

LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE Variation to Civil Parking and Traffic Enforcement Contract (SC/2025/66)	
REPORT OF Cabinet Member for Planning and a Sustainable Camden	
FOR SUBMISSION TO Cabinet	DATE 12 th November 2025
STRATEGIC CONTEXT We Make Camden sets out a shared vision for a fair, sustainable, and inclusive borough, shaped in partnership with our community. Parking management policies, developed as part of Camden’s Transport Strategy, are designed to help realise this vision by encouraging sustainable travel, reducing the environmental impact of traffic, and supporting a shift to cleaner, low-emission transport. These actions directly contribute to We Make Camden’s priorities—improving public health, air quality, road safety, community cohesion, and inclusive economic growth—ensuring Camden is a place where everyone can thrive. The Way We Work is the Council’s response to We Make Camden. The parking enforcement contract reflects Camden’s commitment to collaborative, innovative, and adaptable ways of working—empowering staff, using data and feedback, and delivering high-quality core services. It also delivers social value through apprenticeships, local recruitment, and sustainability initiatives, while maintaining financial responsibility by reinvesting surplus revenue into transport and public realm improvements.	
SUMMARY OF REPORT This report seeks approval to waive Contract Standing Order C3.1 in order to vary the Council’s contract with Marston Holdings Limited to deliver civil parking and traffic enforcement in the borough. The variation increases the overall existing deployed hours, and associated enforcement vehicles / video safety equipment, at an additional average cost of £1.43M per annum. This variation is proposed due to an expanding volume of policy driven parking restrictions in the borough which require additional enforcement hours to ensure the highway is effectively managed in relation to civil parking enforcement. The variation will also enable the Council to transition the majority of its CCTV enforcement operation to a more efficient remote-review model and streamline the current operations by adjusting the in-borough deployed hours. This report is coming to the Cabinet because in order to vary the contract a waiver of Contract Standing Order (CSO) C3.1 (obligation to carry out a competitive tendering process) is required. Given the value of the proposed variation, agreement from Cabinet is required.	

To ensure continuity of service through to 30 September 2030, a four-year contract extension has been agreed. In line with Camden's CSOs, this decision falls within the authority of the Executive Director for Investment, Place and Opportunity and does not require Cabinet approval.

Local Government Act 1972 – Access to Information

No documents that require listing were used in the preparation of this report.

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RECOMMENDATIONS

That the Cabinet approves a waiver of Contract Standing Order C3.1 in order to vary the contract with Marston Holdings, as further set out in this report, for the Civil Parking and Traffic Enforcement Contract from 1st December 2025 for an estimated value of £41.4 million

Signed:



Richard Bradbury
Director of Environment & Sustainability

Date: 30th October 2025

1. CONTEXT AND BACKGROUND

- 1.1. The London Borough of Camden manages parking across more than 280 miles of kerbside space encompassing approximately 35,000 parking spaces. In addition to controlling parking, the Council enforces a wide range of moving traffic regulations, including bus lanes, school streets, and one-way restrictions. These traffic and parking regulations are controlled through the issuance of Penalty Charge Notices (PCNs) both on-street and via CCTV. In 2024-2025 the London Borough of Camden issued over 300,000 PCNs
- 1.2. To ensure effective delivery of this operation, the Council has a contract with Marston Holdings, an external contractor whose specialist expertise and operational capacity support Camden's enforcement activities. The contract is structured around a series of defined outcomes and measurable deliverables, including:
 - enabling the Council to meet its legal obligations under the Traffic Management Act 2004 by supporting the effective management and maintenance of the public highway, ensuring it remains safe and accessible for all road users.
 - To expand the use of the enforcement contract to incorporate other service areas such as Environment Services, Housing, etc.
 - To optimise resources within the contract to increase the council's street presence whilst keeping costs to a minimum.
 - To ensure that the public realm is managed to serve our residents, visitors and business who reside or service the borough.
- 1.3. Revenue generated through the contract contributes a surplus to the General Fund. Under Section 55 of the Road Traffic Regulation Act 1984, this surplus must be used exclusively for transport-related purposes. The London Borough of Camden allocates this funding to support a range of provisions, including:
 - Transport services, including concessionary and accessible travel options such as Freedom Passes and Taxicard scheme
 - Highway improvement and maintenance
- 1.4. The contract with Marston Holdings commenced in October 2020 with an initial term of six years and two optional extensions of two years each. To ensure continuity of service through to 30 September 2030 and to streamline future governance processes, a contract extension for the full four-year period has been agreed. In accordance with Camden's Contract Standing Orders, this decision is reserved to the Executive Director for Investment, Place and Opportunity and does not require Cabinet approval. The extension was formally approved on 15 October 2025. A link to the approval report is available here: [Decision - Contract Extension and Variation Report for Civil Parking and Enforcement - Camden Council](#)

2. PROPOSAL AND REASONS

- 2.1. This report seeks approval to waive Contract Standing Orders' requirement for the competitive tendering of contracts with an estimated value over the procurement threshold, in order to vary the civil enforcement contract currently

delivered by Marston Holdings. The variations are for an adjustment to the schedule of rates, and to increase the existing deployed hours, and increase the deployment of associated enforcement vehicles and equipment.

- 2.2. Over the six years since the contract commenced, the service provider has experienced substantial increases in operational costs. In order to ensure they can continue to deliver the quality and scope of services we require, the service provider has proposed an adjustment to the current schedule of rates. Based on current levels of enforcement activity, the expected cost of the 4 year extension period is £41.4 million.
- 2.3. It is also proposed to vary the contract to increase the overall existing deployed hours by an estimated 545 hours per week, and increase the deployment of associated enforcement vehicles / video safety equipment by a combined 127 units per week, at an additional average cost of £1.43M per annum. This variation will take effect in December 2025.
- 2.4. As outlined earlier in this report, these changes are essential to meet our statutory obligations and strategic aims across a growing volume of policy-driven parking restrictions. Extending deployed hours will enable enforcement teams to operate more effectively across a broader range of controlled periods, including late evenings and overnight. These measures directly respond to residents' concerns about increasing levels of anti-social parking behaviour across the borough. In addition to extended hours, the deployment of more vehicles and advanced video safety equipment will improve the efficiency, safety, and reach of Civil Enforcement Officers—particularly within a growing number of the Borough's housing estates.
- 2.5. By expanding and optimising the current enforcement operation, the recommendations outlined in this report have the potential to increase funding for the essential highway improvements and transport provisions outlined in 1.3
- 2.6. The contract includes clauses that permit variation and change control; however this does not expressly set out the nature of variations that are permitted, therefore due to the scale of the proposed variations being significant, officers consider that the variation may be outside of the terms of the contract. Therefore, a waiver of CSO C3.1 (requirement to competitively tender contracts over the Procurement Threshold) is being requested to increase the deployed hours delivered under the contract from December 2025, and to adjust the schedule of rates from October 2026, through a variation to the Marston Holdings contract, for the reasons set out in this report. In accordance with CSO F3.4 the waiver must be agreed by the Cabinet in addition to the relevant Chief Officer and the Executive Director Corporate Services.

3. OPTIONS APPRAISAL

- 3.1. The following options were considered:

Option 1 – Vary the contract

Option 2 – do nothing and allow the contract to continue as it stands

- 3.2 **Option 1** Is the preferred option, to vary the contract by adjusting the schedule of rates and increasing the deployed hours. The service provider has experienced substantial increases in operational costs, therefore in order to maintain the viability of the operation, the service provider has proposed an adjustment to the current schedule of rates.
- 3.3 Additionally, as policy-driven parking restrictions in the borough expand, there is a need to increase the number of deployed hours to maintain effective highway management through civil parking enforcement.
- 3.4 The service provider consistently meets both the core and non-core Key Performance Indicators (KPIs) as outlined in the contract requirements. They demonstrate a proactive approach to service delivery by fully supporting and fulfilling all requests for additional reporting information. There have been no contract compliance issues.
- 3.5 Therefore, a variation to the contract is proposed, this is permitted under Regulation 72(1) of the Public Contracts Regulations 2015 (PCR) which sets out that contracts may be modified without a new procurement procedure (b) for additional services by the original contractor that have become necessary and were not included in the initial procurement, where a change of contractor;
(i) cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, services or installations procured under the initial procurement, or
(ii) would cause significant inconvenience or substantial duplication of costs for the contracting authority,
provided that any increase in price does not exceed 50% of the value of the original contract.
- 3.6 The proposed variation constitutes an increase in provision for the services already provided under the contract, therefore a change of contractor would not be feasible. The additional services were also not foreseeable, with the proposed changes coming about due to extended hours of control and the resource required to enforce these. The increase in contract price is within 50% of the original contract value.
- 3.7 It is therefore considered that exceptional circumstances exist which justify the proposed route and a waiver of CSOs' requirement for a competitive process.
- 3.8 Option 2 is not recommended because to allow the contract to continue unamended would put the commercial viability of the contract at risk, and would mean the contract is not able to be responsive to the expanding volume of policy driven parking restrictions in the borough which require an increase in the number of deployed hours to effectively managing the highway relating to civil parking enforcement

4. WHAT ARE THE KEY IMPACTS / RISKS? HOW WILL THEY BE ADDRESSED?

- 4.1. The risks and impacts of the recommended option are set out in the table below.

Impact / Risk	Mitigation Strategy
Financial: Significant unexpected costs related to increase in demand of enforcement services.	Forecast impact of policy changes and new traffic/parking schemes. Utilise data to increase efficiency of enforcement workforce.
Industrial Action: Disputes over pay and conditions can negatively impact on service delivery and public perception.	Engage early with union representatives. Prepare service continuity plans, including redeployment or temporary staffing.

5. CONSULTATION/ENGAGEMENT

- 5.1. External consultation is not considered necessary to vary the Civil Parking and Traffic Enforcement contract.

6. LEGAL IMPLICATIONS

- 6.1. The Council is required to carry out its procurement activities in accordance with the Council's Contract Standing Orders (CSOs) and the Public Contract Regulations 2015 (PCR).
- 6.2. The report recommends endorsement of a waiver from undertaking a competitive tendering process for the reasons set out in the report.
- 6.3. In accordance with Contract Standing Orders (CSOs), in order to vary the Contract a waiver of CSO C3.1 (obligation to carry out a competitive tendering process) is required. The rationale for the waiver is permissible. Grounds for modifying the contract are permitted under regulation 72 of the PCR. Given the value of the proposed variation, agreement from Cabinet is required.

7. RESOURCE IMPLICATIONS

- 7.1. The contract price is not fixed and the estimated costs from year 7 – 10 is £47,388,493.
- 7.2. Over the life of the contract extension, Parking Operations, can generate sufficient income to cover the extra £12,998,000. However, is a risk that in later years (2029/30 and 2030/31) the net cash flow could be less than the budgeted income and expenditure, resulting in a budget pressure. This is based on broad assumptions made around future income and expenditure budgets and future forecast income, which is dependent upon several factors, so it is not possible to quantify the potential impact with any degree of accuracy, though this will be closely monitored across that period.
- 7.3. The current assumptions made about standard inflation on the expenditure budget is based on Camden's corporate inflation which might be insufficient to cover the extension costs.

- 7.4. The service provider Marston has also made assumption about RPI (Retail price index) which might be higher than Camden's current corporate inflation assumptions. Where this is the case, the service will have to apply for inflation exception to cover certain costs. For example, staffing. Camden's corporate policy is that service providers pay the London living wage (LLW).

8. ENVIRONMENTAL IMPLICATIONS

- 8.1. This report highlights the critical role the Civil Parking and Traffic Enforcement contract plays in upholding parking policies implemented to align with Camden's environmental aims. By enforcing restrictions on parking duration, limiting traffic access, and ensuring adherence to emissions-based parking charges, we discourage driving into and around the borough. Such measures encourage the adoption of sustainable and active transport choices like walking, cycling, or using public transport and contribute to enhancing the health and wellbeing of residents and visitors.
- 8.2. Enforcement officers will be required to adopt more sustainable strategies to carry out their duties, including the use of active travel and public transport where possible when travelling to and around the borough. If vehicle use is necessary for fulfilment of the contract, Marston Holdings is expected to adhere to the Council's 'Green Vehicle Fleet Standard for Contractors and Service Providers'. It includes a requirement for either quarterly or annual reporting, setting out how impacts have been mitigated during the reporting period.
- 8.3. The Council's transition to a predominantly remote-review delivery of CCTV enforcement will also encourage the reduction of greenhouse gas emissions, fuel consumption, and air pollution further.
- 8.4. The ability to enforce our parking controls directly supports Council policies aimed at improving the environment, health, and wellbeing. By enforcing limited stay restrictions, traffic bans, and parking fees based on vehicle emissions, we deter motorists from driving into the borough and promote the use of more sustainable transport options such as walking, cycling, or public transport.
- 8.5. In addition to the above the provider has committed to delivering economic, environmental and social benefits to the Council as part of their Social Value offer.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1. Following the end of the call-in period for this decision, a variation and extension agreement will be drafted and executed by the service provider and the Council. It is anticipated that the variation to number of hours of deployment will be introduced in December 2025, with the contract extension commencing on 1st October 2026.

REPORT ENDS