



The winning team

London 2012 created massive parking and traffic management challenges across the UK. **Mark Moran** talks to those who really made the Games work

The Olympic Games are the biggest sporting event in the World and the Paralympic Games are the second biggest. A key objective of the London 2012 bid was to make the London Games the first public transport Games. The London Organising Committee of the Olympic and Paralympic Games (LOCOG) faced the twin challenges of implementing temporary permits for the fleets of official vehicles involved in the operation of the Games and for residents in streets affected by the many venues across London and the rest of the country.

The scale of those twin challenges led to LOCOG adopting innovative ideas, especially in terms of issuing the many permits required by 'Games Family' vehicles and residents (see page 35). Perhaps the most striking thing about the Games was that while millions of permits were issued, almost none of them were on paper. The Games were, in fact, proof that the era of the 'virtual permit' had well and truly arrived. Ultimately, over 2 million parking permits for residents, their visitors and businesses were requested via a variety of means – telephone, internet and post.

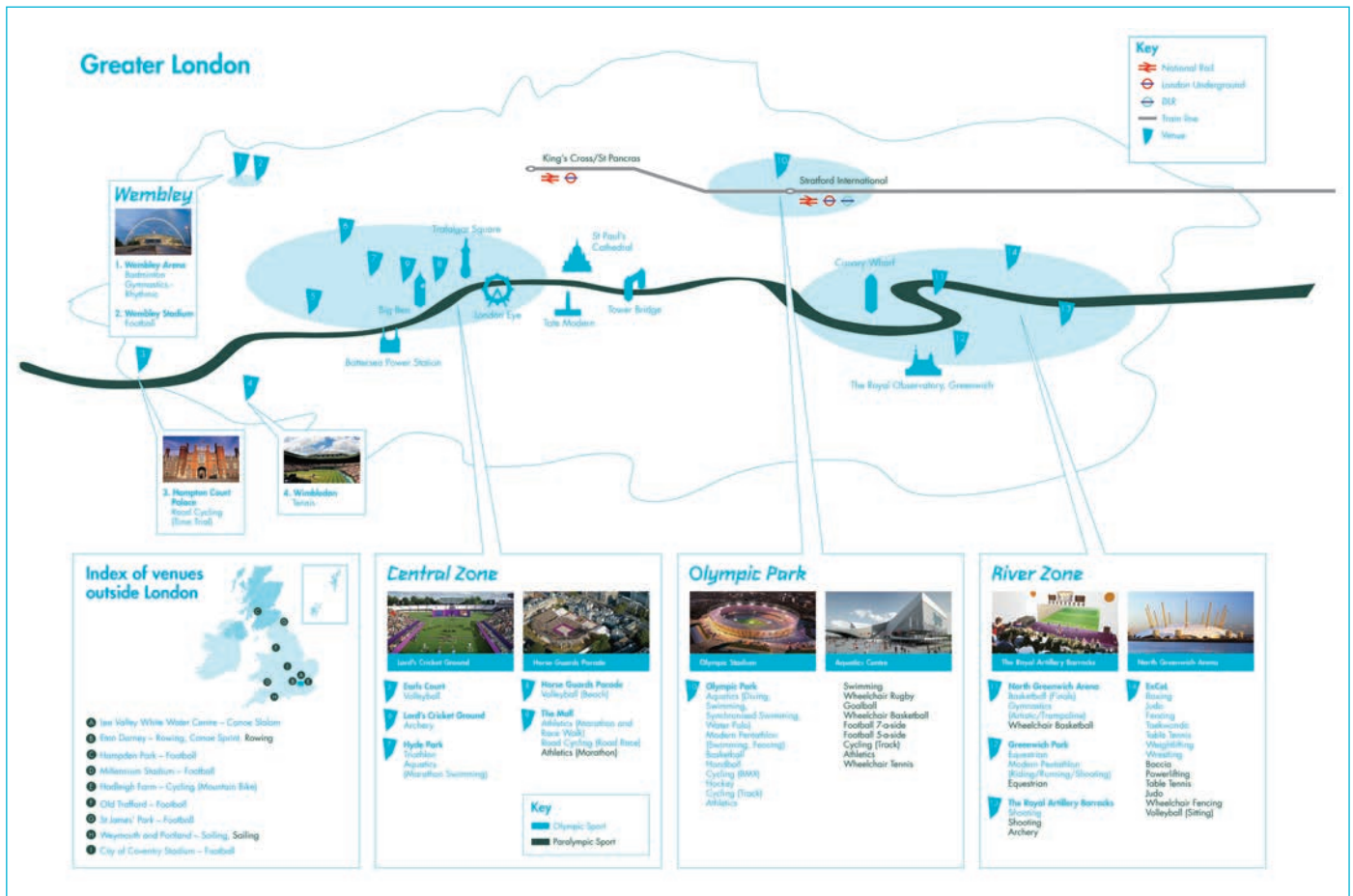
The story of managing parking at the London Olympics was one of teamwork. LOCOG Transport worked in partnership with 23 parking enforcement authorities and a wide number of specialist contractors to develop a parking solution for residential areas surrounding the London 2012 venues.

The Olympic Delivery Act obliged LOCOG

to ensure that the Games had a minimal impact on the lives of Londoners living around the venues. This meant that LOCOG was committed to reducing traffic flow and making sure the Games were, as far as possible, non-car events. The expectation that most people would arrive at the venues using public transport meant there was little



Lord Coe



public parking provided on-site. In order to achieve this objective, LOCOG worked in partnership with 23 parking enforcement authorities across the country to develop a temporary parking solution at around 18 London 2012 venues.

Each parking authority has its own particular way of doing things. This presented a challenge of achieving consistency of approach across the east end of London, in particular, where around 50% of the streets surrounding the Olympic Park previously had no parking controls. There were real concerns in the boroughs hosting the Games that there could be significant additional parking pressure in residential streets if people sought to drive to the venues.

The four main boroughs affected were:

- Greenwich
- Hackney
- Newham
- Waltham Forest

These boroughs included a mixture of streets with no parking controls and existing controlled parking zones, which needed to be reviewed, and the days and times of operation amended. The aim was to protect the residents and businesses from spectator parking near the venues. This protection was achieved by three key activities: travel demand management and communication; Travelcard provision for ticketed spectators; and parking control with parking enforcement.

For the London 2012 Games, “the carrot” was the provision of a Travelcard for event ticket holders and “the stick” was the

parking control and parking enforcement solution.

The parking control and parking enforcement solution formed part of the Local Area Traffic Management & Parking Plans (LATM&P), which were prepared for each competition venue. This element required agreements and partnerships with all the local authorities to ensure that their requirements as well as the Games requirements were met.

As the event organiser, LOCOG was the applicant for the LATM&P measures rather than an authority in its own right. The LATM&P measures had to work with the Olympic Road Network (ORN) installed by Transport for London (TfL) with Olympic Delivery Authority (ODA) funding.



The challenge for LOCOG was that schemes had to be introduced in different boroughs and reflect their different operational times and regulations. There was also the need to ensure residents knew about the temporary permit rules and understand the rules of the permit scheme. The temporary permit schemes needed to be enforced, which would mean additional civil enforcement officers (CEOs) who needed to be recruited, trained and equipped.

Working on a tight budget

The budget for the Olympics ran into the billions, but there was not an unlimited pot of money for managing traffic and parking. Resident parking permit schemes were process-driven systems, requiring applicants to provide proof of residency and details of the vehicle. Ensuring accurate details can be hampered by inconsistencies in the naming and numbering of properties. Producing permits entails the design, printing and mailing of paper artwork, which can be lost or forged. Finally, permit schemes had to be enforced by CEOs.

The answer lay in the introduction of a paperless or virtual parking permit scheme. The virtual approach removed the costs of printing and posting permits. Large elements of the application, verification and enforcement process were both automated and paperless, further reducing costs. By using virtual permits and mobile ANPR enforcement in place of traditional methods of permits and enforcement, savings in excess of 55% were achieved on the parking element of the LATM&P budget.

LOCOG Transport devised a LATM&P approach based around the use of virtual parking permits. The virtual permit concept was devised by LOCOG Traffic Management & Parking Team, managed by Mark Bland and developed by LOCOG parking integration manager Gary Smith of Gary Kay Smith Ltd.

The key components of technology employed were an interactive voice recognition (IVR) call centre and virtual permits. The IVR call centre was managed by IBM in Greenock, Scotland. The "Virtual Permit Database" consisted of two components: a front-end customer website provided by Adaptis Solutions and a database and permit processing system based on the Globetech gTicket Platform.

Globetech also provided a separate customised database for the Venue Based Vehicle Access and Parking Permit Scheme (VAPPS). The mobile CCTV enforcement vehicles were provided by TES, with the trained operators and technical support supplied by HTPM Consulting. Sarj Radia of E-Street, as programme manager, provided the supplier coordination and project management.

Business and residential customers in Olympic areas could apply for a free permit via the IVR call centre, the customer website or via the postal system. The permit system validated eligibility of each of the 2 million requests via postcode and VRM details. The use of web services description language (WDSL) allowed the direct integration of the



GlobeTech system with the customer telephone and web applications, and with ANPR enforcement vehicles.

Cars equipped with TES video technology were used to enforce the scheme. These cars patrolled the parking zones and identified potentially non-compliant vehicles, and alerted the nearest CEO to attend to the potentially non-compliant vehicle. Local authorities increased their CEO headcount during the Games by bringing in additional trained CEOs who were kitted out with the relevant IT equipment.

The 24-hour a day operation was controlled off-site at the parking control office in Harlow by the parking control manager, a permit manager and an enforcement manager. Peter Matthews was the permit manager responsible for the issue of all physical permits outside of London, and the issue of Local Area Access Permits (permits issued only to residents and businesses that either lived or worked between the vehicle permit checkpoints and vehicle screening areas of the competition venues). Jon Shaw, the enforcement

HTPM Group 'strength through partnerships'



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Key parking statistics of London 2012

- Mileage covered by the mobile CCTV vehicles - 22,947 miles
- Vehicles detected by the mobile CCTV vehicles - 242,621
- Physical permits issued - 85,753
- Local area access permits issued - 90,224
- Virtual resident permits issued - 283,195
- Virtual residents permits checked but not registered - 195,579
- Virtual visitor permits (inc. exemptions) issued - 1,933,024

manager, was responsible for the deployment and monitoring of the fleet of mobile CCTV vehicles, using TES's Compliance Display Map.

The Parking Control Office was jointly staffed by LOCOG, Gary Kay Smith Ltd and

HTPM Consulting. All back office staff and drivers were briefed and trained in the Parking Control Office to the City & Guilds 1950 level 2 for parking enforcement officers.

The new parking controls were established

by amending the existing controls and introducing further temporary controls. However, the procurement process ran into February 2012, leaving only a narrow window in which to commission the virtual permit scheme. "Late procurement of the contractors and late delivery of all the integration arrangements made this a challenge, but ultimately all was delivered," says Gary Smith. "No parking enforcement solution had been introduced in such a small time period and on such a large scale."

The permit application system went live on 25 May, when the various permit application channels opened, allowing people to request them via the web, IVR, the call centre and by post. The enforcement procedures were trialled in Hackney from 21 June 2012 in advance of the BBC Music Weekend.

Prior to the introduction of any controls every resident was sent a guide on parking during the Games. Each guide was jointly prepared by LOCOG and the individual parking enforcement authority. The guide explained how residents and businesses could activate their virtual parking permit(s), and set out where and when their virtual parking permits would be required.

A set of clear 'rules' had to be created for each of the new Games parking zones, which reflected the varying regulations that applied in each borough: Hackney residents are allowed 10 visitor permits per month; Newham allowed its residents up to 40 for the duration of the Games; Greenwich

The successful London Olympics traffic management and parking team



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Arty parking



To coincide with the 2012 Games, a great many cultural events took place across the UK. One of the most novel was a car show with a difference, held at NCP's Great Eastern Street multi-storey in Shoreditch, east London. The show featured a range of BMW cars, transformed by 16 influential artists including Roy Lichtenstein, Andy Warhol, Ernst Fuchs, Robert Rauschenberg, Matazo Kayama, Jeff Koons and David Hockney. The BMW Art Car Collection, hosted by the ICA in partnership with BMW, showcased the eye-catching vehicles over six decks of the multi-storey. The event attracted some 13,000 visitors.

The one and only Games car park

London 2012 was an event where the vast majority of visitors were encouraged to travel to using public transport. Just one multi-storey car park was created on the Olympic Park in east London. The 1,350-space structure served the main press and broadcast centre, which operates 24-hours a day

throughout the Olympic and Paralympic Games. Designed by Allies & Morrison, the concrete-framed structure was built by Carillion and featured waterproofing systems supplied by Sika. The Olympic Delivery Authority (ODA) said that half the car park would be removed after the Games.

The winning team

LOCOG Transport's key contractors during London 2012 were:

- Adaptis Solutions – Web and text interface
- E-Street – Supplier coordination and project management
- Experian – Address data
- Gary Kay Smith Ltd – Principal parking consultant
- Globetech – Parking permit management system
- HTPM – Trained operators
- IBM – Call centre and back office
- Liberty Services – Print and mail fulfilment
- TES – CCTV patrol vehicles



The London 2012 team won the Partnership Award at the British Parking Awards 2013

allowed just two paper visitor permits; while residents in Waltham Forest were allowed four half-day permits per week, an entitlement that rose to eight half-day permits between 13 and 19 August.

"It quickly became apparent that, prior to commencement of the parking enforcement solution, an operational review would be required for each parking enforcement authority, due to the unique nature of each local authority's road network and how it interacted with the technology," recalls Gary Smith. The aim of the operational review was to tailor the mobile CCTV vehicles to each local authority's specific road network. The operational review set the beats, the timings and the accuracy of the vehicles. "One important point was that the residential streets were more congested prior to the Games than during the Games, as the vehicles could complete their beats 20% more quickly, on average, during the Games than during the operational review carried out prior to the Games," says Smith.

Key lessons learned

Implementing such a complex permit scheme against a deadline posed significant challenges, and several key lessons were learned. The original LATM&P proposed all existing vehicles registered with the DVLA to be automatically registered with a virtual

permit within their respective local authority boundary. "The business rules for this were very simple," says Smith. "However, the local authorities decided against this and wanted to adopt their specific business rules. This increased the complexity of the solution and the late introduction of zoning caused issues as the zones didn't match the data provided by DVLA which was based on the first part of the postcode. No personal data was provided by DVLA, and DVLA only provided this data under strict conditions for use during the London 2012 Games only."

The other main challenge emerged when one borough, Greenwich, decided on having a physical paper permit solution due to their specific circumstances of having a military base as a venue. This introduced a set of tasks inherent with this type of system (i.e. posting of permits, in person collections, re-issues for missing permits and the resale of permits). From the Greenwich experience, the LOCOG Transport team learned that business rules developed for parking needed to be kept simple and be the same across all local authorities in order to ensure a consistent transformation from the traditionally used methods of parking control and parking enforcement to those employed at the London 2012 Games.

"The solution we designed protected businesses and residents, and the

introduction of sub-zoning overcomplicated the system and affected the businesses and residents more than the spectators," Smith says. "A virtual permit solution should only have virtual permits and not a mixture of physical and virtual permits."

An Olympic legacy

There has been much discussion about delivering an "Olympic legacy" with regard to finding new uses for the venues and encouraging children and young people to take up sports. One legacy of the Games seems set to be the growing use of both virtual permit technology for residential parking and the Local Area Traffic Management and Parking Plan (LATM&P) approach.

This is evident in the approach taken by the organisers of future major events including the Rugby World Cup 2015, the Commonwealth Games in Glasgow (2014) and Australia (2018) where the LATM&P is now a part of the overall transport strategy. The technologies that were developed and deployed for the Olympics Games have set the benchmark for future major sporting events across the world and provide the opportunity for the UK parking industry to continue to be market leaders in the use of technology and innovation.



While parking on the Olympic Park was restricted, LOCOG was able to make use of the multi-storey car park serving the massive Westfield Stratford City shopping centre built adjacent to the Olympic Park.

The Games organisers has access to the centre's car parks as a base for operational vehicles throughout the Games.

The original planning consent for the mall stated that its 5,000-space car park had to close during the Olympic and Paralympic Games. Shoppers were encouraged to visit the mall by train, tube and bus during the summer.

Other London car parks that were used for storing Games vehicles included Westminster City Council's Hyde Park car park on Park Lane, operated by Q-Park. During the summer the car park was home to the fleet of vehicles used to ferry IOC members and other VIPs to the venues.

Subtle enforcement

After initial anxieties, the Games Lanes worked well

Games Lanes have been a feature of Olympic events since traffic problems affected the Atlanta Games in 1996. In London Games Lanes covered 30 miles of the 109-mile Olympic Route Network (ORN) and were open only to accredited vehicles covering athletes, officials and accredited media.

During the Olympics, the restrictions applied on 30 miles of lanes in London, which was reduced to 8.7 miles during the Paralympic Games. Restrictions on the ORN, which included the Games Lanes, was in operation from 25 July to 12 August. The Paralympics Route Network (PRN) was in place between 29 August and 9 September.

When the Games Lanes started operation, Transport for London (TfL) gave the assurance that when demand was low they would be opened to general traffic. In fact, several dedicated Olympic Games lanes were turned off after just three days after officials such as International Olympics Committee chief Jacques Rogge opted to take buses and trains instead.

London mayor Boris Johnson admitted



that many of the sections of road turned out not to be needed. "Actually," he said, "we've been able to turn off a lot of the Games Lanes because so many people are going by public transport. It turns out a lot of the Olympic bureaucrat types who could go in the Games lanes, the T3 people as they're called, are using public transport."

Enforcement of the ORN included no stopping or loading, as well as a number of temporary changes to junctions and road layouts, such as banned turns. Cars parking along the ORN faced being removed and their owners paying a £200 release fee charged. A network of electronic roadside signs along the route advise motorists when they are in operation.

Digital enforcement specialist Zenco Systems supplied TfL with unattended

LaneWatch enforcement camera system. Located at key positions on the designated 30 miles of the network, the cameras monitored traffic using the Games Lanes to ensure they were authorised to do so. Details of the vehicle number plate, along with the model and colour, were used by TfL to issue either warning notices or penalty charge notices (PCNs) to the registered keepers. The cameras also fed back information to TfL in relation to the number of vehicles using each route.

TfL's director of congestion and traffic enforcement, Nick Fairholme, wrote to Noel Frost, Zenco's commercial director commenting on the success of contribution to the Games. "The Olympic Route Network and the Paralympic Route operated more successfully than any of us ever thought possible," wrote Fairholme.

TfL said that the Games Lanes and wider transport policy during the Games proved a success. Road traffic was typically cut by around 15%, allowing official Games traffic to hit journey times about 90% of the time. TfL said 97% of drivers kept out of the exclusive lanes.

During the 2012 Olympics and Paralympics 6,900 PCNs were issued for traffic and parking contraventions. Drivers were fined £130 for banned left or right turns and parking on the routes reserved for athletes, officials and the media. But motorists were not fined for driving in the Games Lanes – 30,400 warnings were issued instead.

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Park & ride was a key way in which pressure on venue parking was eased in London and across the country. This was the case at Eton Dorney and Weymouth, venues for the rowing and sailing competitions respectively.

Mott MacDonald supplied transport planning, design and management services to the London 2012 Games. It set up overflow four temporary P&R sites for Slough and Windsor (serving Eton Dorney) and in Dorchester (serving Weymouth). Each facility had around 2,500 spaces.

The car parks were equipped with 14 solar-powered Parkeon Strada Transfer cashless terminals, which handled chip & PIN and contactless credit/debit card payments. Emma Taylor, project manager at Mott MacDonald, said: "Specifying solar-powered terminals simplified installations as the ground works were minimal and no utility connections were necessary. Solar power also meant that we had a sustainable solution, which was an important ethos of the whole enterprise."

Dorset County Council's preparations for managing traffic generated by Weymouth's staging of the sailing events won an ITS UK award. The sailing attracted an additional 60,000 visitors a day to the seaside resort. The Weymouth scheme included the installation of a car park guidance system for town centre car parks and the installation of on-street variable signs.





ANPR equipped parking enforcement supplied by TES played a key role in ensuring that resident parking areas were respected during the London Games. A fleet of TES Smartcars were deployed by LOCOG Transport to patrol streets in Hackney, Greenwich, Newham and Tower Hamlets, where a temporary virtual permit scheme was in operation. The TES vehicles interfaced with enforcement software provided by Globetech

Virtual permits were a real success

London 2012 saw ANPR vehicles used to check electronic permits

During the London 2012 Olympic and Paralympic Summer Games, each venue had stringent access restrictions for both vehicles and personnel to ensure high security and manage the available parking space.

As with all Olympic and Paralympic Games, a system called the Vehicle Access Parking Permit Scheme (VAPPS) was put in place to manage venue access and parking rights for all games family vehicles including cars, vans, lorries, buses and emergency services.

Consisting of physical permits that were required to be registered with LOCOG transport, the VAPPS were checked at each venue's access points to ensure vehicles had the right to enter and perform their duties. VAPPS were also used to manage the Olympic and Paralympic Route Network (ORN) Games Lanes in partnership with Transport for London (TfL).

The system was designed by the LOCOG VAPPS team, part of the Traffic Management and Parking Team managed by Mark Bland. It was the first time a system of this kind had been used for the management of vehicle access and parking for the Olympic and Paralympic Games.

The VAPPS system was based on Globetech's gTicket parking permit system, which was initially introduced in Abu Dhabi (equivalent to introducing a system for whole of central London as a single go).

The system managed VAPPS for all the different client groups using each venue. This included the Games family and all services for functional areas within LOCOG. It managed over 80,000 permits, holding all vehicle registration details on a database

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The VAPPS system ensured that the right people had access at the right time to the right place

Mark Bland

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which, in turn, enabled enforcement of the ORN through the use of ANPR cameras. "The system was flexible in that it could be configured to suit client requirements and the user interface changed to any language," says Mark Bland. "The system was web-based, removing the need to provide any additional IT hardware."

"The VAPPS system ensured that the right people had access at the right time to the right place," says Bland. "Each vehicle was

provided with a physical tamper-proof permit that determined the access rights with clear visual cues on the permit, including Colours and Shapes to make it easily identifiable by any one of the 2,440 Traffic and Parking Marshals responsible for controlling access at the venues."

The complexity of the system is evident in the VAPP categories comprising 17 client groups, with 43 different permits covering 91 competition and non-competition venues. They came in nine different colours and six different shapes, making a total of 2,322 different combinations of permits, colours and shapes. These permits controlled access rights based on a set of different parameters that could be configured in a wide range of combinations: location; number of available permits; parking area within the location; specific date/time on which the permit is valid; operating hours; and vehicle registration number.

Traffic and parking marshalls checked the displayed permit was valid for that time, location and vehicle at 93 vehicle permits checkpoints (VPCs) and entries to 82 on venue car parks. At busy locations, to reduce congestion queuing checks were made automatically through the use of ANPR cameras linked to the VAPPS database which, in turn, sent a message to the parking marshalls' hand held devices confirming whether or not the vehicle was approved for entry.

The system provided the management team with fully configurable reporting options, enabling decisions to be made using up-to-date information. "This was invaluable in managing the limited amount of parking available and ensuring that parking areas were not oversubscribed," says Bland. "Overall, the system enhanced the management of the venue parking for the client groups and was a critical element in the provision of a secure and robust service."



Going for gold, again

Parking companies that worked on the Olympics 2012 have an opportunity to build on the legacy of the London Games, says **Gavin Reddin**



As memories of London 2012 begin to fade, the re-opening of the Olympic Park has seen attention move to matters of legacy. A number of companies in the parking industry are among those building on the experience they gained working on the Games in order to improve their products and services as well as generate new business.

Liberty Services, a strong brand in the parking industry, is one of these companies. Liberty supplied a wide range of products and services for the Games, either directly or through contractors. These included printed permits allowing access to dedicated Olympic Games Lane routes, virtual permits systems to vehicle access permits and even the security-printed meal vouchers issued to the Army personnel drafted in to provide security at the last minute.

"By the time of the Olympic closing ceremony we had produced over 40 different products for the games, most building on our security expertise," says Gavin Reddin, Liberty Services' chairman. "The vehicles in the Olympic Torch relay had our permits on – unique to each vehicle and location. The staff building and dismantling facilities across the country also wore our passes."

Becoming an Olympic contractor required a lot of work, says Reddin. "Getting the work was certainly not easy, there was a rigorous tendering process, but the people involved in running the Games were fantastic, enthusiastic and energetic and this very

quickly rubbed off on our staff. We worked flat out for many months to help deliver the Games and it was with a great deal of pride we watched them."

When the Olympics had finished it seemed that small British companies were going to be prevented from talking about their experience. Complex licensing agreements meant that only partners and sponsors could talk about the work they had done and it looked as though an opportunity to shout

about the success of many British companies was going to be lost. However, the government stepped in and negotiated a deal that allowed limited use of the London 2012 brand for those involved.

"It would have been a great shame if we were not able to talk about the work we did," says Liberty's production director Trevor Wilson. "Our staff were fantastic. Sometimes the company was operating 24 hours a day, seven days a week. Without exception, our people put their heart and soul into the project. It's not often you get absolute deadlines in print, but the Opening Ceremony was ours and everyone rose to the challenge. The great thing is we have learnt a lot about delivering complex projects quickly, and that is going to help the company and its customers for years to come"

Gavin Reddin adds: "We already prided ourselves on our outsourcing services to clients but on some days we were mailing over 100,000 items of parking-related documents, three times our average. This was on top of meeting the security requirements of the games and producing a full range of other products."

Liberty Services was founded by Reddin's father in 1945, who printed a newspaper called *The Sporting Chronicle* during the 1948 London Olympics. "I don't expect that there are many companies that can have been involved in delivering two London Olympic Games," muses Reddin.



Gavin Reddin

Engaging with the public paid off

A key feature of the Olympic Games were the joint communication plans agreed by LOCOG with all local authorities. These achieved efficiencies through joined-up communications and planning, and also integrated into the work carried out by Transport for London (TfL) on the Games Lanes.

The engagement process for all venues and local authorities was run in partnership between LOCOG, local authorities and, where applicable, TfL. Iain Killingbeck, the LOCOG Transport stakeholder manager, was responsible for the phased engagement for each venue and local authority. This included engagement around the parking elements for all venues and local authorities, in line with the statutory process for traffic orders.

The Pink Leaflet (pictured) is a typical example of the engagement conducted on parking rules for using the 'virtual permit system' in Hackney.

Engagement was also undertaken on changes to the roads including the Local Area Traffic Management & Parking Plans (LATM&P), ORN (Olympic Route Network),



security and 'last mile' measures.

The forms of engagement used included: letter drops, adverts, editorials in council newspapers and drop-in sessions. These were used to inform the public about the plans, with mechanisms put into place to capture responses from residents and businesses.

Information was also available on the London 2012 website. Millions of engagement items were distributed by Liberty Services prior to and during the Games.

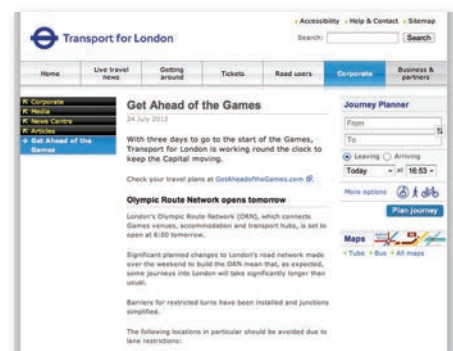
Helping London get ahead of the Games

The London Olympics were very much a public transport games, with members of the public encouraged to travel to competition venues by bus, Tube and train.

Transport for London ran a major marketing and advertising campaign in the months prior the Games, and set up a website – GetAheadoftheGames.com – to provide travel advice.

London businesses were also affected by the Games, so TfL also ran workshops designed to help businesses and delivery companies plan around the many road closures and restrictions associated with the Olympic Route Network (ORN).

TfL also launched online tools such as a 'Freight Journey Planner' and a 'Temporary Road Changes' to provide up-to-date details on what was happening on the ORN.



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