

Item No. 16.	Classification: Open	Date: 21 January 2020	Meeting Name: Cabinet
Report title:		Gateway 2 – Contract Award Approval Parking and Traffic Enforcement and Associated Services Contract	
Ward(s) or groups affected:		Borough wide	
Cabinet Member:		Councillor Richard Livingstone, Environment, Transport and the Climate Emergency	

FOREWORD – COUNCILLOR RICHARD LIVINGSTONE, CABINET MEMBER FOR ENVIRONMENT, TRANSPORT AND THE CLIMATE EMERGENCY

In April 2019, Cabinet agreed a new procurement strategy for its parking and traffic enforcement services. This strategy brought in-house some elements of the service that were previously contracted out: dealing with the early stages of appeals and related correspondence; issuing and administering parking permits; call centre operations relating to parking; and school crossing patrol officers.

Invitations to tender for the rest of the service were issued in July 2019, with bids submitted in September. These bids have now been evaluated and it is recommended that the contract is issued to Contractor A on the basis of both the quality and the price of the service offered. Contractor A would provide this service in partnership with a number of other companies to deliver elements of the service.

RECOMMENDATION

1. That the cabinet approve the award of a new parking and traffic enforcement and associated services contract to Contractor A which will commence on 1 April 2020, for a period of 4 years until 31 March 2024 with two possible 3 year extensions until 31 March 2030.

BACKGROUND INFORMATION

2. This Gateway 2 contract award approval report refers to the Gateway 1 procurement strategy for delivery of parking and traffic enforcement services approved by cabinet on 30 April 2019.
3. The Gateway 1 and the corresponding Gateway 0 approved the bringing in house of:
 - a) Early appeals and challenge correspondence.
 - b) Parking permits and administration.
 - c) Parking call centre function covering parking advice and parking permits.
 - d) School crossing patrol officers.

It is likely this will involve the transfer of currently out-sourced resources into the council.

4. These services are currently being provided by APCOA under the parking enforcement and associated services contract. APCOA's main sub-contractors are Paybyphone (permits and virtual pay and display), Conduent (parking and traffic enforcement IT), Siemens (CCTV cameras and maintenance) and ELV (vehicle removals and car pound).
5. The parking enforcement and associated services contract commenced on 1 April 2013 for a duration of four years taking the contract through to an expiry date of 31 March 2017. The contract allowed an option for Southwark Council to extend the contract for three years by informing APCOA in writing with a minimum of three months notice. Following due process at the Southwark Council Cabinet meeting on 13 December 2016 an extension of this contract for three years was approved.

Summary of the business case/justification for the procurement

6. Parking enforcement was decriminalised in 1994 and the council was required by national government to take on powers for decriminalised parking enforcement from the Metropolitan Police Service (MPS). Initially the council used powers granted under the Road Traffic Act 1991 as amended and then the Traffic Management Act 2004 from April 2008.
7. The council also took on powers to enforce decriminalised moving traffic contraventions, initially in bus lanes from 2002 and then others such as banned turns, yellow boxes and no entry's from 2006. The legislation used for this type of enforcement is the Road Traffic Act 1991 as amended by the London Local Authority Acts 1996 and 2003.
8. Having an effective parking and traffic enforcement service is an important component of delivering fairer future commitments. In particular theme 3 - a greener borough, theme 4 - a full employment borough and theme 5 - a healthier life. The contract will reflect the Fairer Future Procurement Framework (FFPF).
9. The services in scope can be summarised as:
 - a) Parking enforcement through walking and mobile Civil Enforcement Officers (CEOs).
 - b) Traffic enforcement through unattended kerbside CCTV devices.
 - c) Specialist parking back office IT systems and issuing of statutory notices.
 - d) Parking permits for the council's public highway.
 - e) Virtual pay and display payments service.
10. Southwark Council's parking team has won multiple awards at the annual British Parking Awards, winning awards for staff (Parking person of the year and Young parking professional of the year twice), for Strategy and forward thinking (Kerbside Strategy) and for teams. The parking team are well aware however that they cannot stand still and therefore new systems and parking enforcement practices are included in the new contract.

Strategic service delivery options and assessments considered

11. With expiry of the current contract due on 1 April 2020, during the summer of 2018 a project board was developed to consider the most appropriate method of delivering the parking and traffic enforcement services once the current contract

expires. A number of meetings and discussions have been held with Southwark officers and other boroughs' parking services, which have allowed Southwark to review the success of the current contract and consider different options including possible joint working with neighbouring boroughs.

12. The project board has considered the various tasks required of the parking and traffic service and has reviewed the most effective methods to deliver them. This review considered in-house delivery and external provision for the full range of tasks and functions.

Market considerations

13. There are a number of contractors capable of delivering parking and traffic enforcement services for Southwark Council. These are mostly parking specialist companies but also include some of the larger administrative government service providers as well as multi national or multi disciplined conglomerates.
14. There are five external operators of parking enforcement currently working in London with a further two (Egis and Conduent) possibly interested in joining the market; it is a competitive market place.
15. As the table below indicates there are 34 organisations in London which enforce parking and traffic regulations on the public highway these include the City of London (CoL) Transport for London (TfL) as well as the 32 London boroughs.

TABLE 1: Current parking operations in London

Civil Enforcement Operations As of July 2018	Number of boroughs	% of boroughs
APCOA	7	21%
NSL	11	32%
Mouchel	1	3%
Serco	2	6%
Indigo	3	9%
In house	9	26%
Metropolitan Police (TfL)	1	3%
	34	100%

16. The two main contractors in London are parking and traffic enforcement specialists, they account for 53% of the contracts let in London. In central London most boroughs outsource parking and traffic enforcement.

Options that were considered for procurement route including procurement approach

Do nothing

17. This is not an option, as parking and traffic enforcement is a statutory obligation. Enforcement of parking and traffic controls is essential with the ever increasing population to drive regeneration and improve safety. Consequently every highway authority ensures this function is delivered.

In-source

18. The Gateway 0 approval was to in-source correspondence, parking permit administration, parking call centre and the school crossing patrol service. The council already operates similar services and the parking services team carry out administrative and correspondence tasks.
19. To deliver a comprehensive parking and traffic enforcement service of the type required by the council is a major undertaking which requires resources other than staff such as specialist types of vehicles equipped with ANPR (Automatic Number Plate Recognition) and mobile CCTV; stock of materials, such as signs, uniform, body worn video, etc; specialist IT software and systems for the provision of permit, virtual pay and display and back office IT services and training.
20. The main service providers have multiple contracts which enable them to transfer skilled staff to other contracts and strong purchasing power and agreements with specialist sub-contractors. There is also the need for specialist training and IT solutions. External contractors benefit from economies of scale in all of these areas and this is a benefit for the council, they also have the ability to be flexible and increase and decrease service provision. These services have been outsourced since the council took on these additional powers in 1994.

External Procurement

21. Given that it has been concluded that a number of these service areas should continue to be outsourced, a number of external out-sourcing options were reviewed and considered. These are outlined below:

Frameworks

22. There are no known frameworks for the provision of parking enforcement services. Some related services such as IT, permit services and pay by phone services are available.

Tender

23. New competitive tender – On expiry of the current contract, a new supplier or suppliers would be ready to take over the relevant services having been selected after a competitive tender process. The different types of contract have been considered (there are models based around delivery of the frontline service and charged by hour, number of recorded visits to streets with defaults, etc.) and the existing BPA (British Parking Association) model service contract is considered most appropriate as it is based around key performance indicators which helps create a partnership rather than an adversarial relationship. This contract has also been procured in accordance with the FFPPF.

Shared Service Delivery

24. Joint Borough procurement – Joint operations do exist with the Bexley / Bromley parking partnership (about the same size as Southwark combined) who have a joint parking outsourced contract with APCOA. The set-up of that contract is similar to that which exists at Southwark currently.

25. Southwark's parking operation is of sufficient size and importance that a joint operation is unlikely to result in much/any saving. There is a possibility of a reduced management structure, but even that might not be delivered as the bigger operation may require additional management support.

Voluntary sector / not for profit

26. There are no known voluntary sector or not for profit organisations that provide the required service.

Contract Packaging

27. The contract was packaged into a single lot with the expectation that bidders would use a number of sub-contractors to deliver parts of the specialist service.
28. The market is used to long contracts of this nature which suit typical equipment refresh periods of 3 to 4 years for the handheld equipment and the vehicles that are used to deliver parking services.

Income and Expenditure

29. The council's parking and traffic enforcement service has generated a surplus as a consequence of income from permitted parking and parking/traffic fines. The statutory guidance to local authorities under the 2004 Traffic Management Act says "For good governance, enforcement authorities need to forecast revenue in advance, but raising revenue should not be an objective of Civil Parking Enforcement, nor should authorities set targets for revenue".

TABLE 2: Parking income and expenditure – last 5 years

Income	Financial year, in £000s				
	2014/15	2015/16	2016/17	2017/18	2018/19
Parking Meters/Pay and Display	3,257	3,352	3,762	3,795	4,090
Parking Permits	3,005	3,159	3,991	3,664	5,015
Off-Street Car Parks	86	130	70	68	38
Penalty Charge Notices	5,350	5,907	6,177	6,220	6,047
Bailiffs (PCN recovery)	408	643	766	763	1,150
Other income	203	171	134	482	374
Total income	12,308	13,363	14,900	14,992	16,714
Total expenditure	-7,156	-7,348	-8,104	-8,879	-9,689
Surplus	5,152	6,015	6,796	6,113	7,025

30. Any surplus is ring fenced to parking and related services and must only be used in accordance with section 55 of the Road Traffic Regulation Act 1984 (RTRA 84 as amended).

Procurement project plan (Key Decision)

Activity	Completed by/ Complete by:
Forward Plan (If Strategic Procurement) Gateway 2	01/12/2018

Activity	Completed by/ Complete by:
Approval of Gateway 1: Procurement Strategy Report	30/04/2019
Invitation to tender	03/07/2019
Closing date for return of tenders	06/09/2019
Completion of evaluation of tenders	27/09/2019
DCRB Review Gateway 2:	04/12/2019
CCRB Review Gateway 2:	12/12/2019
Notification of forthcoming decision – despatch of Cabinet agenda papers	16/12/2019
Approval of Gateway 2: Contract Award Report	21/01/2020
End of Scrutiny Call-in period and notification of implementation of Gateway 2 decision	04/02/2020
Alcatel Standstill Period (if applicable)	04/02/2020
Contract award	04/02/2020
Add to Contract Register	04/02/2020
TUPE Consultation period (if applicable)	11/02/2020
Contract start	01/04/2020
Publication of award notice in Official Journal of European (OJEU)	04/02/2020
Publication of award notice on Contracts Finder	04/02/2020
Contract completion date	31/03/2024
Contract completion date – if extension(s) exercised	31/03/2030

KEY ISSUES FOR CONSIDERATION

Description of procurement outcomes

31. The tender process was in line with the council's Fairer Futures Procurement Framework (FFPF), a Gateway 0 presented at Cabinet on 06 February 2019 was used to discuss which parts of the existing service could be reasonably brought in house before a procurement proposal was agreed through a Gateway 1 report discussed at Cabinet on 30 April 2019.
32. In line with the FFPF the Social Value Portal tool was used to mark the submitted method statements (qualitative response) and target in £'s (quantitative response). The Social Value Portal (SVP) is currently being piloted by the council and parking enforcement is one of the pilot procurements.
33. The SVP service works in the Invitation to Tender (ITT) stage to provide a completely independent marking of those submissions. After the contract is awarded the SVP organisation then assists in the supervision of this part of the contract through measurement of the Social Value delivered.

34. The SVP is used to give a financial value, to the added social value the contractors propose to delivery during the life of the contract. Social value formed 10% of the scoring mechanism of the submission evaluations. The closed Appendix 1 shows more detail.
35. The social value proposals will help the council to achieve the fairer future promises and commitments such as local employment and apprenticeships. This procurement has piloted the use of the SVP tool and was part of the FFPF implementation.
36. The procurement has followed an open OJEU compliant procedure; the process has resulted in 37 different organisations expressing an interest in the tender, most of these were companies that do not offer the full service parking contract we specified. Of those suppliers 7 attended the bidders day (5 of these were companies that could have supplied all of the services and 2 could provide part of the service only). The council received 2 completed tenders. Both completed tenders bid with a number of subcontractors to carry out parts of the service.
37. Each subcontractor was identified in the Selection Questionnaire (SQ) and they were required to fill out a potential supplier form. The sub-contractors formed part of the Service Delivery Plans (SDP) in the primary contractor's quality submissions.
38. Technical changes and disruptive technologies particularly in regards to self driving vehicles are likely to become realities during the new contract period. It is therefore essential that specification flexibility is continued including the contract period which will be for 4 years with 2 possible extensions of 3 years each. This allows for even more flexibility in response to operational and technological changes.

Policy implications

39. Having an effective parking and traffic enforcement service is an important component of delivering the council's plans (Movement Plan 2019, Transport Plan 2011 and Air Quality and Action Plan 2017).

Tender process

40. A parking procurement project board was formed in January 2019 consisting of Director of Environment, Head of Regulatory Services, Business Unit Manager (Road Network, Parking and Markets), legal (Contracts) and procurement experts as well as a senior finance officer and the parking services management team. Advice was also sought from HR, pensions and legal (TUPE).
41. The legal, procurement and parking officers updated and revised the British Parking Associations (BPA) model contract for parking services. This reflected the changes in legislation and the scope of services that were to be tendered.
42. The parking and traffic enforcement and associated services contract has been offered to the market as a single lot using the EU open procedure providing;
 - a) A simpler streamlined contract letting process using the open OJEU procedures.
 - b) Lower procurement costs and officer time requirements.

- c) A straightforward contractor/council relationship focussed on delivery of a first class parking service to Southwark Council with no distractions.
 - d) Lower overall contract costs as a result.
43. The BPA model contract (incorporating some specific local amendments requested by the council) is currently in use and will continue to be used, as the change control process. The ability to be flexible and increase and decrease resources has been successful through the life of this contract and will continue.

Tender evaluation

44. The tenders were evaluated based on the most economically advantageous tender based on price (60%), quality/innovation (30%) and social value (10%).
45. The tenders were evaluated for quality in two stages. The SQs were evaluated by parking services and development manager, parking quality and complaints manager and parking debt manager. Both of the tenderers passed the SQ stage.
46. The specific ITT response was evaluated by three managers from the parking and traffic enforcement section, the parking services and development manager, parking contracts manager and the parking quality and complaints manager. Each marked the ITT independently and following the completion of individual scoring a consensus scoring meeting was held chaired by the Business Unit Manager (Road Network, Parking and Markets). (See closed Appendix 1)
47. Independently of the above process, a procurement business partner also undertook an evaluation process as described in the ITT. Their independent scoring was compared to the results of the parking teams. The scoring verified the fairness of the parking team’s score.
48. The contract price will be subject to annual changes as a result of any increases to the London Living Wage (LLW) on the staff costs element and Consumer Price Index (CPI) inflation on all other costs. (See closed Appendix 2)
49. After completion of the scoring process the score of the winning bidder was:

TABLE 3: Tender scoring outcomes:

	Price	Quality	Social Value	Total
Contractor A	60%	23.8%	9.0%	92.8%

50. Contractor A provided the lowest price and narrowly came out on top in the quality assessment and had the best SVP assessment.

Plans for the transition from the old to the new contract

51. The council will work with Contractor A to ensure that there is a smooth transition between delivering specifications and scope of old and new contracts.
52. A transition plan covering the TUPE elements has been put in place with the department’s human resources business partner. The new contract will bring in house; correspondence, permit and school crossing patrol services.

53. There are a number of new projects that will be delivered as part of the new contract which have been included in the contract innovation and pricing submission. These include:
- a) Residents' visitors vouchers through the Paybyphone App.
 - b) Streamlined residents parking permit renewals.
 - c) New Civil Enforcement Officer reporting modules including damage to highway assets.
 - d) New parking reporting dashboards.
 - e) Expanded use of automated number plate recognition and compliance mapping.
54. A project implementation and mobilisation team will be formed in January 2020, all of the deliverables will be listed and a project plan will be agreed with regular meetings and updates. It is expected that the new deliverables will all be in place by the end of June 2020. The project implementation team will report to the Parking Management Board (PMB). The PMB will consist of the Director of Environment, Head of Regulatory Services, and the Business Unit Manager (Road Network, Parking and Markets).

Plans for monitoring and management of the contract

55. The parking and traffic enforcement services contract will be monitored through the use of pre-determined Key Performance Indicators (KPI) managed by the parking and traffic enforcement team.
56. The council's parking and traffic enforcement team will be in day to day contact with the parking contractor. Operational enforcement meetings will be held every two weeks, where enforcement patterns, problems and resolutions will be discussed and minuted.
57. Monthly KPI review meetings will take place with each KPI discussed and agreement reached on whether it was achieved or not. KPIs will be marked on a red amber and green (RAG) basis, with KPIs becoming amber when there is a first failure after a number of sustained months of green performance.
58. The KPIs will be reviewed annually and modified or changed dependent on experience during the year. Changes will be made so as to ensure that the KPI's remain relevant, a proper challenge for delivery by the contractor and encourage continuous improvement.
59. In addition to this the PMB will meet quarterly with Directors of the contractor to discuss at a higher level the progress of the contract and contractor. The KPI performance will be discussed at this meeting and any month to month KPI disputes will be discussed. The progress on delivery of social value as measured by the SVP will be discussed at this meeting. This will be an external challenge to the contractor.
60. Continuous improvement will be an additional theme of the PMB, with the council and contractors discussing parking related innovations and potential for service improvements. From the quarterly meetings there will be an annual KPI review from which the annual performance reports for the council's Corporate Contract Review Board and the Departmental Contract Review Board meetings will be

agreed and taken forward in compliance with the contract standing orders (CSOs).

Identified risks for the new contract

61. The risk register is attached as Appendix 3.

Community impact statement

62. People in all areas of the borough are affected by the quality of the parking and traffic enforcement services.
63. The award of this new contract and delivering some of the services directly will, through the contract specification, deliver aspects of social value and have a positive impact on local people and communities.
64. All service elements contained in the contract are a borough-wide service. The updated technical specification addresses the planning and delivery of a responsive parking and traffic enforcement service which seeks to improve the quality of the service and improve customer satisfaction.
65. The impact of the service will affect all communities/groups, residents, businesses, visitors and those that pass through the borough and will in turn improve the quality of life to all. The direct benefits are a parking service which makes an important contribution to the safety and health of all.

Social Value considerations

66. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the well being of the local area can be secured.
67. Officers allocated 10% of the contract scoring to the proposals of the tenderers to deliver additional Social Value (the closed Appendix 2 shows more detail). The tenderers put their proposals through the SVP along with associated method statements detailing their delivery proposals.
68. The SVP, as an organisation, then marked and valued all of the tenderers proposals and their score was used in the determination of contract award.
69. The social value benefits of this contract include;
- a) Two apprentices at all times working on business support apprenticeships.
 - b) Recruitment of long term unemployed people through Southwark Works.
 - c) Providing hours dedicated to supporting unemployed people into work.
 - d) Providing visits to local school and colleges for employment advice (e.g. CV advice, mock interviews, careers guidance).
 - e) Providing support to voluntary community and social enterprises through voluntary hours donated (e.g. financial advice / legal advice / HR advice/HSE).
 - f) Contractor A will make donations to local community projects.
 - g) An all electric vehicle fleet.

Economic considerations

70. FFPF and the economic and social benefits to Southwark have been considered and weighted as part of the procurement process and the criteria for award in line with this policy.

Social considerations

71. The new contract will deliver benefits to Southwark and particularly to the fairer future promises and policy commitments. These will include:
- a) Payment of London Living Wage.
 - b) Job creation and local employment.
 - c) Signing up to the Southwark Diversity Standard.
 - d) Apprenticeships and work placement opportunities.
 - e) Recruitment of local people using Southwark Works.
 - f) Vehicles to comply with the council's Safer Lorries, Safer Cycling Pledge and the Fleet Operators Scheme at the Gold Standard (where appropriate).
 - g) The contractor during the duration of the contract will be expected to have a Trade Union agreement in place with a recognised organisation(s).

Environmental/Sustainability considerations

72. The new contract and service provision will adhere to industry best practice on sustainability and waste arising from parking and traffic enforcement will be recycled and re-used in the borough whenever possible.
73. In the new contract the whole of the vehicle fleet will transition to being electrically powered (apart from vehicle removal lorries) and switching 220,896 miles per annum currently undertaken by petrol and diesel vehicles to electric vehicles.

Staffing implications

74. As part of the GW1 process it was agreed that wherever possible services would be delivered in-house. The result of bringing services in house will result in a much larger in house parking service. Plans for TUPE and a new parking and traffic enforcement department structure are already in place. The number of staff in the parking service is expected to increase from 16 Full Time Equivalent (FTE) to 36.5 FTE with an additional 50 part time school crossing patrol officers.
75. The insourcing is designed to provide a robust service delivery option that builds flexibility and empowers the business unit to meet the current and anticipated future demands on the service as well as provide more accountable local services.
76. Bringing the service in-house will benefit our residents, there will be a more consistent response to early challenges, and this will add benefit in highlighting faults with on-street assets that may require replacement or repair earlier.

Financial implications

77. The estimated net increase in internal costs arising from the insourcing of the permit administration, correspondence duties and early appeals decision making

and the School crossing patrol services will be offset by a reduction in current contract costs as a result of the services brought back in-house.

78. The contract will run over an initial 4 year term. The contract includes a provision for two three-year extensions dependent on contract performance.
79. The cost of the contract will be contained within the current budgets for the Parking Services revenue account. The current budget monitor forecast for the Parking service indicates a net surplus. The surplus is ring fenced to parking and related services and must only be used in accordance with section 55 of the Road Traffic Regulation Act 1984 (as amended).
80. Any additional costs will be contained within existing parking service revenue budgets.

Legal implications

81. Legal officers have been part of the procurement delivery team and have provided advice through the course of this procurement project. Please see concurrent from the Director of Law and Democracy.

Consultation

82. Formal consultation with the incumbent supplier and potential tenderers has been undertaken in accordance with the current contract and procurement regulations and guidance.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (FC19/025)

83. The strategic director of finance and governance notes the recommendations in this report for cabinet to approve the award of a new Parking and Traffic Enforcement Services Contract to Contractor A which will commence 01 April 2020, for a period of 4 years until 31 March 2024 with two possible 3 year extensions until 31 March 2030.
84. It is also noted that the funding for the contract is from the existing and within the Parking Service revenue budget. The strategic director of finance and governance notes that there are no other financial implications.
85. Staffing and any other costs connected with this report will be contained within existing departmental revenue budgets.

Head of Procurement

86. This report seeks approval from Cabinet to award the Parking and Traffic Enforcement and associated services to Contractor A. The Parking and Traffic Enforcement and associated service was procured via an EU Open 2 stage tender procedure, which was advertised on OJEU, in compliance with the requirements of the EU Procurement Regulations 2015 and in accordance with the strategy proposed in the relevant Gateway 1 and the council's CSOs.
87. The evaluation process is detailed in paragraphs 44 to 50 and closed Appendix 2 of this report.

88. The report confirms the monitoring and management arrangements that will be in place during the life of the contract as detailed in paragraphs 55 to 60.

Director of Law and Democracy

89. This report seeks approval of the award of a contract to Contractor A for parking and traffic enforcement services, from 1 April 2020.
90. The procurement of these services is subject to the full application of the (EU) Public Contracts Regulations 2015 (PCR). The report sets out the various procurement options which have been considered and describes the EU compliant process which has been followed for the purpose of procuring the outsourced parking and traffic enforcement services.
91. The proposed contract award is consistent with the council’s statutory duties and powers and also with the requirements of the council’s Contract Standing Orders. The decision to approve the report recommendations is one which is expressly reserved to the Cabinet, after consideration of the report by the corporate contract review board.
92. In making procurement decisions cabinet should be mindful of the Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010, and to have regard to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) advance equality of opportunity and (c) foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant characteristics are age, disability, gender reassignment, pregnancy and maternity, race, relation, religion or belief, sex and sexual orientation. The duty also applies to marriage and civil partnership but only in relation to (a). Cabinet is specifically referred to the community impact statement set out from paragraph 64 which considers equalities issues and it is recommended that an equality analysis should be undertaken periodically in order to demonstrate compliance with the PSED and to measure the likely and actual effect and impact of the services on individuals and groups within the community, in particular those having a protected characteristic under the Act.
93. Cabinet is also referred to paragraph 82 which acknowledges that appropriate consultation has been carried out with all firms and companies that expressed an interest in this contract.

BACKGROUND DOCUMENTS

Background documents	Held At	Contact
Gateway 0 – Parking and traffic enforcement and associated services	Regulatory Services / 160 Tooley Street	David Sole – 020 7525 2037
http://moderngov.southwark.gov.uk/ielistDocuments.aspx?CId=302&MId=6087&Ver=4		
Gateway 1 – Parking and traffic enforcement and associated services	Regulatory Services / 160 Tooley Street	David Sole – 020 7525 2037
http://moderngov.southwark.gov.uk/ielistDocuments.aspx?CId=302&MId=6089&Ver=4		

APPENDICES

No	Title
Appendix 1	Closed – Quality and social value
Appendix 2	Closed – Financial Evaluation
Appendix 3	Risk Register

AUDIT TRAIL

Cabinet Member	Councillor Richard Livingstone, Cabinet Member for Environment, Transport and the Climate Emergency	
Lead Officer	Caroline Bruce – Strategic Director of Environment and Leisure	
Report Author	Nicky Costin – Business Unit Manager – Road Network, Parking and Markets	
Version	Open - Final	
Dated	9 January 2020	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Director of Law and Democracy	Yes	Yes
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		10 January 2020

APPENDIX 3

Risk Register

No	Risk	Description and mitigation	Risk Rating
1	Challenges to award decision	<p>Ensure procurement is carried out in line with EU / UK regulations and guidance.</p> <p>Evaluation methods have been clearly identified within procurement documents and evaluation carried out as stated.</p>	L
2	That the parking surplus declines as a result of the restructuring where services are to be delivered.	<p>The RTRA 1984 S 55 allows for the council to fund it's parking service before using any surplus in the parking account for other pre-defined uses.</p> <p>The proposed restructure of parking services at Southwark will bring it in line with most other similar local authorities in London with a larger in house element than before.</p> <p>Existing parking services officers have experience of providing all parts so the service.</p>	M
3	Fall off in enforcement activity and therefore revenue during the period post contract award and the first few months of new contract	<p>Financial implication of the drop in income. Through the existing performance management meetings any problems with performance will be dealt with by the parking management team as required.</p>	M
4	Insufficient equipment available to run the operations on day 1	<p>Loss of revenue as workforce not properly equipped.</p> <p>The council owns existing hand held computers and printers which will remain with the contractor.</p>	L
5	As some services are being brought in-house TUPE regulations will apply to some currently out-sourced personnel	<p>At this stage, liabilities are unknown. Early liaison with internal TUPE lawyer, HR and pensions representative has started. Project plan being developed with HR.</p>	L