Monmouthshire County Council

Civil Parking Enforcement

Collaborative Working Feasibility Study Report

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Monmouthshire County Council

Civil Parking Enforcement Collaborative Working Study Report Contents

1 INTRODU	JCTION	5
2 EXECUTI	VE SUMMARY	5
3 BACKGR	OUND	8
4 Policy Issu	les	8
4.1	Management Issues	8
4.2	Geographic area	
4.3	Contractual Arrangements	
4.4	Project Implementation	
5 The Financ	cial Balance	10
5.1	The Financial Model	10
5.2	Model Results	
5.3	Key Decisions	
6 Key Concl	usions	13

APPENDICES

APPENDIX A	Joint working costs, revenue streams and summary sheets
APPENDIX B	Joint working financial model J1. Enforcement in house. Joint
	administration provided by a Gwent authority
APPENDIX C	Joint working financial model J2. Enforcement in house. Joint
	administration provided by the Welsh Penalty Processing Partnership
	(WPPP)
APPENDIX D	Joint working financial model J3. All enforcement and administration
	provided by 1 Gwent authority.
APPENDIX E	Joint working financial model J4. All enforcement and administration
	provided by outsourcing to a contractor.
APPENDIX F	Tabulated summary of the Joint working models

GLOSSARY OF TERMS USED

MCC	Monmouthshire County Council
ACPO	Association of Chief Police Officers
CEA	Civil Enforcement Area
CEO	Civil Enforcement Officer
CPU	Central Processing Unit
CPE	Civil Parking Enforcement
DVLA	Driver Vehicle Licensing Agency
ECN	Excess Charge Notice
FPN	Fixed Penalty Notice
GA	Gwent Authorities (BGCBC, CCBC, MCC, NCC, TCBC)
GIS	Geographic Information System
HHCT	Hand Held Computer Terminals
NIP	Notice of Intended Prosecution
TPT	Traffic Penalty Tribunal
NTO	Notice to Owner
P&D	Pay and Display
PCN	Penalty Charge Notice
PPA	Permitted Parking Area
RTRA	Road Traffic Regulation Act (1984)
SEA	Special Enforcement Area
TEC	Traffic Enforcement Centre (Northampton County Court)
TMA	Traffic Management Act 2004
TRO	Traffic Regulation Order
VEL	Vehicle Excise Licence
WG	Welsh Government

Monmouthshire County Council

Civil Parking Enforcement Collaborative Working Study Report

1 INTRODUCTION

- 1.1. This Study was commissioned by the 5 Gwent Authorities (GA) to investigate the feasibility of creating a Civil Enforcement Area and Special Enforcement Area (CEA/SEA) across the whole of the Gwent administrative area utilising a joint working approach between BGCBC, CCBC, MCC, NCC and TCBC and the resulting financial viability of such a step.
- 1.2. The issue to be investigated in this Study is whether CPE should be undertaken as a joint body and to explore the financial implications of the options.
- 1.3. Individual feasibility studies have been undertaken for each of the 5 authorities. Comparisons to the overall costs using collaboration and working as individuals have been made in this report.
- 1.4. Joint working between the Gwent authorities including the financial aspects has been considered as part of this study and has been supplied as a separate report to Appendix A).
- 1.5. It is important to realise that the figures given in the financial analysis are marginal figures showing the impact of CPE on current budgets and are not full cost models.
- 1.6. Should collaborative working be the chosen way forward then detailed discussions on the preferred option will be necessary between those authorities wishing to work together.
- 1.7. This report sets out the overall financial implications to the five authorities and highlights the implications to each individual authority for which the report has been written.

2 EXECUTIVE SUMMARY

2.1 The most cost effective method across Gwent would be to outsource all the parking enforcement and administration. This would run at an operational surplus overall.

2.2 The joint modelling process tested several options:

- 1) Model J1: Provision of CPE functions with enforcement retained by each authority individually and the whole of the administration undertaken by one of the Gwent authorities
- 2) Model J2 is as J1 but the administration undertaken by a 3rd party authority with the current Wales Penalty Processing Partnership rates used.
- 3) Model J3 is where all the enforcement and administration is provided by one Gwent

authority for all the 5 partners.

4) Model J4 is as for J3 but all services provided under one contract by a national contractor through a procurement exercise. The model has used current market rates from recent tenders.

The broad conclusions from this exercise were:

- The project overall is more financially secure and has greater resilience in adopting a joint approach.
- Outsourcing the whole parking provision under one contract (J4) to an external contractor is shown to be the most cost effective method. This is the only financial business case that achieved an operational surplus.
- Using a Gwent authority to provide all the services costs an extra total of £659,000 over 5 years (J3) compared to J4.
- Comparing J4 to all the 5 authorities working as individuals (summation of models B3 in each authority), shows a combined saving of £1.56million over the 5 years.

For clarity, the above figures are summarised in Appendix F with detailed figures given in Appendix A.

Each joint working option that was tested is given in Appendices B, C, D and E showing models J1, J2, J3 and J4 respectively.

2.3. It is the view of the consultants that a collaborative approach to civil parking enforcement is operationally and financially desirable especially if the set up costs can be covered through alternative funding streams. On this basis, the view of the consultants is that progress should be based upon outsourcing the service provision in full

2.4 Bearing in mind the comments regarding a marginal model, the general conclusion reached is that overall provision of CPE across Gwent using a collaborative approach can be operationally viable within MCC, even more so if set up costs are to be covered from alternative funding streams.

2.5 For MCC to adopt the powers required for civil parking enforcement (CPE) using a fully in house service, the total set up costs would be in the region of £265,000 of which £168,000 is required to undertake the TRO review and the remedial works to signs and lines. If the services are all provided under collaborative working and outsourced then for the same set up, the set up costs reduce to £200,000, a saving of £65,000.

2.6 Providing a fully in house service working individually, an annual operating deficit

of £3,000 on average is predicted realising a cumulative overall deficit of £280,000 after 5 years. If the services are all provided under collaborative working (J4) and outsourced, then the annual operational surplus is predicted as £45,000 and the cumulative overall surplus after 5 years as £25,000. This equates to an overall saving of £305,000.

2.7 The main savings and cost efficiencies using the contracted out option is in the ongoing cost of labour supply and the initial set up costs for the enforcement hardware, the IT software and the administration team which the contractor will spread out within their rates over the 5 year contract.

2.8 Appendix A gives a breakdown of the costs in detail.

2.9 A separate briefing note has already been provided in the previous report to discuss a joint working partnership with adjacent County Councils rather than each County Council contracting out individually.

2.10 This report will allow the 5 GA's to be able to decide whether the powers are to be adopted, and to agree how the enforcement and administration should be undertaken.

2.11 If a decision is taken to adopt the powers then Gwent Police will support the principle of a CEA/SEA which covers the whole of the Gwent area, and have indicated that they will cooperate with the handover of the powers in an agreed manner.

2.12 To acquire the powers, MCC will have to formally apply to the WG for a Designation Order which decriminalises parking enforcement across the whole of the Caerphilly County Borough. The application must state how MCC intend to provide the CPE functions in the first place.

2.13. With an outsourced service provision MCC would still be responsible for all aspects of the operational management of parking in the County, and should have a Parking Manager at its head. This must include all aspects of contract management. It is possible that a neighbouring authority could provide these management services under a section 101 agreement should MCC not wish to provide any parking management.

2.14 Outsourcing the administration has already been proven elsewhere to work successfully. The IT would be web enabled and the database accessible by MCC at all times for audit purposes.

2.15 The majority of savings are made when setting up a new service in collaboration with those already providing the service elsewhere or by utilising an external contractor.

2.16 There will need to be discussions on TUPE implications whichever solution is chosen. This will apply to both enforcement and administrative staff current engaged by the 5 authorities providing the parking services.

2.17 It is recommended that MCC and their neighbours have further discussions with each other on how best to provide a CPE service in the five authorities.

3 BACKGROUND

3.1 In responding to the requirements of the Study Brief, the consultants have carried out a detailed investigation into the feasibility of MCC working in collaboration with the remaining 4 Gwent authorities to provide Civil Parking Enforcement across MCC.

3.2 The 4 variations chosen were to provide enough background information for informed decisions on the way to proceed should a decision to introduce CPE be taken.

3.3 This report should be read in conjunction with the previous feasibility study report which provides details of CPE as a service.

3.4 The scheme requires a significant amount of set-up money; if desired, much of this could be defrayed onto a contractor, but MCC will still have to find some set-up costs to invest before the main income stream is established.

4 Policy Issues

4.1 Management Issues

4.1.1 The most obvious impact on the CPE project using collaborative working would be how to provide the services collectively and how to manage the services going forward. This may involve procurement of external service providers or by making agreements with partner authorities.

4.2 Geographic area

4.2.1 This report has been compiled assuming that all 5 partner authorities go forward with CPE. The financial breakdowns are derived in such a way that the impact of 1 or more authorities not taking part can be ascertained relatively simply. The more authorities that join in then the better the prices received should a procurement exercise be undertaken. This would also generate more resilience within the contract.

4.3 Contractual Arrangements

4.3.1 It is the view of the Consultants that due to the nature of the enforcement areas, the level of enforcement and the resultant number of tickets estimated, the enforcement required for decriminalisation should be undertaken externally and it is further recommended that a central processing unit or third party provider is utilised

for the administrative functions. These have proved best value elsewhere and are a good opportunity to invoke collaborative working. There is also the possibility of one Authority setting up the administrative function for MCC and its neighbours. This has to be run at zero profit margin. Partnering with an established processing unit will help reduce set up costs and allow a streamlined and seamless change to the new enforcement service with the knowledge of exact costs involved.

4.4 **Project Implementation**

4.4.1 There are several departments across the 5 County Council's, plus the Police, which would be involved in some way in the implementation of CPE. The experience of other Authorities is that the best way to coordinate the involvement of these various groups is via a CPE Project Team or Steering Group, which is attended by a senior officer from the Department responsible within MCC and which brings together the input from other representatives such as:

- Finance
- Income Receipt
- Legal
- Transport Policy
- Traffic Management
- IT Section
- Gwent Police,
- Car Parks Section
- Press and Publicity Officer

4.4.2 The joint working group should meet on a regular basis, probably bimonthly, in order to coordinate the programme for implementation, and to ensure that all functions which are affected by this implementation are kept informed of the development of the project.

4.4.3 Consideration should be given to the organisation of the staffing required to handle CPE, when that change is brought about.

4.4.4 The functions which will be necessary for a coordinated and comprehensive parking administration operation which can be transferred in the main to a CPU if necessary will be:

- a) income receipt:
 - postal receipts of PCN payments
 - personal payments
 - telephone payments
 - internet payments
 - permit applications and payments
 - virtual permits
 - cashless parking

- b) administrative processing:
 - PCN processing
 - correspondence management
 - telephone queries
 - DVLA interaction
 - consideration of Representations (formal appeals to the Authority against a Notice to Owner)
 - preparation of case files for adjudication (external appeals after rejection of Representations)
 - county court interaction for debt collection
 - Enforcement agency (bailiff) interaction
 - permit management
 - suspensions management
 - dispensations management

other functions be

c)

- on-street and off-street enforcement:
 - Civil Enforcement Officer patrols
 - suspension control
- d) off-street operations:
 - car park manning if required
 - P&D Machine cash collection
 - P&D maintenance
 - security

4.4.5 The timescale for implementation is also important to consider. The CPE project will consist of several main sub-projects, such as TRO reviews, possibly tendering out, IT enhancements and procurements etc. Each of these is a significant task, and each will require many months to achieve successfully. If the correct project resources are applied, the overall project can be accomplished within a period of not less than about 15 months. However, it could easily run to over 24 months depending on the individual circumstances. Experience has shown that an average of around 15 to 24 months is realistic, from the time that a positive decision is taken to adopt the powers, the resources are applied, and funding is clear. There is also the issue of a suitable start date as there are internal influences that must be fully considered prior to submitting the application to WG.

5 The Financial Balance

5.1 The Financial Model

5.1.1 In order to assess the financial consequences of the introduction of civil enforcement, a spreadsheet model was used. This model was based heavily on similar work carried out for other Authorities, including those where the consultants have had the opportunity to return to verify the principle of the use of such a tool in an exercise

such as this. One of the advantages of this approach is that it allows the testing of the predicted combination of circumstances which the consultants believe will most accurately reflect the situation in MCC after CPE. It also encourages the testing of possible alternative scenarios, to the point where it is possible to identify the limits of financial viability of the project.

5.1.2 At all stages, the principle adopted has been to err on the side of conservatism; thus, for example, 6 months is allowed for ticket issuing operations to get to the predicted level of activity.

5.1.3 The model predicts the start-up costs of the new operation, the expenses to be incurred, the revenue stream which will result, and the cash-flow over the initial years. The issue of financial viability is addressed by looking at a combination of these issues, and, by identifying when the total cumulative expenditure is exceeded by the total cumulative amount of revenue. This is considered to show a "break-even" date when the total income exceeds the total expenditure and is used generally as the measure of viability.

5.1.4 The model makes allowance for 3% inflation over the term; while inflation will clearly occur in the costs, price rises may also occur on the income side.

5.1.5 It should be understood that the model operates by predicting not the whole Parking Revenue Account, but the **changes** which will occur to the account as a result of decriminalisation and other related activities. It is therefore a *marginal* assessment, and not a total assessment. The model does not take account of any current income from paid for parking as this is in the current budgets and the model purely reveals the *impact* of CPE on the parking budget.

5.2 Model Results

5.2.1 The financial viability has thus been assessed in detail, and on a separate basis. All business cases are based on a 75% collection rate of the PCNs issued. This basis was:

- Model J1: Provision of CPE functions with enforcement retained by each authority individually and the whole of the administration undertaken by one of the Gwent authorities
- Model J2 is as J1 but the administration undertaken by a 3rd party authority with the current Wales Penalty Processing Partnership rates used.
- Model J3 is where all the enforcement and administration is provided by one Gwent authority for all the 5 partners.

• Model J4 is as for J3 but all services provided under one contract by a national contractor through a procurement exercise. The model has used current market rates from recent tenders.

5.2.2 Each option assumed that because of better on-street enforcement, there would be only a 1% increase in off-street income.

5.2.3 The following table is extracted from Appendix F.

5.2.4 The Joint Base figures are taken from each individual authority using external service providers for ease of direct comparison. The analysis produces a marginal impact of CPE, which means that it predicts the *change* to the parking account, and not the revised total of the account. The overall costs of a TRO project is £962,000 across the 5 authorities. These costs have been shown as separate costs in columns 5 and 6 to allow greater clarity as the TRO costs vary between authorities.

	Years to cumulative surplus Excluding / Including TRO set up costs	Average annual operational surplus/(deficit) over 5 years £k,000	Annual surplus (deficit) in year 3 £k,000	Set up costs: Surplus / (Deficit) pre-commencement, including capital £k,000 Excluding / Including TRO costs	Surplus (Deficit): after 5 years, including capital £k,000 Excluding / Including TRO costs
Joint Base	Never / Never	(£136.1)	(£91.6)	(£518) / (£1,480)	(£1197) / (£2,159)
J1	Never / Never	(£70)	(£27.5)	(£436) / (£1398)	(£790) / (£1752)
J2	Never / Never	(£60)	(£15.5)	(£361) / (£1323)	(£655) / (£1617)
J3	Never / Never	£25	£69	(£427) / (£1389)	(£300) / (£1262)
J4	3 / Never	£117	£160	(£227) / (£1189)	£359 / (£603)

5.2.5 The table shows clearly that working as individuals (Joint Base) and using external service providers would costs an extra £1.56m across Gwent for the same end product when working collectively (J4).

5.2.6 Comparing J1 and J2 where each retains enforcement but the administration is undertaken by a Gwent authority (J1) or by WPPP (J2) shows a saving of £135,000 by using WPPP.

5.2.7 Comparing J3 and J4 where J3 has a Gwent authority providing all the services to each of the 5 and J4 is the same service provision by an external contractor

the savings using J4 over J3 are £659,000.

5.2.8 Use of an external service provider model (J3 and J4), would reduce the internal management, enforcement and administrative posts at each authority and no upgrade to the IT system required other than web links to the service providers hosted system. Th J4 business case uses a rate of £17.50 per hour for a fully equipped, and trained CEO. This is in line with market rates when transport and overheads are taken in to consideration.

5.3 Key Decisions

5.3.1 The following issues are those to which MCC will have to give attention if a decision is taken to utilise a collaboration approach:

- Whether to put MCC forward to undertake the administration for the remaining Gwent authorities.
- Whether to put MCC forward to undertake the enforcement for the remaining Gwent authorities.
- Make decisions on how the whole service delivery will be best managed for MCC should it be provided by a 3rd party.
- How to manage the project internally
- How the internal organisation should be structured
- How to establish a Steering Group for the project
- How to upgrade the IT system for parking administration if MCC are chosen to undertake the administration.
- How to deal with TUPE issues in or out of the authority.

6 Key Conclusions

The main conclusions from this exercise are:

- The project overall is operationally viable without any form of collaborative working across Gwent. As it stands MCC will have an annual surplus and this will pay back the set up costs after 5 years.
- If the set up costs do not have to be paid back then the scheme will operate at a surplus from year 2.
- Additional funding from alternative sources is not required at MCC for CPE to provide a breakeven business case.
- Further decisions on the potential to introduce paid for parking especially on street are required in order to assist financial viability.

- The majority of savings are made when setting up a new service in collaboration with those already providing the service elsewhere.
- Further to this report it is recommended that MCC have further discussions on collaborative working on how best to provide a CPE service. This element could be explored further in a subsequent report to determine who is best placed to provide the services for MCC and at the most reasonable cost.

End of report

APPENDICES

- APPENDIX A Joint working costs, revenue streams and summary sheets
- APPENDIX B Joint working financial model J1. Enforcement in house. Joint administration provided by a Gwent authority
- APPENDIX C Joint working financial model J2. Enforcement in house. Joint administration provided by the Welsh Penalty Processing Partnership (WPPP)
- APPENDIX D Joint working financial model J3. All enforcement and administration provided by 1 Gwent authority.
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- APPENDIX F Tabulated summary of the Joint working models

Appendices

APPENDIX A

Joint working costs, revenue streams and summary sheets

Operational Cost Calculations

	 Annual income taken from individual models						_
Income		BG	С	М	N	т	
same for all models		£102,160	£245,591	£138,640	£265,576	£145,779	

Annual Pro Rata expenditure based on individual base models

		Total Expenditure	per year	BG	C	М	N	Т	annual
hours 567	J1	£3,919,544	£783,909	£89,993	£177,712	£92,266	£274,995	£148,943	£783,909
PCNs 8	J1	£918,913	£183,783	£24,756	£31,261	£23,487	£68,845	£35,415	£183,764
Total	J1	£4,838,457	£967,691	£114,748	£208,974	£115,753	£343,840	£184,358	£967,673
Operational surplus /deficit	J1			-£12,588	£36,618	£22,887	-£78,264	-£38,578	-£69,927
hours 567	J2	£3,919,544	£783,909	£89,993	£177,712	£92,266	£274,995	£148,943	£783,909
PCNs 8	J2	£859,222	£171,844	£23,147	£29,231	£21,962	£64,373	£33,114	£171,827
Total	J2	£4,778,766	£955,753	£113,140	£206,943	£114,228	£339,368	£182,057	£955,736
Operational surplus /deficit	J2			-£10,980	£38,648	£24,412	-£73,792	-£36,278	-£57,990
hours 567	J3	£3,438,076	£687,615	£78,938	£155,882	£80,932	£241,215	£130,647	£687,615
PCNs 8	J3	£918,983	£183,797	£24,757	£31,264	£23,489	£68,850	£35,418	£183,778
Total	J3	£4,357,059	£871,412	£103,696	£187,146	£104,422	£310,066	£166,064	£871,393
Operational surplus /deficit	J3			-£1,536	£58,445	£34,218	-£44,490	-£20,285	£26,353
hours 567	J4	£2,951,940	£590,388	£67,777	£133,841	£69,489	£207,108	£112,174	£590,388
PCNs 8	J4	£944,642	£188,928	£25,449	£32,137	£24,145	£70,773	£36,407	£188,910
Total	J4	£3,896,582	£779,316	£93,225	£165,978	£93,634	£277,881	£148,580	£779,298
Operational surplus /deficit	J4			£8,935	£79,614	£45,006	-£12,305	-£2,801	£118,449

total hours	701
total PCNs	41332

	BG	C	М	N	Т
567%	11.48	22.67	11.77	35.08	19
8%	13.47	17.01	12.78	37.46	19.27

Set up Cost Calculations

		Total Expenditure	BG	С	M	N	Т]
hours 567	J1	£258,439	£29,669	£58,588	£30,418	£90,660	£49,103	1
PCNs 8	J1	£177,775	£23,946	£30,240	£22,720	£66,595	£34,257	
Total	J1	£436,214	£53,615	£88,828	£53,138	£157,255	£83,361	£436,196
TRO costs	J1		£112,500	£393,700	£172,100	£199,800	£84,300	£962,400
including TRO costs	J1		£166,115	£482,528	£225,238	£357,055	£167,661	£1,398,596
hours 567	J2	£258,439	£29,669	£58,588	£30,418	£90,660	£49,103	
PCNs 8	J2	£102,137	£13,758	£17,374	£13,053	£38,261	£19,682	
Total	J2	£360,576	£43,427	£75,962	£43,471	£128,921	£68,785	£360,566
TRO costs	J2		£112,500	£393,700	£172,100	£199,800	£84,300	£962,400
including TRO costs	J2		£155,927	£469,662	£215,571	£328,721	£153,085	£1,322,966
hours 567	J3	£249,661	£28,661	£56,598	£29,385	£87,581	£47,436	
PCNs 8	J3	£177,775	£23,946	£30,240	£22,720	£66,595	£34,257	
Total	J3	£427,436	£52,607	£86,838	£52,105	£154,176	£81,693	£427,418
TRO costs	J3		£112,500	£393,700	£172,100	£199,800	£84,300	£962,400
including TRO costs	J3		£165,107	£480,538	£224,205	£353,976	£165,993	£1,389,818
hours 567	J4	£123,652	£14,195	£28,032	£14,554	£43,377	£23,494	
PCNs 8	J4	£103,477	£13,938	£17,601	£13,224	£38,762	£19,940	
Total	J4	£227,129	£28,134	£45,633	£27,778	£82,140	£43,434	£227,119
TRO costs	J4		£112,500	£393,700	£172,100	£199,800	£84,300	£962,400
including TRO costs	J4		£140,634	£439,333	£199,878	£281,940	£127,734	£1,189,519

Annual Pro Rata expenditure based on individual base models

total hours	701
total PCNs	41332

	BG	С	М	N	Т
567%	11.48	22.67	11.77	35.08	19
8%	13.47	17.01	12.78	37.46	19.27

5 year summary Cost Calculations

				5 Year total in	come taken from	individual models			
Income				BG	с	м	N	т	
same for all models				£510,800	£1,227,956	£693,200	£1,327,880	£728,896	
			o Rata expen	diture based or	individual base	models			
		Total Expenditure	per year	BG	C	м	N	Т	
hours 567	J1	£3,919,544	£783,909	£449,964	£888,561	£461,330	£1,374,976	£744,713	
PCNs 8	J1	£918,913	£183,783	£123,778	£156,307	£117,437	£344,225	£177,075	
Total	J1	£4,838,457	£967,691	£573,741	£1,044,868	£578,767	£1,719,201	£921,788	
Operational surplus /deficit	J1			-£62,941	£183,088	£114,433	-£391,321	-£192,892	-£349,6
set up costs		£436,214		£53,615	£88,828	£53,138	£157,255	£83,361	£436,1
5 year cost excluding TRO costs	J1			-£116,556	£94,261	£61,295	-£548,576	-£276,253	-£785,8
TRO costs	-			£112,500	£393,700	£172,100	£199,800	£84,300	£962,4
5 year cost including TRO costs				-£229,056	-£299,439	-£110,805	-£748,376	-£360,553	-£1,748,
hours 567	J2	£3,919,544	£783,909	£449,964	£888,561	£461,330	£1,374,976	£744,713	
PCNs 8	J2	£859,222	£171,844	£115,737	£146,154	£109,809	£321,865	£165,572	
Total	J2	£4,778,766	£955,753	£565,701	£1,034,714	£571,139	£1,696,841	£910,285	
Operational surplus /deficit	J2			-£54,901	£193,242	£122,061	-£368,961	-£181,389	-£289,9
set up costs	J2	£360,576		£43,427	£75,962	£43,471	£128,921	£68,785	£360,5
5 year cost excluding TRO costs	J2			-£98,328	£117,280	£78,590	-£497,882	-£250,175	-£650,5
TRO costs	J2			£112,500	£393,700	£172,100	£199,800	£84,300	£962,4
5 year cost including TRO costs	J2			-£210,828	-£276,420	-£93,510	-£697,682	-£334,475	-£1,612,
hours 567	J3	£3,438,076	£687,615	£394,691	£779,412	£404,662	£1,206,077	£653,234	
PCNs 8	J3	£918,983	£183,797	£123,787	£156,319	£117,446	£344,251	£177,088	
Total	J3	£4,357,059	£871,412	£518,478	£935,731	£522,108	£1,550,328	£830,322	
Operational surplus /deficit	J3			-£7,678	£292,225	£171,092	-£222,448	-£101,426	£131,7
set up costs	J3	£427,436		£52,607	£86,838	£52,105	£154,176	£81,693	£427,4
5 year cost excluding TRO costs	J3			-£60,286	£205,387	£118,988	-£376,624	-£183,119	-£295,6
TRO costs	J3			£112,500	£393,700	£172,100	£199,800	£84,300	£962,4
5 year cost including TRO costs	J3			-£172,786	-£188,313	-£53,112	-£576,424	-£267,419	-£1,258,
hours 567	J4	£2,951,940	£590,388	£338,883	£669,205	£347,443	£1,035,541	£560,869	
PCNs 8	J4	£944,642	£188,928	£127,243	£160,684	£120,725	£353,863	£182,033	
Total	J4	£3,896,582	£779,316	£466,126	£829,888	£468,169	£1,389,403	£742,901	
Operational surplus /deficit	J4			£44,674	£398,068	£225,031	-£61,523	-£14,005	£592,2
set up costs	J4	£227,129		£28,134	£45,633	£27,778	£82,140	£43,434	£227,1
5 year cost excluding TRO costs	J4			£16,540	£352,434	£197,253	-£143,663	-£57,439	£365,1
TRO costs	J4			£112,500	£393,700	£172,100	£199,800	£84,300	£962,4
5 year cost including TRO costs	J4			-£95,960	-£41,266	£25,153	-£343,463	-£141,739	-£597,2
5 year cost individual model	B3			-£131,000	-£81,000	-£10,000	-£393,000	-£182,000	-£797,0
5 yr savings through a contractor	B3-J4			£35,040	£39,734	£35,153	£49,537	£40,261	£199,7
	total hours	701							
	L								

total PCNs 41332

	BG	BG C		N	Т	
567%	11.48	22.67	11.77	35.08	19	
8%	13.47	17.01	12.78	37.46	19.27	

APPENDIX BJoint working financial model J1. Enforcement in house. Joint
administration provided by a Gwent authority

CLIENT: Gwent Authorities

<u>VERSION:</u> Joint working

ALL ENFORCEMENT IN HOUSE ADMINISTRATION BY A GWENT AUTHORITY

MODEL OPTIONS SELECTED:

CIVIL ENFORCMENT OFFICER TIME ALLOCATION:

If the CIVIL ENFORCMENT OFFICERs have duties which reduce the effective time they will spend enforcing the parking regulations, this will be reflected by a proportional split being entered for the Other Duties (Enforcement Duties will adjust automatically). Actions: Enter required percentages under On-Street and/or Off-Street

ON-STREET PAY & DISPLAY CHARGING:

The model has three possible options which can be selected as follows: -

Current Select for no-change to the current status on implementation of DPE

New P&D-1 Includes the income and expenses derived from schedule "P&D-1"

New P&D-1&2 Includes the income and expenses derived from schedule "P&D-1" and schedule "P&D-2". Actions: Select one "Option" and copy over "Selected Option" to revise model

OFF-STREET CAR PARK CHARGING

The model has three possible options which can be selected as follows: -

Current Select for no change to tarrifs or transaction volumes

- Option 1 Considers revised tarrifs, transaction volumes and distributions of transaction by tarrif.
- Option 2 Considers same changes as Option 1 but for alternative tarrif structure.

Actions: Select one "Option" and copy over "Selected Option" to revise model

OFF-STREET CAR PARK TRANSACTION VOLUMES INCREASE

This is the estimated increase in transaction volumes experienced in Off-Street Car Parks post DPE.

- Apply percentage volume increase to "Current" Income
- Actions: Select the required option to apply or not apply the percentage change to "Current Income"; then Enter required percentage volume increase under "Selected Option"

OFF-STREET CAR PARK CHARGING IN FREE CAR PARKS

Selecting the "Yes" Option will include an estimated volume of transactions from Free Car Parks to be included in the calculation of "Off-Street Car Park Charging". It will also modify the Enforcement required now these Car Parks are charged for.

Actions: Select one "Option" and copy over "Selected Option" to revise model

CURRENT VAT RATE

The model will use this rate for all calculations involving VAT Actions: Enter current VAT rate under "VAT Rate"

LEASING RATES

The model uses 3 or 5 year periods for leasing items, as selected per item. Enter current rates per £1,000 per annum:

No	Parking Enforcement				
	Options:	Selected Option	Balance		
On-Street	0 - 100%	0%	100%		
Off-Street	0 - 100%	0%	100%		

Options:	Selected Option	Option Number			
Current	Current	1			
New P&D-1	Refresh PCN Tables after Changing Selection				
New P&D-1&2					

Options:	Selected Option
Current	Current
Option 1	
Option 2	

Options:	Selected Option
Yes or No	Yes
0 - 100%	1%

Options:	Selected Option
Yes	No
No	

Range	VAT Rate
0 - 100%	20.0%

Rate for 3 year leases:	£310				
Rate for 5 year leases:	£230				

MODEL VERSION:	Joint 1)
MODEL DATE:	16-Jul-17

CLIENT: Gwent Authorities

VERSION: Joint working

ALL ENFORCEMENT IN HOUSE ADMINISTRATION BY A GWENT AUTHORITY

SUMMARY OF MARGINAL INCOME & EXPENDITURE

START-UP =	Enter 1 - 3 1 MONTHS	SCH REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
	PCNs ISSUED				0	38,522	41,347	41,347	41,347	41,347
	PCN PAYMENTS CLAMP & REMOVAL PAYMENTS PERMIT PAYMENTS CAR PARK RECEIPTS ON STREET CHARGING NET C.COURT PROCEEDS	1 2 3 3 4		_	£0 £0 £0 £0 £0 £0	£683,351 £0 £23,200 £0 £20,516	£834,107 £0 £23,200 £0 £82,062	£834,107 £0 £0 £23,200 £0 £82,062	£834,107 £0 £23,200 £82,062 £82,062	£834,107 £0 £23,200 £0 £82,062
EXPENSES:	TOTAL PAYMENTS			– Inflation factor	£0	£727,067	£939,369 3%	£939,369 3%	£939,369 3%	£939,369 3%
	OPERATIONAL MANAGEMENT ON-STREET ENFORCEMENT OF-STREET ENFORCEMENT CLAMP & REMOVAL CONTROL TICKET & PERMITS PROCESSING PAY & DISPLAY TOTAL EXPENSES	5 6 7 8 9	1 1 1 1 1	£66,250 £92,180 £23,590 £0 £149,700 £0 £331,720	£10,945 £51,971 £13,503 £0 £28,075 £0 £104,493	£101,581 £623,646 £13,037 £0 £173,095 £0 £911,359	£104,629 £642,356 £13,428 £0 £178,287 £0 £938,699	£107,767 £661,626 £13,831 £0 £183,636 £0 £966,860	£111,000 £681,475 £14,246 £0 £189,145 £0 £995,866	£114,330 £701,919 £14,673 £0 £194,819 £0 £1,025,742
ANNUAL NET SU	JRPLUS OR (DEFICIT)			(£331,720)	(£104,493)	(£184,292)	£669	(£27,492)	(£56,498)	(£86,373)
CUMULATIVE N	ET SURPLUS OR (DEFICIT) EXCLUDING CA	APITAL		=	(£104,493)	(£288,785)	(£288,116)	(£315,608)	(£372,105)	(£458,479)
CUMULATIVE N	ET SURPLUS OR (DEFICIT)INCLUDING CA	PITAL		-	(£436,213)	(£620,505)	(£619,836)	(£647,328)	(£703,825)	(£790,199)
	NPV INTEREST RATE YEAR END NPVs (EXCLUDING CAPITA) NPV INTEREST RATE	6% L) 6%				(£278,354)	(£277,758)	(£300,841)	(£345,592)	(£410,135)
N - 4	YEAR END NPVs (INCLUDING CAPITAL				_	(£610,074)	(£609,478)	(£632,561)	(£677,312)	(£741,855)

Notes:-

1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.

SCH REF - Reference to the detailed working schedules attached.
 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

MODEL VERSION:	Joint 1)
MODEL DATE:	16-Jul-17

VERSION: Joint working

SCHEDULE 1

ON-STREET & OFF STREET PAYMENTS

PCN ISSUE & PAYMENTS

Projected Number of PCNs	41,348		PCNs ISSUED	%PAID	PCNs PAID	% PAID BY BAND	VOLUME PAID	AMOUNT PAID	
Off-street PCN Higher Level	£70.00		702	75%	527	10%	70	£4,914	
50% Discount	£35.00					63%	442	£15,479	
50% Premium	£105.00		0.004	750/	0.000	2%	14	£1,474	£21,867
Off-street PCN Lower Level 50% Discount	£50.00 £25.00		9,331	75%	6,998	10% 63%	933	£46,655	
50% Discount 50% Premium	£25.00 £75.00					2%	5,879 187	£146,963 £13,997	£207,615
On-street PCN Higher Level	£70.00		21,920	75%	16,440	10%	2,192	£153,440	2207,010
50% Discount	£35.00		,,		,	63%	13,810	£483,336	
50% Premium	£105.00					2%	438	£46,032	£682,808
On-street PCN Lower Level	£50.00		9,394	75%	7,046	10%	939	£46,970	
50% Discount	£25.00					63%	5,918	£147,956	
50% Premium	£75.00					2%	188	£14,091	£209,017
			41,347	75%	31,010	_	31,010	£1,121,307	
							0	ff-street total:	£229,482
							0	n-street Total:	£891,825
								_	£1,121,307
CURRENT RECEIPTS		Net ECN Value						-	
On-Street - 1	£20.00	£20.00	0		-		0	£0	
On-Street - 2	£40.00	£40.00			-		0	£0	
On-Street - 3	£0.00	£0.00			-		0	£0	
				0.0%					
Off-Street - 1	£30.00	£30.00	0	61.0%	-		0	£0	
Off-Street - 2	£60.00	£60.00		10.0%	-		0	£0	
Off-Street - 3	£40.00	£40.00	-	0.0%	-		0	£0	
			0	0.0%	0	-	0	£287,200.00	
TOTAL / MARGINAL RECEIPTS			41,347		31,010	_	31,010	£834,107	

SCHEDULE 2

PERMIT PAYMENTS				UNIT	PROPOSED	
PERMIT ISSUES AND REVENUE BY PERMIT TYPE:	TOTAL	NOW	NEW	COST	INCREASE	AMOUNT
Permit - Staff/Public	0	0	0	£0	£0	£0
Permit - Business	0	0	0	£0	£0	£0
Permit - Doctor	0	0	0	£0	£0	£0
Permit - Resident	0	0	0	£0	£0	£0
Permit - Visitor	0	0	0	£0	£0	£0
Permit -	0	0	0	£0	£0	£0
TOTAL PERMITS	0	0	0		_	£0

SCHEDULE 3

PAY & DISPL	AY AND CAR PARK RECE	PTS				AMOUNT	
			TOTAL	NOW	NEW		
ON-STREET	PAY & DISPLAY - AREA 1		£0	£0	£0	£0	
ON-STREET	PAY & DISPLAY - AREA 2		£0	£0	£0	£0	
CAR PARK IN	ICOME INCREASE	Current	£0	£0	£0	£0	
FREE CAR P	ARKS CHARGED	No	£0	£0	£0	£0	
VOL. INCREA	ASE ONLY ON-STREET	1%	£0	£0	£0	£0	
VOL. INCREA	ASE ONLY OFF-STREET	1%	£0	£0	£0	£23,200	(
TOTAL RECE	IPTS					£23,200	

SCHEDULE 4

PROCEEDS FROM COUNTY COURT & SUBSEQUENT ACTION

PROCEEDS FROM ACTION	(See AW04)	£122,582
COSTS OF ACTION		(£40,520)
NET PROCEEDS		£82,062

MODEL VERSION:	Joint 1)
MODEL DATE:	16-Jul-17

0

Workings

Joint 1)
16-Jul-17

CLIENT: Gwent Authorities

VERSION: Joint working

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

SCHEDULE 5

OPERATIONAL MANAGEMENT

	OPERATIONAL MANAGEMENT									
DESCRIPTION:	MODEL ASSUMPTION	%		TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
STAFFING / SALARY:										
Parking Manager				3.8	2.1	1.7	£35,000	£59,500		
Parking Team Leader Parking officer				1.0 0.0	1.0 0.0	0.0 0.0	£23,000 £22,000	£0 £0		
TOTAL STAFF / SALARY COSTS				4.8	3.1	1.7	-	£59,500	£0	£0
OTHER STAFFING COSTS:										
Salary Overhead Costs	Percentage of Salary		32.7%					£19,457		
Accommodation Costs - Mgt.	Annual Charge/New Office		52.170	5	3	2	£2,750	£4,950		
Accommodation Costs - Staff	Annual Charge/New Office			0	0	0	£2,750	£0		£0
Uniform Costs	Cost Per Head						£450	£0		
Initial Recruitment Costs	Cost Per New Head					2	£400		£680	
Staff Turnover Recruitment	% Turnover of Headcount		30.0%	1		1	£100	£100		
TOTAL OTHER STAFF COSTS							-	£24,507	£680	£0
OFFICE EQUIPMENT										
Office Equipment Set-up	Cost Per Head			3	0	3	£600	0000	£1,800	
Maintenance	Cost Per Head			3	0	3	£100	£300		
COMPUTER EQUIPMENT PC	Cost Per Head			3	0	3	£1,000			£3,000
PC PC Software	Cost Per Head			5	0	5	£350			£3,000 £1,750
Printer	Cost Per Head			5	0	5	£350 £400			£1,750 £400
Networking	Cost Per Head			1	1	0	£400 £1,000		£0	2400
Equipment Lease	Lease over 3 or 5 years		Lea	se Period in Yea		0	£0	£0	20	
Maintenance	Cost of Equipment		20.0%	Se l'enou in rea	13 (01 0) -	0	20	£1,030		
	Cost of Equipment		20.070				-			
TOTAL EQUIPMENT COSTS								£1,330	£1,800	£5,150
OTHER COSTS:										
Telephone expenses	Cost Per Head			5	3.1	1.9	£400	£760		
Public relations	Estimate					1	£1,000	£5,000		£25,000
Consultancy costs	Set-Up expenses									£35,000
TRO/GIS set-up	Survey and mapping of TROs on-site									£0
Signs & Lines remedial works	Set-Up expenses									£0
Signs conversion in car parks					0		£0			£0
TRO and OSPPO conversion	Legal									£0
Lease car								£0		
Training - Set-up	Cost Per Head -all staff			5.0	0	5	£550			£1,100
Training - on-going	Cost Per Head -all staff			5.0	0	5	£250	£1,250		
Departmental Overheads	% of Total Operating Costs		10.0%					£9,235		
TOTAL OTHER COSTS							-	£16,245 £0	£0	£61,100
TOTAL ANNUAL EXPENSES / SET	-UP COSTS						-	£101,581	£2,480	£66,250
							=	•	•	<u> </u>

CLIENT: Gwent Authorities

VERSION: Joint working

SCHEDULE 6

ON STREET ENFORCEMENT

	ON STREET ENFORCEMENT									
DESCRIPTION:	MODEL ASSUMPTION	%		TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
STAFFING / SALARY:										
PARKING MANAGER & ENFORCEM	IENT MANAGER			0.00	0.00	0.00	£0	£0		
Supervisor				3.00	0.00	3.00	£22,000	£66,000		
TUPEd Supervisors				0.00	0.00	0.00	£0	£0		
Team Leaders				0.00	0.00	0.00	£0	£0		
CEOs			19.8	16.80	0.00	16.80	£18,500	£310,800		
TUPEd CEOs TOTAL STAFF / SALARY COSTS				0.00 19.80	0.00	0.00 19.80	£0 _	£0 £376,800	£0	£0
OTHER STAFFING COSTS:				10.00	0.00	10.00		2010,000	20	20
Salary Overhead Costs	Salary		30.0%	10.0		10.0		£113,040		
Accommodation Costs	Cost Per Head			19.8	0.0	19.8	£0	£0	644.464	£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		50.0%	19.8	0.0	19.8	£579	05 700	£11,464	
Uniform Maintenance Initial Recruitment Costs	Original Costs Estimate		50.0%					£5,732	£1,000	
Staff Turnover Recruitment	% Turnover of Headcount		30.0%	6.0		6.0	£400	£2,400	£1,000	
Uniform Replacement Costs	New staff		30.078	0.0		6.0	£400 £200	£1,200		
Uniform Stock Costs	Original Costs		0.0%			0.0	1200	£1,200	£0	
	Original Costs		0.070						20	
TOTAL OTHER STAFF COSTS							-	£122,372	£12,464	£0
OFFICE EQUIPMENT										
Office Equipment Set-up	Cost Per Manager / Supervisor			4.0	0.0	4.0	£600		£2,400	
Maintenance	Cost Per Head			21.0	0.0	21.0	£100	£2,100		
Radio base station				0.0	0.0	0.0	£550			£0
No. of Sets of Equipment for CEOs						20.0				
Personal video						21.0	£150			£3,150
Batteries & chargers						21.0	£0			£0
HHCT/ Android	HHCT+Case+printer					21.0	£2,950			£61,950
HHCT Software	Per HHC					20.0	£250			£5,000
HHCT Spares	Spares Holding %		5.0%			2.0	£2,950			£5,900
HHCT Chargers	Per Number of HHCT					20.0	£20			£400
Digital cameras	Per CEO					20.0	£0			£0
PCs (including software)				2.0	0.0	2.0	£340			£680
PC Installation				2.0	0.0	2.0	£200		£400	0050
Printer				1.0	0.0	1.0	£250			£250
Equipment Lease	3 year lease rate per £1,000			se Period in Yea	ars (or 0) =	0	£0	£0		
Maintenance	Cost of Equipment		20.0%				£0	£15,416		
TOTAL EQUIPMENT COSTS								£17,516	£2,800	£77,330
OTHER COSTS:										
Tickets issued	Volume + % Spoilt		5.0%	32,880		32,880	£0.20	£6,576		
Telephone expense	Estimate						_	£0		
Stationery / Consumables	Estimate					19.8	£40.00	£792		
Training - Set-up	Cost Per Head - all staff			20	0	20	£750			£14,850
Training	Cost Per Head - all staff			20	0	20	£200	£3,960		
Private mileage	Essential car user allowance				-		£0.440	£0		
Car	Purchase			5	0	5	£10,000	044 500		£0
	Lease over 3 or 5 years		Lea	ise Period in Yea		5	£230	£11,500		
050.0	Operating Costs			5	0	5	£4,113	£20,563		
CEO Scooters	Purchase			0 Desired in Ma	0	0	£2,500			£0
	Lease over 3 or 5 years		Lea	ise Period in Yea		0	£0	£0		
	Operating Costs			0	0	0	£1,800	£0		
CEO Transport	Protective Clothing/Helmets			0 1	0	0 1	£600 £12.000	£0		<u></u>
CEO Transport	Purchase Lease over 3 or 5 years		1			5	£12,000	£0 760		£0
	•		Lea	ise Period in Yea 1	ars (or u) = 0	5 1	£230 £4.113	£2,760 £4,113		
Departmental Overheads	Operating Costs % of Total Operating Costs		10.0%	1	U	I	£4,113	£4,113 £56,695		
TOTAL OTHER COSTS	, or rotal operating COSIS		10.070				-	£106,958	£0	£14,850
less cost to Police										
							-			

TOTAL ANNUAL EXPENSES / SET-UP COSTS

£623,646 £15,264 £92,180

MODEL VERSION:	Joint 1)
MODEL DATE:	16-Jul-17

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION	

CLIENT: Gwent Authorities

VERSION: Joint working

SCHEDULE 7

OFF STREET ENFORCEMENT

	OFF STREET ENFORCEMENT								
DESCRIPTION:	MODEL ASSUMPTION	%	TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
STAFFING / SALARY:									
Senior Supervisor			0.00	0.00	0.00	£0	£0		
Supervisor			0.00	0.00	0.00	£0	£0		
Team Leaders			0.00	0.00	0.00	£0	£0		
CEOs		7.0	7.00	7.00	0.00	£18,500	£0		
TOTAL STAFF / SALARY COSTS			7.00	7.00	0.00	-	£0	£0	£0
OTHER STAFFING COSTS:									
Salary Overhead Costs	Salary	30.0%					£0		
Accommodation Costs	Cost Per Head		7.0	7.0	0.0	£1,250	£0	04.050	£0
Uniform Initial Costs Uniform Maintenance	Uniformed CEO's & Supervisors	50.0%	7.0	7.0	0.0	£579	C2 027	£4,053	
Initial Recruitment Costs	Original Costs Estimate	50.0%					£2,027	£0	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	2.0		2.0	£250	£500	20	
Uniform Replacement Costs	New staff	001070	2.0		2.0	£200	£400		
Uniform Stock Costs	Original Costs	0.0%						£0	
TOTAL OTHER STAFF COSTS						-	C2 027	C4 052	£0
							£2,927	£4,053	£0
OFFICE EQUIPMENT									
Office Equipment Set-up	Cost Per Manager / Supervisor		7.0	0.0	7.0	£600	0700	£4,200	
Maintenance	Cost Per Head		7.0	0.0	7.0	£100	£700		00
Radio base station			0.0	0.0	0.0 7.0	£550			£0
No. of Sets of Equipment for CEOs Personal video					7.0	£150			£1,050
Batteries & chargers					0.0	£150			£0
HHCT/ Android	HHCT+Case+printer				7.0	£2,950			£20,650
HHCT Software	Per HHC				7.0	£250			£1,750
HHCT Spares	Spares Holding %	5.0%			0.0	£2,950			£0
HHCT Chargers	Per Number of HHCT				7.0	£20			£140
Digital cameras	Per CEO				7.0	£0			£0
PCs (including software)			0.0	0.0	0.0	£340			£0
PC Installation			0.0	0.0	0.0	£200		£0	
Printer	2		0.0	0.0	0.0	£250	60		£0
Equipment Lease Maintenance	3 year lease rate per £1,000 Cost of Equipment	20.0%	Lease Period in Ye	ars (or 0) =	0	£0 £0	£0 £4,718		
TOTAL EQUIPMENT COSTS						-	£5,418	£4,200	£23,590
OTHER COSTS:									
Tickets issued	Volume + % Spoilt	5.0%	10,535		10,535	£0.20	£2,107		
Telephone expense	Estimate						£0		
Stationery / Consumables	Estimate				0.0	£40.00	£0		
Training - Set-up	Cost Per Head - all staff		7	0	7	£750		£5,250	
Training	Cost Per Head - all staff		7	0	7	£200	£1,400		
Private mileage	Essential car user allowance		- 2	- 2	- 0	£0.440	£0		CO
Car	Purchase Lease over 3 or 5 years		Lease Period in Ye		5	£10,000 £230	£0		£0
	Operating Costs		2	2	0	£4,113	£0		
CEO Scooters	Purchase		0	0	0	£2,500	20		£0
	Lease over 3 or 5 years		Lease Period in Ye		0	£0	£0		
	Operating Costs		0	0	0	£1,800	£0		
	Protective Clothing/Helmets		0	0	0	£600	£0		
CEO Transport	Purchase		0	0	0	£12,000			£0
	Lease over 3 or 5 years		Lease Period in Ye		0	£0	£0		
	Operating Costs		0	0	0	£4,113	£0		
Departmental Overheads	% of Total Operating Costs	10.0%	•			-	£1,185	05 050	
TOTAL OTHER COSTS	less current enforcement costs inc over	heads					£4,692 £0	£5,250	£0
TOTAL ANNUAL EXPENSES / SET-	UP COSTS					-	£13,037	£13,503	£23,590
						-			

MODEL VERSION: Joint 1) MODEL DATE: 16-Jul-17

Workings

MODEL VERSION:	Joint 1)
MODEL DATE:	16-Jul-17

CLIENT: Gwent Authorities

VERSION: Joint working

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

TICKET & PERMIT PROCESSING TOTAL UNITS NEW UNIT ANNUAL TOTAL SET-UP SET-UP		I: Joint working									
Description:MODEL ASSUMPTIONV,MNTNOVUNTSCOSTSDEFENSEPERFENSECAPTALESTATEMENG0.0<	SCHEDULE 8	TICKET & PERMIT PROCESSING									
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$ \begin{array}{cccccccccccccccccccccccccccccccccccc$	Network Cabling	Cabling			8	0	8	£50		£400	
$\begin{tabular}{ c $	Computer System Lease	Lease over 3 or 5 years		Leas	e Period in Ye	ars (or 0) =	0	£0	£0		
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Initial training 7.0 £550 £3,850									۵.4,000		£3.850
Training 7 £250 £1,750									£1,750		,
Departmental Overheads % of Total Operating Costs 10.0% <u>£15,736</u>	Departmental Overheads	% of Total Operating Costs		10.0%				_	£15,736		
TOTAL OTHER COSTS £85,831 £0 £84,850	IUTAL OTHER COSTS								£85,831	£0	£84,850
TOTAL ANNUAL EXPENSES / SET-UP COSTS £13,650 £149,700	TOTAL ANNUAL EXPENSES / SET-	-UP COSTS						_	£173,095	£13,650	£149,700

MODEL VERSION: MODEL DATE:

VOLUME

Joint 1)

AMOUNT

16-Jul-17

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

CLIENT: Gwent Authorities

VERSION: Joint working

ADDITIONAL WORKINGS

(AW01) PAYMENTS BY LOCATION:	<u>%</u>	NUMBER	VALUE
MAILED PAYMENTS	40%	12,404	£448,519
TELEPHONE PAYMENTS	25%	7,753	£280,342
INTERNET PAYMENTS	35% _	10,854	£392,472
TOTAL PAYMENTS	_	31,011	
AVERAGE PAYMENT VALUE		£36.16	

(AW02) PAYMENT DISTRIBUTION BY TIME OF PAYMENT

PAYMENTS MADE AT DISCOUNT LEVEL	26,049	£793,734
PAYMENTS MADE BEFORE CHARGE CERTIFICATE	4,135	£251,979
POST CHARGE CERTIFICATE PAYMENTS	827	£75,594
TOTAL PAYMENTS:	31,010	£1,121,307

(AW03) ESTIMATED LEVELS OF CORRESPONDENCE / TRANSACTIONS

NB: TOTAL VOLUMES, NOT MARGINAL VOLUMES

Receipts	Mailed Payments			12,404
Correspondence	% of Tickets Issued		50%	20,674
Pocket books checked	% of Tickets Issued		6%	2,481
Meter checks	% of Tickets Issued		1%	413
Site visits	% of Tickets Issued		1%	413
TRO/map checks	% of Tickets Issued		1%	413
Permits applications	Number of Permits Issued			0
Permits Correspondence	% of Number of Permits		50%	0
Cases to DVLA	Tickets Issued less Payments before Notice			15,298
DVLA successful responses	% of Cases to DVLA		95%	14,533
Manual DVLA VQ5 responses	% of Cases to DVLA		5%	765
Notices (NTOs)	DVLA successful responses			14,533
Charge Certificates	% of NTOs		45%	6,540
Telephone Calls	% of Tickets Issued		50%	20,674
Personal visits at Reception	% of Tickets Issued		5%	2,067
Permits Telephone calls	% of Number of Permits		50%	0
Representations	% of Notices		33%	4,796
Notices of Rejection	% of Representations		75%	3,597
Adjudication Cases	% of Notices of Rejection		9%	324
PCNs cancelled	% of PCNs issued		11%	1,033
C.Court Registrations	Eligible Cases - See AW04			5,065
Enforcement Agents	EA Action - See AW04			4,305
TOTAL CORRESPONDENCE / TR				130,330
VOLUME PER D	AY Based on 225 days / year	579		

ADDITIONAL WORKINGS - CONTINUED

(AW04) COUNTY COURT ESTIMATE

ANNUAL PROJECTION OF ISSUE		41,347
NO. OF CASES STILL OPEN AFTER 72 DAYS:		10,337
% OF THESE FOR MULTIPLE OFFENDERS:	5%	517
% OF THESE ALREADY REGISTERED:	2%	207
% OF THESE WITH CURRENT CORRESPONDENCE, ETC	7%	724
% OF THESE WITH < £20 DUE	10%	1,034
% OF THESE OUTSIDE JURISDICTION:	2%	207
% WITH NO GOOD NAME AND ADDRESS:	25%	2,584
ELIGIBLE CASES:		5,065
ANNUAL COST OF REGISTRATION:	£8.00	£40,520
% OF THESE PAYING AFTER REGISTRATION CERTIFICATE:	15%	760
AVERAGE PCN VALUE AT THIS STAGE:		£91.41
REVENUE FROM REGISTRATION PAYEES:		£69,452
CASES ELIGIBLE FOR WARRANT REQUEST:		4,305
% AGAINST WHICH EA ACTION TAKEN:	90%	3875
% PAYING AFTER EA ACTION:	15%	581
REVENUE FROM EA ACTION:		£53,131
% OF PROCEEDS RETAINED BY EA:	0%	£0
NET COUNTY COURT PROCEEDS		£82,062

TICKETS ISSUED AT: £70	702
TICKETS ISSUED AT: £50	9,331
TICKETS ISSUED AT: £70	21,920
TICKETS ISSUED AT: £50	9,394
CHARGE BAND: £70	£70
CHARGE BAND: £50	£50
CHARGE BAND: £70	£70
CHARGE BAND: £50	£50
TOTAL REVENUE(IGNORING DISCOUNT IMPACT):	£2,519,790
AVERAGE PCN VALUE:	£61
AVERAGE INCREMENTED PCN VALUE:	£91

Workings

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

CLIENT: Gwent Authorities

VERSION: Joint working

(AW05) ESTABLISHMENT

Staffing	Total	Current	New
Operational Management	4.80	3.10	1.70
On Street Enforcement	19.80	0.00	19.80
Off Street Enforcement	7.00	7.00	0.00
Removal CEOs	0.00	0.00	0.00
Ticket & Permit Processing	6.40	4.10	2.30
Machine maintenance	0.00	0.00	0.00
Total Staffing	38.00	14.20	23.80
CEO's Only	23.80	7.00	16.80

(AW06) VEHICLE USAGE COSTS

	Car/MPV Costs		
ltem	Volume	<u>Unit</u>	Cost
Miles per day	70		
Days per week	6		
Weeks per year	50		
Miles per year	21,000		
Miles per gallon	45		
Price per gallon	£6.00	gallon	
Fuel costs		-	£2,800
Service cost	£250	each service	
Service Interval	12,000	miles	
Annual Service costs			£438
Road Fund Licence			£150
Insurance			£225
Repairs			£500
Topuno			£4,113
	Scooter Costs		
ltem	Volume	<u>Unit</u>	Cost
Miles per day	40		
Days per week	6		
Weeks per year	50		
Miles per year	12,000		
Miles per gallon	75		
Price per gallon Fuel costs	£6.00	gallon	£960
Fuel costs Service cost	C100	each service	£960
Service Interval	5,000		
Annual Service costs	5,000	TIMES	£240
Road Fund Licence			£75
Insurance			£225
Repairs			£300
			2000

(AW07) UNIFORMS

ITEM	<u>UNIT COST</u>	NUMBER REQUIRED PER CEO	<u>TOTAL</u> ONE-OFF SET-UP	<u>TOTAL</u> <u>ANNUAL</u> <u>RECURRING</u>
Anorak/Coats	£85.00	1	£85.00	
Shirts/Blouses	£9.95	6	£59.70	£29.85
Nato style Pullovers	£19.50	2	£39.00	
Trousers/skirts	£31.00	4	£124.00	£62.00
Ties	£3.20	1	£3.20	
Gloves	£19.95	1	£19.95	
Scarves	£5.95	1	£5.95	
Shoes	£30.00	3	£90.00	£45.00
Hats	£42.00	1	£42.00	
Shoulder badges	£2.80	16	£44.80	
Flashes	£5.20	2	£10.40	
Fleece jacket	£25.00	1	£25.00	
Bag	£30.00	1	£30.00	
			£579.00	£136.85

MODEL VERSION: Joint 1) MODEL DATE: 16-Jul-17

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION CLIENT: Gwent Authorities VERSION: Joint working		MODEL VERSION: MODEL DATE:	Joint 1) 16-Jul-17
CEO RESOURCE CALCULATION:			
ON -STREET ENFORCEMENT CEOs			
Patrol hours required On -Street			517.00 CEO Hours/week
Travelling Time Estimate	No. of CEOs: Hours/CEO/day:	18.29 0.4	43.89 CEO Hours/week
Total FTE CEOs Required On-Street	Total Hours / week Eff't CEO hrs/week		560.89 28.27 19.84
OFF-STREET CAR PARKS CEOs		Ηοι	ırs/week
Patrol hours required for Off-Street car parks			184.30 CEO Hours/week
Travelling Time Estimate	No. of CEOS: Hours/CEO/day:	6.52 0.4	15.65 CEO Hours/week
Total FTE CEOs Required Off-Street TOTAL FTE CEOs REQUIRED	Total Hours / week Eff't CEO hrs/week		199.95 28.27 7.07 26.91
Workings for Calculation of Full Time Equivalent (FTE) CEOs Required			

ON-STREET CEOs

Calculation of Absence Factor

Days in the Year	52	5	260
Public Holidays			-8
Holidays			-27
Sickness	7.0%		-15
Days Available / Year		_	210
Working Weeks / Year		42.00	
Absence Factor			19%

OFF-STREET CEOs

Calculation of Absence Factor

Days in the Year	52	5	260
Public Holidays			-8
Holidays			-27
Sickness	7.0%		-15
Days Available / Year			210
Working Weeks / Year	_	42.00	

Absence Factor

	On street	Off street
Allocation of CEO time:	Hours/week	Hours/week
Blaenau Gwent	50.00	-
Caerphilly	131.00	63
Monmouthshire	75.00	72
Newport City	172.00	44
Torfaen	89.00	5
Total:	517.00	184

CEO Working Day & Effective Patrol Hours

Average Shift Hours		7 40	
Less: Local Travel & Admin		0.40	
Average Patrol Hours Per Day		7.00	
Days Per Week		5.00	
Patrol Hrs Per Week		35.00	
Ambassadorial Duties	0%	33.00	no other duties
Ambassadonal Dulles	0%	-	no other duties
Absence Factor		1.19	
Effective Patrol Hours / Week		28.27	

CEO Working Day & Effective Patrol Hours

Average Shift Hours		7.40	
Less: Local Travel & Admin		0.40	
Average Patrol Hours Per Day		7.00	-
Days Per Week		5.00	
Patrol Hrs Per Week		35.00	
Ambassadorial Duties	0%	-	no other duties
Absence Factor		1.19	
Effective Patrol Hours / Week		28.27	

19%

MODEL VERSION:	Joint 1)
MODEL DATE:	16-Jul-17

-

41,347

100%

CLIENT: Gwent Authorities

VERSION: Joint working

CALCULATION OF PCNS ISSUED

DISTRICT	Total Hours	Effective Patrol	FTE	PCN rate	Effective	PCNs	Weeks/	PCNs/	
	per Week	Hours/Week/CEO	CEOs	Per Week	PCN Rate	lssued/Wk	Year	Year	
Blaenau Gwent	50.00	28.27	1.77	47	47	84	42.00	3,521	1.35
Caerphilly	131.00	28.27	4.63	43	43	197	42.00	8,278	1.22
Monmouthshire	75.00	28.27	2.65	37	37	97	42.00	4,087	1.05
Newport City	172.00	28.27	6.08	41	41	249	42.00	10,462	1.17
Torfaen	89.00	28.27	3.15	38	38	118	42.00	4,967	1.07
Sub-Total	517.00								
Travelling Time Estimate	43.89	28.27	1.55	0	0	0	42.00	0	1.16
-									
	560.89		19.84	1		746		31,314	75.7%

OFF-STREET

CAR PARKS	Total Hours	Effective Patrol	FTE	PCN rate	Effective	PCNs	Weeks/	PCNs/	
	per Week	Hours/Week/CEO	CEOs	Per Week	PCN Rate	Issued/Wk	Year	Year	
Blaenau Gwent	0.00	28.27	0.00	0	0	0	42.00	0	1
Caerphilly	63.10	28.27	2.23	32	32	71	42.00	2,972	0.91
Monmouthshire	72.20	28.27	2.55	33	33	84	42.00	3,508	0.93
Newport City	44.00	28.27	1.56	52	52	80	42.00	3,380	1.48
Torfaen	5.00	28.27	0.18	24	24	4	42.00	175	0.67
sub total	184.30	1							
Travelling Time Estimate	15.65	28.27	0.55	0	0	0	42.00	0	1.05
	199.95		7.07	•	•	239	•	10,034	. 24.3%

REMOVALS

	TOTAL PCN PROJECTION:		41,348	
On-street PCNs issued at HIGHER level:	% of On-street PCNs:	70%	21,920	53%
On-street PCNs issued at LOWER level:	% of On-street PCNs:	30%	9,394	23%
Off-street PCNs issued at HIGHER level:	% of Off-street PCNs:	7%	702	2%
Off-street PCNs issued at LOWER level:	% of Off-street PCNs:	93%	9,331	23%
			41,347	100%
	PCNs issued at HIGHER level:		22,622	55%
	PCNs issued at LOWER level:		18,725	45%

VERSION	T: Gwent Authoritie	MODEL DA						
	N: Joint working	<u>s</u>		16-Jul-17	1			
CASH FLOW ANALYSIS	t. <u>Joint Working</u>				START-UP			
	PCNs ISSUED PCNs ISSUED			41,347 3,446 2,609 836				
MONTH NUMBER					-3	-2	-1	START-UP
			START UP % O Growth Rate	F PCNs ISSUED No. Growth Periods	0%	0%	0%	
MONTHLY PCN ISSUE	ON-STREET OFF-STREET	DON	6% 6%	6 0	0	0	0 0	
MONTHLY ECN ISSUE	TOTAL:	PCNs ECNs			0	0	0	0
MARGINAL REVENUE ECNs REVENUE EXCLUDED ECNs REVENUE EXCLUDED		PER YEAR		(£287,200) (£23,933)				
PCNs AT DISCOUNT PAYMENT LEV PCNs DISCOUNT PAYMENT LEVEL	/EL	PER YEAR		£793,734 £66,144	£0	£0	£0	
PCNs FULL PAYMENT LEVEL PCNs FULL PAYMENT LEVEL		PER YEAR		£251,979 £20,998	£0	£0	£0	
PCNs INCREMENTED PAYMENT LE PCNs INCREMENTED PAYMENT LE		PER YEAR	TH	£75,594 £6,299	£0	£0	£0	
TIME DELAY IN PAYMENTS	ECNs DISCOUNT NORMAL INCREMENTED	3 1 2		r: <u>£834,107</u>	- £0 £0 £0 £0	£0 £0 £0 £0	£0 £0 £0 £0	£0 £0 £0 £0
	TOTAL ECN / PC	N PAYMEN	TS RECEIVED		£0	£0	£0	£0
PERMITS NEW PERMIT ISSUE DISTRIBUTION	I				10%	20%	30%	
<u>PERMIT VOLUMES</u> NEW PERMIT ISSUE VOLUMES				0	0	0	0	
PERMIT REVENUE NEW PERMIT ISSUE INCOME			PER YEAR	£0	£0	£0	£0	
	TOTAL PERMIT I	SSUE PAYN	MENTS RECEIVE	D	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIONAL ON STREET CHARGING - ADDITION CLAMP & REMOVAL OPERATIONS NET COUNTY COURT PROCEEDS	AL REVENUE ONL				£0 £0 £0 £0	£0 £0 £0 £0	£0 £0 £0 £0	03 03 03 03
EXPENSES ADDITIONAL EXPENSE ONE-OFF SET-UP EXPENSE			START UP = PER YEAR PER MONTH ONE-OFF COST	1 (£911,359) (£75,947) Г (£44,897)	£0 £0	£0 £0	(£75,947) (£44,897)	(£75,947) (£44,897)
	MONTHLY SURP	LUS / (DEFI	CIT)		£0	£0	(£120,844)	(£120,844)
	CUMULATIVE MO	ONTHLY BAI	LANCE		£0	£0	(£120,844)	

The cashflow assumes that the additional expenses of the new operations will be incurred immediately. The marginal impact of Pay & Display revenue is accounted for after implementation.

CASH FLOW ANALYSIS

MODEL VERSION:	Joint 1)
MODEL DATE:	16-Jul-17
went Authorities	

CLIENT: Gwent Authorities VERSION: Joint working

FIRST 12 MONTHS OF OPERATION

PCNs ISSUED	PER YEAR		41,	347
PCNs ISSUED	PER MONT	ГН	3,4	446
	being:	ON-STREET	2,0	509
		OFF-STREET	1	836

MONTH NUMBER			Г	1	2	3	4	5	6	7	8	9	10	11	12	12 MTHS
		START UP % OF														
			No. Growth Periods													
MONTHLY PCN ISSUE	ON-STREET	6%	6	1,840	1,950	2,067	2,191	2,322	2,462	2,609	2,609	2,609	2,609	2,609	2,609	
	OFF-STREET TOTAL:	6% PCNs	0 -	2,676	<u>836</u> 2,786	2,903	836 3,027	<u>836</u> 3,159	836 3,298	836 3,446	836 3,446	<u>836</u> 3,446	836 3,446	836 3,446	836 3,446	38,522
MONTHLY ECN ISSUE		ECNs	-	0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE ECNs REVENUE EXCLUDED ECNs REVENUE EXCLUDED		PER YEAR PER MONTH	(£287,200) (£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	
PCNs AT DISCOUNT PAYMENT LE PCNs DISCOUNT PAYMENT LEVE		PER YEAR PER MONTH	£793,734 £66,144	£51,365	£53,484	£55,730	£58,110	£60,634	£63,309	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	
PCNs FULL PAYMENT LEVEL PCNs FULL PAYMENT LEVEL		PER YEAR PER MONTH	£251,979 £20,998	£16,306	£16,979	£17,692	£18,448	£19,249	£20,098	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	
PCNs INCREMENTED PAYMENT I PCNs INCREMENTED PAYMENT I		PER YEAR PER MONTH Per Year:	£75,594 £6,299 £834,107	£4,892	£5,094	£5,308	£5,534	£5,775	£6,029	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	
TIME DELAY IN PAYMENTS	ECNs DISCOUNT NORMAL INCREMENTED	MONTHS FROM ISSUE 3 (RANGE 0 - 3) 1 (RANGE 0 - 2) 2 (RANGE 0 - 3) 0 6		£0 £0 £0 £0	£0 £51,365 £0 £0	£0 £53,484 £16,306 £0	(£23,933) £55,730 £16,979 £0	(£23,933) £58,110 £17,692 £0	(£23,933) £60,634 £18,448 £0	(£23,933) £63,309 £19,249 £4,892	(£23,933) £66,144 £20,098 £5,094	(£23,933) £66,144 £20,998 £5,308	(£23,933) £66,144 £20,998 £5,534	(£23,933) £66,144 £20,998 £5,775	(£23,933) £66,144 £20,998 £6,029	(£215,400) £673,354 £192,765 £32,632
	TOTAL ECN / P	CN PAYMENTS RECEIVED	-	£0	£51,365	£69,790	£48,775	£51,869	£55,148	£63,516	£67,403	£68,517	£68,744	£68,984	£69,239	£683,351
PERMITS NEW PERMIT ISSUE DISTRIBUTIO	N		Г	25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES NEW PERMIT ISSUE VOLUMES		٥	L	0	0	0	0	0	0	0	0	0	0	0	0	
PERMIT REVENUE NEW PERMIT ISSUE INCOME		PER YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	TOTAL PERMIT	ISSUE PAYMENTS RECEIVED	-	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITION ON STREET CHARGING - ADDITIO CLAMP & REMOVAL OPERATION NET COUNTY COURT PROCEEDS	ONAL REVENUE ON S - ADDITIONAL RE	ILY	-	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £6,839	£1,933 £0 £0 £6,839	£1,933 £0 £0 £6,839	£23,200 £0 £0 £20,516
EXPENSES ADDITIONAL EXPENS ONE-OFF SET-UP EXPENS		START UP = PER YEAR PER MONTH ONE-OFF COST	1 (£911,359) (£75,947) (£44,897)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£911,359) £0
	MONTHLY SUR	RPLUS / (DEFICIT)	-	(£74,013)	(£22,648)	(£4,223)	(£25,238)	(£22,144)	(£18,865)	(£10,497)	(£6,610)	(£5,496)	£1,569	£1,809	£2,064	(£184,292)
	CUMULATIVE N	MONTHLY BALANCE	-	(£194,857)	(£217,505)	(£221,728)	(£246,966)	(£269,110)	(£287,975)	(£298,472)	(£305,082)	(£310,578)	(£309,009)	(£307,200)	(£305,136)	

The cashflow assumes that the additional expenses of the new operations will be incurred immediately. The marginal impact of Pay & Display revenue is accounted for after implementation.

Cashflow

	MODEL VERSION:	Joint 1)
	MODEL DATE:	16-Jul-17
went Authoritie	<u>s</u>	

<u>CLIENT:</u> <u>Gwent Authorities</u> <u>VERSION:</u> <u>Joint working</u>

CASH FLOW ANALYSIS

SECOND 12 MONTHS OF OPERATION

PCNs ISSUED P	PER YEAR	41,347
PCNs ISSUED P	PER MONTH	3,446
b	eing: ON-STREE	T 2,609
	OFF-STRE	ET 836

MONTH NUMBER					13	14	15	16	17	18	19	20	21	22	23	24	24 MTHS
		STA	RT UP % OF PCN	ISSUED													
		Gi	rowth Rate No. 0	Browth Periods													
MONTHLY PCN ISSUE	ON-STREET OFF-STREET		6% 6%	6 0	2,609 836												
	TOTAL:	PCNs	076		3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	41,347
MONTHLY ECN ISSUE		ECNs			0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE ECNs REVENUE EXCLUDED ECNs REVENUE EXCLUDED		PER YEAR PER MONTH		(£287,200) (£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	
PCNs AT DISCOUNT PAYMENT LE PCNs DISCOUNT PAYMENT LEVE		PER YEAR PER MONTH		£793,734 £66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	
PCNs FULL PAYMENT LEVEL PCNs FULL PAYMENT LEVEL		PER YEAR PER MONTH		£251,979 £20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	
PCNs INCREMENTED PAYMENT L PCNs INCREMENTED PAYMENT L		PER YEAR PER MONTH	Per Year:	£75,594 £6,299 £834,107	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	
TIME DELAY IN PAYMENTS	ECNs DISCOUNT NORMAL INCREMENTED	1 (RAN 2 (RAN	ISSUE NGE 0 - 3) NGE 0 - 2) NGE 0 - 3) NGE 0 - 6)		(£23,933) £66,144 £20,998 £6,299	(£287,200) £793,734 £251,979 £75,594											
	TOTAL ECN / P	CN PAYMENTS RE	CEIVED	-	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£834,107
<u>PERMITS</u> NEW PERMIT ISSUE DISTRIBUTIC	N			Γ	25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES NEW PERMIT ISSUE VOLUMES			0		0	0	0	0	0	0	0	0	0	0	0	0	
PERMIT REVENUE NEW PERMIT ISSUE INCOME		PER	YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	TOTAL PERMIT	ISSUE PAYMENTS	8 RECEIVED	_	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITION ON STREET CHARGING - ADDITIC CLAMP & REMOVAL OPERATIONS NET COUNTY COURT PROCEEDS	ONAL REVENUE ON 6 - ADDITIONAL RE	ILY			£1,933 £0 £6,839	£1,933 £0 £0 £6,839	£1,933 £0 £6,839	£1,933 £0 £6,839	£1,933 £0 £6,839	£1,933 £0 £6,839	£1,933 £0 £0 £6,839	£1,933 £0 £0 £6,839	£1,933 £0 £0 £6,839	£1,933 £0 £0 £6,839	£1,933 £0 £0 £6,839	£1,933 £0 £0 £6,839	£23,200 £0 £0 £82,062
EXPENSES ADDITIONAL EXPENS ONE-OFF SET-UP EXPENS		PER PER	RT UP = YEAR MONTH -OFF COST	1 (£911,359) (£75,947) (£44,897)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£911,359) £0
	MONTHLY SUF	RPLUS / (DEFICIT)		-	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£28,010
	CUMULATIVE N	MONTHLY BALANCE	Ξ	-	(£302,802)	(£300,468)	(£298,133)	(£295,799)	(£293,465)	(£291,131)	(£288,797)	(£286,462)	(£284,128)	(£281,794)	(£279,460)	(£277,126)	

The cashflow assumes that the additional expenses of the new operations will be incurred immediately. The marginal impact of Pay & Display revenue is accounted for after implementation.

MODEL VERSION:	Joint 1)					
MODEL DATE:	16-Jul-17					
went Authorities						

CLIENT: Gwent Authorities

CASH FLOW ANALYSIS PCNs ISSUED PER YEAF PCNs ISSUED PER MON

THIRD 12 MONTHS OF OPERATION

PCNs ISSUED	PER YEAF	र	41,347
PCNs ISSUED	PER MON	TH	3,446
	being:	ON-STREET	2,609
		OFF-STREET	836

MONTH NUMBER					25	26	27	28	29	30	31	32	33	34	35	36	36 MTHS
		s	TART UP % OF PC	Ns ISSUED													
			Growth Rate No.	Growth Periods			•	•	•			•	•		•		
MONTHLY PCN ISSUE	ON-STREET		6%	6	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	
	OFF-STREET TOTAL:	PCNs	6%	0 -	836 3,446	41,347											
MONTHLY ECN ISSUE		ECNs		-	0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE ECNs REVENUE EXCLUDED ECNs REVENUE EXCLUDED		PER YEAR PER MONTH		(£287,200) (£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	
PCNs AT DISCOUNT PAYMENT LI PCNs DISCOUNT PAYMENT LEVE		PER YEAR PER MONTH		£793,734 £66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	
PCNs FULL PAYMENT LEVEL PCNs FULL PAYMENT LEVEL		PER YEAR PER MONTH		£251,979 £20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	
PCNS INCREMENTED PAYMENT I PCNS INCREMENTED PAYMENT I		PER YEAR PER MONTH	Per Year:	£75,594 £6,299 £834,107	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	
TIME DELAY IN PAYMENTS	ECNs DISCOUNT NORMAL INCREMENTED	1 (F 2 (F	OM ISSUE RANGE 0 - 3) RANGE 0 - 2) RANGE 0 - 3) RANGE 0 - 6)		(£23,933) £66,144 £20,998 £6,299	(£287,200) £793,734 £251,979 £75,594											
	TOTAL ECN / F	PCN PAYMENTS	RECEIVED	-	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£834,107
<u>PERMITS</u> NEW PERMIT ISSUE DISTRIBUTIO	ON			Γ	25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
<u>Permit volumes</u> New Permit Issue volumes			0	-	0	0	0	0	0	0	0	0	0	0	0	0	
PERMIT REVENUE NEW PERMIT ISSUE INCOME		Ρ	PER YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	TOTAL PERMI	T ISSUE PAYMEI	NTS RECEIVED	-	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITION ON STREET CHARGING - ADDITIC CLAMP & REMOVAL OPERATION: NET COUNTY COURT PROCEEDS	ONAL REVENUE ON S - ADDITIONAL RE	ILY			£1,933 £0 £0 £6,839	£23,200 £0 £0 £82,062											
EXPENSES ADDITIONAL EXPENS ONE-OFF SET-UP EXPENS		P	TART UP = PER YEAR PER MONTH DNE-OFF COST	1 (£911,359) (£75,947) (£44,897)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£911,359) £0
	MONTHLY SUF	RPLUS / (DEFICI	T)	-	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£28,010
	CUMULATIVE I	MONTHLY BALA	NCE	-	(£274,792)	(£272,457)	(£270,123)	(£267,789)	(£265,455)	(£263,121)	(£260,787)	(£258,452)	(£256,118)	(£253,784)	(£251,450)	(£249,116)	

The cashflow assumes that the additional expenses of the new operations will be incurred immediately. The marginal impact of Pay & Display revenue is accounted for after implementation.

Cashflow

APPENDIX C Joint working financial model J2. Enforcement in house. Joint administration provided by the Welsh Penalty Processing Partnership (WPPP)

CLIENT: Gwent Authorities

VERSION: Joint working

ALL ENFORCEMENT IN HOUSE ADMINISTRATION BY WPPP

MODEL OPTIONS SELECTED:

CIVIL ENFORCMENT OFFICER TIME ALLOCATION:

If the CIVIL ENFORCMENT OFFICERs have duties which reduce the effective time they will spend enforcing the parking regulations, this will be reflected by a proportional split being entered for the Other Duties (Enforcement Duties will adjust automatically). Actions: Enter required percentages under On-Street and/or Off-Street

ON-STREET PAY & DISPLAY CHARGING:

The model has three possible options which can be selected as follows: -

Current Select for no-change to the current status on implementation of DPE

New P&D-1 Includes the income and expenses derived from schedule "P&D-1"

New P&D-1&2 Includes the income and expenses derived from schedule "P&D-1" and schedule "P&D-2". Actions: Select one "Option" and copy over "Selected Option" to revise model

OFF-STREET CAR PARK CHARGING

The model has three possible options which can be selected as follows: -

Current Select for no change to tarrifs or transaction volumes

- Option 1 Considers revised tarrifs, transaction volumes and distributions of transaction by tarrif.
- Option 2 Considers same changes as Option 1 but for alternative tarrif structure.

Actions: Select one "Option" and copy over "Selected Option" to revise model

OFF-STREET CAR PARK TRANSACTION VOLUMES INCREASE

This is the estimated increase in transaction volumes experienced in Off-Street Car Parks post DPE.

- Apply percentage volume increase to "Current" Income
- Actions: Select the required option to apply or not apply the percentage change to "Current Income"; then Enter required percentage volume increase under "Selected Option"

OFF-STREET CAR PARK CHARGING IN FREE CAR PARKS

Selecting the "Yes" Option will include an estimated volume of transactions from Free Car Parks to be included in the calculation of "Off-Street Car Park Charging". It will also modify the Enforcement required now these Car Parks are charged for.

Actions: Select one "Option" and copy over "Selected Option" to revise model

CURRENT VAT RATE

The model will use this rate for all calculations involving VAT Actions: Enter current VAT rate under "VAT Rate"

LEASING RATES

The model uses 3 or 5 year periods for leasing items, as selected per item. Enter current rates per £1,000 per annum:

No	Parking Enforcement		
	Options:	Selected Option	Balance
On-Street	0 - 100%	0%	100%
Off-Street	0 - 100%	0%	100%

Options:	Selected Option	Option Number	
Current	Current	1	
New P&D-1	Refresh PCN Tables after Changing Selection		
New P&D-1&2			

Options:	Selected Option
Current	Current
Option 1	
Option 2	

Options:	Selected Option
Yes or No	Yes
0 - 100%	1%

Options:	Selected Option
Yes	No
No	

Range	VAT Rate
0 - 100%	20.0%

Rate for 3 year leases:	£310			
Rate for 5 year leases:	£230			

MODEL VERSION:	Joint 2)
MODEL DATE:	16-Jul-17

CLIENT: Gwent Authorities

VERSION: Joint working

ALL ENFORCEMENT IN HOUSE ADMINISTRATION BY WPPP

Enter 1 - 3 START-UP = 1 MONTHS	SCH REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME PCNs ISSUED				0	38,522	41,347	41,347	41,347	41,347
PCN PAYMENTS CLAMP & REMOVAL PAYMENTS PERMIT PAYMENTS CAR PARK RECEIPTS ON STREET CHARGING NET C.COURT PROCEEDS	1 2 3 3 4			£0 £0 £0 £0 £0 £0	£683,351 £0 £23,200 £0 £20,516	£834,107 £0 £0 £23,200 £0 £82,062	£834,107 £0 £23,200 £0 £82,062	£834,107 £0 £23,200 £0 £82,062	£834,107 £0 £0 £23,200 £0 £82,062
TOTAL PAYME	INTS		_	£0	£727,067	£939,369	£939,369	£939,369	£939,369
EXPENSES:			Inflation factor			3%	3%	3%	3%
OPERATIONAL MANAGEMENT ON-STREET ENFORCEMENT OFF-STREET ENFORCEMENT CLAMP & REMOVAL CONTROL TICKET & PERMITS PROCESSING PAY & DISPLAY TOTAL EXPEN	9	1 1 1 1 1	£66,250 £92,180 £23,590 £0 £81,000 £0 £263,020	£10,945 £51,971 £13,503 £0 £21,137 £0 £97,555	£101,581 £623,646 £13,037 £0 £161,838 £0 £900,103	£104,629 £642,356 £13,428 £0 £166,694 <u>£0</u> £927,106	£107,767 £661,626 £13,831 £0 £171,694 £0 £954,919	£111,000 £681,475 £14,246 £0 £176,845 £0 £983,566	£114,330 £701,919 £14,673 £0 £182,151 £0 £1,013,073
ANNUAL NET SURPLUS OR (DEFICIT)			(£263,020)	(£97,555)	(£173,036)	£12,263	(£15,550)	(£44,198)	(£73,705)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDI	IG CAPITAL		-	(£97,555)	(£270,591)	(£258,328)	(£273,878)	(£318,076)	(£391,780)
CUMULATIVE NET SURPLUS OR (DEFICIT)INCLUDING	G CAPITAL		_	(£360,575)	(£533,611)	(£521,348)	(£536,898)	(£581,096)	(£654,800)
NPV INTEREST RATE YEAR END NPVs (EXCLUDING CA	,				(£260,797)	(£249,882)	(£262,939)	(£297,947)	(£353,024)
NPV INTEREST RATE YEAR END NPVs (INCLUDING CAP	6% PITAL)			_	(£523,817)	(£512,902)	(£525,959)	(£560,967)	(£616,044)

Notes:-

1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.

SCH REF - Reference to the detailed working schedules attached.
 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

MODEL VERSION:	Joint 2)
MODEL DATE:	16-Jul-17

VERSION: Joint working

SCHEDULE 1

ON-STREET & OFF STREET PAYMENTS

PCN ISSUE & PAYMENTS

			PCNs		PCNs	% PAID	VOLUME	AMOUNT	
Projected Number of PCNs	41,348		ISSUED	%PAID	PAID	BY BAND	PAID	PAID	
Off-street PCN Higher Level	£70.00		702	75%	527	10%	70	£4,914	
50% Discount	£35.00					63%	442	£15,479	
50% Premium	£105.00					2%	14	£1,474	£21,867
Off-street PCN Lower Level	£50.00		9,331	75%	6,998	10%	933	£46,655	
50% Discount	£25.00					63%	5,879	£146,963	
50% Premium	£75.00					2%	187	£13,997	£207,615
On-street PCN Higher Level	£70.00		21,920	75%	16,440	10%	2,192	£153,440	
50% Discount	£35.00					63%	13,810	£483,336	
50% Premium	£105.00					2%	438	£46,032	£682,808
On-street PCN Lower Level	£50.00		9,394	75%	7,046	10%	939	£46,970	
50% Discount	£25.00					63%	5,918	£147,956	
50% Premium	£75.00					2%	188	£14,091	£209,017
			41,347	75%	31,010	_	31,010	£1,121,307	
							0	ff-street total:	£229,482
							0	n-street Total:	£891,825
								_	£1,121,307
CURRENT RECEIPTS		Net ECN Value						_	
On-Street - 1	£20.00	£20.00	0		-		0	£0	
On-Street - 2	£40.00	£40.00			-		0	£0	
On-Street - 3	£0.00	£0.00			-		0	£0	
			_	0.0%					
Off-Street - 1	£30.00	£30.00	0	61.0%	-		0	£0	
Off-Street - 2	£60.00	£60.00		10.0%	-		0	£0	
Off-Street - 3	£40.00	£40.00		0.0%			ů 0	£0	
Oll-Sileer - S	240.00	240.00	_	0.070	-		0	20	
			0	0.0%	0	-	0	£287,200.00	
TOTAL / MARGINAL RECEIPTS			41,347		31,010	_	31,010	£834,107	

Workings

SCHEDULE 2

PERMIT PAYMENTS				UNIT	PROPOSED	
PERMIT ISSUES AND REVENUE BY PERMIT TYPE:	TOTAL	NOW	NEW	COST	INCREASE	AMOUNT
PERMIT ISSUES AND REVENUE DI PERMIT TIPE.						
Permit - Staff/Public	0	0	0	£0	£0	£0
Permit - Business	0	0	0	£0	£0	£0
Permit - Doctor	0	0	0	£0	£0	£0
Permit - Resident	0	0	0	£0	£0	£0
Permit - Visitor	0	0	0	£0	£0	£0
Permit -	0	0	0	£0	£0 _	£0
TOTAL PERMITS	0	0	0		_	£0

SCHEDULE 3

PAY & DISPLAY AND CAR PARK RECEIP	TS				AMOUNT	
		TOTAL	NOW	NEW		
ON-STREET PAY & DISPLAY - AREA 1		£0	£0	£0	£0	
ON-STREET PAY & DISPLAY - AREA 2		£0	£0	£0	£0	
CAR PARK INCOME INCREASE	Current	£0	£0	£0	£0	
FREE CAR PARKS CHARGED	No	£0	£0	£0	£0	
VOL. INCREASE ONLY ON-STREET	1%	£0	£0	£0	£0	
VOL. INCREASE ONLY OFF-STREET	1%	£0	£0	£0	£23,200	(
TOTAL RECEIPTS					£23,200	

SCHEDULE 4

PROCEEDS FROM COUNTY COURT & SUBSEQUENT ACTION

PROCEEDS FROM ACTION	(See AW04)	£122,582
COSTS OF ACTION		(£40,520)
NET PROCEEDS		£82,062

MODEL VERSION:	Joint 2)
MODEL DATE:	16-Jul-17

0

Workings

Joint 2)
16-Jul-17

CLIENT: Gwent Authorities

VERSION: Joint working

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

SCHEDULE 5

OPERATIONAL MANAGEMENT

	OPERATIONAL MANAGEMENT									
DESCRIPTION:	MODEL ASSUMPTION	%		TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
STAFFING / SALARY:										
Parking Manager				3.8	2.1	1.7	£35,000	£59,500		
Parking Team Leader Parking officer				1.0 0.0	1.0 0.0	0.0 0.0	£23,000 £22,000	£0 £0		
TOTAL STAFF / SALARY COSTS				4.8	3.1	1.7	-	£59,500	£0	£0
OTHER STAFFING COSTS:										
Salary Overhead Costs	Percentage of Salary		32.7%					£19,457		
Accommodation Costs - Mgt.	Annual Charge/New Office		52.170	5	3	2	£2,750	£4,950		
Accommodation Costs - Staff	Annual Charge/New Office			0	0	0	£2,750	£0		£0
Uniform Costs	Cost Per Head						£450	£0		
Initial Recruitment Costs	Cost Per New Head					2	£400		£680	
Staff Turnover Recruitment	% Turnover of Headcount		30.0%	1		1	£100	£100		
TOTAL OTHER STAFF COSTS							-	£24,507	£680	£0
OFFICE EQUIPMENT										
Office Equipment Set-up	Cost Per Head			3	0	3	£600	0000	£1,800	
Maintenance	Cost Per Head			3	0	3	£100	£300		
COMPUTER EQUIPMENT PC	Cost Per Head			3	0	3	£1,000			£3,000
PC PC Software	Cost Per Head			5	0	5	£350			£3,000 £1,750
Printer	Cost Per Head			5	0	5	£350 £400			£1,750 £400
Networking	Cost Per Head			1	1	0	£400 £1,000		£0	2400
Equipment Lease	Lease over 3 or 5 years		Lea	se Period in Yea		0	£0	£0	20	
Maintenance	Cost of Equipment		20.0%	Se l'enou in rea	13 (01 0) -	0	20	£1,030		
	Cost of Equipment		20.070				-			
TOTAL EQUIPMENT COSTS								£1,330	£1,800	£5,150
OTHER COSTS:										
Telephone expenses	Cost Per Head			5	3.1	1.9	£400	£760		
Public relations	Estimate					1	£1,000	£5,000		£25,000
Consultancy costs	Set-Up expenses									£35,000
TRO/GIS set-up	Survey and mapping of TROs on-site									£0
Signs & Lines remedial works	Set-Up expenses									£0
Signs conversion in car parks					0		£0			£0
TRO and OSPPO conversion	Legal									£0
Lease car								£0		
Training - Set-up	Cost Per Head -all staff			5.0	0	5	£550			£1,100
Training - on-going	Cost Per Head -all staff			5.0	0	5	£250	£1,250		
Departmental Overheads	% of Total Operating Costs		10.0%					£9,235		
TOTAL OTHER COSTS							-	£16,245 £0	£0	£61,100
TOTAL ANNUAL EXPENSES / SET	-UP COSTS						-	£101,581	£2,480	£66,250
							=	•	•	<u> </u>

MODEL VERSION: Joint 2) MODEL DATE: 16-Jul-17

CLIENT: Gwent Authorities

VERSION: Joint working

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

SCHEDULE 6

ON STREET ENFORCEMENT

	ON STREET ENFORCEMENT									
DESCRIPTION:	MODEL ASSUMPTION	%		TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
STAFFING / SALARY:										
PARKING MANAGER & ENFORCE				0.00	0.00	0.00	£0	£0		
Supervisor	MENTMANAGER			3.00	0.00	3.00	£22,000	£66,000		
TUPEd Supervisors				0.00	0.00	0.00	£0	£0		
Team Leaders				0.00	0.00	0.00	£0	£0		
CEOs			19.8	16.80	0.00	16.80	£18,500	£310,800		
TUPEd CEOs				0.00	0.00	0.00	£0 _	£0		
TOTAL STAFF / SALARY COSTS			_	19.80	0.00	19.80		£376,800	£0	£0
OTHER STAFFING COSTS:										
Salary Overhead Costs	Salary		30.0%					£113,040		
Accommodation Costs	Cost Per Head			19.8	0.0	19.8	£0	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		=0.00/	19.8	0.0	19.8	£579		£11,464	
Uniform Maintenance	Original Costs		50.0%					£5,732	C1 000	
Initial Recruitment Costs Staff Turnover Recruitment	Estimate % Turnover of Headcount		30.0%	6.0		6.0	£400	£2,400	£1,000	
Uniform Replacement Costs	New staff		50.070	0.0		6.0	£200	£1,200		
Uniform Stock Costs	Original Costs		0.0%			0.0	2200	21,200	£0	
							_			
TOTAL OTHER STAFF COSTS								£122,372	£12,464	£0
OFFICE EQUIPMENT										
Office Equipment Set-up	Cost Per Manager / Supervisor			4.0	0.0	4.0	£600		£2,400	
Maintenance	Cost Per Head			21.0	0.0	21.0	£100	£2,100		
Radio base station				0.0	0.0	0.0	£550			£0
No. of Sets of Equipment for CEOs						20.0	£150			£3,150
Personal video Batteries & chargers						21.0 21.0	£150 £0			£3,150 £0
HHCT/ Android	HHCT+Case+printer					21.0	£2,950			£61,950
HHCT Software	Per HHC					20.0	£250			£5,000
HHCT Spares	Spares Holding %		5.0%			2.0	£2,950			£5,900
HHCT Chargers	Per Number of HHCT					20.0	£20			£400
Digital cameras	Per CEO					20.0	£0			£0
PCs (including software)				2.0	0.0	2.0	£340			£680
PC Installation				2.0	0.0	2.0	£200		£400	
Printer				1.0	0.0	1.0	£250			£250
Equipment Lease Maintenance	3 year lease rate per £1,000 Cost of Equipment		Le 20.0%	ase Period in Yea	ars (or 0) =	0	£0 £0	£0 £15,416		
TOTAL EQUIPMENT COSTS							-	£17,516	£2,800	£77,330
OTHER COSTS:										,
Tickets issued	Volume + % Spoilt		5.0%	32,880		32,880	£0.20	£6,576		
Telephone expense	Estimate		0.070	02,000		52,000	~0.20	£0,570		
Stationery / Consumables	Estimate					19.8	£40.00	£792		
Training - Set-up	Cost Per Head - all staff			20	0	20	£750			£14,850
Training	Cost Per Head - all staff			20	0	20	£200	£3,960		
Private mileage	Essential car user allowance			-	-	-	£0.440	£0		
Car	Purchase			5	0	5	£10,000			£0
	Lease over 3 or 5 years		Le	ase Period in Yea	. ,	5	£230	£11,500		
CEO Scooters	Operating Costs Purchase			5 0	0	5 0	£4,113 £2,500	£20,563		60
CEO Scoolers	Lease over 3 or 5 years		ا م	u ase Period in Yea		0	£2,500 £0	£0		£0
	Operating Costs		Le	ase Fellou III Tea 0	15 (01 0) – 0	0	£1,800	£0		
	Protective Clothing/Helmets			0	0	0	£600	£0		
CEO Transport	Purchase			1	0	1	£12,000			£0
	Lease over 3 or 5 years		Le	ase Period in Yea	ars (or 0) =	5	£230	£2,760		
	Operating Costs			1	0	1	£4,113	£4,113		
Departmental Overheads TOTAL OTHER COSTS	% of Total Operating Costs		10.0%				-	£56,695 £106,958	£0	£14,850
								2100,300	LU	2 14,000
less cost to Police							_			

TOTAL ANNUAL EXPENSES / SET-UP COSTS

£623,646 £15,264 £92,180

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION	

CLIENT: Gwent Authorities

VERSION: Joint working

SCHEDULE 7

OFF STREET ENFORCEMENT

TOPAL PARTING TOPAL PARTY TOPAL PARTY <thtopal party<="" th=""> <thtopal party<="" th=""></thtopal></thtopal>		OFF STREET ENFORCEMENT								
Selecti Superviser Superviser Superviser Selection (SERS) 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	DESCRIPTION:	MODEL ASSUMPTION	%							
spectral is all controls 0.00 0	STAFFING / SALARY:									
spectral is all controls 0.00 0	Senior Supervisor			0.00	0.00	0.00	£0	£0		
CEOs 7.0 7.00 7.00 7.00 8.00 8.0 TOTAL STAFT SALARY COSTS 5.00 7.00 7.00 7.00 6.00 6.0 5.0 <td< td=""><td>-</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>	-									
TOTAL STAFF / ARLANY COSTS 7.00 7.00 6.00 6.0 6.0 6.0 DIMER STAFF / ARLANY COSTS Save yound Costs <td>Team Leaders</td> <td></td> <td></td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>£0</td> <td>£0</td> <td></td> <td></td>	Team Leaders			0.00	0.00	0.00	£0	£0		
Other Reserves Safety Confined Costs Safety Confined Costs Safety Confined Costs Cost Per Issue Safety Confined Costs Dial of the Table Safety Costs <td>CEOs</td> <td></td> <td>7.0</td> <td>7.00</td> <td>7.00</td> <td>0.00</td> <td>£20,000</td> <td>£0</td> <td></td> <td></td>	CEOs		7.0	7.00	7.00	0.00	£20,000	£0		
Same Serier Solary Solary <td>TOTAL STAFF / SALARY COSTS</td> <td></td> <td></td> <td>7.00</td> <td>7.00</td> <td>0.00</td> <td>-</td> <td>£0</td> <td>£0</td> <td>£0</td>	TOTAL STAFF / SALARY COSTS			7.00	7.00	0.00	-	£0	£0	£0
Accommodation Cashs Use of Pe Head 7.0 7	OTHER STAFFING COSTS:									
Uniform Mathel Costs Uniform Actions TO TO TO C <thc< th=""> C <thc< th=""></thc<></thc<>	Salary Overhead Costs	Salary	30.0%					£0		
Uniform Relations Ball Rescuencing Start Transver Relations Start Relatins Start Start Relations Start Relations Start Rela	Accommodation Costs	Cost Per Head		7.0			£1,250	£0		£0
Intell Resultment Oats Earnable Link Construint Now staff Construint Now	Uniform Initial Costs	Uniformed CEO's & Supervisors		7.0	7.0	0.0	£579		£4,053	
Buff Transver Rerultment Uniform Stack Casts Name aff Organal Costs 0.0% 2.0 2.0 E200 E500 Costs 60 Costs Costs Costs Cost Per Manager / Supervisor 7.0 0.0 7.0 E500 E4.00 E4.00 Cost Per Manager / Supervisor 7.0 0.0 7.0 E500 E4.200 Manton and Per Head 7.0 0.0 7.0 E500 E4.200 Manton and Per Head 7.0 0.0 7.0 E500 E4.200 Manton and Per Head 7.0 0.0 7.0 E500 E700 E4.200 Manton and Per Head 7.0 0.0 0.0 E500 E4.200 E500 E51780	Uniform Maintenance	Original Costs	50.0%					£2,027		
Linkern Replacement Costs New staft Original Costs 0.0% 2.0 2.00 2.400 5.0% TOTAL OTHER STAFF COSTS	Initial Recruitment Costs								£0	
Untown Slock Cals Original Calls 0.0% D D CTOLAL OTHER STAFF COSTS E.0.87 E.0.87 E.0.80 E.0.97 E.0.90 E.0.97 E.0.90 E.0.97 E.0.90			30.0%	2.0						
TOTAL OTHER STAFF COSTS 2.8.97 64.63 60 OFTICE EQUIPMENT Cost PF Manager / Supervisor 7.0 0.0 7.0 10000 10000 10000 10000 10000 10000 10000 10000 10000 10000 10000 10000 10000 10000 10000 10000 10000 100000	-					2.0	£200	£400		
CPECE EQUIPMENT Cost Per Manager / Supervisor 7.0 0.0 7.0 E.000 7.00 E.000 E.000<	Uniform Stock Costs	Original Costs	0.0%						£0	
Office Equipment Set-up Maintanzone Cost Per Head 7.0 0.0 7.0 200 200 Rado base station No. of Sets of Equipment for CEOs Per Head 0.0 0.0 0.0 550 D0 No. of Sets of Equipment for CEOs Per Hard 0.0 0.0 0.0 E50 E100 Sets of Equipment for CEOs Per Hard 0.0 0.0 0.0 E50 E100 Battering S 1.0 0.0 0.0 E50 E100 Battering S Per Hard 0.0 0.0 E20 E1000 HHCT Sharker Per HHC 7.0 E250 E100 HHCT Sharker Per HHC 7.0 E20 E100 Digital carmers Per CEO 7.0 E20 E0 PC (noluding Software) 0.0 0.0 0.0 E0 E0 PC (noluding Software) 0.0 0.0 0.0 E20 E0 PC (noluding Software) 0.0 0.0 0.0 E20 E0 Equiphrent Lesse <td< td=""><td>TOTAL OTHER STAFF COSTS</td><td></td><td></td><td></td><td></td><td></td><td>-</td><td>£2,927</td><td>£4,053</td><td>£0</td></td<>	TOTAL OTHER STAFF COSTS						-	£2,927	£4,053	£0
Marting Cost Per Head 7.0 0.0 7.0 0.00 6200 6200 No of Sets of Equipment for CEOs 7.0 0.00 0.00 0.00 6500 61,050 Bate rise At angens 7.0 62,950 500 61,050 61,050 Bate rise At angens Per HHC 7.0 62,290 62,290 62,050 HHCT Shares Spares Holding % 5.0% 0.0 62,290 62,050 61,050 HHCT Shares Spares Holding % 5.0% 0.0 0.2,900 62,000 620 620,000 Digit camerais Per CEO 7.0 620 600 620,00 620 620,00 620,60	OFFICE EQUIPMENT									
Marting Cost Per Head 7.0 0.0 7.0 0.00 6200 6200 No of Sets of Equipment for CEOs 7.0 0.00 0.00 0.00 6500 61,050 Bate rise At angens 7.0 62,950 500 61,050 61,050 Bate rise At angens Per HHC 7.0 62,290 62,290 62,050 HHCT Shares Spares Holding % 5.0% 0.0 62,290 62,050 61,050 HHCT Shares Spares Holding % 5.0% 0.0 0.2,900 62,000 620 620,000 Digit camerais Per CEO 7.0 620 600 620,00 620 620,00 620,60	Office Equipment Set-up	Cost Per Manager / Supervisor		7.0	0.0	7.0	£600		£4,200	
No. of Seis of Equipment Or CEDs 70 F		÷ .		7.0	0.0		£100	£700		
Personal video 7.0 F15.00 F1.050 Batterias & Anargans HCT Acase-printer 7.0 F2.950 E2.050 HHCT Software Per HHC 7.0 F2.950 E2.050 HHCT Software Per HHC 7.0 F2.950 E2.050 HHCT Software Per HHC 7.0 F2.950 E2.050 HHCT Chargers Spares Holding % 5.0% 0.0 6.00 E2.950 E2.050 Optial cameras Per CEO 7.0 F2.00 E2.00 E0 PC6 including software) 0.0 0.0 0.0 E2.00 E0 E0 PC1 Installation 0.0 0.0 0.0 E2.00 E0 E0 PC1 Installation 0.0 0.0 0.0 E2.00 E2.107 E0 Equipment E3.00 Lease Period in Years (or 0) = E0 E4.718 E0 Stationer / Consumables Estimate 0.0 7.0 7.0 E5.418 E4.200 E5.250	Radio base station			0.0	0.0	0.0	£550			£0
Personal video 7.0 F15.00 F1.050 Batterias & Anargans HCT Acase-printer 7.0 F2.950 E2.050 HHCT Software Per HHC 7.0 F2.950 E2.050 HHCT Software Per HHC 7.0 F2.950 E2.050 HHCT Software Per HHC 7.0 F2.950 E2.050 HHCT Chargers Spares Holding % 5.0% 0.0 6.00 E2.950 E2.050 Optial cameras Per CEO 7.0 F2.00 E2.00 E0 PC6 including software) 0.0 0.0 0.0 E2.00 E0 E0 PC1 Installation 0.0 0.0 0.0 E2.00 E0 E0 PC1 Installation 0.0 0.0 0.0 E2.00 E2.107 E0 Equipment E3.00 Lease Period in Years (or 0) = E0 E4.718 E0 Stationer / Consumables Estimate 0.0 7.0 7.0 E5.418 E4.200 E5.250	No. of Sets of Equipment for CEOs									
Batery and provided HCT Case-printer E00 E00 FD0 FD0 FD0 HHCT Andread Per HHC 7.0 F2.950 F1.750 HHCT Software Per HHC 7.0 F2.950 F1.750 HHCT Software Spares Holding % 5.0% 0.0 0.0 7.0 F2.20 F1.400 Digital cameras Per Number of HHCT 7.0 F2.00 F2.400						7.0	£150			£1,050
HHC1 Android HHC2-Gase-printer 7.0 £2.060 £20.060 HHC1 Solvarea Par HHC 7.0 £2.50 £1750 HHC1 Solvarea Par HUC1 7.0 £2.50 £1750 HHC1 Solvarea Par Mumber of HHCT 7.0 £2.60 £140 Digital cameras Per CB 7.0 £2.00 £10 PC (including software) Per CB 0.0 0.0 0.0 £2.50 £0 PC (including software) Per CB 0.0 0.0 0.0 £2.50 £0 Printer 0.0 0.0 0.0 2.50 £0 £0 Contrationance Cost of Equipment 20.0% £0 £0 £0 TOTAL EQUFMENT COSTS Estimate 0.0 £4.00 £2.50 £2.50 Stationery / Consumables Estimate 0.0 £4.00 £2.50 £5.70 Total EQUFMENT COSTS Cost Per Head - all staff 7 0 7 £7.50 £2.5250 £5.250 £5.250						0.0				
HHCT Spares Spres Holding % 5.0% 0.0 £2.950 £10 HHCT Chargers Per Number of HHCT 7.0 £20 £140 Objital camerais Per CBO 7.0 £20 £20 £0 PC6 (including software) 0.0 0.0 0.0 6.00 £20 £0 PC installation 0.0 0.0 0.0 5.0% £20 £0 £0 Printer 0.0 0.0 0.0 5.0% £20 £4.718 £4.200 £2.550 CTAL EQUIPMENT COSTS Estimate 5.0% 10,535 £0,535 £0.00 £0 £0 Training Software Cost of Equipment 20.0% 10,535 £0,535 £0.00 £0 £0 Training Software Software % Spoilt 5.0% 10,535 £0.00 £0 £0 Training Software Cost Per Head - all staff 7 0 7 £750 £5.250 £0 Car Essential carus allowannee - -		HHCT+Case+printer				7.0	£2,950			£20,650
HHCT Chargers Per Number of HHCT 7,0 £20 £210 Digital cameras Per CEO 0.0 0.0 6240 E0 PCs (including software) 0.0 0.0 0.0 200 £200 E0 PC installation 0.0 0.0 0.0 2200 E0 E0 Equipment Lease 3 year lease rate per £1,000 Lease Period in Years (or 0) = 0 E0	HHCT Software	Per HHC				7.0	£250			£1,750
Digital cambranes Per CEO 7.0 EO FO PCs (including software) 0.0 0.0 0.0 6230 E0 E0 PC installation 0.0 0.0 0.0 0.0 E230 E0 E0 Printer 0.0 0.0 0.0 0.0 E230 E0 E0 Equipment Lease 3 year lease rate per £1.000 Lease Period In Years (or 0) = 0 E50 E0 E0 TOTAL EQUIPMENT COSTS Estimate E4.718 E4.200 £23.500 OTHER COSTS Statonery (Consumables) Estimate 0.0 F0.00 E0 Training - Set-up Cost Per Head - all staff 7 0 7 E5.00 E5.250 Training Cost Per Head - all staff 7 0 7 E200 E5.250 E0 Private mileage Essential curser allowance - - E0.440 E0 E0 Car Purchase 2 2 0 E1.400 E0	HHCT Spares	Spares Holding %	5.0%			0.0	£2,950			£0
PCs (including software) PC installation 0.0 0.0 0.0 0.0 200	HHCT Chargers	Per Number of HHCT				7.0	£20			£140
$\begin{array}{cccccccccccccccccccccccccccccccccccc$	Digital cameras	Per CEO				7.0	£0			£0
$ \begin{array}{c c c c c c c c c c c c c c c c c c c $	PCs (including software)			0.0	0.0	0.0	£340			£0
Equipment Lease Maintenance 3 year lease rate per £1,000 Cost of Equipment Lease Period in Years (or 0) = 20.0% 0 £0 £0 £0 TOTAL EQUIPMENT COSTS £5.418 £4.200 £23,590 £5.418 £4.200 £23,590 OTHER COSTS Tickets issued Telephone expense Estimate Volume + % Spoilt 5.0% 10,535 £0.20 £2,107 £5.250 Training Setup Cost Pr Head - all staff 7 0 7 £750 £5.250 Training Setup Cost Pr Head - all staff 7 0 7 £200 £1.400 £0 Car Purchase 2 2 0 £10,000 £0 £0 Car Purchase 2 2 0 £1.400 £0 £0 CeO Scoters Purchase 2 2 0 £1.400 £0 £0 CeO Transport Purchase 2 0 £4.113 £0 £0 Operating Costs 0 0 0 £0 <t< td=""><td>PC Installation</td><td></td><td></td><td>0.0</td><td>0.0</td><td>0.0</td><td>£200</td><td></td><td>£0</td><td></td></t<>	PC Installation			0.0	0.0	0.0	£200		£0	
Maintenance Cost of Equipment 20.% £0 £4,118 TOTAL EQUIPMENT COSTS £5,418 £4,200 £23,590 OTHER COSTS Tidephone expense Estimate 0 £0,200 £2,107 £0 Stationery / Consumables Estimate 0 £40.00 £0 £5,250 Training - Set-up Cost Per Head - all staff 7 0 7 £200 £1,400 Private mileage Essential car user allowance - - £0,440 £0 Car Purchase 2 2 0 £1,000 E Car Durchase 2 2 0 £4,113 £0 Car Purchase 2 2 0 £4,113 £0 Car Purchase 0 0 0 £2,500 £0 Car Purchase 0 0 0 £2,500 £0 Car Operating Costs 0 0 £2,500 £0	Printer			0.0	0.0	0.0	£250			£0
TOTAL EQUIPMENT COSTS E5,418 £4,200 £23,500 OTHER COSTS Tickets issued Volume +% Spoilt 5.0% 10,535 £0.20 £2,107 60 Stationery / Consumables Estimate 0.0 £40.00 £0 55,250 60 Stationery / Consumables Estimate 0.0 £10,000 £0 55,250 60	Equipment Lease	3 year lease rate per £1,000		Lease Period in Ye	ars (or 0) =	0	£0	£0		
CTHER COSTS: Nolume +% Spoilt 5.0% 10,535 10,535 £0.02 £2,107 20 Telephone expense Estimate 0.0 £40.00 £0 20 20 10,535 10,535 £0.03 £2,107 20 20 1000 20 20 1000 20 20 1000 20 20 10,535 10,555 10,555	Maintenance	Cost of Equipment	20.0%				£0	£4,718		
Tickets issued Volume + % Spoilt 5.0% 10,535 10,535 £0.20 £2,107 Telephone expense Estimate £0 £0.00 £0 £0 Stationery / Consumables Estimate £0.00 £0.00 £0 £5,250 Training - Set-up Cost Per Head - all staff 7 0 7 £750 £5,250 Training Cost Per Head - all staff 7 0 7 £20.00 £1,400 Private mileage Essential car user allowance - - £0.404 £0 Car Purchase 2 2 0 £1,100 £0 CEO Scooters Purchase 2 2 0 £4,113 £0 £0 CEO Scooters Purchase 0 0 0 £1,800 £0 £0 £0 CEO Transport Purchase 0 0 0 £1,800 £0 £0 £0 CEO Transport Purchase 0 0 0 <	TOTAL EQUIPMENT COSTS						-	£5,418	£4,200	£23,590
Telephone expense Estimate £0 Stationery / Consumables Estimate 0.0 £40.00 £0 Training - Set-up Cost Per Head - all staff 7 0 7 £750 £5,250 Training Cost Per Head - all staff 7 0 7 £200 £1,400 Private mileage Essential car user allowance - - £0,440 £0 Car Purchase 2 2 0 £1,400 £0 Car Deparating Costs Lease over 3 or 5 years Lease Period in Years (or 0) = 5 £230 £0 CEO Scooters Purchase 0 0 0 £1,800 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £0 £0 £0 CEO Scooters Purchase 0 0 £1,800 £0 £0 CEO Transport Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £0 £0 £0 Deparating Costs 0 <t< td=""><td>OTHER COSTS:</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>	OTHER COSTS:									
Stationery / Consumables Estimate 0.0 £40.00 £0 Training - Set-up Cost Per Head - all staff 7 0 7 £750 £5,250 Training Cost Per Head - all staff 7 0 7 £200 £1,400 Private mileage Essential car user allowance - - £0,404 £0 £0 Car Purchase 2 2 0 £11,000 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 5 £230 £0 £0 CEO Scooters Purchase 2 2 0 £1,113 £0 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £2,500 £0 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £1,800 £0 £0 CEO Transport Purchase 0 0 0 £1,800 £0 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £0 £0	Tickets issued	-	5.0%	10,535		10,535	£0.20			
Training Cost Per Head - all staff 7 0 7 £750 £5,250 Training Cost Per Head - all staff 7 0 7 £200 £1,400 Private mileage Essential car user allowance - - - £0.440 £0 Car Purchase 2 2 0 £1,000 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 5 £230 £0 £0 CEO Scooters Purchase 0 0 0 £1,800 £0 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £0 £0 £0 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £1,800 £0										
Training Cost Per Head - all staff 7 0 7 £200 £1,400 Private mileage Essential car user allowance - - £0.440 £0 Car Purchase 2 2 0 £10.000 £00 Lease over 3 or 5 years Lease Period in Years (or 0) = 5 £230 £0 £0 CEO Scooters Purchase 0 0 0 £2,500 £0 £0 CEO Scooters Purchase 0 0 0 £2,500 £0 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £0 £0 £0 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £1,800 £0 £0 Portective Cloting/Helmets 0 0 0 £1,800 £0 £0 CEO Transport Purchase 0 0 0 £1,800 £0 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £0 £0 £0 £0 Departing Costs 0 0 <	,							£0		
Private mileage Essential car user allowance - - 5 £0.440 £0 Car Purchase 2 2 0 £10,000 £00 £00 Lease over 3 or 5 years Lease Period in Years (or 0) = 5 £230 £00 £00 £00 Operating Costs 2 2 0 \$£4,113 £00 </td <td></td> <td></td> <td></td> <td>7</td> <td></td> <td></td> <td></td> <td></td> <td>£5,250</td> <td></td>				7					£5,250	
Car Purchase 2 2 0 £10,000 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 5 £230 £0 £0 CEO Scooters Purchase 0 0 1 £0 £0 CEO Scooters Purchase 0 0 0 £2,50 £0 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £2,00 £0 £0 £0 CEO Scooters Purchase 0 0 0 £2,500 £0	-			7	0	7				
Lease over 3 or 5 years Lease Period in Years (or 0) = 5 £230 £00 CEO Scooters Purchase 0 0 0 £4,113 £0 £00 CEO Scooters Purchase 0 0 0 £2,500 £00 <td>-</td> <td></td> <td></td> <td>-</td> <td></td> <td>-</td> <td></td> <td>£0</td> <td></td> <td></td>	-			-		-		£0		
Operating Costs 2 2 0 £4,113 £0 CEO Scooters Purchase 0 0 0 £2,500 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £0 £0 £0 Operating Costs 0 0 0 £1,800 £0 £0 Protective Clothing/Helmets 0 0 0 £12,000 £0 £0 CEO Transport Purchase 0 0 0 £12,000 £0 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £12,000 £0 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £12,000 £0 £0 Departing Costs 0 0 0 £1,113 £0 £0 Departmental Overheads % of Total Operating Costs 10.0% £1,118 £0 £1,185 £1,185 £1,185 £1,600 £1,2000 £0 £0 £0 £0 £0 £0 £	Car							~~		£0
CEO Scooters Purchase 0 0 £2,500 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £0 £0 Operating Costs 0 0 0 £1,800 £0 Protective Cloting/Helmets 0 0 0 £12,000 £0 CEO Transport Purchase 0 0 0 £12,000 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £12,000 £0 CEO Transport Operating Costs 0 0 0 £1,180 Departmental Overheads % of Total Operating Costs 10.0% £1,185 £1,185 TOTAL OTHER COSTS Iess current enforcement costs inc overheads 10.0% £0 £0										
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Operating Costs 0 0 0 £1,800 £0 Protective Clothing/Helmets 0 0 0 £600 £0 <td>CEU Scoolers</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>00</td> <td></td> <td>£U</td>	CEU Scoolers							00		£U
Protective Clothing/Helmets 0 0 0 £600 £00 CEO Transport Purchase 0 0 0 £12,000 £00 Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £00 £00 £00 Departmental Overheads 0 0 0 £4,113 £0 £1,185 TOTAL OTHER COSTS less current enforcement costs inc overheads 10.0% t £1,185 £0										
CEO Transport Purchase 0 0 £12,000 £0 Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £0 £0 Operating Costs 0 0 £4,113 £0 Departmental Overheads % of Total Operating Costs 10.0% £4,113 £1,185 TOTAL OTHER COSTS less current enforcement costs inc overheads £6 £0										
Lease over 3 or 5 years Lease Period in Years (or 0) = 0 £0 Operating Costs 0 0 £4,113 Departmental Overheads % of Total Operating Costs 10.0% TOTAL OTHER COSTS 10.0% £4,692 less current enforcement costs inc overheads £0	CEO Transport							£U		<u></u>
Operating Costs 0 0 0 £4,113 £0 Departmental Overheads % of Total Operating Costs 10.0% £1,185 £4,692 £5,250 £0 TOTAL OTHER COSTS less current enforcement costs inc overheads £0 £0 £0								50		LU
Departmental Overheads % of Total Operating Costs 10.0% £1,185 TOTAL OTHER COSTS £4,692 £5,250 £0 less current enforcement costs inc overheads £0		-								
TOTAL OTHER COSTS less current enforcement costs inc overheads £0 Less current enforcement costs inc overheads	Departmental Overheads		10.0%	0	0	5	£7,110			
less current enforcement costs inc overheads £0			10.070				-		£5 250	£0
£13,037 £13,503 £23,590		less current enforcement costs inc overh	eads						_0,200	20
	TOTAL ANNUAL EXPENSES / SET-	UP COSTS					-	£13,037	£13,503	£23,590

MODEL VERSION: Joint 2) MODEL DATE: 16-Jul-17

Workings

MODEL VERSION:	Joint 2)
MODEL DATE:	16-Jul-17

CLIENT: Gwent Authorities

VERSION: Joint working

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

	1: Joint working									
SCHEDULE 8	TICKET & PERMIT PROCESSING									
DESCRIPTION:	MODEL ASSUMPTION	%		TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
STAFFING / SALARY:										
Manager				0.0	0.0	0.0	£0	£0		
Supervisor				0.0	0.0	0.0	£0	£0		
PCN Processing Staff				0.0	4.1	-4.1	£17,800	(£72,980)		
Reps, Court & TPT staff				0.0	0.0	0.0	£0	£0		
Permit Processing Staff				0.0	0.0	0.0	£0	£0		
Parking Counter Staff TOTAL STAFF / SALARY COSTS			_	0.0	0.0 4.1	0.0 -4.1	£0 _	£0 (£72,980)	£0	£0
OTHER STAFFING COSTS:										
Salary Overhead Costs	Salary		30.0%					(£21,894)		
Accommodation Costs	Cost Per Head			0	0	0	£2,750	£0		£0
Uniform Initial Costs	Counter staff			0	0	0	£250		£0	
Uniform Maintenance	Original Costs		50.0%					£0		
Initial Recruitment Costs	Estimate					0	£100		£0	
Staff Turnover Recruitment	% Turnover of Headcount		30.0%	0		0	£100	£0		
TOTAL OTHER STAFF COSTS							-	(£21,894)	£0	£0
OFFICE EQUIPMENT										
Office Equipment Set-up	Cost Per Head			0	0	0	£600		£0	
Maintenance COMPUTER SYSTEM COSTS	Cost Per Head			0	0	0	£100	£0		
PCN Processing Purchase	Application software upgrade			0	0	0	£21,000			£0
Permits System - 10 user licence	Application software upgrade			0	0	0	£8,000			£0
Digital camera interface				0	0	0	£1,000			£0
Dispensations Module				0	0	0	£500			£0
Suspensions Module				0	0	0	£500			£0
Equipment maintenance Module				0	0	0	£1,350			£0
Internet payment module				0	0	0	£1,000			£0
GIS Interface				0	0 0	0 0	£2,500			£0 £0
Cash Receipting Postcode addressing	4 user licence			0	0	0	£1,000 £2,050			£0 £0
Scanning Software				0	0	0	£1,900			£0
DIP Viewing Software				0	0	0	£0			£0
System Server	System Hardware			0	0	0	£12,000			£0
PCs				0	0	0	£950			£0
Scanners				0	0	0	£1,000			£0
Bar Code Readers				0	0	0	£350			£0
Cash Handling Equipment				0	0	0	£2,500			£0
Heavy Duty - Continuous Printer	Printers			0	0	0	£1,500			£0
Laser Printers				0	0	0	£1,200			£0
Network Cards & Software	Cards / Software			0	0	0 0	£100		£0 £0	
Network Cabling Computer System Lease	Cabling Lease over 3 or 5 years		ما	o ase Period in Ye	-	0	£50 £0	£0	£0	
Installation and Training	Application Software(days)		Le	8	ais (0i 0) – 0	8	£550	20	£4,400	
Implementation of systems	, ppiloadon bonnaro(aayo)			5	0	5	£550		£2,750	
Network Installation				1	0	1	£500		£500	
Software Support	Cost of Application Software		20.0%					£0		
Hardware Maintenance	Cost of Equipment		12.0%					£0		
TOTAL EQUIPMENT & SYSTEM CO	OSTS						_	£0	£7,650	£0
OTHER COSTS:										
% OF TOTAL PCN ISSUE RELATIN	IG TO THE VOLUME INCREASE			100%						
levy per PCN issued						41348	£5.70	£235,684		
Letters (incl postage)						0	£1.00	£0		
DVLA enquiry						0	£0.15	£0		
Notices (incl postage)	Cheques received					0	£1.00 £1.00	£0 £0		
Cheque processing service Adjudication cases	% of PCNs issued				1.0%	413	£1.00 £0	£0 £0		
Adjudication Service Costs	Est. Fixed Charge	Joining Fee				0	£0	20	£0	
Adjudication Service Costs	Est. Fixed Charge	Annual Fee				0	£0	£0		
Adjudication Service Costs	Unit cost/PCN					41,348	£0.55	£22,741		
Permit Stationery						0	£0.20	£0		
Telephone expense						5	£200	£1,000		
IT system set up costs	includes data migration				0.0%	5	£15,000.00	£0		£75,000
Web site extensions							0	0		£6,000.00
IT Support Costs	IT Departmental Support					1	£4,000	£4,000		00
Initial training						0.0 0	£550 £250	00		£0
Training Departmental Overheads	% of Total Operating Costs		10.0%			0	£200	£0 (£6,713)		
TOTAL OTHER COSTS			10.070				-	£256,712	£0	£81,000
TOTAL ANNUAL EXPENSES / SET	-UP COSTS						-	£161,838	£7,650	£81,000
							-	2.01,000	21,000	201,000

MODEL VERSION: MODEL DATE:

VOLUME

Joint 2)

AMOUNT

16-Jul-17

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

CLIENT: Gwent Authorities

VERSION: Joint working

ADDITIONAL WORKINGS

(AW01) PAYMENTS BY LOCATION:	<u>%</u>	NUMBER	VALUE
MAILED PAYMENTS	40%	12,404	£448,519
TELEPHONE PAYMENTS	25%	7,753	£280,342
INTERNET PAYMENTS	35% _	10,854	£392,472
TOTAL PAYMENTS	_	31,011	
AVERAGE PAYMENT VALUE		£36.16	

(AW02) PAYMENT DISTRIBUTION BY TIME OF PAYMENT

PAYMENTS MADE AT DISCOUNT LEVEL	26,049	£793,734
PAYMENTS MADE BEFORE CHARGE CERTIFICATE	4,135	£251,979
POST CHARGE CERTIFICATE PAYMENTS	827	£75,594
TOTAL PAYMENTS:	31,010	£1,121,307

(AW03) ESTIMATED LEVELS OF CORRESPONDENCE / TRANSACTIONS

NB: TOTAL VOLUMES, NOT MARGINAL VOLUMES

Receipts	Mailed Payments			12,404
Correspondence	% of Tickets Issued		50%	20,674
Pocket books checked	% of Tickets Issued		6%	2,481
Meter checks	% of Tickets Issued		1%	413
Site visits	% of Tickets Issued		1%	413
TRO/map checks	% of Tickets Issued		1%	413
Permits applications	Number of Permits Issued			0
Permits Correspondence	% of Number of Permits		50%	0
Cases to DVLA	Tickets Issued less Payments before Notice			15,298
DVLA successful responses	% of Cases to DVLA		95%	14,533
Manual DVLA VQ5 responses	% of Cases to DVLA		5%	765
Notices (NTOs)	DVLA successful responses			14,533
Charge Certificates	% of NTOs		45%	6,540
Telephone Calls	% of Tickets Issued		50%	20,674
Personal visits at Reception	% of Tickets Issued		5%	2,067
Permits Telephone calls	% of Number of Permits		50%	0
Representations	% of Notices		33%	4,796
Notices of Rejection	% of Representations		75%	3,597
Adjudication Cases	% of Notices of Rejection		9%	324
PCNs cancelled	% of PCNs issued		11%	1,033
C.Court Registrations	Eligible Cases - See AW04			5,065
Enforcement Agents	EA Action - See AW04			4,305
TOTAL CORRESPONDENCE / TRA				130,330
VOLUME PER DA	Y Based on 225 days / year	579		

ADDITIONAL WORKINGS - CONTINUED

(AW04) COUNTY COURT ESTIMATE

ANNUAL PROJECTION OF ISSUE		41,347
NO. OF CASES STILL OPEN AFTER 72 DAYS:		10,337
% OF THESE FOR MULTIPLE OFFENDERS:	5%	517
% OF THESE ALREADY REGISTERED:	2%	207
% OF THESE WITH CURRENT CORRESPONDENCE, ETC	7%	724
% OF THESE WITH < £20 DUE	10%	1,034
% OF THESE OUTSIDE JURISDICTION:	2%	207
% WITH NO GOOD NAME AND ADDRESS:	25%	2,584
ELIGIBLE CASES:		5,065
ANNUAL COST OF REGISTRATION:	£8.00	£40,520
% OF THESE PAYING AFTER REGISTRATION CERTIFICATE:	15%	760
AVERAGE PCN VALUE AT THIS STAGE:		£91.41
REVENUE FROM REGISTRATION PAYEES:		£69,452
CASES ELIGIBLE FOR WARRANT REQUEST:		4,305
% AGAINST WHICH EA ACTION TAKEN:	90%	3875
% PAYING AFTER EA ACTION:	15%	581
REVENUE FROM EA ACTION:		£53,131
% OF PROCEEDS RETAINED BY EA:	0%	£0
NET COUNTY COURT PROCEEDS		£82,062

TICKETS ISSUED AT: £70	702
TICKETS ISSUED AT: £50	9,331
TICKETS ISSUED AT: £70	21,920
TICKETS ISSUED AT: £50	9,394
CHARGE BAND: £70	£70
CHARGE BAND: £50	£50
CHARGE BAND: £70	£70
CHARGE BAND: £50	£50
TOTAL REVENUE(IGNORING DISCOUNT IMPACT):	£2,519,790
AVERAGE PCN VALUE:	£61
AVERAGE INCREMENTED PCN VALUE:	£91

Workings

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

CLIENT: Gwent Authorities

VERSION: Joint working

(AW05) ESTABLISHMENT

Staffing	Total	Current	New
Operational Management	4.80	3.10	1.70
On Street Enforcement	19.80	0.00	19.80
Off Street Enforcement	7.00	7.00	0.00
Removal CEOs	0.00	0.00	0.00
Ticket & Permit Processing	0.00	4.10	-4.10
Machine maintenance	0.00	0.00	0.00
Total Staffing	31.60	14.20	17.40
CEO's Only	23.80	7.00	16.80

(AW06) VEHICLE USAGE COSTS

	Car/MPV Costs		
ltem	Volume	<u>Unit</u>	Cost
Miles per day	70	1	
Days per week	6	i	
Weeks per year	50	1	
Miles per year	21,000		
Miles per gallon	45	i	
Price per gallon	£6.00	gallon	
Fuel costs			£2,800
Service cost	£250	each service	
Service Interval	12,000	miles	
Annual Service costs			£438
Road Fund Licence			£150
Insurance			£225
Repairs			£500
			£4,113
	Scooter Costs		
ltem Miles per day	Volume 40	Unit	<u>Cost</u>
Miles per day Days per week	40		
Weeks per year	50		
Miles per year	12.000		
Miles per gallon	75		
Price per gallon	£6.00	gallon	
Fuel costs			£960
Service cost	£100	each service	
Service Interval	5,000	miles	
Annual Service costs			£240
Road Fund Licence			£75
Insurance			£225
Repairs			£300 £1,800
			1,000

(AW07) UNIFORMS

ITEM	UNIT COST	NUMBER REQUIRED PER CEO	<u>TOTAL</u> ONE-OFF SET-UP	<u>TOTAL</u> <u>ANNUAL</u> <u>RECURRING</u>
Anorak/Coats	£85.00	1	£85.00	
Shirts/Blouses	£9.95	6	£59.70	£29.85
Nato style Pullovers	£19.50	2	£39.00	
Trousers/skirts	£31.00	4	£124.00	£62.00
Ties	£3.20	1	£3.20	
Gloves	£19.95	1	£19.95	
Scarves	£5.95	1	£5.95	
Shoes	£30.00	3	£90.00	£45.00
Hats	£42.00	1	£42.00	
Shoulder badges	£2.80	16	£44.80	
Flashes	£5.20	2	£10.40	
Fleece jacket	£25.00	1	£25.00	
Bag	£30.00	1	£30.00	
			£579.00	£136.85

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION CLIENT: Gwent Authorities VERSION: Joint working		MODEL VERSION: MODEL DATE:	Joint 2) 16-Jul-17
CEO RESOURCE CALCULATION:			
ON -STREET ENFORCEMENT CEOS			
Patrol hours required On -Street			517.00 CEO Hours/week
Travelling Time Estimate	No. of CEOs: Hours/CEO/day:	18.29 0.4	43.89 CEO Hours/week
Total FTE CEOs Required On-Street	Total Hours / week Eff't CEO hrs/week		560.89 28.27 19.84
OFF-STREET CAR PARKS CEOs		Ηοι	ırs/week
Patrol hours required for Off-Street car parks			184.30 CEO Hours/week
Travelling Time Estimate	No. of CEOS: Hours/CEO/day:	6.52 0.4	15.65 CEO Hours/week
Total FTE CEOs Required Off-Street TOTAL FTE CEOs REQUIRED	Total Hours / week Eff't CEO hrs/week		199.95 28.27 7.07 26.91
Workings for Calculation of Full Time Equivalent (FTE) CEOs Required			

ON-STREET CEOs

Calculation of Absence Factor

Days in the Year	52	5	260
Public Holidays			-8
Holidays			-27
Sickness	7.0%		-15
Days Available / Year		_	210
Working Weeks / Year		42.00	
Absence Factor			19%

OFF-STREET CEOs

Calculation of Absence Factor

Days in the Year	52	5	260
Public Holidays			-8
Holidays			-27
Sickness	7.0%	_	-15
Days Available / Year			210
Working Weeks / Year	=	42.00	

Absence Factor

	On street	Off street
Allocation of CEO time:	Hours/week	Hours/week
Blaenau Gwent	50.00	-
Caerphilly	131.00	63
Monmouthshire	75.00	72
Newport City	172.00	44
Torfaen	89.00	5
Total	517.00	184

CEO Working Day & Effective Patrol Hours

Average Shift Hours Less: Local Travel & Admin		7.40 0.40	
Average Patrol Hours Per Day		7.00	
Days Per Week		5.00	
Patrol Hrs Per Week		35.00	
Ambassadorial Duties	0%	-	no other duties
Absence Factor		1.19	
Effective Patrol Hours / Week		28.27	

CEO Working Day & Effective Patrol Hours

Days Per Week Patrol Hrs Per Week		5.00 35.00	
Ambassadorial Duties	0%	-	no other duties
Absence Factor		1.19	
Effective Patrol Hours / Week		28.27	

19%

MODEL VERSION:	Joint 2)
MODEL DATE:	16-Jul-17

-

41,347

100%

CLIENT: Gwent Authorities

VERSION: Joint working

CALCULATION OF PCNS ISSUED

DISTRICT	Total Hours	Effective Patrol	FTE	PCN rate	Effective	PCNs	Weeks/	PCNs/	
	per Week	Hours/Week/CEO	CEOs	Per Week	PCN Rate	lssued/Wk	Year	Year	
Blaenau Gwent	50.00	28.27	1.77	47	47	84	42.00	3,521	1.35
Caerphilly	131.00	28.27	4.63	43	43	197	42.00	8,278	1.22
Monmouthshire	75.00	28.27	2.65	37	37	97	42.00	4,087	1.05
Newport City	172.00	28.27	6.08	41	41	249	42.00	10,462	1.17
Torfaen	89.00	28.27	3.15	38	38	118	42.00	4,967	1.07
Sub-Tota	I 517.00								
Travelling Time Estimate	43.89	28.27	1.55	0	0	0	42.00	0	1.16
<u></u>	560.89		19.84			746		31,314	75.7%

OFF-STREET

CAR PARKS	Total Hours	Effective Patrol	FTE	PCN rate	Effective	PCNs	Weeks/	PCNs/	
	per Week	Hours/Week/CEO	CEOs	Per Week	PCN Rate	lssued/Wk	Year	Year	
Blaenau Gwent	0.00	28.27	0.00	0	0	0	42.00	0	
Caerphilly	63.10	28.27	2.23	32	32	71	42.00	2,972	0.91
Monmouthshire	72.20	28.27	2.55	33	33	84	42.00	3,508	0.93
Newport City	44.00	28.27	1.56	52	52	80	42.00	3,380	1.48
Torfaen	5.00	28.27	0.18	24	24	4	42.00	175	0.67
sub total	184.30								
Travelling Time Estimate	15.65	28.27	0.55	0	0	0	42.00	0	1.05
-									
	199.95		7.07	4		239		10,034	24.3%

REMOVALS

	TOTAL PCN PROJECTION:		41,348	
On-street PCNs issued at HIGHER level:	% of On-street PCNs:	70%	21,920	53%
On-street PCNs issued at LOWER level:	% of On-street PCNs:	30%	9,394	23%
Off-street PCNs issued at HIGHER level:	% of Off-street PCNs:	7%	702	2%
Off-street PCNs issued at LOWER level:	% of Off-street PCNs:	93%	9,331	23%
			41,347	100%
	PCNs issued at HIGHER level:		22,622	55%
	PCNs issued at LOWER level:		18,725	45%

		MODEL VE		Joint 2) 16-Jul-17]			
	Gwent Authoritie		ATE:	16-Jui-17	1			
CASH FLOW ANALYSIS					START-UP			
	PCNs ISSUED PCNs ISSUED			41,347 3,446 2,609 836				
MONTH NUMBER					-3	-2	-1	START-UP
			START UP % OI Growth Rate	F PCNs ISSUED No. Growth Periods	0%	0%	0%	
MONTHLY PCN ISSUE	ON-STREET OFF-STREET	PCNs	6% 6%	6 0	0	0	0	
MONTHLY ECN ISSUE	TOTAL:	ECNs			0	0	0	0
MARGINAL REVENUE ECNs REVENUE EXCLUDED ECNs REVENUE EXCLUDED		PER YEAR PER MONT		(£287,200) (£23,933)				
PCNs AT DISCOUNT PAYMENT LEVE PCNs DISCOUNT PAYMENT LEVEL	L	PER YEAR PER MONT		£793,734 £66,144	£0	£0	£0	
PCNs FULL PAYMENT LEVEL PCNs FULL PAYMENT LEVEL		PER YEAR PER MONT		£251,979 £20,998	£0	£0	£0	
PCNS INCREMENTED PAYMENT LEV PCNS INCREMENTED PAYMENT LEV		PER YEAR PER MONT		£75,594 £6,299 r: £834,107	£0	£0	£0	
TIME DELAY IN PAYMENTS	ECNs DISCOUNT NORMAL INCREMENTED	3 1 2	ROM ISSUE (RANGE 0 - 3) (RANGE 0 - 2)	. <u> </u>	- £0 £0 £0 £0	£0 £0 £0 £0	£0 £0 £0 £0	£0 £0 £0 £0
	TOTAL ECN / PC	N PAYMENT	IS RECEIVED		£0	£0	£0	£0
PERMITS NEW PERMIT ISSUE DISTRIBUTION					10%	20%	30%	
<u>PERMIT VOLUMES</u> NEW PERMIT ISSUE VOLUMES				0	0	0	0	
<u>PERMIT REVENUE</u> NEW PERMIT ISSUE INCOME			PER YEAR	£0	£0	£0	£0	
	TOTAL PERMIT I	SSUE PAYN	IENTS RECEIVED)	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIONAL ON STREET CHARGING - ADDITIONA CLAMP & REMOVAL OPERATIONS - / NET COUNTY COURT PROCEEDS	L REVENUE ONL				£0 £0 £0 £0	£0 £0 £0 £0	£0 £0 £0 £0	£0 £0 £0 £0
EXPENSES ADDITIONAL EXPENSES ONE-OFF SET-UP EXPENSES			START UP = PER YEAR PER MONTH ONE-OFF COST	1 (£900,103) (£75,009) (£38,897)	£0 £0	£0 £0	(£75,009) (£38,897)	(£75,009) (£38,897)
	MONTHLY SURP	LUS / (DEFI	CIT)		£0	£0	(£113,906)	(£113,906)
	CUMULATIVE MO	ONTHLY BAL	ANCE		£0	£0	(£113,906)	

The cashflow assumes that the additional expenses of the new operations will be incurred immediately. The marginal impact of Pay & Display revenue is accounted for after implementation.

CASH FLOW ANALYSIS

MODEL VERSION:	Joint 2)
MODEL DATE:	16-Jul-17
went Authorities	

CLIENT: Gwent Authorities VERSION: Joint working

FIRST 12 MONTHS OF OPERATION

PCNs ISSUED	PER YEAR		41,	347
PCNs ISSUED	PER MONT	ГН	3,	446
	being:	ON-STREET	2,	609
		OFF-STREET		836

							- 1		- 1			- 1					
MONTH NUMBER					1	2	3	4	5	6	7	8	9	10	11	12	12 MTHS
		START	UP % OF PCNs	ISSUED													
		Grow	vth Rate No. Gr	owth Periods													
MONTHLY PCN ISSUE	ON-STREET		6%	6	1,840	1,950	2,067	2,191	2,322	2,462	2,609	2,609	2,609	2,609	2,609	2,609	
	OFF-STREET TOTAL:	PCNs	6%	0 _	<u>836</u> 2,676	836 2,786	<u>836</u> 2,903	836 3,027	836 3,159	836 3,298	836 3,446	836 3,446	<u>836</u> 3,446	836 3,446	836 3,446	836 3,446	38,522
MONTHLY ECN ISSUE	TOTAL.	ECNs		-	2,070	2,780	2,903	0	0	0	0	0	0	0	0	0	0
																-	
MARGINAL REVENUE ECNs REVENUE EXCLUDED		PER YEAR		(£287,200)													
ECNs REVENUE EXCLUDED		PER MONTH		(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	
PCNs AT DISCOUNT PAYMENT L	EVEL	PER YEAR		£793,734													
PCNs DISCOUNT PAYMENT LEVE		PER MONTH		£66,144	£51,365	£53,484	£55,730	£58,110	£60,634	£63,309	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	
PCNs FULL PAYMENT LEVEL		PER YEAR		£251,979													
PCNs FULL PAYMENT LEVEL		PER MONTH		£20,998	£16,306	£16,979	£17,692	£18,448	£19,249	£20,098	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	
PCNs INCREMENTED PAYMENT I	EVEL	PER YEAR		£75,594													
PCNs INCREMENTED PAYMENT I		PER MONTH		£6,299	£4,892	£5,094	£5,308	£5,534	£5,775	£6,029	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	
TIME DELAY IN PAYMENTS		MONTHS FROM IS	Per Year:	£834,107													
	ECNs	3 (RANG	E 0 - 3)		£0	£0	£0	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£215,400)
	DISCOUNT NORMAL	1 (RANG 2 (RANG			£0 £0	£51,365 £0	£53,484 £16,306	£55,730 £16,979	£58,110	£60,634 £18,448	£63,309 £19,249	£66,144 £20,098	£66,144 £20,998	£66,144 £20,998	£66,144 £20,998	£66,144 £20,998	£673,354 £192,765
	INCREMENTED				£0	£0	£10,300 £0	£10,979 £0	£17,692 £0	£10,440 £0	£4,892	£5,094	£5,308	£20,998 £5,534	£20,998 £5,775	£20,998 £6,029	£32,632
		CN PAYMENTS RECE		-	00	£51,365	£69,790	£48,775	£51,869	£55,148	£63,516	£67,403	£68,517	£68,744	£68,984	£69,239	0692.251
PERMITS	TOTAL EON / P	CIN PATIMENTS RECE	IVED	-	£0	201,300	109,790	140,775	101,009	100,140	203,510	207,403	100,017	100,744	100,904	109,239	£683,351
NEW PERMIT ISSUE DISTRIBUTION	N				25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES																	
NEW PERMIT ISSUE VOLUMES			0		0	0	0	0	0	0	0	0	0	0	0	0	
PERMIT REVENUE																	
NEW PERMIT ISSUE INCOME		PER YE	EAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	TOTAL PERMIT	ISSUE PAYMENTS R	ECEIVED	-	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
				-													
CAR PARK RECEIPTS - ADDITION ON STREET CHARGING - ADDITIO					£1,933 £0	£1,933 £0	£1,933 £0	£1,933 £0	£1,933 £0	£1,933 £0	£1,933 £0	£1,933 £0	£1,933 £0	£1,933 £0	£1,933 £0	£1,933 £0	£23,200 £0
CLAMP & REMOVAL OPERATION					£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS	<u>6</u>				£0	£0	£0	£0	£0	£0	£0	£0	£0	£6,839	£6,839	£6,839	£20,516
EXPENSES		START	UP =	1													
ADDITIONAL EXPENS	SES	PER YE	EAR	(£900,103)													
ONE-OFF SET-UP EXPENS	SES	PER MO	ONTH FF COST	(£75,009) (£38,897)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£900,103) £0
UNE-OFF SET-OF EXPEND		UNE-U		(200,007)												L	
	MONTHLY SUR	RPLUS / (DEFICIT)		-	(£73,075)	(£21,710)	(£3,285)	(£24,300)	(£21,206)	(£17,927)	(£9,559)	(£5,672)	(£4,558)	£2,507	£2,747	£3,002	(£173,036)
	CUMULATIVE N	MONTHLY BALANCE		-	(£186,981)	(£208,691)	(£211,976)	(£236,276)	(£257,482)	(£275,409)	(£284,968)	(£290,640)	(£295,198)	(£292,691)	(£289,944)	(£286,942)	
				-	,												

The cashflow assumes that the additional expenses of the new operations will be incurred immediately. The marginal impact of Pay & Display revenue is accounted for after implementation.

Cashflow

MODEL VERSION:	Joint 2)
MODEL DATE:	16-Jul-17
went Authorities	

<u>CLIENT:</u> <u>Gwent Authorities</u> <u>VERSION:</u> <u>Joint working</u>

CASH FLOW ANALYSIS

SECOND 12 MONTHS OF OPERATION

PCNs ISSUED	PER YE	AR	41,347
PCNs ISSUED	PER MC	NTH	3,446
	being:	ON-STREET	2,609
		OFF-STREET	836

MONTH NUMBER				[13	14	15	16	17	18	19	20	21	22	23	24	24 MTHS
			ART UP % OF PCM														
MONTHLY PCN ISSUE	ON-STREET OFF-STREET TOTAL :	PCNs	Growth Rate No. 6% 6%	Growth Periods 6 0 _	2,609 <u>836</u> 3,446	2,609 836 3,446	41,347										
MONTHLY ECN ISSUE	TOTAL.	ECNs		-	0	0	0	0	0	0	0,440	0,110	0	0	0	0	0
MARGINAL REVENUE ECNs REVENUE EXCLUDED ECNs REVENUE EXCLUDED		PER YEAR PER MONTH		(£287,200) (£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	
PCNs AT DISCOUNT PAYMENT L PCNs DISCOUNT PAYMENT LEVE		PER YEAR PER MONTH		£793,734 £66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	
PCNs FULL PAYMENT LEVEL PCNs FULL PAYMENT LEVEL		PER YEAR PER MONTH		£251,979 £20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	
PCNs INCREMENTED PAYMENT PCNs INCREMENTED PAYMENT		PER YEAR PER MONTH	Per Year:	£75,594 £6,299 £834,107	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	
TIME DELAY IN PAYMENTS	ECNs DISCOUNT NORMAL INCREMENTED	1 (R/ 2 (R/	M ISSUE ANGE 0 - 3) ANGE 0 - 2) ANGE 0 - 3) ANGE 0 - 6)		(£23,933) £66,144 £20,998 £6,299	(£287,200) £793,734 £251,979 £75,594											
	TOTAL ECN / F	PCN PAYMENTS R	RECEIVED	-	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£834,107
<u>PERMITS</u> NEW PERMIT ISSUE DISTRIBUTI	NC			Γ	25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
Permit volumes New Permit Issue volumes			0		0	0	0	0	0	0	0	0	0	0	0	0	
PERMIT REVENUE NEW PERMIT ISSUE INCOME		PE	R YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	TOTAL PERMIT	ISSUE PAYMEN	TS RECEIVED	-	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIO ON STREET CHARGING - ADDITI CLAMP & REMOVAL OPERATION NET COUNTY COURT PROCEED	ONAL REVENUE ON S - ADDITIONAL RE	ILY			£1,933 £0 £0 £6,839	£23,200 £0 £0 £82,062											
EXPENSES ADDITIONAL EXPEN: ONE-OFF SET-UP EXPEN:		PE	ART UP = R YEAR R MONTH NE-OFF COST	1 (£900,103) (£75,009) (£38,897)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£900,103) £0
	MONTHLY SUF	RPLUS / (DEFICIT))	-	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£39,266
	CUMULATIVE N	MONTHLY BALAN	CE	-	(£283,670)	(£280,397)	(£277,125)	(£273,853)	(£270,581)	(£267,309)	(£264,036)	(£260,764)	(£257,492)	(£254,220)	(£250,948)	(£247,676)	

The cashflow assumes that the additional expenses of the new operations will be incurred immediately. The marginal impact of Pay & Display revenue is accounted for after implementation.

MODE	L VERSION:	Joint 2)
MODE	L DATE:	16-Jul-17
Swent Authorities		

<u>CLIENT:</u> Gwent Authorities VERSION: Joint working

CASH FLOW ANALYSIS

THIRD 12 MONTHS OF OPERATION

PCNs ISSUED	PER YE	AR	41,347
PCNs ISSUED	PER MC	NTH	3,446
	being:	ON-STREET	2,609
		OFF-STREET	836

MONTH NUMBER		25	26	27	28	29	30	31	32	33	34	35	36	36 MTHS
	START UP % OF PCNs ISSUED													
MONTHLY PCN ISSUE ON-STREET OFF-STREET	Growth Rate No. Growth Period 6% 6 6% 0	s 2,609 836	2,609 836											
TOTAL: MONTHLY ECN ISSUE	PCNs ECNs	3,446	3,446 0	41,347 0										
MARGINAL REVENUE ECNs REVENUE EXCLUDED ECNs REVENUE EXCLUDED	PER YEAR (£287,200 PER MONTH (£23,933		(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	
PCNs AT DISCOUNT PAYMENT LEVEL PCNs DISCOUNT PAYMENT LEVEL	PER YEAR £793,734 PER MONTH £66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	
PCNs FULL PAYMENT LEVEL PCNs FULL PAYMENT LEVEL	PER YEAR £251,979 PER MONTH £20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	
PCNs INCREMENTED PAYMENT LEVEL PCNs INCREMENTED PAYMENT LEVEL	PER YEAR £75,594 PER MONTH <u>£6,299</u> Per Year: <u>£834,107</u>	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	
TIME DELAY IN PAYMENTS ECNs DISCOUNT NORMAL INCREMENTED	MONTHS FROM ISSUE 3 (RANGE 0 - 3) 1 (RANGE 0 - 2) 2 (RANGE 0 - 3) D 6	(£23,933) £66,144 £20,998 £6,299	(£287,200) £793,734 £251,979 £75,594											
	PCN PAYMENTS RECEIVED	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£834,107
PERMITS NEW PERMIT ISSUE DISTRIBUTION		25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES NEW PERMIT ISSUE VOLUMES	0	0	0	0	0	0	0	0	0	0	0	0	0	
PERMIT REVENUE NEW PERMIT ISSUE INCOME	PER YEAR £0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
TOTAL PERMIT	T ISSUE PAYMENTS RECEIVED	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY ON STREET CHARGING - ADDITIONAL REVENUE ON CLAMP & REMOVAL OPERATIONS - ADDITIONAL REV NET COUNTY COURT PROCEEDS	ILY	£1,933 £0 £0 £6,839	£23,200 £0 £0 £82,062											
EXPENSES ADDITIONAL EXPENSES ONE-OFF SET-UP EXPENSES	START UP = 1 PER YEAR (£900,103 PER MONTH (£75,009 ONE-OFF COST (£38,897) (£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£900,103) £0
MONTHLY SUR	RPLUS / (DEFICIT)	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£39,266
CUMULATIVE	MONTHLY BALANCE	(£244,403)	(£241,131)	(£237,859)	(£234,587)	(£231,315)	(£228,042)	(£224,770)	(£221,498)	(£218,226)	(£214,954)	(£211,682)	(£208,409)	

The cashflow assumes that the additional expenses of the new operations will be incurred immediately. The marginal impact of Pay & Display revenue is accounted for after implementation.

APPENDIX D Joint working financial model J3. All enforcement and administration provided by 1 Gwent authority.

CLIENT: Gwent Authorities

<u>version:</u> Joint working

ALL ENFORCEMENT AND ADMINISTRATION BY ONE GWENT AUTHORITY

MODEL OPTIONS SELECTED:

CIVIL ENFORCMENT OFFICER TIME ALLOCATION:

If the CIVIL ENFORCMENT OFFICERs have duties which reduce the effective time they will spend enforcing the parking regulations, this will be reflected by a proportional split being entered for the Other Duties (Enforcement Duties will adjust automatically). Actions: Enter required percentages under On-Street and/or Off-Street

ON-STREET PAY & DISPLAY CHARGING:

The model has three possible options which can be selected as follows: -

Current Select for no-change to the current status on implementation of DPE

New P&D-1 Includes the income and expenses derived from schedule "P&D-1"

New P&D-1&2 Includes the income and expenses derived from schedule "P&D-1" and schedule "P&D-2". Actions: Select one "Option" and copy over "Selected Option" to revise model

OFF-STREET CAR PARK CHARGING

The model has three possible options which can be selected as follows: -

Current Select for no change to tarrifs or transaction volumes

- Option 1 Considers revised tarrifs, transaction volumes and distributions of transaction by tarrif.
- Option 2 Considers same changes as Option 1 but for alternative tarrif structure.

Actions: Select one "Option" and copy over "Selected Option" to revise model

OFF-STREET CAR PARK TRANSACTION VOLUMES INCREASE

This is the estimated increase in transaction volumes experienced in Off-Street Car Parks post DPE.

- Apply percentage volume increase to "Current" Income
- Actions: Select the required option to apply or not apply the percentage change to "Current Income"; then Enter required percentage volume increase under "Selected Option"

OFF-STREET CAR PARK CHARGING IN FREE CAR PARKS

Selecting the "Yes" Option will include an estimated volume of transactions from Free Car Parks to be included in the calculation of "Off-Street Car Park Charging". It will also modify the Enforcement required now these Car Parks are charged for.

Actions: Select one "Option" and copy over "Selected Option" to revise model

CURRENT VAT RATE

The model will use this rate for all calculations involving VAT Actions: Enter current VAT rate under "VAT Rate"

LEASING RATES

The model uses 3 or 5 year periods for leasing items, as selected per item. Enter current rates per £1,000 per annum:

Non-Parking Enforcement Duties Parking Enforceme							
	Options:	Selected Option	Balance				
On-Street	0 - 100%	0%	100%				
Off-Street	0 - 100%	0%	100%				

Options:	Selected Option	Option Number
Current	Current	1
New P&D-1	Refresh PCN Tables afte	r Changing Selection
New P&D-1&2		

Options:	Selected Option
Current	Current
Option 1	
Option 2	

Options:	Selected Option
Yes or No	Yes
0 - 100%	1%

Options:	Selected Option
Yes	No
No	

Range	VAT Rate
0 - 100%	20.0%

Rate for 3 year leases:	£310
Rate for 5 year leases:	£230

MODEL VERSION:	Joint 3)
MODEL DATE:	16-Jul-17

CLIENT: Gwent Authorities

VERSION: Joint working

ALL ENFORCEMENT AND ADMINISTRATION BY ONE GWENT AUTHORITY

|--|

START-UP =	Enter 1 - 3 1 MONTHS	SCH REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
	PCNs ISSUED				0	38,522	41,347	41,347	41,347	41,347
	PCN PAYMENTS CLAMP & REMOVAL PAYMENTS PERMIT PAYMENTS CAR PARK RECEIPTS ON STREET CHARGING NET C.COURT PROCEEDS	1 2 3 3 4		_	£0 £0 £0 £0 £0 £0	£683,351 £0 £23,200 £0 £20,516	£834,107 £0 £23,200 £0 £82,062 £82,062	£834,107 £0 £23,200 £23,200 £0 <u>£82,062</u>	£834,107 £0 £23,200 £82,062	£834,107 £0 £23,200 £0 £82,062
	TOTAL PAYMENTS			-	£0	£727,067	£939,369	£939,369	£939,369	£939,369
EXPENSES:				Inflation factor			3%	3%	3%	3%
	OPERATIONAL MANAGEMENT ON-STREET ENFORCEMENT OFF-STREET ENFORCEMENT CLAMP & REMOVAL CONTROL TICKET & PERMITS PROCESSING PAY & DISPLAY TOTAL EXPENSES	5 6 7 8 9	1 1 1 1 1	£65,550 £92,180 £23,590 £0 £149,700 £0 £331,020	£2,868 £51,971 £13,503 £0 £28,075 £0 £96,416	£10,894 £623,646 £13,037 £0 £173,095 £0 £820,672	£11,221 £642,356 £13,428 £0 £178,287 £0 £845,292	£11,558 £661,626 £13,831 £0 £183,636 <u>£0</u> £870,651	£11,905 £681,475 £14,246 £0 £189,145 £0 £896,770	£12,262 £701,919 £14,673 £0 £194,819 £0 £923,674
ANNUAL NET SU	JRPLUS OR (DEFICIT)		·	(£331,020)	(£96,416)	(£93,605)	£94,077	£68,718	£42,598	£15,695
CUMULATIVE NI	ET SURPLUS OR (DEFICIT) EXCLUDING CA	APITAL			(£96,416)	(£190,021)	(£95,945)	(£27,227)	£15,372	£31,067
CUMULATIVE N	ET SURPLUS OR (DEFICIT)INCLUDING CAP	PITAL		_	(£427,436)	(£521,041)	(£426,965)	(£358,247)	(£315,648)	(£299,953)
	NPV INTEREST RATE YEAR END NPVs (EXCLUDING CAPITAI NPV INTEREST RATE	6% ∟) 6%				(£184,723)	(£100,995)	(£43,298)	(£9,556)	£2,172
	YEAR END NPVs (INCLUDING CAPITAL					(£515,743)	(£432,015)	(£374,318)	(£340,576)	(£328,848)

Notes:-

1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.

SCH REF - Reference to the detailed working schedules attached.
 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

MODEL VERSION:	Joint 3)
MODEL DATE:	16-Jul-17

VERSION: Joint working

SCHEDULE 1

ON-STREET & OFF STREET PAYMENTS

PCN ISSUE & PAYMENTS

			PCNs		PCNs	% PAID	VOLUME	AMOUNT	
Projected Number of PCNs	41,348		ISSUED	%PAID	PAID	BY BAND	PAID	PAID	
Off-street PCN Higher Level	£70.00		702	75%	527	10%	70	£4,914	
50% Discount	£35.00					63%	442	£15,479	
50% Premium	£105.00					2%	14	£1,474	£21,867
Off-street PCN Lower Level	£50.00		9,331	75%	6,998	10%	933	£46,655	
50% Discount	£25.00					63%	5,879	£146,963	
50% Premium	£75.00					2%	187	£13,997	£207,615
On-street PCN Higher Level	£70.00		21,920	75%	16,440	10%	2,192	£153,440	
50% Discount	£35.00					63%	13,810	£483,336	
50% Premium	£105.00					2%	438	£46,032	£682,808
On-street PCN Lower Level	£50.00		9,394	75%	7,046	10%	939	£46,970	
50% Discount	£25.00					63%	5,918	£147,956	
50% Premium	£75.00					2%	188	£14,091	£209,017
			41,347	75%	31,010	_	31,010	£1,121,307	
							0	ff-street total:	£229,482
							0	n-street Total:	£891,825
								_	£1,121,307
CURRENT RECEIPTS		Net ECN Value						_	
On-Street - 1	£20.00	£20.00	0		-		0	£0	
On-Street - 2	£40.00	£40.00			-		0	£0	
On-Street - 3	£0.00	£0.00			-		0	£0	
			_	0.0%					
Off-Street - 1	£30.00	£30.00	0	61.0%	-		0	£0	
Off-Street - 2	£60.00	£60.00		10.0%	-		0	£0	
Off-Street - 3	£40.00	£40.00		0.0%			ů 0	£0	
Oll-Sileer - S	240.00	240.00	_	0.070	-		0	20	
			0	0.0%	0	-	0	£287,200.00	
TOTAL / MARGINAL RECEIPTS			41,347		31,010	_	31,010	£834,107	

Workings

SCHEDULE 2

PERMIT PAYMENTS				UNIT	PROPOSED	
	TOTAL	NOW	NEW	COST	INCREASE	AMOUNT
PERMIT ISSUES AND REVENUE BY PERMIT TYPE:						
Permit - Staff/Public	0	0	0	£0	£0	£0
Permit - Business	0	0	0	£0	£0	£0
Permit - Doctor	0	0	0	£0	£0	£0
Permit - Resident	0	0	0	£0	£0	£0
Permit - Visitor	0	0	0	£0	£0	£0
Permit -	0	0	0	£0	£0 _	£0
TOTAL PERMITS	0	0	0		_	£0

SCHEDULE 3

PAY &	DISPLAY AND CAR PARK RECEIPT	r <u>s</u>				AMOUNT	
			TOTAL	NOW	NEW		
ON-STF	REET PAY & DISPLAY - AREA 1		£0	£0	£0	£0	
ON-STF	REET PAY & DISPLAY - AREA 2		£0	£0	£0	£0	
CAR PA	ARK INCOME INCREASE	Current	£0	£0	£0	£0	
FREE C	AR PARKS CHARGED	No	£0	£0	£0	£0	
VOL. IN	CREASE ONLY ON-STREET	1%	£0	£0	£0	£0	
VOL. IN	CREASE ONLY OFF-STREET	1%	£0	£0	£0	£23,200	(
TOTAL	RECEIPTS					£23,200	

SCHEDULE 4

PROCEEDS FROM COUNTY COURT & SUBSEQUENT ACTION

PROCEEDS FROM ACTION	(See AW04)	£122,582
COSTS OF ACTION		(£40,520)
NET PROCEEDS		£82,062

MODEL VERSION:	Joint 3)
MODEL DATE	16- Jul-17

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Workings

Joint 3)
16-Jul-17

CLIENT: Gwent Authorities

VERSION: Joint working

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

SCHEDULE 5

OPERATIONAL MANAGEMENT

	OPERATIONAL MANAGEMENT							TOTAL	
			TOTAL	UNITS	NEW	UNIT	ANNUAL	TOTAL SET-UP	SET-UP
DESCRIPTION:	MODEL ASSUMPTION	%	UNITS	NOW	UNITS	COSTS	EXPENSE	EXPENSE	CAPITAL
STAFFING / SALARY:									
Parking Manager			1.0	2.1	-1.1	£35,000	(£38,500)		
Parking Team Leader			2.5	1.0	1.5	£27,000	£40,500		
Parking officer			0.0	0.0	0.0	£22,000	£0		
TOTAL STAFF / SALARY COSTS			3.5	3.1	0.4	-	£2,000	£0	£0
OTHER STAFFING COSTS:									
Salary Overhead Costs	Percentage of Salary	32.7	%				£654		
Accommodation Costs - Mgt.	Annual Charge/New Office		3	3	0	£2,750	£0		
Accommodation Costs - Staff	Annual Charge/New Office		0	0	0	£2,750	£0		£0
Uniform Costs	Cost Per Head					£450	£0		
Initial Recruitment Costs	Cost Per New Head				0	£400		£160	
Staff Turnover Recruitment	% Turnover of Headcount	30.0	% 1		- 1	£100	£100		
		00.0				2100	2100		
TOTAL OTHER STAFF COSTS						-	£754	£160	£0
OFFICE EQUIPMENT									
Office Equipment Set-up	Cost Per Head		3	0	3	£600		£1,800	
Maintenance	Cost Per Head		3	0	3	£100	£300		
COMPUTER EQUIPMENT									
PC	Cost Per Head		3	0	3	£1,000			£3,000
PC Software	Cost Per Head		3	0	3	£350			£1,050
Printer	Cost Per Head		1	0	1	£400			£400
Networking	Cost Per Head		1	1	0	£1,000		£0	
Equipment Lease	Lease over 3 or 5 years		Lease Period in Ye		0	£0	£0		
Maintenance	Cost of Equipment	20.0			-		£890		
TOTAL EQUIPMENT COSTS						-	£1,190	£1,800	£4,450
OTHER COSTS:									
			2	2.4	0.4	6400	(040)		
Telephone expenses	Cost Per Head		3	3.1	-0.1	£400	(£40)		
Public relations	Estimate				1	£1,000	£5,000		£25,000
Consultancy costs	Set-Up expenses								£35,000
TRO/GIS set-up	Survey and mapping of TROs on-site								£0
Signs & Lines remedial works	Set-Up expenses								£0
Signs conversion in car parks				0		£0			£0
TRO and OSPPO conversion	Legal								£0
Lease car							£0		
Training - Set-up	Cost Per Head -all staff		4.0	0	4	£550			£1,100
Training - on-going	Cost Per Head -all staff		4.0	0	4	£250	£1,000		
Departmental Overheads	% of Total Operating Costs	10.0	%				£990		
TOTAL OTHER COSTS						-	£6,950 £0	£0	£61,100
TOTAL ANNUAL EXPENSES / SET	-UP COSTS					-	£0 £10,894	£1,960	£65,550
						=			

CLIENT: Gwent Authorities

VERSION: Joint working

SCHEDULE 6

ON STREET ENFORCEMENT

	ON STREET ENFORCEMENT									
DESCRIPTION:	MODEL ASSUMPTION	%		TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
STAFFING / SALARY:										
PARKING MANAGER & ENFORCEM				0.00	0.00	0.00	60	00		
Supervisor	MENTMANAGER			0.00 3.00	0.00 0.00	0.00 3.00	£0 £22,000	£0 £66,000		
TUPEd Supervisors				0.00	0.00	0.00	£0	£0		
Team Leaders				0.00	0.00	0.00	£0	£0		
CEOs			19.8	16.80	0.00	16.80	£18,500	£310,800		
TUPEd CEOs				0.00	0.00	0.00	£0 _	£0		
TOTAL STAFF / SALARY COSTS				19.80	0.00	19.80		£376,800	£0	£0
OTHER STAFFING COSTS:										
Salary Overhead Costs	Salary		30.0%					£113,040		
Accommodation Costs	Cost Per Head			19.8	0.0	19.8	£0	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors			19.8	0.0	19.8	£579		£11,464	
Uniform Maintenance	Original Costs		50.0%					£5,732		
Initial Recruitment Costs	Estimate								£1,000	
Staff Turnover Recruitment	% Turnover of Headcount		30.0%	6.0		6.0	£400	£2,400		
Uniform Replacement Costs	New staff					6.0	£200	£1,200		
Uniform Stock Costs	Original Costs		0.0%						£0	
TOTAL OTHER STAFF COSTS							-	£122,372	£12,464	£0
								2122,012	212,404	20
OFFICE EQUIPMENT										
Office Equipment Set-up	Cost Per Manager / Supervisor			4.0	0.0	4.0	£600		£2,400	
Maintenance	Cost Per Head			21.0	0.0	21.0	£100	£2,100		
Radio base station				0.0	0.0	0.0	£550			£0
No. of Sets of Equipment for CEOs						20.0				
Personal video						21.0	£150			£3,150
Batteries & chargers						21.0	£0			£0
HHCT/ Android	HHCT+Case+printer					21.0	£2,950			£61,950
HHCT Software	Per HHC					20.0	£250			£5,000
HHCT Spares	Spares Holding %		5.0%			2.0	£2,950			£5,900
HHCT Chargers	Per Number of HHCT					20.0	£20			£400
Digital cameras	Per CEO					20.0	£0			£0
PCs (including software)				2.0	0.0	2.0	£340			£680
PC Installation				2.0	0.0	2.0	£200		£400	
Printer				1.0	0.0	1.0	£250			£250
Equipment Lease	3 year lease rate per £1,000			ase Period in Ye	ars (or 0) =	0	£0	£0		
Maintenance	Cost of Equipment		20.0%				£0	£15,416		
TOTAL EQUIPMENT COSTS							-	£17,516	£2,800	£77,330
OTHER COSTS:										
Tickets issued	Volume + % Spoilt		5.0%	32,880		32,880	£0.20	£6,576		
Telephone expense	Estimate							£0		
Stationery / Consumables	Estimate					19.8	£40.00	£792		
Training - Set-up	Cost Per Head - all staff			20	0	20	£750			£14,850
Training	Cost Per Head - all staff			20	0	20	£200	£3,960		
Private mileage	Essential car user allowance				-		£0.440	£0		
Car	Purchase			5	0	5	£10,000	044 500		£0
	Lease over 3 or 5 years		Lea	ase Period in Ye	. ,	5	£230	£11,500		
	Operating Costs			5	0	5	£4,113	£20,563		
CEO Scooters	Purchase			0 Desired in Ve	0	0	£2,500			£0
	Lease over 3 or 5 years		Lea	ase Period in Ye		0	0£	£0		
	Operating Costs			0	0	0	£1,800	£0		
CEO Transport	Protective Clothing/Helmets			0	0	0	£600	£0		00
CEO Transport	Purchase			1 Desired in Ve	0	1	£12,000	CO 700		£0
	Lease over 3 or 5 years		Lea	ase Period in Ye	. ,	5	£230	£2,760		
Department-I Question I	Operating Costs		40.000	1	0	1	£4,113	£4,113		
Departmental Overheads TOTAL OTHER COSTS	% of Total Operating Costs		10.0%				-	£56,695 £106,958	£0	£14,850
less cost to Police										
TOTAL ANNUAL EVENNER (OFT							-	0000.040	045 004	000.400

TOTAL ANNUAL EXPENSES / SET-UP COSTS

£623,646 £15,264 £92,180

MODEL VERSION:	Joint 3)
MODEL DATE:	16-Jul-17

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION	

CLIENT: Gwent Authorities

VERSION: Joint working

SCHEDULE 7

OFF STREET ENFORCEMENT

	OFF STREET ENFORCEMENT									
DESCRIPTION:	MODEL ASSUMPTION	%		TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
STAFFING / SALARY:										
Senior Supervisor				0.00	0.00	0.00	£0	£0		
Supervisor				0.00	0.00	0.00	£0	£0		
Team Leaders				0.00	0.00	0.00	£0	£0		
CEOs			7.0	7.00	7.00	0.00	£18,500	£0		
TOTAL STAFF / SALARY COSTS				7.00	7.00	0.00	-	£0	£0	£0
OTHER STAFFING COSTS:										
Salary Overhead Costs	Salary		30.0%					£0		
Accommodation Costs	Cost Per Head			7.0	7.0	0.0	£1,250	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		50.0%	7.0	7.0	0.0	£579	00.007	£4,053	
Uniform Maintenance	Original Costs		50.0%					£2,027	CO	
Initial Recruitment Costs Staff Turnover Recruitment	Estimate % Turnover of Headcount		30.0%	2.0		2.0	£250	£500	£0	
Uniform Replacement Costs	New staff		30.070	2.0		2.0	£200	£400		
Uniform Stock Costs	Original Costs		0.0%			2.0	2200	2400	£0	
							_			
TOTAL OTHER STAFF COSTS								£2,927	£4,053	£0
OFFICE EQUIPMENT										
Office Equipment Set-up	Cost Per Manager / Supervisor			7.0	0.0	7.0	£600		£4,200	
Maintenance	Cost Per Head			7.0	0.0	7.0	£100	£700		
Radio base station				0.0	0.0	0.0	£550			£0
No. of Sets of Equipment for CEOs						7.0				
Personal video						7.0	£150			£1,050
Batteries & chargers						0.0 7.0	£0 £2,950			£0 £20,650
HHCT/ Android HHCT Software	HHCT+Case+printer Per HHC					7.0	£2,950 £250			£20,650 £1,750
HHCT Spares	Spares Holding %		5.0%			0.0	£2,950			£0
HHCT Chargers	Per Number of HHCT		0.070			7.0	£20			£140
Digital cameras	Per CEO					7.0	£0			£0
PCs (including software)				0.0	0.0	0.0	£340			£0
PC Installation				0.0	0.0	0.0	£200		£0	
Printer				0.0	0.0	0.0	£250			£0
Equipment Lease	3 year lease rate per £1,000			ise Period in Yea	ars (or 0) =	0	£0	0£		
Maintenance	Cost of Equipment		20.0%				£0 _	£4,718		
TOTAL EQUIPMENT COSTS								£5,418	£4,200	£23,590
OTHER COSTS:										
Tickets issued	Volume + % Spoilt		5.0%	10,535		10,535	£0.20	£2,107		
Telephone expense	Estimate					0.0	£40.00	£0 £0		
Stationery / Consumables Training - Set-up	Estimate Cost Per Head - all staff			7	0	0.0	£40.00 £750	£U	£5,250	
Training	Cost Per Head - all staff			7	0	7	£200	£1,400	23,230	
Private mileage	Essential car user allowance			- '	-		£0.440	£0		
Car	Purchase			2	2	0	£10,000			£0
	Lease over 3 or 5 years		Lea	se Period in Yea	ars (or 0) =	5	£230	£0		
	Operating Costs			2	2	0	£4,113	£0		
CEO Scooters	Purchase			0	0	0	£2,500			£0
	Lease over 3 or 5 years		Lea	ise Period in Yea		0	£0	£0		
	Operating Costs			0	0	0	£1,800	£0		
CEO Transport	Protective Clothing/Helmets			0	0	0	£600	£0		<u></u>
CEO Transport	Purchase Lease over 3 or 5 years		Loc	u Ise Period in Yea		0	£12,000 £0	£0		£0
	Operating Costs		Les	o lise Period III Tea	ars (010) – 0	0	£0 £4,113	£0 £0		
Departmental Overheads	% of Total Operating Costs		10.0%	v	č	5	,	£1,185		
TOTAL OTHER COSTS	less current enforcement costs inc ov	orhoodo					-	£4,692 £0	£5,250	£0
		GINEAUS					-		642 502	632 500
TOTAL ANNUAL EXPENSES / SET-	00-00010						=	£13,037	£13,503	£23,590

Workings

MODEL VERSION:	Joint 3)
MODEL DATE:	16-Jul-17

CLIENT: Gwent Authorities

VERSION: Joint working

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

	I: Joint working									
SCHEDULE 8	TICKET & PERMIT PROCESSING									
DESCRIPTION:	MODEL ASSUMPTION	%		TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
STAFFING / SALARY:										
Manager				0.0	0.0	0.0	60	60		
Manager Supervisor				0.0 0.0	0.0 0.0	0.0 0.0	£0 £0	£0 £0		
PCN Processing Staff				6.4	4.1	2.3	£17,800	£40,940		
Reps, Court & TPT staff				0.0	0.0	0.0	£0	£0		
Permit Processing Staff				0.0	0.0	0.0	£0	£0		
Parking Counter Staff				0.0	0.0	0.0	£0 _	£0		
TOTAL STAFF / SALARY COSTS				6.4	4.1	2.3		£40,940	£0	£0
OTHER STAFFING COSTS:										
Salary Overhead Costs	Salary		30.0%					£12,282		
Accommodation Costs	Cost Per Head			8 0	0 0	8 0	£2,750	£22,000	£0	£0
Uniform Initial Costs Uniform Maintenance	Counter staff Original Costs		50.0%	0	0	0	£250	£0	£U	
Initial Recruitment Costs	Estimate		50.070			0	£100	20	£0	
Staff Turnover Recruitment	% Turnover of Headcount		30.0%	2		2	£100	£200	20	
TOTAL OTHER STAFF COSTS							-	£34,482	£0	£0
OFFICE EQUIPMENT										
Office Equipment Set-up	Cost Per Head			8	0	8	£600		£4,800	
Maintenance	Cost Per Head			8	0	8	£100	£800		
COMPUTER SYSTEM COSTS							04			
PCN Processing Purchase	Application software upgrade			1	0	1	£21,000			£21,000
Permits System - 10 user licence	Application software upgrade			1 1	0 0	1 1	£8,000 £1,000			£8,000 £1,000
Digital camera interface Dispensations Module				1	0	1	£500			£1,000 £500
Suspensions Module				0	0	0	£500			£0
Equipment maintenance Module				0	0	0	£1,350			£0
Internet payment module				1	0	1	£1,000			£1,000
GIS Interface				1	0	1	£2,500			£2,500
Cash Receipting				1	0	1	£1,000			£1,000
Postcode addressing	4 user licence			1	0	1	£2,050			£2,050
Scanning Software				1	0	1	£1,900			£1,900
DIP Viewing Software				0	0	0	£0			£0
System Server	System Hardware			1	0	1	£12,000			£12,000
PCs Scanners				8 2	0 0	8 2	£950 £1,000			£7,600 £2,000
Bar Code Readers				2	0	2	£350			£2,000 £700
Cash Handling Equipment				0	0	0	£2,500			£0
Heavy Duty - Continuous Printer	Printers			0	0	0	£1,500			£0
Laser Printers				3	0	3	£1,200			£3,600
Network Cards & Software	Cards / Software			8	0	8	£100		£800	
Network Cabling	Cabling			8	0	8	£50		£400	
Computer System Lease	Lease over 3 or 5 years		Leas	se Period in Ye	ars (or 0) =	0	£0	£0		
Installation and Training	Application Software(days)			8	0	8	£550		£4,400	
Implementation of systems				5	0	5	£550		£2,750	
Network Installation Software Support	Cost of Application Software		20.0%	1	0	1	£500	£7,790	£500	
Hardware Maintenance	Cost of Equipment		12.0%					£3,252		
TOTAL EQUIPMENT & SYSTEM CO							-	£11,842	£13,650	£64,850
OTHER COSTS:										
% OF TOTAL PCN ISSUE RELATIN	IG TO THE VOLUME INCREASE			100%						
Letters (incl postage)						20,674	£1.00	£20,674		
DVLA enquiry						15,298	£0.15	£2,295		
Notices (incl postage)						14,533	£1.00	£14,533		
Cheque processing service	Cheques received					3,101	£1.00	£3,101		
Adjudication cases	% of PCNs issued				1.0%	413	£0	£0		
Adjudication Service Costs	Est. Fixed Charge	Joining Fee				0	£0		£0	
Adjudication Service Costs Adjudication Service Costs	Est. Fixed Charge Unit cost/PCN	Annual Fee				0 41,348	£0 £0.55	£0 £22,741		
Permit Stationery						41,348 0	£0.55 £0.20	£22,741 £0		
Telephone expense						1	£0.20 £1,000	£1,000		
IT system set up costs	includes data migration				0.0%		£15,000.00	£0		£75,000
Web site extensions	3					-		20		£6,000.00
IT Support Costs	IT Departmental Support					1	£4,000	£4,000		
Initial training						7.0	£550			£3,850
Training						7	£250	£1,750		
Departmental Overheads TOTAL OTHER COSTS	% of Total Operating Costs		10.0%				-	£15,736	£0	£84,850
							_	£85,831		
TOTAL ANNUAL EXPENSES / SET	-UP COSTS						-	£173,095	£13,650	£149,700

MODEL VERSION: MODEL DATE:

VOLUME

Joint 3)

AMOUNT

16-Jul-17

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

CLIENT: Gwent Authorities

VERSION: Joint working

ADDITIONAL WORKINGS

(AW01) PAYMENTS BY LOCATION:	<u>%</u>	NUMBER	VALUE
MAILED PAYMENTS	40%	12,404	£448,519
TELEPHONE PAYMENTS	25%	7,753	£280,342
INTERNET PAYMENTS	35% _	10,854	£392,472
TOTAL PAYMENTS	_	31,011	
AVERAGE PAYMENT VALUE		£36.16	

(AW02) PAYMENT DISTRIBUTION BY TIME OF PAYMENT

PAYMENTS MADE AT DISCOUNT LEVEL	26,049	£793,734
PAYMENTS MADE BEFORE CHARGE CERTIFICATE	4,135	£251,979
POST CHARGE CERTIFICATE PAYMENTS	827	£75,594
TOTAL PAYMENTS:	31,010	£1,121,307

(AW03) ESTIMATED LEVELS OF CORRESPONDENCE / TRANSACTIONS

NB: TOTAL VOLUMES, NOT MARGINAL VOLUMES

Receipts	Mailed Payments			12,404
Correspondence	% of Tickets Issued		50%	20,674
Pocket books checked	% of Tickets Issued		6%	2,481
Meter checks	% of Tickets Issued		1%	413
Site visits	% of Tickets Issued		1%	413
TRO/map checks	% of Tickets Issued		1%	413
Permits applications	Number of Permits Issued			0
Permits Correspondence	% of Number of Permits		50%	0
Cases to DVLA	Tickets Issued less Payments before Notice			15,298
DVLA successful responses	% of Cases to DVLA		95%	14,533
Manual DVLA VQ5 responses	% of Cases to DVLA		5%	765
Notices (NTOs)	DVLA successful responses			14,533
Charge Certificates	% of NTOs		45%	6,540
Telephone Calls	% of Tickets Issued		50%	20,674
Personal visits at Reception	% of Tickets Issued		5%	2,067
Permits Telephone calls	% of Number of Permits		50%	0
Representations	% of Notices		33%	4,796
Notices of Rejection	% of Representations		75%	3,597
Adjudication Cases	% of Notices of Rejection		9%	324
PCNs cancelled	% of PCNs issued		11%	1,033
C.Court Registrations	Eligible Cases - See AW04			5,065
Enforcement Agents	EA Action - See AW04			4,305
TOTAL CORRESPONDENCE / TRA				130,330
VOLUME PER DA	Y Based on 225 days / year	579		

ADDITIONAL WORKINGS - CONTINUED

(AW04) COUNTY COURT ESTIMATE

ANNUAL PROJECTION OF ISSUE		41,347
NO. OF CASES STILL OPEN AFTER 72 DAYS:		10,337
% OF THESE FOR MULTIPLE OFFENDERS:	5%	517
% OF THESE ALREADY REGISTERED:	2%	207
% OF THESE WITH CURRENT CORRESPONDENCE, ETC	7%	724
% OF THESE WITH < £20 DUE	10%	1,034
% OF THESE OUTSIDE JURISDICTION:	2%	207
% WITH NO GOOD NAME AND ADDRESS:	25%	2,584
ELIGIBLE CASES:		5,065
ANNUAL COST OF REGISTRATION:	£8.00	£40,520
% OF THESE PAYING AFTER REGISTRATION CERTIFICATE:	15%	760
AVERAGE PCN VALUE AT THIS STAGE:		£91.41
REVENUE FROM REGISTRATION PAYEES:		£69,452
CASES ELIGIBLE FOR WARRANT REQUEST:		4,305
% AGAINST WHICH EA ACTION TAKEN:	90%	3875
% PAYING AFTER EA ACTION:	15%	581
REVENUE FROM EA ACTION:		£53,131
% OF PROCEEDS RETAINED BY EA:	0%	£0
NET COUNTY COURT PROCEEDS		£82,062

TICKETS ISSUED AT: £70	702
TICKETS ISSUED AT: £50	9,331
TICKETS ISSUED AT: £70	21,920
TICKETS ISSUED AT: £50	9,394
CHARGE BAND: £70	£70
CHARGE BAND: £50	£50
CHARGE BAND: £70	£70
CHARGE BAND: £50	£50
TOTAL REVENUE(IGNORING DISCOUNT IMPACT):	£2,519,790
AVERAGE PCN VALUE:	£61
AVERAGE INCREMENTED PCN VALUE:	£91

Workings

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

CLIENT: Gwent Authorities

VERSION: Joint working

(AW05) ESTABLISHMENT

Staffing	Total	Current	New
Operational Management	3.50	3.10	0.40
On Street Enforcement	19.80	0.00	19.80
Off Street Enforcement	7.00	7.00	0.00
Removal CEOs	0.00	0.00	0.00
Ticket & Permit Processing	6.40	4.10	2.30
Machine maintenance	0.00	0.00	0.00
Total Staffing	36.70	14.20	22.50
CEO's Only	23.80	7.00	16.80

(AW06) VEHICLE USAGE COSTS

	Car/MPV Costs		
ltem	Volume	<u>Unit</u>	Cost
Miles per day	70		
Days per week	6		
Weeks per year	50		
Miles per year	21,000		
Miles per gallon	45		
Price per gallon	£6.00	gallon	
Fuel costs			£2,800
Service cost	£250	each service	
Service Interval	12,000	miles	
Annual Service costs			£438
Road Fund Licence			£150
Insurance			£225
Repairs			£500
•			£4,113
1 • • •	Scooter Costs		.
ltem Miles per dev	Volume 40	Unit	<u>Cost</u>
Miles per day Days per week	40		
Weeks per year	50		
Miles per year	12.000		
Miles per gallon	75		
Price per gallon	£6.00	gallon	
Fuel costs			£960
Service cost		each service	
Service Interval	5,000	miles	
Annual Service costs			£240
Road Fund Licence			£75
			£225
Repairs			£300 £1,800
			21,000

(AW07) UNIFORMS

ITEM	UNIT COST	NUMBER REQUIRED PER CEO	<u>TOTAL</u> ONE-OFF SET-UP	<u>TOTAL</u> <u>ANNUAL</u> <u>RECURRING</u>
Anorak/Coats	£85.00	1	£85.00	
Shirts/Blouses	£9.95	6	£59.70	£29.85
Nato style Pullovers	£19.50	2	£39.00	
Trousers/skirts	£31.00	4	£124.00	£62.00
Ties	£3.20	1	£3.20	
Gloves	£19.95	1	£19.95	
Scarves	£5.95	1	£5.95	
Shoes	£30.00	3	£90.00	£45.00
Hats	£42.00	1	£42.00	
Shoulder badges	£2.80	16	£44.80	
Flashes	£5.20	2	£10.40	
Fleece jacket	£25.00	1	£25.00	
Bag	£30.00	1	£30.00	
			£579.00	£136.85

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION CLIENT: Gwent Authorities VERSION: Joint working		MODEL VERSION: MODEL DATE:	Joint 3) 16-Jul-17
CEO RESOURCE CALCULATION:			
ON -STREET ENFORCEMENT CEOs			
Patrol hours required On -Street			517.00 CEO Hours/week
Travelling Time Estimate	No. of CEOs: Hours/CEO/day:	18.29 0.4	43.89 CEO Hours/week
Total FTE CEOs Required On-Street	Total Hours / week Eff't CEO hrs/week		560.89 28.27 19.84
OFF-STREET CAR PARKS CEOs		Ηοι	ırs/week
Patrol hours required for Off-Street car parks			184.30 CEO Hours/week
Travelling Time Estimate	No. of CEOS: Hours/CEO/day:	6.52 0.4	15.65 CEO Hours/week
Total FTE CEOs Required Off-Street TOTAL FTE CEOs REQUIRED	Total Hours / week Eff't CEO hrs/week		199.95 28.27 7.07 26.91
Workings for Calculation of Full Time Equivalent (FTE) CEOs Required			

ON-STREET CEOs

Calculation of Absence Factor

Days in the Year	52	5	260
Public Holidays			-8
Holidays			-27
Sickness	7.0%		-15
Days Available / Year		_	210
Working Weeks / Year		42.00	
Absence Factor			19%

OFF-STREET CEOs

Calculation of Absence Factor

Days in the Year	52	5	260
Public Holidays			-8
Holidays			-27
Sickness	7.0%		-15
Days Available / Year			210
Working Weeks / Year		42.00	
	-		

Absence Factor

	On street	Off street
Allocation of CEO time:	Hours/week	Hours/week
Blaenau Gwent	50.00	-
Caerphilly	131.00	63
Monmouthshire	75.00	72
Newport City	172.00	44
Torfaen	89.00	5
Total:	517.00	184

CEO Working Day & Effective Patrol Hours

Average Shift Ho	ire		7.40	
Less: Local Trave			0.40	
			7.00	
Average Patrol H	burs Per Day			
Days Per Week			5.00	
Patrol Hrs Per We	ek		35.00	
Ambassadorial D	uties	0%	-	no other duties
Absence Factor			1.19	
Effective Patrol	Hours / Week		28.27	
				-

CEO Working Day & Effective Patrol Hours

Average Shift Hours		7.40	
Less: Local Travel & Admin		0.40	
Average Patrol Hours Per Day		7.00	-
Days Per Week		5.00	
Patrol Hrs Per Week		35.00	
Ambassadorial Duties	0%	-	no other duties
Absence Factor		1.19	
Effective Patrol Hours / Week		28.27	-

19%

MODEL VERSION:	Joint 3)
MODEL DATE:	16-Jul-17

-

41,347

100%

CLIENT: Gwent Authorities

VERSION: Joint working

CALCULATION OF PCNS ISSUED

DISTRICT	Total Hours	Effective Patrol	FTE	PCN rate	Effective	PCNs	Weeks/	PCNs/	
	per Week	Hours/Week/CEO	CEOs	Per Week	PCN Rate	lssued/Wk	Year	Year	
Blaenau Gwent	50.00	28.27	1.77	47	47	84	42.00	3,521	1.35
Caerphilly	131.00	28.27	4.63	43	43	197	42.00	8,278	1.22
Monmouthshire	75.00	28.27	2.65	37	37	97	42.00	4,087	1.05
Newport City	172.00	28.27	6.08	41	41	249	42.00	10,462	1.17
Torfaen	89.00	28.27	3.15	38	38	118	42.00	4,967	1.07
Sub-Tota	I 517.00								
Travelling Time Estimate	43.89	28.27	1.55	0	0	0	42.00	0	1.16
<u></u>	560.89		19.84			746		31,314	75.7%

OFF-STREET

CAR PARKS	Total Hours	Effective Patrol	FTE	PCN rate	Effective	PCNs	Weeks/	PCNs/	
	per Week	Hours/Week/CEO	CEOs	Per Week	PCN Rate	Issued/Wk	Year	Year	
Blaenau Gwent	0.00	28.27	0.00	0	0	0	42.00	0	
Caerphilly	63.10	28.27	2.23	32	32	71	42.00	2,972	0.91
Monmouthshire	72.20	28.27	2.55	33	33	84	42.00	3,508	0.93
Newport City	44.00	28.27	1.56	52	52	80	42.00	3,380	1.48
Torfaen	5.00	28.27	0.18	24	24	4	42.00	175	0.67
sub total	184.30								
Travelling Time Estimate	15.65	28.27	0.55	0	0	0	42.00	0	1.05
-									
	199.95		7.07	4		239		10,034	24.3%

REMOVALS

	TOTAL PCN PROJECTION:		41,348	
On-street PCNs issued at HIGHER level:	% of On-street PCNs:	70%	21,920	53%
On-street PCNs issued at LOWER level:	% of On-street PCNs:	30%	9,394	23%
Off-street PCNs issued at HIGHER level:	% of Off-street PCNs:	7%	702	2%
Off-street PCNs issued at LOWER level:	% of Off-street PCNs:	93%	9,331	23%
			41,347	100%
	PCNs issued at HIGHER level:		22,622	55%
	PCNs issued at LOWER level:		18,725	45%

		MODEL VERSION: MODEL DATE:	Joir	nt 3) 16-Jul-17				
	<u>IENT:</u> <u>Gwent Authoritie</u> SION: Joint working							
CASH FLOW ANALYSIS					START-UP			
	PCNs ISSUED PCNs ISSUED			41,347 3,446 2,609 836				
MONTH NUMBER					-3	-2	-1	START-UP
			UP % OF PCN th Rate No.	s ISSUED Growth Periods	0%	0%	0%	
MONTHLY PCN ISSUE	ON-STREET OFF-STREET	6	% %	6 0	0	0	0 0	
MONTHLY ECN ISSUE	TOTAL:	PCNs ECNs			0	0	0	0
MARGINAL REVENUE ECNs REVENUE EXCLUDED ECNs REVENUE EXCLUDED		PER YEAR PER MONTH		(£287,200) (£23,933)				
PCNs AT DISCOUNT PAYMENT PCNs DISCOUNT PAYMENT LE		PER YEAR PER MONTH		£793,734 £66,144	£0	£0	£0	
PCNs FULL PAYMENT LEVEL PCNs FULL PAYMENT LEVEL		PER YEAR PER MONTH		£251,979 £20,998	£0	£0	£0	
PCNs INCREMENTED PAYMEN PCNs INCREMENTED PAYMEN		PER YEAR PER MONTH	—	£75,594 £6,299	£0	£0	£0	
TIME DELAY IN PAYMENTS	ECNs DISCOUNT NORMAL INCREMENTED	MONTHS FROM ISS 3 (RANGE 1 (RANGE 2 (RANGE 6 (RANGE	0 - 3) 0 - 2) 0 - 3)	£834,107	£0 £0 £0 £0	£0 £0 £0 £0	£0 £0 £0 £0	£0 £0 £0 £0
	TOTAL ECN / PC	N PAYMENTS RECEI	VED		£0	£0	£0	£0
<u>PERMITS</u> NEW PERMIT ISSUE DISTRIBU ⁻	TION				10%	20%	30%	
PERMIT VOLUMES NEW PERMIT ISSUE VOLUMES			0		0	0	0	
<u>PERMIT REVENUE</u> NEW PERMIT ISSUE INCOME		PER YE	AR	£0	£0	£0	£0	
	TOTAL PERMIT I	SSUE PAYMENTS RE	ECEIVED		£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIO ON STREET CHARGING - ADDI CLAMP & REMOVAL OPERATIO NET COUNTY COURT PROCEE	TIONAL REVENUE ONLY INS - ADDITIONAL REVE				£0 £0 £0 £0	£0 £0 £0 £0	£0 £0 £0 £0	£0 £0 £0 £0
ADDITIONAL EXPE		START I PER YE PER MO ONE-OF	AR NTH	1 (£820,672) (£68,389) (£44,377)	£0 £0	£0 £0	(£68,389) (£44,377)	(£68,389) (£44,377)
	MONTHLY SURP	LUS / (DEFICIT)			£0	£0	(£112,767)	(£112,767)

The cashflow assumes that the additional expenses of the new operations will be incurred immediately. The marginal impact of Pay & Display revenue is accounted for after implementation.

CASH FLOW ANALYSIS

MODEL VERSION:	Joint 3)
MODEL DATE:	16-Jul-17
went Authorities	

CLIENT: Gwent Authorities VERSION: Joint working

FIRST 12 MONTHS OF OPERATION

PCNs ISSUED	PER YEAR		41	,347
PCNs ISSUED	PER MON	ГН	3	,446
	being:	ON-STREET	2	2,609
		OFF-STREET		836

MONTH NUMBER			Г	1	2	3	4	5	6	7	8	9	10	11	12	12 MTHS
MONTHROWDER			L			•		•	•		•					
		START UP % OF PC Growth Rate No														
MONTHLY PCN ISSUE	ON-STREET OFF-STREET	6% 6%	6 0	1,840 836	1,950 836	2,067 836	2,191 836	2,322 836	2,462 836	2,609 836	2,609 836	2,609 836	2,609 836	2,609 836	2,609 836	
MONTHLY ECN ISSUE	TOTAL:	PCNs ECNs	-	2,676	2,786	2,903	3,027	3,159	3,298	3,446	3,446	3,446 0	3,446 0	3,446	3,446	38,522 0
		ECINS		0	0	0	0	0	0	0	0	0	0	0	٩L	0
MARGINAL REVENUE ECNs REVENUE EXCLUDED ECNs REVENUE EXCLUDED		PER YEAR PER MONTH	(£287,200) (£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	
PCNs AT DISCOUNT PAYMENT LE PCNs DISCOUNT PAYMENT LEVE		PER YEAR PER MONTH	£793,734 £66,144	£51,365	£53,484	£55,730	£58,110	£60,634	£63,309	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	
PCNs FULL PAYMENT LEVEL PCNs FULL PAYMENT LEVEL		PER YEAR PER MONTH	£251,979 £20,998	£16,306	£16,979	£17,692	£18,448	£19,249	£20,098	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	
PCNS INCREMENTED PAYMENT L PCNS INCREMENTED PAYMENT L		PER YEAR PER MONTH Per Year:	£75,594 £6,299 £834,107	£4,892	£5,094	£5,308	£5,534	£5,775	£6,029	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	
TIME DELAY IN PAYMENTS	ECNs DISCOUNT NORMAL INCREMENTED	MONTHS FROM ISSUE 3 (RANGE 0 - 3) 1 (RANGE 0 - 2) 2 (RANGE 0 - 3) 0 6		£0 £0 £0 £0	£0 £51,365 £0 £0	£0 £53,484 £16,306 £0	(£23,933) £55,730 £16,979 £0	(£23,933) £58,110 £17,692 £0	(£23,933) £60,634 £18,448 £0	(£23,933) £63,309 £19,249 £4,892	(£23,933) £66,144 £20,098 £5,094	(£23,933) £66,144 £20,998 £5,308	(£23,933) £66,144 £20,998 £5,534	(£23,933) £66,144 £20,998 £5,775	(£23,933) £66,144 £20,998 £6,029	(£215,400) £673,354 £192,765 £32,632
	TOTAL ECN / F	PCN PAYMENTS RECEIVED	-	£0	£51,365	£69,790	£48,775	£51,869	£55,148	£63,516	£67,403	£68,517	£68,744	£68,984	£69,239	£683,351
<u>PERMITS</u> NEW PERMIT ISSUE DISTRIBUTIC	N		Г	25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES NEW PERMIT ISSUE VOLUMES		0	L	0	0	0	0	0	0	0	0	0	0	0	0	
PERMIT REVENUE NEW PERMIT ISSUE INCOME		PER YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	TOTAL PERMIT	T ISSUE PAYMENTS RECEIVED	-	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITION ON STREET CHARGING - ADDITIC CLAMP & REMOVAL OPERATIONS NET COUNTY COURT PROCEEDS	ONAL REVENUE ON 6 - ADDITIONAL RE	ILY		£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £6,839	£1,933 £0 £0 £6,839	£1,933 £0 £0 £6,839	£23,200 £0 £0 £20,516
EXPENSES ADDITIONAL EXPENS ONE-OFF SET-UP EXPENS		START UP = PER YEAR PER MONTH ONE-OFF COST	1 (£820,672) (£68,389) (£44,377)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£820,672) £0
	MONTHLY SUF	RPLUS / (DEFICIT)	-	(£66,456)	(£15,091)	£3,334	(£17,681)	(£14,587)	(£11,308)	(£2,940)	£947	£2,061	£9,126	£9,367	£9,621	(£93,605)
	CUMULATIVE I	MONTHLY BALANCE	-	(£179,223)	(£194,314)	(£190,979)	(£208,660)	(£223,247)	(£234,555)	(£237,494)	(£236,547)	(£234,486)	(£225,360)	(£215,993)	(£206,372)	

The cashflow assumes that the additional expenses of the new operations will be incurred immediately. The marginal impact of Pay & Display revenue is accounted for after implementation.

Cashflow

MODEL VERSION:	Joint 3)
MODEL DATE:	16-Jul-17
went Authorities	

<u>CLIENT:</u> <u>Gwent Authorities</u> <u>VERSION:</u> <u>Joint working</u>

CASH FLOW ANALYSIS

SECOND 12 MONTHS OF OPERATION

PCNs ISSUED	PER YE	AR	41,347
PCNs ISSUED	PER MC	ONTH	3,446
	being:	ON-STREET	2,609
		OFF-STREET	836

MONTH NUMBER				[13	14	15	16	17	18	19	20	21	22	23	24	24 MTHS
			ART UP % OF PC														
MONTHLY PCN ISSUE	ON-STREET OFF-STREET		Growth Rate No. 6% 6%	Growth Periods 6 0	2,609 836												
MONTHLY ECN ISSUE	TOTAL:	PCNs ECNs		-	3,446 0	41,347 0											
MARGINAL REVENUE ECNs REVENUE EXCLUDED ECNs REVENUE EXCLUDED		PER YEAR PER MONTH		(£287,200) (£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	
PCNs AT DISCOUNT PAYMENT L PCNs DISCOUNT PAYMENT LEVE		PER YEAR PER MONTH		£793,734 £66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	
PCNs FULL PAYMENT LEVEL PCNs FULL PAYMENT LEVEL		PER YEAR PER MONTH		£251,979 £20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	
PCNs INCREMENTED PAYMENT PCNs INCREMENTED PAYMENT		PER YEAR PER MONTH	Per Year:	£75,594 £6,299 £834,107	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	
TIME DELAY IN PAYMENTS	ECNs DISCOUNT NORMAL INCREMENTED	1 (RA 2 (RA	M ISSUE ANGE 0 - 3) ANGE 0 - 2) ANGE 0 - 3) ANGE 0 - 6)		(£23,933) £66,144 £20,998 £6,299	(£287,200) £793,734 £251,979 £75,594											
	TOTAL ECN / F	PCN PAYMENTS R	ECEIVED	-	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£834,107
<u>PERMITS</u> NEW PERMIT ISSUE DISTRIBUTI	ON			[25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
<u>PERMIT VOLUMES</u> NEW PERMIT ISSUE VOLUMES			0		0	0	0	0	0	0	0	0	0	0	0	0	
PERMIT REVENUE NEW PERMIT ISSUE INCOME		PEI	R YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	TOTAL PERMI	T ISSUE PAYMENT	TS RECEIVED	-	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITION ON STREET CHARGING - ADDITI CLAMP & REMOVAL OPERATION NET COUNTY COURT PROCEED	<u>ONAL REVENUE ON</u> IS - ADDITIONAL RE	ILY			£1,933 £0 £0 £6,839	£23,200 £0 £0 £82,062											
EXPENSES ADDITIONAL EXPEN: ONE-OFF SET-UP EXPEN:		PEI	ART UP = R YEAR R MONTH IE-OFF COST	1 (£820,672) (£68,389) (£44,377)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£820,672) £0
	MONTHLY SUF	RPLUS / (DEFICIT)		-	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£118,697
	CUMULATIVE I	MONTHLY BALANC	CE	-	(£196,480)	(£186,589)	(£176,698)	(£166,806)	(£156,915)	(£147,023)	(£137,132)	(£127,241)	(£117,349)	(£107,458)	(£97,566)	(£87,675)	

The cashflow assumes that the additional expenses of the new operations will be incurred immediately. The marginal impact of Pay & Display revenue is accounted for after implementation.

MODEL VERSION:	Joint 3)										
MODEL DATE:	16-Jul-17										
went Authorities											

CLIENT: Gwent Authorities

CASH FLOW ANALYSIS

THIRD 12 MONTHS OF OPERATION

PCNs ISSUED PER YEA	AR	41,347
PCNs ISSUED PER MO	NTH	3,446
being:	ON-STREET	2,609
	OFF-STREET	836

MONTH NUMBER					25	26	27	28	29	30	31	32	33	34	35	36	36 MTHS
		ST	ART UP % OF PC	Ns ISSUED													
			Growth Rate No	. Growth Periods	·			·	·	·	·	·					
MONTHLY PCN ISSUE	ON-STREET OFF-STREET		6% 6%	6 0	2,609 836												
	TOTAL:	PCNs	070	0 _	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	41,347
MONTHLY ECN ISSUE		ECNs		_	0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE ECNs REVENUE EXCLUDED ECNs REVENUE EXCLUDED		PER YEAR PER MONTH		(£287,200) (£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	
PCNs AT DISCOUNT PAYMENT L PCNs DISCOUNT PAYMENT LEVI		PER YEAR PER MONTH		£793,734 £66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	
PCNs FULL PAYMENT LEVEL PCNs FULL PAYMENT LEVEL		PER YEAR PER MONTH		£251,979 £20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	
PCNS INCREMENTED PAYMENT PCNS INCREMENTED PAYMENT		PER YEAR PER MONTH	Per Year:	£75,594 £6,299 £834,107	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	
TIME DELAY IN PAYMENTS	ECNs DISCOUNT NORMAL INCREMENTED	1 (R/ 2 (R/	M ISSUE ANGE 0 - 3) ANGE 0 - 2) ANGE 0 - 3) ANGE 0 - 6)		(£23,933) £66,144 £20,998 £6,299	(£287,200) £793,734 £251,979 £75,594											
	TOTAL ECN / P	CN PAYMENTS F	RECEIVED	_	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£834,107
PERMITS NEW PERMIT ISSUE DISTRIBUTI	ON			Г	25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES NEW PERMIT ISSUE VOLUMES			0	L	0	0	0	0	0	0	0	0	0	0	0	0	
PERMIT REVENUE NEW PERMIT ISSUE INCOME		PE	R YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	TOTAL PERMIT	ISSUE PAYMEN	TS RECEIVED	_	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIO ON STREET CHARGING - ADDITI CLAMP & REMOVAL OPERATION NET COUNTY COURT PROCEED	ONAL REVENUE ON IS - ADDITIONAL REV	LY			£1,933 £0 £0 £6,839	£23,200 £0 £0 £82,062											
EXPENSES ADDITIONAL EXPEN ONE-OFF SET-UP EXPEN		PE	ART UP = R YEAR R MONTH NE-OFF COST	1 (£820,672) (£68,389) (£44,377)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£820,672) £0
	MONTHLY SUR	PLUS / (DEFICIT))	-	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£118,697
	CUMULATIVE N	IONTHLY BALAN	CE	-	(£77,784)	(£67,892)	(£58,001)	(£48,109)	(£38,218)	(£28,327)	(£18,435)	(£8,544)	£1,348	£11,239	£21,130	£31,022	

The cashflow assumes that the additional expenses of the new operations will be incurred immediately. The marginal impact of Pay & Display revenue is accounted for after implementation.

APPENDIX EJoint working financial model J4. All enforcement and administrationprovided by outsourcing to a contractor.

CLIENT: Gwent Authorities

VERSION: Joint working J4

ALL ENFORCEMENT AND ADMINISTRATION BY ONE EXTERNAL CONTRACTOR

MODEL OPTIONS SELECTED:

CIVIL ENFORCMENT OFFICER TIME ALLOCATION:

If the CIVIL ENFORCMENT OFFICERs have duties which reduce the effective time they will spend enforcing the parking regulations, this will be reflected by a proportional split being entered for the Other Duties (Enforcement Duties will adjust automatically). Actions: Enter required percentages under On-Street and/or Off-Street

ON-STREET PAY & DISPLAY CHARGING:

The model has three possible options which can be selected as follows: -

Current Select for no-change to the current status on implementation of DPE

New P&D-1 Includes the income and expenses derived from schedule "P&D-1"

New P&D-1&2 Includes the income and expenses derived from schedule "P&D-1" and schedule "P&D-2". Actions: Select one "Option" and copy over "Selected Option" to revise model

OFF-STREET CAR PARK CHARGING

The model has three possible options which can be selected as follows: -

Current Select for no change to tarrifs or transaction volumes

- Option 1 Considers revised tarrifs, transaction volumes and distributions of transaction by tarrif.
- Option 2 Considers same changes as Option 1 but for alternative tarrif structure.

Actions: Select one "Option" and copy over "Selected Option" to revise model

OFF-STREET CAR PARK TRANSACTION VOLUMES INCREASE

This is the estimated increase in transaction volumes experienced in Off-Street Car Parks post DPE.

- Apply percentage volume increase to "Current" Income
- Actions: Select the required option to apply or not apply the percentage change to "Current Income"; then Enter required percentage volume increase under "Selected Option"

OFF-STREET CAR PARK CHARGING IN FREE CAR PARKS

Selecting the "Yes" Option will include an estimated volume of transactions from Free Car Parks to be included in the calculation of "Off-Street Car Park Charging". It will also modify the Enforcement required now these Car Parks are charged for.

Actions: Select one "Option" and copy over "Selected Option" to revise model

CURRENT VAT RATE

The model will use this rate for all calculations involving VAT Actions: Enter current VAT rate under "VAT Rate"

LEASING RATES

The model uses 3 or 5 year periods for leasing items, as selected per item. Enter current rates per £1,000 per annum:

No	Parking Enforcement				
	Options:	Selected Option	Balance		
On-Street	0 - 100%	0%	100%		
Off-Street	0 - 100%	0%	100%		

Options:	Selected Option	Option Number
Current	Current	1
New P&D-1	Refresh PCN Tables afte	r Changing Selection
New P&D-1&2		

Options:	Selected Option
Current	Current
Option 1	
Option 2	

Options:	Selected Option
Yes or No	Yes
0 - 100%	1%

Options:	Selected Option
Yes	No
No	

Range	VAT Rate
0 - 100%	20.0%

Rate for 3 year leases:	£310
Rate for 5 year leases:	£230

MODEL VERSION:	Joint 4)
MODEL DATE:	16-Jul-17

CLIENT: Gwent Authorities

VERSION: Joint working J4

ALL ENFORCEMENT AND ADMINISTRATION BY ONE EXTERNAL CONTRACTOR

SUMMARY OF MARGINAL INCOME & EXPENDITURE

START-UP =	Enter 1 - 3 1 MONTHS	SCH REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
	PCNs ISSUED				0	38,514	41,338	41,338	41,338	41,338
	PCN PAYMENTS CLAMP & REMOVAL PAYMENTS PERMIT PAYMENTS CAR PARK RECEIPTS ON STREET CHARGING NET C.COURT PROCEEDS TOTAL PAYMENTS	1 2 3 3 4		-	£0 £0 £0 £0 £0 £0 £0	£683,151 £0 £23,200 £23,200 £0 £20,511 £726,862	£833,853 £0 £23,200 £23,200 £0 £82,043 £939,096	£833,853 £0 £23,200 £0 £82,043 £939,096	£833,853 £0 £23,200 £0 £82,043 £939,096	£833,853 £0 £23,200 £23,200 £82,043 £939,096
EXPENSES:				- Inflation factor			3%	3%	3%	3%
	OPERATIONAL MANAGEMENT ON-STREET ENFORCEMENT OFF-STREET ENFORCEMENT CLAMP & REMOVAL CONTROL TICKET & PERMITS PROCESSING PAY & DISPLAY TOTAL EXPENSES	5 6 7 8 9	1 1 1 1 1	£65,550 £12,000 £0 £0 £81,000 £0 £158,550	£1,003 £45,100 £0 £0 £22,477 <u>£0</u> £68,580	(£9,087) £541,196 £23,902 £0 £177,928 <u>£0</u> £733,939	(£9,359) £557,432 £24,619 £0 £183,265 £0 £755,957	(£9,640) £574,155 £25,358 £0 £188,763 <u>£0</u> £778,636	(£9,929) £591,379 £26,118 £0 £194,426 <u>£0</u> £801,995	(£10,227) £609,121 £26,902 £0 £200,259 £0 £826,055
ANNUAL NET SU	JRPLUS OR (DEFICIT)			(£158,550)	(£68,580)	(£7,077)	£183,139	£160,460	£137,101	£113,041
CUMULATIVE N	ET SURPLUS OR (DEFICIT) EXCLUDING C/	APITAL		=	(£68,580)	(£75,657)	£107,482	£267,942	£405,044	£518,085
CUMULATIVE N	ET SURPLUS OR (DEFICIT)INCLUDING CAI	PITAL		-	(£227,130)	(£234,207)	(£51,068)	£109,392	£246,494	£359,535
	NPV INTEREST RATE YEAR END NPVs (EXCLUDING CAPITAI NPV INTEREST RATE	6% L) 6%				(£75,256)	£87,737	£222,462	£331,059	£415,530
N - 4	YEAR END NPVs (INCLUDING CAPITAL				_	(£233,806)	(£70,813)	£63,912	£172,509	£256,980

Notes:-

1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.

SCH REF - Reference to the detailed working schedules attached.
 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

MODEL VERSION:	Joint 4)
MODEL DATE:	16-Jul-17

VERSION: Joint working

SCHEDULE 1

ON-STREET & OFF STREET PAYMENTS

PCN ISSUE & PAYMENTS

Projected Number of PCNs	41,338		PCNs ISSUED	%PAID	PCNs PAID	% PAID BY BAND	VOLUME PAID	AMOUNT PAID	
Off-street PCN Higher Level	£70.00		702	75%	527	10%	70	£4,914	
50% Discount	£35.00					63%	442	£15,479	
50% Premium	£105.00		0.000	750/	0.000	2%	14	£1,474	£21,867
Off-street PCN Lower Level 50% Discount	£50.00 £25.00		9,330	75%	6,998	10% 63%	933 5,878	£46,650 £146,948	
50% Discourt	£75.00					2%	187	£13,995	£207,593
On-street PCN Higher Level	£70.00		21,914	75%	16,436	10%	2,191	£153,398	2201,000
50% Discount	£35.00					63%	13,806	£483,204	
50% Premium	£105.00					2%	438	£46,019	£682,621
On-street PCN Lower Level	£50.00		9,392	75%	7,044	10%	939	£46,960	
50% Discount	£25.00					63%	5,917	£147,924	
50% Premium	£75.00					2% _	188	£14,088	£208,972
			41,338	75%	31,004	_	31,004	£1,121,053	
							0	ff-street total:	£229,460
								n-street Total:	£891,593
								-	£1,121,053
CURRENT RECEIPTS		Net ECN Value						=	
On-Street - 1	£20.00	£20.00	0		-		0	£0	
On-Street - 2	£40.00	£40.00			-		0	£0	
On-Street - 3	£0.00	£0.00			-		0	£0	
				0.0%					
Off-Street - 1	£30.00	£30.00	0	61.0%	-		0	£0	
Off-Street - 2	£60.00	£60.00		10.0%	-		0	£0	
Off-Street - 3	£40.00	£40.00	_	0.0%	-		0	£0	
			0	0.0%	0	_	0	£287,200.00	
TOTAL / MARGINAL RECEIPTS			41,338		31,004	_	31,004	£833,853	

SCHEDULE 2

PERMIT PAYMENTS				UNIT	PROPOSED	
PERMIT ISSUES AND REVENUE BY PERMIT TYPE:	TOTAL	NOW	NEW	COST	INCREASE	AMOUNT
Permit - Staff/Public	0	0	0	£0	£0	£0
Permit - Business	0	0	0	£0	£0	£0
Permit - Doctor	0	0	0	£0	£0	£0
Permit - Resident	0	0	0	£0	£0	£0
Permit - Visitor	0	0	0	£0	£0	£0
Permit -	0	0	0	£0	£0	£0
TOTAL PERMITS	0	0	0		_	£0

SCHEDULE 3

PA	PAY & DISPLAY AND CAR PARK RECEIPTS						
			TOTAL	NOW	NEW		
ON	I-STREET PAY & DISPLAY - AREA 1		£0	£0	£0	£0	
ON	I-STREET PAY & DISPLAY - AREA 2		£0	£0	£0	£0	
CA	R PARK INCOME INCREASE	Current	£0	£0	£0	£0	
FR	EE CAR PARKS CHARGED	No	£0	£0	£0	£0	
VO	L. INCREASE ONLY ON-STREET	1%	£0	£0	£0	£0	
VO	L. INCREASE ONLY OFF-STREET	1%	£0	£0	£0	£23,200	
ТО	TAL RECEIPTS					£23,200	

SCHEDULE 4

PROCEEDS FROM COUNTY COURT & SUBSEQUENT ACTION

PROCEEDS FROM ACTION	(See AW04)	£122,555
COSTS OF ACTION		(£40,511)
NET PROCEEDS		£82,043

MODEL VERSION:	Joint 4)
MODEL DATE:	16-Jul-17

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Workings

MODEL VERSION:	Joint 4)
MODEL DATE:	16-Jul-17

CLIENT: Gwent Authorities

VERSION: Joint working

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

SCHEDULE 5

OPERATIONAL MANAGEMENT

	OPERATIONAL MANAGEMENT									
DESCRIPTION:	MODEL ASSUMPTION	%		TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
STAFFING / SALARY:										
								(000 500)		
Parking Manager				1.0	2.1	-1.1	£35,000	(£38,500)		
Parking Team Leader				2.0	1.0	1.0	£27,000	£27,000		
Parking officer				0.0	0.0	0.0	£22,000	£0		
TOTAL STAFF / SALARY COSTS				3.0	3.1	-0.1		(£11,500)	£0	£0
OTHER STAFFING COSTS:										
Salary Overhead Costs	Percentage of Salary		32.7%					(£3,761)		
Accommodation Costs - Mgt.	Annual Charge/New Office			3	3	0	£2,750	£0		
Accommodation Costs - Staff	Annual Charge/New Office			0	0	0	£2,750	£0		£0
Uniform Costs	Cost Per Head						£450	£0		
Initial Recruitment Costs	Cost Per New Head					0	£400		(£40)	
Staff Turnover Recruitment	% Turnover of Headcount		30.0%	1		1	£100	£100	. ,	
TOTAL OTHER STAFF COSTS							_	(£3,661)	(£40)	£0
TOTAL OTHER STAFF COSTS								(£3,001)	(240)	20
OFFICE EQUIPMENT										
Office Equipment Set-up	Cost Per Head			3	0	3	£600		£1,800	
Maintenance	Cost Per Head			3	0	3	£100	£300		
COMPUTER EQUIPMENT										
PC	Cost Per Head			3	0	3	£1,000			£3,000
PC Software	Cost Per Head			3	0	3	£350			£1,050
Printer	Cost Per Head			1	0	1	£400			£400
Networking	Cost Per Head			1	1	0	£1,000		£0	
Equipment Lease	Lease over 3 or 5 years		Lea	ase Period in Yea	rs (or 0) =	0	£0	£0		
Maintenance	Cost of Equipment		20.0%					£890		
TOTAL EQUIPMENT COSTS							-	£1,190	£1,800	£4,450
OTHER COSTS:										
Telephone expenses	Cost Per Head			3	3.1	-0.1	£400	(£40)		
Public relations	Estimate					1	£1,000	£5,000		£25,000
Consultancy costs	Set-Up expenses									£35,000
TRO/GIS set-up	Survey and mapping of TROs on-site									£0
Signs & Lines remedial works	Set-Up expenses									£0
Signs conversion in car parks					0		£0			£0
TRO and OSPPO conversion	Legal									£0
Lease car								£0		
Training - Set-up	Cost Per Head -all staff			3.0	0	3	£550			£1,100
Training - on-going	Cost Per Head -all staff			3.0	0	3	£250	£750		
Departmental Overheads	% of Total Operating Costs		10.0%					(£826)		
TOTAL OTHER COSTS							-	£4,884	£0	£61,100
TOTAL ANNULAL EVERYORS ()							-	£0	04 700	005 550
TOTAL ANNUAL EXPENSES / SET	-0P COSTS						=	(£9,087)	£1,760	£65,550

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TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

SCHEDULE 6

ON STREET ENFORCEMENT

	ON STREET ENFORCEMENT									
DESCRIPTION:	MODEL ASSUMPTION	%		TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
STAFFING / SALARY:										
PARKING MANAGER & ENFORCEI Supervisor	MENTMANAGER			0.00 2.00	0.00 2.00	0.00 0.00	£0 £22,000	£0 £0		
TUPEd Supervisors				0.00	0.00	0.00	£22,000 £0	£0		
Team Leaders				0.00	0.00	0.00	£0	£0		
CEOs			13.2	11.20	11.20	0.00	£18,500	£0		
TUPEd CEOs				0.00	0.00	0.00	£0 _	£0		
TOTAL STAFF / SALARY COSTS				13.20	13.20	0.00		£0	£0	£0
OTHER STAFFING COSTS:										
Salary Overhead Costs	Salary		32.7%					£0		
Accommodation Costs	Cost Per Head			13.2	13.2	0.0	£0	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors			13.2	13.2	0.0	£579		£0	
Uniform Maintenance	Original Costs		50.0%					£0		
Initial Recruitment Costs	Estimate								£0	
Staff Turnover Recruitment	% Turnover of Headcount		30.0%	0.0		0.0	£400	£0		
Uniform Replacement Costs	New staff		0.0%			0.0	£200	£0	60	
Uniform Stock Costs	Original Costs		0.0%						£0	
TOTAL OTHER STAFF COSTS							-	£0	£0	£0
OFFICE EQUIPMENT										
Office Equipment Set-up	Cost Per Manager / Supervisor			0.0	0.0	0.0	£600		£0	
Maintenance	Cost Per Head			0.0	0.0	0.0	£100	£0	20	
Radio base station				0.0	0.0	0.0	£550			£0
No. of Sets of Equipment for CEOs						14.0				
Personal video						0.0	£150			£0
Batteries & chargers						0.0	£0			£0
HHCT/ Android	HHCT+Case+printer					0.0	£2,950			£0
HHCT Software	Per HHC					0.0	£250			£0
HHCT Spares	Spares Holding %		5.0%			0.0	£2,950			£0
HHCT Chargers	Per Number of HHCT Per CEO					0.0 0.0	£20 £0			£0 £0
Digital cameras PCs (including software)	Fel CEO			0.0	0.0	0.0	£0 £340			£0 £0
PC Installation				0.0	0.0	0.0	£200		£0	20
Printer				0.0	0.0	0.0	£250			£0
Equipment Lease	3 year lease rate per £1,000		Lea	ase Period in Yea	ars (or 0) =	0	£0	£0		
Maintenance	Cost of Equipment		20.0%				£0	£0		
TOTAL EQUIPMENT COSTS							-	£0	£0	£0
OTHER COSTS:										
Tickets issued	Volume + % Spoilt		5.0%	32,871		32,871	£0.00	£0		
Telephone expense	Estimate							£0		
Stationery / Consumables	Estimate					0.0	£40.00	£0		
Training - Set-up	Cost Per Head - all staff			0	0	0	£750			£0
Training	Cost Per Head - all staff			0	0	0	£200	£0		
Private mileage	Essential car user allowance			-	-	-	£0.440	£0		60
Car	Purchase Lease over 3 or 5 years		ام	0 ase Period in Yea	0 ars (or 0) =	0 5	£10,000 £230	£0		£0
	Operating Costs		Lea	ase Fellou III Tea 5	ais (010) – 0	5	£2,30	£30,880		
CEO Scooters	Purchase			0	0	0	£2,500	200,000		£0
	Lease over 3 or 5 years		Lea	ase Period in Yea		0	£0	£0		20
	Operating Costs			0	0	0	£1,800	£0		
	Protective Clothing/Helmets			0	0	0	£600	£0		
CEO Transport	Purchase			1	0	1	£12,000			£12,000
	Lease over 3 or 5 years		Lea	ase Period in Yea	. ,	0	£0	£0		
	Operating Costs		0.007	1	0	1	£6,176	£6,176		
Departmental Overheads TOTAL OTHER COSTS	% of Total Operating Costs		0.0%				-	£0 £37,056	£0	£12,000
cost of enforcement at soft market te	esting rates		hou	urs	28808		£17.50	£ 504,140		·
							_		<u> </u>	C10 000
TOTAL ANNUAL EXPENSES / SET-	-UP CUS15						-	£541,196	£0	£12,000

MODEL VERSION:	Joint 4)
MODEL DATE:	16-Jul-17

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION	

CLIENT: Gwent Authorities

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SCHEDULE 7

OFF STREET ENFORCEMENT

	OFF STREET ENFORCEMENT									
DESCRIPTION:	MODEL ASSUMPTION	%		TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
STAFFING / SALARY:										
Senior Supervisor				0.00	0.00	0.00	£0	£0		
Supervisor				0.00	0.00	0.00	£0	£0		
Team Leaders				0.00	0.00	0.00	£0	£0		
CEOs			4.7	0.00	7.00	-7.00	£17,800	(£124,600)		
TOTAL STAFF / SALARY COSTS			_	0.00	7.00	-7.00	-	(£124,600)	£0	£0
OTHER STAFFING COSTS:										
Salary Overhead Costs	Salary		30.0%					(£37,380)		
Accommodation Costs	Cost Per Head			0.0	0.0	0.0	£1,250	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		= 0.00/	0.0	7.0	0.0	£579		£0	
Uniform Maintenance	Original Costs		50.0%					£0	00	
Initial Recruitment Costs	Estimate		00.00/				0050		£0	
Staff Turnover Recruitment	% Turnover of Headcount		30.0%	0.0		0.0	£250	£0		
Uniform Replacement Costs	New staff		0.0%			0.0	£200	£0	<u>co</u>	
Uniform Stock Costs	Original Costs		0.0%						£0	
TOTAL OTHER STAFF COSTS							-	(£37,380)	£0	£0
OFFICE EQUIPMENT										
Office Equipment Set-up	Cost Per Manager / Supervisor			0.0	0.0	0.0	£600		£0	
Maintenance	Cost Per Head			0.0	0.0	0.0	£100	£0		
Radio base station				0.0	0.0	0.0	£550			£0
No. of Sets of Equipment for CEOs						0.0				
Personal video						0.0	£150			£0
Batteries & chargers						0.0	£0			£0
HHCT/ Android	HHCT+Case+printer					0.0	£2,950			£0
HHCT Software	Per HHC					0.0	£250			£0
HHCT Spares	Spares Holding %		5.0%			0.0	£2,950			£0
HHCT Chargers	Per Number of HHCT					0.0	£20			£0
Digital cameras	Per CEO					0.0	£0			£0
PCs (including software)				0.0	0.0	0.0	£340			£0
PC Installation				0.0	0.0	0.0	£200		£0	
Printer				0.0	0.0	0.0	£250			£0
Equipment Lease Maintenance	3 year lease rate per £1,000 Cost of Equipment		Lea 20.0%	ase Period in Yea	ars (or 0) =	0	£0 £0	£0 £0		
TOTAL EQUIPMENT COSTS							-	£0	£0	£0
OTHER COSTS:			= 00/			10 50 1				
Tickets issued	Volume + % Spoilt Estimate		5.0%	10,534		10,534	£0.00	£0 £0		
Telephone expense	Estimate					-7.0	£40.00	£0 (£280)		
Stationery / Consumables Training - Set-up	Cost Per Head - all staff			0	0	-7.0	£750	(2200)	£0	
Training - Set-up	Cost Per Head - all staff			0	0	0	£730	£0	20	
Private mileage	Essential car user allowance			0	- 0	0	£200	£0 £0		
Car	Purchase			- 0	- 0	- 0	£10,000	20		£0
	Lease over 3 or 5 years		l ea	ise Period in Yea		0	£0	£0		20
	Operating Costs		200	2	0	2	£6,176	£12,352		
CEO Scooters	Purchase			0	0	0	£2,500	,		£0
	Lease over 3 or 5 years		Lea	ase Period in Yea		0	£0	£0		
	Operating Costs		200	0	0	0	£1,800	£0		
	Protective Clothing/Helmets			0	0	0	£600	£0		
CEO Transport	Purchase			0	0	0	£12,000			£0
	Lease over 3 or 5 years		Lea	ase Period in Yea	ars (or 0) =	0	£0	£0		
	Operating Costs			0	0	0	£4,113	£0		
Departmental Overheads	% of Total Operating Costs		0.0%				-	£0		
TOTAL OTHER COSTS cost of enforcement at soft market tes	sting rates		hou	irs	9932		£17.50	£12,072 £ 173,810	£0	£0
TOTAL ANNUAL EXPENSES / SET-	UP COSTS						-	£23,902	£0	£0
IS THE ANNOAL EAFENGES / SET-	0.00010						-	220,302	LU	LU

MODEL VERSION:	Joint 4)
MODEL DATE:	16-Jul-17

Workings

MODEL VERSION:	Joint 4)
MODEL DATE:	16-Jul-17

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TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

SCHEDULE 8

SCHEDULE 8	TICKET & PERMIT PROCESSING									
DESCRIPTION:	MODEL ASSUMPTION	%		TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
STAFFING / SALARY:										
Manager Supervisor				0.0	0.0 0.0	0.0	£0 £0	£0		
PCN Processing Staff				0.0 0.0	0.0 4.1	0.0 -4.1	£0 £17,800	£0 (£72,980)		
Reps, Court & TPT staff				0.0	0.0	-4.1	£17,500 £0	(£72,960) £0		
Permit Processing Staff				0.0	0.0	0.0	£0	£0		
Parking Counter Staff				0.0	0.0	0.0	£0	£0		
TOTAL STAFF / SALARY COSTS				0.0	4.1	-4.1		(£72,980)	£0	£0
OTHER STAFFING COSTS:										
Salary Overhead Costs	Salary		30.0%					(£21,894)		
Accommodation Costs	Cost Per Head			8	0	8	£2,750	£22,000		£0
Uniform Initial Costs	Counter staff			0	0	0	£250		£0	
Uniform Maintenance	Original Costs		50.0%					£0		
Initial Recruitment Costs Staff Turnover Recruitment	Estimate % Turnover of Headcount		30.0%	2		0 2	£100 £100	£200	£0	
TOTAL OTHER STAFF COSTS				_		_	-	£306	£0	£0
								2300	20	20
	Ocert Dec U.			0	0	<u>,</u>	0000			
Office Equipment Set-up	Cost Per Head			8	0	0	£600	00	£0	
Maintenance	Cost Per Head			8	0	0	£100	£0		
COMPUTER SYSTEM COSTS	Application activities are de			4	0	0	CO1 000			00
PCN Processing Purchase	Application software upgrade			1	0	0	£21,000			£0
Permits System - 10 user licence Digital camera interface	Application software upgrade			1 1	0 0	0 0	£8,000			£0 £0
U							£1,000			
Dispensations Module				1	0	0	£500			£0
Suspensions Module				0 0	0 0	0 0	£500			£0 £0
Equipment maintenance Module				1	0	0	£1,350			
Internet payment module				1	0	0	£1,000			£0 £0
GIS Interface				1	0	0	£2,500			£0 £0
Cash Receipting	4 year license			1	0	0	£1,000 £2,050			£0 £0
Postcode addressing	4 user licence			1	0	0	£2,050 £1,900			£0 £0
Scanning Software DIP Viewing Software				0	0	0	£1,900 £0			£0 £0
System Server	System Hardware			1	0	0	£12,000			£0
PCs	System Hardware			8	0	0	£950			£0
Scanners				2	0	0	£1,000			£0
Bar Code Readers				2	0	0	£350			£0
Cash Handling Equipment				0	0	0	£2,500			£0
Heavy Duty - Continuous Printer	Printers			0	0	0	£1,500			£0
Laser Printers	- more			3	0	0	£1,200			£0
Network Cards & Software	Cards / Software			8	0	0	£100		£0	20
Network Cabling	Cabling			8	0	0	£50		£0	
Computer System Lease	Lease over 3 or 5 years		Leas	e Period in Ye		0	£0	£0		
Installation and Training	Application Software(days)			8	0	8	£550		£4,400	
Implementation of systems				5	0	5	£550		£2,750	
Network Installation				1	0	- 1	£500		£500	
Software Support	Cost of Application Software		20.0%	•	0	·	2000	£0	2000	
Hardware Maintenance	Cost of Equipment		12.0%					£0		
TOTAL EQUIPMENT & SYSTEM CO	OSTS						-	£0	£7,650	£0
OTHER COSTS:										
% OF TOTAL PCN ISSUE RELATIN	IG TO THE VOLUME INCREASE			100%						
levy per PCN issued	· · · · · · · · · · · · · · · · · · ·					41338	£5.50	£227,359		
Letters (incl postage)						0	£1.00	£0		
DVLA enquiry						0	£0.15	£0		
Notices (incl postage)						0	£1.00	£0		
Cheque processing service	Cheques received					0	£1.00	£0		
Adjudication cases	% of PCNs issued				1.0%	413	£0	£0		
Adjudication Service Costs	Est. Fixed Charge	Joining Fee				0	£0		£0	
Adjudication Service Costs	Est. Fixed Charge	Annual Fee				0	£0	£0		
Adjudication Service Costs	Unit cost/PCN					41,338	£0.55	£22,736		
Permit Stationery						0	£0.20	£0		
Telephone expense						5	£200	£1,000		
IT system set up costs	includes data migration				0.0%	5	£15,000.00	£0		£75,000
Web site extensions	-									£6,000.00
IT Support Costs	IT Departmental Support					1	£4,000	£4,000		
Initial training						0.0	£550			£0
Training						0	£250	£0		
Departmental Overheads	% of Total Operating Costs		10.0%				_	(£4,494)		
TOTAL OTHER COSTS								£250,602	£0	£81,000
TOTAL ANNUAL EXPENSES / SET	-UP COSTS						-	£177,928	£7,650	£81,000
							-			

MODEL VERSION:

MODEL DATE:

VOLUME

Joint 4)

AMOUNT

16-Jul-17

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

CLIENT: Gwent Authorities

VERSION: Joint working

ADDITIONAL WORKINGS

(AW01) PAYMENTS BY LOCATION:	<u>%</u>	NUMBER	VALUE
MAILED PAYMENTS	40%	12,401	£448,407
TELEPHONE PAYMENTS	25%	7,751	£280,268
INTERNET PAYMENTS	35% _	10,851	£392,360
TOTAL PAYMENTS	_	31,003	
AVERAGE PAYMENT VALUE		£36.16	

(AW02) PAYMENT DISTRIBUTION BY TIME OF PAYMENT

PAYMENTS MADE AT DISCOUNT LEVEL	26,043	£793,554
PAYMENTS MADE BEFORE CHARGE CERTIFICATE	4,134	£251,922
POST CHARGE CERTIFICATE PAYMENTS	827	£75,577
TOTAL PAYMENTS:	31,004	£1,121,053

(AW03) ESTIMATED LEVELS OF CORRESPONDENCE / TRANSACTIONS

NB: TOTAL VOLUMES, NOT MARGINAL VOLUMES

Receipts	Mailed Payments			12,401
Correspondence	% of Tickets Issued		50%	20,669
Pocket books checked	% of Tickets Issued		6%	2,480
Meter checks	% of Tickets Issued		1%	413
Site visits	% of Tickets Issued		1%	413
TRO/map checks	% of Tickets Issued		1%	413
Permits applications	Number of Permits Issued			0
Permits Correspondence	% of Number of Permits		50%	0
Cases to DVLA	Tickets Issued less Payments before Notice			15,295
DVLA successful responses	% of Cases to DVLA		95%	14,530
Manual DVLA VQ5 responses	% of Cases to DVLA		5%	765
Notices (NTOs)	DVLA successful responses			14,530
Charge Certificates	% of NTOs		45%	6,539
Telephone Calls	% of Tickets Issued		50%	20,669
Personal visits at Reception	% of Tickets Issued		5%	2,067
Permits Telephone calls	% of Number of Permits		50%	0
Representations	% of Notices		33%	4,795
Notices of Rejection	% of Representations		75%	3,596
Adjudication Cases	% of Notices of Rejection		9%	324
PCNs cancelled	% of PCNs issued		11%	1,033
C.Court Registrations	Eligible Cases - See AW04			5,064
Enforcement Agents	EA Action - See AW04			4,304
TOTAL CORRESPONDENCE / TR	ANSACTION VOLUMES			130,300
VOLUME PER D	AY Based on 225 days / year	579		

ADDITIONAL WORKINGS - CONTINUED

(AW04) COUNTY COURT ESTIMATE

ANNUAL PROJECTION OF ISSUE		41,338
NO. OF CASES STILL OPEN AFTER 72 DAYS:		10,335
% OF THESE FOR MULTIPLE OFFENDERS:	5%	517
% OF THESE ALREADY REGISTERED:	2%	207
% OF THESE WITH CURRENT CORRESPONDENCE, ETC	7%	723
% OF THESE WITH < £20 DUE	10%	1,033
% OF THESE OUTSIDE JURISDICTION:	2%	207
% WITH NO GOOD NAME AND ADDRESS:	25%	2,584
ELIGIBLE CASES:		5,064
ANNUAL COST OF REGISTRATION:	£8.00	£40,511
% OF THESE PAYING AFTER REGISTRATION CERTIFICATE:	15%	760
AVERAGE PCN VALUE AT THIS STAGE:		£91.41
REVENUE FROM REGISTRATION PAYEES:		£69,436
CASES ELIGIBLE FOR WARRANT REQUEST:		4,304
% AGAINST WHICH EA ACTION TAKEN:	90%	3874
% PAYING AFTER EA ACTION:	15%	581
REVENUE FROM EA ACTION:		£53,119
% OF PROCEEDS RETAINED BY EA:	0%	£0
NET COUNTY COURT PROCEEDS		£82,043

TICKETS ISSUED AT: £70	702
TICKETS ISSUED AT: £50	9,330
TICKETS ISSUED AT: £70	21,914
TICKETS ISSUED AT: £50	9,392
CHARGE BAND: £70	£70
CHARGE BAND: £50	£50
CHARGE BAND: £70	£70
CHARGE BAND: £50	£50
TOTAL REVENUE(IGNORING DISCOUNT IMPACT):	£2,519,220
AVERAGE PCN VALUE:	£61
AVERAGE INCREMENTED PCN VALUE:	£91

Workings

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

CLIENT: Gwent Authorities

VERSION: Joint working

(AW05) ESTABLISHMENT

Staffing	Total	Current	New
Operational Management	3.00	3.10	-0.10
On Street Enforcement	13.20	13.20	0.00
Off Street Enforcement	0.00	7.00	-7.00
Removal CEOs	0.00	0.00	0.00
Ticket & Permit Processing	0.00	4.10	-4.10
Machine maintenance	0.00	0.00	0.00
Total Staffing	16.20	27.40	-11.20
CEO's Only	11.20	18.20	-7.00

(AW06) VEHICLE USAGE COSTS

	Car/MPV Costs		
ltem	Volume	<u>Unit</u>	Cost
Miles per day	70		
Days per week	6		
Weeks per year	50		
Miles per year	21,000		
Miles per gallon	45		
Price per gallon	£6.00	gallon	
Fuel costs		-	£2,800
Service cost	£250	each service	
Service Interval	12,000	miles	
Annual Service costs			£438
Road Fund Licence			£150
Insurance			£225
Repairs			£500
Topano			£4,113
			21,110
	Scooter Costs		
ltem	Volume	Unit	Cost
Miles per day	40		
Days per week	6		
Weeks per year	50		
Miles per year	12,000		
Miles per gallon	75		
Price per gallon	£6.00	gallon	
Fuel costs			£960
Service cost	£100	each service	
Service Interval	5,000	miles	
Annual Service costs			£240
Road Fund Licence			£75
Insurance			£225
			£300
Repairs			£300

(AW07) UNIFORMS

ITEM	UNIT COST	NUMBER REQUIRED PER CEO	<u>TOTAL</u> ONE-OFF SET-UP	<u>TOTAL</u> <u>ANNUAL</u> <u>RECURRING</u>
Anorak/Coats	£85.00	1	£85.00	
Shirts/Blouses	£9.95	6	£59.70	£29.85
Nato style Pullovers	£19.50	2	£39.00	
Trousers/skirts	£31.00	4	£124.00	£62.00
Ties	£3.20	1	£3.20	
Gloves	£19.95	1	£19.95	
Scarves	£5.95	1	£5.95	
Shoes	£30.00	3	£90.00	£45.00
Hats	£42.00	1	£42.00	
Shoulder badges	£2.80	16	£44.80	
Flashes	£5.20	2	£10.40	
Fleece jacket	£25.00	1	£25.00	
Bag	£30.00	1	£30.00	
			£579.00	£136.85

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION CLIENT: Gwent Authorities VERSION: Joint working		MODEL VERSION: MODEL DATE:	Joint 4) 16-Jul-17
CEO RESOURCE CALCULATION:			
ON -STREET ENFORCEMENT CEOS			
Patrol hours required On -Street			517.00 CEO Hours/week
Travelling Time Estimate	No. of CEOs: Hours/CEO/day:	12.31 0.5	36.93 CEO Hours/week
Total FTE CEOs Required On-Street	Total Hours / week Eff't CEO hrs/week		553.93 42.00 13.19
OFF-STREET CAR PARKS CEOs		Hou	rs/week
Patrol hours required for Off-Street car parks			184.30 CEO Hours/week
Travelling Time Estimate Total FTE CEOs Required Off-Street	No. of CEOS: Hours/CEO/day: Total Hours / week Eff't CEO hrs/week	4.39 0.5	13.16 CEO Hours/week 197.46 42.00 4.70
Total FTE CEOS Required On-Street			4.70
TOTAL FTE CEOs REQUIRED			17.89
Workings for Calculation of Full Time Equivalent (FTE) CEOs Required			
ON-STREET CEOs			

Calculation of Absence Factor

Days in the Year	52	5	260
Public Holidays			0
Holidays			0
Sickness	7.0%		0
Days Available / Year			260
Working Weeks / Year		52.00	
Absence Factor			0%

OFF-STREET CEOs

Calculation of Absence Factor

Days in the Year	52	5	260
Public Holidays		-	0
Holidays			0
Sickness	7.0%		0
Days Available / Year	_		260
Working Weeks / Year	_	52.00	

Absence Factor

	On street	Off street
Allocation of CEO time:	Hours/week	Hours/week
Blaenau Gwent	50.00	-
Caerphilly	131.00	63
Monmouthshire	75.00	72
Newport City	172.00	44
Torfaen	89.00	5
Tota	l: 517.00	184

CEO Working Day & Effective Patrol Hours

Average Shift Hours		8.40	
Less: Local Travel & Admin		-	
Average Patrol Hours Per Day		8.40	
Days Per Week		5.00	
Patrol Hrs Per Week		42.00	
Ambassadorial Duties	0%	-	no other duties
Absence Factor		1.00	
Effective Patrol Hours / Week		42.00	-

CEO Working Day & Effective Patrol Hours

Absence Factor		1.00	
Ambassadorial Duties	0%	-	no other duties
Patrol Hrs Per Week		42.00	
Days Per Week		5.00	
Average Patrol Hours Per Day		8.40	-
Less: Local Travel & Admin		-	
Average Shift Hours		8.40	

0%

MODEL VERSION:	Joint 4)
MODEL DATE:	16-Jul-17

-

CLIENT: Gwent Authorities

VERSION: Joint working

CALCULATION OF PCNS ISSUED

DISTRICT	Total Hours	Effective Patrol	FTE	PCN rate	Effective	PCNs	Weeks/	PCNs/	
	per Week	Hours/Week/CEO	CEOs	Per Week	PCN Rate	lssued/Wk	Year	Year	
Blaenau Gwent	50.00	42.00	1.19	57	57	68	52.00	3,522	1.35
Caerphilly	131.00	42.00	3.12	51	51	159	52.00	8,272	1.21
Monmouthshire	75.00	42.00	1.79	44	44	79	52.00	4,086	1.05
Newport City	172.00	42.00	4.10	49	49	201	52.00	10,456	1.17
Torfaen	89.00	42.00	2.12	45	45	96	52.00	4,970	1.07
Sub-Tota	517.00								
Travelling Time Estimate	36.93	42.00	0.88	0	0	0	52.00	0	1.16
	553.93	I	13.19			602		31,305	75.7%

OFF-STREET

CAR PARKS	Total Hours	Effective Patrol	FTE	PCN rate	Effective	PCNs	Weeks/	PCNs/	
	per Week	Hours/Week/CEO	CEOs	Per Week	PCN Rate	Issued/Wk	Year	Year	
Blaenau Gwent	0.00	42.00	0.00	0	0	0	52.00	0	
Caerphilly	63.10	42.00	1.50	38	38	57	52.00	2,977	0.91
Monmouthshire	72.20	42.00	1.72	39	39	67	52.00	3,504	0.93
Newport City	44.00	42.00	1.05	62	62	65	52.00	3,378	1.48
Torfaen	5.00	42.00	0.12	28	28	3	52.00	175	0.67
sub total	184.30								
Travelling Time Estimate	13.16	42.00	0.31	0	0	0	52.00	0	1.05
_									
	197.46	•	4.70	•	•	193	•	10,033	24.3%

REMOVALS

	TOTAL PCN PROJECTION:		41,338	
On-street PCNs issued at HIGHER level:	% of On-street PCNs:	70%	21,914	53%
On-street PCNs issued at LOWER level:	% of On-street PCNs:	30%	9,392	23%
Off-street PCNs issued at HIGHER level:	% of Off-street PCNs:	7%	702	2%
Off-street PCNs issued at LOWER level:	% of Off-street PCNs:	93%	9,330	23%
			41,338	100%
	PCNs issued at HIGHER level:		22,616	55%
	PCNs issued at LOWER level:		18,722	45%
			41,338	100%

		MODEL V MODEL D		Joint 4)]			
CLIE	ENT: Gwent Authoritie		AIE:	16-Jul-17	1			
VERS	ION: Joint working	_						
CASH FLOW ANALYSIS					START-UP			
	PCNs ISSUED PCNs ISSUED			41,338 3,445 2,609 836				
MONTH NUMBER					-3	-2	-1	START-UP
			START UP % O Growth Rate	F PCNs ISSUED No. Growth Periods	0%	0%	0%	
MONTHLY PCN ISSUE	ON-STREET OFF-STREET		6% 6%	6 0	0	0 0	0 0	
MONTHLY ECN ISSUE	TOTAL:	PCNs ECNs			0	0	0	0
MARGINAL REVENUE ECNs REVENUE EXCLUDED ECNs REVENUE EXCLUDED		PER YEAF PER MON		(£287,200) (£23,933)				
PCNs AT DISCOUNT PAYMENT L PCNs DISCOUNT PAYMENT LEVI		PER YEAF		£793,554 £66,130	£0	£0	£0	
PCNs FULL PAYMENT LEVEL PCNs FULL PAYMENT LEVEL		PER YEAR PER MON		£251,922 £20,994	£0	£0	£0	
PCNs INCREMENTED PAYMENT PCNs INCREMENTED PAYMENT		PER YEAF PER MON		£75,577 £6,298 r: £833,853	£0	£0	£0	
TIME DELAY IN PAYMENTS	ECNs DISCOUNT NORMAL INCREMENTED	3 1 2	FROM ISSUE (RANGE 0 - 3) (RANGE 0 - 2)	. <u> </u>	- £0 £0 £0 £0	£0 £0 £0 £0	£0 £0 £0 £0	£0 £0 £0 £0
	TOTAL ECN / PC	N PAYMEN	TS RECEIVED		£0	£0	£0	£0
PERMITS NEW PERMIT ISSUE DISTRIBUTI	ON				10%	20%	30%	
PERMIT VOLUMES NEW PERMIT ISSUE VOLUMES				0	0	0	0	
PERMIT REVENUE NEW PERMIT ISSUE INCOME			PER YEAR	£0	£0	£0	£0	
	TOTAL PERMIT I	SSUE PAYI	MENTS RECEIVED	C	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIO ON STREET CHARGING - ADDITI CLAMP & REMOVAL OPERATION NET COUNTY COURT PROCEED	ONAL REVENUE ONL' IS - ADDITIONAL REVE				£0 £0 £0 £0	£0 £0 £0 £0	£0 £0 £0 £0	£0 £0 £0 £0
ADDITIONAL EXPEN			START UP = PER YEAR PER MONTH ONE-OFF COST	1 (£733,939) (£61,162) (£9,410)	£0	£0 £0	(£61,162) (£9,410)	(£61,162) (£9,410)
	MONTHLY SURP	LUS / (DEF	ICIT)		£0	£0	(£70,572)	(£70,572)
	CUMULATIVE MO	ONTHLY BA	LANCE		£0	£0	(£70,572)	
					~~	~~	(

The cashflow assumes that the additional expenses of the new operations will be incurred immediately. The marginal impact of Pay & Display revenue is accounted for after implementation.

MODEL VERSION:	Joint 4)									
MODEL DATE:	16-Jul-17									
went Authorities										

<u>CLIENT:</u> <u>Gwent Authorities</u> <u>VERSION:</u> <u>Joint working</u>

CASH FLOW ANALYSIS

FIRST 12 MONTHS OF OPERATION

PCNs ISSUED	PER YEAR		41,338
PCNs ISSUED	PER MONT	н	3,445
	being:	ON-STREET	2,609
		OFF-STREET	836

MONTH NUMBER		1	2	3	4	5	6	7	8	9	10	11	12	12 MTHS
	START UP % OF PCNs ISSUED													
	Growth Rate No. Growth Periods													
MONTHLY PCN ISSUE ON-STREET OFF-STREET	6% 6 6% 0	1,839 836	1,949 836	2,066 836	2,190 836	2,322 836	2,461 836	2,609 836	2,609 836	2,609 836	2,609 836	2,609 836	2,609 836	
TOTAL: MONTHLY ECN ISSUE	PCNs ECNs	2,675	2,785	2,902	3,026	3,158 0	3,297 0	3,445 0	3,445 0	3,445 0	3,445 0	3,445 0	3,445	38,514 0
MARGINAL REVENUE														
ECNs REVENUE EXCLUDED ECNs REVENUE EXCLUDED	PER YEAR (£287,200) PER MONTH (£23,933)		(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	
PCNs AT DISCOUNT PAYMENT LEVEL PCNs DISCOUNT PAYMENT LEVEL	PER YEAR £793,554 PER MONTH £66,130	£51,354	£53,472	£55,718	£58,098	£60,621	£63,295	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	
PCNs FULL PAYMENT LEVEL PCNs FULL PAYMENT LEVEL	PER YEAR £251,922 PER MONTH £20,994	£16,303	£16,975	£17,688	£18,444	£19,245	£20,094	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	
PCNs INCREMENTED PAYMENT LEVEL PCNs INCREMENTED PAYMENT LEVEL	PER YEAR £75,577 PER MONTH <u>£6,298</u> Per Year: £833,853	£4,891	£5,093	£5,306	£5,533	£5,773	£6,028	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	
TIME DELAY IN PAYMENTS ECNs DISCOUNT NORMAL INCREMENTED	MONTHS FROM ISSUE 3 (RANGE 0 - 3) 1 (RANGE 0 - 2) 2 (RANGE 0 - 3)	- £0 £0 £0	£0 £51,354 £0 £0	£0 £53,472 £16,303 £0	(£23,933) £55,718 £16,975 £0	(£23,933) £58,098 £17,688 £0	(£23,933) £60,621 £18,444 £0	(£23,933) £63,295 £19,245 £4,891	(£23,933) £66,130 £20,094 £5,093	(£23,933) £66,130 £20,994 £5,306	(£23,933) £66,130 £20,994 £5,533	(£23,933) £66,130 £20,994 £5,773	(£23,933) £66,130 £20,994 £6,028	(£215,400) £673,204 £192,722 £32,624
	PCN PAYMENTS RECEIVED	£0	£51,354	£69,775	£48,760	£51,852	£55,131	£63,497	£67,382	£68,496	£68,723	£68,963	£69,218	£683,151
<u>PERMITS</u> NEW PERMIT ISSUE DISTRIBUTION		25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES NEW PERMIT ISSUE VOLUMES	0	0	0	0	0	0	0	0	0	0	0	0	0	
PERMIT REVENUE NEW PERMIT ISSUE INCOME	PER YEAR £0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
TOTAL PERMI	T ISSUE PAYMENTS RECEIVED	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIONAL REVENUE ONL' ON STREET CHARGING - ADDITIONAL REVENUE ON CLAMP & REMOVAL OPERATIONS - ADDITIONAL RE NET COUNTY COURT PROCEEDS	NLY	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £0	£1,933 £0 £0 £6,837	£1,933 £0 £0 £6,837	£1,933 £0 £0 £6,837	£23,200 £0 £0 £20,511
EXPENSES ADDITIONAL EXPENSES ONE-OFF SET-UP EXPENSES	START UP = 1 PER YEAR (£733,939) PER MONTH (£61,162) ONE-OFF COST (£9,410)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£733,939) £0
MONTHLY SUF	RPLUS / (DEFICIT)	(£59,228)	(£7,874)	£10,547	(£10,469)	(£7,376)	(£4,097)	£4,269	£8,154	£9,268	£16,331	£16,572	£16,826	(£7,077)
CUMULATIVE	MONTHLY BALANCE	(£129,800)	(£137,674)	(£127,127)	(£137,596)	(£144,972)	(£149,069)	(£144,800)	(£136,646)	(£127,378)	(£111,047)	(£94,475)	(£77,649)	

The cashflow assumes that the additional expenses of the new operations will be incurred immediately. The marginal impact of Pay & Display revenue is accounted for after implementation.

MODEL VERSION:	Joint 4)									
MODEL DATE:	16-Jul-17									
went Authorities										

<u>CLIENT:</u> <u>Gwent Authorities</u> <u>VERSION:</u> <u>Joint working</u>

CASH FLOW ANALYSIS

SECOND 12 MONTHS OF OPERATION

PCNs ISSUED	PER YE	AR	41,338	
PCNs ISSUED	PER MC	ONTH	3,445	
	being:	ON-STREET	2,609	
		OFF-STREET	836	

MONTH NUMBER					13	14	15	16	17	18	19	20	21	22	23	24	24 MTHS
		S	TART UP % OF PCI	Ns ISSUED													
Growth Rate No. Growth Periods			·	·			·	·									
MONTHLY PCN ISSUE	ON-STREET		6%	6	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	
	OFF-STREET TOTAL:	PCNs	6%	0 _	836 3,445	41,338											
MONTHLY ECN ISSUE		ECNs		-	0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE																	
ECNs REVENUE EXCLUDED ECNs REVENUE EXCLUDED		PER YEAR PER MONTH		(£287,200) (£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	
PCNs AT DISCOUNT PAYMENT LE PCNs DISCOUNT PAYMENT LEVE		PER YEAR PER MONTH		£793,554 £66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	
PCNs FULL PAYMENT LEVEL PCNs FULL PAYMENT LEVEL		PER YEAR PER MONTH		£251,922 £20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	
PCNs INCREMENTED PAYMENT L PCNs INCREMENTED PAYMENT L		PER YEAR PER MONTH		£75,577 £6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	
TIME DELAY IN PAYMENTS		MONTHS FRO		£833,853													
	ECNs DISCOUNT		RANGE 0 - 3) RANGE 0 - 2)		(£23,933) £66,130	(£287,200) £793,554											
	NORMAL	2 (F	RANGE 0 - 3)		£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£251,922
	INCREMENTED) <u>6</u> (F	RANGE 0 - 6)		£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£75,577
DEDMITO	TOTAL ECN / P	CN PAYMENTS	RECEIVED	-	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£833,853
<u>PERMITS</u> NEW PERMIT ISSUE DISTRIBUTIO	N			Ľ	25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES																	
NEW PERMIT ISSUE VOLUMES			0		0	0	0	0	0	0	0	0	0	0	0	0	
<u>PERMIT REVENUE</u> NEW PERMIT ISSUE INCOME		PI	ER YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	TOTAL PERMIT	ISSUE PAYMEN	NTS RECEIVED	-	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITION					£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£23,200
ON STREET CHARGING - ADDITIO CLAMP & REMOVAL OPERATIONS					£0 £0												
NET COUNTY COURT PROCEEDS	- ADDITIONAL REV	VENUE			£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£82,043
EXPENSES ADDITIONAL EXPENS	ES	PI	TART UP = ER YEAR ER MONTH	1 (£733,939) (£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£733,939)
ONE-OFF SET-UP EXPENS	ES		NE-OFF COST	(£9,410)	(201,102)	(201,102)	(201,102)	(201,102)	(201,102)	(201,102)	(201,102)	(201,102)	(201,102)	(201,102)	(201,102)	(201,102)	£0
	MONTHLY SUR	RPLUS / (DEFICIT	-)	-	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£205,157
	CUMULATIVE N	IONTHLY BALAN	NCE	-	(£60,552)	(£43,456)	(£26,359)	(£9,263)	£7,833	£24,930	£42,026	£59,123	£76,219	£93,316	£110,412	£127,508	

The cashflow assumes that the additional expenses of the new operations will be incurred immediately. The marginal impact of Pay & Display revenue is accounted for after implementation.

Cashflow

N	MODEL VERSION:	Joint 4)								
N	MODEL DATE:	16-Jul-17								
went Authorities										

<u>CLIENT: Gwent Authorities</u> VERSION: Joint working

CASH FLOW ANALYSIS

THIRD 12 MONTHS OF OPERATION

PCNs ISSUED PER YEA	AR	41,338
PCNs ISSUED PER MO	NTH	3,445
being:	ON-STREET	2,609
	OFF-STREET	836

MONTH NUMBER				Ľ	25	26	27	28	29	30	31	32	33	34	35	36	36 MTHS
			RT UP % OF PCN														
	Growth Rate No. Growth Periods																
	STREET		6% 6%	6 0	2,609 836												
тот	TAL:	PCNs	070	• –	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	41,338
MONTHLY ECN ISSUE	I	ECNs			0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE ECNs REVENUE EXCLUDED ECNs REVENUE EXCLUDED		PER YEAR PER MONTH		(£287,200) (£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	
PCNs AT DISCOUNT PAYMENT LEVEL PCNs DISCOUNT PAYMENT LEVEL		PER YEAR PER MONTH		£793,554 £66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	
PCNs FULL PAYMENT LEVEL PCNs FULL PAYMENT LEVEL		PER YEAR PER MONTH		£251,922 £20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	
PCNS INCREMENTED PAYMENT LEVEL PCNS INCREMENTED PAYMENT LEVEL		PER YEAR PER MONTH	Per Year:	£75,577 £6,298 £833,853	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	
NOR	Ns COUNT	MONTHS FROM ISSUE 3 (RANGE 0 - 3) 1 (RANGE 0 - 2) 2 (RANGE 0 - 3)		(£23,933) £66,130 £20,994 £6,298	(£287,200) £793,554 £251,922 £75,577												
	FAL ECN / PCN	PAYMENTS REC	CEIVED	_	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£833,853
PERMITS NEW PERMIT ISSUE DISTRIBUTION				Г	25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES NEW PERMIT ISSUE VOLUMES			0	L	0	0	0	0	0	0	0	0	0	0	0	0	
PERMIT REVENUE NEW PERMIT ISSUE INCOME		PER	YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
TOTA	TAL PERMIT IS	SUE PAYMENTS	RECEIVED	-	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIONAL REVE ON STREET CHARGING - ADDITIONAL REVE CLAMP & REMOVAL OPERATIONS - ADDIT NET COUNTY COURT PROCEEDS	VENUE ONLY	NUE			£1,933 £0 £0 £6,837	£23,200 £0 £0 £82,043											
EXPENSES ADDITIONAL EXPENSES ONE-OFF SET-UP EXPENSES		PER PER	RT UP = YEAR MONTH OFF COST	1 (£733,939) (£61,162) (£9,410)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£733,939) £0
MON	NTHLY SURPL	US / (DEFICIT)		-	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£205,157
CUM	MULATIVE MO	NTHLY BALANCE	<u>.</u>	_	£144,605	£161,701	£178,798	£195,894	£212,991	£230,087	£247,183	£264,280	£281,376	£298,473	£315,569	£332,666	

The cashflow assumes that the additional expenses of the new operations will be incurred immediately. The marginal impact of Pay & Display revenue is accounted for after implementation.

APPENDIX F Tabulated summary of the Joint working models

Summary of joint working models J1 to J4 compared to the totals from the individual working Base Models.

The following parameters are constant to the four joint models.

Note: These figures are the totals across all the five counties combined.

Deployed Hours / week

On Street 517, Off Street 184

PCN Issue numbers

On Street 31312, Off Street 10029

PCN issue rate per deployed hour of enforcement

On Street 1.16. Off Street 1.05

Refer to Appendix A: 5 Year overall costs sheet, for a breakdown of the figures below. The tabulated figures below are extracted from the models J1 to J4.

The £5k margin against Appendix A is due to rounding up or down in the spreadsheet which was used as a check against the models.

	Years to cumulative surplus Excluding / Including TRO set up costs	Average annual operational surplus/(deficit) over 5 years £k,000	Annual surplus (deficit) in year 3 £k,000	Set up costs: Surplus / (Deficit) pre-commencement, including capital £k,000 Excluding / Including TRO costs	Surplus (Deficit): after 5 years, including capital £k,000 Excluding / Including TRO costs
Joint Base	Never / Never	(£136.1)	(£91.6)	(£518) / (£1,480)	(£1197) / (£2,159)
J1	Never / Never	(£70)	(£27.5)	(£436) / (£1398)	(£790) / (£1752)
J2	Never / Never	(£60)	(£15.5)	(£361) / (£1323)	(£655) / (£1617)
J3	Never / Never	£25	£69	(£427) / (£1389)	(£300) / (£1262)
J4	3 / Never	£117	£160	(£227) / (£1189)	£359 / (£603)