London Borough of Hammersmith & Fulham

CABINET

4 FEBRUARY 2019



APPROVAL TO TENDER AND PROCURE RAPID EV CHARGE POINTS

Report of the Cabinet Member for the Environment – Councillor Wesley Harcourt

Open Report

Classification: For decision

Key Decision: Yes

Consultation:

All services listed in the report along with the respective comments have been consulted.

Wards Affected:

Hammersmith Broadway

Accountable Director: Mahmood Siddigi –Director Highways and Parks

Report Author: Richard Hearle, Parking Projects and Policy Manager

Contact Details:

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1. EXECUTIVE SUMMARY

- 1.1. The introduction of rapid electric vehicle charge points in LBHF complements other electric vehicle initiatives and forms an important part of the LBHF electric vehicle charging network, supporting other air quality projects and contributing to our target to become the greenest borough.
- 1.2. This report sets out the proposed procurement strategy to procure rapid electric vehicle charge points. The proposal is to in each case call-off from the Transport for London (TfL) Rapid Charge Point Concession Framework Agreement (reference tfl_scp_001290) (the "Framework"). To call off from the Framework a mini-competition exercise will be required
- 1.3. The Framework is available to use by all London boroughs for a period of three years starting on [date]. This can be extended for a further period of one year by TfL. The Framework has five suppliers: Centrica Consortium, BluepointLondon, Chargemaster, Electricity Supply Board (ESB) and Fastned.

- 1.4. The proposed call-off contract will be for charge points in Sussex Place. The call-off contract will be for a period of eight (8) years commencing in 2019, with the option for the Council to extend for a further two (2) years, for the supply, installation, operation and maintenance of rapid charge point infrastructure on land owned by the London Borough of Hammersmith & Fulham. The value to the council is not known at this time but is likely to be in excess of £100,000 (detailed in paragraph 9.1).
- 1.5. By calling off from the framework agreement the council will not incur any expenditure (after appointment of the successful Concessionaire), and aims to receive the current rental value of the road space/land and a profit share of the revenue generated.

2. RECOMMENDATIONS

- 2.1 To approve the procurement strategy to call-off from the TfL's Rapid Charge Point Concessions Framework agreement for this (three spaces in Sussex Place) and any future requirement for electric vehicle rapid charge points during the period of the Framework.
- 2.2 To delegate the approval to award any future electric vehicle rapid charge point call-off contracts to the Director of Residents' Services in consultation with the Cabinet Member for the Environment.

3. REASONS FOR RECOMMENDATIONS

- 3.1. To comply with the requirements contained in Contract Standing Orders that all Procurement Strategies and business cases where the estimated value is £100,000 or greater must be approved by the Cabinet prior to the commencement of any tendering exercise and agreed as a key decision.
- 3.2. The contract value is calculated as being the total value of the concession contract for all parties and not just that of LBHF. The total value of the any future contract awarded by LBHF under the Framework is likely to exceed £100,000.
- 3.3. The further development of electric vehicle charge points in the borough directly supports Business Plan actions to support both air quality initiatives and growing electric vehicle ownership and use.

4. PROPOSAL AND ISSUES

- 4.1. The Mayor of London has introduced measures to tackle air pollution in London including new vehicle licensing requirements to reduce emissions from the taxi and private hire fleets (PHVs) and to increase the number of vehicles capable of operating with zero emissions. From 1 January 2018 new taxi licenses in London will only be awarded to vehicles that meet zero emission capable (ZEC) requirements and from 2020 this will include all new PHVs.
- 4.2. There is a clear need for charging infrastructure in London as a lack of convenient sites is one of the key barriers to the growth of electric vehicles, both for commercial vehicles and private cars. Rapid charge points provide a

- quick and convenient charging solution and so form an important part of the charge point network.
- 4.3. In 2017 TfL developed a Rapid Charge Point Concession Framework to be used by TfL and London Boroughs, supporting the delivery of rapid electric vehicle chargepoints across London. LBHF are currently liaising with internal departments and TfL, to expand the charge point capabilities in the borough. We have already installed three rpaids in Scrubs Lane off-street car park and are now wish to introduce rapids in Sussex Place a desirable location for residents and commercial users alike.
- 4.4. Sussex Place lies to the south-west of Hammersmith Broadway and is currently served by shared use resident and paid parking bays. The area is classified as on-street and is considered to be an attractive site for perspective operators, and is likely to generate income in excess of the current on-street P&D through a rental value of the road space/land and a profit share of the revenue generated by the successful Concessionaire.
- 4.5. This will complement three rapid charge points already operating in Scrubs Lane car park, and others elsewhere in the borough on the Transport for London Road Network. The Scrubs Lane charge points were successfully procured by the council using the same framework contract, and are also a revenue only generating operation for the council.
- 4.6. By calling off from the framework agreement rapid charge points for Sussex Place and future installations will not incur any expenditure for the council (after appointment of the successful Concessionaire), and intends to receive at least the current parking value of the road space plus a profit share of the revenue generated by the Concessionaire.

5. OPTIONS AND ANALYSIS OF OPTIONS

- 5.1. Three options exist for progressing expansion of the electric vehicle rapid charge points in LBHF, as follows:
 - i. Option 1 using the Call-Off Contract under the Rapid Charge Point Concessions Framework let by Transport for London will enable LBHF to develop electric vehicle rapid charge points at no risk to the council, incurring no capital costs for enabling works (UKPN), and to expediently procure the supply, installation, operation and maintenance of the charge point infrastructure and electricity supply.
 - This route has already been successfully completed in Scrubs Lane car park for the installation of three rapid charge points, which also is a revenue only generating operation.
 - ii. Option 2 LBHF develop electric vehicle charge points without using the Call-Off Contract. Following this path will incur considerable costs for the Council (fees and capital) and extend the delivery timeframe by many months, potentially years, by requiring liaison with DNO, service providers and potential network operators.

- iii. Option 3 not develop rapid electric vehicle charge points in LBHF. This does not support the council's aspirations to become the greenest borough, improve air quality or realise the business plan targets for growing the electric vehicle charge point network in the borough.
- 5.2. It is recommended that Option one is adopted.

6. CONSULTATION

- 6.1. The Concessionaire Call-Off Contract is being reviewed by the Council's Legal Services. The Licence agreement to enable the use of road space for the installation of rapid charge points will be reviewed by Council Legal and Asset Strategy & Portfolio Management. Submitted competitive tenders to any mini-competition will be evaluated via the capitalEsourcing system.
- 6.2. The statutory process will be followed for advertising the Traffic Management Order for the change of use for the parking spaces to be for electric vehicle charging only.
- 6.3. Following evaluation of tenders, we are recommending that Cabinet delegate the award decision to the Cabinet Member for the Environment to appoint the successful Concessionaire.

7. EQUALITY IMPLICATIONS

- 7.1. The Council has given due regard to its responsibilities under Section 149 of the Equality Act 2010 and it is not anticipated that there will be any negative impact on any groups with protected characteristics from the awarding of this contract. Please refer to the Equality Impact Assessment in Appendix 2.
- 7.2. Implications completed by: Peter Smith, Head of Policy & Strategy, tel. 020 8753 2206.

8. LEGAL IMPLICATIONS

- 8.1. The anticipated turnover value (to the concessionaire) of each call-off contract from the Framework is around £5m over 10 years. This assumes that each call-off contract is for a period of eight years with the option to extend for two further years.
- 8.2. The template call-off contract does not contain a break clause but one could be included as a special additional clause. However, the period of eight years provides sufficient time for any call-off contract having regard to the time that a concessionaire could reasonably be expected to take to recoup the investments required to provide the services, together with a return on invested capital taking into account those investments. The council is protected with in the contract through defaults if the concessionaire fails to deliver the contracted services agreed.
- 8.3. The council is a named contracting authority in the OJEU contract notice 2018/S 035-076336 for the TfL Rapid Charge Point Concessions Framework and so is permitted to run mini-competitions under the framework.

- 8.4. There is a difference between a services contract and a concession contract. There are slightly different laws for each, the Public Contracts Regulations 2015 (PCR) for the former, and the Concession Contracts Regulations 2016 (CCR) for the latter. However, this TfL framework permits named contracting authorities such as LBHF to call-off either a services call-off contract or a concession call-off contract. TfL chose to procure the framework entirely under the PCR; the CCR were not invoked at all. As such, it is possible to call-off a concession contract of any value under this TfL framework.
- 8.5. Implications completed by: Hector Denfield, Associate at Sharpe Pritchard LLP, on secondment to the council (hdenfield@sharpepritchard.co.uk)
- 8.6. The Council will need to ensure when implementing this proposal that all relevant approvals in respect of Planning permission and Listed Building Consent as may be appropriate have been obtained. Early engagement with the Local Planning Authority is encouraged in order to be clear about the necessary approvals required.
- 8.7. Implications completed by: Adesuwa Omoregie: Chief Solicitor (Planning, Highways and Property), TBD Legal Services (adesuwa.omoregie@lbhf.gov.uk).

9. FINANCIAL IMPLICATIONS

- 9.1. The first call-off will be for charge points in Sussex Place. The contract will likely be for a period of eight (8) years commencing in 2019, with the option for the Council to extend for a further two (2) years, for the supply, installation, operation and maintenance of rapid charge point infrastructure in Sussex Place; land owned by the London Borough of Hammersmith & Fulham.
- 9.2. There will be no cost implication from this initiative following appointment of the Concessionaire. All areas of expenditure will be the responsibility of the contractor. The value to the council for Sussex Place is not known at this time but is likely to generate in excess of £100k for the council over the lifetime of the contract. This will comprise income of approximately £5,000 per parking space per annum plus a 5% share of charge point income. LBHF should expect to be in the higher end of the fee bracket due to its central location.
 One aspect that should be noted is there will be a reduction in the revenue
- 9.3. Implications verified/completed by Gary Hannaway, Head of Finance, tel. 0208 753 6071 and Hitesh Jolapara, Strategic Director of Finance, tel. 0208 753 2501.

10. IMPLICATIONS FOR BUSINESS

from shared use bays.

- 10.1. There are no direct implications for local businesses. However, the proposal contributes to efforts for better air quality which is important for local communities.
- 10.2. Matt Rumble, Head of Area Regeneration, tel. 0208 753 4552.

11. COMMERCIAL IMPLICATIONS

- 11.1 H&F CSO 8.12.1 provides that all Procurement Strategies and Business Cases where the estimated value is £100,000 or greater must be approved by the Cabinet prior to the commencement of any tendering exercise and agreed as a Key Decision".
- 11.2 H&F CSO 8 provides in detail the approach to and development of a Business Case. It is considered that the author of the report has fully addressed these requirements in the body of the report.
- 11.3 H&F CSO 8.12.2 requires that a Procurement Strategy & Business Case include whether the contract award is reserved for the Cabinet or delegated to the relevant Cabinet Members. The author of the report has satisfied this requirement by outlining that the award of contract will be made by the Cabinet Member for Environment acting on advice from the Client Director.
- 11.4 H&F CSO's 17.3.1 and 17.3.3 provide for the automatic delegation of awards of contract by the relevant Cabinet Member(s) subject to the actual contract value being less than £5 million and within a 10% tolerance of the estimated value as set out the Procurement Strategy and Business Case as approved by Cabinet. It is noted that any future contracts awarded between the Concessionaire and LBHF is unknown but is likely to exceed the value of £100,000.
- 11.5 In accordance with Contract Standing Orders (CSOs) 10.2, the method for selecting potential bidders for tenders in the first instance is to call off from an existing framework agreement where one exists otherwise go out to tender. A mini competition will need to be conducted via the e-tendering system A Tenders Appraisal Panel will consist of a minimum of three officers who will evaluate the tender returns. All evaluation and moderated scored will need to be logged on the e-tendering system and an award notice published.
- 11.6 This long-term strategy proposed to call-off from the TfL's Rapid Charge Point Concessions Framework during its term for any future requirement for electric vehicle rapid charge points seeks to provides financial benefits to the council as any remaining funds will be reinvested into electric vehicle technology in the future. Also, it is likely to have a positive effect on local footfall to local business.
- 11.7 Implications completed by: Joanna Angelides. Procurement Consultant, tel. 0208 753 2586 on behalf of Simon Davis.

12. IT IMPLICATIONS

- 12.1. There are no IT implications contained within this proposal.
- 12.2. Implications verified/completed by: Veronica Barella, interim Chief Information Officer, tel. 020 8753 2927.

13. RISK MANAGEMENT IMPLICATIONS

- 13.1. The report proposals contribute to improving the local environment risk through improving air quality projects and contributing to our Council Priority, to Take pride in Hammersmith & Fulham by working hard to be the most environmentally positive borough in London and ensuring our public needs and expectations risk is well managed by delivering a place that is safe, clean and green. The wider benefits to risk management include those to Public Health by moving away from traditional fossil fuels. Revenue generated from the scheme contributes to the Council's Finances and our Priority of Being Ruthlessly Financially Efficient.
- 13.2. Implications verified by: Michael Sloniowski, Risk Manager, tel. 0208 753 2587

14. OTHER IMPLICATIONS

- 14.1. Planning full planning permissions will have to be sought for development of each identified rapid charge point site. Applications will need to provide heritage impact assessments to ensure there is no adverse effect on surrounding listed buildings.
- 14.2. Development opportunity development implications will be considered on a site by site basis at pre-planning stage to ensure the is no loss of opportunity to the council. The location of this proposed Sussex Place site, which lies under the Hammersmith Flyover negates any potential alternative development opportunity for this area.

15. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

None

LIST OF APPENDICES

Appendix 1 – Business Case & Procurement Strategy

Appendix 2 – Equality Impact Assessment

RAPID CHARGE POINTS

BUSINESS CASE

1. BUSINESS CASE – WHY THE PROCUREMENT IS NEEDED

The Council will tender Call-Off Contracts under the Rapid Charge Point Concessions Framework let by Transport for London; reference tfl_scp_001290, for the supply, installation, operation and maintenance of rapid charge points, with the next identified site being Sussex Place. Each charge point shall as a minimum provide both a Combined Charging System (CCS) and CHAdeMO DC plug. Drawings and images of the Sussex Place site are provided in Attachment A.

The exact location of each charge point within each site shall be agreed with the successful bidder prior to enabling works commencing.

The Base Charge Reserve Value is to be confirmed at tender stage and will be agreed on a location basis. Following a meeting with TfL it is expected that Sussex Place might be expected to exceed £5,000 per space per annum due to its prime location, which exceeds the estimated income from P&D.

Why are they needed?

Very recent studies commissioned by TfL identified that London may require some 700 rapid charge points by 2020 to meet demand from 9,000 zero emission capable (ZEC) taxis and the fleet of pure electric private hire vehicles (PHV).

The introduction of rapid electric vehicle charge points in LBHF complements other electric vehicle initiatives and forms an important part of LBHF electric vehicle charging network, supporting other air quality projects and contributing to our target to become the greenest borough.

Who uses or receives them?

Charging points at each site will be available for both private (Taxi, PHV and Fleet vehicles) and public use for the purposes of electric vehicle charging only. The spaces will be available for use 24 hours a day, 7 days a week. No parking fees will be applied for EV charging at the charge points.

What are the most important objectives and benefits the new contract is aiming to deliver (and/or what are the most serious risks it is seeking to avoid)?

The further development of electric vehicle charge points in the borough directly supports LBHF Business Plan actions to support both air quality initiatives and growing electric vehicle ownership and use.

Are the services, works or supplies being re-tendered or is this the first time they are being procured?

Each Call-Off contract will form a stand-alone agreement between the operator and LBHF through TfL's Rapid Charge Point Concessions Framework. Charge points have previously been successfully procured through this framework in LBHF and these are currently in operation in Scrubs lane car park.

Will the services or supplies will shared with others or sovereign to just H&F?

Charge points will be owned, operated and maintained by the successful Concessionaire and operated under Licence. With regard to branding on the charge point, the LBHF logo will be included in the branding panel, along with that of Transport for London and the Mayor of London.

What's the case for going out to the market to procure rather than providing the services ourselves in-house?

LBHF does not have the resources to procure, supply and operate EV charge points without incurring significant costs and extending the delivery programme by years.

The TfL Framework helps Boroughs fulfil commitments to delivering rapid charge points by facilitating the award of a Call-Off Contract to Concessionaires who will supply, install, maintain and operate rapid charge points on TfL or Borough owned sites.

2. FINANCIAL INFORMATION

What is the budget?

Each Call-Off Contract will incur no expenditure, they are revenue generating only. However, Parking Policy team officer fees are budgeted for this work from the Parking Reserve.

<u>Is the commission and its procurement expected to contribute to MTFS savings, a growth</u> item, or an investment to save?

The level of revenue that can be realised will not be determined until after the Call-Off stage, following review of tender packages through the mini-competition process and the successful Concessionaire is identified. Revenue received will be composed of two elements:

- i. The Site Charge all framework Concessionaires have committed to pay a sum for leasing the sites the rapid charging infrastructure is operated on. The reserve price will be determined at the sole discretion of the awarding authority and shall be stated in the Mini-Competition Request Form. Concessionaires may submit bids over and above the reserve price in their proposals resulting in a higher score being achieved in the evaluation; and
 - For Sussex Place this is expected to be around £5,000 per space per annum.
- ii. Turnover Charge all framework Concessionaires have committed to pay at least 1% of the turnover generated from the rapid charge points over the term of the Call-Off Contract to the Awarding Authority. The Concessionaires may increase this baseline percentage when bidding for site packages resulting in a higher score being achieved in the evaluation.

3. OPTIONS APPRAISAL AND RISK ASSESSMENT

Three options exist for progressing expansion of the electric vehicle rapid charge points in LBHF, as follows:

Option 1 – using the Call-Off Contract under the Rapid Charge Point Concessions Framework let by Transport for London will enable LBHF to develop electric vehicle rapid charge points at no risk to the council, incurring no capital costs for enabling works (UKPN), and to expediently procure the supply, installation, operation and maintenance of the charge point infrastructure and electricity supply.

This route has already been successfully completed in Scrubs Lane car park for the installation of three rapid charge points, which also is a revenue only generating operation for the council.

Option 2 – LBHF develop electric vehicle charge points without using the Call-Off Contract. Following this path will incur considerable costs for the Council (fees and capital) and extend the delivery timeframe by many months/years, by requiring liaison with DNO, service providers and potential network operators.

Option 3 – not develop rapid electric vehicle charge points in LBHF. This does not support the council's aspirations to become the greenest borough, improve air quality or realise the business plan targets for growing the electric vehicle charge point network in the borough.

4. THE MARKET

Route to Market

Although the Framework was tendered before the Concession Contracts Regulations 2016 came into force, TfL conducted the procurement in alignment with the Treaty Principles (including transparency and open competition) using a voluntary, non-mandatory OJEU based process in accordance with the general principles of the Competitive Dialogue procedure.

All five (5) Concessionaires appointed to the Framework will be invited to tender for every package of sites unless grounds exist for terminating the Framework with any Concessionaire (in which case that Concessionaire may be excluded at the Awarding Authority's discretion).

PROCUREMENT STRATEGY

5. CONTRACT PACKAGE, LENGTH AND SPECIFICATION

Each contract will be for a period of eight (8) years, with the option for the Council to extend for a further two (2) years, for the supply, installation, operation and maintenance of rapid charge point infrastructure on land owned by the London Borough of Hammersmith & Fulham.

6. SOCIAL VALUE, LOCAL ECONOMIC AND COMMUNITY BENEFITS

Development of the rapid charge points will support the switch to green, low and zero emission vehicles that will have a positive effect on local air quality.

The creation of charging hubs will attract a high turnover of users and is likely to have a positive effect on local footfall to local business' – particularly food and refreshment outlets.

7. OTHER STRATEGIC POLICY OBJECTIVES

The introduction of rapid electric vehicle charge points in LBHF complements other electric vehicle initiatives and forms an important part of LBHF electric vehicle charging network, supporting other air quality projects and contributing to our target to become the greenest borough.

8. STAKEHOLDER CONSULTATION

Each site proposal will be developed in consultation with TfL, and the Council's planning department. Consultation with local residents and businesses will take place through the formal planning and statutory TMO procedures.

9. PROCUREMENT PROCEDURE

The Council, through the Capital eSourcing System, will carry out mini-competition tender and evaluation exercises for each Call-Off Contract under the Rapid Charge Point Concessions Framework let by Transport for London; reference tfl scp 001290.

10. CONTRACT AWARD CRITERIA

The Evaluation process is to select the "Most Economically Advantageous Tender (MEAT). The "MEAT" is determined as the highest evaluated score in a 50:50 combination of Quality and Financial scores respectively. A Commercial response will also be included and this will cover the acceptance of the proposed Call-Off Contract on a pass/fail basis.

The Quality response must demonstrate how the bidder's proposed solution will meet the LBHF requirements for the site. The Quality response will also include the turnover percentage that is being offered by the bidder. The turnover percentage to be stated in the proposal is over and above the 1% already agreed (ITS stage by the 'Minimum Base Charge and Turnover Declaration' in Appendix 6 to Volume 1 of the ITS).

<u>Technical Requirements Scoring Scale:</u>

Descriptor Title	Score	Descriptor
Poor	1	The response does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate that the bidder has the ability to provide the supplies/services.
Meets the Requirement	5	Demonstration by the bidder of the relevant ability to provide the supplies/services.

The bidder that passes the commercial evaluation and achieves the highest overall score for its proposal, once the quality and financial evaluation scores have been combined, will be awarded the Call-Off Contract.

The turnover percentage (i.e. the aggregate of the minimum 1% and any additional percentage offered) will be evaluated using the "price proportion" method, where the highest turnover percentage figure offered achieves the maximum score and the other bids will be awarded a score that is proportionate to the highest figure offered.

The financial response will cover the financial aspects of the bidder's proposal regarding the installation, operation and maintenance of charge points at the sites specified in this request form.

The financial evaluation will be broken down into the following two (2) areas:

- 1. Site charge offered above the base charge reserve value for the site will be evaluated using the "price proportion" method, where the highest figure offered for the site charge achieves the maximum score and the other bids will be awarded a score that is proportionate to the highest figure offered; and
- 2. PAYG average price. This will be evaluated using the "inverse price proportion" method, where the lowest figure offered achieves the maximum score. All other bids are awarded a score that is proportionate to the lowest figure offered.

The following evaluations weightings will apply:

Quality	Technical Requirements	35%
	Turnover Percentage	15%
Financial	Site Charge	25%
	PAYG Average Price	25%

Within the Technical Requirements evaluation there will be further sub-criteria weightings as follows:

Technical Requirements	Rapid Charge Point Solution:	17.5%
(35%)	Proposal must address as a minimum the requirements stated in Attachment 1 to the Request Form, Section 2 - Charge Points and deliverables.	
	Design Drawings:	17.5%
	Proposal must address as a minimum the requirements stated in Attachment 1 to the Request Form, Section 2 - Charge Points and deliverables.	

PROJECT MANAGEMENT AND GOVERNANCE

11. PROJECT MANAGEMENT

The project team is comprised of the following officers:

Name	Role
Richard Hearle	Parking Policy Manager
Dan McCrory	Parking Projects Engineer
Joanna Angelides	LBHF Procurement Lead

12. <u>INDICATIVE TIMETABLE</u>

Date	Action	Progress
2018	Prepare tender package Call-Off Contract for Sussex Place	Ongoing

January to March 2019	TfL develop enabling works with UKPN and planning permission sought	In progress
February 2019	Cabinet report seeing permission to tender	In progress
March 2019	Finalise tender package Call-Off Contract for Sussex Place	
April 2019	to commence the procurement process and tender documentation issued	
May 2019	Deadline for submission of tenders in line with the applicable regulations	
June 2019	Commencement Date: Date the Call-Off Contract is awarded	
July – Sept 2019	Implementation of rapid EV charge points in Sussex Place	
Sept 2019	Go-Live Date: At least twenty eight (28) calendar days following the Commencement Date	

13. CONTRACT MANAGEMENT

TfL Commercial will keep a record of all revenue generated under the Framework in relation to TfL sites and will provide Surface Transport Board with a report every six (6) months, or other frequency as requested, detailing what revenue has been realised and what revenue is forecast to be realised.

LBHF will undertake performance monitoring of the site through the supply and analysis of supply and usage data supplied by the Concessionaire as required in the contract.

The Council will work with TfL to address any demand for future provision of Electric Vehicle charge points through both the rapid charge point framework and GULCS.

14. SPECIFIC EXIT PLAN AND RELATED REQUIREMENT

The Concessionaire must include with its proposal the certificate required by clause 16.4.2.1 and (where applicable) details of any Third Party Owner as described in Clause 16.4.3.2, and confirmation that the Third Party Owner(s) will enter into a Third Party Direct Agreement as a condition of the Call-Off Contract.

The Concessionaire must include with its proposal confirmation of whether a maintenance direct agreement is to be delivered with the Call-Off Contract (see Clause 23.1.1.2 of the Agreement).

Attachment A

Sussex Place Car Park

Ref	Location	Latitude/Longitude	Access
392	Sussex Place Car Park, Hammersmith	51.491210, - 0.225712	Public or Taxi





