

Client /
Westminster City Council
(Parking Operation)

Annual Volumes /
16,000 tickets issued per week
£1million per week in Penalty
Charge Notices (PCN)

Services Include /
Online payment facility
Touch tone telephone payments
Introduction of GPRS and GPS technology
Simplification of back office procedures

Term / Start /
10 years 2004

CASE STUDY /

Westminster City Council and Vertex



“Vertex has delivered a range of improvements for Parking Services through true partnership working, a complex transformation programme and the implementation of new technology. This has resulted in an enhanced customer experience, savings for the Council and improved public perception.”

Sara Fishenden, Compliance Manager, Parking Services
Westminster City Council

Client

The Parking operation of any Council is a high visibility service subject to intense scrutiny and public pressures, not to mention ever-increasing financial pressures. Westminster City Council are responsible for dealing with, on average, 16,000 tickets issued each week - collecting in the region of £1 million per week in Penalty Charge Notices (PCN).

The customer experience was previously poor and the existing IT systems and processes employed lacked integration and were no longer fit for purpose. The large amount of paperwork handled highlighted further inefficiencies, as did the fact the number of staff dealing with challenges to PCN's exceeded the numbers of parking attendants within Westminster. The speed with which challenges were dealt with was unacceptably poor.

Westminster required a structured combination of investment in new technology, business process re-engineering and improved customer service to deliver a step change improvement and to secure a cost effective operation..

Solution

An in-depth analysis of the processes involved in the parking operation was carried out initially and identified where efficiencies could be made.

Vertex re-engineered Westminster City Council's back-office services and implemented a new IT system - successfully delivering a new and integrated parking programme. The smooth transition of systems from the Council to Vertex was a key aspect in this and the previous success in transferring staff proved invaluable.

The key elements of the Vertex proposal were:

- a 10 year contract for Vertex to run the Parking Operation
- guaranteed net savings to the Council
- immediate investment in an IT system that is fit for purpose
- transfer of parking functions from the City Council to Vertex
- multi-skilling and re-training of staff
- business process re-engineering of 'end-to-end' processes from receipt to resolution
- enhanced service levels.

POSITIVELY
CHARGED
VERTE+

Client /
Westminster City Council
(Parking Operation)

Annual Volumes /
16,000 tickets issued per week
£1million per week in Penalty
Charge Notices (PCN)

Services Include /
Online payment facility
Touch tone telephone payments
Introduction of GPRS and GPS technology
Simplification of back office procedures

Term / Start /
10 years 2004

A programme was created to:

- Provide comprehensive and quality driven parking services in line with legislation
- achievable, measurable and sustained improvements in stakeholder experience - for drivers, offenders, residents, businesses and visitors
- progressively reduce cost to serve through the deployment of a more efficient and cost effective service.

Recognising vehicle drivers as the end customer quickly saw significant improvements to the customer experience. Value added services to enhance the interaction between the customer and the parking operation included:

- on line payments through the Web
- new parking tickets focussing on easier ways to pay
- introduction of touch tone telephone payments
- introduction of a single parking service telephone number
- revision of enforcement protocols to reduce unnecessary ticketing
- time taken to deal with informal and formal challenges reduced by 42 and 30 days respectively.

Vertex understood the need to reconnect the on-street function with the back office processes. New technologies were implemented - allowing back office processes to operate in near real-time. This enabled faster joined up responses to public enquiries to be carried out. GPRS and GPS technology is being implemented throughout the operation. The technology confirms a vehicle's location to validate that an offence has been committed, and a digital image is then taken to corroborate the reason for the PCN issue. This evidential information is then uploaded into Vertex's PCN processing facility.

The integration, consolidation and simplification of back office procedures was undertaken to deliver enhanced levels of productivity and system efficiency. This, combined with Vertex's experience in customer debt management, ensures long-term absolute cost reductions can be achieved. Removing the need for excessive management of the facility has also enabled the delivery of a more effective enforcement solution.

Vertex's customer relations team is now in place to respond to all complaints, comments and queries from customers, including policy decisions and freedom of information requests.

Results delivered

Having implemented a number of changes to the parking operation within the City of Westminster, Vertex has been able to deliver a number of significant improvements to the service the council receive:

- A reduction of steps within the parking process from 37 'hand-offs' to 12
- positive increase in customer experience feedback
- increased automation, accuracy and speed within the service - correspondence is followed up within five days. All permits and suspensions are issued within three days
- 16,000 tickets issued per week.

The Vertex Proposal meets the challenge set by the Council to radically improve the service delivered by the parking operation. It represents value for money by delivering an improved service at reduced cost.

Tickets issued per
week

16,000

reduction of process
steps from
37 'hand-offs' to 12

Penalty Charge Notices
£1m per week

POSITIVELY
CHARGED
VERTE+

For further information please contact marketing@vertex.co.uk or Tel: +44 (0) 870 855 8010
www.vertexgroup.com