

SCRUTINY COMMITTEE

SCRUTINY TASK AND FINISH GROUP REPORT – 14th FEBRUARY 2019

PARKING IN WEST SOMERSET

Introduction

This report sets out the findings of the Task and Finish Group charged by the Scrutiny Committee to review West Somerset Council's ("WSC") Parking Strategy, with the expiry of the previous Strategy in 2011 and to prepare in advance of the work due to take place under the new combined Council to review the Strategy across the entire area.

The Group have conducted research to identify both problems and possible solutions, tapping in on previous work conducted by consultants, reports from previous Scrutiny meetings, other councils, industry experts, Ministers and various academics. A member of the Group attended a Briefing in Westminster to discover to what other best practice Councils are doing in this area. We undertook site visits to all of the Car Parks that the authority owned, and were pleased to report that in general the condition of our car parks was good. However, there were some outstanding issues around conditions and maintenance identified that need to be addressed. The Group worked effectively together, supported by officers, to understand the way the parking accounts were currently put together, to listen to the evidence presented and interrogate it, and to engage with the concerns and issues. We look forward to the creation of a new Strategy for the combined area, but in the meantime believe a strong case has been made within this Strategy and the recommendations for this Council to take into account.

We want the Authority to play a positive role in helping with the provision of facilities that meet their needs. We may do this through helping with funding of specific projects and through ensuring our policies and practice across the Council complement and do not conflict with the way our residents wish to live and reside here, but we recognise that the Council cannot deliver this vision on its own. We believe that there is a common understanding of the desirability of a common sense parking regime, both within and beyond the Council. We hope that the Council will respond positively to the ideas we offer and put these into swift action.

We would also like to record our thanks to all the organisations and officers who came to talk to us, with a special thanks to Cllr Maitland-Walker in drafting the Strategy document on behalf of the Group.

Councillor Jean Parbrook - Chairman of the Parking in West Somerset Task and Finish Group

Councillor Ian Aldridge, Brenda Maitland-Walker, Karen Mills, Peter Murphy, Peter Pilkington and Nicholas Thwaites - Members of the Parking in West Somerset Task and Finish Group

Terms of Reference and Objective of the Review

Purpose:

'To develop a vision for the Parking offer in West Somerset based on evidence, which would inform and provide clear direction for an update of the Strategy for West Somerset that would be undertaken by the Task and Finish Group, in anticipation of and to guide future courses of action under a new Council.'

This Task and Finish undertook the following;

- Reviewed the changes that have occurred and continue to evolve in this area.
- Examined the evidence presented by invited guests (TDBC Officers, SCC Officers and others).
- Been a critical friend.
- Reviewed WSC policies and practices.
- Considered what opportunities are available.
- Conducted Surveys of the all the District's Car Parks.

Background

Off-Street Parking is in the main the preserve of the District Council, and Parking had been an issue discussed and debated at Scrutiny Committees in 2016 and 2017, when various TRO (Traffic Regulation Order's) had wound their way through the democratic process.

Parking Account Surplus

In February 2016 the use of surpluses was discussed and a Briefing Note was prepared by Officers which set out in more detail the issue of surpluses. The Scrutiny Committee had raised questions over the use of parking income and surpluses. On-street parking is controlled by Somerset County Council and off-street parking controlled by West Somerset Council.

WSC receive no income from on-street parking and have no responsibility for its enforcement. On-street parking income is covered by the Road Traffic Regulation Act 1984, part 4 section 55.

SCC's income for on-street parking can be spent on:

- Service provision
- To pay back to the general fund any deficits in the parking income from previous years
- Other related infrastructure or transport improvements, including contributions to off-street parking.

Off-street parking on public land is the responsibility of WSC who have the powers of enforcement and setting of fees and charges. Income received by this authority from parking (excluding that from penalty charge notices) can be used for:

- Parking Service provision

- To pay back to the general fund any deficits in the parking income from previous years
- The group understands that any surplus may be used to carry out some specific projects falling within Section 55 of the Road Traffic Regulation Act 1984, i.e.
 - A) The reduction of environmental pollution (as defined in the Pollution Prevention & Control Act 1999)
 - B) Improving or maintaining the appearance or amenity of;
 1. A road or land in the vicinity of a road, or;
 2. Open land or water, to which the general public has access; and
 3. The provision of outdoor recreational facilities available to the general public without charge.

It is important to note that whilst consequential surpluses can be used on things other than parking the Council must not set its fees with the intention of making a surplus.

Income from penalty charge notices (PCN's) must be used in the same way as on-street parking income regardless of their issue for on or off street offences.

North Dorset District Council were subject to a report in the public interest after a local government elector exercised their rights under the Audit Commission Act 1998 to object to the 2012/13 accounts of the Council.

The report by their external auditors identified that NDDC had set their parking fees with the intention of creating a surplus, and using these on other services of the Council which goes against The Act. The intention to do this was clear and recorded as part of their decision making.

Members in 2016 were thus reminded that there must be no deliberate act to increase fees and charges with the intention of creating a surplus, but should any surplus be achieved without intent it would be legitimate for the Council to spend this money as set out in the Road Traffic Regulation Act 1984 on other services.

Some members of the Parking Task and Finish group have asked whether it was appropriate to raise the charge for permit holders during this quadrennium when there has been a large surplus.

In December 2017 a report was brought by the request of the Scrutiny Committee to enable a debate on the service provided and offer opinion on the effectiveness of the current provision. This report was not intended to be a refresh of the parking strategy and neither did it seek to change any of the current processes or charges currently in place, as this report intends to kick-start.

West Somerset Context

West Somerset Council hold the responsibility for off street parking and the associated Traffic Regulation Orders. Only WSC can implement or vary the TROs on WSC land. WSC do not have responsibility for on street parking, this is controlled by Somerset County Council. The Parking Services Team, through Council approval, administer the

fees and charges process, setting the tariffs for pay and display, pay by phone, and permits for the car park.

WSC's responsibilities are to manage traffic and the selected means of doing so is through the use of off street parking. Whilst not a requirement to do so, the public have expected to have a car parking provision from the Council. WSC buy in to a county wide parking enforcement contract administered by Somerset County Council. SCC also process the first stage appeals. The Parking Services Manager came to a meeting of the Task and Finish Group and gave further detail on the work that Somerset County Council do, to listen to Councillors concerns and provide some detail in anticipation of the County Wide Parking Review due to be undertaken.

Blue badges are not administered by WSC, but the Council must consider these users in any changes that are made to the parking service. In December 2015, following the review of Fees and Charges, the Council made the decision to remove the zero tariff for Blue Badge holder within WSC off-street Pay & Display car parks.

When considering this action the Council recognised that customers who hold blue badges may require additional time due to their mobility issues. Therefore the concession that a vehicle displaying a valid blue badge shall be entitled to 1 extra hour of free parking in addition to the time allowed following payment of the appropriate charge in accordance with the scale of charges was agreed.

WSC manage the income from its service charges, process second stage appeals for fixed penalty notices and progress prosecutions through the courts as required.

Parking tariffs are intended to cover the costs of the parking functions, setting of fees should be based around operating costs. Individual fees for certain locations can be altered to impact on driver behaviour alternatively standardised fees can more equally spread the operating costs. As a result of this level of flexibility there is no right or wrong answer, however there should be a clear rationale behind the fee setting process.

The rationale used for the current charging tariff is that of equality of charges across the various car parks. Whilst there are critics of this process it makes for a transparency of charges across the district.

Fees are set annually by Full Council and usually engender a good level of debate. Any option put forward needs to be modelled to ensure that the Council does not end up with a budget gap.

WSC had an adopted parking strategy from 2005 - 2011, it was generally recognised that this should be updated.

The Users

WSC has a mixed user base, the service manages the needs of residents, visitors and businesses. There are times when these needs are conflicting and Members must make decisions on how best to operate the service for the community as a whole. Due consideration must also be given to able bodied users and the needs of those registered with the blue badge scheme.

To support blue badge users WSC give an additional hours parking free of charge where a parking session has been paid for. This gives additional time to support the mobility of these users without penalty.

WSC offer a range of permits to suit most needs, these permits represent a significant saving over pay at the meter or pay by phone charges.

Car park designation

The purpose of designating a car park is to clearly state its purpose to the users. A short stay car park would allow for churn as users are restricted to the length of time they can stay. This generally supports the needs of a village / town centre where they are trying to encourage shoppers. These facilities increase the likelihood of drivers being able to park due to the turnover of spaces this prevent divers from having to drive around multiple car parks to locate a space. Generally short stay facilities are used to allow visitors to park close to amenities.

Long stay, the purpose of these car parks is to allow for an unrestricted stay, this suits locations that are further from the amenities or serve a particular amenity such as a shopping centre, train station, industrial / Commercial Park etc. Generally we expect that users of long stay car parks tend to be people that have travelled to a location and will stay for a significant part of the day. In our context this might be day visitors, or people who have parked to work in the area.

It is not uncommon for the different parking designations to have a different parking tariff as this impacts on driver behaviour. Generally people seeking greater convenience are prepared to pay for it. There is a case therefore for short stay car parks to have a higher tariff as the likelihood of locating a space is greater and their proximity to the amenities is better.

Parking Strategy

The current strategy is out of date in West Somerset, it ran from 2005 to 2011, history has shown that the work needed to refresh this would have been significant and likely to be expensive with no budget currently in place. Consideration was given to the value of this activity at this time. With the advent of a New Council imminent a new Strategy would need to be forthcoming that would look at the combined area and be completely up to date.

The previous car parking strategy can be found by following this link:

<https://www.westsomersetonline.gov.uk/getattachment/Transport---Streets/Car-Parks---Parking/West-Somerset-Car-Parking-Strategy-April-2005.pdf.aspx>

By speaking to the supplier that has been working on the Taunton parking strategy they were able to give the following options, estimated financial costs and time allowances. It is important to mention that these were only estimates based on the work that they thought necessary and were not quotes or in any way contractually binding.

- Update of the current document, 3 months work and £12k - £15k,

- plus £28k for survey data.
- Refresh of the strategy, 6 months work, and £20k, plus £28k for survey data.

TDBC refreshed their parking strategy for Taunton only on the basis of the many growth projects both delivered and planned. The following projects have or would directly impact parking spaces, Castle Green, Priory Way / Viridor. Firepool, and Coal Orchard. This work was funded by a growth budget and resourced outside of the parking team.

However, the Scrutiny committee were concerned that the Parking Strategy was so out of date that some form of refreshed document needed to be in place prior to the implementation of an overall strategy for the new council. It was, therefore decided to set up a Task & Finish Group to review West Somerset's parking strategy.

Income

Income from the service is received through payments at the meter, the phone and pay service, and permits sold. Further income is received through Fixed Penalty Notices, these have different restrictions when compared with tariff or permit income.

Service budgets contain the key elements of the operational costs but do not cover everything, it therefore appears that a surplus is made by the Council beyond its costs. Income is spent either directly through the parking budget or on costs associated with the delivery of this function.

Consideration should be given to revising the budgets to include all costs and account for all legitimate income to the appropriate service.

Officers confirmed that whilst not containing all information the budget is managed to ensure that critical services to the parking operation remain funded, and that public safety is managed as a priority.

Officers advised that revising the budget to take account of all possible costs would be a considerable and time consuming task when resources are being put towards Transformation, but it is felt this is a priority for Councillors that should be looked at as soon as possible.

The harbour operation is one area where a change could be made in the accounting process. There is an expectation from the Department for Transport that this is a self-financing operation and that no subsidy is made by the tax payer. Some Harbour Authorities have chosen to account for parking income, where related to the harbour, in to the harbour accounts. Currently the harbours operate at a cost (after income) of £86k pa, this is supported by the general fund. By accounting for 26% of the Minehead and Watchet car park income in to the harbour accounts a greater level of transparency could be achieved. **The Council could make a decision to do the same and move a percentage of income from Watchet and Minehead car parks into the harbour.**

The Harbour example is one of a number where changes to the accounting practice

would lead to greater transparency but would not ultimately change the bottom line of the Councils budget or expenditure. Other examples of budget changes that could be applied are:

- Costs of maintaining free to use car parks, currently funded from car park services budget
- Grass cutting, planting, shrub maintenance, tree inspections and maintenance of Open Spaces within the car park where costs are not within the parking budget
- Removal of abandoned vehicles
- Street cleansing and dog bins costs which are not within the parking budget
- Capital improvement costs for the car parks, not included in the budget
- Capital improvement works for the harbours, not included in the budget
- Revision of central recharge allocations, this is an annual activity and can lead to changes in support costs.

Consideration should be given to including any or all of the above when and if set against the car park budget.

The Council should not increase fees and charges with the clear intention of creating a surplus, but nonetheless, an income of hundreds of thousands of pounds is made through parking charges each year. WSC do not set their budget with the intention of creating a surplus, it should be acknowledged that by choosing not to account for every cost within the parking budget, and by placing all income here without separating the legitimate income for Harbours, that this is not as transparent as it could be, leading to these misunderstandings.

Where Councils have been challenged in the past they have set their budget by deliberately increasing parking fees and charges and using these increases to pay for identified services. They used parking income to support other functions that had no legitimate connection to parking, it was this process that led to a report in the public interest.

Expenditure / maintenance plan

There is a maintenance plan in place to cover the pay to use car parks, assessments are undertaken by a competent highways inspector with repairs being made in the moment or planned based on the prioritisation of works. Generally speaking the list of maintenance needs is greater than the budget can sustain and as such decision are made on need, through the prioritisation risk assessment. Non-essential or improvement works rarely form part of the activity within the maintenance budget.

In order to meet the Government's Transparency Code, a maintenance and improvement strategy should be set out within short, (1-3 years) medium, (3-6 years) and long term (6 years +)

Tariff setting

Tariffs can be used as a means of influencing driver behaviour, but are also a

legitimate means of covering the service costs.

Consideration must be given to the cost of operating the service. An increase in the tariff may influence people to park in the street rather than bring in the revenue needed to make parking improvements.

Consideration need to be given to on-street parking in residential streets. On-street parking occurs for a number of reasons, pressures of properties without adequate parking provision for modern multi car families, commuters and visitors trying to avoid parking charges, and the convenience for the driver due to proximity of their work place. This is particularly noticeable around schools, doctor's surgeries, hospitals, and other large employers where on-site parking is restricted or chargeable. Somerset County Council hold the responsibility for administering on-street parking services and any income that may be due through permitting or issuing fixed penalty notices.

WSC would consult with SCC when considering changes that may impact on on-street arrangements (see SCC County Wide Parking Review Appendix B)

Camper-Van and Mobile Home-Usage was on the rise. Charging for overnight parking for camper-vans was discussed and many other waterside carpark locations do.

Correspondence suggests that our customers are general unhappy about having to pay to park on land that belongs to the Council. The level of the fee set by WSC when compared to other authorities or private parking arrangements does not generally influence their view, which continues to be that parking costs too much. As an example in WSC the Named permit cost is £210 for the year, in TDBC the same parking entitlement would cost £1,980 and SDC's is £720.

WSC's charge is considerably less than neighbouring authorities and represents a substantial discount over the cost if a customer paid at the meter. There is a need to consider the needs of the communities we serve whilst accepting that they often conflict, over price, maintenance and investment.

Some members of the Task and Finish group felt that consistent charging did not reflect the difference between rural and urban communities and the tourist hot spots.

Investments

Maintenance

Asset Management have surveyed all the WSC car parks and produced a 30 year projected maintenance programme. The maintenance programme identified work will be required on perimeter walls, car park surfaces and lighting to ensure car parks provide a safe environment to our Customers.

As part of this Task and Finish Group a commitment was made by Officers to address the most urgent Health and Safety concerns around the Car Parks due to the nature of being in the Transformation process.

Boundary issues was raised as a concern as something the Council needed to address. We should as owner of these assets have a complete record showing our boundary responsibilities.

Officers recommended that when capacity allowed the best course of action would be to see if the data could be put onto our mapping system when we have all the data to hand.

Capital improvements

A number of WSC car parks are situated along the shoreline. Climate change will have an impact on the maintenance of this car parks which could result in major work caused due to coastal flooding or erosion.

With increase in self-service it is important that WSC look at the opportunities available when considering the replacement of Pay & Display machine, such as the use of ANPR, cashless and virtual permits.

Increase capacity

During the summer season the WSC car parks are often filled to capacity. A review of individual car parks layouts could increase capacity as well as reviewing any opportunity to bring land into use as car parks.

Electric Vehicle Charging Points

Councillors have discussed this with Officers and engaged with external expertise to test the viability of such. Various locations had been looked at offering 22kw which was considered mid-range and would charge for a range of 40-50 miles. The benefits could be felt in increased tourism and a use in social care needs. The cost was cheaper in terms of fuel and Community Car/Bus Clubs could be one potential use. Tiverton was one area where there was progress was being made on this and the concern was felt that West Somerset was falling behind other localities.

Enforcement

It was considered that there was an issue was with enforcement of on-street infringements, which is the responsibility of the County Council. Members put various questions to the Parking Services Manager at Somerset County Council to investigate the enforcement process and how robust this enforcement was with repeat offenders.

Links to Corporate Aims / Priorities

This is in line with West Somerset Council's own Corporate Strategy more broadly;

"To enable people to live, work & prosper and for business to thrive in West Somerset"

Specifically in the Design Principles;

H) All services should offer value for money and be business-like in their approach;

Key theme 3 – Our Place and Infrastructure

West Somerset is a beautiful place to visit and in which to live and work. We want to keep West Somerset a place to be proud of and one which is well maintained and welcoming to residents, visitors and businesses alike.

Key Theme 4 – An efficient and modern council

Work more closely with the County, Town and Parish Councils to achieve mutually desired outcomes for the community

Finance / Resource Implications (if any)

Funding requirements from this Council to ensure the delivery of recommendations requires confirmation.

Legal Implications (if any)

Legal implications may necessarily follow from the delivery of these recommendations. It is important that the Council complies with relevant legislation and provides up to date and accurate information about its service.

Environmental Impact Implications (if any)

Environmental implications may necessarily follow from the delivery of these recommendations.

Partnership Implications (if any)

Partnership working is necessary between all levels of government in the West Somerset Area to ensure that the parking offer is joined up in its approach.

Asset Management Implications (if any)

Asset Management implications may necessarily follow from the delivery of these recommendations.

Equalities and Diversity Implications (if any)

An Equalities Impact Assessment (EIA) has not been completed.

Partnership Implications (if any)

Partnership implications may necessarily follow from the delivery of these recommendations, particularly with the Upper Tier Authority.

Consultation Implications (if any)

The Group, made up of Councillors from across the District, has liaised with relevant stakeholders as part of the Surveys of the Car Parks within the District. Further formal consultation with the public and key stakeholders may necessarily follow in the delivery of a new strategy.

Process

The task and finish group has produced this report to the Scrutiny Committee to outline details of the review process undertaken, the evidence gathered, conclusions and subsequent recommendations for action. **The Scrutiny Committee can if so wished refer this report to the Cabinet and/or Council and ask them to consider the recommendations arising from the review.**

The Task and Finish Group has gathered evidence through a variety of ways and referred to the following background documents (please see references at end).

The Group held several meetings. Background documents are annexed to this report.

Overview of the West Somerset Area

An Overview of the WS Area is included in the attached Strategy document at Appendix A.

Number of Meetings

- **1st Meeting – 20th March 2018**
- **2nd Meeting – 18th April 2018**
- **3rd Meeting – 10th May 2018**
- **4th Meeting – 20th June 2018**
- **5th Meeting – 26th July 2018**
- **6th Meeting – 13th September 2018**
- **7th Meeting – 22nd November 2018**

Conclusions

This Task and Finish Group has set out to update the Strategy, taking into account Somerset County Council's parking strategy, and the latest government guidelines. We currently have a very out of date strategy (April 2005 to 2011) which should have been revisited and updated at least every 3-5 years but this does not appear to have been done. We recognise that the Authority is due to imminently become a New Council and hope that Somerset West and Taunton takes into account this document when preparing a revised Strategy for the combined area. **The Task and Finish Group has set out to update the Strategy, taking into account Somerset County Council's Parking Strategy, and the latest government guidelines.**

Various concerns have been explored as part of this Group's deliberations about the strategic direction of the car parks, its maintenance and how the charging structure is applied and importantly if the current direction fits in with the demonstrated view of our electors. This group has been as thorough and objective as possible in following the evidence, but also in bringing to bear the knowledge from each of our Localities to inform and shape the proposals. Members close contacts and engagement with our local people provided the feedback and helped give them a voice through this process.

We have looked into the issue of maintenance and how much is raised, how much is spent and what happens to any unintended surplus. Finally, there is the issue of a

co-ordinated approach, between the District Authority and the Highway Authority, to influence road users' behaviour both commercial and private.

Key steps have thus been identified which would need to be investigated further by the appropriate Council team.

Recommendations

The Group is aware of the fact that Transformation is impacting on the levels of capacity within the organisation. We would hope that if these recommendations were to be supported by the Cabinet/ and or Council that they would be actioned as swiftly as possible and taken forward under the New Council.

That the Parking in West Somerset Task and Finish Group recommends the following;

- 1. The success of car parks in encouraging vehicles to use them and thus take parked vehicles off the main streets of our towns and villages is adversely affected by the regulation or lack of it of on-street parking in the streets around the car parks. It is also adversely affected by the perception of the charging regime which is seen as being expensive for users and poor value for money. It is also adversely affected by the haphazard approach to car park facilities including signage which lacks consistency and visibility.**
 - a) Engage constructively with SCC Highways in their county wide Parking Review and encourage the active involvement of Parish and Town councils to examine the options for on- street parking to encourage more use, particularly by commuters of off-street parking.
 - b) To review the charging regime to retain seasonal charging where there is a significant difference in usage between summer and winter. To consider the part that reduction in car park charges can make to increasing off-road parking. Both to be considered as part of the combined parking strategy review for the new council of Somerset West and Taunton.
 - c) To reconsider the charging for blue badge holders in car parks in the light of a perceived increase in on-street parking by blue badge holders after the introduction of charging for them. To be considered as part of the combined parking strategy review for the new council of Somerset West and Taunton.
 - d) As part of the combined parking strategy review for the new council of Somerset West and Taunton carry out a comprehensive assessment of signage to and signage within car parks so that facilities are identified within the car parks and that directions to town and village centres are clear. Also ensuring that accurate up to date terms and conditions on both signage and the website as legal requirements of Traffic Regulation Orders.

- e) As part of the combined parking strategy review for the new council of Somerset West and Taunton identify suitable locations for electric car charging points within the main car parks of each settlement together with dedicated parking bays. Work with local communities to establish such charging points and to make such efficient arrangements to maintain them as necessary.

2. It is likely that the presentation of the car parking account currently does not meet the Government Transparency Code because the recharging of work to the car park account is incomplete which gives a false impression of the expenditure carried out in car parks and thus of the overall surplus or deficit attributable to the car park account. As part of the combined parking strategy review for the new council of Somerset West and Taunton, carry out the following actions:

- a) Establish new working and accounting practices such that routine maintenance tasks are commissioned by the car park team and set against car park income.
- b) Ensure that 26% of car park income derived in Minehead and Watchet car parks is allocated to the Harbour account in the interests of greater transparency to reflect the use of car parks by those using the Harbour.¹
- c) A maintenance strategy is adopted forthwith as set out in appendix C of the Strategy and a robust inspection regime is put in place to identify maintenance, Health and Safety and other issues which require action in the immediate and short term. Such action to be commissioned by the car park team and recharged to the car park budget.
- d) Where on-street parking abuses are identified which might contribute to the reduction of off-street parking, consideration should be given to funding extra on-street enforcement patrols.
- e) As part of the combined parking strategy review for the new council of Somerset West and Taunton, consideration should be given to the conclusions and recommendations contained in the area conclusions section which forms a part of the Strategy document attached.
- f) Commence work to establish ownership and responsibilities for car park boundaries and establish contact with boundary owners to agree maintenance duties for the future. If necessary, increase officer capacity to undertake this work in a timely manner. Such work be chargeable to the car park account.¹
- g) The principle of charging users for our off-street car parks should be levied on a suggested calculation of the following charges being made up of operational

¹ West Somerset Council report 139/17, 8.6 refers

costs including capital and put asides for routine and long term expenditure minus the income generated through charges.

- h) The Group recommends the New Council should consider some form of zoning in its charges e.g. urban, rural, tourist.
- i) The New Council as part of its review should look at those Car Parks that are currently free/non charging but owned by the Council to determine whether to bring these into line with charging regime or asset transfer to the community/appropriate responsible body.
- j) Consideration should be given to a “free after 3pm” offer in designated car parks to encourage use/behavior patterns, help town centre businesses and discourage on-road commuter parking. Care should be taken when publicizing these initiatives.

Appendices:

- Appendix A – West Somerset Car Parking Strategy (2019)
- Appendix B – SCC notification of County Wide Parking Review
- Appendix C – Budget and Spend 2016/17 to 2021/22
- Appendix D – Car Parking Account 17/18
- Appendix E - Detailed Breakdown of Yearly Budget (Nov 2018)

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