

City of Westminster

City
for
All

Westminster Annual Parking Report

2016/17

Foreword

I am pleased to present Westminster City Council's Annual Parking Review for 2016/17

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This year we have taken great strides to help to improve air quality in Westminster, improving the lives and well-being of both our residents and visitors.

I am pleased to see an increase in on-street charging points for electric vehicles, showing that we are a City that encourages forward-thinking and puts the health of our residents first.

The first few months of the trial parking surcharge for pre-2015 diesel vehicles has also been a great success, with a significant drop in the number of diesel vehicles paying to park in the Marylebone Low Emission Neighbourhood. I look forward to seeing the positive effect that other initiatives that we are implementing to improve air quality will have on the lives of everyone in Westminster.

We are also trying to reduce the growing pressure on resident parking through the Westminster Car Club. People are starting to move away from private vehicle ownership and the Car Club provides an excellent alternative.

We are continuing to ensure that parking is fair, safe and easy in the City, and I am glad that parking compliance remains high. Furthermore, the use of the ParkRight smartphone application will continue to be in place to facilitate finding a parking space.

As always, we would like to hear any ideas about how to improve our approach to parking. If you have any suggestions or comments please e-mail them to fairparking@westminster.gov.uk. Every quarter a summary of suggestions received will be published, together with a description of how we are addressing them.



Cllr Danny Chalkley

Cabinet Member for City Highways

Introduction

Westminster's Parking Service is the largest in Europe providing over 47,000 parking spaces, catering for all road users and vehicle types. It is responsible for providing, managing and enforcing on-street parking facilities and controls throughout the whole of Westminster that includes 1,990 streets and 600 miles of kerbside.

This annual report provides information on the activities of the Westminster Parking Service during 2016/17. It details achievements in delivering innovative and sustainable improvements as well as looking ahead to any future developments and opportunities.

The report also includes parking and enforcement statistics, plus financial information with comparative data from previous years.

Westminster City Council's Parking Service aims to be at the forefront of new and relevant parking initiatives. We aim to promote best practice and continual quality improvement across the service and within the parking industry as a whole.



Fair Parking

Our commitment to our residents, businesses and visitors is to make it fair, easy and safe to park in Westminster.

- We will seek to make it as easy as possible for those who need to park in Westminster to find and pay for their parking space.
- We will continue to be open and transparent about how much income is generated from the parking service, where we invest the surplus, and how much on-street parking services cost.
- We will seek to limit fraud and take appropriate action against those who use disabled badges or residents parking permits fraudulently.
- We know that 99% of people who park in Westminster comply with the parking rules. Our Marshals are there to help and not just ensure that people park legally. They will advise on where to park and how to pay.
- Through our White Badge Scheme we remain committed to helping residents or workers who have a disability to park without charge or time limit in on-street parking bays
- We know that the city, particularly the West End, is a uniquely busy place and, with our partners, we shall continue to seek ways to manage parking in a way that keeps the city moving.
- We shall continue to liaise with the city's car park operators for parking close to the city's major attractions and ensure that they continue to provide safe off-street facilities for cars, motorcycles and cycles.
- Our Marshals will continue to monitor vehicles parked on Westminster streets and will report any suspicious behaviour, vandalism or theft to the local police.



Compliance

The number of vehicles driving and parking within Westminster continues to rise, although the number of PCNs issued has fallen in recent years.

This can be attributed to improved levels of parking compliance through the introduction of simpler ways for motorists to pay to park plus the effect of the Deregulation Act 2015 that introduced changes to parking enforcement. On average, around only 1% of drivers do not comply with the rules which demonstrates a high level of understanding of the restrictions.

The average overall compliance throughout Westminster stands at 98.69%; which represents a 0.15% decrease over the previous year (98.84%). Compliance is at its lowest during the daytime, with the majority of contraventions occurring within parking bays. There are some variations by zone: compliance in zones D, E and G is below average. This is to be expected as these zones are central, where demand for parking is extremely high.

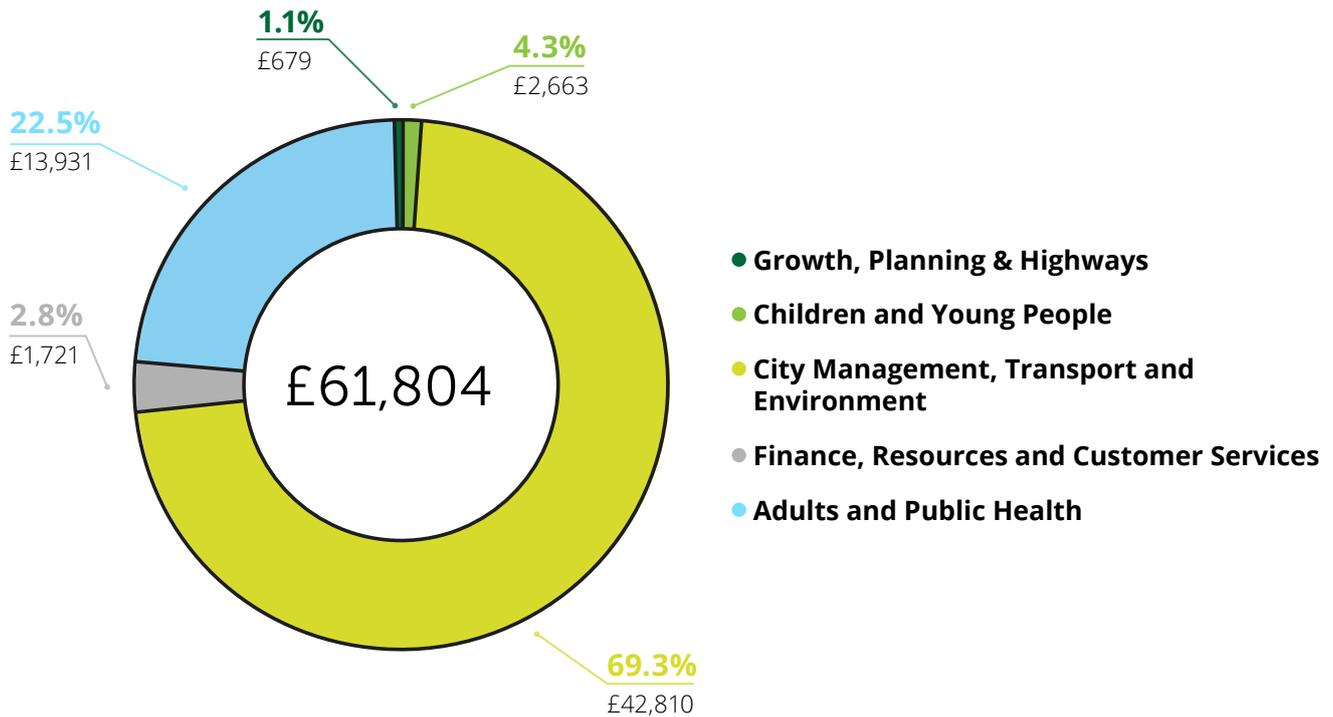
Zone	Daytime	Evening	Overnight	Sunday	Average
A Knightsbridge, Belgravia, Pimlico	96.92%	99.80%	100%	100%	99.18%
B Bayswater and Maida Vale (S)	97.82%	99.22%	100%	98.31%	98.84%
C Harrow Rd, Queens Park, St John's Wood, Maida Vale (N)	98.84%	99.26%	100%	99.30%	99.35%
D Victoria, Westminster, Millbank	94.16%	99.32%	100%	99.31%	98.20%
E Mayfair and St. James	96.71%	98.43%	100%	98.02%	98.29%
F Hyde Park, Marylebone, Fitzrovia	98.77%	99.65%	100%	97.66%	99.02%
G Soho, West End, Covent Garden	97.94%	97.74%	100%	96.21%	97.97%
Average	97.31%	99.06%	100%	98.40%	98.69%

How we reinvest the income

The council is bound by legislation to re-invest any surplus in legislatively prescribed transport related activities.

The overall net surplus income (the amount generated as an indirect result of the council's policies to keep Westminster moving) has been reinvested in ways as illustrated below.

What the PPRA Contributed to in 2016/17 (£'000)



In 2016/17 the majority of contributions from the Parking Place Reserve Account (PPRA) were shared between the portfolios of City Management, Transport & Environment, and Adults & Public Health. Detailed below is a high level table giving examples of actual expenditure. Any excess surplus not allocated to 2016/17 expenditure was used to fund the previous years' deficit on the PPRA Account.

PPRA Spend by Cabinet Portfolio	2015/16 Actual £'000	Example of Expenditure
• Children and Young People	2,663	Home to School Transport
• City Management, Transport and Environment	42,810	Bridges & Structures/Traffic Management
• Finance, Resources and Customer Services	1,721	Off Street Parking Expenditure
• Growth, Planning & Highways	679	Highways Planning/Transport Strategy
• Adults and Public Health	13,931	Freedom Passes/Taxi Cards

Parking Initiatives 2016/17

Parking Fees & Charges Review 2016/17

Westminster aims, as part of its kerbside management regime, to regularly review its parking-relating fees and charges to ensure they continue to support the Council's wider traffic management objectives and obligations. It's the council's aim to review its pay-to-park tariffs annually and its permit and kerbside permissions (bay suspensions, dispensations, special permissions) biennially.

The Council's authority to operate and set parking-related charges is defined by legislation. In the main, fees and charges cannot be set purely and intentionally as a means to raise revenue, and charges should have regard to the costs of administration and enforcement. However, in accordance with the Council's statutory responsibility to ensure, where reasonably practicable, the safe and expeditious movement of traffic, as well as the need to ensure the provision of suitable and adequate parking facilities on the public highway, the Council can also have regard to traffic management considerations in the setting of those charges. The Council is, therefore, able to set pricing levels to restrain demand and enable a more effective management of its kerbside for wider transport and environmental benefits.

The Parking Fees & Charges Review carried out in 2016/17 considered a range of measures intended to manage the kerbside and demand for it more effectively, and resulted in the following measures which came into effect from March 2017:

- The extension of the 'parking stress' mitigation measures to casual pay-to-park tariffs in the G zone (Soho, West End and Covent Garden) and B zone (Bayswater and Maida Vale South) areas of Westminster.
- The implementation of a 10 minute minimum stay period for pay-to-park charges.
- The introduction of a nominal charge for electric and plug-in hybrid electric vehicles (EVs and PHEVs respectively) when using pay-to-park facilities, which enables the vehicles to park for the bay's maximum stay period (commonly 4 hours).
- The withdrawal of the discount afforded by trades permits proportionate to casual pay-to-park tariffs.
- An inflationary increase in the charges for resident permits and other specialist permit types.
- A reduction in the duration of a skip licence.

Smarter Parking Initiatives

Over the last 12 months, the Parking Service has continued to explore how new technologies can improve the services it provides to motorists and to deliver service efficiencies. With funding from the Department for Transport (DfT), new initiatives have been piloted to make parking easier; building on the back of the existing sensor network, exploring new sensor technology, making use of data to improve operations and inform policy making, and integrating payment services and new mobile applications.

One such initiative makes paying for parking even easier: using in-vehicle technology to connect to a smartphone parking application, you use one-click to start a parking session. When you return you simply drive off and your parking session is ended. In addition to new developments, Westminster's own ParkRight smartphone application has been upgraded with improved payment integration and a simpler interface making it simpler to find an available space and to pay for parking.



Marylebone Low Emissions Neighbourhood (LEN)

Westminster is committed to becoming a greener city with the Parking Service playing a key role in tackling air pollution through the implementation of policies and initiatives that support the improvement of air quality. In July 2016 the council obtained funding to create a Low Emission Neighbourhood (LEN) in Marylebone. Marylebone is situated among some of London's most polluted roads and the area as a whole suffers from some of the highest levels of air pollution in Europe.

The creation of the LEN provided an ideal opportunity to test new air quality initiatives in a controlled and measurable way informing any decision to roll them out on a citywide basis. Since then the following new initiatives are being trialled:

Diesel Surcharge

In June 2017 we introduced a trial whereby a 50% surcharge applies to pre-2015 diesel vehicles paying to park in Zone F (Marylebone, Hyde Park and Fitzrovia). The hourly charge for pre-2015 diesel vehicles is £7.35, with all other vehicles continuing to be charged £4.90 per hour. The purpose of the 50% surcharge level is to deter the heaviest polluting vehicles from parking in the zone. The surcharge is added automatically at the point of purchase of parking time. The volume of transactions from diesel vehicles both prior to and post-trial will be monitored but indications in its initial three months of operation are positive with the number of pre-2015 diesel vehicles parking in the LEN area having dropped by 12%. The diesel surcharge has been developed in partnership with LEN stakeholders for piloting in the Marylebone area and the scheme has strong support from the local area.

Expansion of On-Street Electric Vehicle (EV) Charging

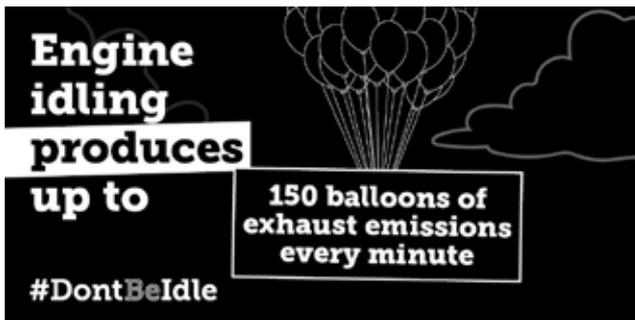
There are currently 118 on-street EV recharging points across 108 sites in Westminster from four different competing suppliers. In addition to this there are a further 25 recharging points available for 44 Westminster Car Club electric vehicles. Sales of EVs and PHEVs have continued to grow over the last couple of years and the City Council has tried to complement this growth by expanding the number of charge points available to divers. The council's Greener City Action Plan set out a commitment to expand the charging infrastructure in Westminster and there are plans in place to introduce a further 30 charge points by the end of 2018, to introduce up to 80 lamp column charge points enabling residents to charge their vehicles and also to introduce rapid chargers both to support private use and to complement the shift towards a zero emission capable black cab fleet. The priority is to both stabilise the existing network and increase it to accommodate current demand and provide assurance about recharging availability that vehicle owners are looking for. The introduction of a nominal charge for EVs and PHEVs introduced in April 2017, allows them to park up to the maximum stay in pay to park bays, and provides data to measure demand in order to provide charging points according to the highest areas of demand.

Extension of Optical Sensor Technology for Taxi Ranks

Westminster's taxi ranks are some of the busiest in London. The City Council, in partnership with stakeholders such as the London Taxi Drivers' Association, has started to look at ways in which taxis can make more efficient use of taxi bays and taxi feeder ranks. As one of our DfT funded 'Smarter Parking' initiatives, a proof of concept of new intelligent optical vehicle occupancy technology was initiated in late 2016 at 32 taxi ranks in the West End. This allowed real-time rank availability data to be included in Westminster's ParkRight app. The trial helps taxi drivers find available space without the need to circulate to look for a free rank, providing a solution to the problems associated with over supply at busy ranks as well as contributing to a reduction in congestion and vehicle emissions. The trial has seen an increase in parking compliance in the limited space available for taxis and has also freed up kerbside space outside ranks allowing improved movement of traffic and other kerbside activities such as loading.

Vehicle Idling

In addition to the LEN initiatives, the City Council continues to focus on the issue of 'Engine Idling' throughout the whole of Westminster. This is when a vehicle's engine is left running unnecessarily when the vehicle is parked or stationary at the side of the road. To help support this campaign we now have dedicated 'Air Quality Marshals' deployed daily Monday – Saturday between the hours of 7am-7pm to solely deal with engine idling issues. Each day the team visit the top twenty identified hot spot areas and educate the drivers to switch their engine off.



To help support the 'switch off your engine' message there is also the **#DontBeIdle** campaign where drivers can sign a pledge to switch off their engines when stationary.

The Council has also run a number of Air Quality Action days during the past year working with volunteer local businesses, residents and Councillors, to help get the 'Switch Off your Engine' message across to motorists. Five Air Quality Action days were held in identified hot spot areas including one day in St Edward's RC School, to which 95 volunteers attended and where 673 drivers were asked to switch off.

The Westminster Parking team has also purchased three electric motorbikes, which the engine idling team use to help them to carry out their role.

Another trial is the deployment of two 'Air Quality Champions' to focus on reducing engine idling within the LEN. They are Marshals empowered to issue PCNs, but their sole aim is to take action and spread positive air quality messages including engagement with local stakeholders.



Operation Neon

Operation Neon was a multi-agency high visibility enforcement operation that focused on Private Hire Vehicles (PHV) within Westminster. It concentrated on such issues as vehicle idling, parking contraventions as well as the legality and use of PHVs. Westminster played an active role in Operation Neon throughout 2016 with patrols throughout the Westminster area every Friday and Saturday evening, during which time WCC Marshals, Metropolitan Police and TfL Compliance Officers working in partnership have:

- Advised and moved 7,182 PHV drivers to keep roads clear for taxis and booked PHVs.
- Reported 116 PHV drivers for not having a badge and stopped them from working for the remainder of the evening.
- Reported 1,645 PHV drivers for not wearing their badge.
- Reported 5 PHV drivers for plying for hire offences (including plying & Section 2 offences)
- Reported 835 PHV drivers for parking on Taxi ranks.
- Issued 3,056 Parking tickets

Although Operation Neon finished in April 2017, close ties still exist between TfL, Metropolitan Police and Westminster. The situation is constantly under review to see how we can all work together in partnership to deal with PHV and Black taxi trade issues.

Parking Fraud

The Corporate Anti-Fraud Service (CAFS) is responsible for looking into all types of internal or general fraud perpetrated against the council, including parking-related fraud. During 2016/17 the team identified 69 instances of parking permits being unlawfully obtained for personal use. A notional loss of c.£400k was calculated as a result of these permits being used to obtain free parking.

CAFS investigated the misuse of disabled parking badges and during the past year successfully apprehending 26 offenders who have had appropriate sanctions applied, including 21 successful prosecutions. From these 21 successful prosecutions, fines totalling £3,275 were imposed, and defendants ordered to pay the Council a total of £7,255 in costs and victim surcharges.

Investigations into the misuse of resident parking permits led to the successful apprehension of 43 offenders including one successful prosecution. Positive outcomes include action taken against fraudulently obtained permits, height restricted vans and permits issued to commercial addresses.

The City Council remains committed to eliminating fraud to ensure that those with genuine needs are not disadvantaged.

Westminster Car Club

The Westminster Car Club was launched in May 2009 to provide alternative modes of transport in response to the growing pressure on resident parking and help tackle congestion and poor air quality. It offers 'pay as you go cars' to those who only use their cars occasionally or don't want the expense of owning and running their own vehicle. In 2016 a quarter of the fleet was converted to electric power, presenting the car club as an even greener alternative, and the vehicles have been met with enthusiasm by members with utilisation levels in excess of Key Performance Indicators. The current contract has been extended through to January 2018 to allow the Council time to procure a new car club contract for both the current fixed point model of car sharing as well as a new service offered by two suppliers to provide a floating car sharing service.

Floating car sharing allows much greater flexibility as it doesn't require a dedicated bay and allows the driver to start and end their session at a location of their choosing. This means that the service will operate between participating boroughs and provide a further transport option to help residents move away from private vehicle ownership.

Vehicle Relocations Service

The Westminster vehicle relocations service provides a dedicated relocation vehicle between 08.30 and 14.30 Monday – Saturday. This can be used to relocate vehicles parked in contravention or in such a way that it is preventing access to the kerbside. In July 2016 a new vehicle relocation contractor (The Mansfield Group) was appointed.

From 1st July 2016 to 31st March 2017, over 400 vehicles were relocated within Westminster by parking's relocation service.

The vehicle relocation service also supports other Westminster Council departments with their on-street activities such as the City Promotions, Events and Filming, Highways and Horticulture teams, relocating 260 vehicles on their behalf in 2016/17.

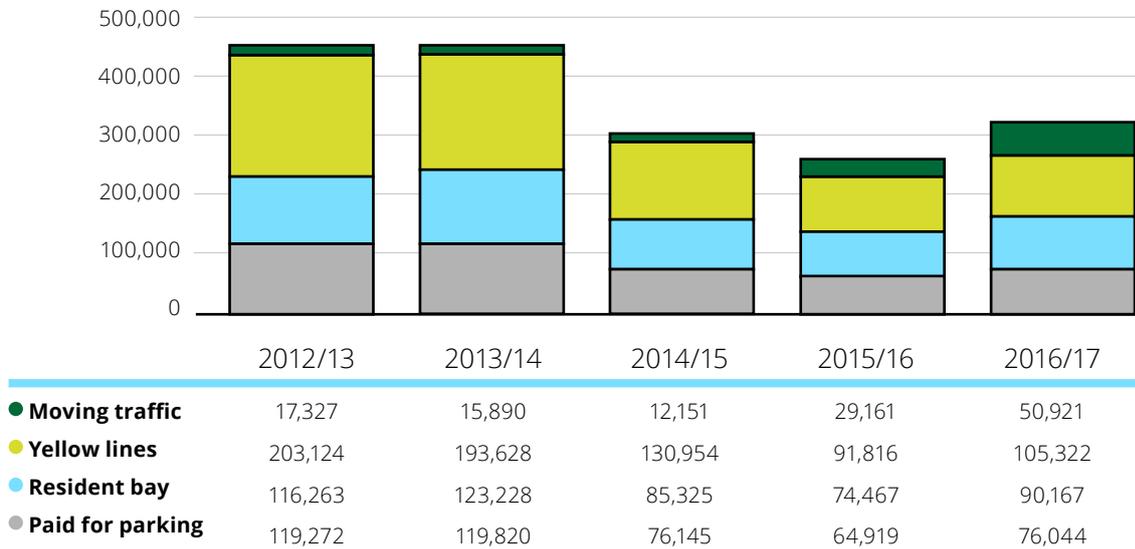
Cycle Parking

As part of Westminster's Cycling Strategy, adopted in 2014, the City Council aims to install as many cycle parking stands per year as possible. The level of the current pavement provision is at a point where it is becoming difficult to find additional suitable locations where demand is highest. The Council continues to look at various methods of increasing provision, including space allocation in public realm projects and safe residential storage. There are currently 20 secure cycle parking facilities, such as bike hangars and cages, on housing estates within Westminster with an additional five being delivered in early 2018. A trial to install two secure bike hangars on the highway north of the borough was undertaken this year, to hopefully pave the way for more secure cycle facilities available on the highway. We look to install 100 cycle stands and at least 50 cycle hoops annually, in 2016/17 34 cycle stands were installed with a further 294 cycle stands and 65 hoops on order to be installed as part of the 2016/17 implementation.

Penalty Charge Notices (PCNs)

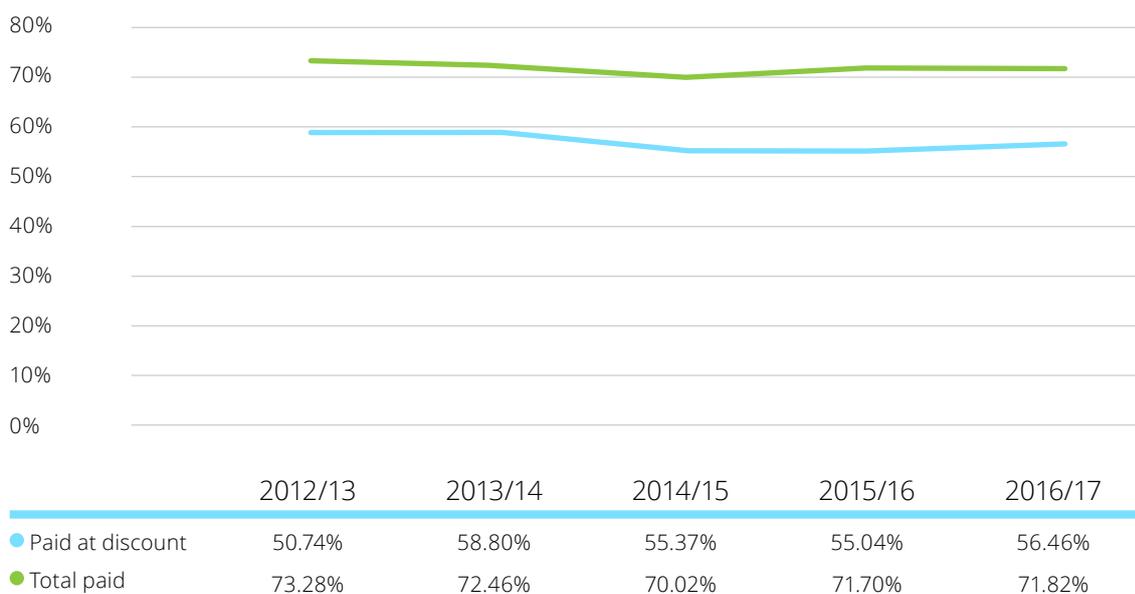
PCNs issued on-street by Marshals in Westminster are either £80 or £130 depending on the severity of the alleged contravention. All Moving Traffic Contravention (MTC) PCNs issued via traffic enforcement cameras are £130.

PCNs issued by contravention



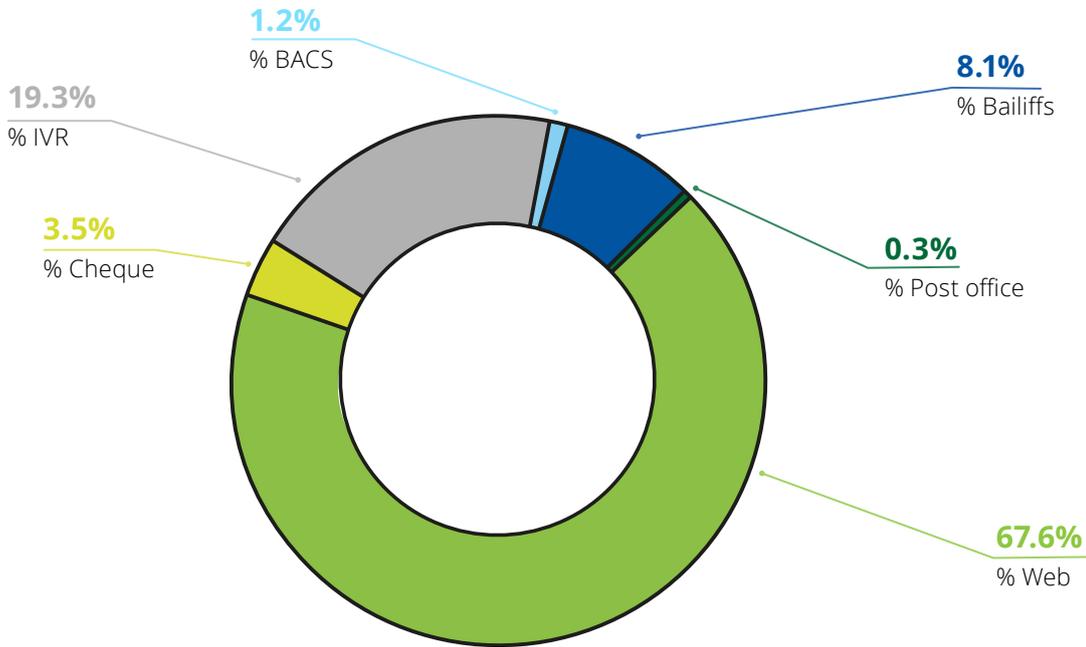
Improvements in the quality of service delivered, changes in policy and increased compliance have all contributed to the drop in PCN issue during the last few years. However during 2016/17 there was an increase of 23.8% in the number of PCNs issued on the previous year. This can be attributed to the introduction of improved Traffic Camera enforcement from July 2016 onwards leading to better quality capture of moving traffic contraventions. Westminster however still continues to promote the current Marshalling concept and its on-going aim to make parking fairer and easier for motorists, resulting in higher compliance.

PCN Payments



To encourage prompt payment all PCNs are offered at a 50% discounted rate for the first 14 days of issue, after which they should be paid at the full charge. Figures for 2016/17 show that 56.5% of motorists still opt to pay within the discounted period which is has seen a slight increase to the previous year.

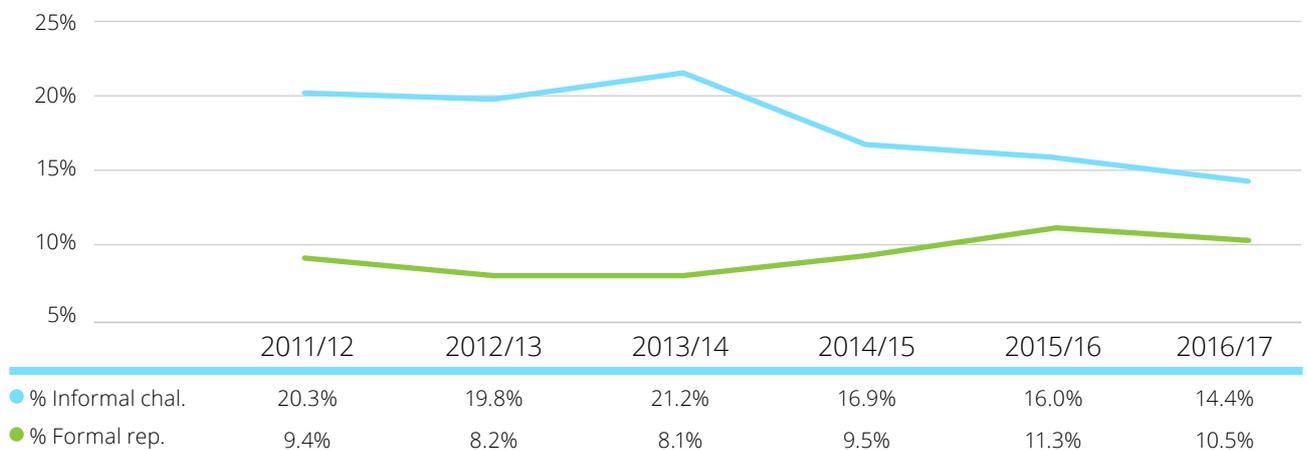
PCN Payment Breakdown 2016/17



The quickest and most convenient way of paying for a PCN is by debit/credit card and logging into the online parking portal via the Westminster website. This is evident by it contributing to 67.6% of all payments received while telephone IVR accounts for 19.3%. In recent years there has been a marked shift away from cheque and post office payments as customers prefer more convenient ways to pay.

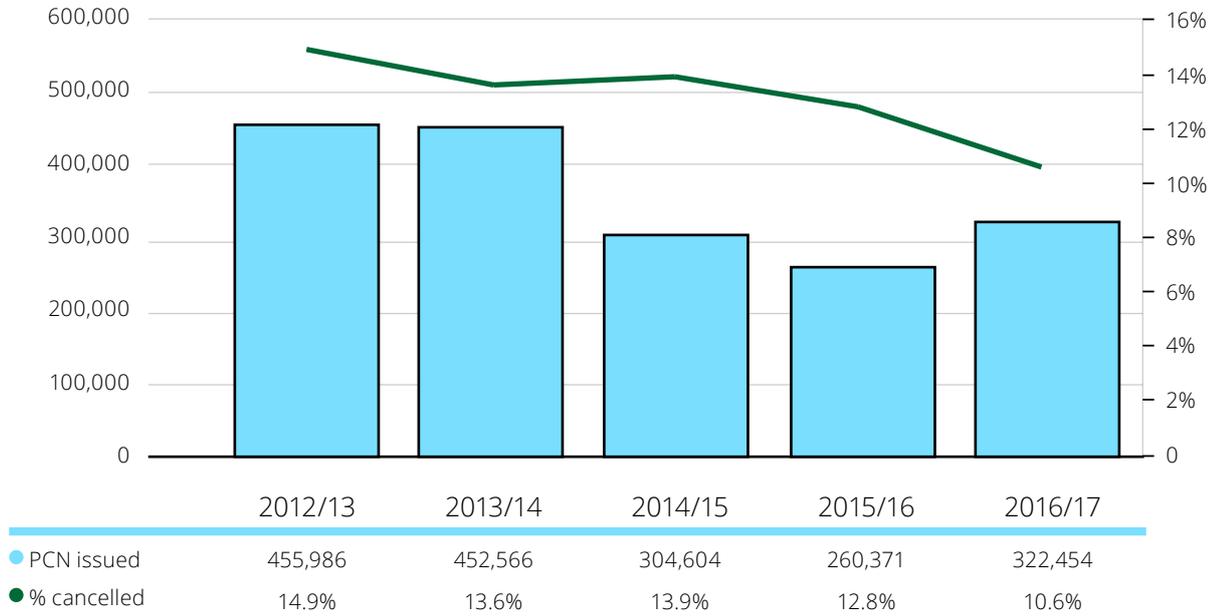
The average overall recovery rate for 2016/17 was 72% which is an increase of 1% on the previous year, while the average value per PCN has remained at £74. Both the average value and recovery rate on PCNs remained steady throughout the year and overall revenue has seen an uplift due to the increase in ticket issue, improvements in the quality of those issued and in the collection of outstanding debt.

PCN Challenges



If a PCN issued on-street by a Marshal is contested, an 'informal' representation can be submitted until the issue of a formal Notice to Owner, which can be no sooner than 28 days after PCN issue. The percentage of informal challenges has continued to fall since 2010/11, reducing to 14.4% by 2016/17. This can be linked to the steady increase in traffic camera enforcement during 2016/17 which can only be challenged at formal representation stage. Westminster's Marshalling concept also continues to produce more robust enforcement and improved quality at the point the PCN was issued.

PCN Cancelled vs Issued

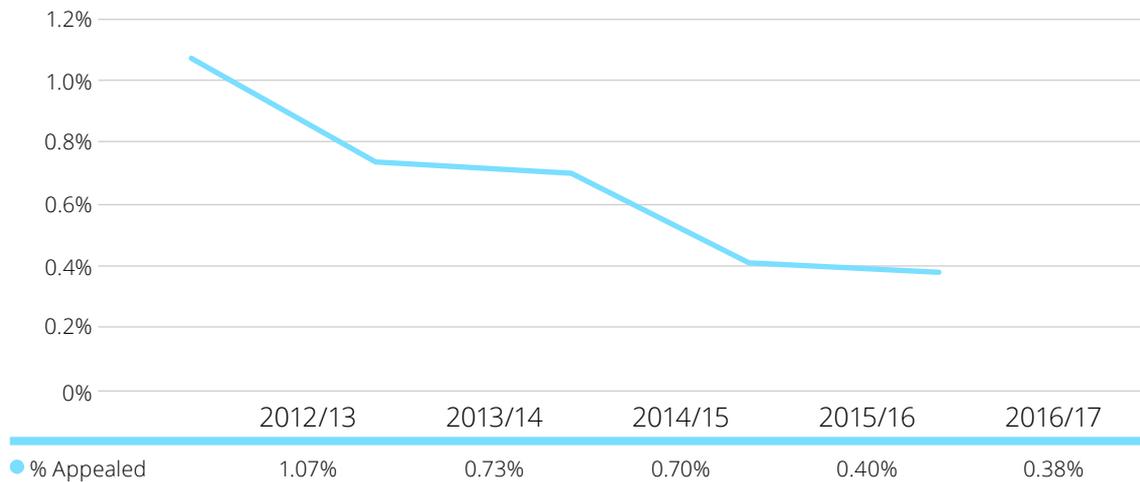


The percentage PCNs cancelled against total issued decreased on the previous year to 10.6%. Reviewing and communicating the council's approach to handling cases of mitigation where the motorist has made a genuine mistake plus improvements in the quality of tickets issued have both led to a reduction in PCN cancellations. The back office team also continues to take positive steps in providing officer feedback to drive the number of cancellations down.

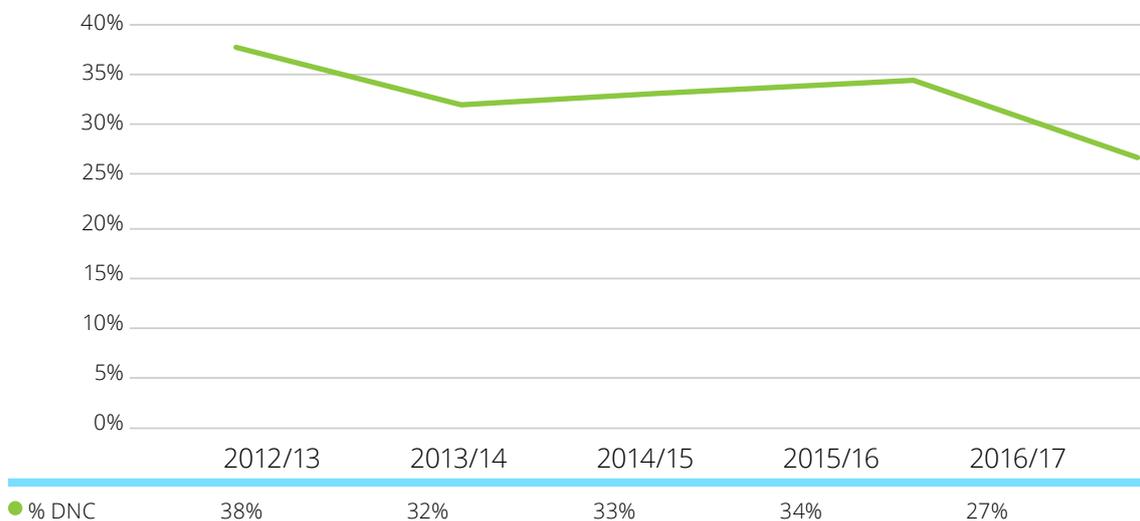
Appeals

The volume of appeals heard at London Tribunals (formally known as the Parking and Traffic Appeals Service) saw an increase in 2016/17 over the previous year (1,220 in 2016/17 to 1,047 in 2015/16). This is linked to the increase in PCN issue during 2016/17; however the number of appeals as a percentage of PCNs issued has fallen to 0.38%. This is due, in part, to consideration of genuine mistakes and Westminster's continued vigilance in addressing potential issues on-street.

PCN Appeals

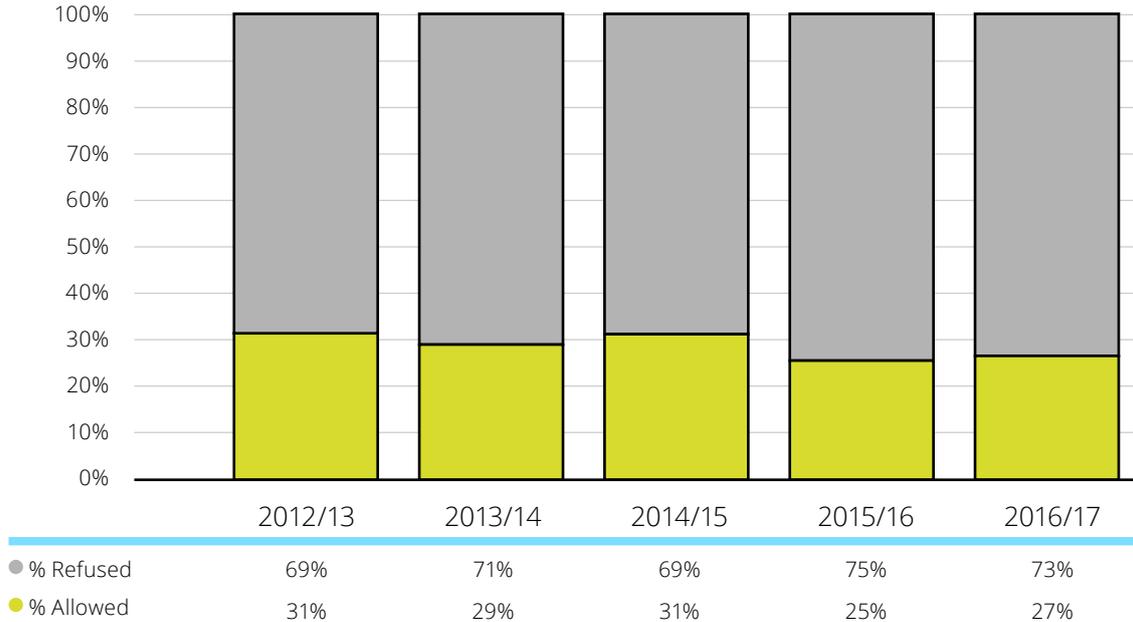


Appeals (% Do Not Contest)



The volume of cases not contested (DNCs) by the council significantly decreased in 2016/17 to 27%. The Parking Back Office has been robustly applying general consideration principles throughout the PCN lifecycle, resulting in more PCNs being cancelled upon the provision of evidence from the motorist prior to going to appeal stage.

Appeal Outcome

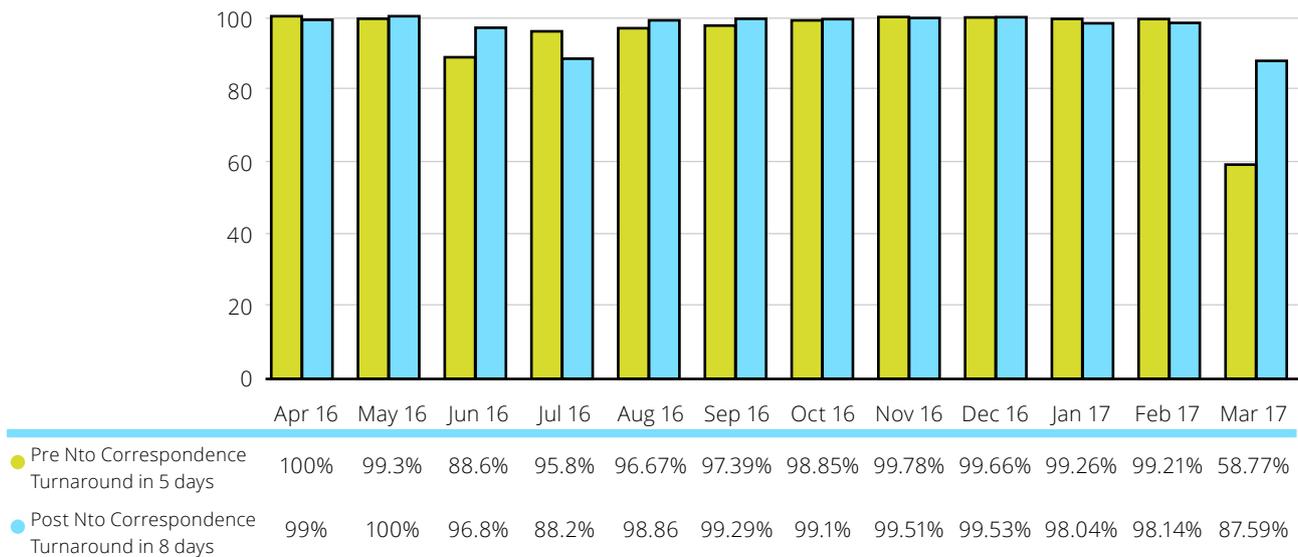


The percentage of cases where adjudicators found in favour of the council (Refused) saw a slight decrease in 2016/17 to 73%.

Service Performance

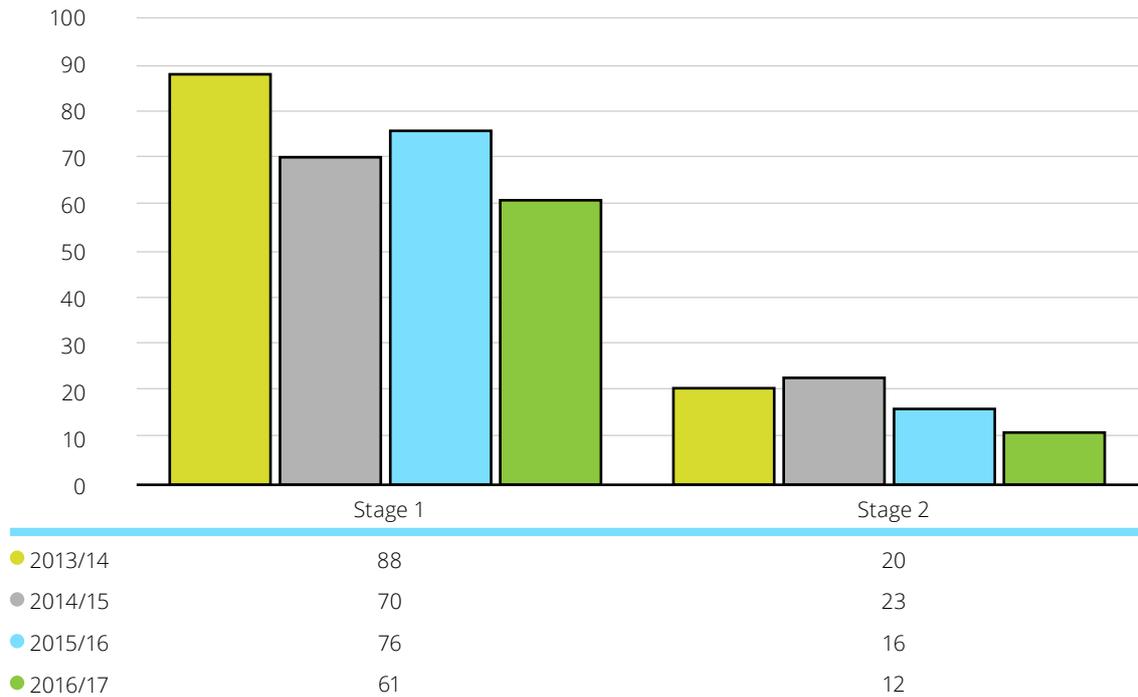
Throughout 2016/17 we strived to meet our aims of responding promptly to all correspondence whilst ensuring we provide a quality service. The following graphs show performance against our key indicators.

Correspondence Turnaround 2016/17



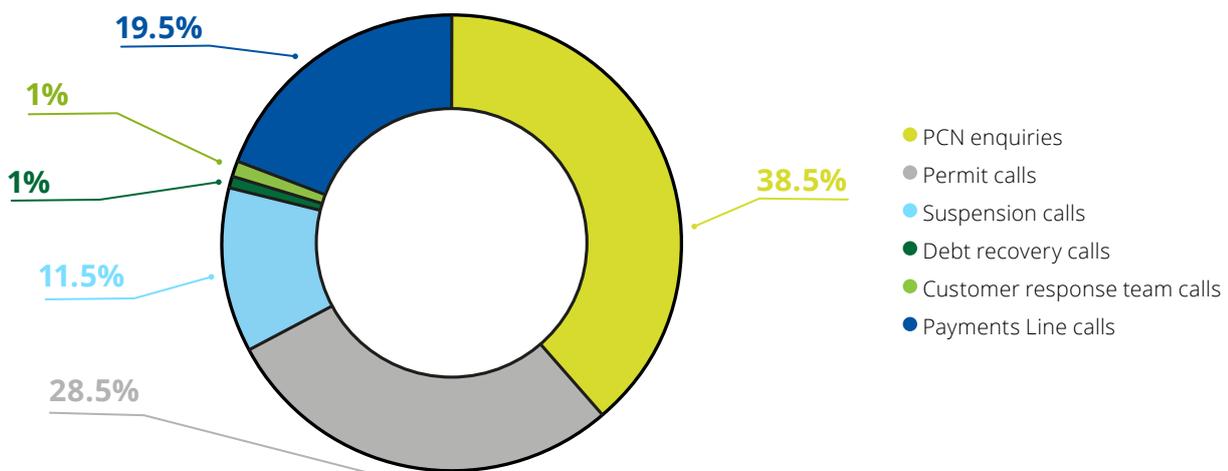
The graph above displays the percentage of cases where we've responded to PCN challenges within the agreed number of turnaround days set out as per Key Performance Indicators within the contract.

Complaints at Stage



Westminster operates a 2 stage complaints procedure whereby a Stage 1 complaint will initially come through directly to the service and handled by the Customer Relations Team. If a resolution cannot be made it then will progress to Stage 2 and handled by Westminster's Corporate Complaints Team. In 2016/17 there were 61 stage 1 complaints which is a decrease of 19.7% over the previous year. The continued application of parking consideration guidelines that are under-pinned by a set of consideration 'principles' have helped to keep the number of complaints low. These include use of common sense decisions, identifying genuine mistakes, applying mitigation, discretion and proportionality. Of the 61 stage one complaints 12 (25.6%) were upheld. Of the 12 complaints that went to stage 2, none were upheld.

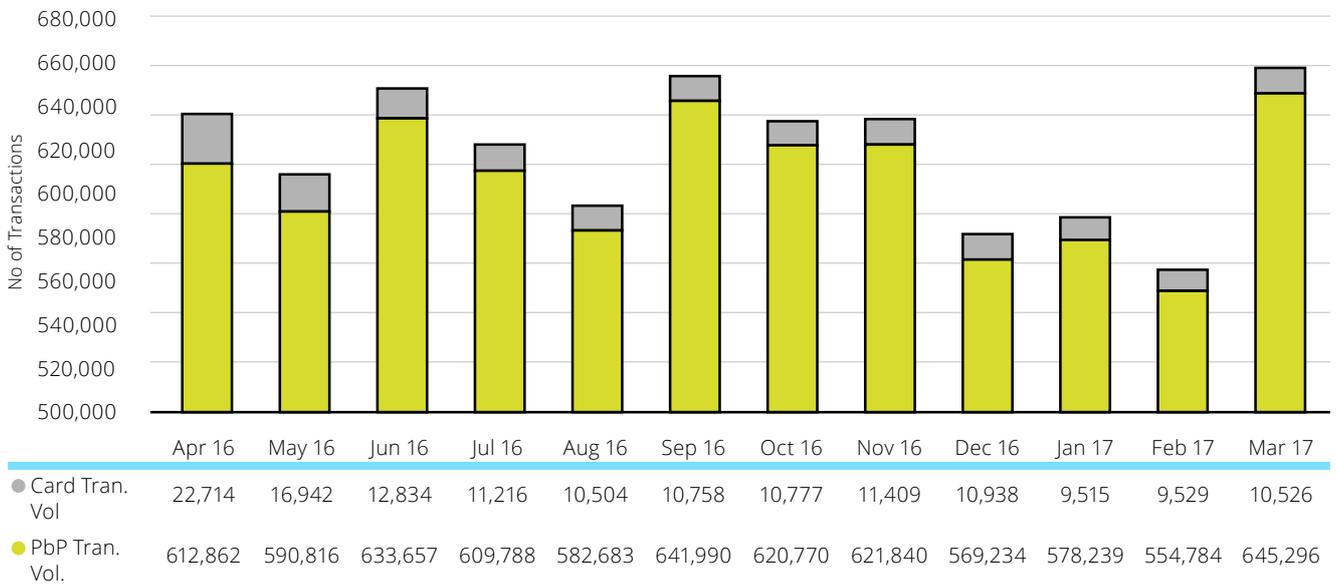
Telephony Volumes 2016/17



38.5% of calls received by our Customer Contact Centre are PCN related, commonly customers enquiring about payment. The other main area relates to online permit enquiries.

Paid for Parking

Cashless Transaction Volumes 2016/17



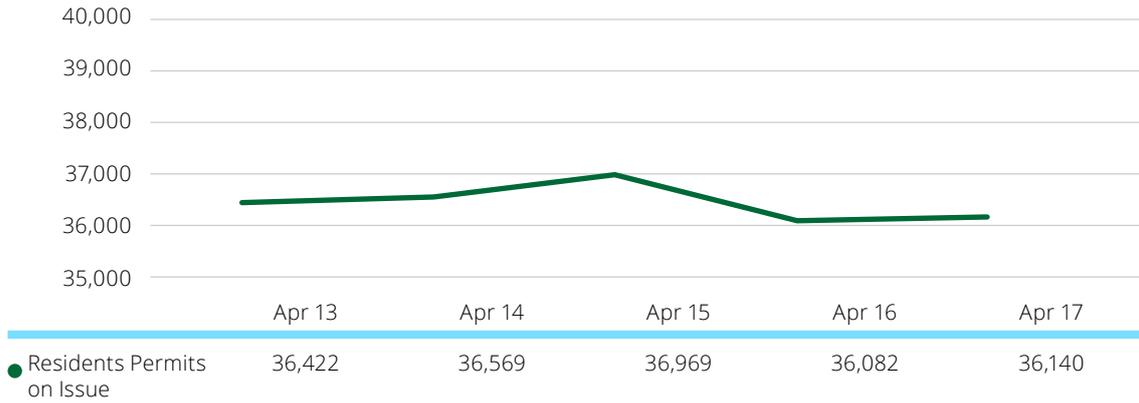
The number of monthly Pay by Phone (PbP) transaction saw some monthly fluctuations during 2016/17 but still on average account for 98% of all Paid for Parking revenue. The level of debit/credit card only on-street machine transactions has reduced considerably due to the removal of pay and display machines across the city. There are now only a small number of contactless Payment Terminals available as customers prefer to use more convenient payment methods such as mobile apps and telephone.

Parking Permits and Suspensions

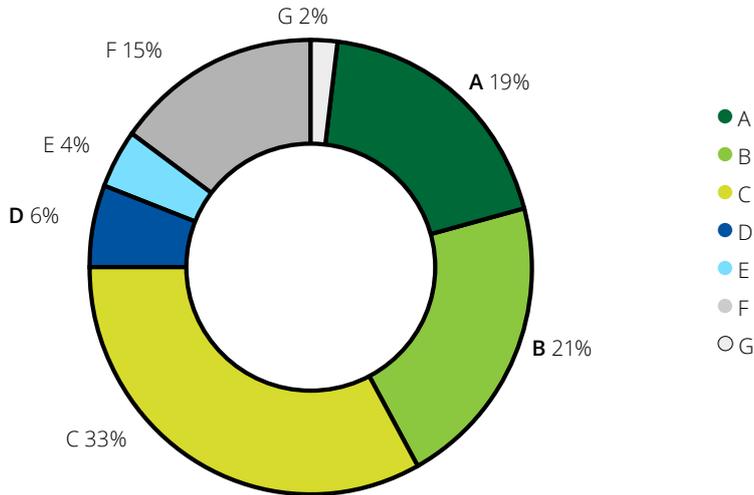
A fully integrated online system for resident permits is in use within Westminster, and accounts for over 90% of all applications and renewals. The remainder of permits are processed by post or by emailing applications to Westminster Parking. There are also self service 'Your One Stop Express' hubs throughout the city that allow customers to complete an online permit application with iPads and PCs being available for this purpose in Westminster libraries and City Hall.

In April 2017, there were 36,140 residents permits on issue across the city which is on a par with 2015/16 levels.

Residents Permits



Resident Permits on Issue 2016/17



A-G refers to the resident parking zones that are in operation within the City of Westminster. A map detailing each of these zones can be found on our website at westminster.gov.uk/parking-zones-and-prices



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your local branch today
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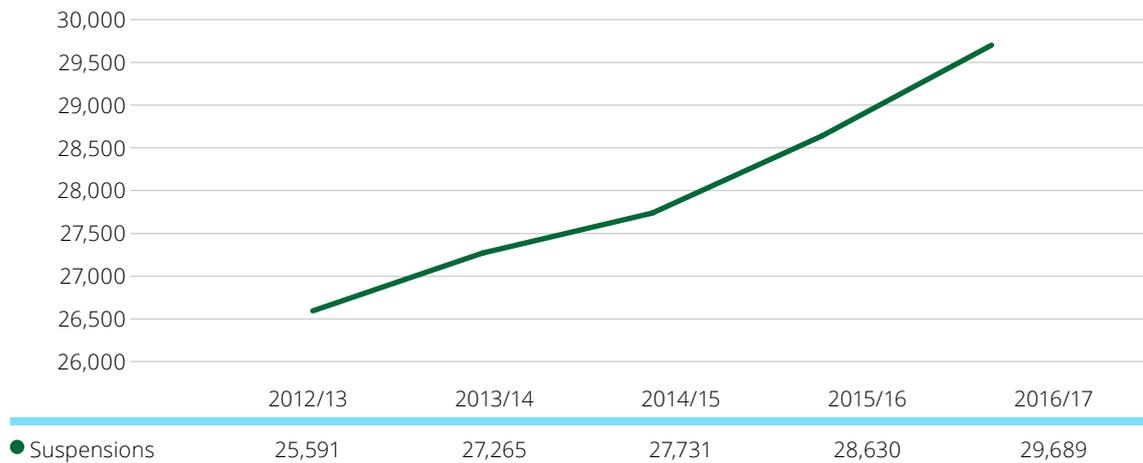
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Suspensions – Volume of Applications

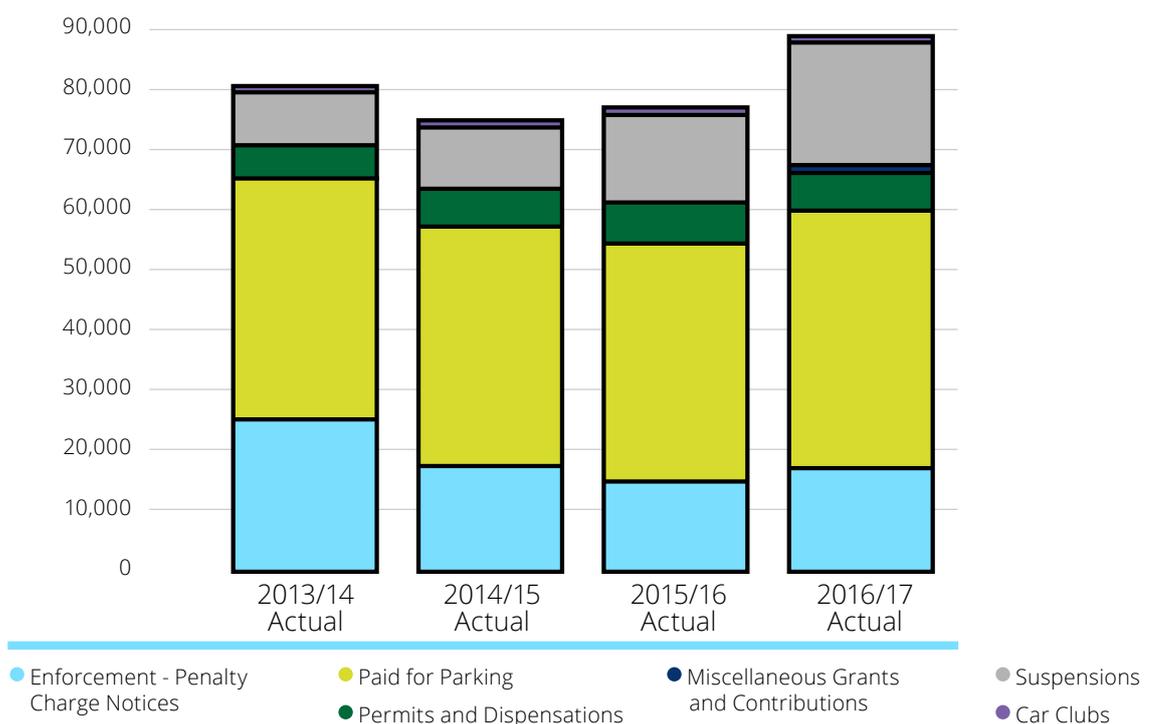


Parking bays can be suspended for utility/highways works, building works, removals and special events. A tiered tariff structure was introduced in November 2015 that incorporated a higher daily rate for longer term suspensions. The revised tariff was introduced to discourage and deter unnecessary suspensions in order to manage kerbside demand more effectively. The volume of applications for suspensions received and suspensions granted still increased by 3.6% during 2016/17 and can be attributed to the continued high level of building and utility works throughout the city. The average length of a suspension stands at 5.5 days with 84% of suspensions being for 5 days and below. This indicates that the new tiered structure continues to be successful in keeping kerbside space available.

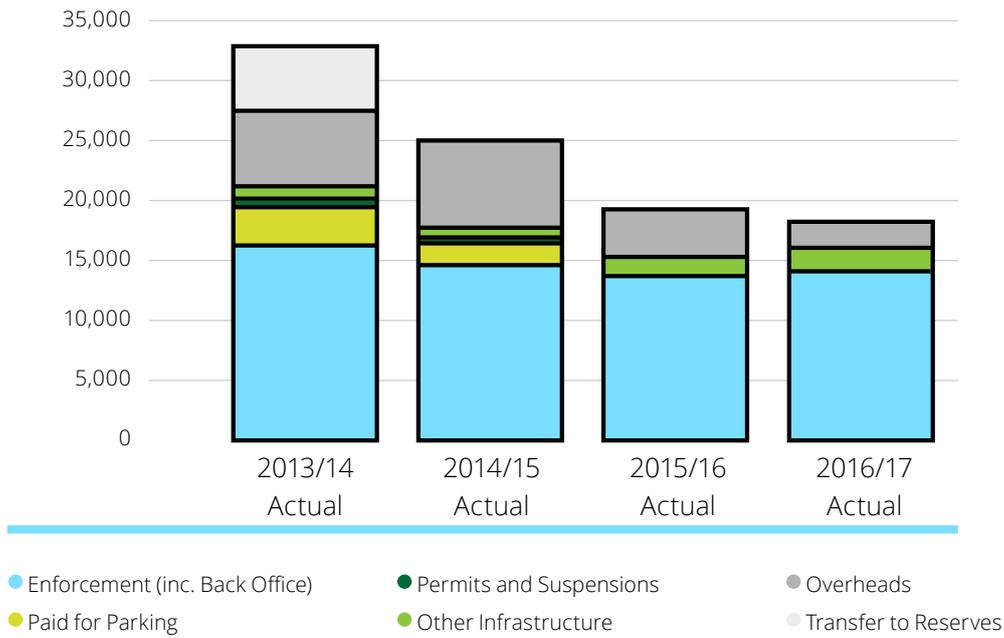
Financial Information

The reported level of revenue generated from the parking service for 2016/17 was 15.5% up on the previous year. The revision to kerbside permission charges continued to have a significant effect on suspension revenue (up 41%). A paid-for-parking tariff increase introduced early 2016 contributed to a revenue increase of 8.2% even though the number of transactions reduced. Overall PCN revenue increased by 16.2% due to improvements in camera enforcement which commenced July 2016.

On-Street Parking Revenue



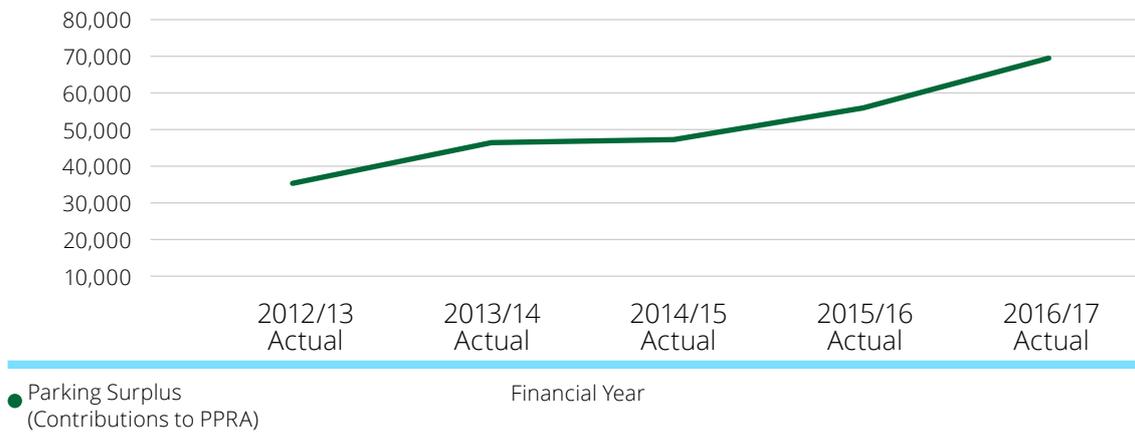
On-Street Parking Expenditure



Total expenditure in 2016/17 decreased by 5.5% compared to 2015/16, to £19.4m. This is primarily due continued contract efficiencies by the service and a fall in overhead costs.

The increase in revenue generated during 2016/17, together with further savings on expenditure resulted in a positive year on year increase of 23.2% to the parking surplus.

Parking Surplus-Contribution to PPRA (£'000)



Income and Expenditure Statement 2016/17 (£'000)

Revenue	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual
Enforcement - Penalty Charge Notices	24,487	25,081	17,592	14,702	17,089
Paid for Parking	38,378	40,653	40,106	40,098	43,396
Suspensions	7,848	8,923	10,254	14,628	20,615
Permits and Dispensations	4,841	5,545	5,979	6,521	6,417
Car Clubs	467	395	278	278	278
Miscellaneous (Grants and Contributions)	1,849	31	92	156	405
Total Revenue	77,870	80,628	74,301	76,383	88,200
Expenditure	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual
Enforcement (Inc. Back Office)	18,142	16,340	14,881	13,886	14,284
Paid for Parking	3,050	3,009	1,792	-	-
Permits and Suspensions	868	768	428	-	-
Other Infrastructure	832	1,102	608	1,240	1,677
Transfer to Reserves	2,300	5,100	-	-	-
Parking Services	1,084	1,236	1,635	1,235	1,289
Overheads	16,365	6,448	7,644	4,137	2,124
Total Expenditure	42,641	34,003	26,988	20,498	19,374
Expenditure	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual
Parking Surplus (Contributions to PPRA)	35,229	46,625	47,313	55,885	68,826



