Service Provider under or by virtue of the Contract; or

5.5.2 prevent the Authority from recovering any amount overpaid or wrongfully paid including payments made to the Service Provider by mistake of law or fact. Without prejudice to Clause 18, the Authority shall be entitled to withhold such amount from any sums due or which may become due to the Service Provider or the Authority may recover such amount as a debt.

- 5.6 Except where otherwise provided in the Contract, the Charges shall be inclusive of all costs of staff, facilities, equipment, materials and other expenses whatsoever incurred by the Service Provider in discharging its obligations under the Contract.

- 5.7 Interest shall accrue at the rate of two percent (2%) above the base rate of the Bank of England from time to time on all sums due and payable under this Contract from the due date until the date of actual payment (both before and after judgement). All such interest shall be calculated on the basis of the actual number of days elapsed, over a three hundred and sixty five (365) day year and compounded at monthly intervals. The parties agree that this provision constitutes a substantial remedy for late payment of any sum payable under the Contract in accordance with s8(2) of the Late Payment of Commercial Debts (Interest) Act 1998.

6. Warranties and Obligations

- 6.1 Without prejudice to any other warranties expressed elsewhere in the Contract or implied by law, the Service Provider warrants, represents and undertakes to the Authority that:

6.1.1 the Service Provider:

- 6.1.1.1 has full capacity and authority and all necessary licences, permits, permissions, powers and consents (including, where its procedures so require, the consent of its Holding Company) to enter into and to perform the Contract; and
 - 6.1.1.2 is aware of the purposes for which the Services are required and acknowledges that the Authority is reliant upon the Service Provider's expertise and knowledge in the provision of the Services; and
 - 6.1.1.3 is entering into this Contract as principal and not as agent for any person and that it will act as an independent contractor in carrying out its obligations under this Contract;
- 6.1.2 the Contract is executed by a duly authorised representative of the Service Provider;
- 6.1.3 all materials, equipment and goods used or supplied by the Service Provider in connection with the Contract shall be of satisfactory quality within the meaning of the Sale of Goods Act 1979 (as amended), sound in design and in conformance in all respects with the Specification; and
- 6.1.4 all documents, drawings, computer software and any other work prepared or developed by the Service Provider or supplied to the Authority under the Contract shall not infringe any Intellectual Property Rights or any other legal or equitable right of any person.
- 6.2 Each warranty and obligation in this Clause 6 shall be construed as a separate warranty or obligation (as the case may be) and shall not be limited or restricted by reference to, or reference from, the terms of any other such warranty or obligation or any other term of the Contract.

7. Operational Management

- 7.1 The Authority authorises the Contract Manager to act as the Authority's representative for the Contract.
- 7.2 The Service Provider shall deal with the Contract Manager (or their nominated representative) in respect of all matters arising under the Contract, except as set out below or unless otherwise notified by the Authority:
 - 7.2.1 variations to the Contract;
 - 7.2.2 any matter concerning the terms of the Contract; and
 - 7.2.3 any financial matter (including any issues in Schedule 4),

which shall be referred to the Procurement Manager.

- 7.3 The Service Provider shall, at the Authority's request, provide promptly to the Authority at no additional cost such reports on the provision of the Services as the Authority may reasonably request.

8. Service Provider's Personnel

- 8.1 The Parties confirm that the Transfer of Undertakings (Protection of Employment) Regulations 2006 as amended do not apply on the Contract Commencement Date or the expiry or termination of this Contract.

- 8.2 Nothing in this Contract will render the Service Provider's Personnel, an employee, agent or partner of the Authority or Authority Group by virtue of the provision of the Services by the Service Provider under the Contract, and the Service Provider shall be responsible for making appropriate deductions for tax and national insurance contributions from the remuneration paid to the Service Provider's Personnel.

- 8.3 The Service Provider shall provide the Service Provider's Personnel as necessary for the proper and timely performance and management of the Services in accordance with the Contract. All personnel deployed on work relating to the Contract shall have the appropriate qualifications and competence, be properly managed and supervised and in these and any other respects be acceptable to the Authority.

- 8.4 Without prejudice to any of the Authority's other rights, powers or remedies, the Authority may (without liability to the Service Provider) deny access to any Service Provider's Personnel to any Authority Premises and/or require that any Service Provider's Personnel be immediately removed from performing the Services if such Service Provider's Personnel in the Authority's view have not been properly trained in any way required by this Contract, are otherwise incompetent, negligent, guilty of misconduct or could be a danger to any person. The Authority shall notify the Service Provider of such denial and/or requirement in writing and the Service Provider shall comply with such notice and provide a suitable replacement (with the Contract Manager's prior consent in the case of Key Personnel).

- 8.5 The Service Provider shall give the Authority, if so requested, full particulars of all persons who are or may be at any time employed on the Contract and shall take all reasonable steps to avoid changes to any of its staff designated in the Contract as Key Personnel. The Service Provider shall give the Authority reasonable notice of any proposals to change Key Personnel and Clause 8.3 shall apply to the proposed replacement personnel.

- 8.6 Notwithstanding Clause 8.1, the Service Provider shall indemnify, keep indemnified and hold harmless the Authority from and against all Losses which the Authority or other member of the Authority Group incur or

suffer in relation to the Service Provider's Personnel or any person who may allege to be the same (whenever such Losses may arise) or any failure by the Service Provider to comply with Clause 8.4.

- 8.7 The Service Provider shall pay to the Service Provider's Personnel not less than the amounts declared to the Authority (if any) as part of the tender process for the Contract and not less than the amounts to which the Service Provider's Personnel are contractually entitled.
- 8.8 The Service Provider shall provide training to the Authority's personnel (including its employees, officers, suppliers, sub-contractors and agents) as specified in Schedule 1.

9. Sub-Contracting and Change of Ownership

- 9.1 The Service Provider shall not assign or sub-contract all or any part of the Services without the prior written consent of the Authority, which may be refused or granted subject to such conditions as the Authority sees fit.
- 9.2 Where the Service Provider sub-contracts all or any part of the Services to any person, the Service Provider shall:

- 9.2.1 ensure that such person is obliged to comply with all of the obligations and duties of the Service Provider under the Contract insofar as they relate to the Services or part of them (as the case may be) which that sub-contractor is required to provide;
- 9.2.2 be responsible for payments to that person;
- 9.2.3 remain solely responsible and liable to the Authority for any breach of the Contract or any performance, non-performance, part-performance or delay in performance of any of the Services by any sub-contractor to the same extent as if such breach, performance, non-performance, part-performance or delay in performance had been carried out by the Service Provider;
- 9.2.4 on or before the Contract Commencement Date or the Service Commencement Date (whichever is the earlier), notify the Authority in writing of the name, contact details and details of the legal representatives of any such sub-contractor (of any tier), to the extent that such information has not already been provided by the Service Provider to the Authority under the Contract;
- 9.2.5 promptly notify the Authority in writing of any change to the information notified under Clause 9.2.4 and provide in writing the name, contact details and details of the legal representatives of each such sub-contractor (of any tier) who is

engaged after the Contract Commencement Date or the Service Commencement Date (whichever is the earlier);

9.2.6 without prejudice to the provisions of Clause 12, ensure compliance with the Bribery Act 2010 and any guidance issued by the Secretary of State under it when appointing any such sub-contractor;

9.2.7 include a term in each sub-contract (of any tier):

9.2.7.1 requiring payment to be made by the Service Provider or (in respect of a sub-contract below the first tier) the payer under the relevant sub-contract, to the sub-contractor within a specified period not exceeding 30 days from receipt of a valid and undisputed invoice as defined by the sub-contract requirements;

9.2.7.2 a requirement that any invoices for payment submitted by the sub-contractor are considered and verified by the Service Provider, or (in respect of a sub-contract below the first tier) the payer under the relevant sub-contract, in a timely manner and that any undue delay in doing so shall not in itself be sufficient justification for failing to treat an invoice as being valid and undisputed under the sub-contract requirements;

9.2.7.3 entitling the Service Provider or (in respect of a sub-contract below the first tier) the payer under the relevant sub-contract to terminate that sub-contract if the relevant sub-contractor fails to comply in the performance of its contract with legal obligations in the fields of environmental, social or labour law; and

9.2.7.4 a requirement that the sub-contractor includes a provision having the same effect as Clause 9.2.7.3 above in any sub-contract it awards.

9.3 The Service Provider shall give notice to the Authority within 10 Business Days where:

9.3.1 there is any change in the ownership of the Service Provider where such change relates to 50% or more of the issued share capital of the Service Provider; and

9.3.2 there is any change in the ownership of the Holding Company where such change relates to 50% or more of the issued share capital of the Holding Company; and

- 9.3.3 (in the case of an unincorporated Service Provider) give notice to the Authority if there is any change in the management personnel of the Service Provider, which alone or taken with any other change in management personnel not previously notified to the Authority, equates to a change in the identity of 50% or more of the management personnel of the Service Provider.

Upon the occurrence of any of the events referred to at Clauses 9.3.1 – 9.3.3 above, the Authority shall have the right to terminate the Contract.

10. Conflict of Interest

- 10.1 The Service Provider warrants that it does not and will not have at the Contract Commencement Date or Service Commencement Date any interest in any matter where there is or is reasonably likely to be a conflict of interest with the Services or any member of the Authority Group, save to the extent fully disclosed to and approved by the Authority.
- 10.2 The Service Provider shall check for any conflict of interest at regular intervals throughout the Term and in any event not less than once in every six months and shall notify the Authority in writing immediately upon becoming aware of any actual or potential conflict of interest with the Services or any member of the Authority Group and shall work with the Authority to do whatever is necessary (including the separation of staff working on, and data relating to, the Services from the matter in question) to manage such conflict to the Authority's satisfaction, provided that, where the Authority is not so satisfied, it may terminate the Contract in accordance with Clause 27.1.4.

11. Access to Premises and Assets

- 11.1 Subject to Clause 8.4 any access to either or both of any Authority Premises or Authority Assets made available to the Service Provider in connection with the proper performance of the Contract shall be free of charge and shall be used by the Service Provider solely for the purpose of performing the Services during the Term in accordance with the Contract provided, for the avoidance of doubt, the Service Provider shall be responsible for its own costs or travel including either or both of any congestion charging or low emission zone charging. The Service Provider shall:
- 11.1.1 have the use of such Authority Premises as licensee and shall not have or purport to claim any sole or exclusive right to possession or to possession of any particular part of such Authority Premises;
- 11.1.2 vacate such Authority Premises upon the termination or expiry of the Contract or at such earlier date as the Authority may determine;

- 11.1.3 not exercise or purport to exercise any rights in respect of any Authority Premises in excess of those granted under this Clause 11.1;
 - 11.1.4 ensure that the Service Provider's Personnel carry any identity passes issued to them by the Authority at all relevant times and comply with the Authority's security procedures as may be notified by the Authority from time to time;
 - 11.1.5 not damage the Authority Premises or any assets on Authority Premises; and
 - 11.1.6 return immediately to the Authority in good working order and satisfactory condition (in the reasonable opinion of the Authority) all Authority Assets used by the Service Provider or the Service Provider's Personnel in the performance of the Services.
- 11.2 Nothing in this Clause 11 shall create or be deemed to create the relationship of landlord and tenant in respect of any Authority Premises between the Service Provider and any member of the Authority Group.
- 11.3 The Authority shall be under no obligation to provide office or other accommodation or facilities or services (including telephony and IT services) to the Service Provider except as may be specified in Schedule 1.

12. Compliance with Policies and Law

- 12.1 The Service Provider, at no additional cost to the Authority:
- 12.1.1 undertakes to procure that all the Service Provider's Personnel comply with all of the Authority's policies and standards that are relevant to the performance of the Services, (including where the GLA is the Authority the Authority's Dignity at Work policy as updated from time to time and with the GLA's Code of Ethics as updated from time to time, and where TfL is the Authority, TfL's workplace harassment policy as updated from time to time (copies of which are available on request from TfL) and with TfL's Code of Conduct (which is available on TfL's website, www.tfl.gov.uk)) including the provisions set out in Schedule 7 and those relating to safety, security, business ethics, drugs and alcohol and any other on site regulations specified by the Authority for personnel working at Authority Premises or accessing the Authority's computer systems. The Authority shall provide the Service Provider with copies of such policies and standards on request. In the event that the Services are being provided to both the GLA and TfL, then the policies and standards of each of the GLA and TfL shall apply as appropriate;

- 12.1.2 shall provide the Services in compliance with and shall ensure that the Service Provider's Personnel comply with all requirements of all Acts of Parliament, statutory instruments, court orders, regulations, directives, European Community decisions (insofar as legally binding), bye-laws, treaties and other regulatory requirements relevant to either or both of the Service Provider's or the Authority's business, from time to time in force which are or may become applicable to the Services. The Service Provider shall promptly notify the Authority if the Service Provider is required to make any change to the Services for the purposes of complying with its obligations under this Clause 12.1.2;
- 12.1.3 without limiting the generality of Clause 12.1.2, shall comply with all relevant enactments in force from time to time relating to discrimination in employment and the promotion of equal opportunities;
- 12.1.4 acknowledges that the Authority is under a duty under section 149 of the Equality Act 2010 to have due regard to the need to eliminate unlawful discrimination on the grounds of sex, marital or civil partnership status, race, sexual orientation, religion or belief, age, pregnancy or maternity, gender reassignment or disability (a "**Relevant Protected Characteristic**") (as the case may be) and to promote equality of opportunity between persons who share a Relevant Protected Characteristic and persons who do not share it. In providing the Services, the Service Provider shall assist and cooperate with Authority where possible in satisfying this duty;
- 12.1.5 where possible, shall provide the Services in such a manner as to:
- 12.1.5.1 promote equality of opportunity for all persons irrespective of their race, sex, disability, age, sexual orientation or religion;
 - 12.1.5.2 eliminate unlawful discrimination; and
 - 12.1.5.3 promote good relations between persons of different racial groups, religious beliefs and sexual orientation;
- 12.1.6 Where the GLA is the Authority the Service Provider shall:
- 12.1.6.1 comply with policies developed by the Authority with regard to compliance with the Authority's duties referred to in Clauses 12.1.4 - 12.1.5 as are relevant to the Contract and the Service Provider's activities;

- 12.1.6.2 obey directions from the Authority with regard to the conduct of the Contract in accordance with the duties referred to in Clauses 12.1.4 - 12.1.5;
 - 12.1.6.3 assist, and consult and liaise with, the Authority with regard to any assessment of the impact on and relevance to the Contract of the duties referred to in Clauses 12.1.4 - 12.1.5;
 - 12.1.6.4 on entering into any contract with a sub-contractor in relation to this Contract, impose obligations upon the sub-contractor to comply with this Clause 12.1.6 as if the sub-contractor were in the position of the Service Provider;
 - 12.1.6.5 provide to the Authority, upon request, such evidence as the Authority may require for the purposes of determining whether the Service Provider has complied with this Clause 12.1.6. In particular, the Service Provider shall provide any evidence requested within such timescale as the Authority may require, and cooperate fully with the Authority during the course of the Authority's investigation of the Service Provider's compliance with its duties under this Clause 12.1.6; and
 - 12.1.6.6 inform the Authority forthwith in writing should it become aware of any proceedings brought against it in connection with this Contract by any person for breach of the Equality Act 2010.
- 12.1.7 without prejudice to any other provision of this Clause 12.1 or the Schedules, where TfL is the Authority, comply with any provisions set out in the Schedules that relate to traffic management and shall comply with the reasonable instructions of TfL's Traffic Manager as may be made available to the Service Provider from time to time. For the purposes of this Clause 12.1.7, "**Traffic Manager**" means TfL's traffic manager appointed in accordance with section 17 of the Traffic Management Act 2004;
- 12.1.8 shall promptly notify the Service Provider's Personnel and the Authority of any health and safety hazards that exist or may arise in connection with the performance of the Services;
- 12.1.9 without limiting the generality of Clause 12.1.2, shall comply with the Bribery Act 2010, the Criminal Finances Act 2017 and any guidance issued by the Secretary of State under it; and
- 12.1.10 where applicable to the Service Provider and without limiting the generality of Clause 12.1.2, shall comply with the Modern

Slavery Act 2015 and any guidance issued by the Secretary of State under it.

In all cases, the costs of compliance with this Clause 12.1 shall be borne by the Service Provider.

12.2 In providing the Services, the Service Provider shall (taking into account best available techniques not entailing excessive cost and the best practicable means of preventing, or counteracting the effects of any noise or vibration) have appropriate regard (insofar as the Service Provider's activities may impact on the environment) to the need to:

12.2.1 preserve and protect the environment and to the need to avoid, remedy and mitigate any adverse effects on the environment;

12.2.2 enhance the environment and have regard to the desirability of achieving sustainable development;

12.2.3 conserve and safeguard flora, fauna and geological or physiological features of special interest; and

12.2.4 sustain the potential of natural and physical resources and the need to safeguard the life-supporting capacity of air, water, soil and ecosystems.

Work Related Road Risk

12.3 For the purposes of Clauses 12.3 to 12.12 (inclusive) of this Contract, the following expressions shall have the following meanings:

“Approved Progressive Driver Training”	an ongoing programme of Drivers' training to ensure they have the appropriate knowledge, skills and attitude to operate safely on urban roads. This includes the training specific for the urban environment (including on-road experience from a cyclist's perspective), which is required to be completed at least once every 5 years;
“Car-derived Van”	a vehicle based on a car, but with an interior that has been altered for the purpose of carrying larger amounts of goods and/or equipment;
“Category N2 HGV”	a vehicle designed and constructed for the carriage of goods having a MAM exceeding 3,500 kilograms but not exceeding 12,000 kilograms;
“Category N3 HGV”	a vehicle designed and constructed for the carriage of goods and having a MAM

	exceeding 12,000 kilograms;
“CLOCS Standard”	the Construction Logistics and Community Safety standard, which aims to eliminate risk of a collision between heavy goods vehicles servicing the construction sector and vulnerable road users by ensuring effective practice in the management of operations, vehicles, drivers and construction sites; further information can be found at: www.clocs.org.uk ;
“Collision Report”	a report detailing all collisions during the previous 12 months involving injuries to persons or fatalities;
“Delivery and Servicing Vehicle”	a HGV, a Van or a Car-derived Van;
“Driver”	any employee of the Service Provider (including an agency or contracted driver), who operates Delivery and Servicing Vehicles on behalf of the Service Provider while delivering the Services;
“DVLA”	Driver and Vehicle Licensing Agency;
“Direct Vision Standard” or “DVS”	Direct Vision Standard, a performance based assessment and rating tool, as updated from time to time that measures how much direct vision a Driver has from a Category N3 HGV cab in relation to other road users. Further information can be found at: www.tfl.gov.uk ;
“Equivalent Scheme”	has the meaning given to it in Clause 12.4.1;
“FORS”	the Fleet Operator Recognition Scheme, which is an accreditation scheme for businesses operating commercial vehicles including vans, HGV, coaches and powered two wheelers. It offers impartial, independent advice and guidance to motivate companies to improve their compliance with relevant laws and their environmental, social and economic performance;
“FORS Standard”	the standard setting out the accreditation requirements for the Fleet Operator

	Recognition Scheme, a copy of which can be found at: www.fors-online.org.uk ;
“Gold Accreditation”	the highest level of accreditation within the FORS Standard, the requirements of which are more particularly described at: www.fors-online.org.uk ;
“HGV”	a vehicle with a MAM exceeding 3,500 kilograms;
“MAM”	the maximum authorised mass of a vehicle or trailer including the maximum load that can be carried safely while used on the road;
“Silver Accreditation”	the minimum level of accreditation within the FORS Standard acceptable for the contract schedule, the requirements of which are more particularly described at: www.fors-online.org.uk ;
“Van”	a vehicle with a MAM not exceeding 3,500 kilograms; and
“WRRR Self-Certification Report”	has the meaning given to it in Clause 12.10.

Fleet Operator Recognition Scheme Accreditation

12.4 Where the Service Provider operates Delivery and Servicing Vehicles to provide the Services, it shall within 90 days of the Contract Commencement Date:

12.4.1 (unless already registered) register for FORS or a scheme, which in the reasonable opinion of the Authority, is an acceptable substitute to FORS (the **“Equivalent Scheme”**); and

12.4.2 (unless already accredited) have attained the standard of Silver Accreditation (or higher) or the equivalent within the Equivalent Scheme and shall maintain the standard of Silver Accreditation (or equivalent standard within the Equivalent Scheme) by way of an annual independent audit in accordance with the FORS Standard or take such steps as may be required to maintain the equivalent standard within the Equivalent Scheme. Alternatively, where the Service Provider has attained Gold Accreditation, the maintenance requirements shall be undertaken in accordance with the periods set out in the FORS Standard.

Safety Features on HGVs

- 12.5 The Service Provider shall ensure that every HGV, which it uses to provide the Services, shall be fitted with safety features consistent with the FORS Silver Accreditation.

Construction Logistics and Community Safety (CLOCS)

- 12.6 Where applicable, for works contracts exceeding a value of £1m:
- 12.6.1 the Service Provider shall comply with the CLOCS Standard; and
 - 12.6.2 the Service Provider shall ensure that the conditions at all sites and locations where:
 - 12.6.2.1 the Services are being delivered; or
 - 12.6.2.2 in connection with the performance of the Services, any waste is being disposed of or supplies are being delivered to or from,

are appropriate for each Category N3 HGV being used in the provision of the Services.

Direct Vision Standard (DVS)

- 12.7 Where applicable, for contracts exceeding a value of £1m where the duration will exceed 12 months and a significant amount of the work will be conducted within the GLA boundaries:
- 12.7.1 the Service Provider shall comply with the DVS Schedule attached to this Contract; and
 - 12.7.2 the Service Provider shall ensure that:
 - 12.7.3 all Category N3 HGVs used in the provision of the Services achieve a minimum of a one (1) star Direct Vision Standard rating; and
 - 12.7.4 from and including 26 October 2023, all Category N3 HGVs used in the provision of the Services achieve a minimum of three (3) star Direct Vision Standard rating.

Driver Training

- 12.8 Where the Service Provider operates Delivery and Servicing Vehicles to provide the Services the Service Provider shall ensure that each of its Drivers attend the Approved Progressive Driver Training throughout the Term of the Contract.

Collision Reporting

- 12.9 Where the Service Provider operates Delivery and Servicing Vehicles to deliver the Contract, the Service Provider shall within 15 days of the Contract Commencement Date, provide to the Authority a Collision Report. The Service Provider shall provide to the Authority an updated Collision Report within five Business Days of a written request from the Authority at any time.

Self-Certification of Compliance

- 12.10 Where the Service Provider operates Delivery and Servicing Vehicles to provide the Services, within 90 days of the Contract Commencement Date, the Service Provider shall provide a written report to the Authority detailing its compliance with Clauses 12.4, 12.5, 12.6, 12.7, 12.8 and 12.9 (as applicable) of this Contract (the “**WRRR Self-Certification Report**”). The Service Provider shall provide updates of the WRRR Self-Certification Report to the Authority on each six month anniversary of its submission of the initial WRRR Self-Certification Report.

Obligations of the Service Provider Regarding Sub-contractors

- 12.11 The Service Provider shall ensure that those of its sub-contractors who operate Category N2 HGVs, Category N3 HGVs, Vans and/or Car-derived Vans to provide the Services shall comply with the corresponding provisions of this Contract:

12.11.1 Clauses 12.4, 12.8, 12.9, 12.10; and

12.11.2 for Category N2 HGVs – Clause 12.5; and

12.11.3 for Category N3 HGVs – Clauses 12.5, and, where applicable 12.6, 12.7;

as if those sub-contractors were a party to this Contract.

Failure to Comply

- 12.12 Without limiting the effect of any other clause of this Contract relating to termination, if the Service Provider fails to comply with Clauses 12.4, 12.5 (where applicable), 12.6 (where applicable), 12.7 (where applicable), 12.8, 12.9, 12.10 and 12.11;

12.12.1 the Service Provider has committed a material breach of this Contract; and

12.12.2 the Authority may refuse the Service Provider, its employees, agents and Delivery and Servicing Vehicles entry onto any property that is owned, occupied or managed by the Authority for any purpose (including but not limited to deliveries).

13. London Living Wage

For the purposes of this Clause 13, the following expressions have the corresponding meanings:

“CCSL”	the Centre for Civil Society Limited or any relevant replacement organisation as notified by the Authority from time to time;
“London Living Wage”	the London rate for the basic hourly wage as updated and published annually by the CCSL (or any relevant replacement organisation) on its website (www.livingwage.org.uk);
“Subcontractor”	a sub-contractor (of any tier) of the Service Provider.

13.1 The Service Provider acknowledges and agrees that the Mayor of London pursuant to section 155 of the Greater London Authority Act 1999 has directed that members of the Authority Group ensure that the London Living Wage be paid to anyone engaged by any member of the Authority Group who is required to discharge contractual obligations (whether as a direct contractor or a sub-contractor (of any tier) of that direct contractor) on the Authority’s estate in the circumstances set out in Clause 13.3.1.

13.2 Without prejudice to any other provision of this Contract, the Service Provider shall:

13.2.1 ensure that its employees and procure that the employees of its Sub-contractors engaged in the provision of the Services:

13.2.1.1 for two (2) or more hours of work in any given day in a week, for eight (8) or more consecutive weeks in a year; and

13.2.1.2 on the Authority’s estate including (without limitation) premises and land owned or occupied by the Authority,

be paid an hourly wage (or equivalent of an hourly wage) equivalent to or greater than the London Living Wage;

13.2.2 ensure that none of:

13.2.2.1 its employees; nor

13.2.2.2 the employees of its Sub-contractors,

engaged in the provision of the Services be paid less than the amount to which they are entitled in their respective contracts of employment;

13.2.3 provide to the Authority such information concerning the London Living Wage as the Authority or its nominees may reasonably require from time to time, including (without limitation):

13.2.3.1 all information necessary for the Authority to confirm that the Service Provider is complying with its obligations under Clause 13; and

13.2.3.2 reasonable evidence that Clause 13 has been implemented;

13.2.4 disseminate on behalf of the Authority to:

13.2.4.1 its employees; and

13.2.4.2 the employees of its Sub-contractors,

engaged in the provision of the Services such perception questionnaires as the Authority may reasonably require from time to time and promptly collate and return to the Authority responses to such questionnaires; and

13.2.5 cooperate and provide all reasonable assistance in monitoring the effect of the London Living Wage including (without limitation):

13.2.5.1 allowing the CCSL to contact and meet with the Service Provider's employees and any trade unions representing the Service Provider's employees;

13.2.5.2 procuring that the Service Provider's Sub-contractors allow the CCSL to contact and meet with the Subcontractors' employees and any trade unions representing the Sub-contractors' employees,

in order to establish that the obligations in Clause 13.3.1 have been complied with.

13.3 For the avoidance of doubt the Service Provider shall:

13.3.1 implement the annual increase in the rate of the London Living Wage; and

13.3.2 procure that its Sub-contractors implement the annual increase in the rate of the London Living Wage,

on or before 1 April in the year following the publication of the increased rate of the London Living Wage.

13.4 The Authority reserves the right to audit (acting by itself or its nominee(s)) the provision of the London Living Wage to the Service Provider's staff and the staff of its Sub-contractors.

13.5 Without limiting the Authority's rights under any other termination provision in this Contract, the Service Provider shall remedy any breach of the provisions of this Clause 13 within four (4) weeks' notice of the same from the Authority (the "**Notice Period**"). If the Service Provider remains in breach of the provisions of this Clause 13 following the Notice Period, the Authority may by written notice to the Service Provider immediately terminate this Contract.

14. **Corrupt Gifts and Payment of Commission**

The Service Provider shall not, and shall ensure that its employees, agents and sub-contractors do not, pay any commission, fees or grant any rebates to any employee, officer or agent of any member of the Authority Group nor favour any employee, officer or agent of any member of the Authority Group with gifts or entertainment of significant cost or value nor enter into any business arrangement with employees, officers or agents of any member of the Authority Group other than as a representative of the Authority, without the Authority's prior written approval.

15. **Equipment**

15.1 Risk in:

15.1.1 all Service Provider Equipment shall be with the Service Provider at all times; and

15.1.2 all other equipment and materials forming part of the Services (title to which will pass to the Authority) ("**Materials**") shall be with the Service Provider at all times until completion of the Services in accordance with the Contract,

regardless of whether or not the Service Provider Equipment and Materials are located at Authority Premises.

15.2 The Service Provider shall ensure that all Service Provider Equipment and all Materials meet all minimum safety standards required from time to time by law.

16. **Quality and Best Value**

16.1 The Service Provider acknowledges that the Authority is a best value authority for the purposes of the Local Government Act 1999 and as such the Authority is required to make arrangements to secure

continuous improvement in the way it exercises its functions (having regard to a combination of economy, efficiency and effectiveness) and, as such, the Service Provider shall, where reasonably requested by the Authority, participate in any relevant best value review.

- 16.2 Where the GLA is the Authority then in accordance with the statutory requirement set out in section 61(3) of the Greater London Authority Act 1999, the Service Provider shall send such representatives as may be requested to attend the Greater London Assembly for questioning in relation to the Contract. The Service Provider acknowledges that it may be liable to a fine or imprisonment if it fails to comply with a summons to attend.

17. **Records, Audit and Inspection**

- 17.1 The Service Provider shall, and shall procure that its sub-contractors shall:

17.1.1 maintain a complete and correct set of records pertaining to all activities relating to the performance of the Services and the Service Provider's obligations under the Contract and all transactions entered into by the Service Provider for the purposes of the Contract (including time-sheets for the Service Provider's Personnel where such records are material to the calculation of the Charges) ("**Records**"); and

17.1.2 retain all Records during the Term and for a period of not less than 6 years (or such longer period as may be required by law), except Records containing Personal Data (as defined in Data Protection Legislation) which shall only be retained for as long as necessary, following termination or expiry of the Contract ("**Retention Period**").

- 17.2 The Authority and any person nominated by the Authority has the right to audit any and all Records at any time during the Retention Period on giving to the Service Provider what the Authority considers to be reasonable notice (whether in writing or verbally) and at any reasonable time to inspect any aspect of the Service Provider's performance of the Services (including compliance with Clause 12.1) and the Service Provider shall give all reasonable assistance to the Authority or its nominee in conducting such inspection, including making available documents and staff for interview.

18. **Set-Off**

All damages, costs, charges, expenses, debts, sums or other amounts owing (contingently or otherwise) to or incurred by the Authority arising out of or attributable to this Contract may be deducted by the Authority from monies due or which may become due to the Service Provider under this Contract or under any other contract with any member of the Authority Group may recover such amount as a debt.

19. **Liability and Indemnity**

- 19.1 Subject to Clause 19.2, the Service Provider is responsible for and shall indemnify, keep indemnified and hold harmless each of the Authority and all other members of the Authority Group (including their respective employees, sub-contractors and agents) ("**the Indemnified Party**") against all reasonably foreseeable and mitigated Losses which the Indemnified Party incurs or suffers as a consequence of any breach or negligent performance of the Contract by the Service Provider (or any of the Service Provider's Personnel) (including in each case any non-performance or delay in performance of the Contract) or of any breach of statutory duty, misrepresentation or misstatement by the Service Provider (or any of its employees, agents or sub-contractors).
- 19.2 The Service Provider is not responsible for and shall not indemnify the Authority for any Losses to the extent that such Losses are caused by any breach or negligent performance of any of its obligations under the Contract by the Authority or any other member of the Authority Group including by any of their respective employees, agents or sub-contractors.
- 19.3 Subject to clause 19.4 but otherwise notwithstanding any other term of this Contract, the total liability of the Service Provider to all parties under or in connection with this Contract, whether in contract (including by way of indemnity), tort (including negligence), for breach of statutory duty or otherwise, shall be limited to £2,000,000. Within this limit:
- 19.3.1 An aggregate limit of £250,000 shall apply to claims arising out of or in connection with the presence of asbestos (or any other waste that contains asbestos) on a site; and
 - 19.3.2 An aggregate limit of £500,000 shall apply to claims arising out of or in connection with fire safety and building façades on a site.
- 19.4 Nothing in this Contract shall limit or exclude the Service Provider's liability for death or personal injury caused by negligence, fraudulent misrepresentation or anything else which cannot be excluded or limited by law.

20. **Insurance**

- 20.1 The Service Provider will at its sole cost maintain employer's liability and motor insurance cover as required by law and insurance cover in the sum of not less than £ 2 million per claim in respect of the following to cover the Services (the "**Insurances**"):
- 20.1.1 public liability to cover injury and loss to third parties;
 - 20.1.2 insurance to cover the loss or damage to any item related to the Services;

- 20.1.3 product liability; and
 - 20.1.4 professional indemnity or, where professional indemnity insurance is not available, a “financial loss” extension to the public liability insurance referred to in Clause 20.1.1 or, if applicable, the product liability insurance referred to in Clause 20.1.3. Any professional indemnity insurance or “financial loss” extension shall be renewed for a period of 6 years (or such other period as the Authority may stipulate) following the expiry or termination of the Contract.
- 20.2 The insurance cover will be maintained with a reputable insurer.
- 20.3 The Service Provider will produce evidence (in the form of broker’s certificates) to the Authority on reasonable request of the insurance policies set out in Clause 20.1 and payment of all premiums due on each policy.
- 20.4 The Service Provider warrants that nothing has or will be done or be omitted to be done which may result in any of the insurance policies set out in Clause 20.1 being or becoming void, voidable or unenforceable.
- 20.5 In the event that any of the Insurances are cancelled or not renewed, the Service Provider shall immediately notify the Authority and shall at its own cost arrange alternative Insurances with an insurer or insurers acceptable to the Authority.
- 21. The Authority’s Data**
- 21.1 The Service Provider acknowledges the Authority’s ownership of Intellectual Property Rights which may subsist in the Authority’s data. The Service Provider shall not delete or remove any copyright notices contained within or relating to the Authority’s data.
- 21.2 The Service Provider and the Authority shall each take reasonable precautions (having regard to the nature of their other respective obligations under the Contract) to preserve the integrity of the Authority’s data and to prevent any corruption or loss of the Authority’s data.
- 22. Intellectual Property Rights**
- 22.1 The Service Provider hereby assigns with full title guarantee to the Authority all Intellectual Property Rights in all documents, drawings, computer software and any other work prepared or developed by or on behalf of the Service Provider in the provision of the Services (the “**Products**”) provided that such assignment shall not include items not prepared or developed for the purposes of this Contract.
- 22.2 The Service Provider shall provide the Authority with copies of all materials relied upon or referred to in the creation of the Products together with a perpetual, irrevocable, royalty-free and transferable

licence free of charge to use such materials in connection with the use of the Products.

22.3 The Authority hereby grants the Service Provider a perpetual, irrevocable, royalty-free and sublicensable licence to use the Intellectual Property Rights in the Products.

22.4 The Service Provider shall have no right (save where expressly permitted under the Contract or with the Authority's prior written consent) to use any trade marks, trade names, logos or other Intellectual Property Rights of the Authority.

22.5 The Service Provider shall ensure that all royalties, licence fees or similar expenses in respect of all Intellectual Property Rights used in connection with the Contract have been paid and are included within the Charges.

23. Privacy, Data Protection and Cyber Security

23.1 The Service Provider shall comply with all of its obligations under Data Protection Legislation and, if Processing Personal Data on behalf of the Authority, shall only carry out such Processing for the purposes of providing the Services in accordance with Schedule 2 of this Contract.

23.2 The Service Provider must follow the 10 Steps to Cyber Security issued by the National Cyber Security Centre.

24. Confidentiality and Announcements

24.1 Subject to Clause 25, the Service Provider will keep confidential:

24.1.1 the terms of this Contract; and

24.1.2 any and all Confidential Information that it may acquire in relation to the Authority.

24.2 The Service Provider will not use the Authority's Confidential Information for any purpose other than to perform its obligations under this Contract. The Service Provider will ensure that its officers and employees comply with the provisions of Clause 24.1.

24.3 The obligations on the Service Provider set out in Clause 24.1 will not apply to any Confidential Information:

24.3.1 which either of the Parties can demonstrate is in the public domain (other than as a result of a breach of this Clause 24);

24.3.2 which a Party is required to disclose by order of a court of competent jurisdiction but then only to the extent of such required disclosure; or

- 24.3.3 to the extent that such disclosure is to the Secretary for Transport (or the government department responsible for public transport in London for the time being) the Office of Rail Regulation, or any person or body who has statutory responsibilities in relation to transport in London and their employees, agents and sub-contractors.
- 24.4 The Service Provider shall keep secure all materials containing any information in relation to the Contract and its performance.
- 24.5 The Service Provider shall not communicate with representatives of the general or technical press, radio, television or other communications media in relation to the existence of the Contract or that it is providing the Services to the Authority or in relation to any matter under or arising from the Contract unless specifically granted permission to do so in writing by the Authority. The Authority shall have the right to approve any announcement before it is made.
- 24.6 The provisions of this Clause 24 will survive any termination of this Contract for a period of 6 years from termination.

25. **Freedom of Information and Transparency**

25.1 For the purposes of this Clause 25:

25.1.1 **“FOI Legislation”** means the Freedom of Information Act 2000, all regulations made under it and the Environmental Information Regulations 2004 and any amendment or re-enactment of any of them and any guidance or statutory codes of practice issued by the Information Commissioner, the Ministry of Justice or the Department for Environment Food and Rural Affairs (including in each case its successors or assigns) in relation to such legislation;

25.1.2 **“Information”** means information recorded in any form held by the Authority or by the Service Provider on behalf of the Authority; and

25.1.3 **“Information Access Request”** means a request for any Information under the FOI Legislation.

25.2 The Service Provider acknowledges that the Authority:

25.2.1 is subject to the FOI Legislation and agrees to assist and cooperate with the Authority to enable the Authority to comply with its obligations under the FOI Legislation; and

25.2.2 may be obliged under the FOI Legislation to disclose Information without consulting or obtaining consent from the Service Provider.

25.3 Without prejudice to the generality of Clause 25.2, the Service Provider shall and shall procure that its sub-contractors (if any) shall:

25.3.1 transfer to the Contract Manager (or such other person as may be notified by the Authority to the Service Provider) each Information Access Request relevant to the Contract, the Services or any member of the Authority Group that it or they (as the case may be) receive as soon as practicable and in any event within two (2) Business Days of receiving such Information Access Request; and

25.3.2 in relation to Information held by the Service Provider on behalf of the Authority, provide the Authority with details about and copies of all such Information that the Authority requests and such details and copies shall be provided within five (5) Business Days of a request from the Authority (or such other period as the Authority may reasonably specify), and in such forms as the Authority may reasonably specify.

25.4 The Authority shall be responsible for determining whether Information is exempt from disclosure under the FOI Legislation and for determining what Information will be disclosed in response to an Information Access Request in accordance with the FOI Legislation.

25.5 The Service Provider shall not itself respond to any person making an Information Access Request, save to acknowledge receipt, unless expressly authorised to do so by the Authority.

25.6 The Service Provider acknowledges that the Authority is subject to the Transparency Commitment. Accordingly, notwithstanding Clause 24.1 and Clause 25, the Service Provider hereby gives its consent for the Authority to publish the Contract Information to the general public.

25.7 The Authority may in its absolute discretion redact all or part of the Contract Information prior to its publication. In so doing and in its absolute discretion the Authority may take account of the exemptions/exceptions that would be available in relation to information requested under the FOI Legislation.

25.8 The Authority may in its absolute discretion consult with the Service Provider regarding any redactions to the Contract Information to be published pursuant to Clause 25.6. The Authority shall make the final decision regarding both publication and redaction of the Contract Information.

26. **Dispute Resolution**

26.1 The Authority and the Service Provider shall use all reasonable endeavours to negotiate in good faith and settle any dispute or difference that may arise out of or relate to the Contract ("**Dispute**") before resorting to litigation.

- 26.2 If the Dispute is not settled through discussion between the Contract Manager and a representative of the Service Provider within a period of seven (7) Business Days of the date on which the Dispute arose, the Parties may refer the Dispute in writing to a director or chief executive (or equivalent) ("**Senior Personnel**") of each of the Parties for resolution.
- 26.3 If the Dispute is not resolved within 14 Business Days of referral to the Senior Personnel, the Parties shall attempt in good faith to resolve the Dispute through entry into a structured mediation or negotiation with the assistance of a mediator. Either Party may give notice to the other Party ("**Notice**") to commence such process and the Notice shall identify one or more proposed mediators.
- 26.4 If the Parties are unable to agree on a mediator, or if the agreed mediator is unable or unwilling to act within 28 Business Days of the service of the Notice, either Party may apply to the Centre for Effective Dispute Resolution ("**CEDR**") in London to appoint a mediator. The costs of that mediator shall be divided equally between the Parties or as the Parties may otherwise agree in writing.
- 26.5 Where a dispute is referred to mediation under Clause 26.3, the Parties will attempt to settle such Dispute by mediation in accordance with the model mediation procedures published by CEDR or such other procedures as the mediator may recommend.
- 26.6 If the Parties reach agreement on the resolution of the Dispute, such agreement shall be recorded in writing and once signed by the Parties' authorised representatives, shall be final and binding on the Parties.
- 26.7 If either Party refuses at any time to participate in the mediation procedure and in any event if the Parties fail to reach agreement on the Dispute within 40 Business Days of the service of the Notice either Party may commence proceedings in accordance with Clause 41.
- 26.8 For the avoidance of doubt, the Service Provider shall continue to provide the Services in accordance with the Contract and without delay or disruption while the Dispute is being resolved pursuant to this Clause 26.
- 26.9 Neither Party shall be prevented from, or delayed in, seeking any order for specific performance or for interim or final injunctive relief as a result of the provisions of this Clause 26 and Clause 26 shall not apply in respect of any circumstances where such remedies are sought.

27. **Breach and Termination of Contract**

- 27.1 Without prejudice to the Authority's right to terminate at common law, the Authority may terminate the Contract immediately upon giving notice to the Service Provider if:

- 27.1.1 In addition and without prejudice to Clauses 27.1.2 to 27.1.6 (inclusive), the Service Provider has committed any material or persistent breach of the Contract and in the case of such a breach that is capable of remedy fails to remedy that breach within 10 Business Days (or such other timeframe as specified in writing by the Authority) from the date of written notice to the Service Provider giving details of the breach and requiring it to be remedied;
 - 27.1.2 the Service Provider is subject to an Insolvency Event;
 - 27.1.3 in the event that there is a change of ownership referred to in Clause 9.3 or the Service Provider is in breach of Clause 9.3;
 - 27.1.4 the Authority is not satisfied on the issue of any conflict of interest in accordance with Clause 10;
 - 27.1.5 the Service Provider or any of its officers, employees or agents commits any act of bribery or other offence described in the Bribery Act 2010 and/or the Criminal Finances Act 2017; or
 - 27.1.6 the Service Provider commits any of the money laundering related offences listed in the Public Contracts Regulations 2015; or
 - 27.1.7 the Service Provider fails to comply in the performance of the Services with legal obligations in the fields of environmental, social or labour law.
- 27.2 Without prejudice to any of the Authority's other rights, powers or remedies (whether under the Contract or otherwise) if the Service Provider is in breach of any of its warranties, or obligations either under Clause 6 or any other provision of this Contract, the Service Provider shall, if required to do so by the Authority, promptly remedy and/or re-perform the Services or part of them at its own expense to ensure compliance with such warranties and obligations. Nothing in this Clause 27.2 shall prevent the Authority from procuring the provision of any Services or any remedial action in respect of any Services from an alternative contractor and, where the Authority so procures any Services or any remedial action, the Authority shall be entitled to recover from the Service Provider all additional cost, loss and expense incurred by the Authority and attributable to the Authority procuring such Services or remedial action from such alternative contractor.
- 27.3 Neither Party shall be deemed to be in breach of the Contract, or otherwise liable to the other Party in any manner whatsoever, for any failure or delay in performing its obligations under the Contract to the extent that such failure or delay is due to a Force Majeure Event. If a Force Majeure Event has continued for more than 8 weeks from the date on which that Force Majeure Event first arose and is having a material adverse effect on either Party's performance of its obligations

under the Contract (“**the Affected Party**”), then for as long as such Force Majeure Event continues and has that effect, the Party not affected by such Force Majeure Event (“**Innocent Party**”) may terminate the Contract immediately upon giving notice to the Affected Party. If the Contract is terminated in accordance with this Clause 27.3 then without prejudice to any rights and liabilities which accrued prior to termination the Affected Party shall not be liable to the Innocent Party by reason of such termination.

27.4 Without prejudice to the Authority’s right to terminate the Contract under Clause 27.1 or to terminate at common law, the Authority may terminate the Contract at any time without cause subject to giving the Service Provider written notice of the period specified in Schedule 1, provided that this Clause 27.4 may be disapplied by notice to that effect in Schedule 1.

27.5 Without prejudice to the Authority’s right to terminate the Contract under Clauses 27.1, 27.4 or at common law, the Authority may terminate the Contract at any time following a Declaration of Ineffectiveness in accordance with the provisions of Clause 29.

27.6 To the extent that the Authority has a right to terminate the Contract under this Clause 27 then, as an alternative to termination, the Authority may by giving notice to the Service Provider require the Service Provider to provide part only of the Services with effect from the date specified in the Authority’s notice (“**Change Date**”) whereupon the provision of the remainder of the Services will cease and the definition of “the Services” shall be construed accordingly. The Charges applicable with effect from the Change Date will be adjusted proportionately or if in the Authority’s opinion a proportionate adjustment would not be reasonable in such manner as the Authority may determine.

28. **Consequences of Termination or Expiry**

28.1 Notwithstanding the provisions of Clause 24, wherever the Authority chooses to put out to tender for a replacement service provider some or all of the Services, the Service Provider shall disclose to tenderers such information concerning the Services as the Authority may require for the purposes of such tender and shall also comply with all requirements as are set out at Schedule 8. The Service Provider may impose upon any recipient of such information such obligations of confidentiality as it may require.

28.2 The termination or expiry of the Contract shall not prejudice or affect any right, power or remedy which has accrued or shall accrue to either Party prior to or after such termination or expiry.

28.3 Upon expiry or termination of the Contract (howsoever caused):

28.3.1 the Service Provider shall, at no further cost to the Authority:

- 28.3.1.1 take all such steps as shall be necessary to agree with the Authority a plan for the orderly handover of Services to the Authority (or its nominee), such that the Services can be carried on with the minimum of interruption and inconvenience to the Authority and to effect such handover; and
 - 28.3.1.2 on receipt of the Authority's written instructions to do so (but not otherwise), arrange to remove all electronically held information by a mutually agreed date, including the purging of all disk-based information and the reformatting of all disks.
- 28.3.2 the Authority shall (subject to Clauses 18, 28.1 and 28.4 and the provisions of any security for due performance supplied by the Service Provider) pay the Service Provider any Charges remaining due in relation to any Services properly performed in accordance with the Contract up to the date of termination or expiry calculated so far as is possible in accordance with Schedule 4 or otherwise reasonably determined by the Authority.
- 28.4 On termination of all or any part of the Contract, the Authority may enter into any agreement with any third party or parties as the Authority thinks fit to provide any or all of the Services and (save where terminated under Clause 27.4) the Service Provider shall be liable for all additional expenditure reasonably incurred by the Authority in having such services carried out and all other costs and damages reasonably incurred by the Authority in consequence of such termination. The Authority may deduct such costs from the Charges or otherwise recover such costs from the Service Provider as a debt.
- 29. **Declaration of Ineffectiveness and Public Procurement Termination Event**
 - 29.1 In the event that a court makes a Declaration of Ineffectiveness, the Authority shall promptly notify the Service Provider. The Parties agree that the provisions of Clause 28 and Clauses 29.1, 29.2, 29.4 to 29.6 (inclusive) and 29.12 shall apply as from the time when the Declaration of Ineffectiveness is made.
 - 29.2 The Declaration of Ineffectiveness shall not prejudice or affect any right, liability or remedy which has accrued or shall accrue to either Party prior to or after such Declaration of Ineffectiveness in respect of the period prior to the Declaration of Ineffectiveness, save as otherwise expressly provided to the contrary in Clauses 29.1 to 29.6 inclusive.
 - 29.3 During any court proceedings seeking a Declaration of Ineffectiveness, the Authority may require the Service Provider to prepare a Cessation Plan in accordance with this Clause 29.3 by issuing a notice in writing. As from the date of receipt by the Service Provider of such notification

from the Authority, the Parties (acting reasonably and in good faith) shall agree or, in the absence of such agreement, the Authority shall reasonably determine an appropriate Cessation Plan with the object of achieving:

- 29.3.1 an orderly and efficient cessation of the Services or (at the Authority's request) a transition of the Services to the Authority or such other entity as the Authority may specify; and
- 29.3.2 minimal disruption or inconvenience to the Authority or to customers of the Services or to public passenger transport services or facilities,

in accordance with the provisions of Clauses 29.2 to 29.6 (inclusive) and which the Parties agree would have effect in the event that a Declaration of Ineffectiveness is made.

- 29.4 Where there is any conflict or discrepancy between the provisions of Clause 28 and Clauses 29.2 to 29.6 (inclusive) and 29.12 or the Cessation Plan, the provisions of these Clauses 29.2 to 29.6 (inclusive) and 29.12 and the Cessation Plan shall prevail.
- 29.5 The Parties will comply with their respective obligations under the Cessation Plan (as agreed by the Parties or, where agreement cannot be reached, as reasonably determined by the Authority) in the event that a Declaration of Ineffectiveness is made.
- 29.6 The Authority shall pay the Services Provider's reasonable costs in assisting the Authority in preparing, agreeing and complying with the Cessation Plan. Such costs shall be based on any comparable costs or Charges agreed as part of this Contract or as otherwise reasonably determined by the Authority. Provided that the Authority shall not be liable to the Service Provider for any loss of profit, revenue, goodwill or loss of opportunity as a result of the early termination of this Contract pursuant to any Declaration of Ineffectiveness.
- 29.7 Without prejudice to the Authority's rights of termination implied into the Contract by Regulation 73(3) of the Public Contracts Regulations 2015 or Regulation 89(3) of the Utilities Contracts Regulations 2016, in the event that the Authority exercises its right to terminate pursuant to this Clause 29.7 (a "**Public Procurement Termination Event**"), the Authority shall promptly notify the Service Provider and the Parties agree that:
 - 29.7.1 the provisions of Clause 28 and these Clauses 29.7 to 29.12 (inclusive) shall apply as from the date of receipt by the Service Provider of the notification of the Public Procurement Termination Event; and

- 29.7.2 if there is any conflict or discrepancy between the provisions of Clause 28 and these Clauses 29.7 to 29.12 or the Cessation Plan, the provisions of these Clauses 29.7 to 29.12 and the Cessation Plan shall prevail.
- 29.8 Termination on the Public Procurement Termination Grounds shall not prejudice or affect any right, liability or remedy which has accrued or shall accrue to either Party prior to or after such termination on Public Procurement Termination Grounds, in respect of the period prior to such termination, save as otherwise expressly provided in Clauses 29.7 to 29.11 inclusive.
- 29.9 As from the date of receipt by the Service Provider of the notification of the termination on Public Procurement Termination Grounds, the Parties (acting reasonably and in good faith) shall agree or, in the absence of such agreement, the Authority shall reasonably determine an appropriate Cessation Plan with the object of achieving:
- 29.9.1 an orderly and efficient cessation or (at the Authority's election) a transition to the Authority or such other entity as the Authority may specify of: (i) the Services; or (at Authority's election), (ii) the part of the Services which are affected by the Public Procurement Termination Grounds; and
- 29.9.2 minimal disruption or inconvenience to the Authority or to customers of the Services or to public passenger transport services or facilities,
- in accordance with the provisions of these Clauses 29.7 to 29.11 (inclusive) and to take account of the circumstances of the Public Procurement Termination Grounds.
- 29.10 Upon agreement, or determination by the Authority, of the Cessation Plan the Parties will comply with their respective obligations under the Cessation Plan.
- 29.11 The Authority shall pay the Service Provider's reasonable costs in assisting the Authority in preparing, agreeing and complying with the Cessation Plan. Such costs shall be based on any comparable costs or Charges agreed as part of this Contract or as otherwise reasonably determined by the Authority, provided that the Authority shall not be liable to the Service Provider for any loss of profit, revenue, goodwill or loss of opportunity as a result of the early termination of this Contract as a result of Public Procurement Termination Grounds.
- 29.12 For the avoidance of doubt, the provisions of this Clause 29 (and applicable definitions) shall survive any termination of the Contract following a Declaration of Ineffectiveness or termination on Public Procurement Termination Grounds.

30. **Survival**

The provisions of Clauses 1, 3.1.3, 4, 5, 6.1.4, 8.1, 9.2.2, 9.2.3, 11.1.1, 11.1.2, 11.1.5, 11.2, 15, 17-21 (inclusive), 22.2, 23-26 (inclusive), 28, 29-32 (inclusive), 34-41 (inclusive) and any other Clauses or Schedules that are necessary to give effect to those Clauses shall survive termination or expiry of the Contract. In addition, any other provision of the Contract which by its nature or implication is required to survive the termination or expiry of the Contract shall do so.

31. **Rights of Third Parties**

31.1 Save that any member of the Authority Group has the right to enforce the terms of the Contract in accordance with the Contracts (Rights of Third Parties) Act 1999 (“**Third Party Act**”), the Parties do not intend that any of the terms of the Contract will be enforceable by virtue of the Third Party Act by any person not a party to it.

31.2 Notwithstanding Clause 31.1, the Parties are entitled to vary or rescind the Contract without the consent of any other person including any member of the Authority Group.

32. **Contract Variation**

Save where this Contract is amended pursuant to the Service Provider’s exercise of any Supply Chain Finance Option, the Contract may only be varied or amended with the written agreement of both Parties. Save for any variations or amendments to reflect the Service Provider’s exercise of any Supply Chain Finance Option (the mechanism for which is set out at Part B of Schedule 6) the details of any variations or amendments shall be set out in such form as the Authority may dictate and which may be substantially in the form set out in Part A of Schedule 6 and shall not be binding upon the Parties unless completed in accordance with such form of variation.

33. **Novation**

33.1 The Authority may novate or otherwise transfer the Contract (in whole or in part).

33.2 Within 10 Business Days of a written request from the Authority, the Service Provider shall at its expense execute such agreement as the Authority may reasonably require to give effect to any such transfer all or part of its rights and obligations under the Contract to one or more persons nominated by the Authority.

33.3 Subject to Clause 9, the Contract is personal to the Service Provider who shall not assign the benefit or delegate the burden of the Contract or otherwise transfer any right or obligation under the Contract without the prior written consent of the Authority.

34. Non-Waiver of Rights

No waiver of any of the provisions of the Contract is effective unless it is expressly stated to be a waiver and communicated to the other Party in writing in accordance with the provisions of Clause 36. The single or partial exercise of any right, power or remedy under the Contract shall not in any circumstances preclude any other or further exercise of it or the exercise of any other such right, power or remedy.

35. Illegality and Severability

If any provision of the Contract (in whole or in part) is held invalid, illegal or unenforceable for any reason by any court of competent jurisdiction, such provision shall be severed from the Contract and the remaining provisions shall continue in full force and effect as if the Contract had been executed without the invalid, illegal, or unenforceable provision. In the event that in the Authority's reasonable opinion such a provision is so fundamental as to prevent the accomplishment of the purpose of the Contract, the Authority and the Service Provider shall immediately commence good faith negotiations to remedy such invalidity.

36. Notices

36.1 With the exception of invoices, any notice, demand or communication in connection with this Contract will be in writing and may be delivered by hand or prepaid recorded delivery first class post addressed to the recipient at its registered office, the address stated in Schedule 1 or any other address notified to the other Party in writing in accordance with this Clause as an address to which notices and other documents may be sent. The notice, demand or communication will be deemed to have been duly served:

36.1.1 if delivered by hand, at the time of delivery; or

36.1.2 if delivered by post, two (2) Business Days after being posted or in the case of Airmail 14 Business Days after being posted.

37. Entire Agreement

37.1 Subject to Clause 37.2:

37.1.1 the Contract and all documents referred to in the Contract, contains all of the terms which the Parties have agreed relating to the subject matter of the Contract and such documents and supersedes and extinguishes any prior drafts, agreements, undertakings, representations, warranties and arrangements of any nature whatsoever, whether or not in writing relating to the provision of the Services. Neither Party has been induced to enter into the Contract by a statement which the Contract does not contain; and

37.1.2 without prejudice to the Service Provider's obligations under the Contract, the Service Provider is responsible for and shall make no claim against the Authority in respect of any misunderstanding affecting the basis of the Service Provider's tender in respect of the Contract or any incorrect or incomplete information howsoever obtained.

37.2 Nothing in this Clause 37 excludes any liability which one Party would otherwise have in respect of any statement it has made fraudulently to the other Party.

38. Counterparts

This Contract may be executed in any number of counterparts or duplicates, each of which shall be an original, and such counterparts or duplicates shall together constitute one and the same agreement.

39. Relationship of the Parties

Nothing in the Contract constitutes, or shall be deemed to constitute, a partnership between the Parties. Except as expressly provided in the Contract, neither Party shall be deemed to be the agent of the other, nor shall either Party hold itself out as the agent of the other.

40. Further Assurance

Each Party will do or procure the doing of all acts and things and execute or procure the execution of all such documents as the other Party reasonably considers necessary to give full effect to the provisions of the Contract.

41. Governing Law

41.1 The Contract shall be governed by and construed in accordance with the law of England and Wales.

41.2 Without prejudice to Clause 26, the courts of England and Wales will have exclusive jurisdiction to settle any dispute which may arise out of or in connection with the Contract.

41.3 Either Party may seek interim injunctive relief or any other interim measure of protection in any court of competent jurisdiction.

41.4 Subject to Clause 41.3, each Party waives any objection to, and submits to, the jurisdiction of the courts of England and Wales. Each Party agrees that a judgment or order of any such court is binding upon it and may be enforced against it in the courts of England and Wales or any other jurisdiction.

THE CONTRACT has been signed for and [REDACTED] parties the day and year written above.

Signed by)
for and on behalf of)
the Authority)

GREATER LONDON AUTHORITY

Sig [REDACTED]

Tim Steer / Assistant
Director, Transport,
Infrastructure & Connectivity

Date:

Signed by)
for and on behalf of)
the **Service Provider**)
Mott MacDonald Group Limited

Signature

Mark Dives Account Lead,
Water Consultancy Division

Date: 17th June 2022

SCHEDULE 1 - KEY CONTRACT INFORMATION

- 1. Contract Reference Number: GLA 82062**
- 2. Name of Service Provider: Mott MacDonald Group Limited**
- 3. Commencement:**
 - (a) Contract Commencement Date: 27th June 2022**
 - (b) Service Commencement Date: 27th June 2022**
- 4. Duration/Expiry Date:**

The contract duration is nine (9) months from the commencement date.

The Authority has an option, exercisable at its sole discretion, to extend the duration of the Contract for up to a further three (3) months if there is a delay to the completion the services outside the appointed Consultant's control. This would be subject to the appointed Consultant's satisfactory performance and the total maximum value of the Contract remaining the same.
- 5. Payment (see Clauses 5.1 and 5.4):**

Clause 5.1

 - Payment shall be made to the Services Provider upon completion of each milestone as agreed with the Authority's Contract Manager.
 - Prior to submitting invoices, the Services Provider must ensure that each milestone has been agreed as satisfactorily completed and signed by the Authority's Contract Manager.
 - Submitted invoices must clearly state the breakdown of all charges for the completed milestone.

Clause 5.4

 - Payment of accurate invoices shall be within 30 days
- 6. Email address where PDF Invoices shall be sent:**

invoices@tfl.gov.uk
- 7. Time for payment where not 30 days (see Clause 5.4): As above.**

8. Details of the Authority's Contract Manager

Name: [REDACTED]

Address: City Hall, Kamal Chunchie Way, London, E16 1ZE

Tel: [REDACTED]

Email: [REDACTED]

9. Details of the Authority's Procurement Manager

Name: [REDACTED]

Transport for London

Address: 14 Pier Walk, London, SE10 0ES

Telephone: [REDACTED]

E-mail: [REDACTED]

10. Service Provider's Key Personnel:

Name & Position	Contact Details	Area of Responsibility
[REDACTED]	[REDACTED] [REDACTED]	Contract Manager

Other **Service Provider's Key Personnel** as per Pricing Schedule.

11. Notice period in accordance with Clause 27.4 (termination without cause):

30 Calendar days

12. Address for service of notices and other documents in accordance with Clause 36:

For the Authority: As Section 9 above

For the Service Provider: As Section 10 above

13. Office facilities to be provided to the Service Provider in accordance with Clause 11.3: Not applicable

14. Training to be provided by the Service Provider in accordance with Clause 8.8: Not applicable

SCHEDULE 2 - SPECIAL CONDITIONS OF CONTRACT

None identified by the GLA

SCHEDULE 3 – SPECIFICATION

The Specification

SUBREGIONAL INTEGRATED WATER MANAGEMENT STRATEGY FOR EAST LONDON

Project No :

Version: V 1.6

Date: 08/04/2022

Transport for London
5 Endeavour Square
London
E20 1JN

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1. ORGANISATIONAL OVERVIEW

1.1 Greater London Authority (GLA)

The GLA is a unique form of strategic city-wide government for London. It was created by the Greater London Authority Act 1999 and came into being in the summer of 2000. It is made up of a directly elected mayor – the Mayor of London, and a separately elected Assembly – the London Assembly. The mayor is the executive of London's government. He works closely with and sets budgets for: -

- a. The GLA
- b. Transport for London (TfL)
- c. The Metropolitan Police Authority (MPA)
- d. The London Fire & Emergency Planning Authority (LFEPA).

The mayor also works closely with London's borough councils, who are responsible for providing many local services, to ensure that local and London-wide policies work together for maximum effect.

The Assembly scrutinises the mayor's activities, questioning the mayor about his decisions. The Assembly can investigate other issues of importance to Londoners and make proposals to the mayor. The London Assembly is made up of twenty-five members.

As a regional authority, the GLA has many of the usual Local Government powers and constraints, and must comply with its own, under the 1999 Act.

1.2 Business Unit

The GLA delivers an Infrastructure Coordination Service (ICS) which was launched by the Mayor with support from industry in 2019, with the overall purpose to help plan and coordinate infrastructure delivery. The ICS has multiple service lines; however this specification is commissioned by the Planning Service, in collaboration with the Data and Innovation Service.

- **The Planning Service is responsible for Planning for Growth, resilience and decarbonisation:** to support improved planning, delivery and coordination of infrastructure throughout the capital, by providing improved visibility of London's future growth, infrastructure investment and development pipeline. The planning service has delivered multiple Integrated Water Management Strategies across London, and also develops strategies for energy and digital infrastructure, with a focus on London's growth areas.

- **The ICS Data Team develops and maintains a range of (predominantly GIS) tools.** One such tool is the Infrastructure Mapping Application (IMA) which displays, inter alia, future infrastructure investment data provided by infrastructure providers and details of where development is planned to occur provided by local authorities via the Planning London Datahub (formerly LDD). This tool also includes a Probability of Development model showing the likelihood of residential planning permissions being taken through to construction within a given timeframe (for private users). The ICS is also working on a Growth & Capacity Planner¹. Both these tools and other webmaps and data outputs may have application to the SIWMS.

¹ The Growth and Capacity Planner is a new digital mapping and analysis functionality that will sit alongside the IMA tool and a pilot phase is underway to determine whether to proceed with developing a MVP (Minimum Viable Product). The pilot phase will also review the methodology used by the IMA's 'Probability of Development' to determine whether this will form the basis of the Certainty of Development methodology or if another methodology will be used.

2. INTRODUCTION

2.1 Background

An Integrated Water Management Strategy (IWMS) is a non-statutory planning level framework with a purpose of identifying requirements to deliver sustainable water and flood risk infrastructure in an integrated way for a geographic area experiencing growth and/or other water management challenges or opportunities. It identifies solutions across both supply infrastructure and demand management to manage water problems and issues and seize opportunities to achieve sustainable growth in Opportunity Areas (OAs) ².

The GLA has delivered several such Integrated Water Management Strategies (IWMS), the most recent being the Isle of Dogs and South Poplar (IoDSP) Integrated Water Management Strategy. These IWMS have generally focussed on local areas experiencing or anticipated to experience growth and are hereafter referred to as Local IWMS (LIWMS).

LIWMS have contributed to a better understanding of water infrastructure capacity at the local level and how this should inform investment decisions and planning policies that shape the nature of future development. LIWMS are particularly valuable for considering water demand management strategies that can reduce water consumption and infrastructure needs, environmental impacts, water costs for consumers and developers and lower the investment burden on Thames Water (TWUL) reducing disruption to local communities. They also identify local drainage solutions promoting the use of collaborative approaches and natural solutions. There is thus a continued need for the commissioning of future LIWMS to inform decision-making at the local level, serve as evidence bases for Local Plans, and articulate aspirations for development in OAs.

As part of ongoing reflection on the work undertaken by the ICS, the Planning Service has commissioned research on the impact of LIWMS in 2020 and have undertaken informal engagement with stakeholders between October – December 2021. The following observations have been made:

A lack of resources leading to uncertainty around growth

- There is a lack of capacity in certain Boroughs regarding civil engineering expertise and a general lack of funding and resources to prepare individual IWMS for all OAs.

² Opportunity Areas (OAs) are identified in the London Plan. OAs are often former industrial areas with complex infrastructure challenges, but may also comprise an existing residential area earmarked for uplift in housing development, due to proximity to transport services (new or existing).

- There is a lack of consistency across how Infrastructure Delivery Plans³ tackle water infrastructure and a lack of clear, accessible evidence bases to inform the design of planning policy in Local Plans related to water efficiency measures. This results in differentiating quality in plans, which leads to growth uncertainty for both developers and utility companies.

Externalities

- The impacts (both positive and negative) of development or local water management measures are not confined to the study area of a LIWMS and may manifest elsewhere, given that localised water infrastructure operates as part of a wider network-based system. There is no evidence base to account for these system-based externalities, which makes it difficult to apportion cost / responsibility and benefits to the correct stakeholders or to build investment cases for delivering infrastructure upgrades. For example; we know anecdotally of growth in West London impacting East London drainage networks; however no planning response or mitigation was put in place to address these issues beyond the boundary of the planning authority.

Implementation challenges

- Implementation shortcomings were noted in prior research on LIWMS and despite a concerted effort to address this, implementation remains a challenge as actions identified in LIWMS are not always supported by appropriate mechanisms and collaborative protocols, and there is also varying regulatory responsibilities
- The timing of commissioning LIWMS need to be aligned with other planning timeframes to be able to influence other strategies and policies that can drive the implementation of mechanisms / levers for findings of LIWMS – for example the planning horizon of local plans or regulatory cycles of water companies.

Research⁴ undertaken by the Royal Town Planning Institute (RTPI) in 2020 suggested the creation of “...an evidence base for London’s subregions to provide LA’s... with information on infrastructure location, assessments of capacity and need, and scenario modelling tools to support effective planning” was necessary to unlock better growth outcomes in London.

³ Infrastructure Delivery Plans set out infrastructure requirements across a borough (including utilities and green infrastructure) and is used as an evidence base for delivering Local Plans.

⁴ *Planning for Critical Infrastructure in London* (RTPI, 2020)

Source: <https://www.london.gov.uk/what-we-do/business-and-economy/better-infrastructure/planning-critical-infrastructure-london>

In context of limited financial and people resources and capacity to prepare multiple LIWMS, there is interest to understand how the preparation of a subregional IWMS can help Boroughs be more strategic in the commissioning of future studies, allow for better planning responses at the system-wide scale, and address implementation challenges that cannot be addressed locally. As such, this Study seeks to pilot a IWMS at the subregional scale. This will be referred to as a subregional IWMS (SIWMS).

The wider context

The GLA Infrastructure Coordination Service is partially commissioning this project to better understand the use case of subregional-scale infrastructure planning, and how such a model can apply across London across all infrastructure types. Beyond transport, such infrastructure planning has traditionally not been undertaken in London and the proposed approach represents an exciting opportunity to disrupt status quo approaches to planning and strategy development.

Whilst this is a pilot, the project is being undertaken in a changing wider context, that is characterised by an increased regulatory focus on strategic water planning and proposed changes to the land use planning system, where digital planning is expected to be at the forefront of future activities.

As such, the ICS views this innovative project acting as a pathfinder project, that will demonstrate best practice approaches to infrastructure planning, acting as a model for future strategies in London, and across the rest of the UK, demonstrating the benefits of collaboration and systems-based thinking.

Study Area

The proposed study area for the pilot SIWMS has been determined based on a consideration of the following:

- **Data availability:** As this work at a subregional scale presents a pilot approach, it was deemed strategic to cover a study area for which up to date, detailed information as part of a LIWMS was available. This would allow for a comparison of the data granularity required for a LIWMS and a SIWMS. The most recent IWMS was undertaken in **Tower Hamlets**.
- **Synergy with other relevant ICS workstreams:** The ICS may develop a Growth and Capacity analysis tool which will give new insight into the certainty of growth. Given that uncertainty around future growth was an issue identified with LIWMS, it is considered strategic to include the pilot areas of this tool (**Tower Hamlets and Haringey**) in the study area. The

ICS has also been commissioned to undertake a LIWMS for Royal Docks and Beckton Riverside in **Newham**. Including Newham in the study area as well as Tower Hamlets may help to understand the cost savings a SIWMS can result in when preparing LIWMS. Including boroughs where the ICS is already active allows the project to benefit from existing working relationships (e.g. having a data non-disclosure agreement (NDA) with the GLA's Data and Innovation Service that enables data sharing in place). A full list of boroughs engaged with the service can be provided upon project launch.

- Existing water-related collaborations: The Lead Local Flood Authorities of **Enfield, Haringey, Waltham Forest and Hackney** are collaborating through the London Lea Catchment Partnership (LLCP) established in 2020.
- Existing technical delineation: The Drain London study identified areas at high risk of flooding and arranged London into groupings consisting of manageable surface water catchments loosely based on borough boundaries. Group 4 (London Lee Flood Partnership) includes all above-mentioned boroughs (in **bold**), all of whom have signed a data NDA with the GLA.
- Economic partnerships: Whereas Enfield and Waltham Forest fall within the Local London Partnership, the remainder of boroughs form part of Central London Forward Partnership. It is considered strategic to also include the **City of London** within the study area, as this borough (which is also a member of the Central London Forward Partnership) has set a precedent for funding initiatives outside of their borough boundaries on the basis of such initiatives benefitting a broader geographic area.
- Known growth and infrastructure constraint: the study area represents a part of London earmarked for significant growth, but also known to have significant water capacity shortfalls.

The Study Area delineation will be further refined based on technical considerations.



Figure 1: Boroughs falling within the Study Area

2.2 Objectives

General IWMS objectives

The overarching aim of the SIWMS is to support the co-ordination of development and timeous provision of water and drainage services, enhancing water quality and promoting the creation of sustainable and resilient communities. The SIWMS shares the following general objectives with LIWMS:

- To provide a robust, fact-based evidence base of water infrastructure requirements for water supply, foul and surface water drainage, as well as surface water, sewer, fluvial and tidal flood risk
- To identify water-related barriers and constraints to expected levels of growth and development, with reference to expected water demand, water supply, surface and foul water drainage capacity, and surface water, sewer, fluvial and tidal flood risk.
- To examine opportunities to implement water infrastructure delivery that will enable development, and evaluate and recommend potential solutions to address identified barriers.

- To ensure that water infrastructure delivery aligns with development trajectories of transport, utility and other infrastructure programmes, harnessing opportunities for collaboration.

Objectives specific to the SIWMS

Undertaking an IWMS at the subregional scale seeks to address some of the challenges that cannot be resolved by undertaking an LIWMS, namely:

- Creating a platform for boroughs, developers and water companies to engage earlier on strategic matters and facilitate better alignment of objectives around de-risking growth and leveraging existing infrastructure capacity;
- Creating a shared evidence base used by stakeholders operating at the local and broader city scale:
 - to allow for better consistency in infrastructure-related planning and in policy development undertaken by various stakeholders, at different scales and for different time horizons⁵;
 - to demonstrate impacts of growth and interventions beyond borough or opportunity area boundaries on the water network from a systems perspective to allow for a clearer division of responsibilities amongst stakeholders and better-informed planning and investment decisions; and
- Identifying opportunities for boroughs to become intelligent clients through strategic and collaborative commissioning of more detailed studies based on the findings of the SIWMS.

The SIWMS also seeks to demonstrate a new approach to IWMS by incorporating the following aspects:

- **Moving away from the preparation and delivery of a static plan:** to delivering a dynamic process where the data informing the SIWMS is regularly updated and responsive to a changing context; and
- **Demonstrating an adaptive pathways approach as a dynamic approach to implementation of IWMS:** Haasnoot et al (2012)⁶ defined an adaptive pathways approach as providing an analytical approach

⁵ Including serving as an evidence based for the preparation of Infrastructure Delivery Plans and Local Plans developed by boroughs, potentially informing the sequencing of growth at the subregional scale in GLA-led planning and aligning with plans developed by TW.

⁶ Source: Haasnoot M, Middelkoop H, Offermans A, Beek E, Deursen W (2012) Exploring pathways for sustainable water management in river deltas in a changing environment. *Clim Chang* 115(3–4):795–819. <https://doi.org/10.1007/s10584-012-0444-2>

for exploring and sequencing a set of possible actions based on alternative external developments over time. Whereas adaptive pathways approaches can be highly sophisticated and resource-intensive; the intention is to introduce a simplified version of this approach (a proof of concept) to:

- Identify what risks and impacts different scenarios might have;
 - Define a level of ambition for ‘sustainability’ overall;
 - Develop a ‘preferred portfolio’ with a set number of options to mitigate risks and impacts and achieve the defined ambition;
 - Select from the preferred portfolio of options which ‘least regret’ options need to be put into delivery first by identifying those needed across all future scenarios; and
 - Set decision thresholds so that decision makers know when they will need to put more options from those remaining in the ‘preferred portfolio’ into delivery.
- **Prove the value of planning infrastructure at a network-oriented, system-level scale:** This is recommended by the RTPI (2020)⁷ and recent relevant studies⁸.

⁷ See footnote 2 for source.

⁸ *Unlocking London's Opportunity Areas: good practice for effective planning and delivery of infrastructure* (Arup, 2020). Source: [21-02-11 gla oa critical assessment final.pdf \(london.gov.uk\)](#)
Protecting rivers by integrating supply-wastewater infrastructure planning and coordinating operational decisions (Dobson et al, 2020). Source: <https://iopscience.iop.org/article/10.1088/1748-9326/abb050/meta>

3. SCOPE

3.1 General Requirement

The scope is conceptualised as an initial Discovery Phase followed by three packages of work. **The work packages set out in section 3.2 articulate the overarching ambition for this work. The project tasks and delivered outputs articulated in section 3.4 seek to organise how this ambition may be achieved.** The work packages reflect the ambition of the SIWMS to move away from focussing on the delivery of a static plan and move towards the promotion of an ongoing process for delivering an IWMS, by helping to distinguish between the static and dynamic components of the SIWMS. There is scope for the appointed consultant to suggest moving tasks between packages 1 – 3 or combining the packages, depending on how the works evolve and providing the objectives of the packages are met. The tasks and outputs are further explained in section 3.4.

The Discovery Phase will require an output report as a deliverable to inform a Go / No Go decision point regarding progression to subsequent tasks and phases of the project. Should the decision be made by both the GLA and the supplier to 'Go' and proceed past the Discovery Phase, it is envisioned that the subsequent three work packages will involve eight main project tasks (see sections 3.6 to 3.13).

The Discovery Phase and three work packages are shown in Figure 2 and are broadly described below. It is emphasised that as this is an innovative project, the consultant, in their bid response to this specification, should propose their preferred approach to delivery of the Discovery Phase and other tasks, remaining within the overall project budget. The discovery phase will confirm with stakeholders the information and data available to support delivery of the project tasks. As a result of this, some minor / moderate adjustments in focus or methodology (remaining within the existing overall budget envelope) may be necessary depending on the data and information available for use. All adjustments will be agreed in line with individual team member rate cards submitted with this proposal.

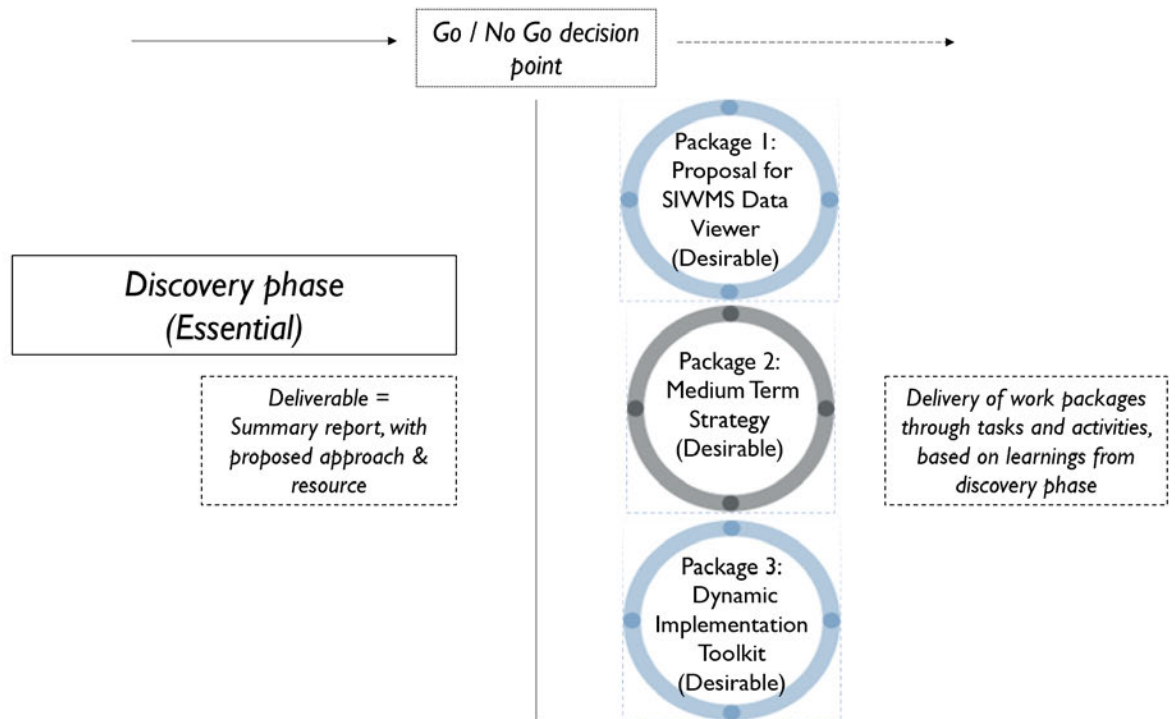


Figure 2: Diagram of discovery phase, Go / No Go decision point and work packages.

3.2 Work outline

This section outlines the scope of work we expect to cover in this project within the three overarching work packages set out above. Please refer to sections 3.4 – 3.13 for detailed tasks we require as part of this scope of work.

Discovery Phase

Objective: To mitigate against key risks arising from the novel and innovative nature of this project. As the project takes an integrated view of water and the water environment, at first there is a need to collate and confirm the information and data inputs from disparate sources for project delivery. This will also enable subsequent confirmation of the detailed activities to be undertaken during key project tasks in order to achieve the project's overarching ambition.

As protection for the supplier and GLA the outputs of the discovery phase will inform a Go / No Go decision point for both parties on whether to proceed to the subsequent work packages and tasks.

Scope for this project

- **Data and information⁹:** Datasets, information sources, studies and wider pre-existing plans which will provide inputs into project tasks and activities;
- **Task priority:** Confirm priority of project tasks and areas for additional focus based on information available and ambition;
- **Activities and analysis:** Confirming detailed activities and analysis to deliver the project tasks based on information available and project time / budgetary constraints;
- **Project outputs:** Confirmation of the project outputs and evidence base created by the tasks which can be used to inform future planning.

Package 1: Proposal for a SIWMS Data Viewer

- Long term objective: The long-term ambition for the data viewer is to create an up-to-date and shared evidence base for sub-regional integrated water management planning that supports increased alignment of decision-making and policy-making across stakeholders. The data viewer is not expected to provide new storage functionality or space, analysis or modelling capabilities; serving only as the primary interface through which stakeholders can access and view key SIWMS information and data.
- Scope for this project: **This scope does not require the development and build of the data viewer.** Rather, the intention is to research and document the requirements for an appropriate SIWMS Data Viewing platform based on user research into data and needs¹⁰. To avoid duplication with existing digital tools or functionality in use or available to the GLA, please refer to Appendix C.

Package 2: Subregional strategy

- Objective: The objective of the strategy is to set out the shared vision for 2050. A component of the strategy will be a spatial representation of areas' challenges and opportunities relevant to stakeholders as well as the identification of areas that would benefit from further LIWMS. The strategy will also include policy recommendations.

⁹ Appendix C and D provides some examples of data sets and models from GLA and TWUL but does not present a comprehensive list and is included to sensitise the consultants to the need to align data catchment areas, time horizons and granularity and obtain agreement on the approach with the GLA and TWUL during the Discovery Phase.

¹⁰ A future development project will utilise these outputs to build a simple data viewing platform/interface, perhaps with existing GLA tools and systems (see Appendix C).

- Scope for this project: The intention is to develop a full sub-regional integrated water management strategy which allows for future adaptive capacity and iteration. The strategy should consider water supply, wastewater, flooding, the water environment, and carbon / climate change. We also expect that the plan will investigate built solutions, nature-based solutions, policy solutions and markets. We envisage that the strategy will build on and complement existing plans, activities and frameworks in the water sector and local authorities, not replace them.

Package 3: Dynamic Implementation Toolkit

- Objective: The objective of the dynamic toolkit is to ensure the timely delivery of the SIWMS. The toolkit will provide clarity of the different mechanisms by which stakeholders can work together to ensure that plan options are delivered on time and that the overarching ambition of the plan is achieved.
- Scope for this project: The intention is to develop the full toolkit alongside the sub-regional strategy in this project. This will be achieved primarily through the creation of a delivery strategy to accompany the strategy. The delivery strategy will focus primarily on identifying and exploring practical opportunities and mechanisms to enable strategy stakeholders to work together, ensuring strategy options are delivered on the ground when they are needed.

Relationship between the three work packages:

It is anticipated that the outcomes of all three workstreams would interact and operate together as part of the overarching SIWMS for East London.

As this is a pilot project, the specification provides scope for flexibility and innovation. To give an indication of the extent of work expected, it should be noted that the GLA has a maximum budget of up to £150k for the delivery of the work (Discovery Phase and tasks set out in sections 3.5 -3.13).

3.3 Wider work and synergies

The ICS has been delegated responsibility to deliver a LIWMS for Royal Docks and Beckton Riverside (hereafter referred to as the RDBR LIWMS) which is being commissioned as a separate project.

This separate project responds to a local need for an IWMS, as RDBR is designated as an OA in the new London Plan; earmarked for considerable growth and development which requires an integrated approach to water management. It has merit as a stand-alone project, regardless of the rationale

for piloting a SIWMS. The LIWMS has its own scope and steering group, but certain members of the steering group will also serve on the SIWMS steering group which will provide a degree of connection between the work being undertaken

The LIWMS will share some similarities with previous LIWMS undertaken by the ICS, but the intention is to incorporate various innovations and improvements in the LIWMS to align with the dynamic intent of the SIWMS. While this work is being commissioned separately and retains independence from the SIMWS the purpose of mentioning it as part of this specification is to encourage thinking about the relationship between the two types of IWMS and to allow the SIWMS to consider the value of having a SIWMS (or evidence base) in place when undertaking a LIWMS. It will be important to harness synergies between the two studies and GLA will work to facilitate this. Two key areas of interaction will be where higher scale issues at subregional scale will have an impact on local IWMS and in delivery, in articulating how recommendations for interventions at different scales are prioritised. There may be a need for collaborative meetings for both studies at various points in the process (maximum of three, 1-hour meetings).

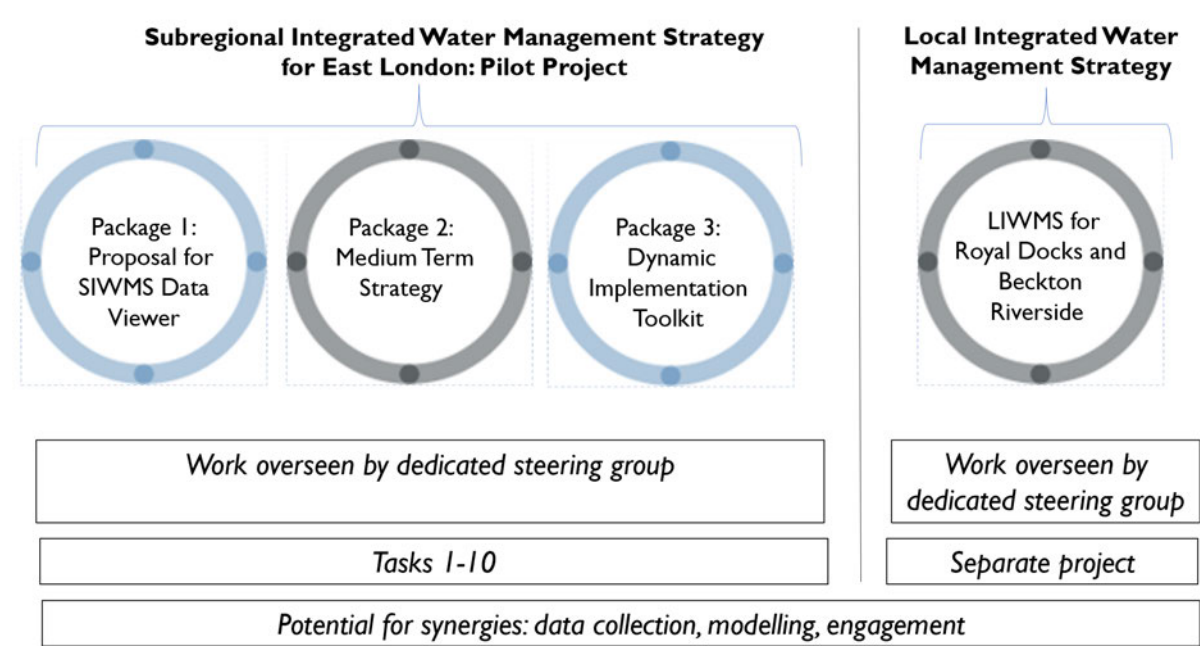


Figure 3: Packages of Work

For further clarity, below table also sets out key differences between a LIWMS and SIWMS:

Table 1 – differences between a LIWMS and SIWMS

Aspect	LIWMS	SIWMS
Spatial Focus	Local area – typically for a sub-area of a Borough allocated for high levels of future development (eg Opportunity Areas designated in the London Plan).	Multiple boroughs at a network-oriented, system-level scale.
Granularity	Could go down to site level options and requirements where appropriate.	Local areas / hotspots for further investigation via LIWMS.
Objective (see also section 2.2 of this document)	To identify requirements to deliver sustainable water and flood risk infrastructure in an integrated way for the OA, cognisant of growth and other water management challenges. To recommend delivery pathways, such as through new development guided by updated Local Plan policy.	In addition to the general objectives of IWMS, to move away from static planning to introducing a process whereby stakeholders work from a shared evidence base and a more adaptive and dynamic approach is taken to implementation.
Outputs	Plan, data outputs and Implementation Strategy.	Data outputs, strategy and Implementation Toolkit.
Implementation Agents	Via development applications, with requirements embedded in local plan policy.	Via collaborative partnerships between boroughs, TWUL and other stakeholders.
Outlook	Short – medium term	2050
Maintenance	Monitoring of trigger points, monitoring of implementation through existing policy monitoring activities.	Ongoing evaluation and monitoring as part of implementation toolkit.

3.4 Project tasks

In this section we have outlined a number of tasks to deliver the SIWMS (summarised in Table 2). This list of tasks represents our ambition for the new understanding and knowledge produced as part of this project. With each task we have listed a number of 'key considerations' to help articulate in broad brush terms the breadth of perspective we anticipate.

When tendering for this work, suppliers should develop their proposed methodologies and activities to achieve the overarching ambition set out in the tasks within the budgetary and time constraints.

To provide structure to the programme of work whilst maintaining flexibility for the supplier in the approach to tasks, we envisage a number of high-level outputs to be delivered. These are summarised below and Table 2 outlines how we envisage tasks feeding into these:

- Discovery phase report
- Baseline report
- Sub-regional strategy
- Delivery strategy
- Data viewer investigation report
- Close out report

General requirement for all project outputs

The format of outputs is not specified to allow for a degree of flexibility for the supplier, but the following should be noted:

- The consultants will be required to periodically report to the steering group on tasks and can decide when to deliver a task in MS PowerPoint or word format (once per month). Regardless of this choice, an overall requirement will be to document in a final close out report how the objectives of each task were achieved, alongside the outputs listed above.
- Output reports should also document the methodologies undertaken to inform any analysis.

- Data¹¹ should be provided in a readily useable format such as MS Excel or equivalent.
- Geo-spatial information (including options development) should be provided as shapefiles (where appropriate) or in any other format to enable ingestion into existing GLA tools.

3.5 **Task 0: Discovery phase**

Objective: The aim of this phase of work is to collate information and data from different sources in support of subsequent project tasks. In addition, this phase of work aims to confirm the exact analysis to be undertaken as part of the tasks set out below, based on the data and information collated.

Key considerations for the supplier:

- Pre-existing sources of data and information.¹²
- Pre-existing analytical outputs and plans.
- Data / information gaps and any gaps in understanding.
- Priority areas for additional focus or analysis.

3.6 **Task 1: Baseline of current sub-regional situation** (*Relevant work package: Sub-regional strategy*)

Objective: This task aims to develop a holistic and comprehensive baseline understanding of the current sub-regional situation in relation to water. This will form the foundation of knowledge on which subsequent analytical and planning tasks will build. The intent is for the baseline to consider a wide range of relevant aspects related to water and the water environment, building on and bringing together existing sources of information, data and studies.

Key considerations for the supplier:

- Current water supply-demand and drainage situation;
- Asset / network related risks and resilience;
- Natural capital and water environment;

¹¹ Including baseline data, supporting data, data relating to future scenarios and data outputs from analytical processes,

¹² During the Discovery Phase information and data can be requested via the ICS's existing data agreements with stakeholders. A record should be kept of all data **not received** via the ICS (name of data set and source) and should be shared with the GLA in an agreed upon format for future use.

- Water related policy situation;
- Current housing and growth situation

3.7 **Task 2: Setting collective ambition** (*Relevant work package: Sub-regional strategy*)

Objective: The purpose of this task is to articulate a collective ambition¹³ for the SIWMS across project stakeholders. This will enable the prioritisation of options and development of the sub-regional strategy in subsequent tasks.

Key considerations for the supplier:

- Methodology for engagement with stakeholders.
- Existing wider policies and ambitions which should be considered by the IWMS ambition
- Component parts of the ambition and any potential measures of success.

3.8 **Task 3: Scenario analysis** (*Relevant work package: Sub-regional strategy*)

Objective: This task will aim to provide an understanding of different future scenarios related to growth and water. It will also seek to develop a strategic understanding of future risks, issues and opportunities.

Key considerations for the supplier:

- Future spatial growth scenarios (Consultant);
- Planned future infrastructure investment;
- Climate change risks;
- Potential infrastructure related risks, impacts and opportunities;
- Potential risks and impacts to wider society / sub-regional economy;
- Potential risks, impacts and opportunities related to the water environment.

¹³ Many stakeholders represent organisations that have articulated organisational ambitions that may be relevant. The collective ambition can be informed by these ambitions but should also provide stakeholders with an opportunity to articulate an ambition specific to the sub-regional scale and timeframe of the SIWMS.

3.9 **Task 4: Option identification and analysis** (*Relevant work package: Sub-regional strategy*)

Objective: This task will aim to develop integrated options addressing the risks and exploiting the opportunities identified in task 2. It will also develop options to ensure the ambition set out in the discovery phase is achieved.

Key considerations for the supplier:

- Infrastructure options;
- Policy based options;
- Nature based solutions and options (including any multi-sector options);
- Individual option costs and benefits;
- Option lead times and complexity.

3.10 **Task 5: Planning, timing and sequencing** (*Relevant work package: Sub-regional strategy*)

Objective: This task will aim to create an integrated plan of options (from those identified in step 3) to take forward for delivery. The ambition is for the plan to align with the principles of adaptive planning, building in the ability to change and evolve as future situations / scenarios materialise.

Key considerations for the supplier:

- Combinations of options to optimise against desired outcomes and known future scenarios.
- Understanding of overall costs and benefits of the plan.
- Sequencing and timing of options including – ‘least regrets’ options.
- Understanding of future decision points.

3.11 **Task 6: Delivery strategy** (*Relevant work package: Dynamic implementation toolkit*)

Objective: This task aims to create a strategy to support the integrated delivery of the plan drawn up in task 5. The intent is for this strategy to identify practical proposals for plan stakeholders to work together efficiently and effectively going forwards to ensure that the project ambition is realised on the ground.

Key considerations for the supplier:

- Governance and ongoing management requirements for the strategy.
- Policy tools and levers to ensure delivery of the strategy.
- Opportunities for collaboration and partnership.
- Opportunities for markets to ensure delivery.

3.12 **Task 7: Data viewing platform** (*Relevant work package: SIWMS data viewer*)

Objective: The purpose of this task is to assess the availability of data and to document requirements for an SIWMS data viewing platform. The aim is for this platform to eventually support the ongoing delivery of the SIWMS across the stakeholders. **This task does not involve tool development. The outcomes of the task will inform future development of the Data Viewer as a separate project.**

Key considerations for the supplier:

- Key use cases for the platform.
- Key functionality and platform design requirements.
- Platform and data maintenance requirements.
- Availability of data and information.
- Opportunities for alignment or integration with other digital tools managed by the ICS Data Team at the GLA (see Appendix C).

3.13 **Task 8: Close out report** (*Relevant work package: Sub-regional strategy*)

Objective: To capture and reflect on the lessons learned from this study to inform future SIWMS studies. Findings should not exceed a 10 page report.

Key considerations for the supplier:

- Differences in information and analysis requirements for SIWMS and LIWMS;
- Interfaces with Local IWMSs, especially existing Isle of Dogs IWMS and forthcoming Royal Docks and Beckton Riverside IWMS. Consideration of benefits, efficiencies and cost savings.
- Opportunities for scope improvements in future SIWMSs.

- Recommendations for future roll out of SIWMS to other subregions.

Table 2: Summary of tasks and outputs

Task	Required output ¹⁴
Discovery phase	Discovery phase report.
1. Baseline current sub-regional situation	Baseline report.
2. Setting of collective ambition	
3. Scenario analysis	Subregional strategy
4. Option identification and analysis	
5. Planning, timing and sequencing	
6. Delivery strategy	Delivery strategy.
7. Data viewing platform	Data viewer investigation report.
8. Close out report	Close out report.

¹⁴ Subject to confirmation and potential adjustment following Go / No Go decision point

4. DELIVERABLES / MILESTONES / KEY PERFORMANCE INDICATORS

4.1 Deliverables

The scope has been conceptualised as 3 overarching packages of work. As stated in Chapter 3, the appointed consultant would have the discretion to move tasks between work packages 1-3 or combine packages 1-3. The deliverables are the outputs listed in section 3.4 and Table 2, which should meet the ambition articulated in the work packages.

4.2 Critical Milestones for impact

It is expected that the Discovery Phase is completed within the first four weeks from project inception.

4.3 Key Performance Indicators

The following Key Performance Indicators (KPI) will be used to measure the appointed Supplier's performance.

Specific:

- Delivery of specified tasks within agreed timescales:
 - Delivery of an output report from the Discovery Phase within the first month from project inception;
 - Ensuring steering group members have sufficient time to evaluate task outputs (draft or final) prior to the discussion thereof during steering group meetings;
- Alignment with - and reference to relevant projects/ studies undertaken by stakeholders:
 - Specific reference to alignment with existing GLA tools as part of output of Package 1.
 - Reference to TWUL and Local Authority plans as part of output of Package 2.
 - Consideration and reference made to existing LIWMS, including the emerging RDBR LIWMS.

General:

- Collaboration/ building a good relationship within relevant teams and stakeholders;

- Communication (both verbal and written communication); being proactive and communicating clearly and effectively with the relevant stakeholders;
- Good time-keeping; and
- Accurate invoices.

5. ROLES AND RESPONSIBILITIES

5.1 General Requirement

Client-side project lead

The GLA will be the client-side project lead responsible for the following

- Leads input on behalf of the steering group;
- Acts as single point of contact and information flow between steering group, and consultants;
- Responsible for delivering on sub-tasks allocated to GLA;

Note: The GLA has working relationships with TWUL and other infrastructure organisations through their ICS and the London Infrastructure Group. The GLA can make use of these relationships and undertake communications management rather than the consultant doing this work separately.

Steering Group

The steering group is a small advisory steering group who will oversee the direction of the project and steer the consultant project manager and their team. This group will be responsible for the following:

- Meets virtually regularly throughout project (in person when appropriate);
- Takes interim decisions between meetings as required, coordinated by client-side lead;
- Provides data as required.

Note: Membership includes representatives from the boroughs within the study area, Thames Water, the Environment Agency, GLA, and two technical experts (one academic expert and one member from the Mayor's Infrastructure Advisory Panel).

Wider Stakeholder Group/Guests

Likely attendance or input from:

- OFWAT
- Developers
- Central London Forward
- Local London Partnership

- London Lea Catchment Partnership
- Canal and River Trust,
- Port of London Authority,
- Thames21,
- Thames Estuary Partnership, and
- Natural England.

Appointed consultants

The appointed consultant will be responsible for the following:

- Project managing the project from appointment, including appointing a lead consultant project manager (PM). The PM will act as the single point of contact, liaising with the client lead and steering group, co-ordinating information flow between all parties, including TWUL, chairing (or co-chairing with GLA) meetings and preparing any necessary materials for steering group meetings.
- Minuting meetings, which are to be signed off by client side project lead. In addition, the consultant project manager will be responsible for drafting and delivering the outputs including reports. An interim draft report focusing on key findings should be provided to allow feedback to stakeholders prior to issue of the final report.
- Responsible for delivering on activities allocated to consultant.
- Coordinating tasks and activities to keep to time/cost as per specification .
- Project manage the timing of inputs and outputs of TWUL tasks and actions to ensure alignment with project timeline;

Note: The consultants project team should exhibit or have access to multi-disciplinary skills, particularly flood risk/drainage and water resources engineering, strategic water management/Water Sensitive Urban Design and Planning skills in order to recommend policy/guidance.

Thames Water

- Commitment to attending steering group meetings, providing input and advice during the Discovery Phase and to providing ongoing support and input across the programme (as agreed upon during Discovery Phase of the project). **No modelling to be undertaken in-house by TWUL.**

6. PROJECT PLAN/TIMESCALES

6.1 Workstreams

TWUL workstreams will run concurrently during this project. Tasks are envisioned as being completed within 9 months (due for completion by end of December 2022).

6.2 Sequencing of tasks and subtasks for efficiencies between SIWMS and RDBR LIWMS

Whereas work undertaken as part of the RDBR IWMS is being undertaken separately and is overseen by a separate steering group, there may be efficiencies for future LWIMS in the subregion from having a SIWMS in place, e.g. data collection, analysis and / or engagement relevant.

The consultant should therefor consider these potential efficiencies when programming tasks and actions and indicate these. The RDBR IWMS will be initiated in April 2022 and completed in around 6 months, with a deadline in autumn 2022.

	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
SIWMS		Inception							
<i>Discovery Phase</i>									
<i>Task delivery</i>									
RDBR LIWMS	Inception								

7. APPENDICES

Appendix	Title
A	Royal Docks and Beckton Riverside Integrated Water Management Strategy Project Specification (for reference only)
B	Overview of aspirations and key priorities of Boroughs within the study area
C	Overview of existing GLA tools, software and example of data sources
D	Overview of existing TWUL models and data sets that will be made available to the appointed consultant

APPENDIX B: OVERVIEW OF ASPIRATIONS AND KEY PRIORITIES OF BOROUGHES WITHIN THE STUDY AREA

INTRODUCTION

This Appendix was prepared to provide a brief overview of some of the key issues and aspirations of boroughs included in the Study Area and which should inform the outcomes of the SIWMS. The intention is to also flag potential opportunities to align with historic / existing / future work undertaken at the borough level. All boroughs included in the study area were invited to an informal phone call interview conducted between November and December 2021. Respondents are the steering group representatives. Where content is included that did not relate to an informal phone call interview, context is provided.

TOWER HAMLETS (TH)

Details: Call with Jonathan Morris on 02/11/2021 and Matthew Pullen on 05/11/2021

Context:

TH was the first borough contacted by the Project Team and was asked to reflect on their experience with the Isle of Dogs and South Poplar Integrated Water Management Plan (IOD&SP IWMP), completed in 2020. As such, their reflection is more specific than other boroughs, given that they already have a local IWMS in place.

Aspirations / Opportunities:

- TH is looking at developing a full suite of strategies for utilities planning. The IOD&SP IWMP was the first strategy and they are now developing an energy strategy.
- TH recognise that a conventional planning or PM approach won't work with utilities planning. They want to become an 'intelligent client' by having a consultant on retainer / a calling contract with consultants to help on an ad-hoc basis to look at briefs and making sure TH are asking the right questions.

Reflections on IOD&SP IWMP:

- The IOD&SP IWMP was an evidence-based planning document, which in retrospect was not the best fit for addressing challenges in the study area.
- From the TH perspective, there was very little delivery on supply side interventions and a strong focus on demand side interventions.

- There is very little public land in the study area, resulting in most demand side interventions needing to be implemented by developers on private sites. The IOD&SP IWMP would have benefitted from more robust engagement with developers, given the reliance on them to implement the plan.
- There is ongoing development and construction based on approved plans in the study area so there are limited opportunities to implement the IWMP via conditions of approval.

Key Issues:

- In general, there is a lack of civil engineering skills at the borough level.
- The integrated water management (IWM) issue is a complex system of systems problem- delivering a single IWM plan won't resolve problems unless you are dealing with new town / greenfield development. In a brownfield context, integrated water management is a long-term process.
- IWM becomes more complicated when there are many property owners. These complexities won't go away at subregional scale.
- When the focus of interventions is on reducing water demand, there is a clear benefit for TWUL (and to customers with lower water bills), but it comes at a cost to the developer. This cost is passed on to cost of development, which results in a potential loss of affordable housing. Whereas every decision needs to consider social, economic and environmental impacts, it is important to note that most boroughs will priorities the social impacts (i.e. very difficult to motivate a loss of affordable housing when there is an acute shortage of affordable housing in the borough).

ENFIELD

Details: Call with Ian Russell and Jamie Kukadia on 16/12/2021

Aspirations / Opportunities:

- Improving the water environment whilst reducing flood risk;
- Enfield is already involved in innovative work; working across traditional boundaries of flooding, biodiversity and public health and involved in various water-related partnerships. They aspire to demonstrating an intelligent approach that is multifunctional and multipurpose; and
- Focus on Blue Green infrastructure.

Key Issues:

- The draft IDP (June 2021) is considered an accurate articulation of the risks & challenges.

CITY OF LONDON

Details: Call with Tim Munday on 17/12/2021

Aspirations / Opportunities:

- The new Local Plan, called City Plan 2036, is a plan for the future development of the City of London, setting out what type of development the City Corporation expects to take place and where. As part of the planned Local Plan revision, there is an opportunity to be more focussed on water stress.
- City of London Climate Adaptation and Resilience Adaptive Pathways¹⁵: This study focused on identifying the main climate-related risks for the City of London Corporation's assets and is believed to be one of the first studies of its kind in the UK where adaptive pathways being adopted across the full breadth of climate risks. As the borough has existing exposure to the adaptive pathways approach, they would be open to testing this approach as an implementation strategy for a future Local IWMS.

Key Issues:

- It is difficult to make assumptions around water use; especially given the borough's significant supply of office space and the uncertainty around utilisation of such spaces post- Covid.
- As the borough is very small, it is difficult to commission certain studies.

HARINGEY

Details: Call with Pankit Shah, Lead Flood and Water Management on 22/12/2021

Aspirations / Opportunities:

- Undertook (in partnership with Environment Agency) an Integrated Catchment Management Strategy (ICMS) which looked at critical drainage areas and produced a model that indicated which areas required more attention during periods of high rainfall.

¹⁵ See [City of London climate adaptation and resilience adaptive pathways - Buro Happold](#)

Key Issues:

- Local Plan – Council will consult on this revised Draft Local Plan in 2021 before preparing and consulting on a Proposed Submission Local Plan that it wishes to adopt. Current drafting of Local Plan is informed by an up-to-date Strategic Flood Risk Management Strategy (2019) -looking to revise this by 2022.
- The sewer is at capacity across the borough.

NEWHAM

Details: Call with Ellie Kuper Thomas, Matt Newby and Massimo De Alexandris on 18-01-2022.

Context:

Newham is in a unique position as the RD&BR LIWMS is being delivered in the borough and would be the only borough in the study area that is involved in both the subregional and local IWMS. Whereas Newham did not participate in a phone interview, a meeting was held to clarify the difference between the LIWMS and SIWMS, which raised interesting questions.

Talking Points (Question from Newham and response from GLA):

- What is the difference between Subregional and Local IWMS policy recommendations?
 - Policy recommendations in the SIWMS generally have a subregional and borough level focus and are spatial and a-spatial in nature.
 - Policy recommendations in the LIWMS generally have a local focus and are exclusively spatial in nature (context specific to borough and / or study area). The LIWMS tests a-spatial policy recommendations made at the subregional scale to embed these within the local context.

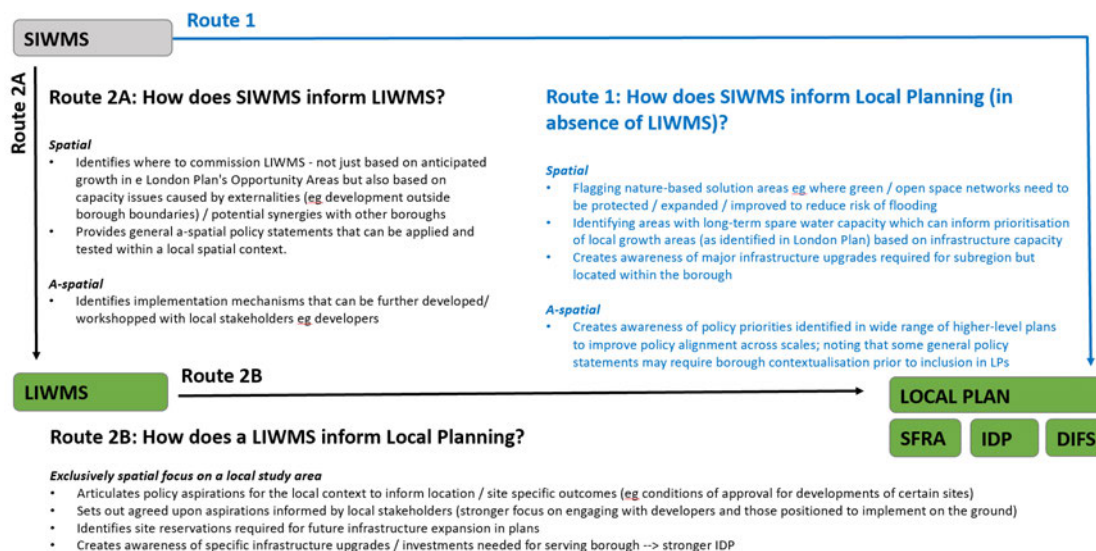


Diagram shared with Newham to articulate difference between SIWMS and LIWMS and how this benefits a borough.

- How could IWMS work complement the requirement to produce a Strategic Flood Risk Assessment (SFRA) for a Local Plan?
 - The SFRA you commission to support your Local Plan would benefit from both IWMS being prepared for the area, as outputs from the IWMS (including data, GIS files, information and potential measures) could be taken for use in the SFRA.
 - These efficiencies would help with preparing a SFRA – perhaps meaning it could be done in-house by the Borough as the Lead Local Flood Authority (LLFA), likely at a reduced cost.
 - IWMS have an integrated wholistic approach to water management, which includes some consideration of flood risk, so using IWMS would make the SFRA more robust.
 - Specifically, the IWMS would help contribute to the following aspects of the SFRA:
 - Information on required design of development.
 - Information on design and location of flood risk management structures and features.
 - Opportunities to reduce the causes and impacts of flooding.
 - Land for flood risk management features and structures.
 - Data, mapping and GIS files.

APPENDIX C: OVERVIEW OF EXISTING GLA TOOLS AND SOFTWARE AND EXAMPLE OF DATA SOURCES

Example of Tools:

- [London Datastore*](#) (secure database for London, maintained by GLA). It is a single database/platform housing multiple datasets, files, tools and many other functions
- [Infrastructure Mapping Application for London](#) (predominantly private custom GIS tool managed by the ICS showing opportunities for collaboration)
- [Green Infrastructure Focus Map](#) (custom GIS tool with weighted and combined variables showing priority areas for intervention)
- [Planning Data Map](#) (custom GIS tool with layers of data on planning policy)
- [Air Quality Map](#) (custom GIS tool with custom JavaScript dashboard)

Available software:

- ESRI ArcGIS (spatial and mapping, ability to integrate with London Datastore*)
 - [ArcGIS experience builder app](#) example
 - [ArcGIS Story Maps](#) examples
- Microsoft PowerBI (analysis and data visualisation)
- FME (data cleaning and processing)
- London Datastore* (secure file transfer protocol, searchable database, inclusive of multiple data formats, with various levels of privacy)

Available data:

Dataset	Source	Time Horizon	Level of Granularity	Details	To note when applying data	Format
Population Projections Population and household projections – London Datastore GLA Population Projections (london.gov.uk)	Trend model	2050	Borough level	<ul style="list-style-type: none"> • Close to office of National Statistics. • Based on trends but adjusted with London-specific assumptions. Data available for all LAs in England and Wales 	<ul style="list-style-type: none"> • Best use at regional / strategic level. • Several variants available based on different migration assumptions. GLA can advise which variant(s) to use. 	Excel, CSV (other formats possible on request)
	Housing-led model	2041	Ward level (see 'to note when applying data')	<ul style="list-style-type: none"> • Combination of trends from Trend Model + housing information. • Scenarios include 'high' based on London Plan Target and 'low' based on historical delivery of housing over past decade. 	<ul style="list-style-type: none"> • Wards based on 2013 ward delineation- will be updated but may not be ready in time for project if required before summer 2022. • Same concerns re certainty as noted with the SHLAA dataset • Does not distinguish between different housing typologies. 	

APPENDIX D: OVERVIEW OF TWUL MODELS AND DATA SETS THAT WILL BE MADE AVAILABLE BY TWUL TO CONSULTANTS

Please note that this is not a comprehensive list

- Wastewater Models
- DWMP TTT Infoworks model
- DWMP Deephams Infoworks Model
- Wastewater Data sets
- Sewer records (GIS format) including FLIP's.
- Catchments and sub-catchments (Systems & SDAC's)
- DWMP – Capacity Assessment Framework GIS outputs (baseline and forecasts for 1:2)
- DWMP – Total escape from manholes GIS outputs (baseline and forecasts for 1:30)
- CONFIDENTIAL¹⁶: DWMP - Risk of Sewer Flooding in a 1:50
- CONFIDENTIAL: DWMP - Internal and External Sewer Flood Risk in a 1:30 (two layers)
- CONFIDENTIAL: Reported sewer flooding from 2015.
- Sewer depth monitor locations and data
- DWMP Risk Areas
- DWMP rolled up solutions per risk area (in quantities and not value).
- Asset maintenance data is available but viewed as not relevant for this project (blockage clearances, CCTV survey of sewers, minor sewer repairs etc.)
- Operational intervention data is available but viewed as not relevant for this project (Polluted surface water outfall locations, planned sewer cleaning, planned customer education areas)
- Future Investment (may require further refining).
- Location of NAV's (where TWUL is not the supplier).
- Sewers at risk of infiltration (JBA analysis).
- Lost Rivers Research (GIS layer)
- Other

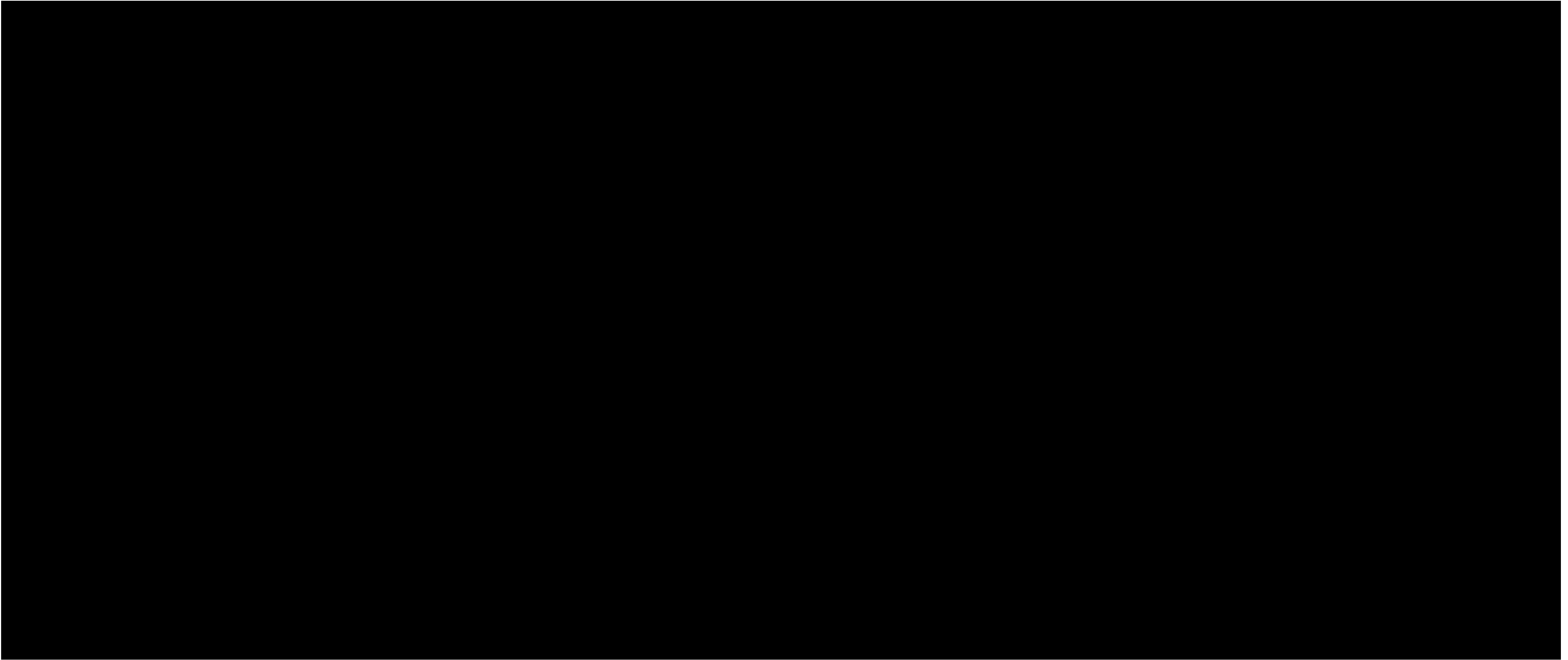
¹⁶ CONFIDENTIAL data layers will be shared under the terms of the Non-Disclosure Agreement between TWUL and the GLA that is in place for the Infrastructure Mapping Application. If this NDA is not applicable, the confidential data sets would need to be removed or a Data Sharing License would need to be signed.

- We have a merged GIS layer of EA LiDAR for the study area that may be beneficial.
- Any specific software requirements that should be noted?
- Modelling done in Infoworks
- GIA analysis done in Esri ArcGIS applications

SCHEDULE 4 – CHARGES

The maximum value of the Contract shall not exceed **£ 149,993.12 (VAT exclusive)**.

As per GLA 82062 Subregional IWMS Pricing Schedule Financial Proposal (pdf).



SCHEDULE 5 - PROJECT PLAN

As per Schedule 3. SPECIFICATION / Agreed with the Authority's Contract Manager.

SCHEDULE 6 - FORM FOR VARIATION

PART A

Contract Parties: *[to be inserted]*

Contract Number: *[to be inserted]*

Variation Number: *[to be inserted]*

Authority Contact Telephone: *[to be inserted]*

Date: *[to be inserted]*

AUTHORITY FOR VARIATION TO CONTRACT (AVC)

Pursuant to Clause 32 of the Contract, authority is given for the variation to the Services and the Charges as detailed below. The duplicate copy of this form must be signed by or on behalf of the Service Provider and returned to the Procurement Manager as an acceptance by the Service Provider of the variation shown below.

DETAILS OF VARIATION	AMOUNT (£)
ALLOWANCE TO THE AUTHORITY	
EXTRA COST TO THE AUTHORITY	
TOTAL	

.....
For the Authority (signed)

.....
(print name)

ACCEPTANCE BY THE SERVICE PROVIDER	
Date	Signed

PART B – SUPPLY CHAIN FINANCE OPTION RELATED VARIATIONS

1. The Authority is developing a scheme and system whereby the Service Provider may be permitted, at the Authority's sole discretion, to seek payment of invoices in respect of Charges under this Contract within a time period less than the 30 days of receipt set out Clause 5.4.1 in consideration for a reduction in the Charges due thereunder (the **"Supply Chain Finance Option"**).
2. The Service Provider hereby agrees that where such requests are made by the Service Provider and approved by the Authority, by way of such process and/or systems put in place by the Authority acting either on its own behalf or by or via its employees, agents, contractors or otherwise such request, approval and resulting accelerated and reduced payment shall constitute the Service Provider's exercise of the Supply Chain Finance Option and the valid and legally binding:
 - 2.1 variation by the Parties of the related Charges due and payable to the Service Provider under this Contract; and
 - 2.2 waiver by the Service Provider of any right held previously by it to invoice for and be paid the amount by which the Charges are reduced pursuant to its exercise of the Supply Chain Finance Option.

SCHEDULE 7 - CONTRACT QUALITY, ENVIRONMENTAL & SAFETY CONSIDERATIONS

None Identified by the GLA

SCHEDULE 8 – RE-TENDER COOPERATION

None Identified