

Local Authority & Service Providers



Case Study #10 Parking Services

Incorporating

Visualising Transformation™



Parking Services

Case Study #10

Summary

A medium sized, relatively high performance metropolitan borough council were facing 3 distinct issues.

1. They were set to fail to apply for Civil Parking Enforcement on time!
2. They had no valid parking strategy, and
3. They desperately needed to improve their financial position.

This case study shows how all three elements were addressed in parallel, transforming a near catastrophic position, into a well controlled position, while increasing the net surplus within three months of the review starting.

This was achieved via professional people being empowered to improve information and systems, so that decisions could be reliably taken.

Challenges

There were fundamental issues between the parking manager and call centre manager, both sharing a perception they suffered a lack of resources from other support areas.

The highways team were struggling with workloads as their director further reduced the structure during this time to save revenue.

The existing very detailed CPE project plan looked very impressive. It had been drafted after many weeks of debate by a consultant who then didn't have the skill and determination to keep it up to date and refreshed.

The project manager was managing several projects, but this one didn't seem very important to her, as there was no drive or ambition behind it from her peers or bosses; the obvious result was that it slipped with the common view it was acceptable to complete it later than planned.

The engineers had their own issues with a demoralised workforce, openly citing under-resourcing issues as the cause for their concern, along-side being badly managed and facing increased service demands with further reducing resources.

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Results

Following SSD intervention, a very clear Car Parking strategy was formulated allowing everyone involved to share a common purpose.

Some key principles were;

- Clean, accessible, bright, tidy, free of graffiti
- Well managed, free of trips, good value for money
- Well Maintained, faults are short lived, users are treated fairly
- Good to use for disabled, parents with small children, lone people
- Adding value to the community, the right facility in the right location
- A place where management is strong, people will use them as designed, always paying properly
- Not a safe place for thieves or vandals
- Going to be better next year than this

Having addressed the challenges, identified solutions and obtained buy-in from the key stakeholders the following results were achieved;

- Very high collection percentages against NTO's (PCN's) issued for all cases
- Absolute clarity of who does what, and what the internal tolerances are
- Very high enforcement for non-payment at all sites
- Repair of defects to maximise available chargeable parking locations
- Variety of options for parking which has good communication
- Best use of technology to save fraudulent use of tickets
- Very high ratio of payments in right locations
- Easier investment to add further value for the future
- Continuous improvement financially and operationally, including positive re-investment

Inside 3 months we ...

- Brought the whole CPE process back on course.
- Completed a review of recharges and agreed this with major partners (with no customer outage!)
- Reviewed enforcement, transforming 20% defended appeals to 80%.
- **Immediately improved the surplus by £400,000 a year**, above that which would have been achieved against the pre-existing plan.
- Increased the future car surplus predictions, post CPE implementation.