



City of Westminster

City  
for  
All

# Westminster Annual Parking Report

2017/18

# Foreword

As Cabinet Member for Environment and City Management, I am pleased to present Westminster Council's Annual Parking Review for 2017/18.

Westminster's approach to parking services is underpinned by a commitment to fairness: we want to make it as fair, easy, and safe as possible for residents, businesses and visitors to park in our City.

I am pleased to report that parking compliance remains high with an average of 98.56% throughout the city across all parking zones. We are also ensuring parking charges remain fair and competitive with our commitment to reviewing pay-to-park tariffs annually, and permit and kerbside permissions biennially.

Air Quality remains the top concern among our residents and we are continuing with a number of initiatives to tackle this issue. 2017/18 saw the continuation of our 'Don't Be Idle' campaign, which encourages drivers to switch off their engines when idle, with the deployment of our Air Quality Marshals to idling hotspots and a series of roadshow events. The campaign produced more than 10,000 pledges from residents and businesses.

The Council recently completed a citywide consultation on the expansion of the diesel surcharge, which has proved to be a huge success in the Marylebone Low Emission Neighbourhood. Following the introduction of 200 electric vehicle charging points, I look forward to publishing our comprehensive Electric Vehicles Strategy in the coming months.

As ever, we are keen to hear any suggestions to improve our parking services. If you have any suggestions or comments please e-mail them to [fairparking@westminster.gov.uk](mailto:fairparking@westminster.gov.uk). A summary of submitted comments and suggestions is published every quarter, together with a description of how the City Council is addressing them.



**Cllr Tim Mitchell**  
Cabinet Member for Environment  
and City Management

# 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 2017/18. 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

Over the last few years, the introduction of simpler ways for motorists to pay-to-park has resulted in a higher level of compliance. On average, just over 1% of drivers do not comply with the rules, which demonstrates a better understanding of restrictions on street.

The average overall compliance throughout Westminster stands at 98.56%; which represents a 0.13% decrease over the previous year (98.69%). Compliance is at its lowest during the daytime, with the majority of contraventions occurring within parking bays. There are some daytime variations by zone: compliance within zones A, D, E and G is below average. This is to be expected, as these zones are central, where demand for parking is extremely high.

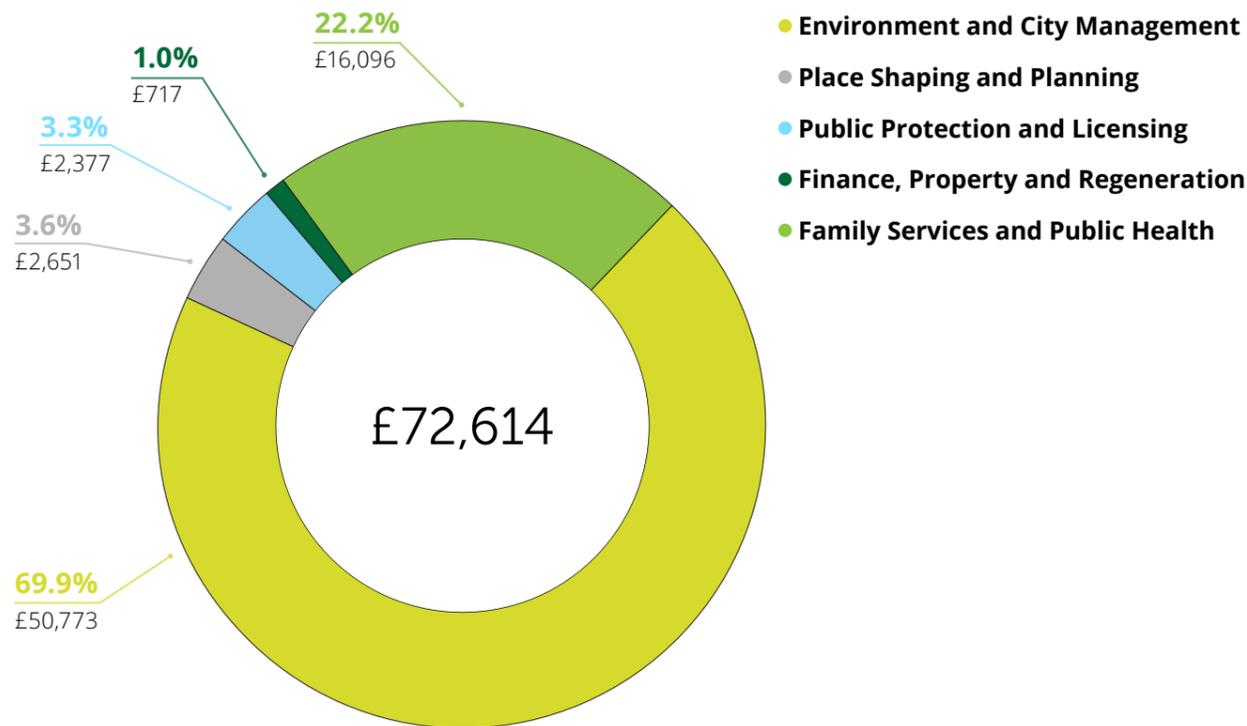
Zone	Daytime	Evening	Overnight	Sunday	Average
A <a href="#">Knightsbridge, Belgravia, Pimlico</a>	94.95%	99.45%	100%	99.78%	98.55%
B <a href="#">Bayswater and Maida Vale (S)</a>	96.76%	99.51%	100%	99.8%	99.02%
C <a href="#">Harrow Rd, Queens Park, St John's Wood, Maida Vale (N)</a>	99.25%	99.42%	100%	99.16%	99.46%
D <a href="#">Victoria, Westminster, Millbank</a>	93.55%	99.66%	100%	99.69%	98.22%
E <a href="#">Mayfair and St. James</a>	94.55%	99.23%	100%	99.01%	98.20%
F <a href="#">Hyde Park, Marylebone, Fitzrovia</a>	98.02%	99.07%	100%	98.53%	98.91%
G <a href="#">Soho, West End, Covent Garden</a>	95.11%	97.32%	100%	97.94%	97.59%
<b>Average</b>	<b>96.03%</b>	<b>99.09%</b>	<b>100%</b>	<b>99.13%</b>	<b>98.56%</b>

## 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 2017/18 (£,000)



In 2017/18 the majority of contributions from the Parking Place Reserve Account (PPRA) were shared between the portfolios of Environment and City Management and Family Services & Public Health. Detailed below is a high-level table giving examples of actual expenditure.

PPRA Spend by Cabinet Portfolio	2017/18 Actual £'000	Example of Expenditure
● Environment and City Management	50,773	Bridges and Structures / Street Environment
● Place Shaping and Planning	2,651	Highways Planning / Transport Strategy
● Public Protection and Licensing	2,377	Street Management
● Finance, Property & Regeneration	717	Off Street Parking Expenditure
● Family Services & Public Health	16,096	Concessionary Fares / Home to School Transport

## Parking Initiatives 2017/18

### Fees and Charges Review 2017/18

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 is 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 most recent council wide Fees and Charges Review included considerations for parking measures intended to manage the kerbside and demand for it more effectively.

- An inflationary increase in suspension charges to deter further unnecessary suspensions given the increase in overall demand since the previous change in 2015.
- The same inflationary increase applied to dispensation and special permissions.
- Implementation of 'parking stress' mitigation measures to suspension charges, in B zone (Bayswater and Maida Vale South) and G zone (Soho, West End and Covent Garden) areas of Westminster. These changed from lower priced banding suspensions to higher ones.

### Westminster Connected Parking

The Parking Service is always seeking new ways to make it as easy as possible for those who need to park in Westminster to find and pay for their parking space. In previous years, we have introduced such initiatives as the installation of 'real-time' parking bay sensors and development of the 'ParkRight' app that allows users to access data and links to payment. In order to expand this further whilst continuing to help reduce congestion and the emissions that accompany it, the Westminster Connected Parking Project was developed. With funding obtained from the Department of Transport (DfT), the project looked at three specific areas.

#### - Parking Emissions and Congestion

This has focused on detecting where there are free spaces, and using this data within the ParkRight app, but then making it available to other users. The key user in this pilot was AppyParking, whose one touch app demonstrates end-to-end smart parking with vehicles able to locate and pay for spaces. The 'One Click' parking app allows users to seamlessly pay for a parking session as the driver leaves instead of pre-paying upon arrival. The current trial involved over 200 fleet vehicles that were equipped with On-Board Diagnostic dongles that use telemetry from the vehicle to detect whether it has moved and ends parking payment automatically as the vehicle leaves without any action from the driver. This also demonstrates a cost saving to the user as they only pay for the minutes they actually park and reducing the possibility of being issued with a PCN as a result of being parked in a space after the time has run out.

#### - Over Ranking of Taxis

Taxi driver use ranks to help customers find a taxi quickly and easily, but sometimes the busiest ranks develop queues (over ranking) while other remain empty. This queueing of traffic causes emissions and noise, but also means taxi drivers may be losing customers. Selected taxi ranks within Westminster were monitored using innovative sensors mounted on existing lamp columns. These sensors were able to look at specific areas rather than single bays with 32 sensors covering over 100 taxi ranks. Taxi rank availability was also added as a new layer within the ParkRight app with colour coded data being available for occupancy, red being full and green available. With the help of the Licensed Taxi Driver Association (LTDA) this has been trialled with black cab drivers.

## – Stimulate Innovation

We collect huge amounts of data about parking but this is not always used to analyse underlying patterns and what they mean for our future parking operations and policy. By making live data available to others, Westminster aims to encourage new parking solutions and innovation. In February 2017, a 'Hackathon' was held in association with the Westminster Impact Hub. Over 60 participants were invited to look into new ideas and concepts in order to help solve problems created by current parking environments and driver behaviour. Participants were tasked with using available data sets to create a completely new solution for parking congestion before pitching ideas to a judging panel. This brought up a number of possible new concepts that the City Council is currently looking into further.

## Vehicle Idling

Throughout the whole of 2017/18, the City Council continued 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 dedicated 'Air Quality Marshals' were deployed daily Monday – Saturday between the hours of 7am-7pm to solely deal with engine idling issues. Each day the team visited a number of identified hot spot areas in order to educate the drivers to switch their engine off.

To help support the 'switch off your engine' message, the #DontBeIdle campaign has been extremely successful in getting drivers to sign a pledge to switch off their engines when stationary.



A total of 29 Air Quality Action days and roadshows were held in 2017/18 working with volunteer local businesses, residents and Councillors, to help get the 'Switch Off your Engine' message across to motorists resulting in over 10,000 pledges.

## 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.

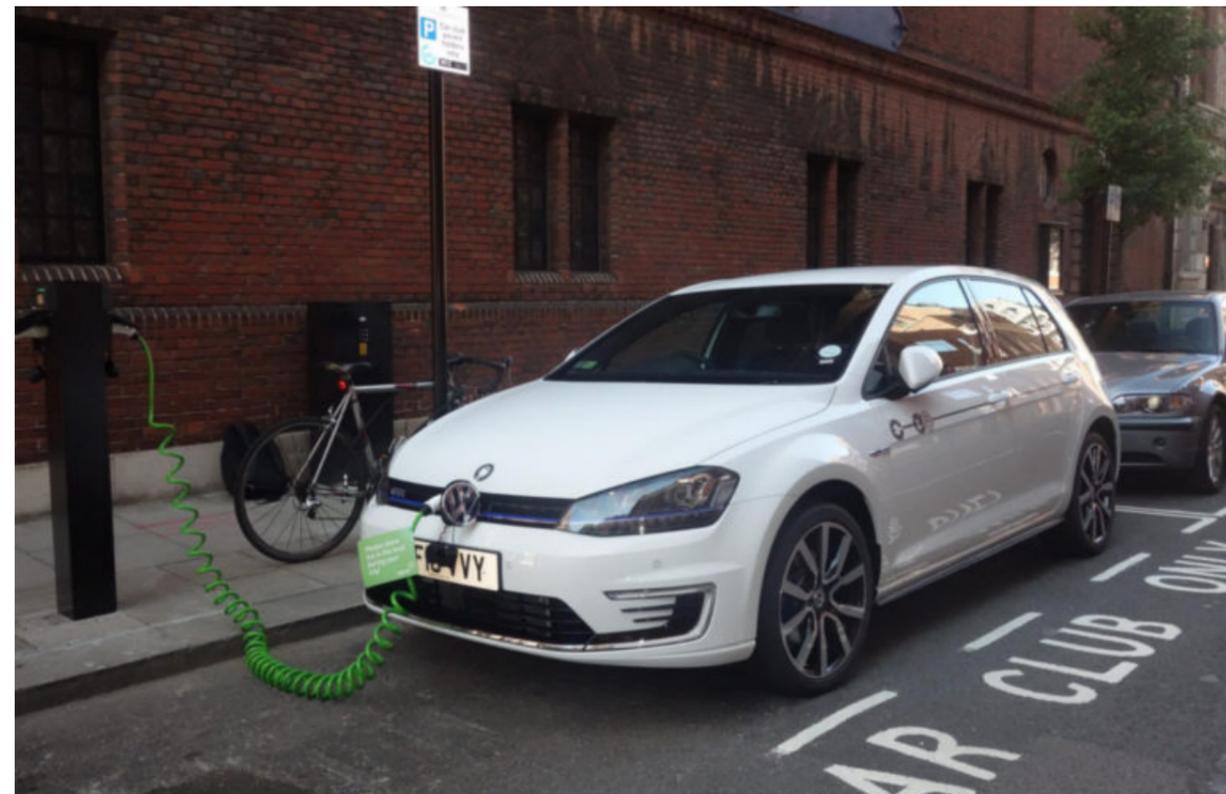
CAFS investigated the misuse of disabled parking badges and during the past year with 22 successful prosecutions. A further 9 cases are currently awaiting court dates. From these successful prosecutions, fines totalling £4,580 were imposed, and defendants ordered to pay the Council a total of £7,380 in costs and victim surcharges.

Investigations into the misuse of resident parking permits led to the cancellation of 60 permits including one successful prosecution for using a fake permit. 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 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 contract for round trip car sharing, where cars are picked up from a dedicated bay and returned at the end of the hire, was re-let in 2017/18 and awarded to Zipcar, who were the incumbent provider, for another two years. In addition, the City Council awarded two year contracts to two providers, Drive Now and Zipcar, for the provision of flexible car sharing services in Westminster. Flexible car sharing allows the driver to start their hire from one location and end it at another, including in different participating boroughs, which means that there is no need for dedicated car club parking spaces. This will allow Westminster to nearly double the profile of available car club vehicles in the City and through the procurement both suppliers have committed to providing a 30% pure EV fleet in the short term, with plans to grow that proportion over the life of the contract.



## 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.

From 1st April 2017 to 31st March 2018, 1,092 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 288 vehicles on their behalf in 2017/18.

## Cycle Parking

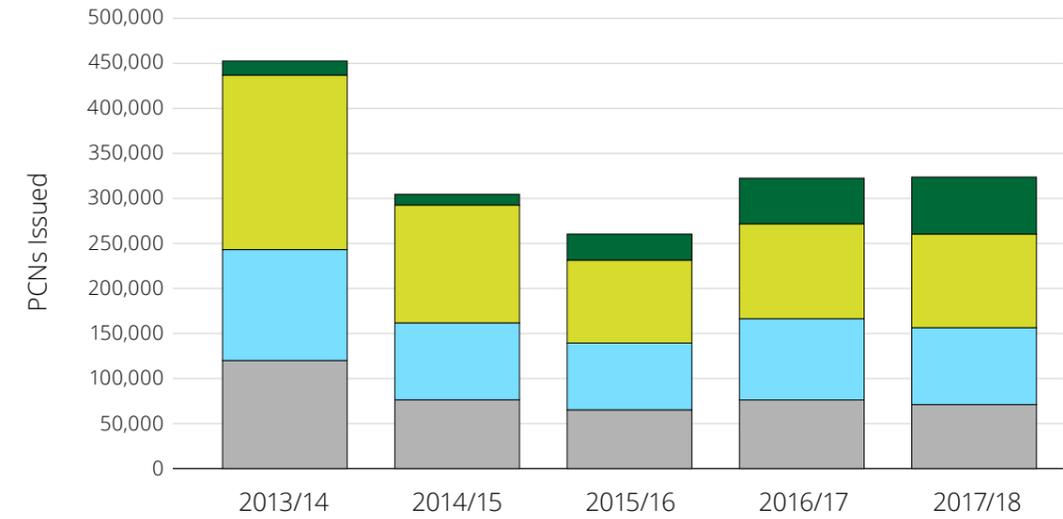
As part of Westminster's Cycling Strategy, adopted in 2014, the City Council aims to install as many cycle parking stands per year as possible. The level of the current pavement provision is at a point where it is becoming difficult to find additional suitable locations where demand is highest. The Council continues to look at various methods of increasing provision, including space allocation in public realm projects and safe residential storage. There are currently 25 secure cycle parking facilities, such as bike hangars and cages, on housing estates within Westminster and an additional eight were delivered early 2018. Following a successful trial of two bike hangars on the highway in the north of the borough in 2017/18, there will be a further 15 installed across the City in early 2018/19. We look to install 100 cycle stands and at least 50 cycle hoops annually, in 2017/18 84 cycle stands were installed and 14 hoops with a further 23 stands and 8 hoops to be installed in 2018/19. Cycle stands and hoops are installed as part of all Public Realm projects where possible and currently approximately 40 have already been installed in 2018 with a further 148 to follow.



## Penalty Charge Notices (PCNs)

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

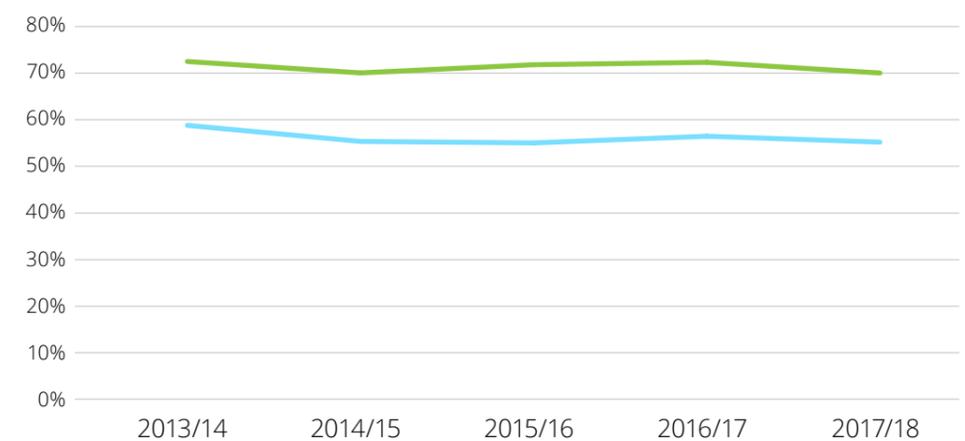
### PCNs Issued by Contravention



	2013/14	2014/15	2015/16	2016/17	2017/18
● Moving traffic	15,890	12,151	29,161	50,921	63,482
● Yellow lines	193,628	130,954	91,816	105,322	103,966
● Resident bay	123,228	85,325	74,467	90,167	85,289
● Paid for parking	119,820	76,145	64,919	76,044	70,950

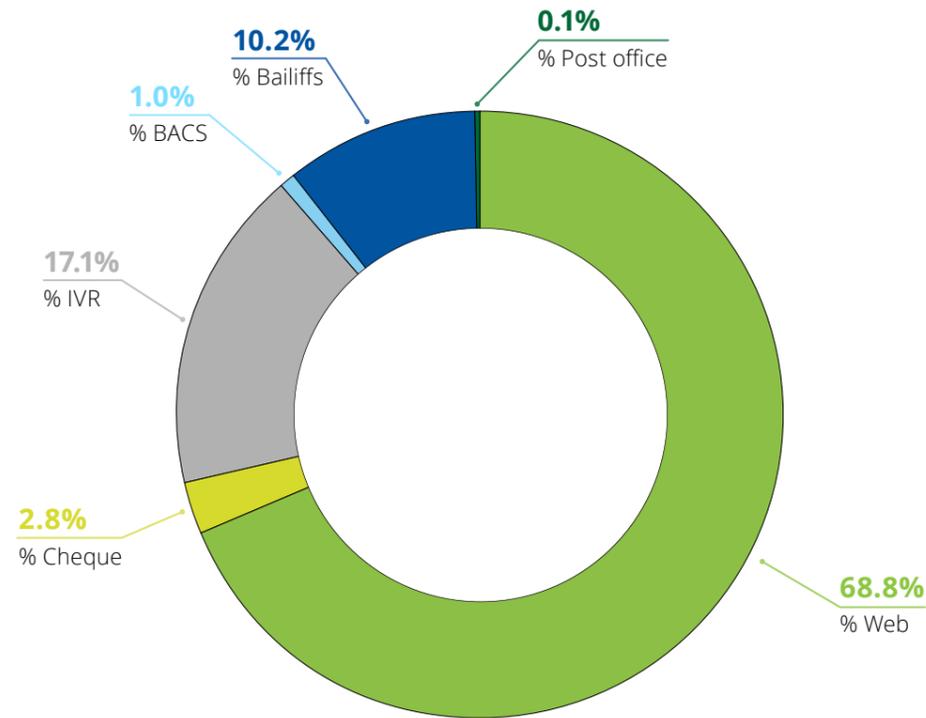
Improvements in the quality of service delivered, changes in policy and increased compliance have all contributed to the drop in PCN issue since 2014/15. Overall 2017/18 ticket issue was at a similar level to the previous year showing only a 0.4% increase. However, ticket issue has fallen in all contravention areas apart from moving traffic. For the second consecutive year, there was a significant increase in traffic camera enforcement PCN issue (25%) due to better quality capture of moving traffic contraventions. Westminster continues to promote the current Marshalling concept and its on-going aim to make parking fairer and easier for motorists, resulting in high compliance.

### PCN Payments



	2013/14	2014/15	2015/16	2016/17	2017/18
● % Paid at discount	58.80%	55.37%	55.05%	56.48%	55.22%
● % Total paid	72.46%	70.02%	71.77%	72.28%	70.00%

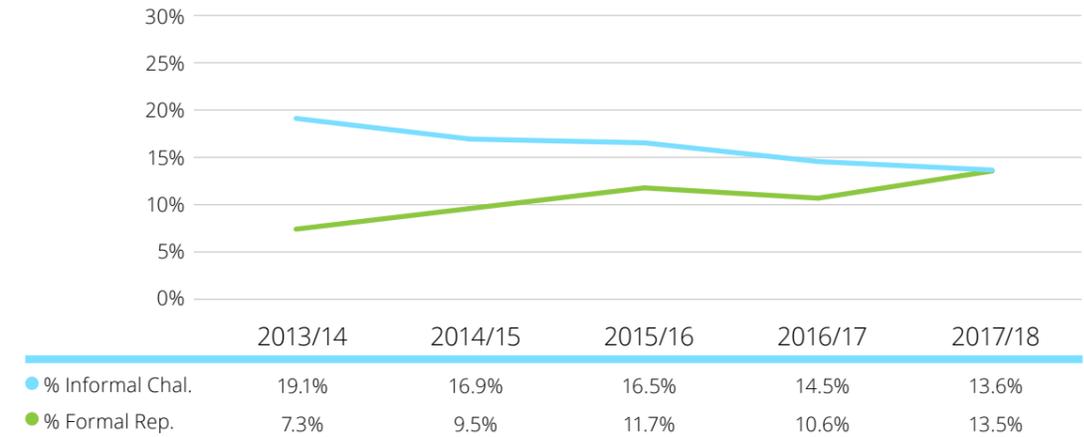
To encourage prompt payment all PCNs are offered at a 50% discounted rate for the first 14 days of issue, after which they will need to be paid at the full charge. Figures for 2017/18 show that 55% of motorists still opt to pay within the discounted period which is has seen a slight decrease on the previous year.



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 68.8% of all payments received while telephone IVR accounts for the other largest method with 17.3%. Although still offered, there are currently very few payments are made by cheque and through post offices as customers prefer to use more convenient ways to pay.

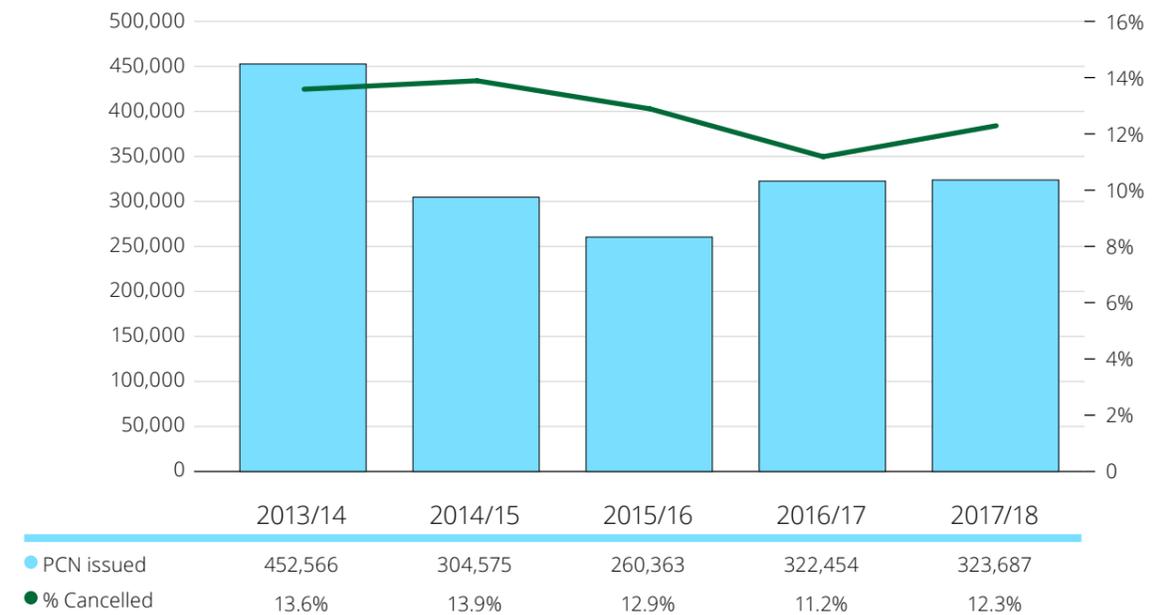
The average overall recovery rate for 2017/18 was 72.3%, which is at the same level as the previous year, while the average value per PCN has risen to £77 due to the continued increase in traffic camera enforcement, which are only issued at the higher level. Both the average value and recovery rate on 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 13.6% by 2017/18. Traffic camera enforcement PCNs, which can only be challenged at formal representation stage, contributed to the rise in formal representations in 2017/18.

### PCN Cancelled vs Issued

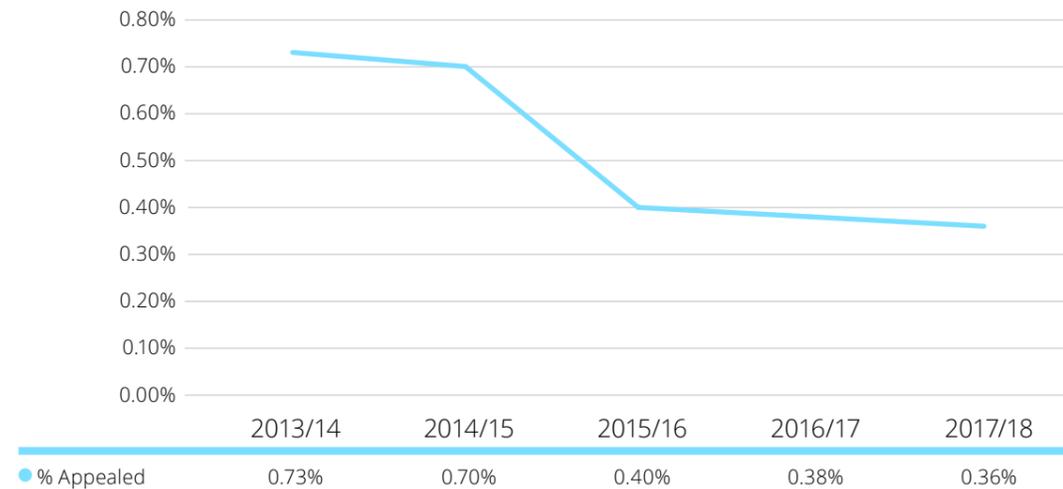


The percentage PCNs cancelled against total issued increased on the previous year to 12.3%. This again can be attributed to the increase in Traffic Camera PCNs and the consideration of mitigating circumstances put forward by drivers upon challenge at Formal Representation stage. The back office team continues to take positive steps in providing improvements to the first time resolution of challenges in line with PCN cancellation guidelines.

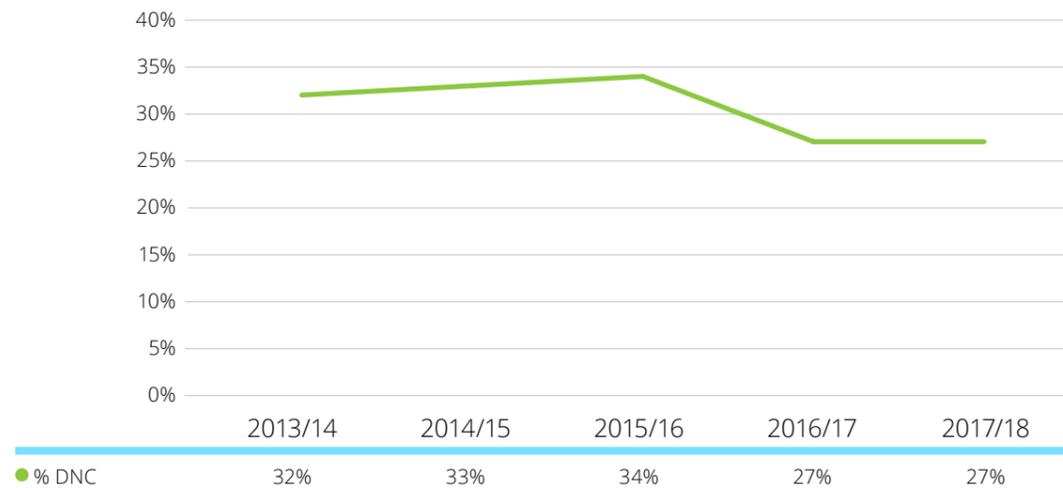
## Appeals

The volume of appeals heard at London Tribunals (formally known as the Parking and Traffic Appeals Service) saw a decrease of 5.5% in 2017/18 over the previous year (1,153 in 2017/18 from 1,220 in 2016/17). Although there was a slight increase in PCN issue during 2017/18, the number of appeals as a percentage of PCNs issued has fallen to 0.36%. This is due, in part, to consideration of genuine mistakes and Westminster's continued vigilance in addressing potential issues on-street.

### PCN Appeals

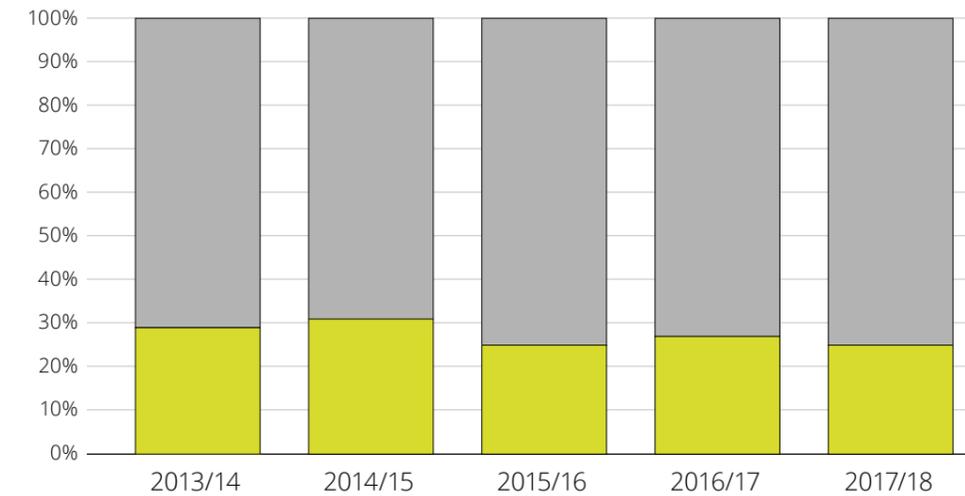


### Appeals (% Do Not Contest)



The volume of cases not contested (DNCs) by the council remained constant at 27% in 2017/18. The Parking Back Office robustly applies general consideration principles throughout the PCN lifecycle, resulting in more PCNs being cancelled upon evidence from the motorist prior to going to appeal stage.

## Appeal Outcome



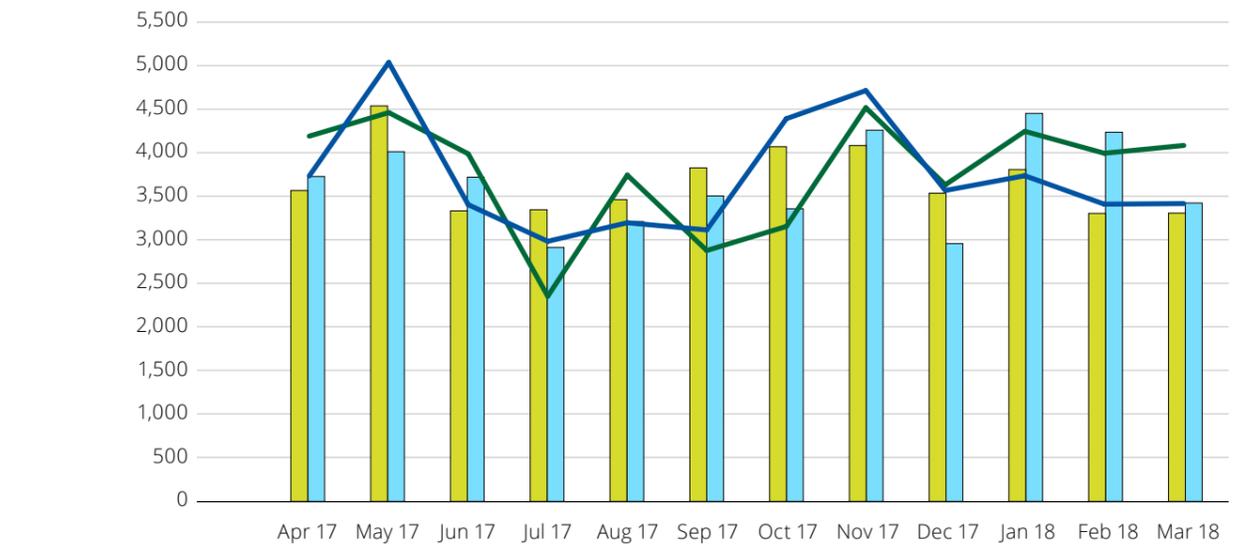
	2013/14	2014/15	2015/16	2016/17	2017/18
% Refused	71%	69%	75%	73%	75%
% Allowed	29%	31%	25%	27%	25%

The percentage of cases where adjudicators found in favour of the council (Refused) saw a slight increase in 2017/18 to 75%, which is a clear indication of Westminster's commitment to providing quality, robust evidence presented at appeal stage.

## Service Performance

Throughout 2017/18, 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.

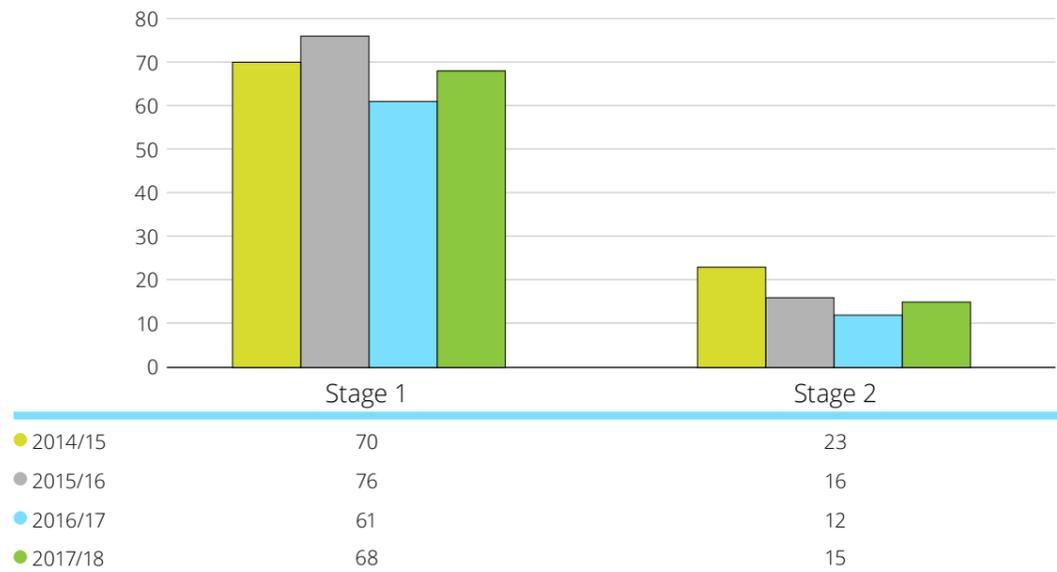
### Correspondence Received/Completed 2017/18



	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18
Informal Reps Received	3,566	4,540	3,333	3,346	3,462	3,827	4,070	4,083	3,535	3,808	3,304	3,307
Formal Reps Received	3,727	4,013	3,719	2,912	3,209	3,505	3,357	4,260	2,957	4,453	4,237	3,423
Informal Reps Cleared	3,727	5,036	3,396	2,974	3,188	3,105	4,387	4,711	3,560	3,730	3,402	3,409
Formal Reps Cleared	4,186	4,458	3,982	2,341	3,737	2,868	3,145	4,514	3,625	4,242	3,989	4,079

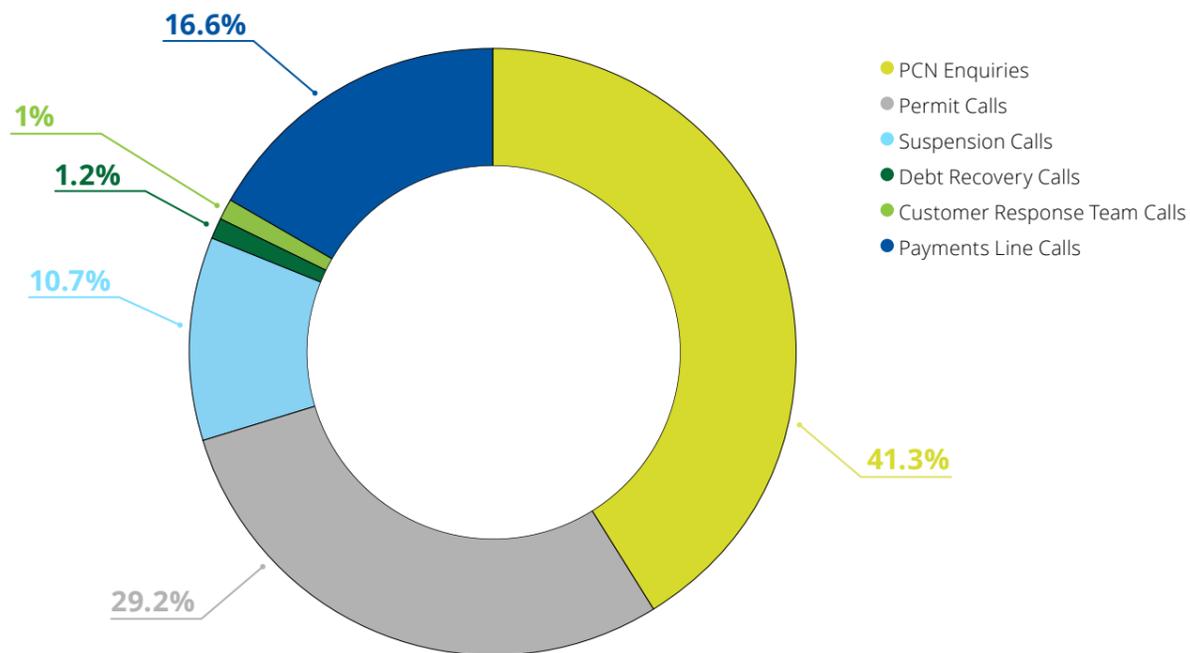
The graph above displays the number of cases where we have responded to both informal and formal PCN challenges against those received. Where possible they were completed within 5 days for informal representations and 8 days for formal as stipulated by key performance indicators.

### 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 2017/18 there were 68 stage 1 complaints, an increase of 11.5% over the previous year which is to be expected in the run up to the local elections. However, the application of Westminster's parking consideration guidelines continues to underpin our approach to the handling of complaints. These include use of common sense decisions, identifying genuine mistakes, applying mitigation, discretion and proportionality. Of the 68 stage one complaints 27 (39.7%) were upheld. Of the 15 complaints that went to stage 2, none were upheld.

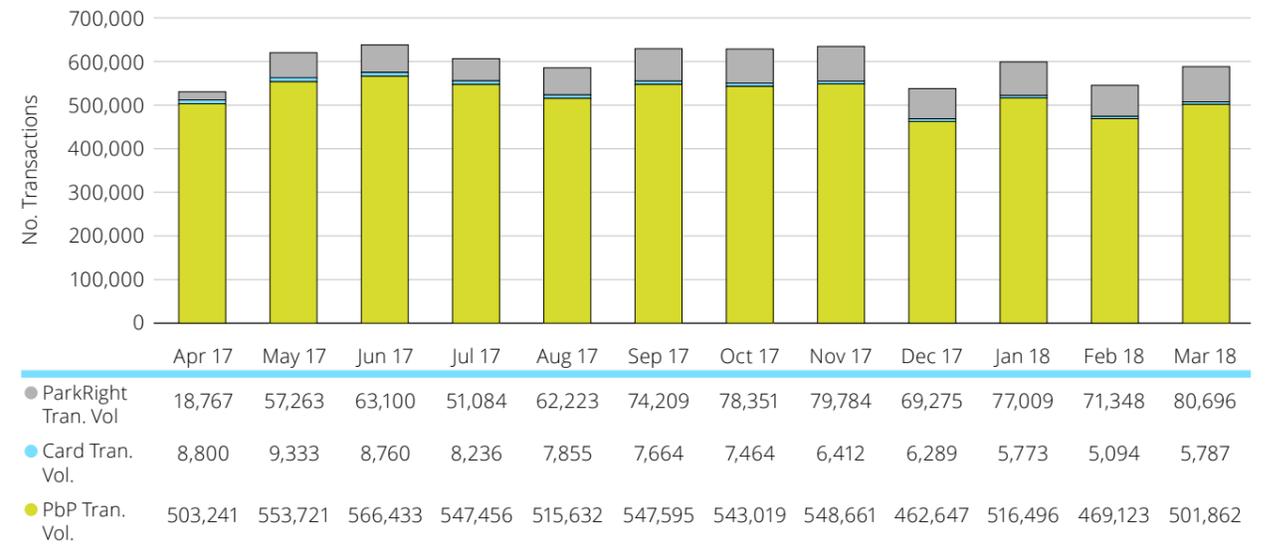
### Telephony Volumes 2017/18



41.3% 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

#### Paid for Parking Transaction Volumes 2017/18



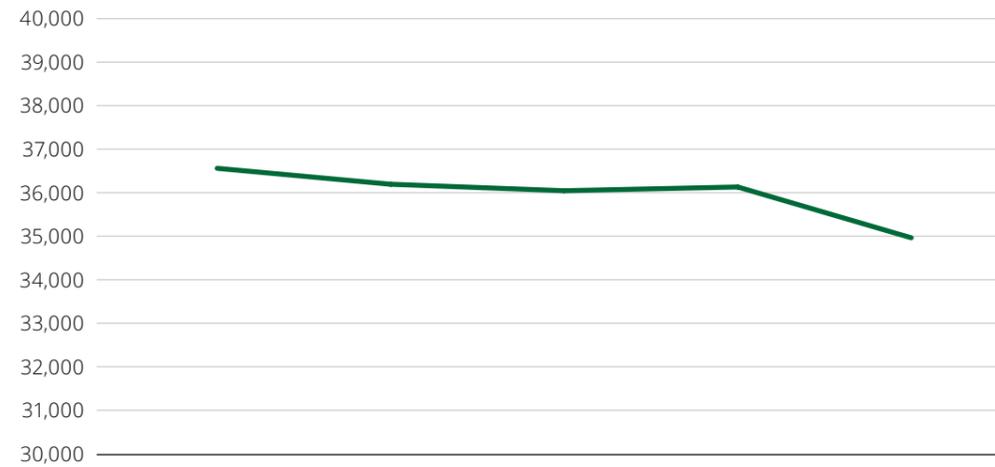
The number of monthly Pay by Phone (PbP) transactions remained constant throughout the year but although these still account for 88% of all Paid for Parking revenue the level has fallen year on year. The decrease in PbP transactions can be attributed, in part, to the introduction of a new payment facility within the ParkRight app which was introduced in April 2017 and now accounts for 11% of all transactions. There are currently only a small number of contactless Pay & Display Terminals available on-street resulting in a further reduction in debit/credit card payments as customers prefer to use more convenient payment methods such as mobile apps and telephone. Overall there had been a general reduction of 3.7% in the total number of cashless transactions over the last year as a result of changing parking habits within Westminster.

### Residents 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.

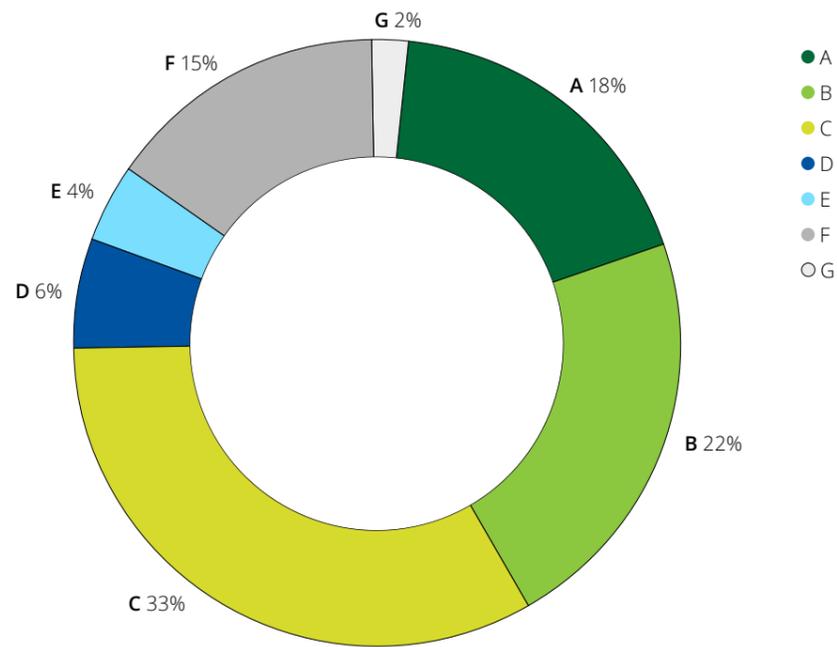
In April 2018, there were 34,973 residents permits on issue across the city which is a 3% decrease on 2016/17 levels. Year on year there has been a decrease in the number of residents permits on issue (down 5%) however the number of low emission permits continues to rise with an large increase of 43% on 2016/17 levels.

### Residents Permits



	Apr 14	Apr 15	Apr 16	Apr 17	Apr 18
Residents Permits on Issue	36,569	36,203	36,082	36,140	34,973

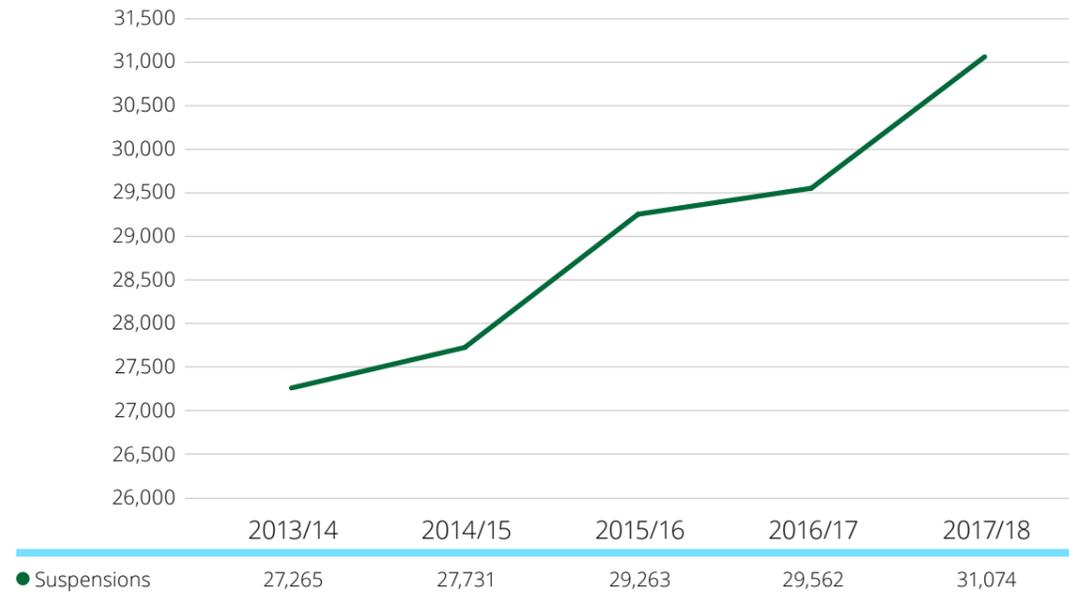
### Resident Permit on Issue 2017/18



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](http://westminster.gov.uk/parking-zones-and-prices)



## Suspensions – Volume of Applications

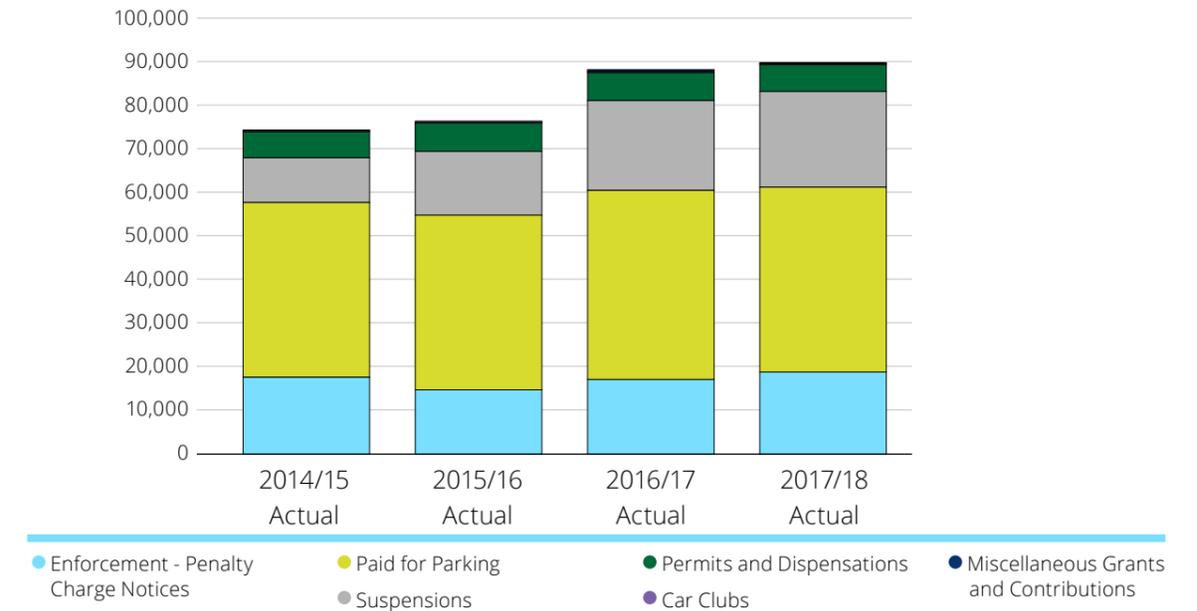


Parking bays can be suspended for utility/highways works, building works, removals and special events. A tiered tariff structure has been in place since 2015 that incorporates a higher daily rate for longer-term suspensions. This helps to discourage and deter unnecessary suspensions in order to manage kerbside demand more effectively. Charges also differ depending on location with higher charge bandings in areas of high parking stress. The volume of applications for suspensions received and suspensions granted still increased by a further 5% during 2017/18 and can be attributed to the continued high level of building and utility works throughout the city. The average length of a suspension across all parking zones stands at 6.6 days with an average 79% of suspensions being for 5 days and below. This indicates that the tiered structure continues to be successful in maximising available kerbside space.

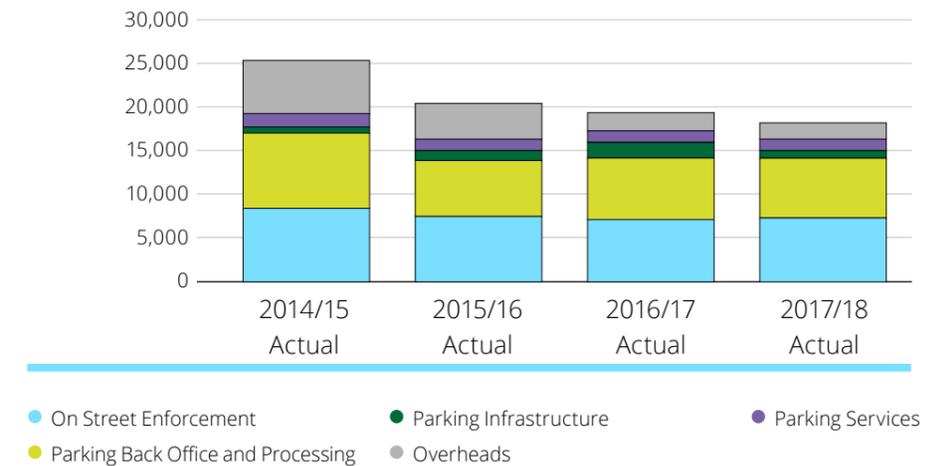
## Financial Information

The reported level of revenue generated from the parking service for 2017/18 saw a slight increase of 1.8% over the previous year. Overall PCN revenue increased by 10% due to the increase in tickets generated by traffic camera enforcement. Kerbside permission applications have also continued to have a significant effect on suspension revenue up 6.5% on 2016/17 levels. However, the decline in paid for parking transactions across the city resulted in a 2.2% drop in revenue.

## On-Street Parking Revenue



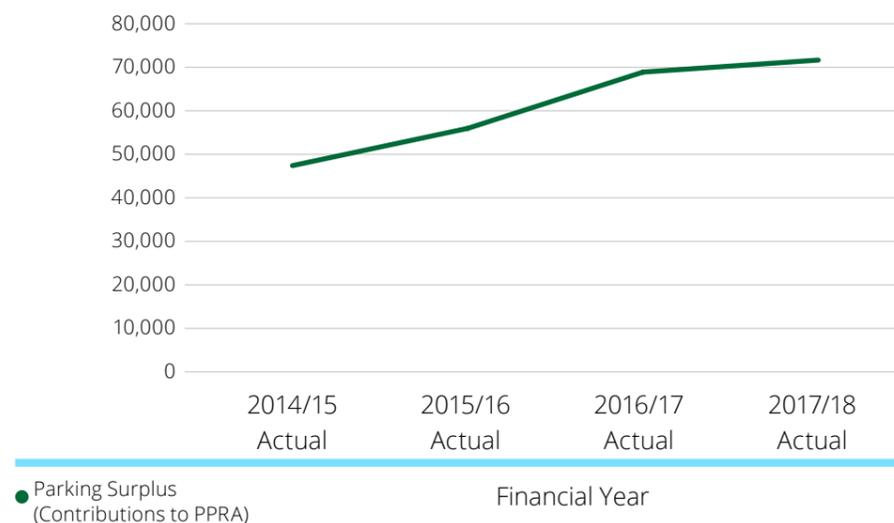
## On-Street Parking Expenditure



Total expenditure in 2017/18 decreased by 6% compared to 2016/17, to £18.2m. This is primarily due continued contract efficiencies within the service and a fall in overhead costs.

The increase in revenue generated during 2017/18, together with further savings on expenditure resulted in a positive year on year increase of 4% to the parking surplus.

## Parking Surplus – Contribution to PPRA (£'000)



## Income and Expenditure Statement 2017/18 (£'000)

Revenue	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Actual
Enforcement - Penalty Charge Notices	17,592	14,702	17,089	18,786
Paid for Parking	40,106	40,098	43,396	42,437
Suspensions	10,254	14,628	20,615	21,950
Permits and Dispensations	5,979	6,521	6,417	6,161
Car Clubs	278	278	278	278
Miscellaneous (Inc. Grants and Contributions)	92	156	405	196
<b>Total Revenue</b>	<b>74,301</b>	<b>76,383</b>	<b>88,200</b>	<b>89,808</b>
Expenditure	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Actual
On Street Enforcement	8,422	7,489	7,126	7,315
Parking Back Office and Processing	8,679	6,397	7,158	6,883
Parking Infrastructure	608	1,240	1,677	883
Parking Services	1,635	1,235	1,289	1,282
Overheads	7,644	4,137	2,124	1,856
<b>Total Revenue</b>	<b>26,988</b>	<b>20,498</b>	<b>19,374</b>	<b>18,219</b>
Expenditure	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Actual
<b>Parking Surplus (Contributions to PPRA)</b>	<b>47,313</b>	<b>55,885</b>	<b>68,826</b>	<b>71,589</b>



