

Item No. 14.	Classification: Open	Date: 20 July 2010	Meeting Name: Cabinet
Report title:		Gateway 1 - Procurement Strategy Approval Framework contracts to provide bailiff services to the Revenues & Benefits and Parking Services.	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Richard Livingstone, Finance and Resources	

FOREWORD – COUNCILLOR RICHARD LIVINGSTONE, CABINET MEMBER FOR FINANCE AND RESOURCES

1. This report asks the Cabinet to approve the setting up of a framework agreement of five companies, for the provision of bailiff and debt collection services. This framework is predominantly for the use of two business units – Revenues & Benefits and Parking Services – but it will be constructed in such a way that any section of the Council will be able to use it, providing their requirement falls within the scope of the original specification.
2. The recommendation has 4 principal benefits to the Council:
 - Increased capacity for the collection of Council Tax and Business Rates arrears
 - Increased capacity for the collection of unpaid Penalty Charge Notices for parking offences
 - Better overall control of the Council's debt collection activities through the proposed joint framework management board
 - An efficient procurement approach that eliminates duplication of effort by combining the needs of two business units
3. I have also looked at the risks of the proposal, which are graded low to medium, and consider that the analysis in that section of the report gives sufficient assurance for the Council to proceed with the procurement.
4. The Revenues and Benefits service will be coming back in house on 1st April 2011, and the timetable for this procurement necessitates a decision on this proposal from the Cabinet at its 20th July meeting in order to be ready for that date.
5. This proposal offers a largely cost-neutral means by which the Council can reduce its outstanding arrears in a number of areas and, consequently, increase its income stream during a period of financial strain. I am therefore asking the Cabinet, after consideration of the officer's report set out from paragraph 7 onwards, to approve the recommendation set out below.

RECOMMENDATION

6. That Cabinet approve the procurement strategy outlined in this report for the creation of a framework of five suitable bailiff companies to provide legal enforcement and debt collection services to both the Revenues & Benefits service and Parking Services. The framework to also be available to other parts of the Council who may wish to call off the services provided within it. The framework to last for four years from 1st April 2011.

BACKGROUND INFORMATION

History – Revenues and Benefits

7. The Council let the Revenues & Benefits contract originally in 1998 to Cipfa Services Ltd (CSL) now known as Liberata UK Ltd. In 2003 the Executive approved the renewal of the contract with a 2 year rolling contract period which has been extended year on year since then. Additional efficiencies and changes to the bonus structure were included in the contract in 2007.
8. At the Council Assembly meeting of 28th January 2009 the Executive Member for Resources addressed members concerns on recent performance. The decision not to extend the contract was taken following the partnership board on 31st March 2009. The contract provides for a two year transition period, which ends on the 31st March 2011.
9. On May 19th 2009 the Executive approved the decision to allow the Liberata contract to expire. The Executive further agreed to receive a report and Gateway 1 (as appropriate) providing a recommendation of the preferred option for delivery of the Revenues & Benefits service from 1st April 2011.
10. On September 29th 2009 the Executive received the Gateway 1 and accepted the recommendation within it to bring the Revenues and Benefits service back in house.

History – Parking Services

11. The Council currently operates 3 parking services enforcement contracts with the same supplier, Apcoa, which together provide the following services:
 - Parking enforcement (including school crossing patrols).
 - Clamping, removal and car pound.
 - Parking business support.
 - Abandoned vehicles.
12. These parking services enforcement contracts expire on 30th June 2011, and there are no provisions for any extensions beyond this date.

Reasons for the Procurement

13. Since the Revenues & Benefits service is being brought back in-house, it will be necessary to replace various 3rd party contracts that Liberata UK Ltd currently hold on the Council's behalf. One of these is the arrangement with a number of bailiff companies to enforce Liability Orders in relation to the non-payment of Council Tax and Business Rates. For this service, the framework needs to be in place by 1st April 2011.
14. The current parking services enforcement contracts do not include bailiff services, and these have hitherto been obtained on a non-contractual basis. However, it is proposed that a more formal framework of bailiff companies be put in place to coincide with the procurement of new parking services enforcement contracts. For this service the framework needs to be in place by July 2011.
15. It was recognised that the requirements and timescales of the two services were such that a combined procurement could be pursued, with Revenues & Benefits taking the lead due to the higher volumes and values involved.

Details of the proposed procurement

16. It is proposed to set up a framework agreement with five bailiff companies, who will be awarded work based upon performance (see below). Contracts will only be awarded to companies who can provide the full range of functions required by the two services, plus any additional functions that may be included in order to open the framework to other relevant sections of the Council.
17. The functions required by the two services are as follows:
 - Enforcement of Liability Orders for the collection of outstanding payment of Council Tax and Business Rates.
 - Enforcement of Warrants of Execution for the collection of outstanding payment of Penalty Charge Notices (PCNs).
 - Service and execution of arrest warrants.
 - Debt collection and tracing activities – mainly for PCNs, but also for Sundry Debts, i.e. miscellaneous debts owed to the Council, and possibly for Housing Benefits overpayments.
18. Whilst the terms of the framework agreement do not guarantee work to any individual supplier, it is proposed that an initial allocation of work will be made which ensures that each of the suppliers will be given an equal amount for the first 3 months. This will enable performance, quality and cost data to be collected, to support an initial evaluation on which further allocations will be based.
19. Thereafter, work will be allocated based upon performance criteria, of which there will be three elements. The main element will be collection rate against Liability Orders/Warrants issued. There will be a Minimum Acceptable Collection Rate (MACR), which will differ for each of the collection types. Any supplier whose collection rate falls below the MACR will not be allocated any more work of that type until such time as the Council is satisfied that their processes, procedures and available resources can deliver the performance required. The MACR will be reviewed periodically by the joint monitoring board (see paragraphs 61/62).
20. Those suppliers whose collection rate is above the MACR will be allocated work proportionately, based upon their performance, with higher performers getting more work and lower performers getting less. Performance will be monitored on a monthly basis, so suppliers will be able to increase their share of future work by improving performance. Suppliers will be notified in advance of the type, volume and value (if applicable) of the instructions to be issued to them.
21. A secondary element of speed of collection will apply, and this will modify the initial proportions based purely upon collection rates, although collection rates will be the primary measure of performance. The details of this will also be reviewed periodically.
22. The third element will take into account performance against those KPIs in the specification that relate to quality, such as level of customer complaints. The joint monitoring board will periodically re-evaluate actual quality performance against those KPIs. Any supplier that falls below the required performance level on quality will cease to be allocated work, no matter what their performance on elements one and two. However, a supplier may be re-installed once the Council is satisfied that their processes and procedures have been reviewed and improved such that the quality KPIs are capable of being met.
23. The exact details of how these three elements will be applied will be spelled out in the full specification. In all cases, final allocations will still be at the discretion of Southwark Council, but will always be made in a fair and reasonable manner. Any decision made outside of these rules will be made by the joint board and will be minuted, with a full explanation given to the suppliers affected.

24. In terms of fees, most interactions between local authorities and bailiff companies are heavily regulated, and fees are collected from the debtor, meaning the Council does not, in effect, pay for these services (other than VAT). The only exception is where pre-legal debt collection activities occur. In this case, a commission is paid. The values below are therefore nominal values, based upon the fees the bailiffs collect.
25. The estimated annual value of the framework is based upon the fees charged by the bailiffs in the last financial year, and is £1,350,000 for a period of 4 years making a total value of £5,400,000 made up as follows:
- Revenues & Benefits – annual cost £750,000; contract cost £3,000,000.
 - Parking Services – annual cost £600,000; contract cost £2,400,000.
26. However, one aim of putting this framework in place is to increase collection rates, which will naturally increase the fees collected. The nominal value of enforcement charges will rise, although actual costs to the Council will remain nil. Only on the debt collection part of the service will there be a cost to the Council, typically of 15-20% of the debt collected. The latter services will only be used where they prove cost effective.
27. It is also proposed that the framework should be available for other parts of the Council to call off services, if required, at a future date. Business units will only be able to take advantage of the framework if their requirements coincide with those services that the framework companies have been contracted to provide. To this end, an attempt will be made to identify and capture any additional requirements that need to be included to make the framework more universally available, although the requirements of Revenues & Benefits and Parking Services will form the core of the specification.

Summary of the justification for the procurement

28. In order to collect Council Tax, Business Rates, PCNs, penalties and debts from those people who are reluctant to pay them, it is necessary to use professional debt collection techniques. In some cases, these involve the enforcement of Warrants or Liability Orders issued by a court.
29. Bailiff companies specialise in the field of debt collection and enforcement, collecting most of their fees from the debtors, thus making them essentially free to the Council. The exception is where they pursue basic debt collection, prior to the stage of court proceedings. In this case, the bailiffs are paid on a commission basis. However, success in collecting the debt at this earlier stage eliminates the cost of a court case and is, therefore, better value for the Council.
30. Where bailiffs collect their fee from the debtor, the amount they can charge is restricted by legislation, and can be further limited by the provisions of the contract. This enables the Council to ensure that debtors are not charged excessive amounts in addition to the outstanding debt.
31. Although it is possible to award normal contracts to one or more bailiff companies, there are valid reasons for the use of a framework agreement, and this is a common way for a local authority to obtain bailiff services. The main benefit of this approach is the use of competition in the maintenance of performance. By allocating work based upon the efficiency and effectiveness of previous performance, the authority provides incentive to the bailiff company to maintain standards. Since a framework agreement does not guarantee work to any one supplier, this approach also allows the Council to cease allocating work to non-performing companies without the complications of contract termination.

Market considerations

32. The market evidence is that there are a large number of bailiff companies, some large and some smaller, who are able to provide the functions required by the two business units. It is not known how many of these are capable of providing the full range of functions, but it is highly likely to be more than sufficient to provide a fair competition for the places within the framework. For this reason, only those companies who can fulfil the complete requirements will be invited to tender.

Proposed procurement route

33. It is proposed to use a full EU restricted procedure for this procurement.

Options for procurement including procurement approach

34. The Buying Solutions framework agreements have been checked, but do not contain any frameworks that cover the specialist processing required.
35. Consideration has also been given to neighbouring local authorities that have similar frameworks in place. However, a framework agreement may only last for 4 years and those listed in the South East are already towards the middle or end of that term. Since the two business units that require bailiffs are about to make major changes to the main providers of their service, it would be better for the subsidiary contracts to run for the longest possible term to provide stability.

Identified risks and how they will be managed

36.

Risk	Implication	Management
There may not be enough companies interested in the procurement to enable us to select the number we need.	Inability to secure enough companies to populate the desired framework.	This is very unlikely. Bailiff companies are already making overtures, there are a large number in the market, and the opportunity to deliver both R&B with Parking on this procurement will make it even more attractive.
Actions taken by the new government may adversely affect the procurement. There has been indication of large reductions in public spending, with procurement one of the areas to be targeted.	Possibilities include: 1. Restrictions on value of procurements. 2. Requirement for 25% of contracts to be awarded to small or medium companies.	No pronouncements have yet been made on local government procurements, and it is unlikely that any legislation could be enacted in time to affect this procurement.
Having two departments involved in the procurement may complicate things and cause delays.	Main problems are: 1. Things take longer because more people are involved, especially at higher levels. 2. Lack of agreement on key parts of specification, acceptance criteria, short listing, etc.	1. Clear direction and drive supplied by R&B Project Manager. 2. Clear decision making processes decided up front. 3. Frequent communication between departments. (N.B. this may require highlight reports being supplied to E&H).
Insufficient project resource to handle expressions of interest and/or tenders within the project timescales.	Increase in time taken to complete procurement. Framework not ready by 1st April 2011.	Arrange for extra resource in advance of expected peak periods.

May not be able to find Bailiff companies that are capable of handling both Revs & Bens and Parking work.	Need to go back to separate procurements, with consequential doubling of resource expense.	The feeling is that these are both common functions for bailiffs and there are enough companies in the market that will be able to meet all the Council's requirements. The scope of the requirement might actually help the project by narrowing the number of possible suppliers from what seems to be a large market.
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KEY ISSUES FOR CONSIDERATION

Key /Non Key decisions

37. This decision is a key decision due to the value of the overall framework, which is over £4M.

Policy implications

38. The provision of effective bailiff enforcement services will reduce the amount of outstanding Council Tax and Business Rate debt. The improvement in Council Tax collection, in particular, will add to the overall financial position of the Council and help towards keeping Council Tax increases down.

Procurement project plan (Key decisions)

39.

Activity	Complete by:
Forward Plan (if Strategic Procurement)	16/06/2010
E&H DCRB Review Gateway 1: Procurement strategy approval report (this report)	10/06/2010
CCRB Review Gateway 1: Procurement strategy approval report (this report)	17/06/2010
Notification of forthcoming decision - Five clear working days (if Strategic Procurement)	28/06/2010
Approval of Gateway 1: Procurement strategy report (this report)	20/07/2010
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	02/08/2010
Completion of PQQ documentation	30/07/2010
Advertise the contract	03/08/2010
Closing date for expressions of interest	02/09/2010
Completion of short-listing of applicants	15/09/2010
Completion of Tender documentation	03/09/2010
Invitation to tender	21/09/2010
Closing date for return of tenders	01/11/2010

Activity	Complete by:
Return of responses to requests for Clarification	09/11/2010
Completion of any presentations	16/11/2010
Completion of evaluation of tenders	24/11/2010
E&H DCRB Review Gateway 2: Contract award report	02/12/2010
CCRB Review Gateway 2: Contract award report	16/12/2010
Notification of forthcoming decision (five clear working days)	04/01/2011
Cabinet approval of Gateway 2: Contract Award Report	25/01/2011
Scrutiny Call-in period and notification of implementation of Gateway 2 decision	09/02/2011
Contract award	22/02/2011
Contract start	01/04/2011

TUPE implications (if no TUPE implications write 'not applicable')

40. Our in-house Legal team have advised that TUPE could apply to this procurement, but that the nature of the ad-hoc arrangements are such that they are unlikely to have implications on these services. The fact that there are five possible suppliers and none of them are guaranteed a regular volume of work, means that there can be no dedicated team to which staff could be transferred.

Development of the tender documentation

41. In order to shorten the time required to develop the specification, it is proposed to consult other boroughs who are using these services and obtain draft specifications to use as a basis. The specification, PQQ and ITT documents will be developed by the Bailiffs Procurement Project team, with input from Subject Matter Experts within Revenues & Benefits and Parking Services. The Council's procurement and legal advisors are also being consulted on the development of the tender documentation.
42. It is proposed that the bulk of the specification will be developed by the project team on behalf of Revenues & Benefits, with an additional section produced by Parking Services to cover those requirements specific to them. The latter should be a relatively small part of the whole as there are a number of areas in which the requirements are identical.
43. The full specification sent out at ITT stage will be detailed and specific, enabling the call off of services to take place without the need for a mini-competition.
44. A summary specification, outlining all main requirements, will be produced to accompany the PQQ.

Advertising the contract

45. The contract will be advertised using OJEU and relevant trade journals relating to bailiff services.
46. Although it is possible that smaller local suppliers may be able to provide some of the services required, it is unlikely they will be able to provide the full range, especially given the requirement from both business units for 'out of borough' agents. There is also the financial assessment at PQQ stage, which may preclude the smallest companies on grounds of turnover.

Evaluation - PQQ

47. The short listing criteria for the PQQ will be:

Criteria	Evaluation
B. Financial Information	Pass/Fail
C. Equalities and Diversity	Pass/Fail
D. Health & Safety	Pass/Fail
E. Environmental Considerations	Weighted score
F. Quality Assurance	Weighted score
G. Technical Information	Pass/Fail

48. Short listing criteria will be evaluated in the order G,B, D, C, F, E with a failure at any stage eliminating a supplier from the process.

Evaluation - Tender

49. Although it is a general rule that cost forms 50% of the tender evaluation criteria, there are special circumstances that apply in the case of bailiff services. Almost all of the bailiff services required from this procurement are constrained by legislation, meaning there is little scope for bailiffs to compete meaningfully on cost. On the other hand, quality considerations - such as speed of collection, rate of successful collections, and customer service – are very important. For these reasons, the evaluation for this procurement will be weighted 70% quality and 30% cost.
50. The cost element of the tenders will be applied to those costs that are not restricted by legislation, such as 'reasonable costs' in the case of Liability Orders and Warrants, e.g. van hire, and commission rates. In order to secure a level of charges which offers protection to those most vulnerable in the community, costs will be evaluated by applying the highest score to the lowest level of costs in the tenders received.
51. It is anticipated that the quality element of the tender evaluation will be weighted score against the following criteria, however the exact method and weightings will be decided by the evaluation team prior to the invitation to tender:
- Ability to deliver the service in accordance with the specification
 - Internal performance management methods
 - Customer Service standards
52. References will be taken up as part of the Tender evaluation process.

53. The intention is to award 5 contracts as part of a framework. To be selected suppliers must score 60% or more of the maximum available points. The five companies with the highest scores will be chosen for the framework. In the event of there being any tie for places, the ranking of quality scores will be used to break it.

54. The tender evaluation panel will be:

Harry Gulrajani	Revenues & Benefits Manager
Patrick Hall	Revenues Manager
David Sole	Parking Services Manager
Hasan Mahmood	Contracts Manager - Parking
Mark Dean	Finance Manager
Pam Johnson	Project Manager – Bailiffs Procurement

55. In addition, support will be sought from both the in-house Legal team and the Procurement team should the evaluation panel consider issues are raised which require such expert advice.

Community Impact Statement

56. The services being sought through this procurement involve the difficult process of collecting debts from those who are unwilling to pay and, inevitably, this may involve a degree of confrontation. It is the responsibility of the Council, in developing the specification, to ensure that all suppliers understand the standards of behaviour expected from them in their interactions with the public and the circumstances in which it would be unwise, on the grounds of vulnerability, to proceed with the enforcement of debt collection.

57. On the other hand, those who do pay taxes and other legitimate charges levied by the Council, have the right to expect that others will be rigorously pursued for payment of their debt. This is especially so in the current economic circumstances, since a shortfall in income may force the Council to increase the amount paid by those who do comply (e.g. by raising Council Tax). For this reason, the provision of efficient and effective debt collection services is a means of ensuring that the weight of paying for local services is fairly distributed.

Economic considerations

58. The costs quoted for this contract is based upon a nominal value of fees to be paid for bailiff services across the four year period. However, almost all bailiff fees are collected from the debtor, and the enforcement services are consequently free to the Council (apart from VAT). The exceptions are tasks associated with tracing, pre-legal debt collection, and the execution of warrants, which are paid for on a commission basis. The latter form only a small proportion of the expected volume of work.

Social considerations

59. Small businesses are not precluded from bidding for these contracts, but it is unlikely they would be able to provide the full range of services required and may fail the financial assessment at PQQ. In any case, a proportion of the work will take place in borough, by bailiffs who will therefore be using local facilities and businesses.

Environmental considerations

60. The pre-Qualification Questionnaire contains questions designed to ensure that all suppliers that are short listed have reached a suitable standard on environmental issues including, where relevant to the services delivered, demonstrating the need to reduce carbon emissions by minimising journeys and the use of 'green' vehicles, and that they have not breached environmental law to any degree.

Plans for the monitoring and management of the contract

61. Each of the two business units (Revenues & Benefits and Parking Services) will have a delegated officer to call off services according to the criteria set out in paragraphs 18-23. The business units will have regular meetings with the bailiff companies they are using, and will manage performance based upon the work allocated. There will also be a monthly meeting between the two business units to discuss the performance of the individual companies and of the framework as a whole. The allocation of work will be decided solely by the business unit involved, but matters pertaining to the framework will be by joint decision.
62. The delegated officers will be responsible for gathering monthly performance information and sharing it with the other framework users, in order to develop a performance pack. The management of the framework will be led by a joint board, including the Revenues and Benefits Manager and the Contracts Manager – Parking. As other business units are identified that have a business requirement for these services they will be invited to have representation on the joint board.

Resource implications

Staffing Implications

63. The procurement of this contract will be undertaken by the Bailiffs Procurement project manager. There will be input from Subject Matter Experts within Revenues & Benefits and Parking Services. There is also a project board composed of officers from both business units and headed by the Transition Manager of the Revenues & Benefits programme.
64. Although currently Parking have an officer who spends part of his time managing the bailiffs, it is envisaged this role will expand in the new contract period. Parking will appoint a dedicated bailiff manager and a contract monitoring officer to assist; this will be essential for Parking to maximise its revenues. The additional staffing resource will be covered by savings identified within the parking enforcement service procurement programme.
65. As for Revenues & Benefits, this will essentially be a new service with an organisation structure that includes an officer whose duties include the necessary activities.

Financial implications

66. The bulk of the services required from this framework are cost neutral, in that fees are charged to the debtor not the Council. The remainder of the cost, i.e. commission payments for general debt collection etc., will be funded from the annual budget of the business unit requiring the service.
67. This procurement will bring together bailiff services for both Revenues & Benefits and Parking Control in a more formal structure. It will enable the Council to work with a small number of companies on a regular basis. There would be a robust performance assessment procedure put in place within the new framework. This will allow a more efficient service to

operate, with the potential for savings to be realised and recovery of sums owing to the Council to be maximised.

68. Although there is a possibility that the financial advantages set out in the previous paragraph will not be realised for the reasons listed in the risk analysis paragraph 36, the Council is confident that there are sufficient companies operating the type of comprehensive service required to make this possibility a remote one.

Consultation

69. A number of other authorities have been asked to provide specifications or PQQ documents used in the procurement of their own bailiff services. These include both Revenues & Benefits requirements, and those for Parking, though none which include both. The documents cover both normal contracts and framework arrangements.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Communities, Law & Governance

70. This report seeks Cabinet's approval to the procurement strategy for bailiff services. At an estimated value of over £4 million for services, the procurement is a Strategic Procurement and therefore approval is reserved to Cabinet.
71. Cabinet is advised that the procurement of these types of services is a part B service under the EU procurement regulations, and as such is not subject to the full tendering requirements of those regulations. However, as noted in paragraph 45, the services are to be advertised in the Official Journal of the European Union (OJEU) on a voluntary basis to increase awareness of this tendering opportunity. The procurement is, however, subject to the Council's tendering requirements under Contract Standing Orders, which require that all reasonable steps are taken to obtain at least 5 tenders following a publicly advertised process. By publishing a voluntary OJEU and seeking expressions of interest in trade journals, the council is taking all reasonable steps to ensure appropriate tenders are received.
72. The EU regulations also govern the way framework agreements are established, and require that they should not exceed a contract period of 4 years, unless there are exceptional circumstances. Whilst this is a Part B service, and not fully subject to these requirements, advice is that those exceptional circumstances do not exist, and therefore the framework period is to remain at 4 years. During this period services will be called off the framework as noted in paragraph 19-22.

Finance Director

73. The aim of this procurement is to secure a more efficient bailiff service across Revenues and Benefits and Parking Services. One of the outcomes of this will be an increase in the amounts collected. Although this will result in an increase in charges, the overall effect on the Council's finances will be neutral. There will be a cost to the Council for debt collection, but this service will only be used where it is cost effective and any costs can be contained within existing budgets.

Head of Procurement

74. This report is seeking to approve the procurement of a framework to deliver bailiff services. Whilst the framework will primarily support Revenues and Benefits, and Parking Services, it will be open for use by other departments subject to their requirements fitting with the scope of works covered by the framework.
75. This procurement will follow a full EU restricted process which satisfies the requirements of the councils contract standing orders.
76. Paragraph 54 confirms that an evaluation panel has been set up to assess the tender submissions and paragraph 51 confirms that the panel will finalise the evaluation methodology. Paragraph 49 states that the high level weighting for the evaluation will not follow the recommended 50/50 model, but will be set at 70/30 in favour of quality. Justification for this approach is contained in the same paragraph.
77. Setting up and managing a framework requires additional up front work to define the operational procedures that will be followed when ordering work through the framework. This information will need to be available for bidders to consider during tendering as it may impact on the prices submitted. Paragraph 23 confirms that this work is underway and will be produced as part of the tender documentation.
78. With the framework serving more than one department, it is important that appropriate governance arrangements surrounding the procurement project are in place. Paragraph 56 confirms that a joint project board has been set up to oversee the procurement. It is envisaged that the board will provide steer for the project and sign off all key outputs to ensure that the views of both departments are taken on board.

Strategic Director of Environment & Housing

79. The Strategic Director of Environment and Housing confirms that officers from the parking section have been fully involved in the process to date and are supportive of the proposed way forward. Parking officers have been consulted on the content of this report and the report was also agreed by the Environment and Housing DCRB.

KEY POINT SUMMARY

- This procurement will follow a strategic procurement
- This contract is for a framework agreement to supply services and is a new provision
- There will be EU procurement implications

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
Executive Report – 07/05/2009 – ‘Revenues and Benefits Strategic Approach’	Client Services, Cotton Centre West, Cottons Lane, London Bridge SE1	Mike Lynch, extension 86006
Gateway 1 – 29/09/2009 – ‘Provision of Revenues and Benefits back office service’	Client Services, Cotton Centre West, Cottons Lane, London Bridge SE1	Mike Lynch, extension 86006
Draft Gateway 1 – 01/01/2010 – ‘Tendering of parking enforcement services’	Parking Services, Tooley Street, Third Floor, Hub 1.	David Sole, extension 52037

AUDIT TRAIL

Cabinet Member	Cabinet Member for Finance and Resources	
Lead Officer	Dominic Cain, Head of Client Services	
Report Author	Pamela Johnson, Project Manager	
Version	Final	
Dated	8 July 2010	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES		
Officer Title	Comments Sought	Comments included
Strategic Director of Communities, Law & Governance	Yes	Yes
Finance Director	Yes	Yes
Head of Procurement	Yes	Yes
Strategic Director of Environment & Housing	Yes	Yes
Contract Review Boards		
Departmental Contracts Review Board	10 th June 2010	
Corporate Contracts Review Board	17 th June 2010	
Date final report sent to Constitutional/Community Council/Scrutiny Team	9 July 2010	