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Report

Subject : Proposed Car Parking Charge Adjustments, 2007/2008
Report to : The Cabinet
Date : Wednesday 31 January 2007
Author : Eric Teagle
Cabinet Member for Environment and Transport : Councillor Dennis Brown

1. Purpose of the report

1.1 To recommend adjustments to car parking charges from 2nd April 2007.

2. Background

2.1 It is normal practice to review annually the charges made by the District Council for car parking. The need for this review stems from the following factors:

- The requirement of the Salisbury Transportation Plan to raise car parking prices annually by 10% plus inflation as one means of mitigating the growth in local traffic. Both the District and County Councils agreed to this requirement, subject to the caveat that no increase should be likely to impact adversely on the economic wellbeing of Salisbury.
- The need to ensure that an agreed level of contribution is made by the car parking revenue account to the District Council's General Fund. Income from car parking is a major contributor to the Council's overall finances and significantly moderates the level of the authority's Council Tax demand. The proposed contribution for 2007/2008 is £1,345,530. This figure includes additional contributions arising out of decisions made on the Medium Term Financial Strategy (MTFS – £80,000 saving on the operation of park and ride and £70,000 additional income from the introduction of Sunday charging).



Awarded in:
Housing Services
Waste and Recycling Services



- The increasing cost burden on the car parking revenue account arising from the introduction of elements of the Salisbury Transportation Plan, most notably park and ride services and the Intelligent Transport System (ITS).
- The need to ensure consistency and balance in the charges levied for different components of the car parking operation.

3. Principles

3.1 The car parking operation is complex and it is necessary to use the financial model, developed by consultants, to predict the impact that projected additional costs will have and the charge increases that will be necessary to meet them. The current projection has been based on the following principles:

- Whilst allowing for nominal increases of 10% plus inflation, price rises should be no greater than will be required to meet additional costs over the five year period. Minimising any increases reduces the risk of adversely affecting the city centre economy. There is also reason to believe that substantial increases in long-stay prices, in particular, could be counter productive at this stage.
- Income and expenditure is split between on-street and off-street sources. Net on-street income is required statutorily to be ring-fenced and used solely for transportation expenditure. It will be recommended to Wiltshire County Council that the on-street surplus for 2006/2007 (estimated to be about £56,800) should be spent on meeting the costs of ITS and park and ride, before any off-street surpluses are used.
- A differential of at least 50% should be maintained between the prices charged for all day parking at park and ride sites and in the city centre.
- Any surpluses generated in the off-street parking revenue account (ie once all costs, including the agreed contribution to the General Fund, have been met) are placed in a transportation reserve account and used to defray future parking costs or deficits. The cost burden now that four park and ride sites are operating is significant and the ability to carry forward surpluses is necessary to ensure the parking account balances in the medium to long term.
- It is unlikely that Local Transport Plan funding will be available to pay for any future enlargement of park and ride sites. Provision would have to be made in the longer term within the parking revenue account to meet this possible requirement, unless alternative sources of funding (such as might arise out of the Salisbury Vision) became available.

3.2 In previous reports it has been suggested that all elements of the parking operation should, as far as possible, become self-financing. Thus, for example, the intention has previously been to move to the point where the park and ride operation breaks even. It has also been suggested that, ultimately, residents' car parking should be operated without loss to the Council. Given the current performance of park and ride and the overall position of the parking revenue account, this aspiration is unlikely to be achieved in the foreseeable future.

4. Review of 2006/2007 and scope for manoeuvre in 2007/2008

4.1 The past year has seen further change in the parking operation, with a fourth park and ride site, at London Road, opening on 4th July 2006 and the introduction of Sunday charging in city centre off-street car parks from 2nd July 2006 (on-street Sunday charges

will be introduced shortly). Car parking charges were amended at the beginning of April. City centre off-street car parking prices were increased as shown in Table 1:

	Short-stay					Long-stay
	0-1 hour	1-2 hours	2-3 hours	3-4 hours	4-5 hours	5 hours +
2005/2006	£1.00	£1.80	£2.00	£2.60	£3.00	£5.00
2006/2007	£1.00	£2.00	£2.50	£3.00	£3.50	£5.00

- 4.2 Small increases were also made to the premium rate all-day charge, and to the cost of season tickets and contract parking permits. Charges in the Salisbury Market Place were adjusted, with the tariff being reduced, overall. On-street charges were unaltered. The charge for park and ride was reduced from £2.20 to £2.00. There were no changes in the charges for residents' parking, coach parking or market traders' vehicles. Outside Salisbury, the cost of Amesbury Centre car park season tickets was increased from £200 to £250.
- 4.3 Short-stay demand has remained buoyant, although the demand for city centre long-stay parking remains low. Park and ride patronage is increasing, albeit slowly, and the current tariff would be best left untouched. Officers are also working on a package of measures designed to improve the attractiveness of park and ride and boost its performance. Overall, however, at this stage in the financial year, it seems likely that the parking revenue account will fall short of its target for net income by approximately £165,000.

5. Consultation

- 6.1 To inform the preparation of this report, representatives from the Council's five Economic Partners (5EPs) were sent a draft copy of the schedule of proposed car parking charge adjustments for 2007/2008. The Disabled Parking Group was consulted in the same manner.
- 6.2 A meeting was held with the 5EPs on 28th November 2006, at which the following comments were made:
- *Both Salisbury City Centre Partnership and the South Wiltshire Economic Partnership welcomed the proposals*
 - *There was a suggestion that the charge for residents' permits could be increased to £50 rather than remaining static as proposed. This was discussed at length but was not thought appropriate.*
- 6.3 The Disabled Parking Group is understood to have been generally content with the proposed car parking charge adjustments. However, an email has been received from a Ms G Churchill, which states:

I feel strongly about the proposed changes to parking in the Market Place.

The accompanying letter states that "Car parking charges cannot be set in isolation", and currently Salisbury has a simple and user friendly system where blue badge holders are allowed free parking in council car parks. Charging blue badge holders to park in non designated spaces (in the market square), would I believe be an isolated case. I am worried that this new proposal would set an unwelcome precedent for charging blue

badge holders. Most blue badge holders would, because of their disability, be unable to manage with the minimum tariff. Many would find it difficult to manage in one hour, so this system would, in effect, disadvantage blue badge holders.

I am sure that would not be the intention.

- 6.4 It may be worth noting that charging for disabled parking does already take place in Salisbury, albeit only in the privately operated Old George Mall car park.
- 6.5 A comment has also been received from South Wiltshire Agenda 21 and this attached as Appendix 3.
- 6.6 It has not been thought necessary to amend the proposed car parking charge adjustments in the light of the comments that have been received.

7. Proposed charges for 2007/2008

- 7.1 A review of the car parking operation has been carried out, with all elements currently charged and uncharged being examined. Overall, it has been concluded that the number and extent of any price revisions should be kept to a minimum. Given the apparent robustness of short-stay demand and the relative fragility of demand for long-stay and park and ride parking, it is recommended that any increases should be concentrated on off-street short-stay tariffs. The schedule of proposed car parking charge adjustments for 2006/2007, agreed by the Council in February 2006, anticipated phased increases in parking charges, eventually leading to a tariff structure based on a charge of £1 per hour up to a maximum of £6.00 for five hours or more. Broadly, it is recommended that progress towards this objective is maintained, but with some variation to take account of the characteristics of local demand.
- 7.2 Demand in some of the short-stay car parks (Salt Lane, Brown Street, Lush House) has been consistently strong over the last couple of years, with queues forming at times of peak use. By contrast, the Culver Street multi-storey car park has experienced declining patronage, to the point where occupancy levels are now around the 25% level. Short-stay use of the Central car park and Maltings has been reasonable. It is suggested that car parking charges should respond to these market characteristics, with increases beyond what was previously anticipated being introduced in Salt Lane, Brown Street and Lush House and prices being reduced in Culver Street. No change, beyond what was previously anticipated, is proposed for the Central car park and Maltings. The proposals are shown in the schedule attached at Appendix 1.
- 7.3 A forward projection of the car parking revenue account has been produced, using the parking financial model. A summary of this projection, showing end of year balances and anticipated major changes in the pricing structure, is attached at Appendix 2. It should be noted, however, that the recommendations made in this report relate to adjustments to parking charges in the financial year 2007/2008 only and the projections shown for subsequent years are tentative and purely for guidance.

8. Recommendations

- (a) The Council be recommended to approve the officers' recommendations for car parking charge adjustments described in Appendix 1 to this report, for introduction on 2nd April 2007;

- (b) The County Council be recommended to agree to the expenditure of the on-street surplus for 2006/2007 on meeting the costs of ITS and park and ride before any off-street surpluses are used;

9. **Implications:**

- **Financial:** As set out in the report.
- **Legal:** Any proposed increases in parking charges will be advertised in the usual way and representations considered by the Council. Wiltshire County Council, as highway authority, must be notified of the proposed increases.
- **Human Rights:** None in relation to this report.
- **Personnel:** None in relation to this report.
- **Community Safety:** None in relation to this report.
- **Environmental:** The proposed car parking price adjustments are a component of the Salisbury Transportation Plan, which is intended to mitigate the rate of growth of car use.
- **Council's Core Values:** Excellent service, Thriving economy, Protecting the environment.
- **Wards Affected:** All

Schedule of Proposed Car Parking Charge Adjustments 2007/2008

All price changes to be from Monday 2nd April 2007.

Off-street car parks – short-stay and long-stay. (Note: the recommendations made in this report are in respect of 2007/2008 only. Possible future years' prices are indicated for guidance only. Actual proposals for future years will need to take into account circumstances at the time, which cannot be predicted with sufficient certainty at this stage).

Maltings, Central (long and short stay), College Street.						
	Short-stay					Long-stay
	0-1 hour	1-2 hours	2-3 hours	3-4 hours	4-5 hours	5 hours +
2005/2006	£1.00	£1.80	£2.00	£2.60	£3.00	£5.00
2006/2007	£1.00	£2.00	£2.50	£3.00	£3.50	£5.00
2007/2008	£1.00	£2.00	£2.80	£3.30	£4.00	£5.00
2008/2009	£1.00	£2.00	£3.00	£3.60	£4.50	£5.00
2009/2010	£1.00	£2.00	£3.00	£4.00	£5.00	£6.00

Salt Lane, Brown Street, Lush House						
	Short-stay					Long-stay
	0-1 hour	1-2 hours	2-3 hours	3-4 hours	4-5 hours	5 hours +
2005/2006	£1.00	£1.80	£2.00	£2.60	£3.00	N/A
2006/2007	£1.00	£2.00	£2.50	£3.00	£3.50	N/A
2007/2008	£1.00	£2.00	£3.00	£3.60	£4.50	N/A
2008/2009	£1.10	£2.20	£3.30	£4.00	£5.00	N/A
2009/2010	£1.10	£2.20	£3.30	£4.40	£5.50	N/A

Culver Street						
	Short-stay					Long-stay
	0-1 hour	1-2 hours	2-3 hours	3-4 hours	4-5 hours	5 hours +
2005/2006	£1.00	£1.80	£2.00	£2.60	£3.00	£5.00
2006/2007	£1.00	£2.00	£2.50	£3.00	£3.50	£5.00
2007/2008	£1.00	£1.80	£2.00	£2.60	£3.00	£4.00
2008/2009	£1.00	£2.00	£2.50	£3.00	£3.50	£4.00
2009/2010	£1.00	£2.00	£3.00	£3.50	£4.00	£5.00

Southampton Road						
Currently 0-2 hours £0.90, >2 hours £1.60						
	Short-stay					Long-stay
	0-1 hour	1-2 hours	2-3 hours			3 hours +
2007/2008	£1.00	£1.80	£2.00			£4.00
2008/2009	£1.00	£2.00	£2.20			£4.00
2009/2010	£1.00	£2.00	£2.50			£5.00

Premium rate long-stay in Central short-stay car park

Existing tariff	£6.00 all day
Officers' recommendation	No change

Season tickets

Existing tariff	£950 (12 months), £550 (6 months), £320 (3 months).
Officers' recommendation	No change

Annex season tickets

These are 14 dedicated spaces located to the rear of the Playhouse.

Existing tariff	£1200 (12 months).
Officers' recommendation	No change

Contract parking

Existing tariff	£1200 (12 months).
Officers' recommendation	No change

On-street parking

Existing tariff	0 – 15 minutes 20p, 15 – 30 minutes 50p, 30 – 45 minutes £1.00 45 – 60 minutes £1.50.
Officers' recommendation	Increase as follows: 0 – 15 minutes 30p, 15 – 30 minutes 60p, 30 – 45 minutes £1.20 45 – 60 minutes £1.80.

Market Place car park

The Market Place is suffering a decline in patronage by paying customers but is heavily used by disabled drivers, who park free of charge.

Existing tariff	£1.40 (½ hour), £2.70 (1 hour), £4.00 (1½ hours), £5.30 (2 hours max stay).
Officers' recommendation	No change in tariff. Provide 8 dedicated disabled bays, and charge all users for use of remaining bays.

Park and ride

Existing tariff	£2.00
Officers' recommendation	No change

Residents' permits

Existing tariff	£10 in limited waiting zones, £30 in residents' only zones.
Officers' recommendation	No change.

Visitors' permits

Existing tariff	Households in residents' only zones are entitled to purchase 100 permits at 20p per permit. Households in limited waiting zones are able to purchase 50 permits at 20p per permit. Additional visitor permits in both types of zone may be purchased at the daily rate applying in a city centre car park (£5.00).
Officers' recommendation	No change.

Business permits

Existing tariff	Equivalent to residents' charge (£10.00 or £30.00) (but not in zones B and E, where there are no business spaces).
Officers' recommendation	No change.

Coach parking (Millstream)

Existing tariff	£4.00 up to two hours, £8.00 over two hours.
Officers' recommendation	No change.

Market coaches (New Canal)

Existing tariff	£2.00 charge on Tuesdays and Saturdays. Rest of the week charged as Millstream coach park.
Officers' recommendation	No change.

Coach parking at Britford Park and Ride site

Existing tariff	Charge equivalent to Millstream coach park.
Officers' recommendation	No change.

Market traders' vehicles

These are vehicles that remain on the Market Place during the market.

Existing tariff	£8.00 up to 20 feet in length, £16 over 20 feet. Second vehicles £35.00.
Officers' recommendation	No change.

Amesbury Centre car park season tickets

Existing tariff	£250/year.
Officers' recommendation	No change

Sunday charging in Salisbury (off-street)

Existing tariff	Flat rate charge of £1 per visit.
Officers' recommendation	No change

Sunday charging in Salisbury (on-street)

Initial tariff	As weekdays
Officers' recommendation	No change

Total Parking Revenue Account Balance.								
Parking Reserves	2005/06	2006/07	2007/08	2008/09	2009/10	Any Parking Reserve Account balance represents the provision made for planned future expenses carried forward at the end of each financial year. This balance is arrived at after charging the General Fund Contributions requested as follows:		
Parking Reserve Opening Bal:	(£1,138,529)	(£999,351)	(£450,000)	(£112,239)	(£5,497)			
Off Street Operational	(£2,098,224)	(£2,771,502)	(£2,621,635)	(£2,763,473)	(£2,873,455)			
Park and Ride	£898,498	£1,043,418	£1,076,417	£994,845	£949,854			
On Street Charging	(£235,514)	£132,550	(£160,687)	(£167,557)	(£156,244)			
On Street Residential	£88,860	£96,206	£67,506	£66,767	£72,470			
Less: Gen. Fund Contributions	£1,395,900	£1,958,680	£1,886,160	£1,886,160	£1,886,160			
Less: Intelligent Transport System	£89,658	£90,000	£90,000	£90,000	£90,000			
Parking Reserve Closing Bal:	(£999,351)	(£450,000)	(£112,239)	(£5,497)	(£36,712)			
Account (Surplus) / Deficit =							(£1,000)	£1,000
PCN Face Value 1/04/2003:	£60.00	Sunday Charging Start Mth	16	£1.00		2005/06	£1,395,900	
		Rural Charging Start Mth				2006/07	£1,958,680	
						2007/08	£1,886,160	
Off Street Charges	2	13	25	37	49	2008/09	£1,886,160	
Tariff Change Mth	May-05	Apr-06	Apr-07	Apr-08	Apr-09	2009/10	£1,886,160	
Short Stay % Price Inc.	5%	14%	6%	5%	4%	General Fund Contributions + £170,000 in 2002/03 + additional £57,500 pa through to 2007/08 (+ £400,000pa.) + one-off additional £57,500 in 2005/06 + £100,000 addition from 2006/7. See also Finance Amendments below to future contributions.		
Short Stay High Demand % Price Inc.	5%	14%	14%	10%	4%			
Market Place % Price Inc.	0%	0%	0%	0%	0%			
Long Stay (0-5 hrs) % Price Inc.	5%	14%	7%	6%	4%			
Long Stay (> 5 hrs) % Price Inc.	39%	0%	0%	0%	20%			
Long Stay (> 5 hrs Culver St) % Price Inc.	39%	0%	-20%	0%	25%			
Long Stay (Southampton Rd) % Price Inc.	0%	0%	29%	8%	6%			
Season Ticket A % Price Inc.	21%	4%	0%	0%	0%			
Season Ticket B/C % Price Inc.	35%	3%	0%	0%	0%			
Season Ticket Culver St % Inc.	0%	40%	0%	0%	0%			
Season Ticket E % Price Inc.	11%	40%	0%	0%	0%			
Contract % Price Inc.	0%	4%	0%	0%	0%			
Sundays % Price Inc.	0%	0%	0%	70%	0%	Budget Proposal	2007-08	
Coaches % Inc.	0%	0%	0%	0%	0%	1st 15 Mins	£0.30	
On Street and Permit Charging in							Next 15 Mins	£0.30
Resident Zones	2	13	25	37	49	Next 15 Mins	£0.60	
Tariff Change Mth	May-05	Apr-06	Apr-07	Apr-08	Apr-09	Next 15 Mins	£0.60	
On Street % Increase	0%	0%	28%	0%	0%	Residents City	£30.00	
Residents Permit % Increase	0%	20%	0%	0%	0%	Business	£30.00	
Business Permit % Increase	0%	20%	0%	0%	0%	Residents Outer	£10.00	
Residents Outer % Increase	0%	0%	0%	0%	0%	Initial Visitors	£0.20	
Visitor Permits % Increase	0%	0%	0%	0%	0%	Note: It is assumed a significant percentage of the new P&R capacity is a transfer from current City Centre Long and Short Stay Car Parks		
Park & Ride - Start Dates								
	0	0	2	16	61			
	Current	Current	May-05	Jul-06	Apr-10			
	Beehive	Wilton	Britford	London Road	Petersfinger			
Park & Ride - Price Changes								
Start Month	Jun-05	Dec-05	Apr-07	Apr-08	Apr-09			
Percentage Increase	45%			10%	10%			
Bus Journey	£2.20	£2.00	£2.00	£2.20	£2.40	Charge for P&R Car Parks		
						Yes / No	No	
Car Park	£0.00	£0.00	£0.00	£0.00	£0.00	Car Park	£0.00	

General Fund Cont'n	Inflation Factor:	0	Fund Contributions	Finance Amendments	Contributions Requested	Net General Fund Contribution
2005/06	0.00%	£1,053,400	£1,053,400		£342,500	£1,395,900
2006/07	0.00%		£1,053,400	£462,240	£442,500	£1,958,680
2007/08	0.00%		£1,053,400	£390,260	£442,500	£1,886,160
2008/09	0.00%		£1,053,400	£390,260	£442,500	£1,886,160
2009/10	0.00%		£1,053,400	£390,260	£442,500	£1,886,160

SOUTH WILTSHIRE AGENDA 21 COMMENTS ON THE PROPOSED CAR PARKING CHARGE ADJUSTMENTS, 2007/2008

The following comments are offered on Mr Teagle's Report to the Environment and Transport Overview and Scrutiny Panel Meeting on 8 January 2007. The paragraph numbers and headings are those of the Report.

2. Background.

For the coming financial year any proposed increases are minimal, no doubt yet again in response to unquantified concerns expressed over Salisbury's economic wellbeing and in spite of the "apparent robustness" of short-stay car parking demand. Has the time not come to ask the city's business interests to provide quantitative justification of their concerns?

Car parking charges for 2007/2008 are, yet again, to contribute almost £1.4m to that "black hole" which is SDC's General Fund, to hold down council tax increases. There continue to be two major objections to this policy and practice. Firstly, it diverts a large sum of money from being used to improve, extend and subsidise non-car modes of transport. Secondly, it seriously distorts the overall financial picture and lessens the incentive for SDC to control council tax increases by eliminating waste, improving efficiency and introducing innovative measures in all areas of its activity.

3. Principles.

To talk of the ratio between the all day city centre car parking charge and the P&R charge is more readily understood than the term "differential".

For motorists to be forced to drive their cars into the city centre because a P&R site is full, is unthinkable. Surely funding must be available from some source to avert such a situation. Is SDC already taking steps to secure planning obligation funding to expand the Beehive P&R site?

4. Review of 2006/2007.

Or put another way, the parking revenue account would achieve its target if the contribution to the General Fund were to be reduced by 11%.

5. Consultation.

It is accepted that car parking charges can influence the economic wellbeing of Salisbury's city centre shops and offices. However, car parking charges can also be used to influence city centre traffic circulation and pollution. Given this dual function, to consult only with representatives of the Council's five Economic Partners, might be viewed, particularly by city centre residents and environmental groups generally, as showing undue bias.

7. Proposed charges for 2007/2008.

The "relative fragility of demand" for both long-stay car parking in the city centre and for the P&R sites seems anomalous. Where have the city workers gone? Perhaps more than we imagine have changed to non-car modes of transport, leaving only a few die-hard (paying) users to share the city centre long-stay car parks with SDC staff permit holders. This suggests that SDC should not "progress towards" a £6 per day charge, but introduce it now. That prospective users of **Salt Lane**, **Brown Street** and **Lush House** (and **New Street**) car parks should not only drive along congested, polluted city centre streets to reach their

objective but then queue, no doubt with their engines running, to get in, is self-evidently absurd. The charges for these car parks should respond not only to "market characteristics" but, more importantly, to environmental imperatives. The "anticipated phased increases" in parking charges for all four of these car parks to £1 per hour (let's keep it simple) should be introduced now.

College Street car park can be accessed only by passing through a residential area and, for that reason alone, it should carry a £1 per hour charge, with immediate effect. No queues here yet, it seems, at least not until its capacity is dramatically reduced as part of the Bourne Hill development.

Central car park is accessible directly from the ring road but, unfortunately, about 65% of its users find this "inconvenient", preferring to approach via Fisherton Street or Castle Street. In view of the large number of cars involved, such a high percentage puts this car park also into the £1 per hour category, at least until Summerlock Approach and Millstream Approach are closed to Central car park traffic.

That **Culver Street** car stack, our only car park accessible only from the ring road, should have experienced declining patronage, is a serious environmental (and financial) setback. The proposed reduced charges are supported for both environmental and financial reasons, perhaps with the simplification of 50p increments between 1 and 5 hours.

On-street, metered, car parking spaces generate unnecessary vehicle movements and associated pollution. Because of their high turnover, they impede traffic flow (more pollution) and are a hazard to cyclists using the street and to pedestrians trying to cross it. The availability of on-street parking discourages the much more socially and environmentally desirable use of off-street car parks. To offer convenience to motorised shoppers is their only function.

That the net income from on-street car parking is "ring-fenced" and used solely for transport(at)ion expenditure including, one hopes, cycling and pedestrian facilities, is entirely laudable. That we have had to wait until now for an increase in charges to be proposed, when metered on-street car parking was introduced in May 2002, is little short of scandalous. If the provisions of the Salisbury section of the Wiltshire Transport Plan 2001/2 – 2005/6 (p.111) had been implemented, charges would have been at least 80% higher by now. Instead the proposal is for increases of only 20%, rounded up to the nearest 10p.

The removal of the **Market Place** car park has emerged as one of the few near-unanimous wishes of those who have responded to the Salisbury Vision proposals. To tinker with these charges will soon become, one hopes, an academic exercise. In the meantime, a charge of £1.50 per half-hour has the considerable merit of simplicity.

While having every sympathy with drivers who have genuine mobility problems, there is self-evidently city-wide fraudulent abuse of disabled driver passes, which the parking ambassadors seem unable to check. This problem needs to be addressed as a matter of urgency.

The biggest single factor in encouraging the use of **Park and Ride** is for the charge to park a car all day in the city centre to be VERY much higher than the P&R charge. When the Beehive site was opened, the ratio was 2.4 :1. For the coming financial year, with four sites now available, it is proposed that the ratio should remain at 2.5 :1. In view of the slow increase in P&R patronage, a ratio of only 2.5 :1 is clearly much too low. It is suggested that the P&R charge should revert to £1.50 and that the charge to park all day in the city centre should increase to £6.00, yielding a ratio of 4.0 :1.

It is almost inevitable that Park and Ride services run at a considerable financial loss and would continue to do so, even if all four (five) sites were operating at near capacity. We believe that many citizens accept this fact because they believe that the primary function of the P&R services is to keep cars out of the city centre while financial considerations are secondary. At the moment we have the worst of both worlds. Unnecessary traffic circulation in the city centre and low P&R income, both a direct result of half-empty P&R sites.