

Item No. 8.	Classification: Open	Date: 5 February 2019	Meeting Name: Cabinet
Report title:		Gateway 0 - Strategic Options Assessment for 2020 - Parking and Traffic Enforcement and Related Services Options and Contract Procurement Strategy	
Ward(s) or groups affected:		Borough-wide	
Cabinet Member:		Councillor Richard Livingstone, Environment, Transport Management and Air Quality	

FOREWORD – COUNCILLOR RICHARD LIVINGSTONE, CABINET MEMBER FOR ENVIRONMENT, TRANSPORT MANAGEMENT AND AIR QUALITY

As a Highway Authority, Southwark Council has a statutory responsibility to manage the traffic network to ensure expeditious movement of traffic, (including pedestrians and cyclists). This is required under the Traffic Management Act 2004. Southwark have a Network Management Duty across our highway.

Since 2013 parking and traffic enforcement on the highway and on the council's housing estates, on-street parking permit services and the parking IT back office systems have been supplied and operated by APCOA parking UK Ltd under the Parking enforcement and associated services contract. This contract expires on 31 March 2020, and the contract has already been extended.

It is therefore timely for cabinet to consider what its arrangements for delivering this work should be beyond March 2020, and so this report explores the options available to us and makes recommendations on the future strategy.

The report below concludes that the best approach is to bring in-house those elements of the service where it is practical to do so when the current contract expires. These elements are those where it is feasible to directly deliver the service without burdening the council with high capital investment in IT and other equipment, and where risks of inefficient working due to workload fluctuations for example on vehicle removal operations are reduced.

Therefore, I am pleased to support the recommendations to bring all of the permit administration, correspondence duties and early appeals decision making in-house. The recommendations also propose to bring in-house the school crossing patrol services and explore the optimum procurement strategy for the remaining services through the Gateway 1 process.

RECOMMENDATIONS

That the Cabinet:

1. Notes that the current parking enforcement and associated services contract ends on 31 March 2020 providing the council with an opportunity to review the way in which those services are delivered.

2. Approves the recommended strategic delivery option (paragraphs 22 to 32) to bring essential services such as school crossing patrols, correspondence, early appeals decision making and permit services under the direct control of the council's parking services team.
3. Notes a Gateway 1 will be prepared for the purpose of obtaining approval of the procurement strategy for the remaining out-sourced works and services based on the cabinet's decision.

BACKGROUND INFORMATION

4. During 2011-12 Southwark Council carried out a competitive tender process under the EU Restricted route to procure services for their parking enforcement and associated services responsibilities. The provision of the services was a single contract with a single supplier who would utilise a number of specialist parking sub-contractors to deliver the service.
5. Following evaluation the contract was awarded to APCOA parking UK Ltd, with the main sub-contractors being 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).
6. The contract commenced on 1 April 2013 for a duration of 4 years taking the contract through to an expiry date of 31 March 2017. The contract allowed for 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.
7. The council's parking service has been recognised at national level having won awards for intelligent parking and young parking person of the year. It has also been commended in parking person of the year and parking team of the year at the annual British Parking Awards in the last few years.
8. The council's parking and traffic enforcement service generates 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". 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).

Income	Financial year, in £000s		
	2015/16	2016/17	2017/18
Parking Meters/Pay and Display	3,352	3,762	3,795
Parking Permits	3,159	3,991	3,664
Off-Street Car Parks	130	70	68
Clamping and removal	0	0	0
Penalty Charge Notices	5,907	6,177	6,220
Bailiffs (PCN recovery)	643	766	763

Income	Financial year, in £000s		
Other income	171	134	482
Total income	13,363	14,900	14,992
Total expenditure	-7,348	-8,104	-8,879
Surplus	6,015	6,796	6,113

KEY ISSUES FOR CONSIDERATION

Future service requirements and outcomes

9. Under the Traffic Management Act 2004, and other legislation as modified, Southwark Council, as Highways Authority for most of the public roads within the London Borough of Southwark, has a responsibility to ensure the free flow of traffic. This is referred to as a Network management duty.
10. The council undertakes enforcement of parking in 24 controlled parking zones which cover about 50% of the borough. There are other parking controls outside of the controlled parking zones, such as the London wide pavement parking ban and double yellow lines. These are put in place for safety reasons. Outside schools we continue to make use of CCTV equipped cars and automated CCTV cameras to enforce School Keep Clear restrictions.
11. In addition to parking enforcement the council also undertakes moving traffic enforcement within bus lanes and banned manoeuvres such as no entry, one way streets, banned turns and bus gates through 43 automated cameras.
12. Parking and traffic enforcement is a key tool to assist in the delivery of the council's transport and movement plans.
13. The existing service delivery option was rigorously tested to ensure value for money and all changes recommended will undertake similar market testing.
14. The services in scope can be summarised as follows:
 - Management and supervision of parking and traffic enforcement through the issuing of Penalty Charge Notices (PCNs)
 - Parking enforcement by walking and mobile civil enforcement officers (CEOs)
 - Traffic enforcement by CCTV - CEOs using both mobile and fixed cameras
 - Vehicle removal and relocation services
 - IT back office system and associated enforcement equipment
 - Correspondence, responding to incoming appeals and queries where there is a statutory duty for the council to do so.
 - Notice processing, issuing statutory notices in a timely manner to follow up unpaid PCNs
 - Permit services and parking suspension services, issuing residents, business, visitors permit and managing suspended parking restrictions and areas.
 - A dedicated parking call centre
 - School crossing patrol officers
 - Parking surveys and compliance.

Benchmarking

15. 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.
16. In London 74% of councils operate an externally procured parking and traffic enforcement service; that percentage increases to 87.5% within inner London. In central London only Tower Hamlets uses an in-house team to provide this service and are the only local authority to have brought the service in house from an external contactor in 2002. All other London local authorities have operated either an outsourced or an in house model since parking contraventions were decriminalised in April 1994 and responsibility for parking enforcement passed from police to LAs.
17. There are five external operators of parking enforcement currently working in London with a further two (Egis and Conduent) interested in joining the market, it is a competitive market place. 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.

Civil Enforcement Operations	Number of boroughs	
As of July 2018		
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	

STRATEGIC SERVICE DELIVERY OPTIONS AND ASSESSMENT

18. 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.
19. 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.
20. 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.

21. The buying power for materials and IT equipment of a relatively small customer such as Southwark Council would be weaker than an established contractor who has numerous similar contracts. A summary table detailing the areas of work considered for insourcing is shown below along with a more detailed description of the various elements that make up this service.

Analysis of services currently provided by our contractor and whether the council has the space, knowledge, etc to carry out the service.

Criteria / Task	Civil Enforcement Officers	Vehicle removals and relocation services	Correspondence – inc: Early Appeals	Notice processing	Permit services	Parking call centre	School Crossing Patrols	IT Back Office System and equipment
Space	N	N	Y	N	Y	Y	Y	Y
Knowledge	Y	Y	Y	Y	Y	Y	Y	Y
Supply Chain	N	N	Y	Y	Y	Y	Y	N
Equipment	N	N	Y	N	Y	Y	Y	N
Cost	N	N	N	N	N	N	Y	N
Decision to insource	N	N	Y	N	Y	Y	Y	N

Civil enforcement officers

22. Approximately 60 enforcement officers are currently deployed in Southwark on a daily basis. They are supported by 8 supervisors and 3 managers. This basic staff resource can be supported by additional staff drafted in by the contractor if needed to cover leave, sickness and special events.
23. Regular training is needed to keep staff equipped with the knowledge needed to apply parking regulations. This is a specialist market and usually performed by contractors directly utilising an internal parking training team delivering BTEC courses (Rights and Responsibilities of a CEO and Conflict Resolution) are part of 2 week classroom training prior to on-street deployment.
24. The team is located in a central location in Walworth and equipped with eleven cars and 15 mopeds and operates a 24/7 service. The CCTV CEOs are located at APCOA's national CCTV centre in Hackney.
25. Main service providers have multiple contracts which enables them to transfer skilled staff to other contracts to cover peaks and troughs and strong purchasing power for agreements with specialist sub-contractors. There is also the need to procure specialist training services and expensive IT solutions. External contractors benefit from economies of scale in all these areas and this is a benefit that

Southwark would not have. It is therefore recommended that this element of the service remains externally provided by industry specialists.

Vehicle removal and storage

26. A specialised service requiring removal vehicles and a secured car pound with the ability to increase number of vehicles on demand. While currently the council normally operates two removal vehicles Monday to Friday, the current contractor can provide up to a further four vehicles on demand and vehicles on evenings and weekends. The council currently undertakes specialist operations with the Police on a regular basis where additional resources are brought in. Due to the need to have access to additional resources on occasion, it recommended that this element of the service continues to be procured from external specialists.

Correspondence

27. Currently the contractor provides responses to early appeals (made before the statutory process has started) and at later stages in the PCN recovery cycle. The council deal with correspondence at statutory stages and when the PCN has reached the enforcement agents (formerly referred to as bailiffs). The council has strong results in management of the correspondence it manages. Recommendation is therefore to bring this element of the service in-house.

Notice processing

28. The notice processing function is in effect maintenance of the IT parking back-office system, with two members of staff processing notices and other batch jobs on to the system. Given its close alignment to the parking back office IT system it makes sense to have this role as part of that provision. This is currently provided by the external contractor and it is recommended that this remains the case for the new contract.

Permit services

29. The council already operates a permit service from its contact centre at Queens Road for the housing estates which issue approximately 16,000 permits a year. The on-street permit service is somewhat bigger and is currently externally provided. However it has a newer IT system and a lot of the service is self served on the web (more than 75% of permits are issued that way). It is intended that the estates parking permits service will move on to a similar platform to on-street this year. It is therefore recommended to bring this element of the service in-house

Parking call centre

30. The council already operates a contact centre and a permit service from Queens Road. The parking call centre functions, which are mostly around permit services, could be integrated with the existing service. It is therefore recommended to bring this element of the service in house.

School crossing patrols

31. 50 School crossing patrol officers and one supervisor are currently provided by the external contractor. The officers attend their sites on school days morning and afternoon for two hours in total. The supervisor attends sites daily to ensure the service is being delivered. The supervisor steps in when there is absenteeism and

carries out training of new officers. In addition he/she also carry out risk assessments and recruitment. Recruitment is currently restricted to the parents of children at the school where the service is provided. The recommendation is to bring this service in-house.

IT parking back office and equipment

32. In the past the IT and IT equipment supply has been undertaken by different contractors from the parking and traffic enforcement service. This did not work as there was often ambiguity around where faults emanated from and how they could be resolved. It makes much more sense for the enforcement contractor to provide this part of the service as they have platforms already being used by multiple boroughs. This is now the case and it is recommended that this remains the case for the new contract.

External procurement

33. 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 have been reviewed and considered. These are outlined below:

Frameworks

34. 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

35. 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 manpower service and charged by hour, number of recorded visits to streets with defaults, etc) and the existing BPA (British Parking Association) model service contract based around key performance indicators which helps create a partnership rather than adversarial relationship and that contract is the most appropriate. A future contract would be procured in accordance with the Fairer Future Procurement Strategy.

Shared service delivery

36. 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.
37. Consideration was given to a joint operation with Lewisham in 2011-12, this was not pursued, largely because neither council could see the benefits from the joint operation. Lewisham's outsourced contract is now on a different time line to the council's.
38. 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.

39. Lambeth do have a break clause in 2020 for their on street enforcement contract which is currently with APCOA parking and we are exploring options with them. Further information will be in the Gateway 1.

Voluntary sector/not for profit

40. There are no known voluntary sector or not for profit organisations that provide the required service.
41. The advantages and disadvantages of each option will be considered further in the Gateway 1.

Market considerations

42. It should be expected that any tenders carried out now would be as competitive as those carried out some years ago. However, the impact the exchange rate of sterling and the possible changes to the free movement of labour due to the UK's withdrawal from the EU will need to be considered. The nature of the withdrawal from the EU is also likely to have an impact on the tendering process. It is uncertain how suppliers will view these risks in their pricing strategy or how long it will be until the risks are resolved.
43. There are a high number of contractors capable of delivering parking and traffic enforcement services for Southwark Council. These are mostly parking specialist companies but also some of the larger administrative government services mostly multi national or multi disciplined conglomerates.

Recommended strategic delivery option

44. From the review it is recommended that some services where there are similarities to other Southwark provided services and where there is little initial capital investment required are brought in-house. These services are correspondence, school crossing patrols, permit services and call centre. This report is intended to act as approval for the procurement strategy in respect of the proposed insourcing of these services by April 2020.
45. Other services that require investment in specialist IT and equipment or those that need to be done within tight timescales should remain out-sourced. Subject to cabinet approval of the recommendations in this report a Gateway 1 report will set out the details of the council's procurement strategy for these services. The Gateway 1 will allow further consideration of shared service delivery.
46. This is the recommended service delivery model for the parking services on the expiry of the current contract.
47. A SWOT analysis of the proposed service delivery model is set out below:

STRENGTHS

The role of reviewing of appeals made by the public against the issue of a penalty charge notice will be directly managed by the Southwark Council parking and traffic enforcement team providing greater control and more efficient processes.

The in-house correspondence team will be enhanced to a sustainable level giving greater control over the appeals and providing opportunities for Southwark staff. The

<p>in house correspondence team produces strong results in the parts of the service it currently manages. Core enforcement work including the supply of a suitable depot will continue to be outsourced. The permit team and call centre will be brought in house as efficiencies can be made conjunction with the current in-house permit services and call centre services.</p>
<p>WEAKNESSES Some service providers may be deterred from bidding if the out-sourced service is reduced. This is however unlikely as the change in how the services are delivered makes the contract more similar to other similar sized London contracts. Providers prefer an all-in service provision to provide better economies of scale; reducing the outsourced services may lead to higher prices.</p>
<p>OPPORTUNITIES Potential for an increase in apprenticeships / graduate training within the parking service with an increase in workload. Asset management information may be better recorded as a result of dealing with all correspondence.</p>
<p>THREATS Southwark Council will be liable for any failings in undertaking the school crossing patrol services and will need to streamline the recruitment process to enable the same flexibility that the contractor has in delivering the service. Southwark Council will need to ensure the correspondence service is adequately resourced. There is a known scarcity of parking correspondence professionals in London which will continue to be an issue for both in-house and out-sourced employers.</p>

Decommissioning services

48. There is a clear “exit strategy” within the current parking enforcement contract for both APCOA and Southwark Council to follow.

Policy implications

49. Having an effective parking and traffic enforcement service is an important component of delivering the councils plan (Movement Plan and Transport Plan) and fairer future commitments. In particular theme 3 - a greener borough, theme 4 - a full employment borough and theme 5 – a healthier life, will benefit from this service.

Identified risks for the service and recommended strategic option

50. The identified risks are listed below:

No	Risk	Description and Mitigation	Risk rating
1	That the parking surplus declines as a result of the restructuring where services are to be delivered.	Parking services have the first call on the parking surplus by law. This restructure will move the parking service to a similar structure as is found elsewhere in London.	M
2	Insurance claims as a result of School Crossing Service not being	Southwark may be liable for insurance claims where it can be proven that School	M

No	Risk	Description and Mitigation	Risk rating
	provided or being provided incorrectly.	Crossing patrols and risk assessments were not carried out correctly. A good system and rigorous processes will need to be adopted and adequate training provided	
3	As some services are being brought in-house TUPE regulations will apply to some currently out-sourced personnel	At this stage, liabilities are unknown. Early liaison with internal TUPE lawyer and HR representative is required	L
4	Unable to adequately resource internal additional parking functions	As notice processing remains outsourced it will remain possible to use the parking contractor to mitigate the risk	L
5	Some companies may be deterred from bidding for out sourced works due to decreased workload	Liaison with relevant companies ongoing. Many other London LA contacts are similarly structured.	L

Key/non-key decisions

51. This is a key decision.

Next steps

52. The parking services team will undertake a review and an update the current parking technical specification to ensure the latest industry standards and techniques are followed.

53. Upon approval of this report, a Gateway 1 will be processed for the procurement strategy for the out-sourced work. Tender and Contract documents will be prepared.

Service delivery project plan (key decisions)

Activity	Complete by:
Enter Gateway 0 decision on the Forward Plan	22/11/2018
DCRB Review Gateway 0	09/01/2019
CCRB Review Gateway 0	17/01/2019
Cabinet	05/02/2019
Indicative Gateway 1 approval	30/04/2019
Indicative Gateway 2 approval	04/12/2019
Current contract end date	31/03/2020

Community impact statement

54. People in all areas of the borough are affected by the quality of the parking and traffic enforcement services.
55. The award of new contracts or delivering some of the services directly is not considered to have any detrimental impact on local people and communities.
56. All service elements contained in the contracts are a borough-wide service. The updated technical specification addresses planning and delivery of planned and responsive parking and traffic enforcement and seeks to improve quality of the service and customer satisfaction.
57. 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. Direct benefits are a service which makes an important contribution to the safety and health of all. Continued emphasis on safety and health will especially benefit the most vulnerable members of the community i.e. the elderly, the disabled and young children.

Social value considerations

58. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing any procurement process, how wider social, economic and environmental benefits that may improve the well being of the local area can be secured. Social value considerations and how the delivery of these services can benefit the local area are detailed below:

Economic considerations

59. The economic considerations will be in the appraisal process and will be reported in the Gateway 1 report.

Social considerations

60. The new contract will deliver benefits to Southwark and particularly to the fairer future promises and policy commitments. These will include:
 - London Living Wage
 - Apprenticeships and work placement opportunities
 - Recruitment of local people using Southwark Works.

Environmental/Sustainability considerations

61. 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.
62. The contract specifications will demand the latest Euro standard engines on new fleet in this contract, and encourage more sustainable forms of transport where this is feasible. Currently half of the enforcement vehicles are fully electric supporting the air quality strategy

Plans for the monitoring and management of project

63. The parking and traffic enforcement services will be monitored through the use of pre-determined key performance indicators managed by the parking and traffic enforcement team.

Resource implications

64. Additional resources will be required to undertake the correspondence, permit and call centre roles in house, it is anticipated that the correspondence will go to the existing parking team while permits and call centre function will go to the council's CSC, a permit team already exists there for estate permit processing. In addition there will also be additional staff for HR, payroll and recruitment.
65. The school crossing patrols will become part of the existing road safety team and parking services will continue to fund them. The existing school crossing supervisor will probably be subject to TUPE.

TUPE/Pensions implications

66. A change in the provider of existing services, including in this case insourcing, is likely to amount to a Service Provision Change under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). However whether TUPE will apply and the extent to which it may result in the transfer of employees will depend on a number of factors, in particular whether there is change in identity from an incumbent provider to a new provider and, if so, how the existing provider organises its workforce to deliver the services under its current contract or sub-contract.
67. Due diligence needs to be undertaken with the current provider to obtain a clearer picture of the TUPE and pension implications for the Gateway 1 stage and further legal advice will be sought in light of the result of that due diligence. If there is a transfer of employees to the council from an incumbent contractor, then support will be also be sought from the council's human resources department and pensions team at the earliest opportunity.

Financial implications

68. The estimated net increase in internal costs arising from insourcing of all of the permit administration, correspondence duties and early appeals decision making and the school crossing patrol services is £250,000. However, the costs will be partly offset by a reduction in current contract costs as a result of the services brought back in-house. Any additional costs will be contained within existing parking service revenue budgets.
69. The proposed 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.
70. Bringing the service in-house will benefit our residents, there will be a more consistent response to early challenges, this will highlight on-street assets that may require replacement or repair earlier. This may lead to reduction in the number of PCNs which are cancelled as a result of challenges being made and improvements to overall quality.

Investment implications

71. There will be no investment implications.

Legal implications

72. Please see concurrent from the director of law and democracy.

Consultation

73. Formal consultation with the incumbent supplier and potential tenderers will be undertaken in accordance with the current contract and procurement regulations and guidance.

Other implications or issues

74. None.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (FC 18/033)

75. This report is requesting cabinet to note that the current parking enforcement and associated services contract ends on 31 March 2020 providing the council with an opportunity to review the way in which those services are delivered and to approve the recommended strategic delivery option (paragraphs 22 to 32) to bring essential services such as school crossing patrols, correspondence, early appeals decision making and permit services under the direct control of the council's parking services team.

Head of Procurement

76. This Gateway Zero report seeks the approval of cabinet to the recommended strategic delivery options for the parking and traffic enforcements and related services, outlined in paragraph 14 of the report. The elements of this service have been reviewed in detail and recommendations for the future delivery after 31 March 2020 when the current contract expires is recommended as set out in paragraphs 22-32. The recommendation is that some services are to be brought in house from April 2020 and will covers school crossing patrols, the parking call centre, permit services and correspondence where there is a strategic alignment to other council services and processes so these are more efficient for the council and its residents. It is also recommended that the parking and traffic enforcement services will be subject to a procurement exercise for a new contractor following the end of the current contract on 31 March 2020. Further gateway reports, including a Gateway 1 Procurement strategy will be followed for this service.

Director of Law and Democracy

77. This report seeks the approval of the strategic options assessment for the delivery of parking and traffic enforcement and associated services in Southwark.
78. Under the council's contract standing orders, a pre-procurement/Gateway 0 report is required for any service contract with an estimated contract value of £10m or more, or other strategically important contract for services, goods or works where

requested by the relevant cabinet member. The decision to approve the report recommendation is reserved to the relevant cabinet member, who may elect to refer the decision to cabinet.

79. Whilst the recommended strategic delivery option is for a combination of in-house and outsourced service delivery the estimated contract value of the procurement is not yet known and will be confirmed in the Gateway 1 report together with the proposed procurement strategy.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
Parking and traffic services tasks	Highways Division, 160 Tooley St	Phone number David Sole 020 7525 2037
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=6087&Ver=4		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Richard Livingstone, Environment, Transport Management and Air Quality		
Lead Officer	Ian Smith, Strategic Director of Environment and Leisure		
Report Author	David Sole, Parking Services and Development manager		
Version	Final		
Dated	24 January 2019		
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	
Director of Exchequer (For Housing contracts only)	N/a	N/a	
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		24 January 2019	