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

Dear Member,

Environment and Community Safety Scrutiny Panel - Thursday, 16th March,
2023

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:

- 7. FUSION UPDATE (PAGES 1 - 10)**

- 12. UPDATE ON THE PARKING MANAGEMENT IT SYSTEM (PAGES 11 - 30)**

Yours sincerely

Philip Slawther, Principal Scrutiny Officer
Principal Committee Co-Ordinator

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Environment & Community Safety Scrutiny Panel

Leisure Centre Service Provision Issues at Tottenham Green and Park Road

16th March 2023

Overview

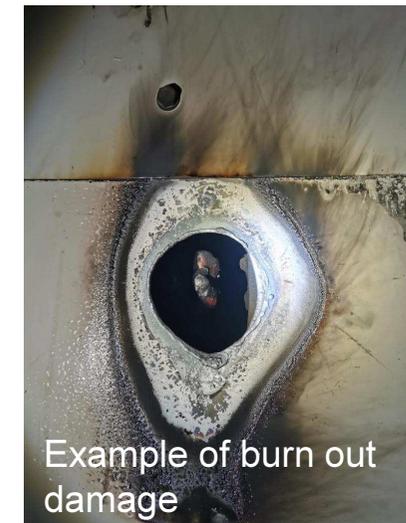


- Tottenham Green Pools and Fitness Centre
- Park Road Pools and Fitness Centre
- Monitoring programme
- Questions and answers

Tottenham Green Pools and Fitness Centre



- Flooding into the plant room on 30th December 2022 led to significant parts of the floor-based electrical and mechanical systems being submerged.
- Damage was so significant that UKPN had to cut the power off to the whole building complex.
- Water continues to enter the plant room
- Specialist investigations are ongoing as to the source of the water, although certain sources (such as coming from the swimming pools) have been ruled out through chemical analysis of the water.



Tottenham Green Pools and Fitness Centre

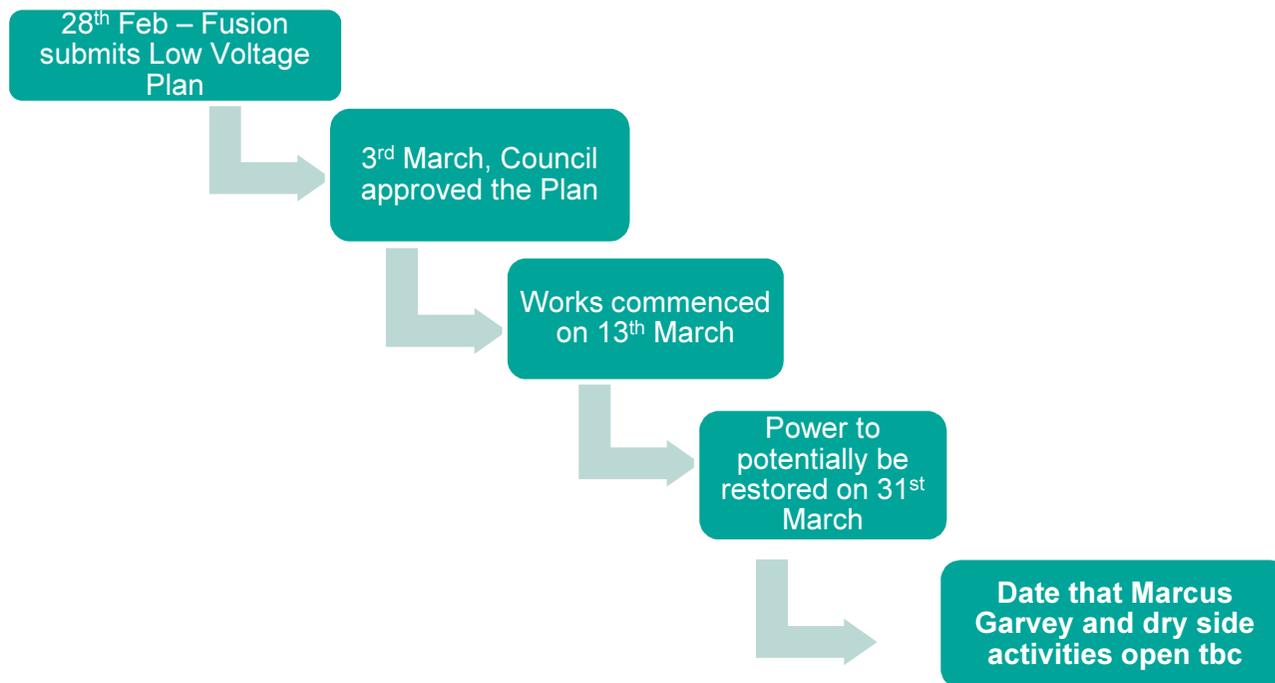


- The key damage is to the electrical systems - both the low voltage (240v) and the high voltage (415v) systems.
- There are a number of pumps and other ancillary items of the pool systems that require inspection and repair. This work has to follow the restoration of the low voltage system.
- Restoration of the low voltage system will allow the Marcus Garvey Library, Customer Service Centre and the dry activities in the leisure centre to recommence, which would include the nursery re-opening.
- The swimming pools cannot be restored to full operation without the replacement of the high voltage systems. As with the low voltage system, testing of 'dormant' equipment will have to follow restoration of electrical supply.

Tottenham Green Pools and Fitness Centre



- After a slow start, Fusion has produced a rectification plan for the reopening of the dry sport facilities in the Leisure Centre and Marcus Garvey Library.
- Works on site commenced on Monday 13th March.
- **The indicative cost of the low voltage works is circa £80,000**
- **Timeline for restoring the low voltage system:-**



Tottenham Green Pools and Fitness Centre



- Water is still finding its way into the plant room and, despite investigations by several different teams, the source of the water cannot be identified. However, the water contains faecal matter.
- Whilst water ingress is still being investigated (including with Thames Water), the plan for returning the pools to operational use may come in two parts
 - (a) restoration of the high voltage equipment etc and
 - (b) stopping the ingress of water.
- **The indicative cost of the high voltage works is circa £300,000**
- **It is not possible to define a timeline for restoring the high voltage system. We do, however, know that it will be a minimum of 16 weeks from the time a project programme is agreed. This is because the entire electrical system needs to be rebuilt on a plinth to avoid the possibility of a electrical shortage from flooding reoccurring.**

Park Road Pools and Fitness Centre



- On Wednesday 25th January, a site visit from the Council's Leisure Team officers determined that Fusion had been operating the four pools with manual dosing of chemicals for an extended period of time.
- The four automatic chemical dosing controllers were not operational, but Fusion confirmed that replacements were on order.
- Leisure Team officers recommended the pools should close.
- Fusion rebuffed the request, stating it believed the pools were safe.
- Leisure Team officers returned on the 26th January with the Health and Safety Team and an Environmental Health Officer.
- After considering the evidence gained from that further inspection, the Council directed Fusion to not open the pools from Friday 27th January until Fusion could demonstrate a plan to operate the pools safely and in accordance with the contract and guidance published by the Pool Water Treatment Advisory Group.

Park Road Pools and Fitness Centre

- Council officers identified the following issues for resolution:-
 - Installation of new automatic dosing controllers
 - Restoration of water circulation in the diving pool (non-operational since November 2022)
 - Temporary system for the operation of the air handling, pending a more permanent fix.
 - Completion of remedial works around the Lido
- Fusion also commenced a programme of other actions to lift the presentation of the building. These are ongoing and being logged and monitored through an improvement plan.
- **Fusion completed all the key works by 5pm Tuesday 7th February and were able to reopen the pools in the morning of 8th February.**
- The dry side of the facilities have remained open throughout as, unlike Tottenham Green, there has been no loss of electrical power.



Monitoring the performance of Fusion



- The Leisure Team is using complaints, Members' enquiries and group feedback to inform the action planning and improvements being sought from Fusion.
- The Council has been undertaking additional monitoring, including additional pool water testing and condition surveys.
- For Park Road, there is continuing high-level engagement with the Park Road Lido User Group (PRLUG). That engagement plays into the monthly tripartite meetings between Fusion Lifestyle, the PRLUG and the Council's Leisure Team (of which one meeting was earlier today).
- Refunds to customers are being tracked and any customer concerns can be emailed to fusion.enquiries@haringey.gov.uk

Questions and Answers

Environment & Community Safety Scrutiny Panel

Parking Management IT System (PMIS) Update

16th March 2023

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 a major shift of permit applications to being 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 was to be retained and 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 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.

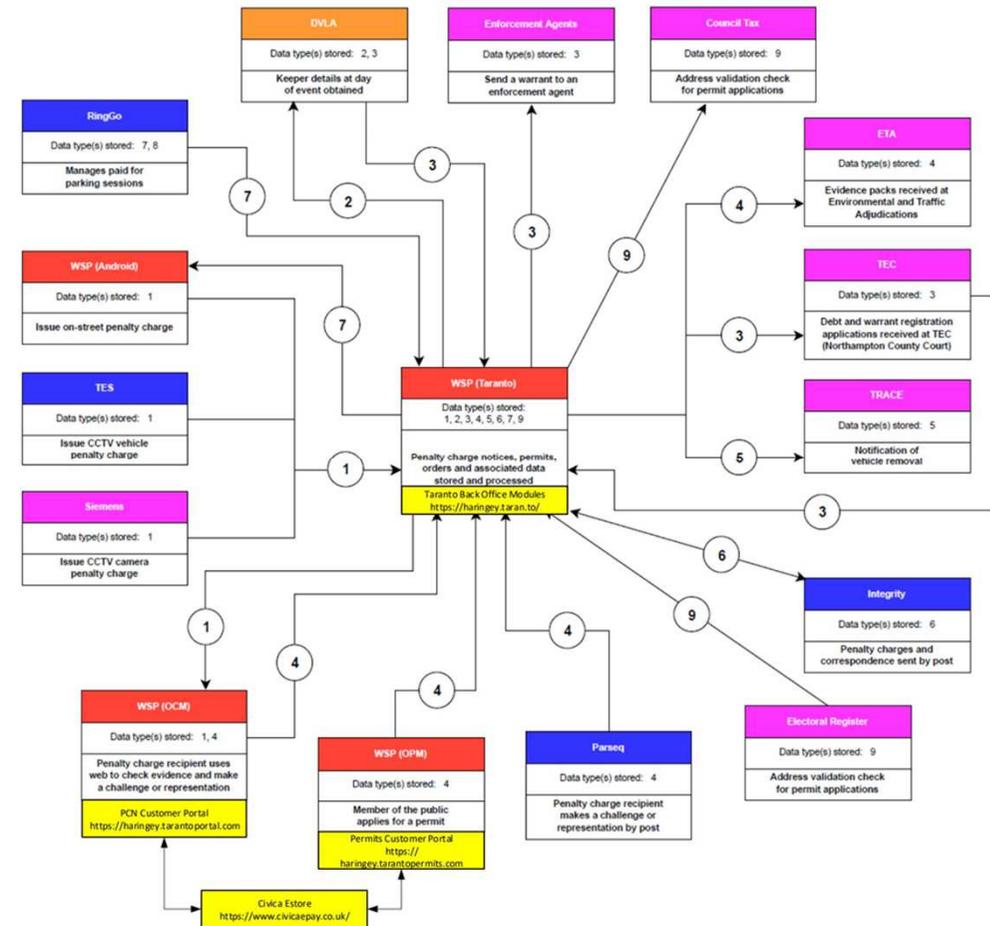
A complex system architecture



- 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. Legal Services, Corporate Communications, Customer Services, Digital Services and Parking Services are all playing their part in implementing significant levels of change.

Personal data type key	
1	PII * V/RM * Photos/video of the vehicle which may include driver/keeper * Location and date of contravention
2	PII * V/RM * Date of contravention
3	PI * V/RM * Vehicle keeper's name and address
4	PI * V/RM * Respondent/applicant's name and address * Sensitive supporting evidence (e.g. death certificate, medical records, driving licence, bank statements) * Email address * Correspondence
5	PII * V/RM * Location and date of contravention
6	PI * V/RM * Photos/video of the vehicle which may include driver/keeper * Location and date of contravention * Recipient's name and address
7	PII * V/RM * Location of permission to park
8	PI * Applicant name, address, email address, phone number * Bank details * V/RM
9	PI * Name and address

System/supplier key	
	WSP system
	Haringey supplier/system
	WSP/Haringey supplier
	WSP supplier



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

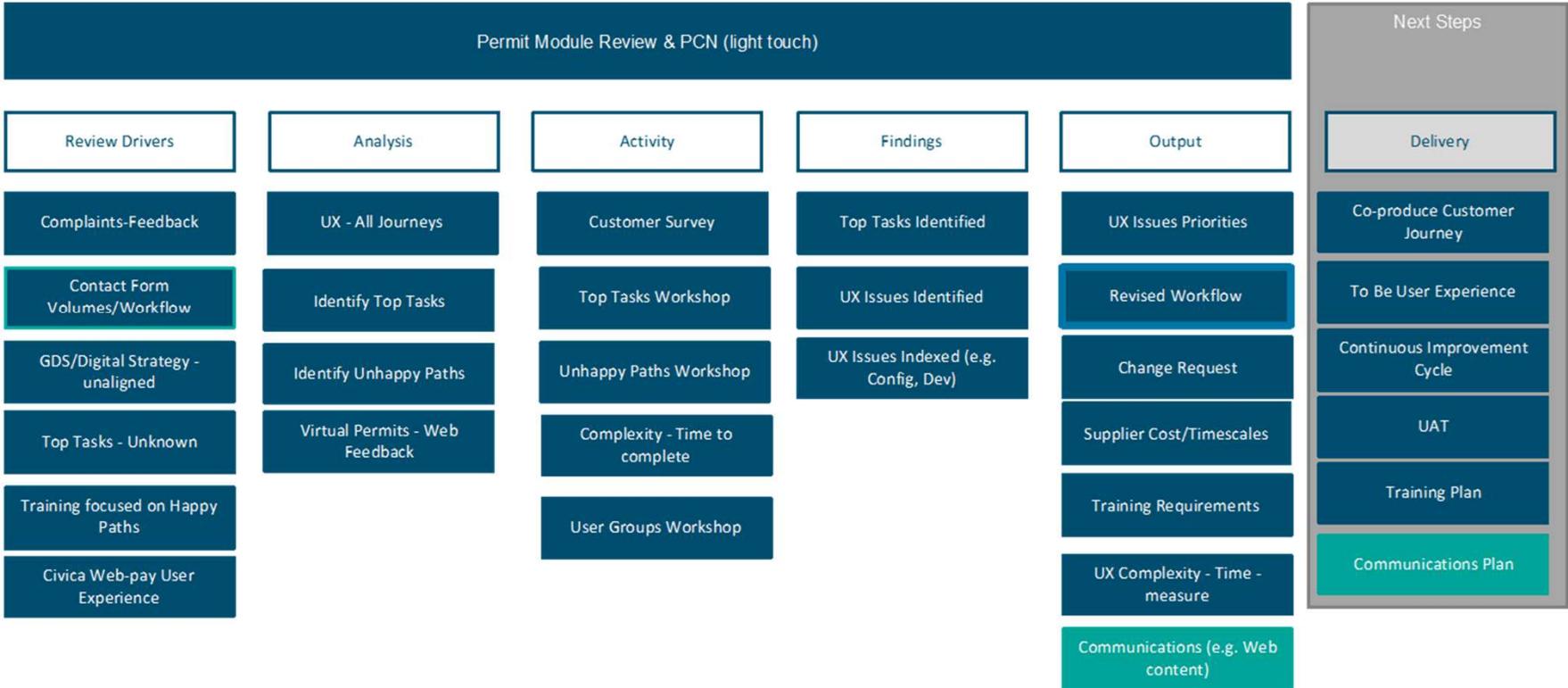
Stakeholder Engagement:

- 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

Permit Improvement Review (2)



Customer Experience – Example of approach



Permit statistics



Volumes for August 2021 to Feb 2023:

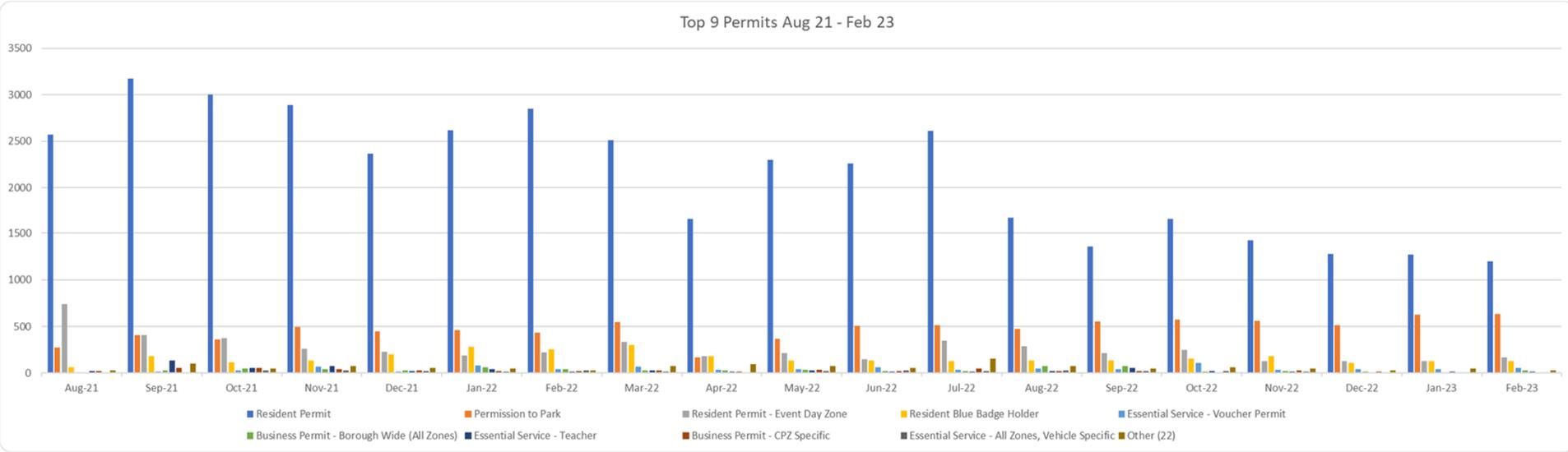
- 45,637 virtual resident permits (inc event day)
- 16,290 virtual permits -all other types.
- 957,247 virtual visitor permits*
- 19,440 Paper permits processed (books figure given)
- Over 500,000 PCNs issued

*This figure includes both activated and un-activated Virtual Visitor Permits.

Permit types profile over time



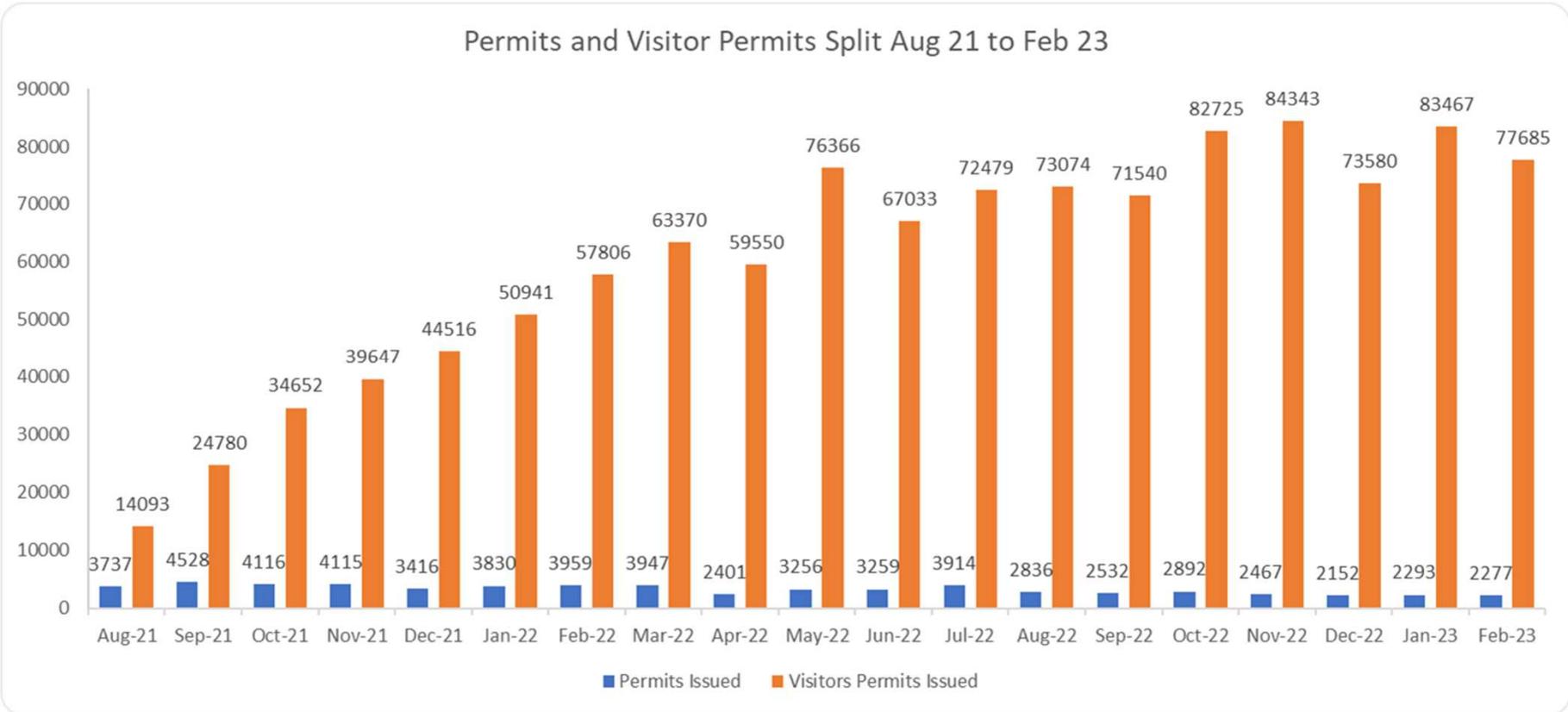
- The following chart shows the top 9 permit types issued from August 2021 to February 2023
- Please note this excludes visitor permits.



Taranto general and visitor permits



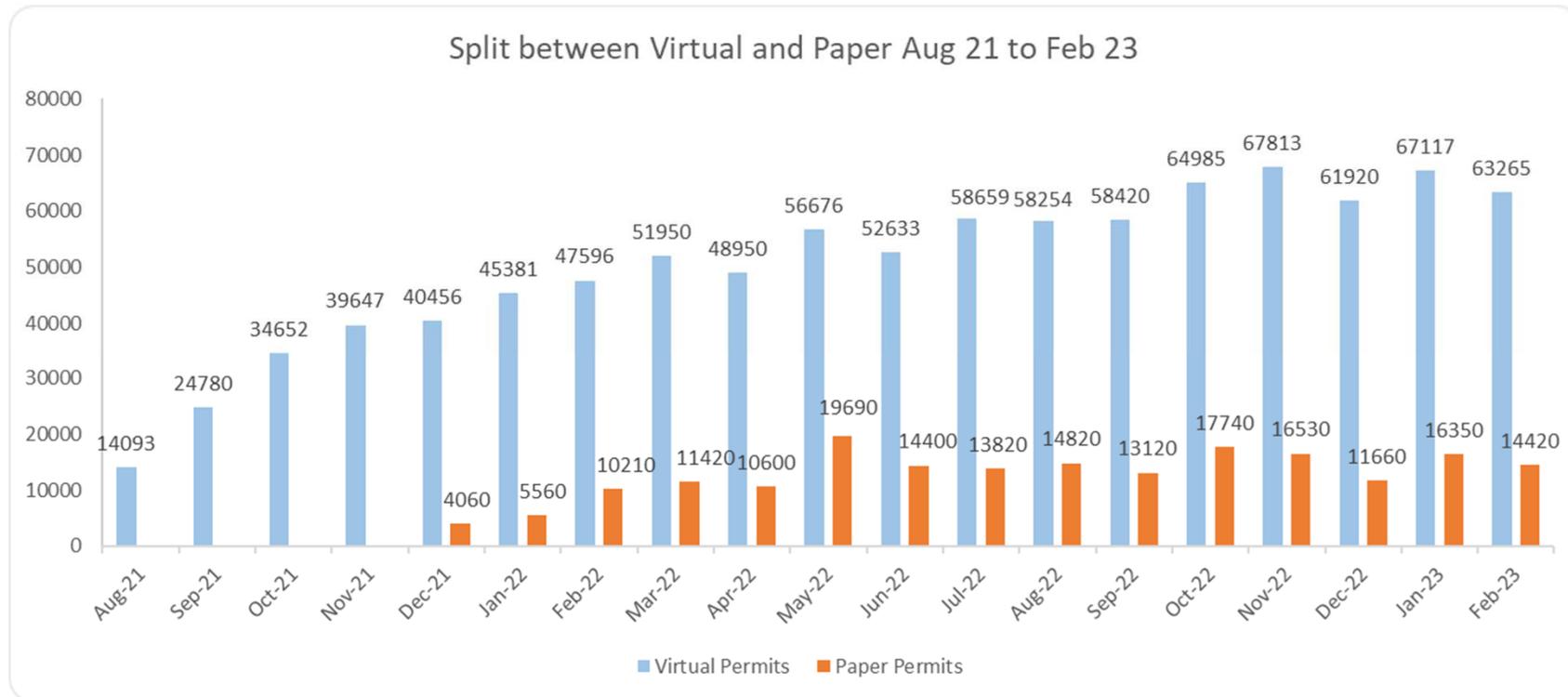
- The chart below shows the split between parking permits and visitor permits issued (which includes virtual and paper permits).
- Please note the figures do not include permit renewals
- Please note paper permits are sold in books of 10.



Taranto visitor permits



- The chart below shows the number of visitor permits (virtual and paper) issued from August 2021 to February 2023
- The ratio of virtual to paper is approximately 4:1 (i.e. 80% virtual)
- Please note paper permits are sold in books of 10.



To purchase a visitor permit, a resident will need **one** of the following virtual permits:

- (a) a resident parking permit;
- (b) a resident event day permit;
- (c) a resident Blue Badge holder permit;
- (d) a resident carer’s permit or
- (e) a resident qualification

OPM Refresh

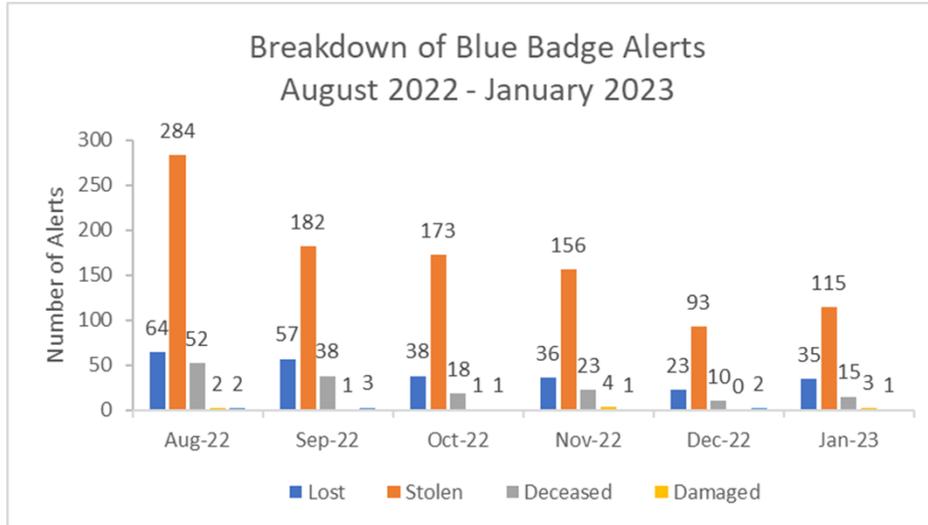


Features:

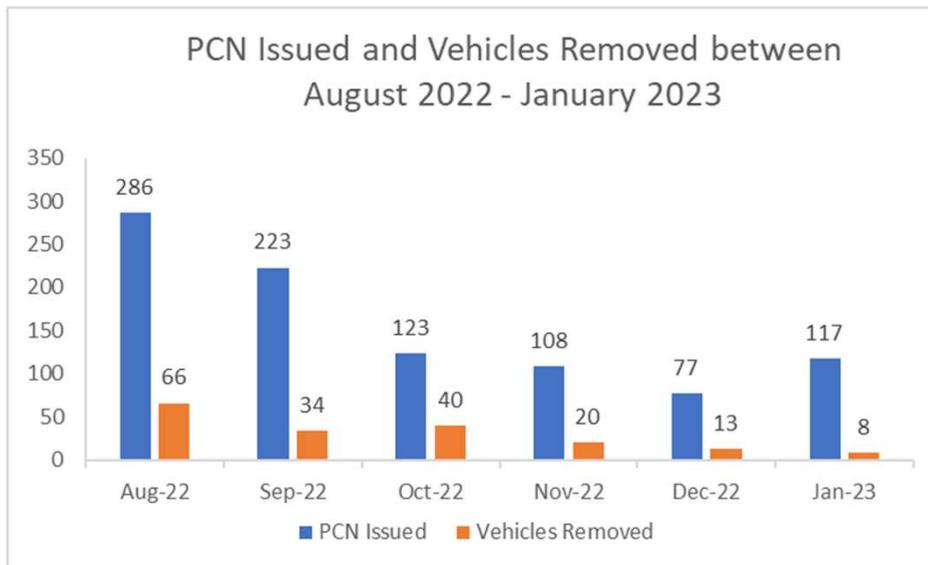
- Mobile-responsive
- GDS-compliant
- Accessibility compliant
- Improved customisation
- Changed login process
- Updated navigation
- Improved customer journey

Milestone	To complete by
Notification of availability of Test system	10/04
Strategic Parking Board: OPM Refresh Health Check	19/04
Strategic Parking Board: Major Release Health Check	19/04
Strategic Parking Board: Approve Social Media	04/05
Strategic Parking Board: Approve revised webpages	25/05
Strategic Parking Board: Testing sign off	20/06
Strategic Parking Board: Go-Live Approval	20/06
Advertised Live date	28/06

Blue Badge enforcement



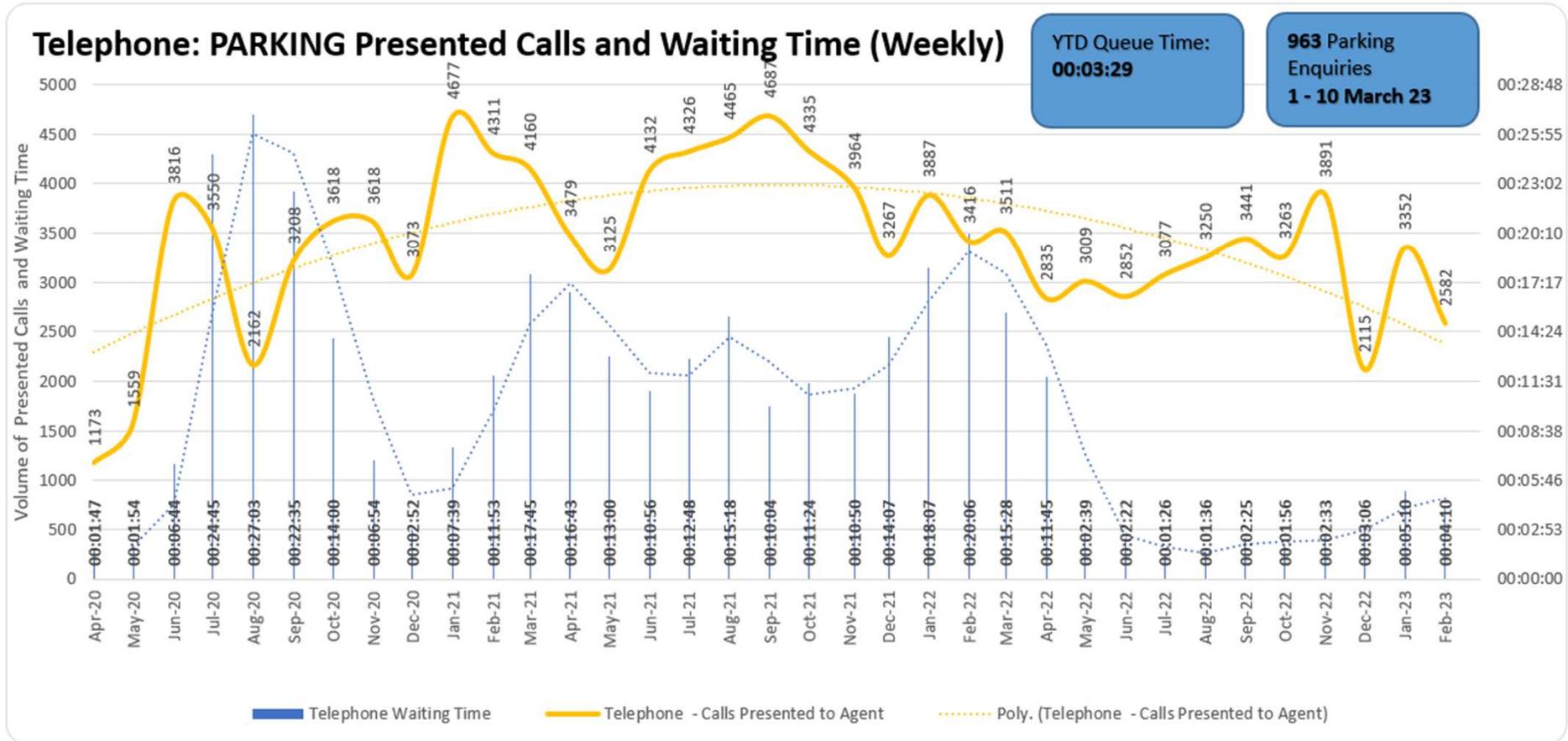
Blue Badge theft has fallen by 65% since the introduction of virtual permits and CEO use of the Taranto system on handhelds





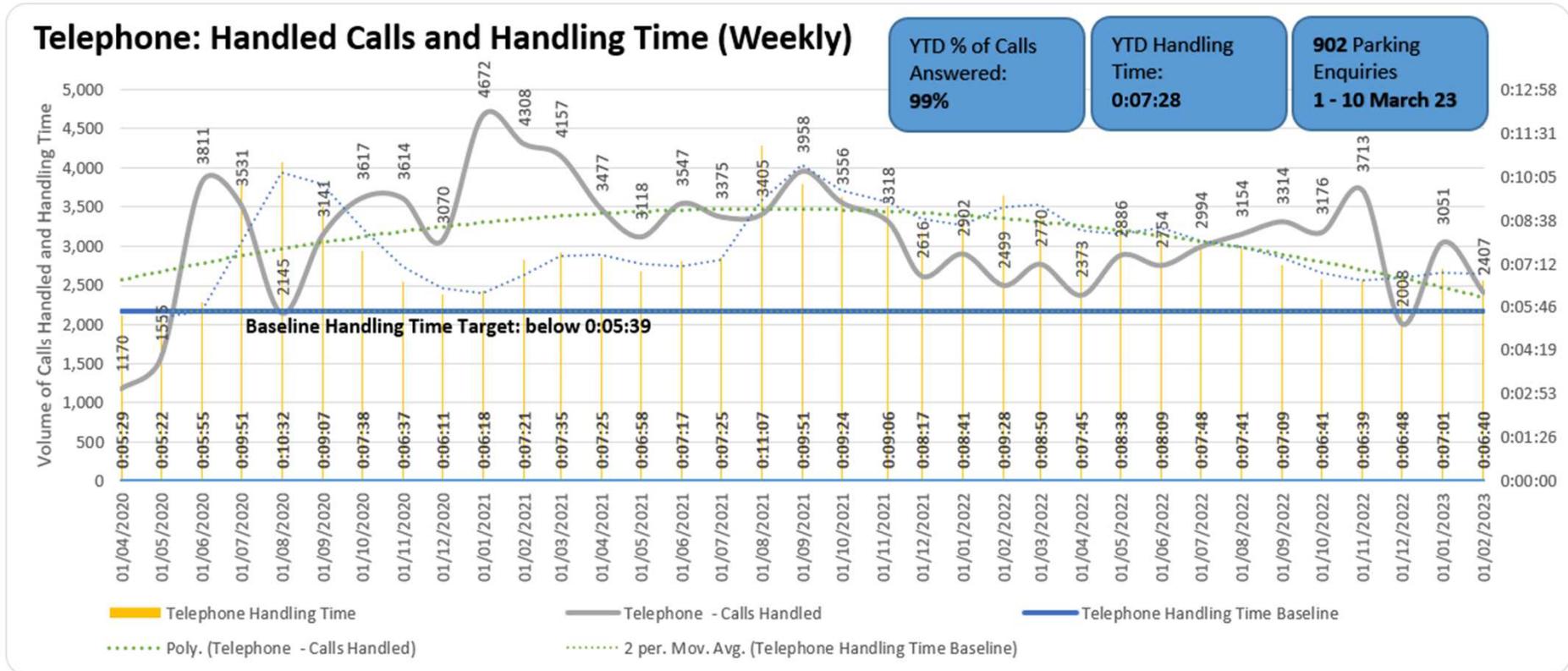
Customer Services **PARKING**

Telephone Performance - Demand



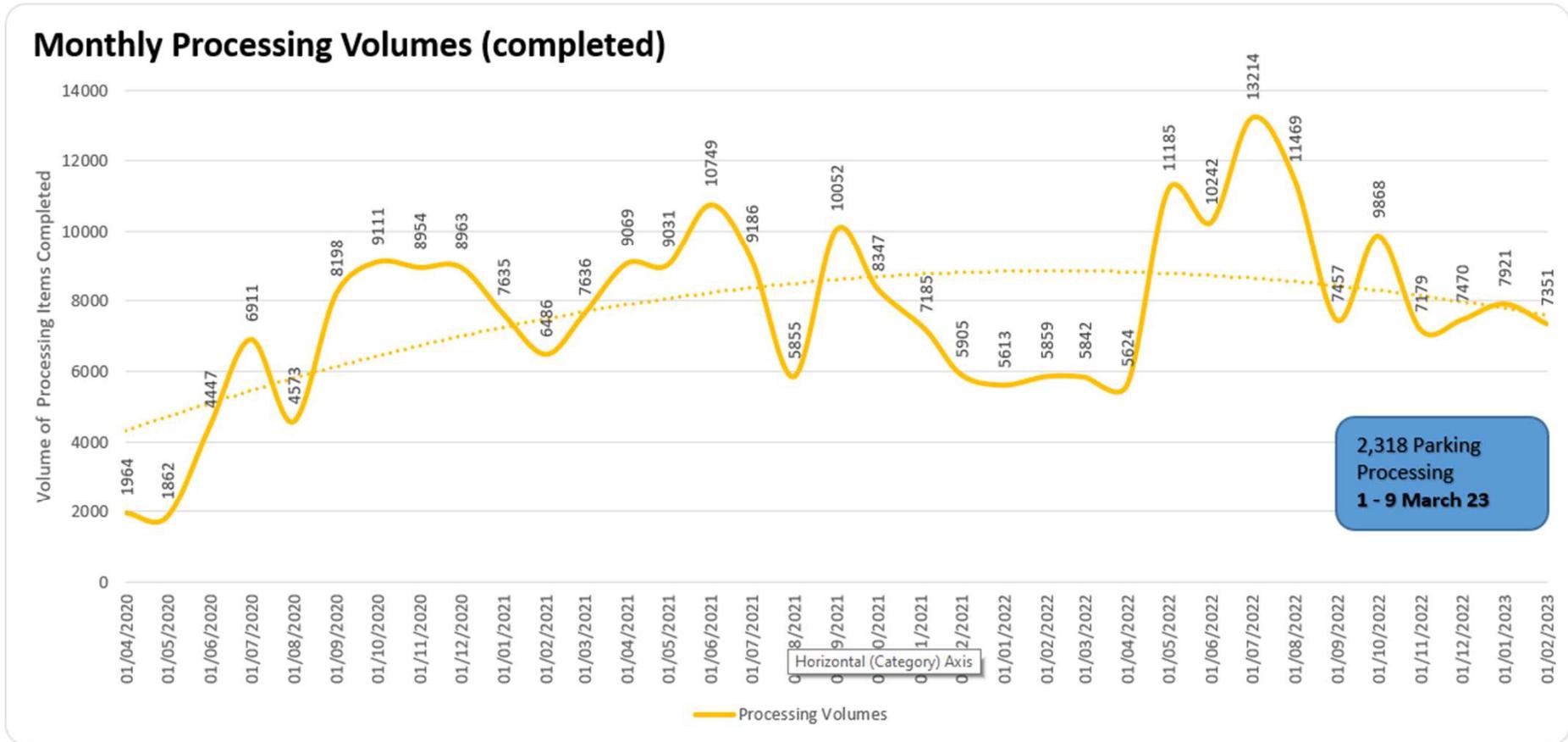
- CS demand dropping

Telephone Performance - Handling



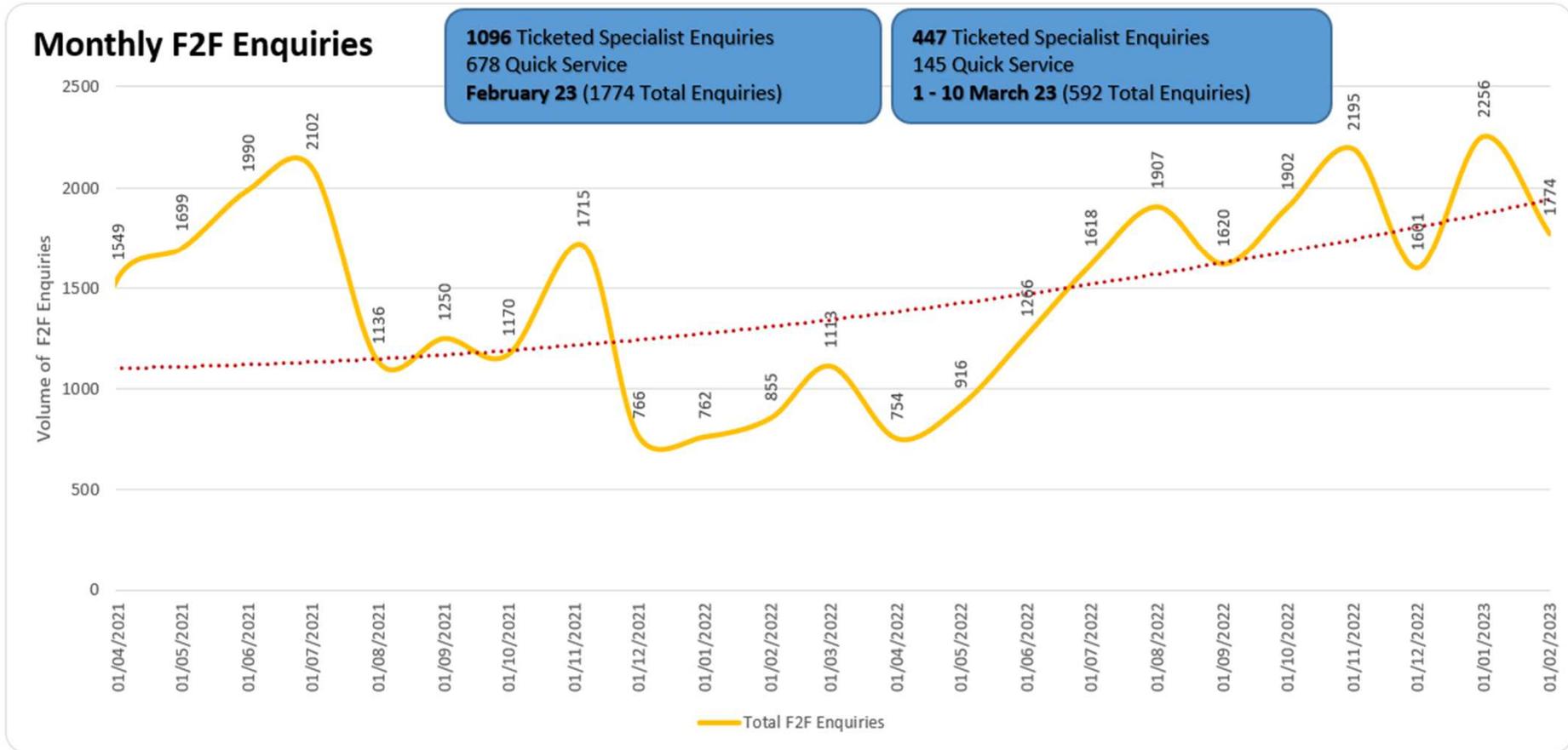
- CS handling performance remains strong

Processing Demand



- CS Processing activities dropping following peak in the summer
- 2022/23 – consistently within target for processing

Face to Face Demand



- Demand increasing

Achievements - 2022/23



Achievements - 2022/23

FAQs and briefing material updated for staff training purposes

Cross-skilled staff across many areas within the team

Overcame system challenges by building workarounds

Working collaboratively with Parking Service colleagues

Improved paper permit stock ordering process

Customer Services has a motivated, supportive and knowledgeable team

Staff turnover low - positive as staff enjoy working for us

High performing team – call handling and processing within target!

Questions and Answers