

To: Joanne Ball & Louise Saunders (APCOA HR)

Cc: Craig Prickett, Regional Organiser – GMB

Subject: Formal Grievance

I am submitting this formal grievance under the APCOA grievance procedure.

I wish to raise concerns about the company's use of PCN numbers as a measure of performance and productivity.

This practice places unreasonable pressure on staff to issue penalty charge notices and appears contrary to the *Traffic Management Act 2004*, which prohibits local authorities and their contractors from using performance-related targets or incentives linked to PCNs.

This approach risks undermining public confidence and creates unnecessary stress for employees.

Please acknowledge receipt of this grievance and confirm my case reference number.

Yours sincerely,