Environment & Community Safety Scrutiny Panel

Parking Management IT System (PMIS) Update

16th March 2023

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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.
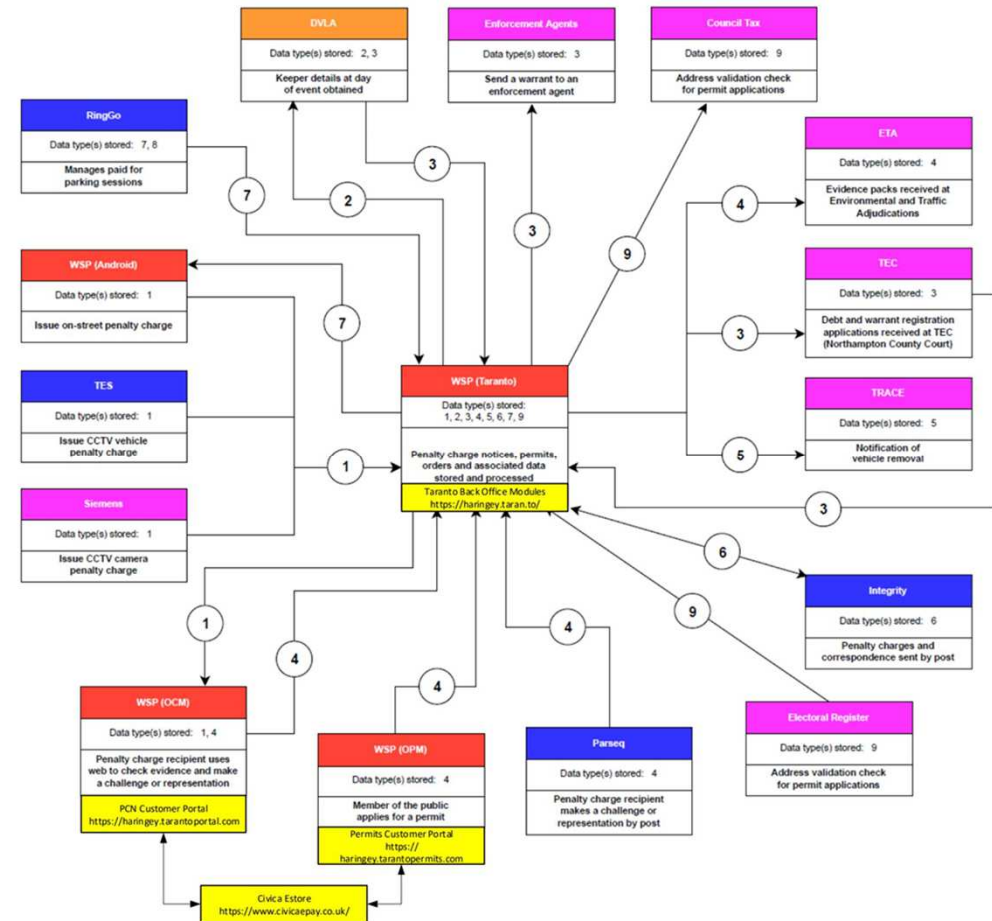
A complex system architecture

- 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.

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 Module Review & PCN (light touch)					Next Steps
Review Drivers	**Analysis**	**Activity**	**Findings**	**Output**	**Delivery**
Complaints-Feedback	UX - All Journeys	Customer Survey	Top Tasks Identified	UX Issues Priorities	Co-produce Customer Journey
Contact Form Volumes/Workflow	Identify Top Tasks	Top Tasks Workshop	UX Issues Identified	Revised Workflow	To Be User Experience
GDS/Digital Strategy - unaligned	Identify Unhappy Paths	Unhappy Paths Workshop	UX Issues Indexed (e.g. Config, Dev)	Change Request	Continuous Improvement Cycle
Top Tasks - Unknown	Virtual Permits - Web Feedback	Complexity - Time to complete		Supplier Cost/Timescales	UAT
Training focused on Happy Paths		User Groups Workshop		Training Requirements	Training Plan
Civica Web-pay User Experience				UX Complexity - Time - measure	Communications Plan
				Communications (e.g. Web content)	

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Permit statistics

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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*

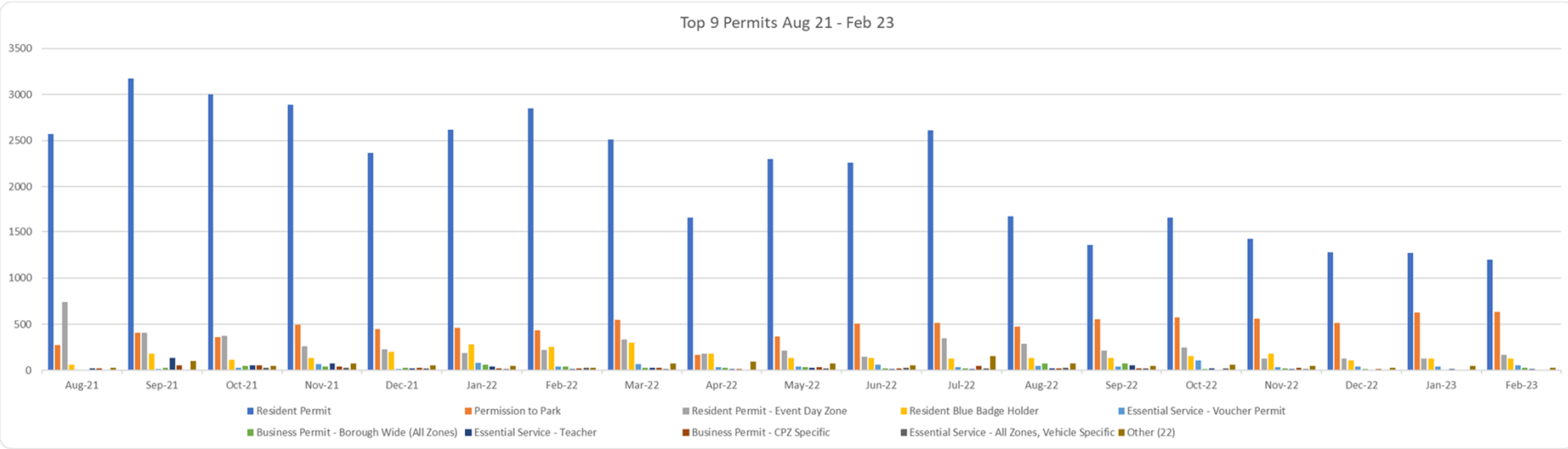- 19,440 Paper permits processed (books figure given)

- 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.

Top 9 Permits Aug 21 - Feb 23

Legend: Resident Permit, Permission to Park, Resident Permit - Event Day Zone, Resident Blue Badge Holder, Essential Service - Voucher Permit, Business Permit - Borough Wide (All Zones), Essential Service - Teacher, Business Permit - CPZ Specific, Essential Service - All Zones, Vehicle Specific, Other (22)

Taranto general and visitor permits

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- 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.

Permits and Visitor Permits Split Aug 21 to Feb 23

Month	Permits Issued	Visitors Permits Issued
Aug-21	3737	14093
Sep-21	4528	24780
Oct-21	4116	34652
Nov-21	4115	39647
Dec-21	3416	44516
Jan-22	3830	50941
Feb-22	3959	57806
Mar-22	3947	63370
Apr-22	2401	59550
May-22	3256	76366
Jun-22	3259	67033
Jul-22	3914	72479
Aug-22	2836	73074
Sep-22	2532	71540
Oct-22	2892	82725
Nov-22	2467	84343
Dec-22	2152	73580
Jan-23	2293	83467
Feb-23	2277	77685

Legend: ■ Permits Issued ■ Visitors Permits Issued

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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.

Split between Virtual and Paper Aug 21 to Feb 23
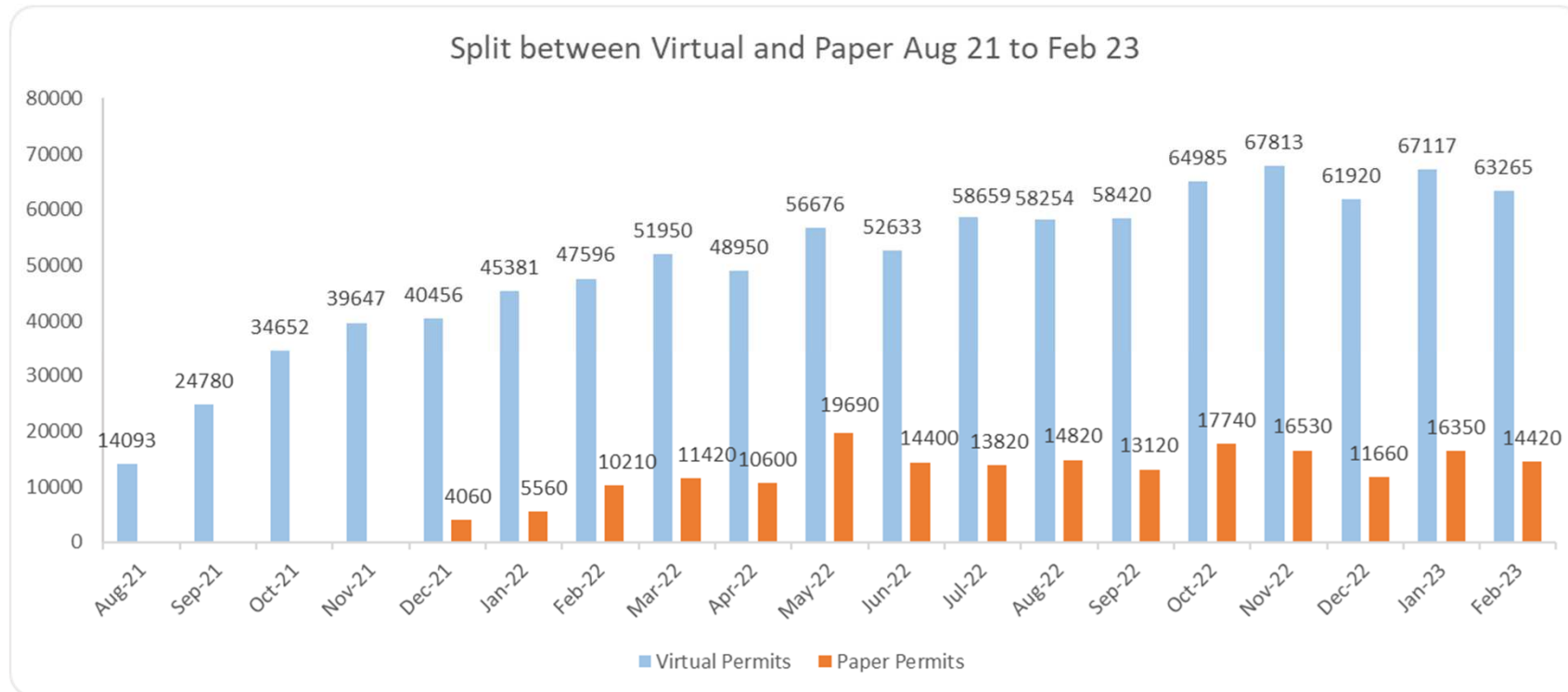
To purchase a visitor permit, a resident will need **one** of the following virtual permits:

(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
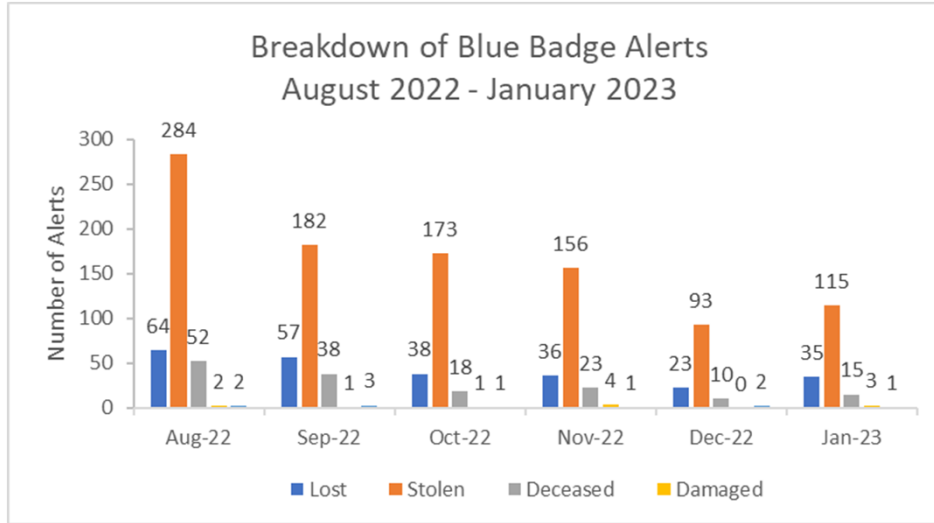
OPM Refresh

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

Breakdown of Blue Badge Alerts August 2022 - January 2023

Number of Alerts

	Lost	Stolen	Deceased	Damaged
Aug-22	64	284	52	2, 2
Sep-22	57	182	38	1, 3
Oct-22	38	173	18	1, 1
Nov-22	36	156	23	4, 1
Dec-22	23	93	10	0, 2
Jan-23	35	115	15	3, 1

Legend: ■ Lost ■ Stolen ■ Deceased ■ Damaged

PCN Issued and Vehicles Removed between August 2022 - January 2023

	PCN Issued	Vehicles Removed
Aug-22	286	66
Sep-22	223	34
Oct-22	123	40
Nov-22	108	20
Dec-22	77	13
Jan-23	117	8

Legend: ■ PCN Issued ■ Vehicles Removed

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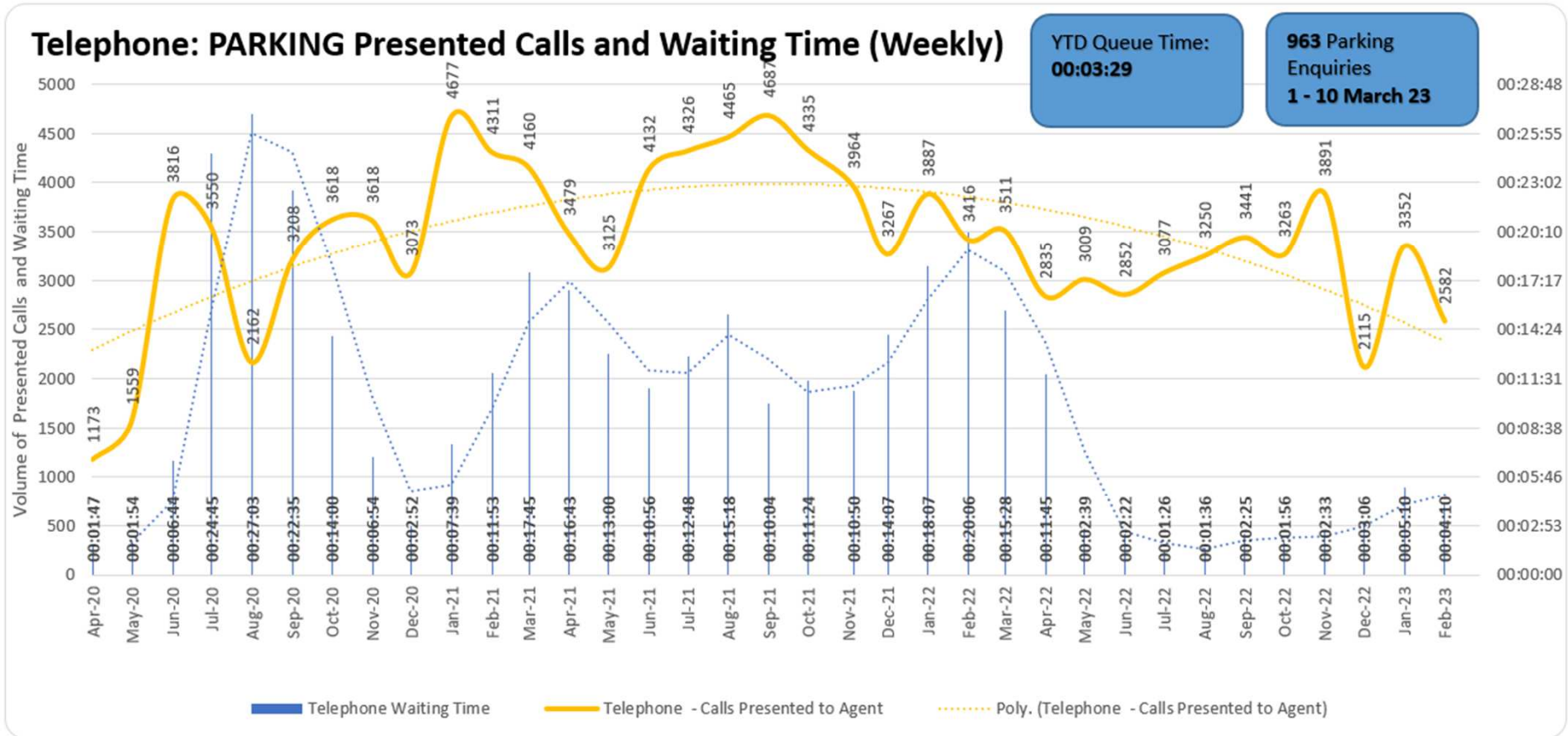

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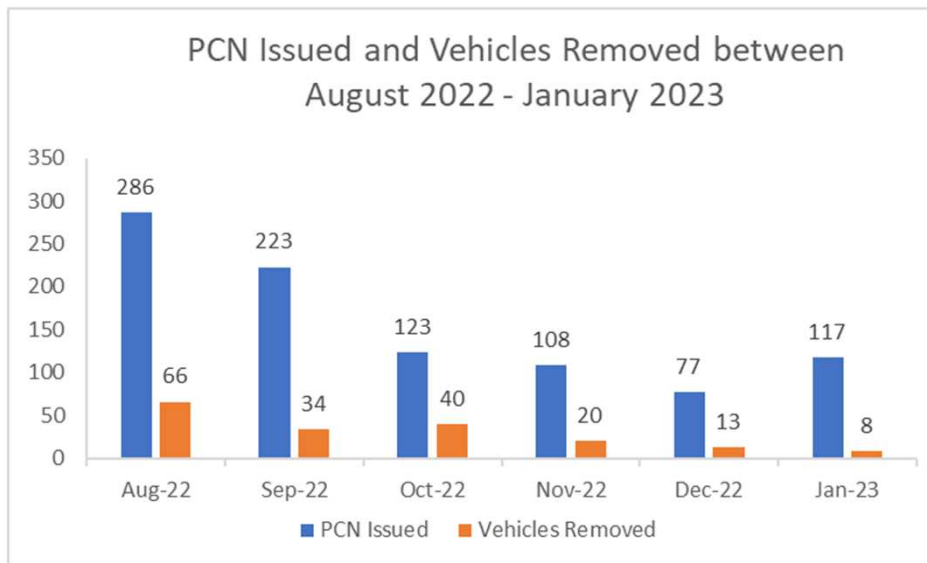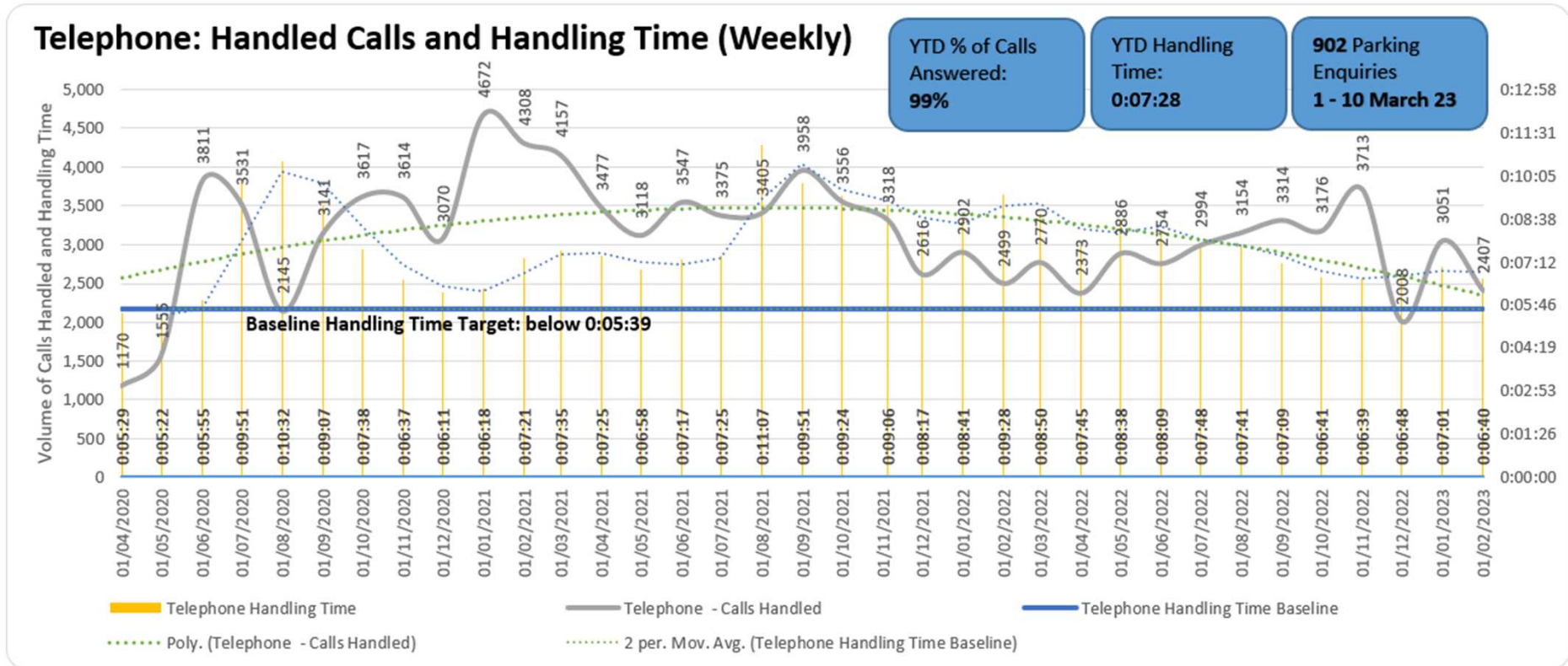
Customer Services
PARKING
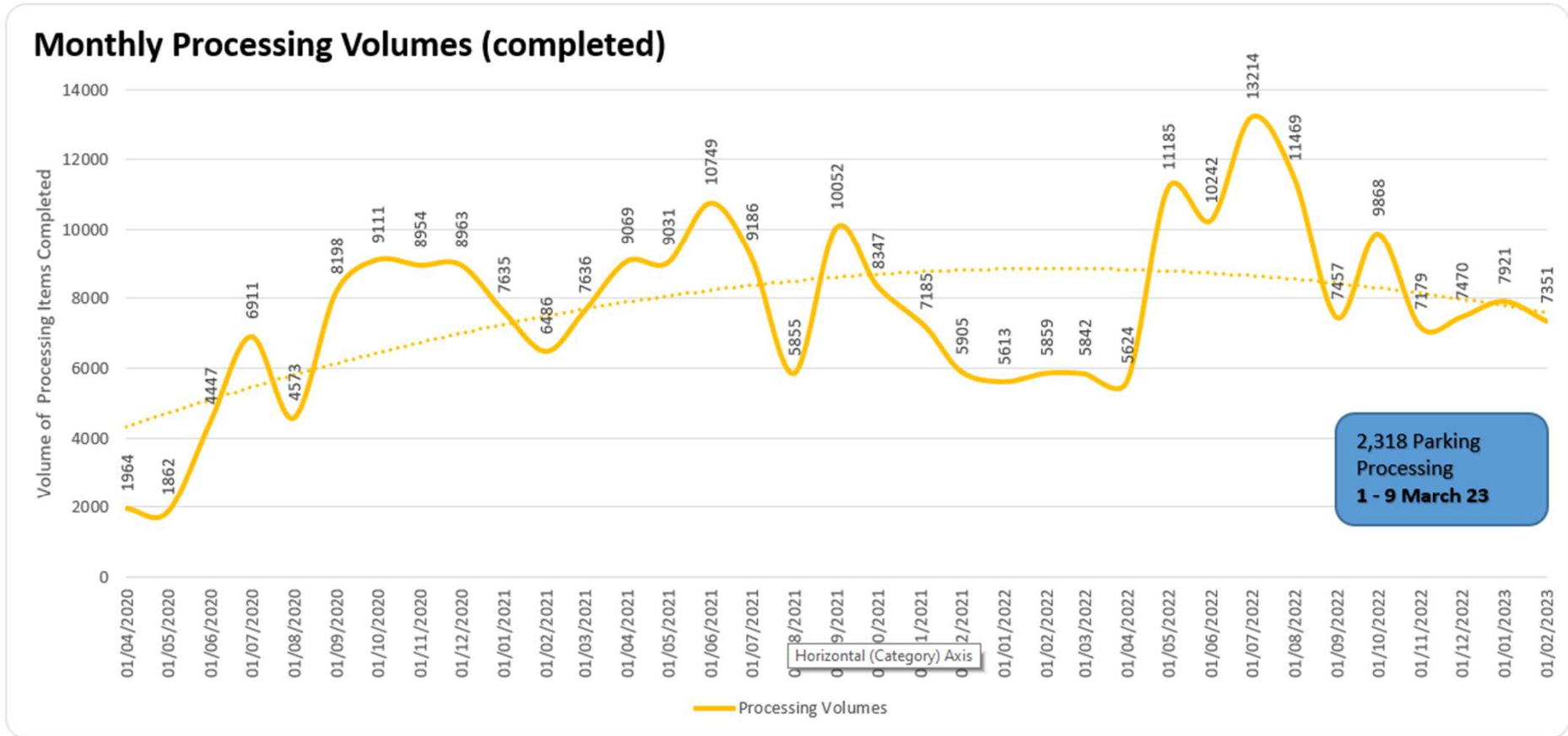
Telephone Performance - Demand

- CS demand dropping

Telephone Performance - Handling

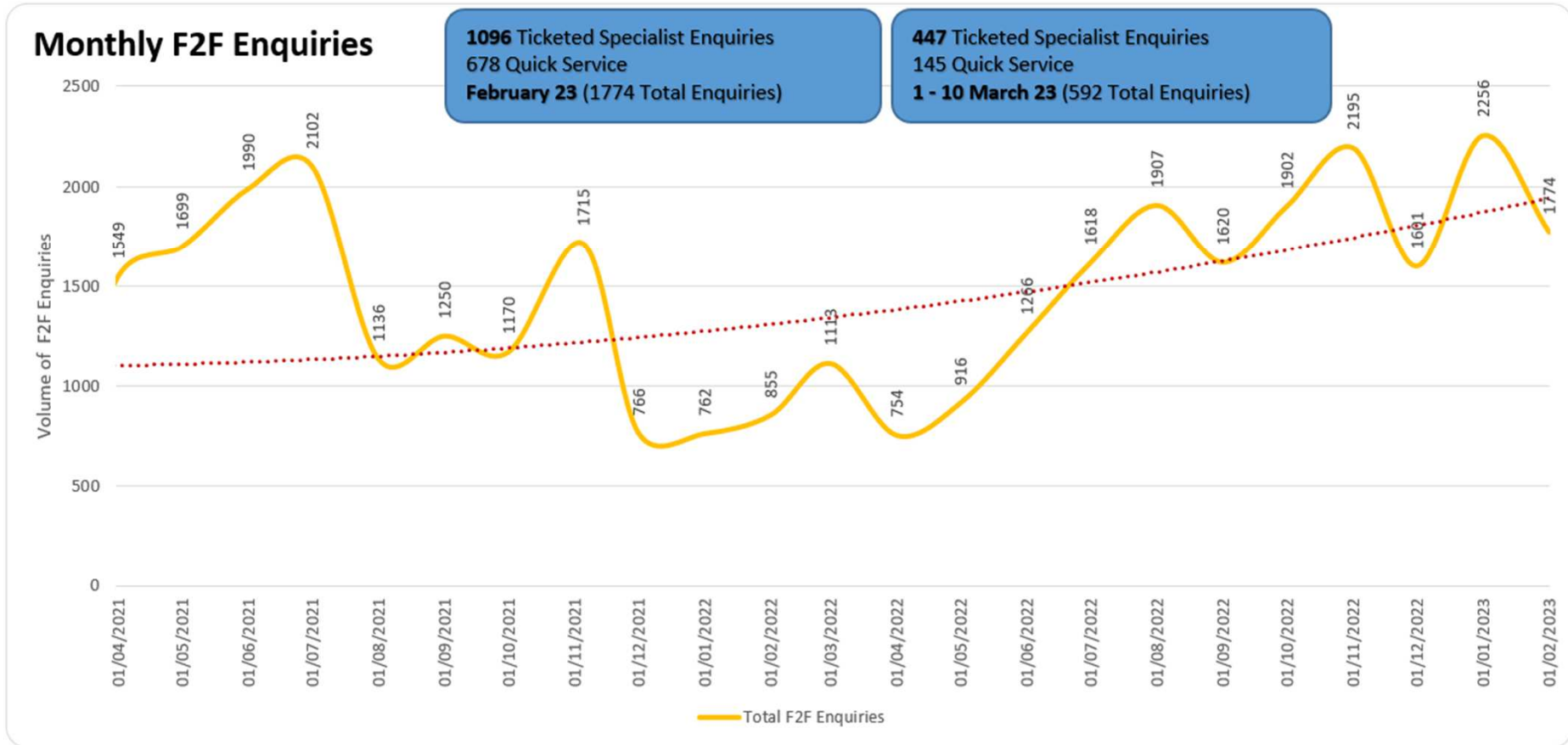- CS handling performance remains strong

Processing Demand

Monthly Processing Volumes (completed)

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

Face to Face Demand

Monthly F2F Enquiries

1096 Ticketed Specialist Enquiries
678 Quick Service
February 23 (1774 Total Enquiries)

447 Ticketed Specialist Enquiries
145 Quick Service
1 - 10 March 23 (592 Total Enquiries)

- Demand increasing

Achievements - 2022/23

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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