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|------------------------------------|--------------------------------|--|---------------------------------|
| Item No. 19. | Classification: Open | Date: 11 December 2012 | Meeting Name: Cabinet |
| Report title: | | Gateway 2 - Contract Award Approval Parking Enforcement, Notice Processing and Associated Services | |
| Ward(s) or groups affected: | | All wards | |
| Cabinet Member: | | Councillor Barrie Hargrove, Transport, Environment and Recycling | |

FOREWORD – COUNCILLOR BARRIE HARGROVE, CABINET MEMBER FOR TRANSPORT, ENVIRONMENT AND RECYCLING

This report asks the Cabinet to approve the procurement of the new contract for parking enforcement, notice processing and associated services. I am satisfied that in agreeing this report cabinet will be making provision for the council to secure a contract which has a mechanism to both reduce costs and improve its current services. The contract also includes for the wider role of the civil enforcement officer and the payment of the London Living wage.

RECOMMENDATIONS

1. The Cabinet approve the award of the parking enforcement, notice processing and associated services contract to APCOA Parking UK Ltd on the basis set out in paragraph 42 for a period of four years commencing from 1 April 2013, with a provision to extend for up to a further maximum of 3 years.
2. Cabinet note that the council requires APCOA to pay the London Living Wage (LLW) to all employees and sub-contractors engaged on this contract working in Greater London.
3. Cabinet note that the capital costs required are lower than the amount set aside for this contract and instruct the Strategic Director of Finance and Corporate Services to reduce the capital programme accordingly.

BACKGROUND INFORMATION

4. The Traffic Management Act 2004 imposes an explicit duty on local authorities to manage their road network so as to reduce congestion and disruption. Parking services are a fundamental function that ensures the council meets this duty.
5. Under the parking enforcement, notice processing and associated services contract the service provider will deliver the following parking related services:
 - Parking enforcement using mobile, walking and CCTV equipped civil enforcement officers (CEOs)
 - Housing Estate parking enforcement
 - Traffic enforcement using mobile, fixed and unattended CCTV cameras
 - Notice processing services, for all penalty charge notices issued (PCNs)

- PCN and permit customer services
 - Managed parking data hosting including capacity management and web services
 - Permit services
 - Cashless pay and display services
 - Service management including service desk
 - Asset management services including the provision of hardware and software
 - Abandoned vehicle removals and storage
 - Sign and line maintenance management
 - A wider role for the CEOs expanding their remit
 - School crossing patrols
6. The existing contracts which provide for parking enforcement notice processing and associated services are with APCOA Parking UK Ltd and were awarded in 2001. The duration of the current contracts were for ten years with two break points which the council did not activate. The existing contracts end on the 31 March 2013.
 7. The Gateway 1 report for this procurement was approved by cabinet in March 2012. It identified the factors which led to the recommendation to re-procure the parking enforcement service and outlined the procurement route to be taken (via an open OJEU procedure) and the provisional timetable. Within that report the timetable indicated a proposed contract commencement date of 31 December 2012. The tender process is outlined in paragraphs 19 – 37.
 8. Subject to the approval of recommendations made in this report the new contract will be awarded in January 2013 and the new services will commence on 1 April 2013.
 9. This contract has been developed to have the flexibility to incorporate further services where best value and cost effectiveness can be demonstrated (within the scope of the contracted services), utilising economies of scale and the minimisation of contract and client management resource. The contract is subject to an annual price review and is linked to changes to the London Living Wage (LLW).
 10. The future activity to finalise the procurement is outlined below:

Procurement project plan

| Activity | Complete by: |
|---|--------------|
| Forward Plan (if Strategic Procurement) | 06/07/2012 |
| Approval of Gateway 1 – Procurement strategy report | 20/03/2012 |
| Invitation to Tender | 06/08/2012 |
| Closing date for return of tenders | 03/10/2012 |
| DCRB Review Gateway 2: Contract award report (this report) | 05/11/2012 |
| CCRB Review Gateway 2: Contract award report (this report) | 15/11/2012 |
| Notification of forthcoming decision - Five clear working days (if Strategic Procurement) | 29/11/2012 |
| Cabinet approval of Gateway 2: Contract Award Report (this report) | 11/12/2012 |
| Scrutiny call in period and notification of implementation of Gateway 2 decision | 21/12/2012 |
| Alcatel stand still period ends | 14/01/2013 |
| Contract award | 15/01/2013 |
| Add to contract register | 15/01/2013 |
| Contract start date | 01/04/2013 |
| Initial contract completion date | 31/03/2017 |
| Contract completion date if extension is exercised | 31/03/2020 |

KEY ISSUES FOR CONSIDERATION

Description of procurement outcomes

11. In accordance with planned benefits outlined in the Gateway 1 report, the procurement process has been specifically constructed to produce a contract which will provide:

- A well-managed and well-governed service transition
- A reliable parking service that is:
 - Responsive and modern
 - Resilient and efficient
- A service which satisfies minimum customer service needs, and then goes further
- A mature and forward looking working relationship with the provider
- A quality service at an affordable cost

- Delivery of a digital CCTV parking and traffic enforcement system and a wider role for the council's CEOs.
12. The council identified two projects that will be delivered by the new contract to bring immediate and practical business benefits to the parking service, to customer service and reduce operational costs. These projects are the delivery of a digital CCTV solution and making greater use of the CEOs deployed through integrating a reporting function for road network into the CEOs role (the wider role).
 13. The parking and traffic appeals service and adjudication related services are provided in house. These were not included in the contract specification, so that the council can retain an appeals function that is independent of the contractor.
 14. In addition to the on-street parking enforcement and notice processing the contract will also deliver a parking enforcement and notice processing service for the Council's Housing and Community services department. Following the introduction of the Freedoms Act in October 2012 the use of clamping and removing on the Council's estates has ended and by the time this new contract starts all of the Council's estates will be being enforced using PCNs and broadly the same legislation as the on-street enforcement.
 15. A procurement objective was an overall reduction in the revenue cost for the delivery of standard core services. This has been achieved and will enable agreed saving targets for 2013/14 to be met. Additionally throughout the contract term, the prices of the services will be clear, transparent and provide the parking service with a true sense of the value being added by the contract. Outside of the fixed cost elements the council will be in a position to commission future projects where a business case demonstrates a full return on investment within a prescribed period. Where it is anticipated that this will generate further savings to the council these business cases will be agreed and managed through the joint council/contractor parking management board.
 16. During the pre-tender stage there were regular procurement board meetings which were chaired by the Head of Public Realm. These meetings were attended by all key personnel who went through the stages required and the progress made to date.

Policy implications

17. The key element of the corporate plan that this strategy supports is "transforming public services". The provision of a sound and reliable parking service, and how it is delivered, are at the heart of how the parking service interacts with the wider public.
18. Key corporate objectives are supported through an improving working environment, improving customer services and enabling more effective service delivery.

Tender process

19. Due to the value of the contract being over the EU Services threshold of £173,934 the contract is subject to EU Procurement Regulation and an EU compliant process was followed.

20. The procurement route followed was to use an OJEU open process and issue a combined Invitation to Tender (ITT) and Company Questionnaire. Approval to utilise this process was given via a Gateway 1 report approved by the cabinet in March 2012 in compliance with CSO 4.4.2 a.
21. The ITT was advertised in the OJEU on 06 August 2012, with a return date for the completed tenders of 03 October 2012.
22. Nineteen companies expressed an interest in the ITT, with four companies signing the confidentiality agreement and receiving TUPE information and the data pack.
23. On 04 September 2012 a bidder's conference was held to provide an update on progress and to explain the background to the procurement and the council's aspirations as well as answering a number of questions from the bidders. All four of the companies which had signed the confidentiality agreement attended.
24. Two of those companies withdrew from the process. Where reasons were provided there were no common factors.
25. Although only two tenders were received, it is clear from discussions with other local authorities in London who have recently tendered their parking service that receiving a limited number of tenders is representative of the current UK parking market. Considering that the two companies who tendered were the market leaders officers were satisfied that proceeding with two tenders only would still lead to a procurement that met quality thresholds and provided value for money.
26. There were a number of requests for clarifications from the suppliers which were all answered and notified to all bidders. The circulated responses did not identify the originating company. Two tenders were received on the closing date of 03 October 2012 and were opened at 160 Tooley Street on 04 October 2012.
27. The two completed ITT responses were from:
 - APCOA Parking UK Ltd
 - NSL Ltd.

Business qualification questionnaire

28. Both companies submitted detailed BQQs containing information relating to their financial, equal opportunities, environmental and health and safety status. The documents were assessed by Exor who confirmed that both companies met the necessary thresholds and standards.

Tender evaluation

29. The evaluation panel included subject matter experts and technical personnel.
30. To facilitate the evaluation of quality, service delivery plans were submitted by each bidder and scored using pre-determined criteria. The scoring range was 0 – 10. Marks were weighted to reflect the importance of the aspect to the service. The evaluation methodology was agreed with legal and corporate procurement sections ahead of the tender period.

31. The council identified three main objectives of the contract,
- Improvements in customer service,
 - IT Solution and further improvements in web services
 - PCN processing including improvements in interaction with the public through email, web and 'phone services.
32. The evaluation methodology was designed to ensure that these key objectives were reflected in the evaluation. The council has borne these three objectives in mind when attributing weightings to the evaluation criteria and sub-criteria (as set out below), and when constructing service delivery plan questions.
33. In order to assist in the verification of the submission, and answer some further points of clarification the bidders, on 22 October 2012, presented an outline of their proposals. The presentations were not scored.
34. Bidders were advised that the evaluation panel would conduct a “consensus scoring process” where moderation of the scores awarded during the exercise would take place. The moderation exercise gave regard to any variance in score between the individual evaluators, together with subsequent assessment arising from clarification presentations. The consensus score was agreed by the evaluators for each of the evaluation criteria.
35. There were pass or fail thresholds in relation to the evaluation of the technical solution and service delivery criteria, both bidders met the threshold.
36. Price evaluation of parking enforcement bids were given a 70% weighting overall. The pricing from both bidders were below the council's expected target costs. The prices for capital equipment were very similar between the two bids and varied by less than 1% when the CCTV project was included.
37. Bidders were required to provide prices corresponding to each year of the contract. Two prices were required from the bidders.

| Business As Usual 1 (BAU1) | Business As Usual 2 (BAU2) |
|---|---|
| Fixed costs | Fixed Costs |
| Capital costs paid for by contractor and depreciated over 4 years | Capital Costs are provided by the Council |
| Variable costs | Variable Costs |
| Project costs paid for by the contractor in Year 1 | Project costs are provided by the Council |
| Year 1 Price including projects | Year 1 Price not including projects and reduced by depreciation and a revenue reduction to reflect the capital saving |
| Year 2 to 4 Annual Price | Year 2 to 4 Annual Price reduced by depreciation and a revenue reduction to reflect the capital saving |

38. The BAU2 prices were compared against the BAU1 prices for each bidder using a Net Present Value (NPV) calculation at a discount rate of 5% pa. Where the NPV was positive, the BAU2 price provided better value than then BAU1 price. Both the BAU1 and the BAU2 prices were ranked against each other. In each case, the lowest price was allocated the maximum percentage and the other price was ranked downward according to the percentage by which the higher bid exceeded the lowest. For example where in the BAU1 the second to lowest bid to exceed the lowest by 10%, it would receive 10% less of the highest weighting than the lowest bid in that section.
39. The final outcome of the evaluation process is summarised in the table below.

Overall Scores

| <i>Name</i> | | <i>APCOA</i> | | <i>NSL</i> | |
|-------------------------------------|--------|--------------|-------------|-------------|--------------|
| | | <i>BAU1</i> | <i>BAU2</i> | <i>BAU1</i> | <i>BAU 2</i> |
| Tender Evaluation Criteria | Weight | | | | |
| Price & Cost Effectiveness | 70 | 70.00 | 70.00 | 61.70 | 60.98 |
| Quality Control & Quality Assurance | 30 | 23.27 | 23.27 | 22.98 | 22.98 |
| Total Score (BT) | 100 | 93.27 | 93.27 | 84.68 | 83.96 |

40. The table above show that on every basis, APCOA's price was lower than NSL's. In order to verify whether the BAU2 basis would provide more value for money than the BAU1 basis, both bidders were asked to clarify the basis on which savings would result from the upfront investment of capital from the council. The result was that the BAU2 price was lower and provided a saving for the council.
41. It can be seen from the table above that APCOA's submission is also better than NSL's on quality, despite the lower price. In particular, APCOA's tender includes:
- new replacement web systems for permits which increase overall automation and therefore improvements to customer service.
 - a partnership with PayPoint under which it is proposed that permits, PCNs and pay and display parking can all be paid for through the 139 PayPoint equipped shops in Southwark (more than 24,000 across the UK). This is a considerable expansion on the number of locations where payments can be made currently and a significant improvement in customer access.
 - a new centrally located base for their civil enforcement officers (CEO) which will bring productivity benefits in getting their CEOs to those areas with the highest pressure on parking.
42. It can be confirmed that overall APCOA have the best score on both quality and price, including scoring the highest in two of the three key areas in the quality assessment criteria. APCOA's BAU2 proposal is the most economically advantageous tender in accordance with our stated evaluation criteria and is therefore recommended for award.

Plans for the transition from the old to the new contract

43. Within the plan there is a three month transition period, between the current arrangements prior to the new contract commencement date of 1 April 2013, to deal with the detailed planning and delivery of associated activities such as revised IT implementation replacement web permits module and replacement of the virtual pay and display service.

Plans for monitoring and management of the contract

44. This contract will be managed and monitored by the parking service. A joint parking management board chaired by the Head of Public Realm will be established to oversee the contract and authorise any future improvement projects which can show further significant savings to the council over the contract period.
45. The council will enforce the adoption of Prince 2 methodology (projects in a controlled environment) for the delivery of all projects. This will assist in ensuring the delivery of high quality projects which meet the needs of the business and are delivered on time, within budget and receive maximum customer satisfaction ratings.
46. A range of new mechanisms and remedies have been included in the new contract to encourage good performance and compliance. The contractor's performance will be measured against the agreed key performance indicators. These KPIs will be reviewed annually (or as required) through the parking management board to ensure that they are appropriate and effective tools for monitoring performance. The key measures include system and service availability (from an end user's perspective), end user satisfaction and the time taken to undertake specific requests (e.g. time to deal with correspondence at statutory stages) contained within the specification.
47. A further component of this contract is the annual service improvement plan which will capture, on an annual basis performance over the preceding year, agreed targets for innovation and service improvement for the next year. In addition the contract specifically determines the governance arrangements which include the quarterly parking management board, weekly operations group, monthly contract and performance monitoring group, etc.
48. The contract is based on the British Parking Association (BPA) model contract which has been constructed by the BPA for parking enforcement services. The contract is based upon fixed and variable costs which will be monitored and paid on a monthly basis. There is a contractual change control procedure which ensures that all material variations to the contract are documented and authorised by approved personnel.

Identified risks for the new contract

49. A parent company guarantee is being provided and costs for a performance bond have been received from APCOA. There are also various other provisions and remedies within the contract to protect the council.
50. Risks relating to this contract and how they will be managed are shown in Appendix 1.

Community impact statement

51. The contract is necessary to fulfil the council's statutory obligations. Parking and traffic enforcement are extremely sensitive issues. This contract will improve the levels of customer service provided to Southwark's diverse communities, as the service standards are subject to continuous improvement and testing and through the parking management board the contractor will have to show improvements that are being proposed and implemented.
52. The enforcement of parking controls assists pedestrians, particularly those with impaired mobility to cross streets and contributes to an improved environment through the elimination of on-street commuter parking and the associated reduction of local and borough-wide traffic levels with improvements to local air quality and noise reductions.
53. The policies within the Transport Plan are upheld within this report and have been subject to an equality impact assessment (EqIA).

Economic considerations

54. Through the overall project plans submitted by the contractor they have explicitly indicated that they will seek to engage local labour as part of the local economic benefit plan through the following activities:
 - Advertising opportunities in local press, and a range of publications to reach small businesses, ethnic minority owned business and social enterprises
 - Committing contractors/suppliers to engage with borough-wide employment programmes such as Southwark Works and Building London Creating Futures to support unemployed residents' access to training, skills and sustainable employment
 - Committing contractors/suppliers to engage with apprenticeship schemes
 - Encouraging contractors/suppliers to use local companies in their sub-contracting and supply chain arrangements

Social considerations

55. In addition to meeting the rigorous EU tender process, all bidders had to demonstrate compliance to the council's requirements relating to equalities (additional local requirement). This evidence based requirement addresses areas such as policy, procedures, recruitment, training and monitoring.
56. There is a specific clause in the contract which requires that the London Living Wage (LLW) must be paid to all staff working in Greater London. APCOA has confirmed that their tender includes all necessary costings for the LLW and the LLW will be paid to all staff and sub contractors working in Greater London. Both bidders highlighted that they felt they could provide higher levels of customer and client service, retain staff and provide better productivity and a wider range of services through the CEOs as a result of the inclusion of LLW.

Environmental considerations

57. The contract will adhere to the council's sustainability policy and materials purchased where possible will be from sustainable sources.

58. The number of removal vehicles will be reduced under the contract and at the same time the contractor has committed to improve emissions to meet Euro V emissions standards compliant, whereas the current vehicles have a Euro 3 or 4 level status only.
59. Currently the contractor operates 3 Toyota Prius Hybrid vehicles as well as a number of SMART cars. In the new contract they are required to provide a number of vehicles equipped with automated number plate recognition technology (ANPR). The new vehicles CO2 emissions will be below 100gm/km and will therefore be congestion charge exempt. In addition the contractor currently operates a number of motorcycles; the new contractor is expected to provide a mixture of conventional and electric vehicles to replace these.
60. The contractor is required to minimise consumption of energy and emissions of pollutants and be able to demonstrate the effectiveness of these procedures.

Market considerations

61. The successful contractor is a private organisation.
62. The successful contractor has over 500 employees.
63. The successful contractor's organisation is national and their activity is spread across the UK.

Staffing implications

64. As the contract is to be awarded to the incumbent contractor APCOA Parking UK Ltd to transfer any employees to in relation to the existing services undertaken by APCOA Parking Ltd as there will be no change to the employer. Under the new contract APCOA Parking Ltd will undertake a small proportion of work currently performed by council Network Inspectors. However, the activities of the Network Inspection service as a whole will not transfer nor are any council Network Inspectors wholly or predominantly assigned to the activities which will be transferred to APCOA Parking Ltd. TUPE will therefore not apply to transfer any council employees to APCOA Parking UK Ltd in relation to the award of these new services nor will there be a need to re-organise the internal Network Inspection service structure or to reduce the number of any affected posts as a result.
65. The introduction of the new parking contract will impact how parking staff use technology and interact with the service provider.

Financial implications

66. The fixed/variable price elements of the contract are to be funded from the existing parking budgets.
67. The contract is subject to an annual price review which is not linked to a specific index price changes but will be agreed through an annual strategic review meeting of the parking management board; but future changes in the London Living Wage will be considered as an automatic reason to change the contract price.

68. The capital expenditure will be used to provide a new fully digital CCTV parking and traffic enforcement system as well as new equipment for the CEOs to enable them to carry out a wider role.

Legal implications

69. Please see the legal concurrent below.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement (MG/11/12)

70. This Gateway two report seeks the Cabinet's approval of the award of the Parking Enforcement, Notice Processing and Associated Services contract to APCOA Parking UK Ltd for a maximum period of seven years.
71. A procurement strategy report for the contract was approved by the Cabinet in March 2012.
72. The report details the services to be delivered within the proposed contract including an expanded role for civil enforcement officers.
73. An OJEU open process was followed with the intention of inviting a minimum of five providers to tender.
74. The report confirms the process and the criteria that were used at tender evaluation to select a provider to deliver this contract.
75. Details of the contract were requested by 19 organisations but only two tenders were submitted. In considering whether two bids would provide adequate competition, officers considered the recent experience of the market and on balance decided that the process should continue
76. Bidders were required to submit two prices; one with capital costs for the CCTV project being provided by the contractor and depreciated over four years and a second with capital costs being met by the council. The report describes the process followed to determine which option would provide greater value for money. Each bidder was asked to clarify the basis on which savings would result from upfront investment of capital by the council. The report shows that there is a modest benefit in the council providing the investment itself and this is reflected in the recommendation to pursue the BAU2 route.
77. Submitted prices were below the council's pre-tender estimates. As the recommended provider, APCOA Parking UK Ltd, also scored highest on quality, including in two of the three key areas, at the lowest price officers are confident that value for money has been achieved.
78. The report confirms that the procurement process undertaken was in line with that described at gateway one stage and that the process undertaken has been compliant with both CSOs and relevant legislation.
79. The client section will be responsible for monitoring the contract through regular meetings and service reviews. The report describes the KPIs and other targets the contractor will be expected to meet as well as the detailed reporting submissions required of them.

80. The report notes that there is sufficient time between award and contract start for appropriate transition arrangements to take place.
81. This matter has been reviewed by the Environment and Leisure Departmental Contract Review Board and the Corporate Contract Review Board and recommended changes have been incorporated into this final report.

Director of Legal Services (KM/11/12)

82. This report seeks the Cabinet's approval to the award of the parking enforcement, notice processing and associated services contract to APCOA Parking UK Ltd as further detailed in paragraph 1. At this value of contract, the award decision relates to a Strategic Procurement and is therefore reserved to the Cabinet.
83. The nature and value of the services to be procured are such that they are subject to the full tendering requirements of the EU Procurement Regulations (the Public Contracts Regulations 2006 as amended). As noted in paragraph 20, the contract was advertised in OJEU on 6 August 2012 and the open procedure as permitted under those Regulations followed.
84. Tenders have been received from 2 bidders and evaluated in accordance with the evaluation mechanism set out in the tender documents. Clarifications were requested from both bidders to enable the council to complete its evaluation of BAU2 submissions. As detailed in paragraph 38, APCOA have submitted the most economically advantageous tender for both BAU1 and BAU2 submissions and is therefore recommended for award. Award is to be on the basis of the BAU2 submission, where capital costs are provided by the council.
85. Contract Standing Order 2.3 requires that a contract may only be awarded if the expenditure involved has been approved. Paragraphs 66-68 confirm how this contract is to be funded.
86. Recommendation 2 requires the Cabinet to note that the capital costs required are lower than the amount set aside for this contract and to instruct the Strategic Director of Finance and Corporate Services to reduce the capital programme by that amount.

Strategic Director of Finance and Corporate Services (JS/11/12)

87. The Strategic Director of Finance and Corporate Services notes the recommendations in this report. The financial implications arising from the award of contract are shown in paragraphs 66 to 68.
88. The contract is subject to an annual price review, to be agreed by a strategic review meeting of the parking management board, and any change in the London Living Wage will be reflected in the contract price.
89. The contract is supported by capital investment in the parking and traffic enforcement system, and for use by the civil enforcement officers. This investment is within the capital programme, and the recommendation is for the balance to be returned to the resource pool for allocation elsewhere.

BACKGROUND DOCUMENTS

| Background Papers | Held At | Contact |
|--|-------------------------------------|-------------------------------|
| Gateway 1 – Parking and traffic enforcement procurement strategy http://moderngov.southwarksites.com/documents/g3821/Public_reports_pack_Tuesday_20-Mar-2012_16.00_Cabinet.pdf?T=10 | 160 Tooley Street London SE1 2QH | Nicky Costin 020 7525 2156 |
| Gateway 3 – Parking and traffic enforcement contracts http://moderngov.southwark.gov.uk/ie/ListDocuments.aspx?CId=302&MId=4249&Ver=4 | 160 Tooley Street London SE1 2QH | Nicky Costin 020 7525 2156 |
| Gateway 1 – Initial procurement strategy report http://moderngov.southwarksites.com/ie/IssueDetails.aspx?IId=16067&PlanId=0&Opt=3#AI19606 | 160 Tooley Street London SE1 2QH | Nicky Costin 020 7525 2156 |
| Gateway 1/2 – Parking and traffic enforcement contracts http://moderngov.southwarksites.com/documents/g3813/Public%20reports%20pack%20Tuesday%2021-Jun-2011%2016.00%20Cabinet.pdf?T=10 | 160 Tooley Street London SE1 2QH | Nicky Costin 020 7525 2156 |

APPENDICES

| No. | Title |
|------------|---------------|
| Appendix 1 | Risk register |

AUDIT TRAIL

| | | |
|---|--|--------------------------|
| Cabinet Member | Councillor Barrie Hargrove, Transport, Environment and Recycling | |
| Lead Officer | Deborah Collins, Strategic Director of Environment and Leisure | |
| Report Author | Des Waters, Head of Public Realm | |
| Version | Final | |
| Dated | 29 November 2012 | |
| Key Decision? | Yes | |
| CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER | | |
| Officer Title | Comments Sought | Comments included |
| Head of Procurement | Yes | Yes |
| Director of Legal Services | Yes | Yes |
| Strategic Director of Finance and Corporate Services | 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 | | 29 November 2012 |