

## Appendix 4 - Parking Operations

**2024/25**

Service Area	Stage 1	% Upheld/ Partly Upheld	Stage 1 responded to within 10 days	Stage 1 responded outside 10 days	Outside Timescales Or Open	Average Time to respond w/days*
Parking Operations	162 (232)	14% (33%)	92% (71%)	8% (29%)	8% (13%)	7 (14)

1. Parking Operations continues to be a high-performing service in this regard. 92% of complaints are being responded to within 10 days.
2. Performance improvements are attributable to:
  - Continuing to be proactive, especially where a complaint requires input from other services. It is forwarded to the relevant service for comments, with a set deadline for response. If comments are not received by that deadline, it is chased up.
  - The manager keeps an eye on all deadlines for cases and reminds the team of these and escalates where required.
  - a dedicated team to respond to complaints, MP and member enquiries and using this data to focus training needs.
  - a team chat application to ask questions and share information and knowledge.
  - better and more appropriate use of the 'extend deadline' for complex cases where additional information is required from other service areas or support services. This results in better management of complainants' expectations.
3. Type of Complaint
4. Dispute a Penalty Charge Notice (PCN) – Customers are informed of the correct process to follow and provided with a review of their PCN if they have already made payment. To try and discourage customers from using the complaints process incorrectly, we have worked with colleagues to create new web pages that explain the parking and traffic statutory process in more detail, outlining the steps customers need to take to challenge a PCN correctly and not to use the complaints process. PCNs must follow a statutory process, so the complaints process should not be used for this purpose
5. Parking enforcement staff behaviour – We work closely with our enforcement provider (NSL) on these complaints and have improved the timeframe around when witness statements from their officers are received to assist with the accuracy and speed of our investigations. Most of these complaints are not upheld, but when we do uphold a complaint and believe a Civil Enforcement

Officer (CEO) has behaved inappropriately, we ask that they be removed from our contract and/or undertake further customer service training.

6. Permit issues/system issues – These tend to be complaints where customers have been refused a refund or had their permit terminated due to a breach of our terms and conditions. There is no real improvement in this beyond the improvements we are making to signpost the relevant terms and conditions. A new parking permit application has recently been procured, and improvements that can be made, which have been raised within the complaints process, will feed into the system design.
7. Debt recovery – We investigate the behaviours of our partner Enforcement Agents (formerly Bailiffs) and provide feedback to our Investigations Team on any issues observed. These are raised with the agencies to ensure improvements are made/action taken based on our findings.
8. Suspension issues – These complaints tend to be a request for refunds as vehicles are parked in spaces that have been suspended. It is hard for us to 'improve' on this, as the terms and conditions are clear on what we can and cannot do. We endeavour to find alternatives for those affected if they contact us directly.
9. Lack of parking enforcement – We provide enhanced enforcement for a two-week period if a customer complaint has raised an issue we were previously unaware of. This allows us time to put together a plan of action for the area if the enhanced enforcement confirms there is an issue. We continue to promote the '[report a parking problem](#)' form to residents so it is easier for them to report issues to us. This then informs our enforcement plan and how we use our limited resources
10. Parking terms and conditions – This is a new 'complaint reason' we have added this year, as it allows us to gain a better understanding of the type of issues that affect customers. We will be using this information to assist with the upcoming review of permit terms and conditions.
11. Learning Outcomes

Several learning outcomes have been identified as part of our work in responding to complaints this year. This has led to us being able to:

- Learn from Contact Camden colleagues about some of the issues customers face when contacting them about parking issues, complaint officers listened to parking calls and have been able to suggest improvements to web pages, amongst other areas, on the back of hearing what customers' experiences were
- Work closely with colleagues in the Investigation team in relation to mapping out their policies and procedures. The training offered to Investigations colleagues has also been reviewed with the aim of improving customer experience when contacting the service

- Continued development of our training program and quality checking processes that allow us to train on policy and feed back to officers the outcomes (good and bad) of their decision making.
- Officers within the service also develop a monthly report on their work, which is shared with colleagues across the service. This report allows officers to take ownership of the work they do and informs the service of any key cases highlighted by independent adjudicators, as well as any changes to service instructions/policies/legislation that would impact decision-making.