

Philip Slawther,
Principal Committee
Co-ordinator

020 8489 2957

philip.slawther2@haringey.gov.uk

To: All Members of the Environment and Community Safety Scrutiny Panel

Dear Member,

Environment and Community Safety Scrutiny Panel - Thursday, 3rd March,
2022

I attach a copy of the following reports for the above-mentioned meeting which were not available at the time of collation of the agenda:

8. UPDATE ON PARKING MANAGEMENT IT SYSTEM (PAGES 1 - 14)

Verbal update.

Yours sincerely

Philip Slawther, Principal Committee Co-ordinator
Principal Committee Co-Ordinator

This page is intentionally left blank

Environment and Community Safety Scrutiny Panel

Parking Management Information System (PMIS) Update

3rd March 2022

The 'old' parking management system

- In 2018, the existing paper-based parking system was the 'Civica CE system'
- The Council wished to move to a virtual (paperless) permit system, in keeping with the principle of digital transformation.
- Whilst Civica said that it could provide a paperless permit solution, its solution and the software application to allow the Council's civil enforcement officers (CEOs) to issue penalty charge notices (PCNs) had already failed separate user acceptance tests (UATs)
- Civica either charged for or did not have modules that other system providers included as standard.
- The Civica system included a removal module for those vehicles repeatedly receiving PCNs. The module worked inefficiently, and one part did not work properly.
- Civica's delivery schedule did not include enhancements to some of the modules the Council considered key.
- The Civica solution was not deemed suitable in its current form to provide the robust enforcement solution required to support a transition to virtual permits.

The new Parking Management IT System (PMIS)

As the Civica system was considered entirely unsuitable, a procurement process was followed for a new virtual parking permit system.

- In September 2019, the Cabinet confirmed the move towards a predominantly virtual parking permit system.
- A key aspiration was to ensure around 90% of permit applications were achieved online without assistance from Council personnel. To achieve this outcome, the digital solution would need to be easier for a customer than a paper-based solution
- It awarded a contract to Taranto Systems Limited, the preferred service provider of the four companies that submitted tenders. The 10-year contract period has the option to extend for a further 5 years.
- Taranto has over 50 local authority clients, including London Boroughs (e.g. Ealing, Hounslow, Tower Hamlets and Wandsworth) as well as others such as East Suffolk Council, Torbay Council, Coventry City Council and the Government of Jersey.
- To allow time to develop and introduce the new PMIS, the Civica CE system would be retained and be gradually phased out as the PMIS was brought into effect in stages.
- A paper-based application approach to secure permits would continue to be retained for those unable to use online technology.

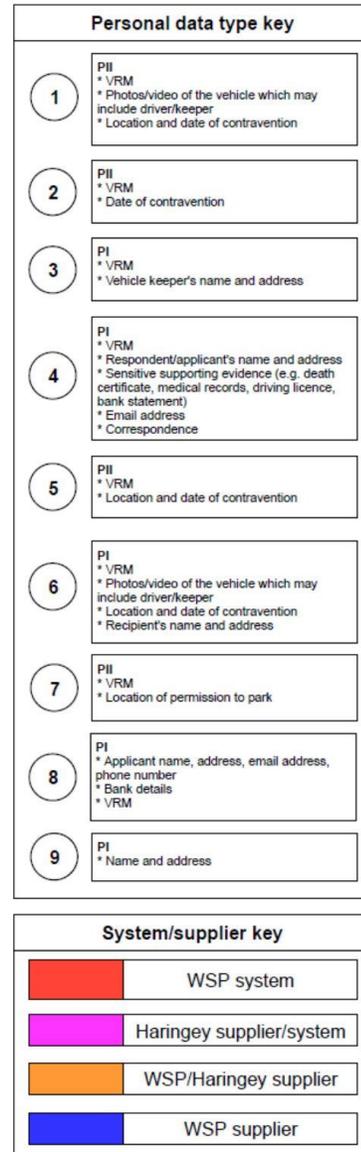
The features of the Taranto parking IT system

Haringey Parking Services is pushing the boundaries beyond what other local authorities may have tried to achieve with their parking IT systems in the past.

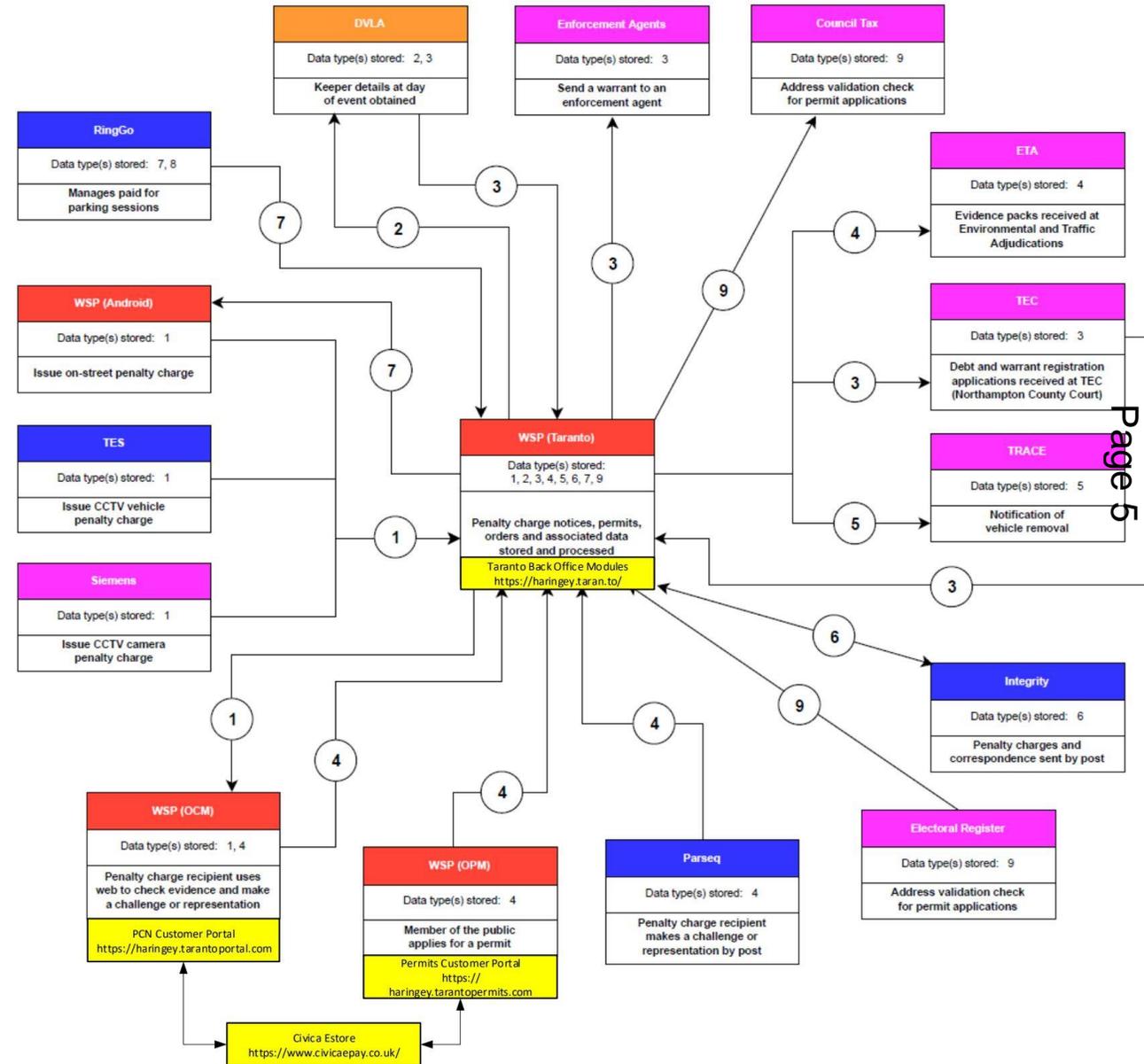
- Applicants only have to upload proof of vehicle ownership (it is not possible to check this against the DVLA record automatically) for audit and fraud prevention purposes.
- Once the details of a parking application are confirmed, virtual permits are issued immediately.
- This means that resident vehicle details are loaded onto the Council's approved database at the point the permit is issued.
- The CEOs can then use automatic number plate recognition (ANPR) technology to ascertain whether a vehicle is legally parked or not.
- Blue Badge holders no longer need to display their Blue Badge so the theft or chance of misuse is reduced.
- The former 'Companion Badge' has been replaced by a virtual residential parking permit, further reducing the likelihood of theft.

A complex system architecture

- 16 different system interfaces
 - Electoral Roll and Council Tax interface – resident automated validation
 - Interface with Council payment system – Civica Icon
- 10 different sub-contractors involved in service delivery
- 27 different modules developed and tested as part of implementing the new parking system
- Delivery was dependent on cross-directorate working. Representatives from Legal Services, Corporate Communications, Customer Services, Digital Services and Parking Services have all played their part in implementing significant levels of change.



Taranto & Haringey Parking System Landscape

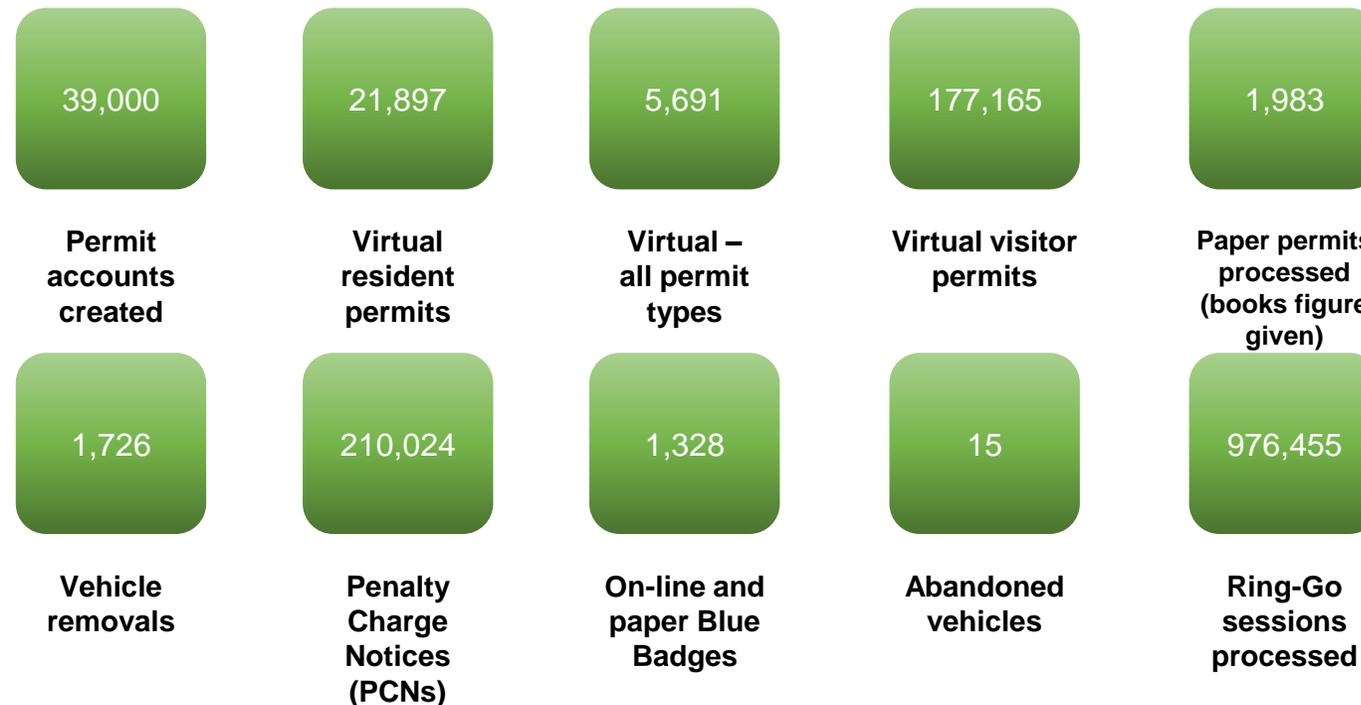


The new Parking Management IT System (PMIS)

Parking System In Numbers

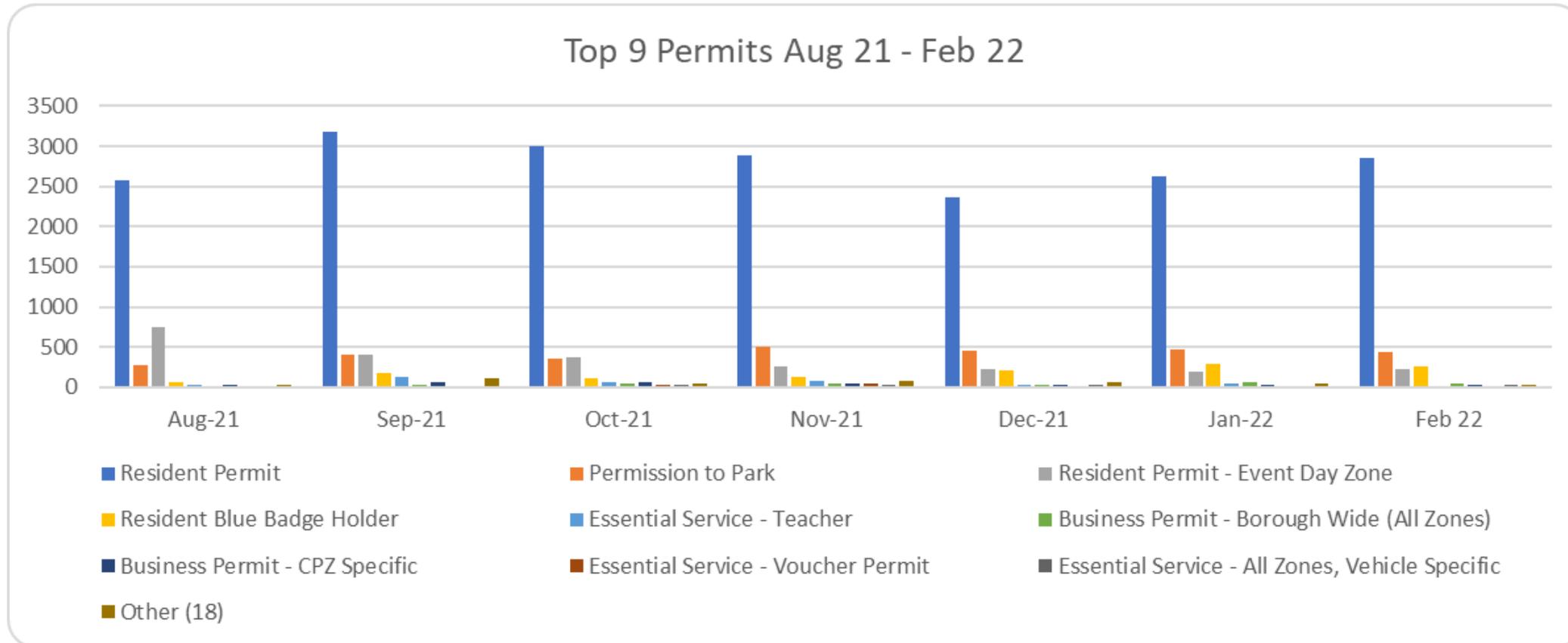
Implementation of the Taranto parking system has been delivered in 3 Phases

- Phase 1: Enforcement – went live on 6th April 2021
- Phase 2: Permits – went live on 2nd August 2021
- Phase 3: Ancillary Modules – Due to be completed by end of May 2022



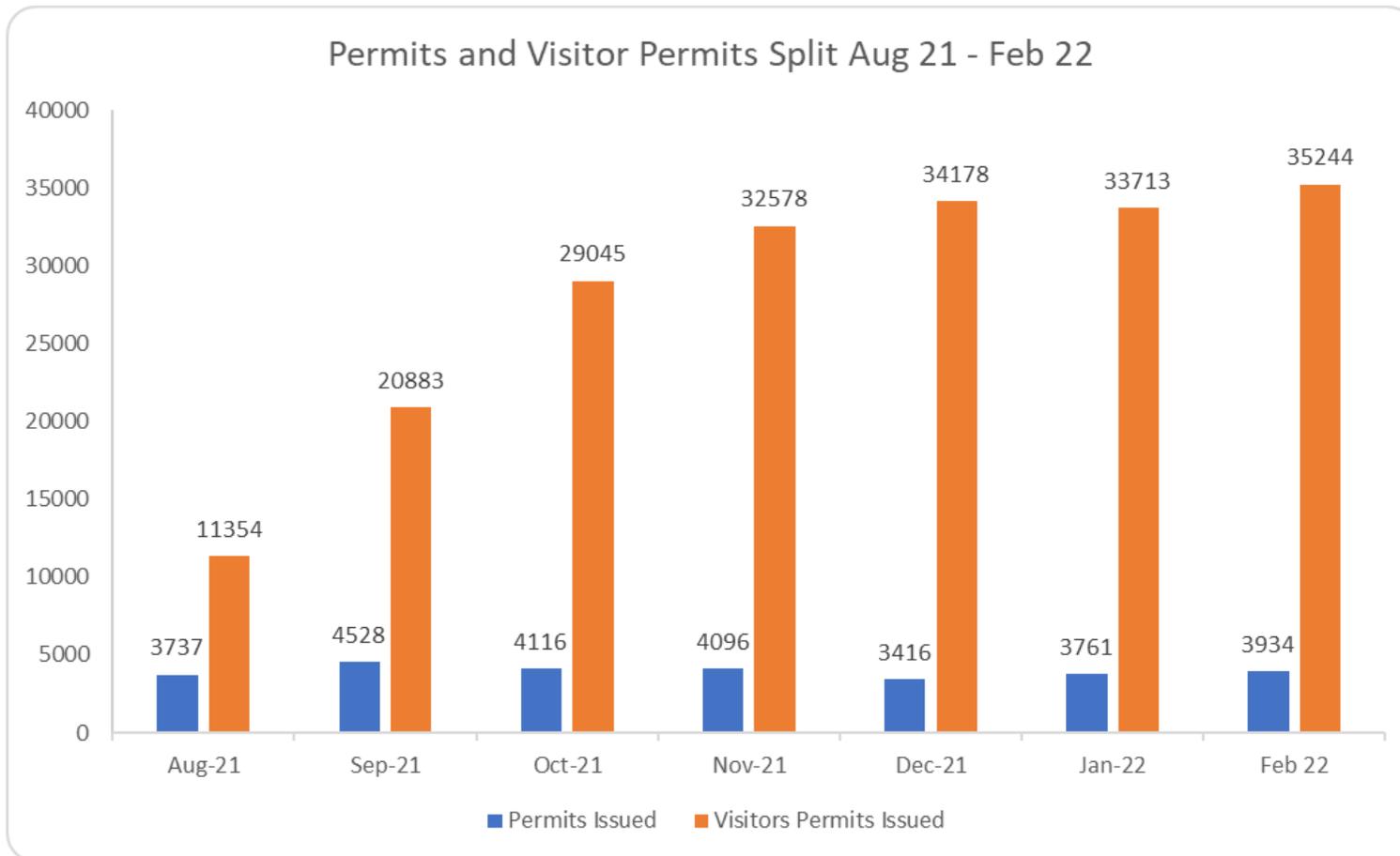
Top 9 permits issued

The following chart shows the top 9 permit types issued from August 2021 to February 2022



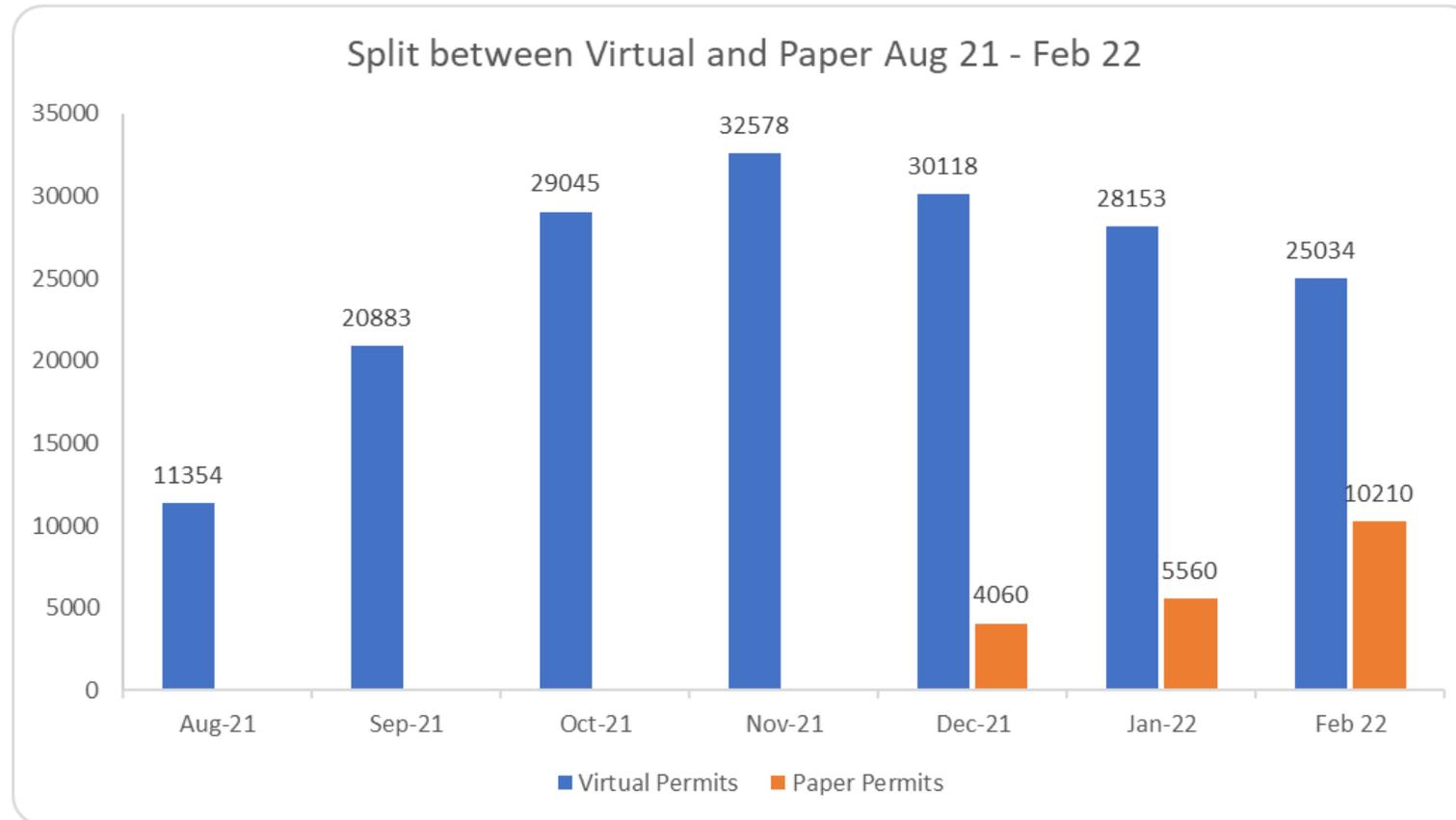
Parking permits vs visitor permits

- The chart below shows the split between parking permits and visitor permits issued (which includes paper permits).
- Please note paper permits are sold in books of 10.



Taranto visitor permits

- The chart below shows the number of visitor permits issued from August 2021 to February 2022
- Please note paper permits are sold in books of 10.



Virtual visitor permits

This table shows the number of virtual visitor permits issued from August 2021 to February 2022

Type	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
Visitor Permit - Hourly	5259	10528	14578	17711	15536	15100	13293
Visitor Permit - Daily	4894	8387	10823	11598	10896	9846	8664
Visitor Permit - Hourly (Concessionary)	433	747	1728	1688	1617	1872	1646
Visitor Permit - Daily (Concessionary)	371	765	1156	1201	1219	1053	995
Visitor Permit (Event Day)	396	456	760	380	850	282	436
Visitor Permit (Event Day) (Concessionary)	1						
Grand Total	11354	20883	29045	32578	30118	28153	25034

* Concessionary visitor permits are available to residents who can provide proof they are aged 65 or over, or who are registered disabled or who hold a valid Blue Badge.

Six-Month Permit Review

We are identifying where things are not necessarily working as might have been expected – e.g. instead of 90% auto-validation, it is around 70%. We are looking at improvements that we can make immediately and, in the medium term, to the permit module to help customers who are finding it difficult to use the permit system.

Immediate work

- Undertaking user acceptance testing on the most recent development phase of the Taranto system before trying it live, hopefully within the next week or so. Whilst we anticipate that this will address many of the known issues, it won't necessarily correct all the issues.
- Addressing interoperability issue with other IT systems that the Taranto system interfaces with - which Digital Services personnel are seeking to more fully understand and then resolve.
- Accelerating work around resolving priority issues impacting on the customer experience

Medium-term permit review – looking at the entire customer experience

- Improve the user experience for customers and LBH staff assisting customers who cannot do so online
- Improve accessibility – e.g. by making the permit module mobile responsive through a new, forthcoming release by Taranto on a different operating platform, meeting Government design standards
- Improve self-service and reduce contacts
- Improve the 'Contact Us' form to reduce contacts and improve business intelligence
- Identify any conflicts between user experience improvements and policy
- Create a continuous improvement loop

Permit Improvement Review

Scope:

Provide the blueprint/roadmap for future work to improve Customer Services' parking service to include:

- Customer Services' target operating model (parking-related work streams only)
- Improvements to the permit module

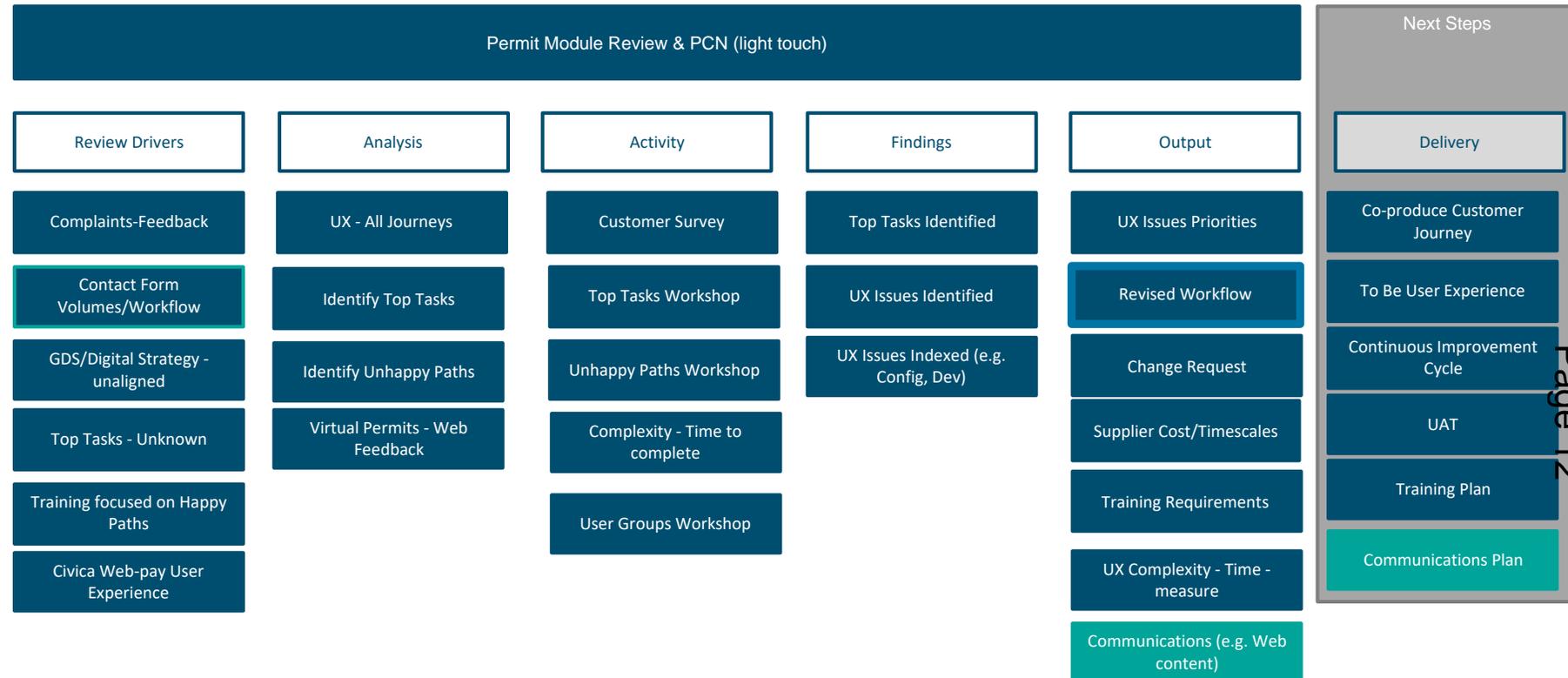
Approach:

- The research/investigation work will be undertaken through quantitative and qualitative data analysis using standard methodologies.
- The research/investigation work will be undertaken by ensuring full engagement with key stakeholders, service users, customer service and parking staff.

Stakeholder Engagement:

- Internal - Councillors, senior stakeholders, Parking Services, Customer Services, staff with virtual parking accounts & staff with custom needs (e.g. ASC) through weekly checkpoints, weekly board updates, weekly stakeholder meetings, representatives attending workshops & a customer service parking survey
- External - Citizen's Panel, disability groups, paper permit holders & virtual permit holders through workshops, surveys & feedback

Customer Experience – Example of approach



Permit Improvement Review – Selection of Priority Issues

Areas that need to be considered

Issue	Impact on the Customer	Policy	Process	Config	Usability	Service Delivery	Information
Civica Icon payment issues	<ul style="list-style-type: none"> ➤ Payments are taken but no permit is issued. ➤ 9 cap on visitor permits and combination of permits causing payment errors 	No	Yes	Yes	Yes	Yes	Yes
Resident qualification process (Virtual visitor permit only)	<ul style="list-style-type: none"> ➤ Customer journey not intuitive – poor customer experience. 	Yes	Yes	Yes	Yes	Yes	Yes
'Contact Us' functionality	<ul style="list-style-type: none"> ➤ Not linked to customers' accounts making it difficult to track. ➤ Duplicate contacts increase customer frustration. 	No	Yes	Yes	Yes	Yes	Yes
Address database not sequential / not up to date	<ul style="list-style-type: none"> ➤ Design has introduced a degree of service user error and generates additional calls into customer services 	No	Yes	Yes	Yes	Yes	Yes
Customer registration process	<ul style="list-style-type: none"> ➤ Some customers do not find the process intuitive to navigate, leading to frustration and complaints 	Yes	Yes	Yes	Yes	Yes	Yes
Usability – data entry; messaging and prompts; letter and e-mail templates	<ul style="list-style-type: none"> ➤ Impacts on overall customer experience 	Yes	Yes	Yes	Yes	Yes	Yes
Parking webpages	<ul style="list-style-type: none"> ➤ Impacts on overall customer experience 	Yes	Yes	Yes	Yes	Yes	Yes



Questions & Answers