

# **Monmouthshire County Council**

## **Civil Parking Enforcement**

### **Feasibility Study Report**

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**Monmouthshire County Council****Civil Parking Enforcement****Study Report****Contents**

1	INTRODUCTION.....	5
2	EXECUTIVE SUMMARY.....	5
3	BACKGROUND .....	12
4	Policy Issues.....	14
	4.1 Management Issues .....	14
	4.2 Geographic area .....	15
	4.3 Police Relations .....	15
	4.4 Relationship to Traffic Penalty Tribunal (Adjudication Service).....	16
	4.5 Contractual Arrangements .....	17
	4.6 Parking Charges .....	17
	4.7 Clamping and Removals .....	18
	4.8 Project Implementation.....	20
	4.9 Consultation .....	22
	4.10 WG CEA/SEA Application .....	23
	4.11 Public Interaction .....	23
5	TRO Review .....	24
	5.1 Extent of Review.....	24
6	The Financial Balance.....	25
	6.1 The Financial Model .....	25
	6.2 Model Results .....	27
	6.3 Financial Conclusions .....	29
7	Other Issues.....	30
	7.1 The I.T. Requirements .....	30
	7.2 Staff Training .....	30
	7.3 Key Decisions .....	31
8	Key Conclusions .....	32

## APPENDICES

APPENDIX A	Service provision Options (Joint working report is separate to App A)
APPENDIX B	Project plan for Implementation
APPENDIX C	Key Assumptions for the Financial Options
APPENDIX D	The Financial Model – Diagram and Notes
APPENDIX E	The Summary of the Base Model at a £70/£50 PCN. (Base)
APPENDIX F	The Base model with enforcement services externalised (B1) The Base model with administration services externalised (B2) The Base model with all services externalised (B3) Model B3 with 10% less on street PCNs (B4)
APPENDIX G	The Base Model workings. (£70 PCN)

**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
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

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## Monmouthshire County Council

### Civil Parking Enforcement

#### Study Report

## 1 INTRODUCTION

1.1 This Study was commissioned by Monmouthshire County Council (MCC) to investigate the feasibility of creating a Civil Enforcement Area and Special Enforcement Area (CEA/SEA) across the whole of the MCC administrative area, and the resulting financial viability of such a step. A CEA/SEA is an area in which parking contraventions are dealt with under civil procedures, using the powers of the Traffic Management Act 2004. Within a CEA/SEA, the responsibility for the enforcement of virtually all on street parking, passes from the Police to the Highway and Traffic Authority. The income from the on street penalty charge notices (PCN) issued is retained by the Highway Authority, to be used to fund the scheme, with on-street and off street PCN surpluses and on street pay and display income being ring-fenced under Section 55 of the Road Traffic Regulation Act 1984 for certain highway related matters. Monmouthshire County Council is responsible for all of these matters on street as the Highway Authority and directly responsible for off street matters. The issue to be investigated in this Study is whether CPE is a viable power to be acquired, and the implications of doing so, were MCC to decide to proceed.

1.2 There are numerous benefits to MCC by introducing CPE. These include taking control of where, when and how the parking in the County is controlled. MCC could enforce wherever and whenever they wish and this creates a very flexible service provision that can react to requests for assistance, special events and undertaking evening and weekend enforcement where deemed necessary.

1.3 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).

1.4 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. This is so that the relative costs can be determined when making decisions on the way forward. In setting up and operating CPE in MCC it has to be remembered that the on street operations would be set up from new including the provision of the enforcement and administration services and would also include the need for a full Traffic Regulation Order review and the costs of making all the signs and lines legally enforceable. This is not the case for the off street car parks as these are already enforced under the Road Traffic Regulation Act 1984 and the signs and lines in the car parks would only need minor amendments to convert to CPE.

## 2 EXECUTIVE SUMMARY

2.1 Bearing in mind the comments regarding a marginal model, the general conclusion reached is that the creation of a Civil Enforcement Area and Special Enforcement Area can be almost financially viable within MCC, but less so if set up costs are to be repaid from the scheme.

2.2 The most cost effective method would be to outsource all the parking enforcement and administration. This could be run at an operational surplus and would eventually repay the set up costs.

2.3 Based on the current free parking provision on and off street across the County, any increased enforcement of parking restrictions would move the majority of vehicles to the off street areas that are available.

2.4 With the Police withdrawing support for the traffic warden service, it is however operationally desirable for MCC to adopt the powers.

2.5 In order 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 remedial works to signs and lines. If the services are all provided in house, then an annual operating deficit of £3,000 on average is predicted realising a cumulative overall deficit of £280,000 after 5 years. The break down on this is that the operational deficit would be £15,000 on top of the £265,000 set up costs.

2.6 This option is not sustainable and options on service provision and funding have been further examined. Contracting out both the enforcement and administration services (model B3), reduces the total set up costs by £55,000 to £210,000 and provides an average annual surplus of £40,000 with a break even figure after 6 years on the service provision. This yields a cumulative deficit of £10,000 after 5 years. The break down on this is that the operational surplus would be £200,000 against the £210,000 set up costs.

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. Appendix A gives a briefing note on the merits or otherwise of contracting out and for MCC this is the most cost effective solution to achieve best value and the flexibility to provide a parking service while undertaking CPE.

2.8 A separate briefing note has been provided to discuss a joint working partnership with adjacent County Councils rather than each County Council contracting out individually.

2.9 MCC is now able to decide whether the powers are to be adopted, and whether to agree that local authority enforcement should be undertaken, the basis for this, and whether to instruct officers to proceed with implementation. The Civil Enforcement Area and Special Enforcement Area must include any off-street car parks currently enforced by MCC under the 1984 Road Traffic Regulation Act, in order to provide a uniform enforcement capability in all MCC parking areas, and to obtain full benefits of the economies of scale.

2.10 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 MCC area, and have indicated that they will cooperate with the handover of the powers in an agreed manner. Their support is paramount to the success of an Application to the Welsh Government (WG) for the powers. The Police traffic warden force has declined in recent years and currently there are no traffic wardens enforcing on street parking in MCC which is now undertaken sporadically by Police officers and community support officers. This change is indicative of the reduced commitment which the Police can provide to traffic related matters.

2.11 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 Monmouthshire County. From the date set in this Order, the Police will be unable to enforce the majority of parking related offences, and MCC must be ready to undertake the responsibilities. The formal application element of the project is estimated to take around 8 to 12 months to complete, with the WG requiring a minimum of 6 months to process the application from date of receipt. The WG currently only accept Applications in April and October each year but may make an exception for the remaining 5 authorities in Wales.

2.12 If MCC adopts the responsibilities, they will be in a position to enforce both on and off-street parking in a coordinated, comprehensive manner which for the first time, will provide a single policy and responsibility for the control of public car parking in MCC.

2.13 This undertaking is in line with Government policies for restraint over the growth of traffic in urban areas, and it complements other Government measures such as the encouragement of the use of public transport, the restraint of commuter-based parking and the consideration of workplace charging. In a “carrot and stick” approach, better parking enforcement is an effective deterrent to the growth in traffic. Decriminalisation of parking enforcement will help achieve these objectives.

2.14 The Government's view is that CPE is a positive contribution to traffic management, based upon research work carried out by the Transport Research Laboratory.

2.15 The main benefits of acquiring the powers as detailed in this report are:

- a coordinated parking enforcement service would be established, covering on and off-street parking;
- the service could eventually be self-financing, including the initial set up costs which will need to be funded accordingly.
- improved compliance will be seen in permitted parking spaces;
- growth in demand for vehicular access in particular to the 3 main County centres would be restrained;
- the design of future parking schemes such as resident permit schemes,

for which there may be a demand, could be undertaken in the knowledge that parking controls would be enforced by MCC, as the County Council and Highway Authority;

- overall improved environmental conditions, including safer traffic conditions, and less pollution would result from less illegal parking, fewer cars, and better circulation;
- parking enforcement would become more locally accountable and adaptable;
- Police resources would be freed up to be diverted to other purposes.

The question can be asked if there is not a simpler way of achieving these benefits. The 1984 Road Traffic Regulation Act allows authorities to enforce permitted on-street parking places; however, it does not allow them to enforce the adjacent waiting restrictions. Unless enforcement is applied in a uniform manner across a geographic area, there is a risk of displacement of parked vehicles, causing other, more serious problems. Consequently, the only way to achieve overall enforcement in an area is to establish a Civil Enforcement Area and Special Enforcement Area, as defined in the Traffic Management Act 2004, and for MCC as the County Council to take responsibility for all non-endorsable parking contraventions in that area.

2.16 It is the view of the consultants that civil parking enforcement is operationally desirable especially if the set up costs can be covered through alternative funding streams so the running of the project becomes self-financing quicker. Assuming that a number of recommendations are adopted by the Authority it may become possible to adopt a limited enforcement regime. A detailed financial model was created for the purposes of carrying out the financial assessment. This model also allowed the officers and the consultants to test a range of possible outcomes for the project, and to arrive at conclusions regarding the range of circumstances which would result in financial viability. Financial viability is broadly considered to be recognised by a scheme design which results in the project recovering its set-up costs within a period of 5 to 7 years at the maximum, and thereafter, producing a surplus.

2.17 The project included the direct costs and income of the increased enforcement associated with decriminalisation; it also included in the financial assessment, the predicted impact of certain indirect consequences of CPE such as income from those penalty charges pursued through the much simplified debt collection process.

2.18 The projections are based on the band 2 level of Penalty Charge Notice (PCN), set at £70/£50 in the Traffic Management Act 2004. This is the maximum banding available. Due to the deficits predicted it is not practical to investigate the lower banding of £60/£40 and no authority in the UK has adopted the lower band level

2.19 Additional parking-related income, for example increased use of off street car parks, is important to help the project to achieve viability in the initial few years of operation; thereafter, any income surpluses would be available for the purposes decided by MCC, within the constraints of the law. The new on-street and off street surplus



income from penalty charges is ring-fenced, as defined in S55 of the 1984 Road Traffic Regulation Act. For the purposes of this report a 1% allowance for extra off street pay and display income has been projected to allow a worst case scenario to be determined.

2.20 The new civil enforcement service allows an Authority to enhance its ability to act against particular groups of offenders by the use of wheel-clamping or vehicle removals. The conclusion is that these methods should be avoided, but considered for possible introduction should the new enforcement regime using PCNs only, prove to be inadequate.

2.21 The modelling process tested several options:

- 1) The introduction of on-street enforcement, without any other major changes to the management of parking within MCC, and using the Penalty Charge levels as made available by Government (£70/£50). The Base model.
- 2) The Base model with enforcement services externalised (B1)
- 3) The Base model with administration services externalised (B2)
- 4) The Base model with all services externalised (B3)
- 5) Model B3 with 10% less on street PCNs (B4)
- 6) Further modelling using a joint arrangement with neighbouring authorities is covered in a separate report.

The broad conclusions from this exercise were:

- The project overall is operationally viable as it stands as it shows a small surplus but the set up costs must be covered from alternative funding.
- Further decisions on the potential to introduce paid for parking are required in order to produce financial viability if the set up cost have to be re paid from CPE.
- An active, but not aggressive, programme of enforcement is a basic requirement for a financially viable project; this applies to the issuing of parking tickets, and to the pursuit of debt.

On this basis, the view of the consultants is that progress should be based upon the £70/£50 PCN level, using variations on a theme to produce a viable solution.

2.22 To address the major change in responsibilities arising from decriminalisation, a slightly enlarged parking management structure will be required. It should be responsible for all aspects of the operational management of parking in the County, and should have a part time Parking Manager at its head. This must include all aspects of on-street parking, and should include all current off-street parking operated by MCC as well. It is possible that a neighbouring authority could provide the services under a

section 101 agreement and this has been examined further in the separate report should MCC wish that to happen.

2.23 Some authorities have found that to tender out all services associated with enforcement and administration works successfully. In MCC at the present time there is already a core in-house parking capability enforcing the car parks, which with additional staffing and IT equipment would be capable of running civil parking enforcement although it would be a major step change from the current operations.

2.24 Should the service be run in house then an enlarged parking administration section would be created, placing the responsibility for all aspects of the administration within the same overall day to day responsibility as the parking enforcement activities. As well as dealing with routine correspondence and payments, the administration team would have to incorporate the sensitive aspects of ticket processing, including the despatch of Notices, the consideration of formal representations from aggrieved drivers, the interface to the independent adjudication system provided for within the legislation, the registration of debt at the County Court, and dealing with cases passed to an Enforcement Agent (Bailiff). The Consultant recommends that as a minimum MCC join a central processing unit which would remove the need for an administration team other than to deal with appeals within the legislation guidelines. There is the possibility of one County running the administrative function for the other partners in this study. This has to be run at zero profit margin as it will be under a section 101 non-profit making agreement.

2.25 MCC must participate in an independent appeals mechanism, known as the Adjudication Service. The Traffic Penalty Tribunal (TPT) is now well established and functional. If MCC decide to progress towards CPE then MCC must apply to join this service, which will meet the need to have a source of hearings for appeals, when the Application for the powers is made to the WG. The Adjudication Service functions as a Section 101 Committee, so it will require elected Members to formally represent MCC at the very infrequent Committee meetings which are held. The main costs of this service have been taken into consideration in making the assessment.

2.26 MCC has a current bespoke IT system for the processing of parking tickets and this would need to be upgraded for the administration of Penalty Charge Notices unless MCC outsources this service. The experience of other authorities is that setting up internally is a significant undertaking, and should not be pursued without adequate resources being applied to the project. Due to larger volumes of work, the system will have to be configured to increase staff productivity through investment in technology. If other services are to be contracted out, consideration should be given to including within the contract, the provision of IT and administration services for parking. The Consultant recommends that MCC join a central processing unit (CPU) which would remove the need for a new IT system other than to link via the web to the CPU.

2.27 The next major stage of the project which would follow a decision to proceed with the introduction of CPE, is to prepare and submit a CEA/SEA Application to the WG. This aspect should be pursued over the months following a resolution to proceed, accompanied by a programme of consultation with the Police, neighbouring Authorities, and other interested parties. A review of MCC's parking policies in the light of forthcoming decriminalisation will form an important element of the

Application. The objective should be to have an Application submitted for approval within 9 months of a decision to proceed. Consultation with the public is not a statutory requirement, but MCC should decide how to consult with or inform the public, and the form such consultation should take.

2.28 In the meantime, a project to review the on street traffic regulations throughout the County should be commenced and this is a large undertaking. These costs comprise over 50% of the capital set up costs identified in the business model. If these costs can be covered elsewhere by the County Council, then they can be removed from the business plan. If it is the intention to pay back these costs from the CPE project they can remain in the business case.

2.29 Experience indicates that to introduce civil enforcement will require an overall timetable of between 15 and 24 months as a minimum, from the date of a decision to proceed. To manage this project, a Project Steering Group and Project Manager role should be established, to include not only officers from the various internal sections which are concerned, but also ad hoc representatives from the Police. Such is the importance of the project, it is suggested that major policy direction for the project should come from a group of Members and senior officers within MCC, delegated with the responsibility for successful implementation of decriminalisation.

2.30 The majority of savings are made when setting up a new service in collaboration with those already providing the service elsewhere.

2.31 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 taking on the powers available under the Traffic Management Act 2004 (TMA 2004) to transfer the responsibility for all non-endorseable parking contraventions from the Police to the County Council. This power is usually described as civil parking enforcement (CPE).

3.2 This would be an important step for MCC were the decision to be taken, it would have far-reaching impacts within MCC, and would provide a major improvement to the overall traffic management capabilities of the County Council. This report reviews a number of the key issues relating to the introduction of the powers. It should be read in conjunction with the financial summaries (Appendices D, E and F) and versions of the financial assessment, which detail the range of possibilities and the likely outcomes. The models also provide the detail on staffing, associated costs, and a range of related issues.

3.3 The TMA 2004 permits Highway Authorities to apply to the Welsh Government to become a Civil Enforcement Area and Special Enforcement Area usually referred to as a CEA/SEA. Once a CEA/SEA application is approved, the power to enforce on-street parking restrictions passes from the Police to the Highway Authority. The revenue collected from Penalty Charge Notices (PCNs) for contravention of parking restrictions goes to the County Council rather than to the Government. The on-street and off street SURPLUS income from the PCNs and on street pay and display surplus income is ring-fenced under Section 55 of the Road Traffic Regulation Act 1984, and may only be used for certain designated highways matters.

3.4 The main advantage of becoming a CEA/SEA would be the ability of the County Council to determine the level of enforcement which was felt appropriate to satisfy transport policy objectives as they relate to parking. By employing Civil Enforcement Officers rather than relying on the Police to employ traffic wardens, the County Council would have the ability to decide how many to employ, and in what ways they were to be deployed to address issues such as traffic capacity (through inhibiting obstructive parking) and traffic restraint (through reducing overstaying at time-limited spaces and parking on other restrictions imposed to limit on-street parking capacity). It would also enable MCC to enforce parking restrictions in support of other policies and development proposals in Town Centres. There is however, an overriding requirement in making a successful CEA/SEA application that the Police are satisfied that parking restrictions will be adequately enforced. In effect, this implies that the provision for enforcement is no less than it is currently.

3.5 In a major study of the effectiveness of civil enforcement in London, the Transport Research Laboratory (TRL) in their Research Report 279 (Sept. 1997) reported that one of the major achievements in the three areas studied was *"an overall*

*improvement in compliance with parking regulations".* In the TRL Report 333 (March 1998) on the experience of the first year of civil parking enforcement in Winchester, the first conclusion is:

*"Compliance at all regulations monitored has improved, with reduced levels of occupancy, thereby increasing the likelihood that motorists will locate vacant parking spaces".*

3.6 There is now no doubt that CPE works, that it can be introduced at no long term cost if properly implemented, and that the traffic management benefits can be realised.

3.7 The major benefits which the County Council would experience as a consequence of the introduction of a CEA/SEA would be:

- an ability to design new parking controls in the light of Government pressures on traffic management policies.
- a means of managing demand for the use of vehicles;
- a more uniform level of enforcement applied across all parking regulations in the County;
- support for public transport initiatives through encouragement to consider alternatives to the private car;
- an ability to respond to declining police involvement in parking enforcement;
- an ability to retain the income from the parking tickets issued, to re-invest this income in the provision of the service, and to develop a self-financing scheme with significant traffic management benefits;
- an ability to respond to growing pressures on parking provision, for example, through the introduction of resident parking schemes, in the light of having the ability to enforce them;
- better use of MCC (and other 3<sup>rd</sup> party private) car parks, by encouraging drivers not to park illegally;
- a more accountable, responsive and sensitive service for enforcement;
- improved safety for pedestrians and other vulnerable groups;
- improved environmental conditions;

- improved conditions for servicing (i.e delivery vehicles), particularly through reduced competition for road space;
- enforcement for bus lanes, cycle lanes, no car lanes and similar measures where appropriate;
- a self-financing scheme with traffic management objectives and benefits.

3.8 There are few disadvantages of CPE; the main issue is that there is no opportunity to reverse the process once an Order is made. This implies that once civil, the County Council have to make the system work. This is not so large an issue as might be implied however. If the resulting financial equation is not appropriate, it is a matter of adjusting the scale of the enforcement resource until a better balance is found. This is not an attempt to issue more PCNs but to align the resource level to the income generated. A lower number of PCNs per hour of enforcement shows high compliance levels and the enforcement service can be down sized accordingly. The emphasis is that CPE is a traffic management tool.

3.9 It is important to note that enforcement of off street car parks by ANPR cameras is not possible under current legislation governing decriminalised parking enforcement.

3.10 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.

3.11 The main point with CPE is that it is simply a change in the enforcement service from the police to local authority control and there are no anticipated major changes to the restrictions on site. It is therefore unlikely that the introduction of CPE will have an impact on the local economy or the shops. In fact, it has been known to have a positive impact where shopkeepers themselves were guilty of parking all day in limited waiting bays outside their own shops thereby preventing turnover of spaces and creating a reduction in footfall. Correct enforcement would alleviate this problem.

3.12 In addition to the above paragraph the implementation of proper enforcement creates a higher turnover of spaces and therefore reduces congestion around the amenities as drivers can find available space more easily than driving around until one becomes available. Reduced congestion and obstruction to traffic will also be a benefit to the community as those current parking in contravention to the detriment of the free flow of traffic are moved on to legal spaces where it is appropriate to park.

## **4 Policy Issues**

### **4.1 Management Issues**

4.1.1 The most obvious internal impact of a CPE project would be that parking as a service would become larger, with more staff involved, and more costs and revenue to manage. CPE will not work unless there is a single responsibility to coordinate all aspects of parking service delivery, with service level agreements where

necessary for aspects (eg Cashiering) which cannot be managed by a single parking team. MCC is recommended to ensure that there continues to be a single manager with the responsibility for all operational matters involved in on and off-street parking, including, enforcement and administration. Strategic and design issues relating to parking should continue to be kept under a responsibility separate from the service delivery issues.

4.1.2 The Police acknowledge that there is in general a growing demand nationally for enforcement in the evenings and on Sundays, due to changing patterns of social and retail activity in particular. With the on and off street deployment of staff being controlled by MCC this allows the flexibility to increase enforcement duties when the need arises e.g. for special events or at busy times of the year such as summer holidays in the coastal areas.

## **4.2 Geographic area**

4.2.1 An important, but very simple, policy issue is the definition of the geographic extent of the CEA/SEA for MCC. The conclusion is that it must cover the entire County, and that this coverage should be achieved in a single step. This conclusion is arrived at for a number of reasons:

- \* this is the preferred choice of the Police, and is ACPO policy;
- \* this is the simplest position to adopt for the WG Application, and it is what the WG wish to see; indeed, it is highly unlikely that WG would agree to anything else.

4.2.2 However, certain exclusions may have to be made to this simple definition; the Police may have views on areas where they would wish to see the regulations remain under their control. This could apply for example, on sections of the various major transport routes within the County. Motorways are automatically excluded from any application. Trunk road enforcement would need to be discussed and agreed with the Police as part of the Application process. This is an issue to be formally agreed with the Police as soon as possible if CPE is to become policy.

4.2.3 The CEA/SEA must include MCC off-street locations where traffic orders apply, as the WG will not allow such areas to be excluded. This also means that the enforcement regime applied across the County is uniform from a public perspective, and has a single procedure from a parking administration point of view.

## **4.3 Police Relations**

4.3.1 As the introduction of CPE is about the transfer of certain responsibilities from the Police to the County Council or its agent, it is important that good relationships are maintained between the organisations throughout the project. The Police have to be formally consulted as an element of the Application preparation process, and although in theory, their agreement to the process is not required, it would clearly be a major failure if both parties were not to agree as to the nature and

timing of the project.

4.3.2 One of the biggest issues to be determined by the Police is the future of any existing traffic wardens. The Police have to determine if they intend to retain the wardens, or if they wish to re-deploy them internally, transfer them under a TUPE arrangement or if they wish in effect, to make them redundant. It is unlikely that any traffic wardens would be in post at the time of CPE in MCC and therefore this is no longer a material consideration.

4.3.3 The issue of physical violence after the start of CPE is also important to consider. In areas which have already adopted the powers, it has been found that Council CEOs are more prone to physical abuse and even attack than are Traffic Wardens, so an excellent link to the police to request urgent assistance is essential. The most constructive attitude tends to be where the police recognise that having a larger number of uniformed people on the street can act as a benefit to their operations, acting as eyes and ears to assist them, as well as vice-versa.

4.3.4 Although they have no obligation to do so, a number of police forces in certain areas have agreed to hold a local Authority radio from the parking operation within their Control Room, in order to be in a position to respond to calls for assistance as quickly as possible, or to provide direct channels of communication.

4.3.5 The issue of special events in the County is of particular significance for discussions with the Police. On such occasions, the nature of the responsibilities of both the police and the County Council as highway authority would change, with the Police losing aspects of their powers to enforce parking, yet the CEOs having no powers to get involved in the direction of traffic. This new relationship should be discussed, and the need for parking enforcement understood between the organisations, with agreement reached as to how the resources would be best deployed in future, after CPE.

#### **4.4 Relationship to Traffic Penalty Tribunal (Adjudication Service)**

4.4.1 The TPT is now fully operational. The direct costs of the service have been accounted for within the financial assessment, with the minor exceptions of the costs of having Member involvement in the Section 101 Committee directing the service overall, and any costs of accommodating an adjudicator in neutral premises for their infrequent hearing sessions in the County.

4.4.2 The County Council should register their intentions with the TPT as soon as they have decided to decriminalise, informing them of the probable start date, and the likely volume of PCNs which will be issued. This is primarily for the planning of the TPT service, but it will presumably in due course, enable both Council's to participate in the dissemination of knowledge and experience which is important in understanding the appeal mechanism.

4.4.3 In time, it will be necessary to establish and operate local premises for



the adjudication cases which are to be heard in person and locally. These premises are likely to have to be provided and organised by the local authority. They will have to be such that appellants can perceive the process to be independent of the issuing authority, and other authorities who have already gone down this path have found that public service premises, such as courts and even Guild Halls are acceptable as being suitably divorced from the pressures of the County Council.

4.4.4 It is also to be expected that the issuing authority will have to provide the staff to support the adjudicator in administering the hearing sessions. This would include reception duties, dealing with enquiries, ensuring adjudicator decisions are given to appellants, and perhaps even providing a degree of security back-up for the hearings.

4.4.5 The volume of cases which will be referred to the TPT is likely to be quite small. The propensity for appellants to go to independent review is strongly influenced by the care and effort invested by MCC in dealing with the early stage of an appeal. In the latest 12 month period nationally, of the PCNs issued less than 0.5% went to appeal which for MCC represents 38 PCNs per year. On line and telephone appeals are now possible so personal hearings are being phased out.

## **4.5 Contractual Arrangements**

4.5.1 Many Councils have chosen to tender out the services associated with CPE, as they are frequently either new services, or considerable extensions of existing services. Appendix A gives a briefing note on the merits or otherwise of contracting out and for MCC this looks to be the most cost effective solution to achieve best value and the flexibility to provide a parking service while undertaking CPE.

4.5.2 The issue of whether or not to contract out is fundamental to the project scope; it is a decision which has to be taken at an early stage, as it has a major impact on just about every other aspect of the project.

4.5.3 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.

## **4.6 Parking Charges**

4.6.1 The issue of the levels of charges applied in off-street areas is not *directly* affected by CPE; indirectly however, the question can be raised about the

opportunity to ensure that charges are in line with the market, as recommended by the Audit Commission. There is also the issue of the ramp effect on charges, and whether the strategy for long-stay charging in car parks reflects MCC policies for such parking acts.

4.6.2 The off-street places will receive a higher level of demand after CPE is introduced; this effect has been noted in almost every area where it has been introduced. CPE will increase the demand for these places.

4.6.3 The relative volume of the off-street market which is in private operation is an issue worth considering and the extent to which MCC can alter prices, in relation to demand. It is worth noting that in other areas where CPE has been introduced, the major private operators have recognised the opportunity to introduce or increase prices to reflect the increased demand brought about by displaced on-street parking.

4.6.4 A sample review of the potential income from the introduction of charging for both on and off-street areas could be undertaken as a separate project.

4.6.5 The financial impact could include the possible introduction of charging into a number of off-street areas which are currently free of charges.

4.6.6 With the procurement of a new or upgrading of the existing IT system or back office service provider MCC should seriously consider the introduction of cashless parking and virtual permits. Cashless parking is most commonly thought of as pay by phone but there are an increased number of methods to pay for parking electronically within the parking industry. Virtual permits that can be applied for and paid for on line also have an impact on staff input and help to eliminate human error when processing applications. Both cashless parking and virtual permits could be procured when the IT system is being specified. It is normal for the cashless pay by phone system to stand alone from any CPE IT system and simply interface with the CEOs hand helds in real time via the IT system. This also allows flexibility when wishing to re tender the cashless parking contract as new technology comes on line in the future. It is recommended that any cashless parking system be procured remote and separate to a CPE IT service provider. Real time information for the CEOs to link in to while on patrol is the way forward.

4.6.7 The use of ANPR to enforce is not permitted under CPE at present but the cameras can be used to direct CEOs on site to potential problems and also they can be used to collect payments direct from driver's accounts that have been set up to pay on demand when a vehicle is parked in a pay and display area. This reduces cash in transit and the driver only pays for the time they are parked. Technology is the way forward in parking and moving to CPE will help MCC to introduce more cost effective and efficient working practices.

## **4.7 Clamping and Removals**

4.7.1 It is probable that the parking problems of MCC are not such as to warrant the need for these techniques, and in any event, it would be sensible to let the

new enforcement regime settle for perhaps 12 months before any serious consideration was given to this topic. This is particularly appropriate given the new regime of more active on-street enforcement. The powers to undertake clamping and removals should however, be sought in the Application; they can then be brought into use at any time in the future, should a policy on the use of clamping or removals develop.

4.7.2 Both clamping and removals, but the latter in particular, require a great deal of initial investment and operational costs to make them pay their way. There is a need for a 24 hour operation to release vehicles, there has to be a pound and a payment centre for drivers whose vehicles are restrained, and different procedures exist in several aspects of the processing of the PCNs attached to such vehicles. Because of these characteristics such services are extremely expensive, and contractors would take a very sceptical view of the possible profitability of such a contract.

4.7.3 During detailed discussions on the CEA/SEA Application, the Police should be asked to agree that they would act on cases of obstruction using their network of contractors, where such cases are notified to them by the local authority. If they intervene in this way, the case then effectively becomes a police matter, and is of no further interest to the issuing authority, unless a PCN has been issued.

4.7.4 In the case of clamping, the MCC should formulate a policy for the use of this technique when it is considered necessary. Initially, for at least the initial period of CPE enforcement, the use of clamping should not be considered, as it is excessively heavy handed, and will cost more to operate than the income it will produce. However, it may emerge that there are cases for which clamping is the most appropriate solution, despite the additional work and procedures required and where a very low cost, low volume operation could be considered.

4.7.5 Examples of such cases could be:

- \* *persistent offenders* - ie those who regularly flout the regulations, but pay the PCNs, regarding the cost perhaps as a legitimate aspect of their behaviour; depending upon local attitudes, such drivers could be regarded as a special problem. To get the message across to them, targeting them via the CEOs for special attention by clamping could ensure that their anti-social behaviour is changed.
- \* *persistent evaders* - ie those who regularly flout the regulations, and who do not pay the PCNs. Targeting them for clamping will be partially successful, and when and if the law changes such that MCC can restrain the vehicle until all outstanding PCNs have been paid, it will be much more successful. However, under such circumstances, MCC would almost certainly have to remove the vehicle from the streets, in order to effect its policy. Vehicles in this category are often those for which it is not possible to obtain a keeper name and address via the DVLA; whilst

MCC cannot ensure the availability of a correct name and address by clamping the vehicle, it is certainly one way of ensuring that the keeper becomes aware that the vehicle is being targeted for illegal parking.

- \* *foreign vehicles* - if there are particular problems with such vehicles, and where these are issued with a PCN, the chance of the PCN being paid is relatively low. By being able to clamp the vehicle, the probability of the monies being received increases greatly.

## 4.8 Project Implementation

4.8.1 There are several departments within the County Council, 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 chaired by a senior officer from the Department responsible within MCC and which includes other representatives such as:

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

4.8.2 It is recommended that the majority of such a group should meet on a regular basis, probably bi-monthly, 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.

4.8.3 Consideration should be given to the organisation of the staffing required to handle CPE, when that change is brought about. If it is in house then as the numbers of client side staff will increase, and the scale of enforcement and administration will increase, it will be important to define roles more clearly, with more division of duties, and greater separation of functions particularly in the areas of appeals management. It will be essential to have a single post with operational responsibilities for the parking service overall especially if the whole service is externalised.

4.8.4 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

4.8.5 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. The attached project plan at Appendix B has been based on a minimum 18 month implementation period. 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.

4.8.6 Lastly, the role of Project Manager is crucial. The project demands the commitment of a capable officer who can be close to full-time on the project, depending on the use of consultancy assistance, and it is useful if the person is not currently involved in day to day operational duties. His or her role will be to coordinate the activities leading to CPE, and to ensure that the others within the various other sections and organisations are playing their part. Clearly, this calls for an experienced person, with the capability to make the implementation possible.

## 4.9 Consultation

4.9.1 The need for consultation falls into two main sections; there is a need for formal consultation as an aspect of the preparation of the CEA/SEA Application, and there is need for less formal consultation with interest groups and the public at large over the introduction of the measures. The former requirement is statutory and has to be completed in time for the submission of the Application, and should include the Police as described above, the neighbouring authorities, the Highway Agency, Fire Service and other such bodies who may be considered to have an interest in the possible change in enforcement. There could be an issue about TROs on the boundary to other Councils, and possible displacement resulting from better enforcement within MCC.

4.9.2 The consultation with other organisations, such as resident groups, Chamber of Commerce, Community Councils will be determined by the style of MCC in involving other groups in such matters. In several cases, authorities have proceeded with little or no consultation at this level, while others have gone to considerable lengths to inform and involve the community. The general experience is that CPE on its own is not a topic which engenders a lot of public interest; where such interest does exist, it is usually either a strong view that "more enforcement" is required, or it stems from particular sections of the community who perceive it as a threat eg retail operators who think more enforcement will damage trade. It is often difficult to differentiate CPE from other parking related matters.

4.9.3 The other aspect of the less formal consultation is the need to inform people more generally what the implementation of CPE means to them, and to warn them about what is going to happen and when. This can often be achieved by quite low cost measures such as leafleting households, articles in MCC magazines, and putting warning notices on illegally parked vehicles in the 2 weeks prior to commencement. It is also very helpful to try to get information releases out to the local media, but to do so in a manner which explains the changes, and attempts to gain a degree of understanding, if not accord, with such organisations. Ensuring that Members and senior officers are fully briefed, and understand the issues and MCC policy are also simple but effective measures which can be taken.

4.9.4 It is recommended that a complete PR campaign should be designed at an early stage, and then implemented particularly in the last few months before the start date.

## **4.10 WG CEA/SEA Application**

4.10.1 A major milestone which has to be achieved within the project is the submission of a formal CEA/SEA Application by the County Council to the WG. There is a set structure for such an Application and Guidance identifies a large number of issues which have to be addressed. This task of writing an Application is really the culmination of the planning for the project implementation, and once submitted and approved, it marks the threshold between initial planning and the actual implementation. As this is such a significant milestone, it is referred to frequently in the following paragraphs, and is termed simply the "Application". An allowance has been made of £10,000 in the business models for outside consultancy to assist with the implementation of CPE including the Application element.

4.10.2 The timing of the submission of the formal Application is quite important, as it commits MCC to a start date, from which variation is not easily possible. This date is also the date when the Police lose the power to enforce parking in the County. The County Council must therefore be confident they can achieve the date. On the other hand, the Application has to be submitted in good time to get the necessary Order prepared, laid before Parliament, and approved. This process can take up to 8 to 12 months before the start date. If contracting out is to occur, thought needs to be given to the availability of confirmation of the Application before any contract is signed, which can lengthen the overall timescale by perhaps about 3 months.

4.10.3 The content of the Application itself is specified in detail by WG and it should cover all aspects of the planning by the County Council for CPE. An outline Application is contained within Guidance. In this respect, it really forms the boundary between the planning stage of the project, and the implementation processes.

4.10.4 It is necessary within the Application for clear statements to be made regarding the policy framework for the provision and enforcement of parking in the County, and thus, the circumstances within which this review is taking place.

4.10.5 Typically, the overall process will involve:

- the preparation of a draft Application;
- the submission of the draft to WG for comments;
- consultation with neighbouring authorities etc using the draft as the basis;
- agreement with WG on the draft;
- submission of the formal Application, with the results of consultation;
- consultation by WG with the Police;
- preparation of the Designation Order by WG;
- presentation of the order to the Welsh Assembly;
- confirmation of the availability of the Statutory Instrument.

## **4.11 Public Interaction**

4.11.1 The scale of contact with the public will increase with the growth in

numbers of parking tickets, and the nature of the enforcement being on-street as well as off-street. Utilising a CPU with all the contact details on the PCNs pointing to the CPU will relieve MCC of any extra burden in this respect.

## 5 TRO Review

### 5.1 Extent of Review

5.1.1 The WG expect to see evidence within the Application that a review has been carried out on the TROs. This has to review and remedy the *accuracy* of the TROs on the ground in the first place, but also should attempt to review the *appropriateness* of the TROs. This would include for example, ensuring that TROs which were implemented when circumstances were quite different eg a factory subsequently demolished, have been suitably modified. The review should also consider the *accessibility* of the TROs. The CPE debt pursuit process is quite different from the current criminal system; adjudicators taking appeals will routinely require detailed presentations of the TROs which apply at a location. They therefore must have some form of accessible extract of the relevant TRO. The easiest way is to do this is by using a GIS database, and for appeals staff to be able to prepare a relevant extract map, and details of the Order, and enclose these with the adjudicator case file. From the snapshot taken as part of this study it is evident that a full on site survey and mapping review will be necessary in MCC and that this should be commenced as soon as possible.

5.1.2 In reality, it is the accuracy check which is absolutely paramount prior to commencement of CPE in an area. Enforcing inaccurate TROs will run the risk of being identified by adjudicators, and they will not hesitate to accept such appeals. They have also been known to criticise highway authorities heavily where TROs are considered to be in such a state that enforcement in general, is questionable. The appropriateness check can be carried after the start of the enforcement, and in effect, this is the on-going TRO maintenance work which should occur in any event.

5.1.3 It is also worth noting that CPE allows authorities to take a different view of the need for certain TROs, in the knowledge of their ability to provide enforcement resources. Thus, where a double yellow line has been determined as appropriate in the knowledge that the police may not be able to provide much if any enforcement, if under CPE it is possible to provide more resources resulting in more vigorous enforcement, a different regulation may be considered appropriate.

5.1.4 One common objective of such a review is the production of consolidated TROs; the WG understands the benefits of such an approach, giving a clearer, simpler, more standardised basis for the CPE operations. Many authorities in their preparations for CPE, are aiming to have one or just a small number of on-street Orders for their whole CEA/SEA. This certainly makes it easier for the TPT to be given a set of Orders for their reference, instead of having to provide details for most cases which go to appeal.



5.1.5 This review will have to be carefully planned and resourced; the costs are built into the overall financial assessment and the project plan identifies a typical timescale for such a project.

5.1.6 It is recommended that the existing TRO's affected by CPE be consolidated in to one or more Orders as part of the process towards CPE.

## 6 The Financial Balance

### 6.1 The Financial Model

6.1.1 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 Monmouthshire County 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.

6.1.2 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.

6.1.3 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.

6.1.4 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.

6.1.5 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.

6.1.6 The major variable issues which are important, and have been focused upon are:

- the number of PCNs which are likely to be issued;
- the number of staff required to patrol the areas defined;
- The value of the PCN;
- To a lesser degree, the effectiveness of the debt recovery operation;
- The number of staff that TUPE across from the police.

6.1.7 The issue of the value of a PCN has been a critical one. The £70 PCN level was long awaited and it is critical to the achievement of financial viability, and is therefore used as the basis for the financial predictions.

6.1.8 In predicting these issues, the consultants based the requirement for enforcement upon information regarding the current extent of regulations and populations in the main three towns. This approach is detailed but simplistic, and experience elsewhere has shown that it is sufficiently reliable to determine with reasonable accuracy the amount of resource which is required for enforcement patrol.

6.1.9 A level of patrol has been specified in the model which is considered to be appropriate for the local circumstances. Most of the deployed enforcement is centred on Abergavenny, Chepstow and Monmouth with the remainder spread evenly across the County. We have not assumed the use of fully mobile patrols, but we have assumed the use of a degree of mechanisation (small cars), to move CEOs around within the County at the start and end of their duties, and between sites. If scooters are deemed practicable then they may be a good alternative.

6.1.10 A similar approach was used in the case of the car parks in MCC ownership, using information about their size, and need for patrolling. The required resource to undertake this activity is then carried forward into the totals in the business model.

6.1.11 Using information about the actual deployed availability of CEOs from other Authorities, allowing for sickness, holidays, shift working etc, we were then able to calculate the number of CEOs which would be required for the given level of patrol.

6.1.12 Using deployed hours this equates to 79 hours per week on street and 76 hours per week off street. This is to allow for 6 days per week operations, covering enforcement hours when required and off street weekend working. The base version of the model uses these numbers within the overall financial predictions. This number compares to the current levels of no Police traffic wardens deployed on enforcement. It would be recommended that a new operation for on- and off-street enforcement should gradually build up from the current level over a period of 6 months to give the opportunity for the effectiveness and impact of the enforcement to be monitored. This

would give the chance to modify the plan as proposed here, were it to prove to be either inadequate or excessive in terms of the impact.

6.1.13 The number of PCNs which are likely to be issued have been extrapolated by taking an average number of PCNs which will be issued by each CEO when deployed, in the various areas of the County. This approach assumes that there are many more contraventions than there are PCNs issued; the norm is for only about 3% to 5% of all contraventions to be actually issued with a PCN, and thus this method is reliable.

6.1.14 We have used different rates of issue for the CEOs operating in off-street areas and on-street areas, and for different towns, given the differing opportunity to issue PCNs. The rates of issue have been based upon our experience of broadly similar areas, although with what is considered to be a conservative view being taken of the projected numbers. Thus, the rate of issue is predicted for on-street of 35 PCNs per f.t.e. CEO, per week or 1.2 per hour, depending upon the area of operation. In the off-street areas based on current issue rates, the rate is projected at 32 PCNs per week, per CEO, which is considered to be average for an area such as MCC. These numbers are considered to be reasonably conservative.

6.1.15 The projections are therefore based upon around 7,590 PCNs being issued annually within MCC by CEOs in all locations, in a full year. The model assumes it will take about a year to get up to this issue-rate. This compares to 3500 parking tickets currently issued by MCC off street in a comparable period. The rate of payment is expected to improve as the impact of CPE is made in respect of better TRO's and an increase in the issue of valid tickets.

6.1.16 The basis on which the versions of the model have been prepared is to establish a base model, which is the best projection of what the consultants think is most likely to be the outcome. This is the "Base Model", which is included in full. We have then prepared versions of the Base Model by considering the main issues which are either likely to vary significantly, or have a significant impact on the financial outcome of the project. These variations are given in summary only.

## 6.2 Model Results

6.2.1 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:

1. The PCN value at £70/£50 using a fully in-house service base model. (Base)
2. As for the base model with the enforcement externalised and the administration retained in house. (B1)
3. As for the base model with the enforcement retained in house and the administration externalised. (B2)
4. As for the base model but with a fully externalised service. (B3)
5. As for the base model with only 90% of the on street predicted PCNs issued.

(B4)

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

6.2.3 The BASE model assumes that all operations are carried out in-house, as this is the most reasonable basis for financial evaluation. 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.

Test	CEO Deployed Hours On Street / week	CEO Deployed Hours Off Street / week	Number of PCNs On street	Number of PCNs Off Street	PCN issue rate / Deployed Hour on street	Years to cumulative surplus	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	Surplus (Deficit), after 5 years, including capital £k,000
Base	79	76	4087	3503	1.22	Never	(£3.1)	£2.1	(£265)	(£280)
B1	77	74	4087	3503	1.02	Never	£32	£37	(£244)	(£84)
B2	79	76	4087	3503	1.22	Never	£5	£10.2	(£231)	(£206)
B3	77	74	4087	3503	1.02	6	£40	£45.2	(£210)	(£10.1)
B4	77	74	3679	3503	0.92	7	£32	£36.5	(£210)	(£50)

6.2.4 In summary, in test Base, the assumptions have been made that only the take-over of on street parking enforcement from the Police would occur, and that there would be no further changes to any of the car park operations. From this model (Base), 4 further variations were derived.

6.2.5 In all the financial models the split of costs between the on street and off street operations have been provided to allow a better understanding of the overall picture.

6.2.6 The assumption is made that 1.0 parking management posts would be required for both an in house operation and for an external operation. The CEOs would all be fully equipped with electronic ticket writing machines, printers and mobile phones or androids. One additional vehicle would be procured, incorporating the use of current vehicles to ensure the staff are fully mobile. In reality, the number of CEOs could be built up over a period of a few months, to gauge the impact of the new enforcement on the behaviour of drivers. 2.7 extra CEOs posts would be required to provide the enforcement required for the on street service.

6.2.7 Levels of enforcement are taken as the frequency of visits by CEOs to the various key areas in the County, and the varying types of restrictions in these areas. This option assumes minor enforcement on Sundays, and during the week, about 1 or 2 visits per day to the restrictions, except for the time limited, permitted parking

spaces in the 3 main town centres, which are visited more frequently each day. This higher level is necessitated by the requirement to visit a limited waiting area at least twice to identify a contravention.

6.2.8 For the in house provision a team of 1.3 administrative staff (currently 1), excluding the parking management, would be required to deal with the contract, correspondence, telephone calls, payments, formal representations to the issuing authority and appeals to the external adjudicator in relation to the parking tickets issued. They would require a new IT system to support them in this work, as detailed later.

6.2.9 Use of an external service provider model (B2), would require 1 internal management post and 0.2 fte internal administration staff and no upgrade to the IT system other than web links to the service providers hosted system. This 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.

6.2.10 Model B5 shows the financial impact of a reduction of 10% of the estimated PCNs issued on street without making any changes to the enforcement staff. This shows that careful management of the deployment will be necessary to ensure a cost effective service provision. The contractor will have more flexibility to deal with this should a reduction be required. It is to be noted that the Consultant has based the models on a very low risk assessment and that the PCNs levels shown are the minimum expected.

### **6.3 Financial Conclusions**

6.3.1 The introduction of CPE on its own is not financially attractive if the pay back has to cover set up and running costs. From the table in 6.2.3 it is clear that the overall position is that the externalisation of all services scenario predicts break even for the service. The in house set up costs are a minimum of £265,000 with £168,000 of those covering the on street TRO review work. If CPE were to proceed, then separate funding for the set up and running costs should be identified in advance as the return on the investment is barely enough to make repayments for the overall service. The County Council would need to identify budgets to be able to provide funding towards the set up and running of the service.

6.3.2 MCC will have to recognise the need for an active approach to enforcement to ensure the financial balance is achieved.

6.3.3 There is the potential to introduce on street and further off street parking charges to cover the costs of CPE.

6.3.4 Financially the most cost effective method of service provision is by outsourcing the full enforcement and administration service to a third party (model B3). This reduces the set up costs by £55,000. For B3, the operational surplus over 5 years is £200,000 and the overall deficit is £10,000 including set up costs.

## 7 Other Issues

### 7.1 The I.T. Requirements

7.1.1 The question of the provision of I.T. facilities is one which has dominated many CPE projects. Computer systems are fundamental to a procedure which processes thousands of parking tickets, permits, payments, letters, and formal notices. The systems required are complex and increasingly sophisticated. There are also relatively few suppliers in the market for such systems. The processes involved for PCNs are substantially different from those for ECNs, to the extent that the existing process will have to be discarded and replaced with a bespoke system to reach a successful operational level if the administration is handled internally.

7.1.2 It has been established that it takes between 3 and 6 man-months of work to tailor a system, *once installed*, to suit a particular method of CPE working by an authority. This work requires a capable person with good IT skills, and a full understanding of the processing which will be required. It should not be tackled by just keeping a stage ahead of the PCNs being processed, but should be undertaken as a major step in the project, with the goal of having the system fully implemented for PCN processing before the first PCN is issued in a real situation.

7.1.3 An IT plan will be required to review hardware, implement enhancements and to avoid disruption to current income stream and processing needs.

7.1.4 The use of an external processing unit would streamline this process and would only require the setting up of a web based link to the unit. This is strongly recommended as the preferred route for MCC in terms of cost savings and ongoing efficiencies and business continuity.

7.1.5 It is therefore highly recommended, that whatever the means is chosen of providing the administration function, that the IT system is a fully hosted web enabled system capable of being rapidly upgraded to keep up with the changes that the parking industry will be going through in the next 3 to 5 years.

### 7.2 Staff Training

7.2.1 Training of all staff, but in particular the Civil Enforcement Officers, is crucial to the success of the project. MCC should adopt a training plan and ensure it is adhered to. The developments in training in recent months in this industry have put a great deal of emphasis on the assessment of competence, and reduced the attention on the means of achieving this competence. Thus, while it is entirely sensible to want to have the majority of staff qualified at a recognised level, it is not realistic to expect this to occur without a good training plan to get them there, nor without recognising that this will take a long time. It is also important to recognise that staff turnover in the parking enforcement business is quite high, and that as a result, many staff will not

stay long enough in the job to achieve something as long term as formal accreditation.

7.2.2 Experience has shown that training is an issue and where the issuing authority should develop a relationship with a competent supplier of training courses. The development of such a service could be achieved by the establishment of a contract for such services on a call-off basis. This would equate with selecting a franchise supplier for training, and giving that company a preferred right to organise and present courses for a period of time. If this occurs, there are now two or three competent companies, plus several of the contractors who are prepared to offer training courses for on-site staff.

7.2.3 Before deployment on-street, there should be compulsory attendance *for all staff* at a CEO training course, which will teach the basics of a CEO's job under CPE. Experienced staff will only require about a week to reach a suitable stage while new staff will require 2 weeks. Local content from the police and the client should be made available during these courses. If possible, these courses and the trainers should be approved to a recognised standard, such as the level 2 qualification as approved by the BPA which is the WAMITAB parking qualifications.

7.2.4 During the first month of deployment, a new CEO should be closely monitored by one of the supervisory staff. This monitoring should initially include patrolling with the CEO to ensure that the training about dealing with people, recognition of offences etc have been absorbed. It should also include observing the results of independent patrolling including PCNs issued, rejects, complaints, notebook entries and such visible and tangible evidence of performance.

7.2.5 CEOs should be encouraged to progress through on the job training, further formal training sessions, and on the job counselling. This process will take several months in every case, and it would be unrealistic to expect to have a team of qualified CEOs for a period of approaching two years from the start of operations.

7.2.6 For the administrative staff, training should be provided for all aspects, including the CEO's job. They will also need training in the processes, including the IT aspects of the workflow. Experience has shown that they will require documented procedures to help them to standardise the formalities of PCN processing, and then training in these procedures. It is therefore recommended that as a part of the set-up of the administration, documented procedures should be developed, probably using external sources of assistance, such as other authorities or specialist advisors and authors.

7.2.7 Should MCC decide to outsource the service provisions then the responsibility and costs of training will fall to the contractor. The standards expected could then be specified in the tender documents as a minimum level to be attained by the CEOs and administration staff.

### 7.3 Key Decisions

7.3.1 The following issues are those to which MCC will have to give attention if a decision is taken to adopt the powers:

- How to manage the project internally
- How to establish a Steering Group for the project
- How the internal organisation should be structured
- How extensive a review of the TROs is required, and how that should be organised. A full survey and GIS digitisation mapping process is recommended as the way forward.
- How to prepare the TROs for CPE enforcement
- When to start the operation of the powers
- Who to consult formally
- How and when to apply for the powers
- What form a public consultation or information campaign should take
- Whether to use an internal or external service provision
- How to upgrade the IT system for parking administration if internal
- How and when enforcement is required through deployment patterns
- Where and how people should be able to pay their PCNs
- What extra staff accommodation may be required
- Where the issue of residents' parking schemes sits with CPE
- Agreement with Police on how powers will transfer
- Client side staffing - handling of appeals, enforcement agents etc
- How to handle suspensions, dispensations etc
- Telephone call handling

7.3.2 A project plan setting out these tasks and their related actions is included as Appendix B.

## 8 Key Conclusions

The main conclusions from this exercise are:

- The project overall is not operationally viable as it stands if the set up costs have to be paid back.
- Without additional funding from alternative sources, CPE on its own does not provide a robust business case.
- Further decisions on the potential to introduce paid for parking especially on street are required in order to produce financial viability.
- An active programme of enforcement is a basic requirement for a financially viable project; this applies to the issuing of parking tickets, and to the pursuit of debt.



- During the course of the report it became clear that there is an appetite for some collaboration within the County. In respect of MCC and four neighbouring authorities, Torfaen, Blaenau Gwent, Newport City and Caerphilly. None of these authorities has adopted the powers for CPE. The majority of savings are made when setting up a new service in collaboration with those already providing the service elsewhere.
- 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.

## **Appendices**

### **APPENDIX A**

### **Service Provision Options**

**Monmouthshire County Council**  
**Local Authority Civil Parking Enforcement**  
**Briefing Note on Contracting Options**

## **Introduction**

This discussion paper reviews the options for the delivery of the operational services associated with Local Authority Civil Parking Enforcement (CPE) and recommends a strategy for Monmouthshire CC. CPE is about taking on the responsibility for virtually all on-street parking enforcement from the Police. The powers for this are currently contained within the Traffic Management Act 2004.

**Note:** The foot of this report briefly discusses joint working in Gwent and this issue is covered in more detail in a separate report which gives financial details on options for service provision.

### **1. How will CPE change Parking Management in Monmouthshire CC?**

Should the Council decriminalise parking enforcement in Monmouthshire, the operation of the current Parking Service will change significantly. The biggest impacts will be:

- The need for more staff to manage all on-street areas, with all of the consequent implications of that;
- The need for different processes and procedures as required by on-street enforcement;
- The need to be able to process large volumes of tickets, payments and correspondence;
- The need for more comprehensive IT systems, which are able to process the large volumes of parking tickets;

These will all result from the decision to undertake the full enforcement of the on-street traffic regulation orders.

The responsibilities for the operational enforcement services for on street parking will include the management of the on street parking infrastructure, the enforcement of the regulations, dealing with the correspondence arising from the tickets, dealing with the payments resulting from the enforcement the pursuit of debt, and the appeals process.

Under CPE, these services could all be kept in-house undertaken by Monmouthshire CC directly. An alternative is that the majority of the workload, separated into distinct functions i.e. enforcement and ticket administration, could be externalised to enforcement contractors and a third party Central Ticket Unit (CTU). The consideration of “Representations” or first stage *formal* appeals **must by law** be administered by officers of the Issuing Council which would be the County Council or its agent whichever has the name on the back of the PCN. Then, the administration, from first stage representations through to debt registration, would be undertaken by the CTU. Certain other aspects, such as the responsibility for making the decision on sensitive customer functions including the registration of debts at Northampton County Court adjudicator are always kept with the issuing authority.

Members and officers may decide that most or only certain elements of the work of these parking related functions should be contracted out. If this is the case, there is still a decision to be made about which aspects of the services should be contracted out, and this note is intended to help clarify those options so a strategy for the Gwent Authorities can be decided.

MCC on the adoption of decriminalised powers would become responsible for a range of closely inter-related services, namely:

- a) Management of car parks;
- b) Enforcement of the on and off-street regulations when CPE goes ahead.
- c) Correspondence and appeals from recipients of parking tickets;
- d) Pursuit of payment from those who fail to pay in time;

The experience amongst other authorities shows that on and off-street enforcement (b above) can be carried out successfully under contract, provided there is an effective client side, and a good contract definition. There are clear advantages of having this work contracted out, but there can also be disadvantages, which have to be recognised and allowed for.

One of the objectives of CPE is to provide a single unified service for enforcement within a geographic area i.e the County boundary, so it is best practice within this context not to divide the service between on- and off-street. Regardless of other arguments on this issue, the Welsh Government will not allow an authority to have CPE solely for on street and not for off street. The Application will be for the administrative boundary of Monmouthshire CC.

## **2. Pros and Cons of contracting:**

### *Advantages of contracting out (External Enforcement):*

- 2.1 A contractor can provide all of the capital to set-up the contract e.g. the IT system, accommodation, uniforms, staff recruitment and equipment
- 2.2 A contractor can provide other capital and resources e.g. to remedy the signs and lines; If a contractor is appointed early enough they could assist in the provision of capital funding.
- 2.3 An experienced contractor will get set-up and running far faster than an in-house operation;
- 2.4 A good contractor will teach the Council how to enforce the streets; this is useful when an Authority has no on-street enforcement experience;
- 2.5 A contractor will issue more parking tickets from the same staff than an in-house team; this can also be negative however, as the need is for quality of tickets, not quantity. However, quality contracts are being used more and more utilising key performance indicators as a measure of the contractors' ability to undertake the service.
- 2.6 A contractor will produce a better income cash-flow for the Council, as they are better at bringing in the payments, and achieve this earlier;
- 2.7 Contractors are far more flexible e.g. for seasonal workloads, or occasional removals;
- 2.8 Contractors have far fewer industrial relations issues;
- 2.9 A contractor will cover the high costs of recruitment and retention experienced in the industry and will be better placed to replace staff on a regular basis.
- 2.10 A contract can be established to pay for *deployed* (not employed) staff, freeing the Council of issues about sickness etc;
- 2.11 Contractors are better at achieving performance standards;
- 2.12 The highest debt recovery rates are with sites managed by contractors;
- 2.13 Experienced contractors are well versed in arranging TUPE transfers should they be required.

### *Risks of contracting out:*

- 2.14 A client side is required to control and monitor the work of the contractor, which could mean slightly more staffing; but this is minimal compared to the numbers required when running the service entirely in- house.
- 2.15 Sometimes contracting out will cost the same or can sometimes cost more than doing the

- work in-house when considered say over a five year period;
- 2.16 The Council will need to ensure a high quality contract specification – it will be critical to the success of the contract;
  - 2.17 Contractors are commercial businesses - they are there to make profit for their companies and shareholders; The Council will need to work hard to make sure that contractors clearly understand and acknowledge the specific transport-related and wider corporate objectives, and align their practice accordingly;
  - 2.18 Stereotyped images of ‘overzealous’ civil enforcement officers can engender unwelcome publicity, especially where they are not directly associated with the Council – careful management of publicity will be required;
  - 2.19 Contractors tend to make their profits after the initial contract has been acquired, through contract extensions and re-negotiations - again a strong client side will be needed to maintain best value in service delivery and to protect and control the council’s position.

### **Contracting out – Safeguarding the risks**

### **3. Getting the Contract Specification right**

As with any contract, the responsibilities of the contractor have to be clearly defined, to be achievable and to be capable of being monitored easily by the client side, to ensure contract compliance. The work to be defined cannot be established as a normal “output” specification. It is impractical to set 'output' targets for compliance on the streets, as this is impossible to monitor. It is illegal to set targets for the issue of parking tickets, as the resulting enforcement would constitute a public relations disaster for the Council. The only way to define an output specification is to require a contractor to carry out a defined level of enforcement, specified as a number deployed hours per week without identifying visits to certain locations. However, parking enforcement is not static in the same way as for example, waste collection may be. Instead, parking enforcement has to be very reactive, as patterns of driver behaviour respond to effective enforcement. Experience suggests that the best way to define a contract is to define it as a labour based contract, and to define the output in terms of the deployment of skilled, equipped staff for certain times.

A contract of this nature should therefore include the requirement to provide a complete work force for the enforcement duties specified by the client. The inputs and outputs from the contract should be kept to the absolute minimum, and the contractor should have a clear, simple definition of what has to be achieved in order for success to be attained. This means that the client should specify what has to be enforced, and what level of resource is appropriate for that requirement, and the contractor should then be free to deliver that service in the most effective manner they can. All of the contractors in the market are very skilled at knowing how best to do this, and respond best when they are given a clear requirement, and are left then to get on with delivering the service. The only other issue then is the specification of the output in terms of correct, valid parking tickets; this is easily handled using the *input* specification to the Council's ticket processing system.

Some Authorities have expressed a wish that the Civil Enforcement Officers (CEO) have a dual role in that they enforce other aspects of street management such as litter dropping and dog fouling. The legislation governing the civil enforcement officer precludes this dual enforcement role and it would also affect the financial predictions should the CEOs be doing something other than parking enforcement. The legislation states that the uniform of a CEO is for purely that function in terms of street management. However, if an Authority so wishes it can make allowances in the costs of the service provision to allow the CEOs to note street defects in their

free text areas on the hand held computers. It is not recommended that dual roles are utilised as they have been tried and failed elsewhere with one recent example being Wrexham Council.

#### **4. Getting the IT arrangements right**

The operation of a successful parking service is heavily dependent upon effective IT systems. The Council will have to consider where such a capability can be found for CPE. The experience of other authorities is that there are only a small number of suitable systems on the market. The established companies compete fiercely for market share, knowing that once a Council is committed to their product, changing to another is very difficult. This affects their pricing and approach to new customers. The purchase of a system is however, only the start of the investment. There is a requirement to invest a great deal of time in getting any system to do as the client wishes. The investment of time also has to come from skilled IT staff, or at least from parking services officers with very good IT skills, if such exists in-house.

Contracting out of IT services, like enforcement, needs to be carefully thought out, and properly specified. One major example is the provision of service at the end of the contract, when there is an active “work in progress” database of tickets to consider. How should this work be treated within the contract? Should one contract run down while another builds up, or should data conversion be regarded as the way ahead?

It is the considered opinion of the consultant that Monmouthshire CC should look to utilise an established central notice processing IT system for the County to link in to and this can be provided through a third party or under direct agreement.

#### **5. Getting the Administration Right**

The general experience of having the administration (c and d in section 1) handled by the enforcement contractor is that it is *not* too successful, mainly due to the reaction from drivers who wish to interact with the issuing authority, and not with a contractor. It is the handling of correspondence where enforcement contractors tend to be weakest. It has been found to be difficult to get the public to accept letters from them, particularly when they are on contractor letterhead, and it is difficult to get them to write fully considered replies. Equally, when appellants get letters from contractors, they tend to react by writing again, asking for a reply from the Council; often, this will mean a letter to an elected Member, or senior officer. The result is that correspondence is duplicated, and anticipated benefits from the use of the enforcement contractors just do not materialise. The Contractors now tend to sub contract this element of the service to a third party which gives a second layer of audit and also allows the public to appeal to an independent administration team rather than the enforcement contractor.

#### **6. The Market for Services – Getting the right Procurement Arrangements**

There is a fiercely active market for contracted out services. Many of these contractors are major entities, including the largest parking companies in the UK and France. There is no doubt that a reasonably sized contract opportunity will attract interest. There is no doubt also that at the scale and location of Gwent, there would be a strong market interest to see if the contract could be extended to neighbouring authorities.

A detailed specification has been proven to be absolutely essential. The issue of labour rates is absolutely fundamental; contractors have difficulty fixing their prices for a 5-year term, when the

labour rates are perhaps 70% of their costs. It may be desirable to fix the labour rates to some external salaries and wages index, using CPI, for example.

Given the scale of any parking service contract, procurement may have to be via OJEU Procurement Directive rules, which usually means a Restricted Procedure procurement. This means that, allowing for involvement of other officers and bodies internally, it is advised that a 12-month period would be required to reach the award stage. For a contract of this nature, it is essential that a contractor has 3 months to set up a new service.

## **7. The Economics – Getting the Balance right**

As noted above, contracting out particularly suits authorities which are short of capital to invest, but wish to spend revenue sums for a service. Having an experienced external company set up an operation, almost invariably means that the operation is up and running sooner, which in turn means that the revenue stream is established earlier. Thus, better cash flow can result. However, the investment made by the contractor has to be repaid, and experience has shown that the results include higher on-going costs.

Experience from comparisons between in-house operations and similarly sized externalised ones has shown that contracting out can save money rather than running the operation internally. However, the offset is often higher numbers of parking tickets being issued by an external contractor than by internal staff, and usually, a quicker build up of operations. These characteristics are not often particularly attractive to some authorities. Ultimately it is a question of getting the right balance between achieving the level of enforcement required to ensure traffic management objectives are delivered, whilst recouping sufficient revenue to pay for that level of enforcement.

## **8. The Client Side**

If a service is contracted out, there is an implication that the contract has to be managed by the Council. This task requires an experienced person and that experience has to be both in parking management, and in the management of contracts. This implies that it requires a mature, experienced person, and that the costs of such a post are around the equivalent of a Parking Manager post.

In addition, it is required partly by legislation and partly by good practice, that certain functions are retained internally, regardless of the decision on contracting out. As mentioned above, the issuing Council is required to consider formal representations to the issued Penalty Charge Notices, from aggrieved drivers in this case the County or its agent whichever has the name on the back of the PCN. Then, the administration, from first stage representations through to debt registration, would be undertaken by the CTU in liaison with the issuing authority which in this case would be Monmouthshire.

## **9. Conclusions**

- 9.1 Contracting out can be operationally successful;
- 9.2 There is an active market for the provision of services;
- 9.3 Contracting out enforcement can work well; although administration is best kept separate or at least undertaken by a third party on behalf of the Contractor;
- 9.4 If contracting out is to be considered, the optimum arrangement for tendering out within

parking services would be to:

- Invite tenders for on and off-street enforcement and provision of the administration.
  - Define the enforcement contract specification as one to provide a labour force, suitably trained, managed and equipped for the duties;
  - Define the client role to include the hands off management of contractor duties;
  - Ensure that the Contractor provides a fully hosted web enabled IT system to match the enforcement and administration functions.
- 9.5 As an option **all services** relating to the administration of the parking tickets could be kept internal run by County, outsourced to one of the neighbouring Gwent authorities or to a third party provider be it a contractor or other established administration teams such as the Wales Penalty Processing Partnership in Denbighshire. The WPPP administers for 10 Authorities across Wales already and is very experienced in dealing with geographically remote clients such as Bridgend, Pembrokeshire and Vale of Glamorgan.
- 9.6 There will be a need to retain a minimal in-house operation, regardless of any decision to contract out.
- 9.7 Contracting out in itself will be a major aspect of a CPE project, and will take about 12 months to award of contract, and 3 months for the contract lead-in time, if handled under OJEU rules.
- 9.8 Contracting out should not be undertaken in the expectation that costs will be reduced. However, this might be financially offset by higher levels of ticket issue, and a quicker build up to full operations. This may, which is less suited to any council's wishes, lead to lower standards of enforcement if measures have not been put in place linked to quality Key Performance Indicators in the contract documents.
- 9.9 The financial business cases indicate that externalisation of the enforcement and administration provide the most financially robust schemes. This has to be considered in light of any decision.

## **10. Recommendations**

- 10.1 That the provision of the enforcement is procured through a tendering exercise or through use of a framework arrangement should one already exist at a neighbouring authority.
- 10.2 That the external contractor deals with all issues of TUPE should they arise.
- 10.3 That the whole administration function be provided in the form of a Central Ticket Unit by a third party rather remaining an in house function. This could be by including this element within the tender specification for the enforcement contractor or by a separate arrangement with a current administration team either a private contractor or a neighbouring authority.

## **11 ADDENDUM**

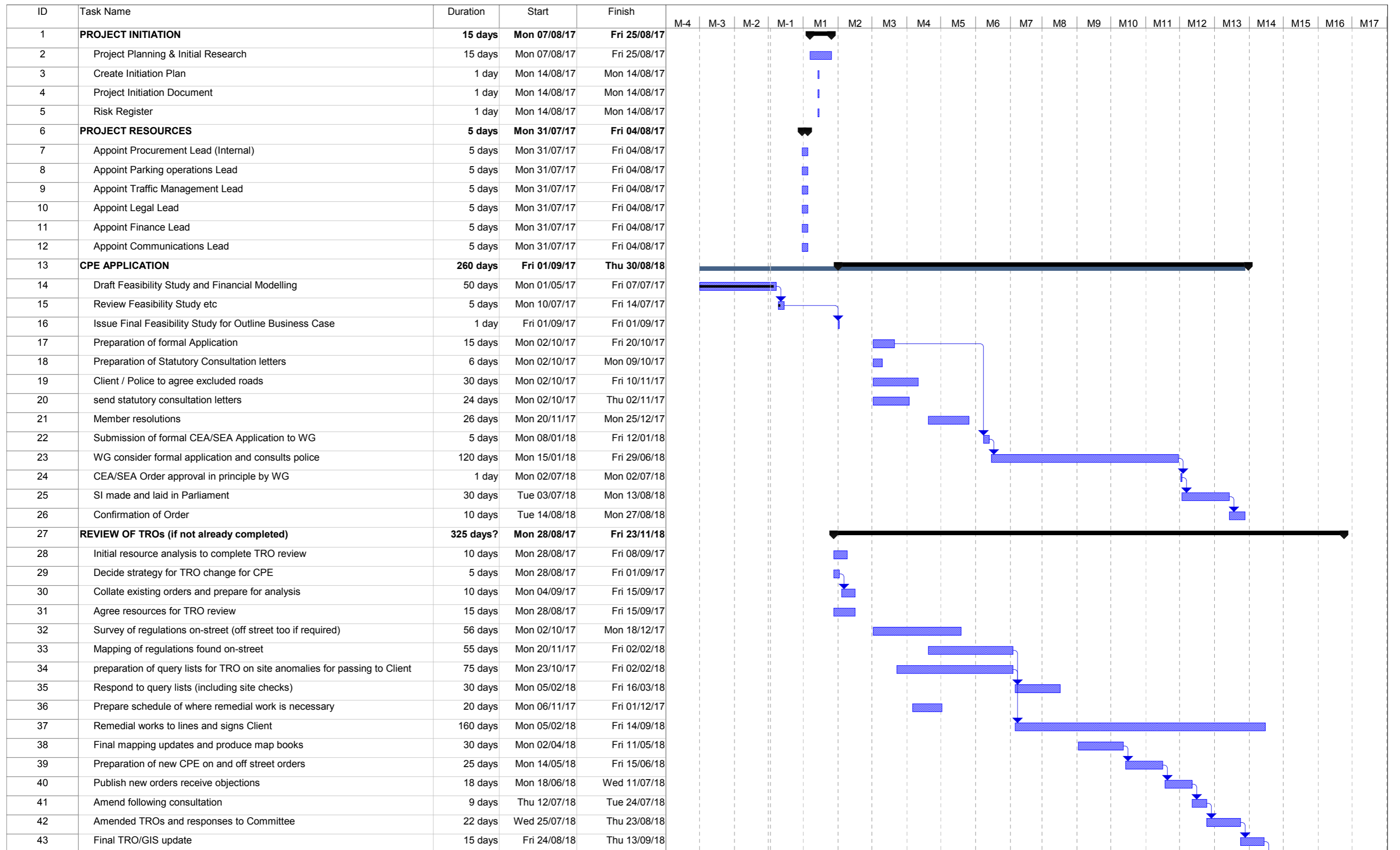
### **11.1 Joint Working**

1. At the outset of this report it was a requirement that joint working between the five County authorities in Gwent was to be investigated as part of this study.
2. The commission asked that contact be made with all five authorities to determine if there was any potential for joint working.
3. RTAA was informed that each of the authorities would be willing to discuss and pursue a collaborative approach.



4. There is a desire for joint working to be investigated further and the 5 year financial business cases confirm this as a sound proposition.
5. There is an obvious mechanism to investigate that could bring enforcement and notice processing under one service provider.
6. The Monmouthshire feasibility study has shown that the greatest savings and cost efficiencies can be made using an externalised service.
7. Using a service for administration that is already working in CPE would promote even greater savings in labour costs, accommodation, travel time and through bulk handling.
8. It is recommended that a joint working partnership be promoted across the County.
9. WPPP have stated that they would be interested in providing a notice processing and administrative service to the 5 Gwent authorities.
10. A separate report has been provided alongside this options paper to detail the financial aspects of joint working proposals.

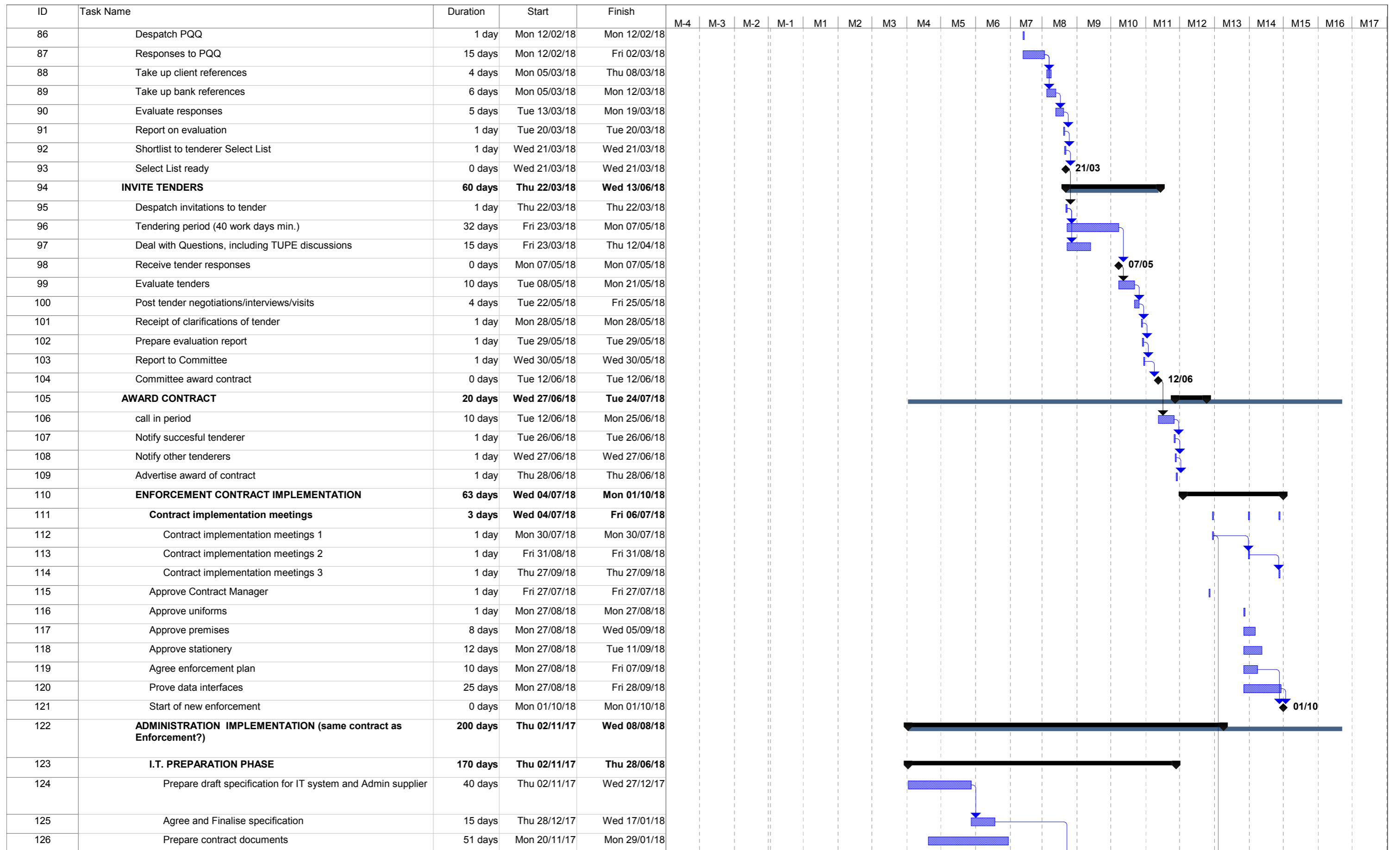
**APPENDIX B      Project plan for Implementation**



Project: Project Plan v0.2 Date: Mon 03/07/17	Task		Project Summary		Inactive Task		Duration-only		Finish-only		Deadline
	Split		External Tasks		Inactive Milestone		Manual Summary Rollup		Progress		
	Milestone		External Milestone		Inactive Summary		Manual Summary		Deadline		
	Summary		Inactive Task		Manual Task		Start-only				

ID	Task Name	Duration	Start	Finish	M-4	M-3	M-2	M-1	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17
44	Make new on street order/sealing	6 days	Fri 14/09/18	Fri 21/09/18																					
45	Traffic surveys at congestion hot spots/compliance surveys	15 days	Tue 28/08/18	Mon 17/09/18																					
46	<b>POLICE LIAISON</b>	<b>120 days</b>	<b>Thu 04/01/18</b>	<b>Wed 20/06/18</b>																					
47	Agree handover arrangements	120 days	Thu 04/01/18	Wed 20/06/18																					
48	<b>PUBLIC ENGAGEMENT, Information</b>	<b>200 days</b>	<b>Thu 04/01/18</b>	<b>Wed 10/10/18</b>																					
49	Prepare programme	10 days	Thu 04/01/18	Wed 17/01/18																					
50	Public Meetings/Focus groups	100 days	Fri 18/05/18	Thu 04/10/18																					
51	Articles/information in media	60 days	Mon 03/09/18	Fri 23/11/18																					
52	<b>PUBLIC ENGAGEMENT, IMPLEMENTATION</b>	<b>90 days</b>	<b>Thu 04/01/18</b>	<b>Wed 09/05/18</b>																					
53	Design implementation leaflets/approval	30 days	Mon 21/05/18	Fri 29/06/18																					
54	Printing	20 days	Mon 02/07/18	Fri 27/07/18																					
55	Distribution	35 days	Mon 30/07/18	Fri 14/09/18																					
56	Prepare advertisements/book space	14 days	Fri 18/05/18	Wed 06/06/18																					
57	Articles/information in media	40 days	Mon 20/08/18	Fri 12/10/18																					
58	Council magazine article	15 days	Mon 20/08/18	Fri 07/09/18																					
59	<b>TENDERING OUT OF ENFORCEMENT (&amp; administration)</b>	<b>250 days</b>	<b>Wed 04/10/17</b>	<b>Tue 18/09/18</b>																					
60	<b>DEFINE CONTRACT SCOPE</b>	<b>50 days</b>	<b>Wed 04/10/17</b>	<b>Tue 12/12/17</b>																					
61	Briefing on options	5 days	Wed 04/10/17	Tue 10/10/17																					
62	Meeting for contract strategy issues	1 day	Wed 11/10/17	Wed 11/10/17																					
63	<b>PREPARE CONTRACT DOCUMENTS</b>	<b>68 days</b>	<b>Thu 02/11/17</b>	<b>Mon 05/02/18</b>																					
64	Prepare first draft of Spec.	32 days	Thu 02/11/17	Fri 15/12/17																					
65	Review meeting 1	1 day	Fri 15/12/17	Fri 15/12/17																					
66	Prepare second draft	5 days	Mon 18/12/17	Fri 22/12/17																					
67	Review meeting 2	0.5 days	Fri 05/01/18	Fri 05/01/18																					
68	Prepare ITT and T&Cs	14 days	Mon 18/12/17	Thu 04/01/18																					
69	Coordinate both sets of documents	5 days	Fri 05/01/18	Fri 12/01/18																					
70	Prepare draft 3	0.5 days	Fri 12/01/18	Fri 12/01/18																					
71	Review meeting 3	0.5 days	Mon 15/01/18	Mon 15/01/18																					
72	Prepare evaluation criteria	15 days	Mon 18/12/17	Fri 05/01/18																					
73	Final Approval of Contract Documents	10 days	Mon 15/01/18	Mon 29/01/18																					
74	Tender Documents ready	0 days	Mon 29/01/18	Mon 29/01/18																					
75	<b>ADVERTISE OPPORTUNITY (shorten if no PQQ stage)</b>	<b>35 days</b>	<b>Thu 01/02/18</b>	<b>Wed 21/03/18</b>																					
76	Draft advertisements (incl. OJEC)	1 day	Fri 02/02/18	Fri 02/02/18																					
77	Approve advertisements	2 days	Fri 02/02/18	Mon 05/02/18																					
78	Place advertisements	0.5 days	Mon 05/02/18	Mon 05/02/18																					
79	Advertisements appear	5 days	Mon 05/02/18	Mon 12/02/18																					
80	Submission of expressions of interest if required	10 days	Mon 12/02/18	Mon 26/02/18																					
81	<b>RESPOND TO ADVERTISEMENTS</b>	<b>33 days</b>	<b>Mon 05/02/18</b>	<b>Wed 21/03/18</b>																					
82	Draft contract summary information	1 day	Mon 05/02/18	Mon 05/02/18																					
83	Approve summary	2 days	Tue 06/02/18	Wed 07/02/18																					
84	prepare PQQ if required.	2 days	Thu 08/02/18	Fri 09/02/18																					
85	Prepare evaluation criteria	1 day	Mon 12/02/18	Mon 12/02/18																					

Project: Project Plan v0.2 Date: Mon 03/07/17	Task		Project Summary		Inactive Task		Duration-only		Finish-only		Deadline
	Split		External Tasks		Inactive Milestone		Manual Summary Rollup			Progress	
	Milestone		External Milestone		Inactive Summary		Manual Summary			Deadline	
	Summary		Inactive Task		Manual Task		Start-only				



Project: Project Plan v0.2  
Date: Mon 03/07/17

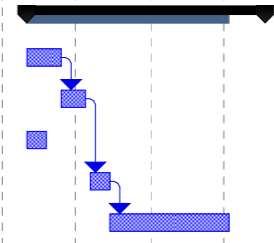
Task		Project Summary		Inactive Task		Duration-only		Finish-only	
Split		External Tasks		Inactive Milestone		Manual Summary Rollup		Progress	
Milestone		External Milestone		Inactive Summary		Manual Summary		Deadline	
Summary		Inactive Task		Manual Task		Start-only			

ID	Task Name	Duration	Start	Finish	M-4	M-3	M-2	M-1	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	
127	Receive prices	32 days	Fri 23/03/18	Mon 07/05/18																						
128	Prepare evaluation report	9 days	Tue 08/05/18	Fri 18/05/18																						
129	Agree details with preferred supplier	24 days	Mon 21/05/18	Thu 21/06/18																						
130	Order Placed	0 days	Thu 28/06/18	Thu 28/06/18																						
131	<b>HARDWARE PROCUREMENT (IF INTERNAL)</b>	<b>68 days</b>	<b>Mon 02/07/18</b>	<b>Wed 03/10/18</b>																						
132	Order new PCs for extra staff	10 days	Mon 02/07/18	Fri 13/07/18																						
133	Order new Printers	10 days	Mon 02/07/18	Fri 13/07/18																						
134	Check networking implications	15 days	Mon 16/07/18	Fri 03/08/18																						
135	Agree schedule for network upgrades	15 days	Mon 06/08/18	Fri 24/08/18																						
136	Carry out network upgrades	10 days	Mon 27/08/18	Fri 07/09/18																						
137	Install PCs	5 days	Mon 10/09/18	Fri 14/09/18																						
138	Install Printers	5 days	Mon 10/09/18	Fri 14/09/18																						
139	All hardware changes implemented	0 days	Fri 14/09/18	Fri 14/09/18																						
140	<b>HAND HELDS IMPLEMENTATION (3rd party enf)</b>	<b>60 days</b>	<b>Sat 14/07/18</b>	<b>Thu 04/10/18</b>																						
141	agree supply of new HHCTs / (Androids)	0 days	Mon 30/07/18	Mon 30/07/18																						
142	Test HHCT software on PC	10 days	Fri 31/08/18	Thu 13/09/18																						
143	Commission new HHCTs	5 days	Fri 14/09/18	Thu 20/09/18																						
144	Implement all new HHCTs	7 days	Fri 21/09/18	Mon 01/10/18																						
145	<b>SYSTEMS IMPLEMENTATION (IF INTERNAL)</b>	<b>209 days</b>	<b>Fri 02/02/18</b>	<b>Wed 21/11/18</b>																						
146	Identify internal admin staff accommodation	22 days	Fri 02/02/18	Mon 05/03/18																						
147	Determine source of client staff training	7 days	Fri 02/02/18	Mon 12/02/18																						
148	New Admin Staff recruitment if required	15 days	Tue 31/07/18	Mon 20/08/18																						
149	All Staff training	9 days	Mon 17/09/18	Thu 27/09/18																						
150	Install & Test Software	25 days	Wed 15/08/18	Tue 18/09/18																						
151	Accept IT ECN/PCN Solution	0 days	Tue 18/09/18	Tue 18/09/18																						
152	Test External IT links	14 days	Wed 19/09/18	Mon 08/10/18																						
153	Design internal web pages and links	40 days	Wed 18/07/18	Tue 11/09/18																						
154	Convert ECN data to new database (if req'd)	15 days	Wed 12/09/18	Tue 02/10/18																						
155	Set up new correspondence procedures, letters etc (3rd party)	20 days	Fri 20/07/18	Thu 16/08/18																						
156	Set up CPE Correspondence (3rd party)	9 days	Fri 17/08/18	Wed 29/08/18																						
157	Set up new system for PCN processing (3rd party)	20 days	Wed 15/08/18	Tue 11/09/18																						
158	Implement new system for PCNs (3rd party)	1 day	Wed 12/09/18	Wed 12/09/18																						
159	Design new PCNs etc.(3rd party)	16 days	Wed 12/09/18	Wed 03/10/18																						
160	Approve new stationery (3rd party)	16 days	Thu 30/08/18	Thu 20/09/18																						
161	Agree audit involvement in new processes	18 days	Mon 03/09/18	Wed 26/09/18																						
162	Live operation	0 days	Mon 01/10/18	Mon 01/10/18																						
163	<b>Create staff procedures manual</b>	<b>20 days</b>	<b>Mon 02/07/18</b>	<b>Fri 27/07/18</b>																						
164	Set up new SLA/procedures for Cashiers	16 days	Mon 02/07/18	Mon 23/07/18																						
165	Set up public interface procedures	20 days	Mon 02/07/18	Fri 27/07/18																						
166	Set up dispensation procedures	10 days	Mon 02/07/18	Fri 13/07/18																						
167	Set up debt recovery procedures	7 days	Mon 02/07/18	Tue 10/07/18																						
168	Set up telephone call handling procedure	10 days	Mon 02/07/18	Fri 13/07/18																						

Project: Project Plan v0.2  
Date: Mon 03/07/17

Task		Project Summary		Inactive Task		Duration-only		Finish-only		Deadline
Split		External Tasks		Inactive Milestone		Manual Summary Rollup		Progress		
Milestone		External Milestone		Inactive Summary		Manual Summary		Deadline		
Summary		Inactive Task		Manual Task		Start-only				

ID	Task Name	Duration	Start	Finish	M-4	M-3	M-2	M-1	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17
169	Set up document imaging procedures	7 days	Mon 02/07/18	Tue 10/07/18																					
170	Set up appeals processes	7 days	Mon 02/07/18	Tue 10/07/18																					
171	<b>DESIGN STAFF PROCESSES AND PROCEDURES</b>	<b>70 days</b>	<b>Wed 11/04/18</b>	<b>Tue 17/07/18</b>																					
172	Design payment process	10 days	Wed 11/04/18	Tue 24/04/18																					
173	Set up appeals process	8 days	Wed 25/04/18	Fri 04/05/18																					
174	Debt recovery procedures recruit enforcement agents	6 days	Wed 11/04/18	Wed 18/04/18																					
175	Telephone call handling procedure	6 days	Mon 07/05/18	Mon 14/05/18																					
176	Create web pages	35 days	Tue 15/05/18	Mon 02/07/18																					



Project: Project Plan v0.2  
Date: Mon 03/07/17

Task		Project Summary		Inactive Task		Duration-only		Finish-only	
Split		External Tasks		Inactive Milestone		Manual Summary Rollup		Progress	
Milestone		External Milestone		Inactive Summary		Manual Summary		Deadline	
Summary		Inactive Task		Manual Task		Start-only			

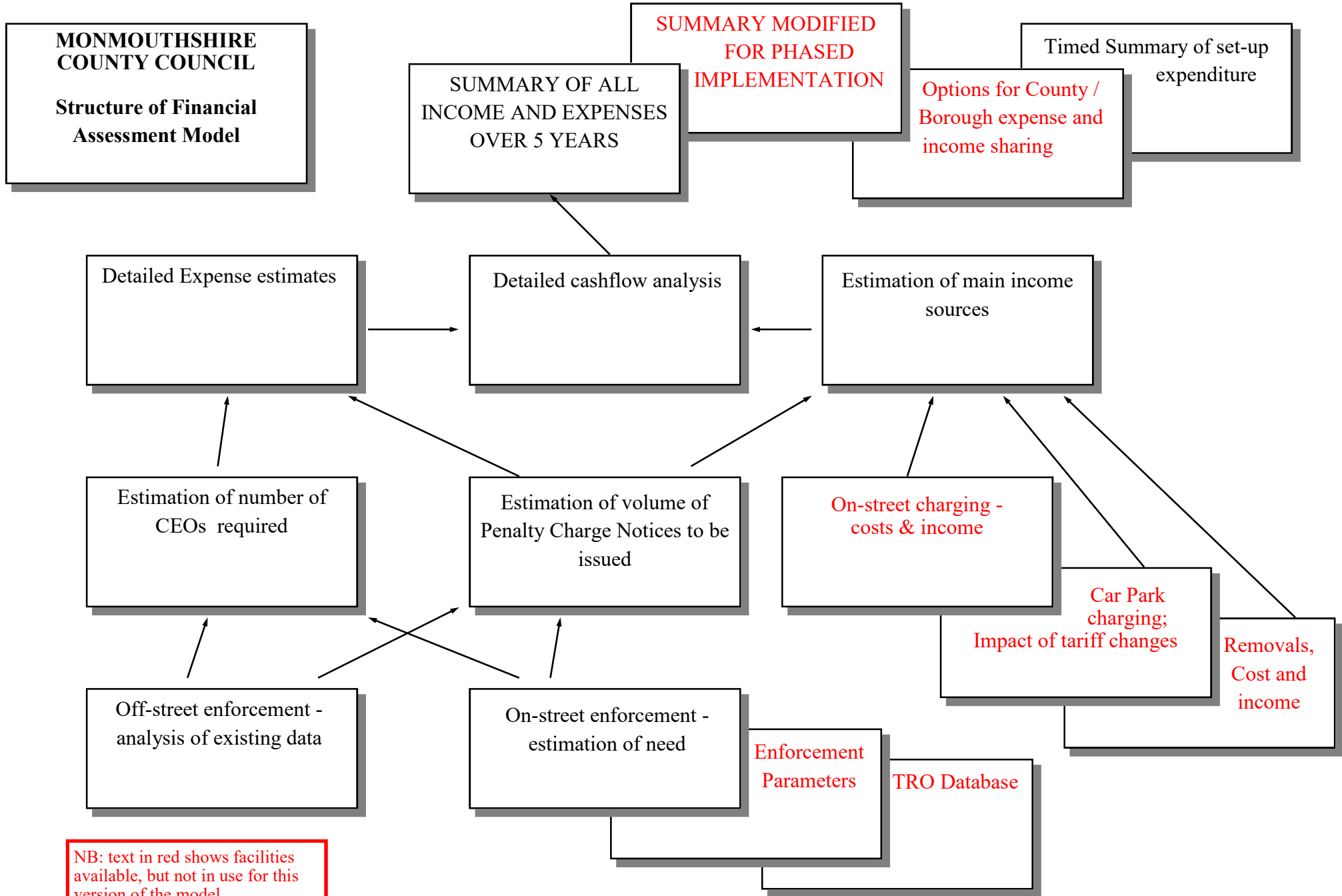
**APPENDIX C            Key Assumptions for the Financial Options**

All versions of the model made the following major assumptions:

- a) The in house Civil Enforcement Officers spend 70% of their time on deployment;
- b) There are no changes to car park charging from the current regime to consider.
- c) Use of off-street car parks would show a 1% increase in income as a consequence of displacement from on-street;
- d) All set-up costs would include a full month's expenses prior to commencement;
- e) All events would occur at the same time ie there would be no consideration for phasing any part of the project;
- f) All set-up costs would be met by the County Council
- g) 75% of all PCNs would be paid, 63% would be paid at discount, 10% at face value and 2% at the incremented value;
- h) Approximately 67% of current parking tickets are paid;
- i) Current staffing levels as shown in the base model;
- j) £5,000 to be spent on PR before CPE starts, £10,000 on work to establish the project, and £168,000 to undertake a TRO review and remedies defects in signs and lines;
- k) All CEOs to be equipped with hand-held electronic ticket issuing machines or androids;
- l) CEOs to have 1 car for mobility;
- m) No TUPE costs from the Police;
- n) Off-street levels of enforcement and ticket issuing to remain at existing levels;
- o) 7% sickness level in enforcement staff;
- p) Approximately 0.25 hours per day per CEO to be lost in travel and administration;
- q) On-street, CEOs issuing approximately 35 PCNs per person, per week, depending upon the area;
- r) PCNs to be paid between 1 month and 6 months from date of issue, depending upon level of payment;
- s) 6 months to reach operational levels of ticket issuing;
- t) All regulations to be enforced, the frequency to depend on type and location;



**APPENDIX D      The Financial Model – Diagram and explanatory notes**



NB: text in red shows facilities available, but not in use for this version of the model.

**MONMOUTHSHIRE COUNTY COUNCIL  
CIVIL PARKING ENFORCEMENT  
THE FINANCIAL MODEL**

The attached sheets make up the current draft of the financial model designed to assess the impact on the Council of adopting the powers to undertake civil parking enforcement (CPE) throughout the Council area, by the transfer of responsibility from the Police. These notes are intended to help you to understand the model, how it is built, and how it can be used. This draft of the model is at an early stage in its development; we will be continuing to refine the model with input from everyone who has an interest in ensuring this is as accurate as is possible. If you want to ask any questions, you should contact, Peter Lowe on 01492 585055 mob 07900 264137 or email: [plowe@rtaassociates.co.uk](mailto:plowe@rtaassociates.co.uk)

The model is a large Excel spreadsheet, made up of several inter-connected sheets. Each sheet addresses one or more major aspects of the overall assessment. Each sheet is described in some detail below. The whole model is based on the principle of assessing the **marginal** impact of CPE on the overall parking account for the Council. By that it is meant that we are assessing the changes to the costs and income for the Council as a consequence of the introduction of CPE. The model also recognises that there will be many in-direct impacts of CPE (costs and revenue), and where it is considered appropriate, these are also included within the assessment.

A diagram of the structure of the current model is attached, to help with the understanding of the way the model works. The model has facilities for a wide range of other aspects for assessment; if any particular aspect is not used for this version of the model, that function is “hidden”. Any such aspect can be brought into use within the model if it is considered relevant, and if the required data is available.

The model is very comprehensive, but as a result, it is only capable of being modified by experienced staff from this consultancy; we do not let anyone have electronic excel copies of the model for this very reason.

The model is designed to have a "Base Model" which is a straightforward, basic implementation of CPE, and in the form which we think is likely to represent the most probable outcome. The model can be varied very easily, in order to produce a variety of different possible outcomes. In this way, we can carry out various sensitivity tests on the predictions, and produce variants with different scenarios. However, a word of caution is advisable at this stage; the model makes possible the creation of an infinite range of assessments. It is our experience that:

- a) only one type of change should be assessed within each variant, in order to understand what the impact of the change has been;
- b) the number of variants to be tested should be kept to the minimum, otherwise the volume of information become difficult to assimilate.

Each sheet is named at the top of each page, and these correspond to the descriptions given below. The pages are numbered sequentially throughout the document, although with each version of the model, these may of course, change.

The Sheets are:

## **1 Summary**

This is the top level analysis of the results of the whole model. There are almost no calculations carried out at this level, as they are all detailed in their relevant sheet further down in the model. The first page shows a few major parameters used within the model to test some of the more obvious variants. The second page is the summary over a five year period of all sources of income and expense which have been included in that version. It also shows the expenditure prior to start day ie when the new enforcement commences, split between capital and revenue expenses. The lines at the bottom of the page show the net annual position, then the cumulative position over the period of analysis, then a discounted cashflow analysis of the same period. This analysis assumes that all aspects of the analysis occur on start day ie there is no allowance made for any impact from different timings of the various aspects.

## **2 Workings**

This sheet performs 2 major aspects; the first page shows the calculations of various sources of income. In some cases, these use for example, the estimates of the numbers of Penalty Charge Notices (PCNs) produced in another sheet, to predict the resulting income.

Because this is a marginal assessment, the incomes estimates are the net impact of the change of introducing CPE eg the current ECN income is netted off against the predicted PCN income to give a net increase in parking ticket income. This principle applies throughout this sheet, so for example, if the predicted numbers of CEOs is x, and the current number of CEOs employed is y, the model will carry forward (x - y) as the financial consequence of CPE.

The rest of the pages in this sheet calculate the expenses associated with the five major groupings of staff required:

- \* operational management
- \* on-street enforcement
- \* off-street enforcement
- \* notice and permit processing
- \* pay and display equipment management

The last few pages contain a variety of sections of calculations, all of which are used in earlier stages to calculate other items eg the costs of running motor vehicles to support the CEOs.

## **3 CEOs**

This sheet uses the information coming forward from the base calculations of the needs for enforcement staff, in order to calculate the numbers of staff required to carry out

enforcement. Allowance is made for the working patterns of staff, for sickness, holidays etc, to project the actual availability of staff for enforcement duties. The predictions of the numbers of enforcement staff are based on 2 tables, which give the numbers of staff by geographic area, and the required hours of enforcement for these staff.

#### **4 PCNs**

Using information about the numbers of CEOs required for the various aspects of the duties, this sheet applies predictions of the numbers of PCNs which each CEO is likely to be able to issue in the varying areas of the Council and the Council car parks which are to be enforced, and thus arrives at a predicted annual total of PCNs.

#### **5 Car Parks – Off-street**

As CPE will apply to both on and off-street enforcement, the extent and frequency of the enforcement required in the off-street car parks is calculated here, based on an average time for each parking space to be checked, and a defined frequency with which each car park is checked by the CEOs. This is only required if it is considered that the level of off-street enforcement should vary from that currently applied.

#### **6 Cashflow**

The income from the issue of parking tickets will arrive over a period of time following issue of the ticket, which means that this timing impact has to be assessed, in order to predict the income stream to the Council. This sheet takes all the major income and expenditure streams, and makes a monthly assessment of the net position over a 36 month period, which is then used to create the Summary analyses. After 36 months, it is then assumed that the net position monthly has been established, and this stable balance is applied for the remainder of the 5 year terms shown on the Summary.

Peter Lowe  
RTA Associates Ltd  
May 2017

**APPENDIX E      The Summary of the Base Model at a £70/£50 PCN (B)**

**TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION**

<b>MODEL VERSION:</b>	<b>BASE</b>
<b>MODEL DATE:</b>	<b>30-Jun-17</b>

**CLIENT:** *Monmouthshire County Council*

**VERSION:** **BASE MODEL**  
ALL IN HOUSE

**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

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

**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

Options:	Selected Option	Option Number
<i>Current</i>	<i>Current</i>	1
<i>New P&amp;D-1</i>	Refresh PCN Tables after Changing Selection	
<i>New P&amp;D-1&amp;2</i>		

**OFF-STREET CAR PARK CHARGING**

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

- Current Select for no change to tariffs or transaction volumes
- Option 1 Considers revised tariffs, transaction volumes and distributions of transaction by tariff.
- Option 2 Considers same changes as Option 1 but for alternative tariff structure.

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

Options:	Selected Option
<i>Current</i>	<i>Current</i>
<i>Option 1</i>	
<i>Option 2</i>	

**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"

Options:	Selected Option
Yes or No	<i>Yes</i>
0 - 100%	<i>1%</i>

**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

Options:	Selected Option
<i>Yes</i>	<i>No</i>
<i>No</i>	

**CURRENT VAT RATE**

The model will use this rate for all calculations involving VAT

Actions: Enter current VAT rate under "VAT Rate"

Range	VAT Rate
0 - 100%	<i>20.0%</i>

**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:

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

## SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	BASE
MODEL DATE:	30-Jun-17

CLIENT: *Monmouthshire County Council*

VERSION: **BASE MODEL**  
ALL IN HOUSE

**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
<b>INCOME</b>										
	PCNs ISSUED				0	7,221	7,590	7,590	7,590	7,590
	PCN PAYMENTS	1			£0	£101,501	£116,661	£116,661	£116,661	£116,661
	CLAMP & REMOVAL PAYMENTS				£0	£0	£0	£0	£0	£0
	PERMIT PAYMENTS	2			£0	£0	£0	£0	£0	£0
	CAR PARK RECEIPTS	3			£0	£13,100	£13,100	£13,100	£13,100	£13,100
	ON STREET CHARGING	3			£0	£0	£0	£0	£0	£0
	NET C.COURT PROCEEDS	4			£0	£3,511	£14,046	£14,046	£14,046	£14,046
	TOTAL PAYMENTS				£0	£118,113	£143,807	£143,807	£143,807	£143,807
<b>EXPENSES:</b>										
				Inflation factor		3%	3%	3%	3%	
	OPERATIONAL MANAGEMENT	5	1		£188,200	£729	£1,553	£1,599	£1,647	£1,696
	ON-STREET ENFORCEMENT	6	1		£14,885	£8,093	£97,119	£100,032	£106,124	£109,308
	OFF-STREET ENFORCEMENT	7	1		£750	£3,455	£2,827	£2,912	£2,999	£3,089
	CLAMP & REMOVAL CONTROL		1		£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1		£38,600	£10,171	£32,055	£33,017	£34,007	£35,027
	PAY & DISPLAY	9	1		£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES				£242,435	£22,449	£133,553	£137,560	£141,687	£145,937
ANNUAL NET SURPLUS OR (DEFICIT)					(£242,435)	(£22,449)	(£15,440)	£6,247	£2,120	(£2,130)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL						(£22,449)	(£37,890)	(£31,643)	(£29,522)	(£31,653)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL						(£264,884)	(£280,325)	(£274,078)	(£271,957)	(£274,088)
NPV INTEREST RATE	6%									
YEAR END NPVs (EXCLUDING CAPITAL)						(£37,016)	(£31,456)	(£29,676)	(£31,363)	(£36,227)
NPV INTEREST RATE	6%									
YEAR END NPVs (INCLUDING CAPITAL)						(£279,451)	(£273,891)	(£272,111)	(£273,798)	(£278,662)

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.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 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.



**APPENDIX F**

The Base model with enforcement services externalised (B1)

The Base model with administration services externalised (B2)

The Base model with all services externalised (B3)

Model B3 with 10% less on street PCNs (B4)

**TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION**

<b>MODEL VERSION:</b>	<b>B1</b>
<b>MODEL DATE:</b>	<b>30-Jun-17</b>

**CLIENT:** *Monmouthshire County Council*

**VERSION: B1 MODEL**

**ENFORCEMENT EXTERNAL ADMINISTRATION IN HOUSE**

**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

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

**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

Options:	Selected Option	Option Number
<i>Current</i>	<i>Current</i>	1
<i>New P&amp;D-1</i>	Refresh PCN Tables after Changing Selection	
<i>New P&amp;D-1&amp;2</i>		

**OFF-STREET CAR PARK CHARGING**

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

- Current Select for no change to tariffs or transaction volumes
- Option 1 Considers revised tariffs, transaction volumes and distributions of transaction by tariff.
- Option 2 Considers same changes as Option 1 but for alternative tariff structure.

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

Options:	Selected Option
<i>Current</i>	<i>Current</i>
<i>Option 1</i>	
<i>Option 2</i>	

**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"

Options:	Selected Option
Yes or No	<i>Yes</i>
0 - 100%	<i>1%</i>

**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

Options:	Selected Option
<i>Yes</i>	<i>No</i>
<i>No</i>	

**CURRENT VAT RATE**

The model will use this rate for all calculations involving VAT

Actions: Enter current VAT rate under "VAT Rate"

Range	VAT Rate
0 - 100%	<i>20.0%</i>

**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:

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

## SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	B1
MODEL DATE:	30-Jun-17

CLIENT: Monmouthshire County CouncilVERSION: **B1 MODEL**

ENFORCEMENT EXTERNAL ADMINISTRATION IN HOUSE

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
<b>INCOME</b>										
	PCNs ISSUED				0	7,220	7,589	7,589	7,589	7,589
	PCN PAYMENTS	1			£0	£101,482	£116,639	£116,639	£116,639	£116,639
	CLAMP & REMOVAL PAYMENTS				£0	£0	£0	£0	£0	£0
	PERMIT PAYMENTS	2			£0	£0	£0	£0	£0	£0
	CAR PARK RECEIPTS	3			£0	£13,100	£13,100	£13,100	£13,100	£13,100
	ON STREET CHARGING	3			£0	£0	£0	£0	£0	£0
	NET C.COURT PROCEEDS	4			£0	£3,511	£14,044	£14,044	£14,044	£14,044
	TOTAL PAYMENTS				£0	£118,093	£143,783	£143,783	£143,783	£143,783
<b>EXPENSES:</b>										
				Inflation factor		3%	3%	3%	3%	
	OPERATIONAL MANAGEMENT	5	1	£188,200	£729	£1,553	£1,599	£1,647	£1,696	£1,747
	ON-STREET ENFORCEMENT	6	1	£0	£6,448	£77,382	£79,703	£82,094	£84,557	£87,094
	OFF-STREET ENFORCEMENT	7	1	£0	£0	(£10,507)	(£10,822)	(£11,147)	(£11,482)	(£11,826)
	CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1	£38,600	£10,171	£32,054	£33,016	£34,006	£35,026	£36,077
	PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES			£226,800	£17,349	£100,481	£103,495	£106,600	£109,798	£113,092
ANNUAL NET SURPLUS OR (DEFICIT)				(£226,800)	(£17,349)	£17,612	£40,288	£37,183	£33,985	£30,691
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL					(£17,349)	£263	£40,551	£77,734	£111,719	£142,410
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL					(£244,149)	(£226,537)	(£186,249)	(£149,066)	(£115,081)	(£84,390)
NPV INTEREST RATE	6%									
YEAR END NPVs (EXCLUDING CAPITAL)					(£734)	£35,122	£66,342	£93,261	£116,195	
NPV INTEREST RATE	6%									
YEAR END NPVs (INCLUDING CAPITAL)					(£227,534)	(£191,678)	(£160,458)	(£133,539)	(£110,605)	

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.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 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.

**CLIENT:** *Monmouthshire County Council*

**VERSION: B2**  
**ENFORCEMENT IN HOUSE ADMINISTRATION EXTERNAL**

**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

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

**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

Options:	Selected Option	Option Number
<i>Current</i>	<i>Current</i>	1
<i>New P&amp;D-1</i>	Refresh PCN Tables after Changing Selection	
<i>New P&amp;D-1&amp;2</i>		

**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 tariff.  
 Option 2 Considers same changes as Option 1 but for alternative tariff structure.  
 Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option
<i>Current</i>	<i>Current</i>
<i>Option 1</i>	
<i>Option 2</i>	

**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"

Options:	Selected Option
Yes or No	<i>Yes</i>
0 - 100%	<i>1%</i>

**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

Options:	Selected Option
<i>Yes</i>	<i>No</i>
<i>No</i>	

**CURRENT VAT RATE**

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

Range	VAT Rate
0 - 100%	<i>20.0%</i>

**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:

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

## SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	B2
MODEL DATE:	30-Jun-17

CLIENT: Monmouthshire County CouncilVERSION: **B2**

ENFORCEMENT IN HOUSE ADMINISTRATION EXTERNAL

**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
<b>INCOME</b>										
	PCNs ISSUED				0	7,221	7,590	7,590	7,590	7,590
	PCN PAYMENTS	1			£0	£101,501	£116,661	£116,661	£116,661	£116,661
	CLAMP & REMOVAL PAYMENTS				£0	£0	£0	£0	£0	£0
	PERMIT PAYMENTS	2			£0	£0	£0	£0	£0	£0
	CAR PARK RECEIPTS	3			£0	£13,100	£13,100	£13,100	£13,100	£13,100
	ON STREET CHARGING	3			£0	£0	£0	£0	£0	£0
	NET C.COURT PROCEEDS	4			£0	£3,511	£14,046	£14,046	£14,046	£14,046
	TOTAL PAYMENTS				£0	£118,113	£143,807	£143,807	£143,807	£143,807
<b>EXPENSES:</b>										
				Inflation factor			3%	3%	3%	3%
	OPERATIONAL MANAGEMENT	5	1		£188,200	£729	£1,553	£1,599	£1,647	£1,696
	ON-STREET ENFORCEMENT	6	1		£14,885	£8,093	£97,119	£100,032	£106,124	£109,308
	OFF-STREET ENFORCEMENT	7	1		£750	£3,455	£2,827	£2,912	£2,999	£3,089
	CLAMP & REMOVAL CONTROL		1		£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1		£12,000	£3,084	£24,409	£25,141	£25,895	£26,672
	PAY & DISPLAY	9	1		£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES				£215,835	£15,362	£125,907	£129,684	£133,575	£137,582
ANNUAL NET SURPLUS OR (DEFICIT)					(£215,835)	(£15,362)	(£7,794)	£14,122	£10,232	£6,225
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL						(£15,362)	(£23,156)	(£9,034)	£1,198	£7,423
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL						(£231,197)	(£238,991)	(£224,869)	(£214,637)	(£208,412)
NPV INTEREST RATE			6%							
YEAR END NPVs (EXCLUDING CAPITAL)						(£22,715)	(£10,146)	(£1,555)	£3,375	£4,942
NPV INTEREST RATE			6%							
YEAR END NPVs (INCLUDING CAPITAL)						(£238,550)	(£225,981)	(£217,390)	(£212,460)	(£210,893)

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.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 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.

**TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION**

<b>MODEL VERSION:</b>	<b>B3</b>
<b>MODEL DATE:</b>	<b>30-Jun-17</b>

**CLIENT:** *Monmouthshire County Council*

**VERSION:** **B3**  
**ENFORCEMENT AND ADMINISTRATION EXTERNAL**

**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

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

**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

Options:	Selected Option	Option Number
<i>Current</i>	<i>Current</i>	1
<i>New P&amp;D-1</i>	Refresh PCN Tables after Changing Selection	
<i>New P&amp;D-1&amp;2</i>		

**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 tariff.
- Option 2 Considers same changes as Option 1 but for alternative tariff structure.

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

Options:	Selected Option
<i>Current</i>	<i>Current</i>
<i>Option 1</i>	
<i>Option 2</i>	

**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"

Options:	Selected Option
Yes or No	<i>Yes</i>
0 - 100%	<i>1%</i>

**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

Options:	Selected Option
<i>Yes</i>	<i>No</i>
<i>No</i>	

**CURRENT VAT RATE**

The model will use this rate for all calculations involving VAT

Actions: Enter current VAT rate under "VAT Rate"

Range	VAT Rate
0 - 100%	<i>20.0%</i>

**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:

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

## SUMMARY

## TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	B3
MODEL DATE:	30-Jun-17

CLIENT: Monmouthshire County CouncilVERSION: **B3**

ENFORCEMENT AND ADMINISTRATION EXTERNAL

## SUMMARY OF MARGINAL INCOME &amp; 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
<b>INCOME</b>										
	PCNs ISSUED				0	7,220	7,589	7,589	7,589	7,589
	PCN PAYMENTS	1			£0	£101,482	£116,639	£116,639	£116,639	£116,639
	CLAMP & REMOVAL PAYMENTS				£0	£0	£0	£0	£0	£0
	PERMIT PAYMENTS	2			£0	£0	£0	£0	£0	£0
	CAR PARK RECEIPTS	3			£0	£13,100	£13,100	£13,100	£13,100	£13,100
	ON STREET CHARGING	3			£0	£0	£0	£0	£0	£0
	NET C.COURT PROCEEDS	4			£0	£3,511	£14,044	£14,044	£14,044	£14,044
	TOTAL PAYMENTS				£0	£118,093	£143,783	£143,783	£143,783	£143,783
<b>EXPENSES:</b>										
				Inflation factor		3%	3%	3%	3%	
	OPERATIONAL MANAGEMENT	5	1	£188,200	£729	£1,553	£1,599	£1,647	£1,696	£1,747
	ON-STREET ENFORCEMENT	6	1	£0	£6,448	£77,382	£79,703	£82,094	£84,557	£87,094
	OFF-STREET ENFORCEMENT	7	1	£0	£0	(£10,507)	(£10,822)	(£11,147)	(£11,482)	(£11,826)
	CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1	£12,000	£3,084	£24,407	£25,139	£25,893	£26,670	£27,470
	PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES			£200,200	£10,262	£92,834	£95,619	£98,488	£101,442	£104,486
ANNUAL NET SURPLUS OR (DEFICIT)				(£200,200)	(£10,262)	£25,259	£48,164	£45,296	£42,341	£39,298
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL					(£10,262)	£14,997	£63,161	£108,457	£150,798	£190,095
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL					(£210,462)	(£185,203)	(£137,039)	(£91,743)	(£49,402)	(£10,105)
NPV INTEREST RATE	6%									
YEAR END NPVs (EXCLUDING CAPITAL)					£13,567	£56,433	£94,464	£128,002	£157,368	
NPV INTEREST RATE	6%									
YEAR END NPVs (INCLUDING CAPITAL)					(£186,633)	(£143,767)	(£105,736)	(£72,198)	(£42,832)	

## 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.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 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.

**TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION**

<b>MODEL VERSION:</b>	<b>B4</b>
<b>MODEL DATE:</b>	<b>30-Jun-17</b>

**CLIENT:** *Monmouthshire County Council*

**VERSION:** **B4**  
**ENFORCEMENT AND ADMINISTRATION EXTERNAL less 10% on street PCNs**

**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

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

**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

Options:	Selected Option	Option Number
<i>Current</i>	<i>Current</i>	1
<i>New P&amp;D-1</i>	Refresh PCN Tables after Changing Selection	
<i>New P&amp;D-1&amp;2</i>		

**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 tariff.  
 Option 2 Considers same changes as Option 1 but for alternative tariff structure.  
 Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option
<i>Current</i>	<i>Current</i>
<i>Option 1</i>	
<i>Option 2</i>	

**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"

Options:	Selected Option
Yes or No	<i>Yes</i>
0 - 100%	<i>1%</i>

**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

Options:	Selected Option
<i>Yes</i>	<i>No</i>
<i>No</i>	

**CURRENT VAT RATE**

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

Range	VAT Rate
0 - 100%	<i>20.0%</i>

**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:

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



## SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	B4
MODEL DATE:	30-Jun-17

CLIENT: Monmouthshire County CouncilVERSION: **B4**

ENFORCEMENT AND ADMINISTRATION EXTERNAL less 10% on street PCNs

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
<u>INCOME</u>	PCNs ISSUED				0	6,849	7,181	7,181	7,181	7,181
	PCN PAYMENTS	1			£0	£92,374	£105,015	£105,015	£105,015	£105,015
	CLAMP & REMOVAL PAYMENTS				£0	£0	£0	£0	£0	£0
	PERMIT PAYMENTS	2			£0	£0	£0	£0	£0	£0
	CAR PARK RECEIPTS	3			£0	£13,100	£13,100	£13,100	£13,100	£13,100
	ON STREET CHARGING	3			£0	£0	£0	£0	£0	£0
	NET C.COURT PROCEEDS	4			£0	£3,293	£13,173	£13,173	£13,173	£13,173
	TOTAL PAYMENTS				£0	£108,768	£131,289	£131,289	£131,289	£131,289
<u>EXPENSES:</u>										
				Inflation factor		3%	3%	3%	3%	
	OPERATIONAL MANAGEMENT	5	1	£188,200	£729	£1,553	£1,599	£1,647	£1,696	£1,747
	ON-STREET ENFORCEMENT	6	1	£0	£6,448	£77,382	£79,703	£82,094	£84,557	£87,094
	OFF-STREET ENFORCEMENT	7	1	£0	£0	(£10,507)	(£10,822)	(£11,147)	(£11,482)	(£11,826)
	CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1	£12,000	£2,868	£21,819	£22,474	£23,148	£23,843	£24,558
	PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES			£200,200	£10,046	£90,246	£92,954	£95,742	£98,615	£101,573
ANNUAL NET SURPLUS OR (DEFICIT)				(£200,200)	(£10,046)	£18,521	£38,335	£35,547	£32,674	£29,716
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL					(£10,046)	£8,475	£46,810	£82,357	£115,031	£144,747
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL					(£210,246)	(£191,725)	(£153,390)	(£117,843)	(£85,169)	(£55,453)
NPV INTEREST RATE	6%									
YEAR END NPVs (EXCLUDING CAPITAL)						£7,427	£41,545	£71,391	£97,272	£119,477
NPV INTEREST RATE	6%									
YEAR END NPVs (INCLUDING CAPITAL)						(£192,773)	(£158,655)	(£128,809)	(£102,928)	(£80,723)

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.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 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.

## **APPENDIX G                      The Remainder of the Base Model workings**

### **Remainder of Base Model – All Detailed Sheets**

**On/Off** - Split of income between on and off street operations for accounting purposes

**Workings** – all detailed income and expenditure calculations

**CEOs** – calculation of numbers of Enforcement staff required

**PCNs** – calculations of numbers of Penalty Charge Notices to be issued

**Car Parks** – enforcement requirements for off-street areas

**Cashflow** – calculation of timing of receipt of income and expenditure

## TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	BASE
MODEL DATE:	30-Jun-17

CLIENT: Monmouthshire County CouncilVERSION: BASE MODELSCHEDULE 1ON-STREET & OFF STREET PAYMENTSPCN ISSUE & PAYMENTS

Projected Number of PCNs		PCNs ISSUED	%PAID	PCNs PAID	% PAID BY BAND	VOLUME PAID	AMOUNT PAID	
	7,590							
Off-street PCN Higher Level	£70.00	245	75%	184	10%	25	£1,715	
50% Discount	£35.00				63%	154	£5,402	
50% Premium	£105.00				2%	5	£515	£7,632
Off-street PCN Lower Level	£50.00	3,258	75%	2,444	10%	326	£16,290	
50% Discount	£25.00				63%	2,053	£51,314	
50% Premium	£75.00				2%	65	£4,887	£72,491
On-street PCN Higher Level	£70.00	2,861	75%	2,146	10%	286	£20,027	
50% Discount	£35.00				63%	1,802	£63,085	
50% Premium	£105.00				2%	57	£6,008	£89,120
On-street PCN Lower Level	£50.00	1,226	75%	920	10%	123	£6,130	
50% Discount	£25.00				63%	772	£19,310	
50% Premium	£75.00				2%	25	£1,839	£27,279
		<u>7,590</u>	<u>75%</u>	<u>5,693</u>		<u>5,693</u>	<u>£196,521</u>	
								Off-street total: £80,122
								On-street Total: <u>£116,399</u>
								<u>£196,521</u>

CURRENT RECEIPTS

		Net ECN Value						
On-Street - 1	£20.00	£20.00	0	-	0	0	£0	
On-Street - 2	£40.00	£40.00		-	0	0	£0	
On-Street - 3	£0.00	£0.00		-	0	0	£0	
					<u>0.0%</u>			
Off-Street - 1	£30.00	£30.00	3,503	58.0%	2,032	2,032	£60,960	
Off-Street - 2	£60.00	£60.00		9.0%	315	315	£18,900	
Off-Street - 3	£40.00	£40.00		0.0%	-	0	£0	
			<u>3,503</u>	<u>67.0%</u>	<u>2,347</u>	<u>2,347</u>	<u>£79,860</u>	
<b>TOTAL / MARGINAL RECEIPTS</b>			<u>4,087</u>		<u>3,346</u>	<u>3,346</u>	<u>£116,661</u>	

SCHEDULE 2PERMIT PAYMENTSPERMIT ISSUES AND REVENUE BY PERMIT TYPE:

	TOTAL	NOW	NEW	UNIT COST	PROPOSED INCREASE	AMOUNT
Permit - Staff/Public	0	0	0	£0	£0	£0
Permit - Business	0	0	0	£0	£0	£0
Season Tkt 3 months	50	50	0	£100	£0	£0
Permit - Resident	750	750	0	£40	£0	£0
Season Tkt 6 months	90	90	0	£200	£0	£0
Season Tkt Annual	100	100	0	£390	£0	£0
<b>TOTAL PERMITS</b>	<u>990</u>	<u>990</u>	<u>0</u>			<u>£0</u>

SCHEDULE 3PAY & DISPLAY AND CAR PARK RECEIPTS

	TOTAL	NOW	NEW	AMOUNT
ON-STREET PAY & DISPLAY - AREA 1	£0	£0	£0	£0
ON-STREET PAY & DISPLAY - AREA 2	£0	£0	£0	£0
CAR PARK INCOME INCREASE	<b>Current</b>	£0	£0	£0
FREE CAR PARKS CHARGED	<b>No</b>	£0	£0	£0
VOL. INCREASE ONLY ON-STREET	<b>1%</b>	£0	£0	£0
VOL. INCREASE ONLY OFF-STREET	<b>1%</b>	£1,323,140	£1,310,040	£13,100
<b>TOTAL RECEIPTS</b>				<u>£13,100</u>

SCHEDULE 4PROCEEDS FROM COUNTY COURT & SUBSEQUENT ACTION

PROCEEDS FROM ACTION	(See AW04)	£21,484
COSTS OF ACTION		<u>(£7,438)</u>
<b>NET PROCEEDS</b>		<u>£14,046</u>

## TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	BASE
MODEL DATE:	30-Jun-17

CLIENT: Monmouthshire County CouncilVERSION: BASE MODEL

## SCHEDULE 5

## OPERATIONAL MANAGEMENT

DESCRIPTION:	MODEL ASSUMPTION	%	TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
<u>STAFFING / SALARY:</u>									
Parking Manager			1.0	1.0	0.0	£31,600	£0		
Parking Team Leader			0.0	0.0	0.0	£24,000	£0		
Parking officer			0.0	0.0	0.0	£22,000	£0		
TOTAL STAFF / SALARY COSTS			<u>1.0</u>	<u>1.0</u>	<u>0.0</u>		£0	£0	£0
<u>OTHER STAFFING COSTS:</u>									
Salary Overhead Costs	Percentage of Salary	28.0%					£0		
Accommodation Costs - Mgt.	Annual Charge/New Office		1	1	0	£2,750	£0		
Accommodation Costs - Staff	Annual Charge/New Office		1	1	0	£2,750	£0		£0
Uniform Costs	Cost Per Head					£450	£0		
Initial Recruitment Costs	Cost Per New Head				0	£400		£0	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	0		0	£100	£0		
TOTAL OTHER STAFF COSTS							£0	£0	£0
<u>OFFICE EQUIPMENT</u>									
Office Equipment Set-up	Cost Per Head		1	0	1	£600		£600	
Maintenance	Cost Per Head		1	0	1	£100	£100		
<u>COMPUTER EQUIPMENT</u>									
PC	Cost Per Head		1	1	0	£1,000		£0	£0
PC Software	Cost Per Head		1	1	0	£350		£0	£0
Printer	Cost Per Head		1	1	0	£400		£0	£0
Networking	Cost Per Head		1	1	0	£1,000		£0	
Equipment Lease	Lease over 3 or 5 years				0	£0	£0		
Maintenance	Cost of Equipment	20.0%					£0		
TOTAL EQUIPMENT COSTS							£100	£600	£0
<u>OTHER COSTS:</u>									
Telephone expenses	Cost Per Head		1	1	0	£200	£0		
Public relations	Estimate				1	£1,000	£1,000		£5,000
Consultancy costs	Set-Up expenses								£10,000
TRO/GIS set-up	Survey and mapping of TROs on-site								£60,000
Signs & Lines remedial works	Set-Up expenses								£100,000
Signs conversion in car parks				43		£200			£8,600
TRO and OSPPO conversion	Legal								£3,500
Lease car							£0		
Training - Set-up	Cost Per Head -all staff		1.0	0	1	£550			£1,100
Training - on-going	Cost Per Head -all staff		1.0	0	1	£250	£250		
Departmental Overheads	% of Total Operating Costs	15.0%					£203		
TOTAL OTHER COSTS							£1,453	£0	£188,200
TOTAL ANNUAL EXPENSES / SET-UP COSTS							<u>£0</u>	<u>£600</u>	<u>£188,200</u>
							<u>£1,553</u>	<u>£600</u>	<u>£188,200</u>

## TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	BASE
MODEL DATE:	30-Jun-17

CLIENT: Monmouthshire County CouncilVERSION: BASE MODEL

## SCHEDULE 6

ON STREET ENFORCEMENT

DESCRIPTION:	MODEL ASSUMPTION	%	TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
<u>STAFFING / SALARY:</u>									
PARKING MANAGER & ENFORCEMENT MANAGER			0.00	0.00	0.00	£0	£0		
Supervisor			1.00	0.00	1.00	£20,800	£20,800		
TUPEd Supervisors			0.00	0.00	0.00	£0	£0		
Team Leaders			0.00	0.00	0.00	£0	£0		
CEOs		2.7	1.70	0.00	1.70	£19,430	£33,031		
TUPEd CEOs			0.00	0.00	0.00	£0	£0		
TOTAL STAFF / SALARY COSTS			<u>2.70</u>	<u>0.00</u>	<u>2.70</u>		<u>£53,831</u>	<u>£0</u>	<u>£0</u>
<u>OTHER STAFFING COSTS:</u>									
Salary Overhead Costs	Salary	28.0%					£15,073		
Accommodation Costs	Cost Per Head		2.7	0.0	2.7	£1,250	£3,375		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		2.7	0.0	2.7	£579		£1,563	
Uniform Maintenance	Original Costs	50.0%					£782		
Initial Recruitment Costs	Estimate							£1,000	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	1.0		1.0	£400	£400		
Uniform Replacement Costs	New staff				1.0	£200	£200		
Uniform Stock Costs	Original Costs	0.0%						£0	
TOTAL OTHER STAFF COSTS							<u>£19,829</u>	<u>£2,563</u>	<u>£0</u>
<u>OFFICE EQUIPMENT</u>									
Office Equipment Set-up	Cost Per Manager / Supervisor		0.0	0.0	0.0	£600		£0	
Maintenance	Cost Per Head		3.0	0.0	3.0	£100	£300		
Radio base station			0.0	0.0	0.0	£550			£0
No. of Sets of Equipment for CEOs					3.0				
Personal video					0.0	£150			£0
Batteries & chargers					0.0	£0			£0
HHCT/ Android	HHCT+Case+printer				3.0	£2,950			£8,850
HHCT Software	Per HHC				4.0	£250			£1,000
HHCT Spares	Spares Holding %	5.0%			1.0	£2,950			£2,950
HHCT Chargers	Per Number of HHCT				3.0	£20			£60
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	3 year lease rate per £1,000				Lease Period in Years (or 0) =	0	£0	£0	
Maintenance	Cost of Equipment	20.0%					£0	£2,572	
TOTAL EQUIPMENT COSTS							<u>£2,872</u>	<u>£0</u>	<u>£12,860</u>
<u>OTHER COSTS:</u>									
Tickets issued	Volume + % Spoilt	5.0%	4,292		4,292	£0.20	£858		
Telephone expense	Estimate						£0		
Stationery / Consumables	Estimate				2.7	£40.00	£108		
Training - Set-up	Cost Per Head - all staff		3	0	3	£750			£2,025
Training	Cost Per Head - all staff		3	0	3	£200	£540		
Private mileage	Essential car user allowance		-	-	-	£0,440	£0		
Car	Purchase		1	0	1	£10,000			£0
	Lease over 3 or 5 years				Lease Period in Years (or 0) =	5	£230	£2,300	
	Operating Costs		1	0	1	£4,113	£4,113		
CEO Scooters	Purchase		0	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 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 Years (or 0) =	0	£0	£0	
	Operating Costs		0	0	0	£4,113	£0		
Departmental Overheads	% of Total Operating Costs	15.0%					<u>£12,668</u>		
TOTAL OTHER COSTS							<u>£20,586</u>	<u>£0</u>	<u>£2,025</u>
less cost to Police									
TOTAL ANNUAL EXPENSES / SET-UP COSTS							<u>£97,119</u>	<u>£2,563</u>	<u>£14,885</u>

## TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	BASE
MODEL DATE:	30-Jun-17

CLIENT: Monmouthshire County CouncilVERSION: BASE MODELSCHEDULE 7OFF STREET ENFORCEMENT

DESCRIPTION:	MODEL ASSUMPTION	%	TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
<u>STAFFING / SALARY:</u>									
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		2.6	2.60	2.60	0.00	£19,430	£0		
TOTAL STAFF / SALARY COSTS			2.60	2.60	0.00		£0	£0	£0
<u>OTHER STAFFING COSTS:</u>									
Salary Overhead Costs	Salary	28.0%					£0		
Accommodation Costs	Cost Per Head		2.6	2.6	0.0	£1,250	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		2.6	2.6	0.0	£579		£1,505	
Uniform Maintenance	Original Costs	50.0%					£753		
Initial Recruitment Costs	Estimate							£0	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	1.0		1.0	£250	£250		
Uniform Replacement Costs	New staff				1.0	£200	£200		
Uniform Stock Costs	Original Costs	0.0%						£0	
TOTAL OTHER STAFF COSTS							£1,203	£1,505	£0
<u>OFFICE EQUIPMENT</u>									
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					3.0				
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				3.0	£250			£750
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	3 year lease rate per £1,000				0	£0	£0		
Maintenance	Cost of Equipment	20.0%				£0	£0		
TOTAL EQUIPMENT COSTS							£0	£0	£750
<u>OTHER COSTS:</u>									
Tickets issued	Volume + % Spoilt	5.0%	3,678		3,678	£0.20	£736		
Telephone expense	Estimate						£0		
Stationery / Consumables	Estimate				0.0	£40.00	£0		
Training - Set-up	Cost Per Head - all staff		3	0	3	£750		£1,950	
Training	Cost Per Head - all staff		3	0	3	£200	£520		
Private mileage	Essential car user allowance		-	-	-	£0.440	£0		
Car	Purchase		0	0	0	£10,000			£0
	Lease over 3 or 5 years				0	£0	£0		
	Operating Costs		0	0	0	£4,113	£0		
CEO Scooters	Purchase		0	0	0	£2,500			£0
	Lease over 3 or 5 years				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				0	£0	£0		
	Operating Costs		0	0	0	£4,113	£0		
Departmental Overheads	% of Total Operating Costs	15.0%					£369		
TOTAL OTHER COSTS							£1,624	£1,950	£0
								£0	
TOTAL ANNUAL EXPENSES / SET-UP COSTS							£2,827	£3,455	£750

## TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	BASE
MODEL DATE:	30-Jun-17

CLIENT: Monmouthshire County CouncilVERSION: BASE MODEL

## SCHEDULE 8

## TICKET &amp; PERMIT PROCESSING

DESCRIPTION:	MODEL ASSUMPTION	%	TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
<u>STAFFING / SALARY:</u>									
Manager			0.0	0.0	0.0	£0	£0		
Supervisor			0.0	0.0	0.0	£0	£0		
PCN Processing Staff			1.3	1.0	0.3	£20,138	£6,041		
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		
<b>TOTAL STAFF / SALARY COSTS</b>			<b>1.3</b>	<b>1.0</b>	<b>0.3</b>		<b>£6,041</b>	<b>£0</b>	<b>£0</b>

OTHER STAFFING COSTS:

Salary Overhead Costs	Salary	28.0%					£1,692		
Accommodation Costs	Cost Per Head		2	1	1	£2,750	£2,750		£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%	1		1	£100	£100		
<b>TOTAL OTHER STAFF COSTS</b>							<b>£4,542</b>	<b>£0</b>	<b>£0</b>

OFFICE EQUIPMENT

Office Equipment Set-up	Cost Per Head		2	0	2	£600		£1,200	
Maintenance	Cost Per Head		2	0	2	£100	£200		
<u>COMPUTER SYSTEM COSTS</u>									
PCN Processing Purchase	Application software upgrade	Per user	1	0	1	£7,800			£7,800
Permits System - 4 user licence	Application software upgrade		1	0	1	£5,300			£5,300
Digital camera interface			1	0	1	£1,000			£1,000
Dispensations Module			1	0	1	£500			£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	£8,000			£8,000
PCs			2	0	2	£950			£1,900
Scanners			1	0	1	£1,000			£1,000
Bar Code Readers			1	0	1	£350			£350
Cash Handling Equipment			0	0	0	£2,500			£0
Heavy Duty - Continuous Printer	Printers		0	0	0	£1,500			£0
Laser Printers			1	0	1	£1,200			£1,200
Network Cards & Software	Cards / Software		2	0	2	£100		£200	
Network Cabling	Cabling		2	0	2	£50		£100	
Computer System Lease	Lease over 3 or 5 years				0	£0	£0		
Installation and Training	Application Software(days)		5	0	5	£550		£2,750	
Implementation of systems			5	0	5	£550		£2,750	
Network Installation			1	0	1	£500		£500	
Software Support	Cost of Application Software	20.0%					£4,610		
Hardware Maintenance	Cost of Equipment	12.0%					£1,530		
<b>TOTAL EQUIPMENT &amp; SYSTEM COSTS</b>							<b>£6,340</b>	<b>£7,500</b>	<b>£35,500</b>

OTHER COSTS:

<u>% OF TOTAL PCN ISSUE RELATING TO THE VOLUME INCREASE</u>									
54%									
Letters (incl postage)					2,044	£1.00	£2,044		
DVLA enquiry					1,512	£0.15	£227		
Notices (incl postage)					1,437	£1.00	£1,437		
Cheque processing service	Cheques received				569	£1.00	£569		
Adjudication cases	% of PCNs issued			1.0%	76	£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				7,590	£0.55	£4,175		
Permit Stationery					0	£0.20	£0		
Telephone expense					1	£1,000	£1,000		
IT system set up costs							£0		£0
Web site extensions									£2,000.00
IT Support Costs	IT Departmental Support				1	£1,000	£1,000		
Initial training					2.0	£550			£1,100
Training					2	£250	£500		
Departmental Overheads	% of Total Operating Costs	15.0%					£4,181		
<b>TOTAL OTHER COSTS</b>							<b>£15,132</b>	<b>£0</b>	<b>£3,100</b>
<b>TOTAL ANNUAL EXPENSES / SET-UP COSTS</b>							<b>£32,055</b>	<b>£7,500</b>	<b>£38,600</b>

**TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION**

<b>MODEL VERSION:</b>	<b>BASE</b>
<b>MODEL DATE:</b>	<b>30-Jun-17</b>

**CLIENT:** Monmouthshire County Council

**VERSION:** BASE MODEL

**ADDITIONAL WORKINGS****(AW01) PAYMENTS BY LOCATION:**

	%	NUMBER	VALUE
MAILED PAYMENTS	40%	2,277	£78,608
TELEPHONE PAYMENTS	25%	1,423	£49,126
INTERNET PAYMENTS	35%	1,992	£68,769
TOTAL PAYMENTS		5,692	
AVERAGE PAYMENT VALUE		£34.52	

**(AW02) PAYMENT DISTRIBUTION BY TIME OF PAYMENT**

	VOLUME	AMOUNT
PAYMENTS MADE AT DISCOUNT LEVEL	4,782	£139,110
PAYMENTS MADE BEFORE CHARGE CERTIFICATE	759	£44,162
POST CHARGE CERTIFICATE PAYMENTS	152	£13,249
<b>TOTAL PAYMENTS:</b>	<b>5,693</b>	<b>£196,521</b>

**(AW03) ESTIMATED LEVELS OF CORRESPONDENCE / TRANSACTIONS****NB: TOTAL VOLUMES, NOT MARGINAL VOLUMES**

Receipts	Mailed Payments		2,277
Correspondence	% of Tickets Issued	50%	3,795
Pocket books checked	% of Tickets Issued	6%	455
Meter checks	% of Tickets Issued	1%	76
Site visits	% of Tickets Issued	1%	76
TRO/map checks	% of Tickets Issued	1%	76
Permits applications	Number of Permits Issued		990
Permits Correspondence	% of Number of Permits	50%	495
Cases to DVLA	Tickets Issued less Payments before Notice		2,808
DVLA successful responses	% of Cases to DVLA	95%	2,668
Manual DVLA VQ5 responses	% of Cases to DVLA	5%	140
Notices (NTOs)	DVLA successful responses		2,668
Charge Certificates	% of NTOs	45%	1,201
Telephone Calls	% of Tickets Issued	50%	3,795
Personal visits at Reception	% of Tickets Issued	5%	380
Permits Telephone calls	% of Number of Permits	50%	495
Representations	% of Notices	33%	880
Notices of Rejection	% of Representations	75%	660
Adjudication Cases	% of Notices of Rejection	9%	59
PCNs cancelled	% of PCNs issued	11%	135
C.Court Registrations	Eligible Cases - See AW04		930
Enforcement Agents	EA Action - See AW04		790
TOTAL CORRESPONDENCE / TRANSACTION VOLUMES			25,849
VOLUME PER DAY Based on 225 days / year			115

**ADDITIONAL WORKINGS - CONTINUED****(AW04) COUNTY COURT ESTIMATE**

ANNUAL PROJECTION OF ISSUE		7,590
NO. OF CASES STILL OPEN AFTER 72 DAYS:		1,898
% OF THESE FOR MULTIPLE OFFENDERS:	5%	95
% OF THESE ALREADY REGISTERED:	2%	38
% OF THESE WITH CURRENT CORRESPONDENCE, ETC	7%	133
% OF THESE WITH < £20 DUE	10%	190
% OF THESE OUTSIDE JURISDICTION:	2%	38
% WITH NO GOOD NAME AND ADDRESS:	25%	474
ELIGIBLE CASES:		930
ANNUAL COST OF REGISTRATION:	£8.00	£7,438
% OF THESE PAYING AFTER REGISTRATION CERTIFICATE:	15%	139
AVERAGE PCN VALUE AT THIS STAGE:		£87.28
REVENUE FROM REGISTRATION PAYEES:		£12,172
CASES ELIGIBLE FOR WARRANT REQUEST:		790
% AGAINST WHICH EA ACTION TAKEN:	90%	711
% PAYING AFTER EA ACTION:	15%	107
REVENUE FROM EA ACTION:		£9,312
% OF PROCEEDS RETAINED BY EA:	0%	£0
NET COUNTY COURT PROCEEDS		£14,046

TICKETS ISSUED AT: £70	245
TICKETS ISSUED AT: £50	3,258
TICKETS ISSUED AT: £70	2,861
TICKETS ISSUED AT: £50	1,226
CHARGE BAND: £70	£70
CHARGE BAND: £50	£50
CHARGE BAND: £70	£70
CHARGE BAND: £50	£50
TOTAL REVENUE(IGNORING DISCOUNT IMPACT):	£441,620
AVERAGE PCN VALUE:	£58
AVERAGE INCREMENTED PCN VALUE:	£87



**TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION**

MODEL VERSION:	BASE
MODEL DATE:	30-Jun-17

CLIENT: Monmouthshire County CouncilVERSION: BASE MODEL**(AW05) ESTABLISHMENT**

<u>Staffing</u>	<u>Total</u>	<u>Current</u>	<u>New</u>
Operational Management	1.00	1.00	0.00
On Street Enforcement	2.70	0.00	2.70
Off Street Enforcement	2.60	2.60	0.00
Removal CEOs	0.00	0.00	0.00
Ticket & Permit Processing	1.30	1.00	0.30
Machine maintenance	0.00	0.00	0.00
<b>Total Staffing</b>	<b>7.60</b>	<b>4.60</b>	<b>3.00</b>
CEO's Only	4.30	2.60	1.70

**(AW06) VEHICLE USAGE COSTS**

<u>Item</u>	<u>Car/MPV Costs</u>	<u>Unit</u>	<u>Cost</u>
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
			<b>£4,113</b>

<u>Item</u>	<u>Scooter Costs</u>	<u>Unit</u>	<u>Cost</u>
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
Repairs			£300
			<b>£1,800</b>

**(AW07) UNIFORMS**

<u>ITEM</u>	<u>UNIT COST</u>	<u>NUMBER REQUIRED PER CEO</u>	<u>TOTAL ONE-OFF SET-UP</u>	<u>TOTAL ANNUAL 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	
			<b>£579.00</b>	<b>£136.85</b>

**TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION**

<b>MODEL VERSION:</b>	<b>BASE</b>
<b>MODEL DATE:</b>	<b>30-Jun-17</b>

**CLIENT: Monmouthshire County Council**

**VERSION: BASE MODEL**

**CEO RESOURCE CALCULATION:**

**ON-STREET ENFORCEMENT CEOs**

Patrol hours required On -Street			75.00	CEO Hours/week
Travelling Time Estimate	<b>No. of CEOs:</b>	2.57		
	<b>Hours/CEO/day:</b>	0.25	3.86	CEO Hours/week
	<b>Total Hours / week</b>		78.86	
	<b>Eff't CEO hrs/week</b>		29.15	
<b>Total FTE CEOs Required On-Street</b>			<b>2.71</b>	

**OFF-STREET CAR PARKS CEOs**

Patrol hours required for Off-Street car parks			72.26	CEO Hours/week
Travelling Time Estimate	<b>No. of CEOs:</b>	2.48		
	<b>Hours/CEO/day:</b>	0.25	3.72	CEO Hours/week
	<b>Total Hours / week</b>		75.98	
	<b>Eff't CEO hrs/week</b>		29.15	
<b>Total FTE CEOs Required Off-Street</b>			<b>2.61</b>	
<b>TOTAL FTE CEOs REQUIRED</b>			<b>5.31</b>	

**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			-25
Sickness	7.0%		-15
Days Available / Year			212
Working Weeks / Year			42.40
Absence Factor			18%

**CEO Working Day & Effective Patrol Hours**

Average Shift Hours	7.40
Less: Local Travel & Admin	0.25
Average Patrol Hours Per Day	7.15
Days Per Week	5.00
Patrol Hrs Per Week	35.75
Ambassadorial Duties	0% - no other duties
Absence Factor	1.18
<b>Effective Patrol Hours / Week</b>	<b>29.15</b>

**OFF-STREET CEOs**

**Calculation of Absence Factor**

Days in the Year	52	5	260
Public Holidays			-8
Holidays			-25
Sickness	7.0%		-15
Days Available / Year			212
Working Weeks / Year			42.40
Absence Factor			18%

**CEO Working Day & Effective Patrol Hours**

Average Shift Hours	7.40
Less: Local Travel & Admin	0.25
Average Patrol Hours Per Day	7.15
Days Per Week	5.00
Patrol Hrs Per Week	35.75
Ambassadorial Duties	0% - no other duties
Absence Factor	1.18
<b>Effective Patrol Hours / Week</b>	<b>29.15</b>

On-street allocation of CEO time:	Hours/week	Population	off st p&d	population spread
Abergavenny	28.05	10,000	y	11%
Chepstow	14.98	12,406	y	13%
Monmouth	13.03	10,500	y	11%
Caldicot	3.03	11,400	n	12%
Gilwern	1.61	2,000	n	2%
Goytre	1.61	2,000	n	2%
Magor	1.47	6,100	n	7%
Usk	2.25	2,800	n	3%
Raglan	1.61	2,000	n	2%
Others	7.36	34,000	n	36%
<b>Total:</b>	<b>75.00</b>	<b>93,206</b>		<b>100%</b>

**TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION**

<b>MODEL VERSION:</b>	<b>BASE</b>
<b>MODEL DATE:</b>	<b>30-Jun-17</b>

**CLIENT: Monmouthshire County Council****VERSION: BASE MODEL****CALCULATION OF PCNS ISSUED**

DISTRICT	Total Hours per Week	Effective Patrol Hours/Week/CEO	FTE CEOs	PCN rate Per Week	Effective PCN Rate	PCNs Issued/Wk	Weeks/Year	PCNs/Year	
Abergavenny	28.05	29.15	0.96	40	40	38	42.40	1,632	
Chepstow	14.98	29.15	0.51	40	40	21	42.40	872	
Monmouth	13.03	29.15	0.45	40	40	18	42.40	758	
Caldicot	3.03	29.15	0.10	40	40	4	42.40	176	
Gilwern	1.61	29.15	0.06	35	35	2	42.40	82	
Goytre	1.61	29.15	0.06	35	35	2	42.40	82	
Magor	1.47	29.15	0.05	35	35	2	42.40	75	
Usk	2.25	29.15	0.08	35	35	3	42.40	115	
Raglan	1.61	29.15	0.06	35	35	2	42.40	82	
Others	7.36	29.15	0.25	20	20	5	42.40	214	
Sub-Total	75.00								
Travelling Time Estimate	3.86	29.15	0.13	0	0	0	42.40	0	<b>1.22</b>
	<b>78.86</b>		<b>2.71</b>			<b>96</b>		<b>4,087</b>	53.8%

**OFF-STREET**

CAR PARKS	Total Hours per Week	Effective Patrol Hours/Week/CEO	FTE CEOs	PCN rate Per Week	Effective PCN Rate	PCNs Issued/Wk	Weeks/Year	PCNs/Year	
P&D	72.26	29.15	2.48	33	33	83	42.40	3,503	
Currently Free	0.00	29.15	0.00	18	18	0	42.40	0	
Travelling Time Estimate	3.72	29.15	0.13	0	0	0	42.40	0	<b>1.09</b>
	<b>75.98</b>		<b>2.61</b>			<b>83</b>		<b>3,503</b>	46.2%

**REMOVALS****TOTAL PCN PROJECTION:****7,590**

On-street PCNs issued at HIGHER level:	% of On-street PCNs:	70%	<b>2,861</b>	38%
On-street PCNs issued at LOWER level:	% of On-street PCNs:	30%	<b>1,226</b>	16%
Off-street PCNs issued at HIGHER level:	% of Off-street PCNs:	7%	<b>245</b>	3%
Off-street PCNs issued at LOWER level:	% of Off-street PCNs:	93%	<b>3,258</b>	43%
			<b>7,590</b>	100%

PCNs issued at HIGHER level:	<b>3,106</b>	41%
PCNs issued at LOWER level:	<b>4,484</b>	59%
	<b>7,590</b>	100%

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION: BASE  
MODEL DATE: 30-Jun-17

CLIENT: Monmouthshire County Council

VERSION: BASE MODEL

OFF-STREET CAR PARK SPACES - ENFORCEMENT RESOURCE EVALUATION

NUMBER	LOCATION AREA	CAR PARK NAME	PAYMENT METHOD	DURATION	SPACES inc BB and coaches	NO OF VISITS	PER:	CEO Hours For Visits	Days/ Week	CEO Hours/ Week
1	Abergavenny	Brewery Yard	P&D	short stay	92	3	6 Days / Week	0.6	6	3.63
2	Abergavenny	Bus Station	P&D	Long stay	70	2	6 Days / Week	0.3	6	1.84
3	Abergavenny	St Mary's Priory	P&D	Long stay	99	2	6 Days / Week	0.4	6	2.61
4	Abergavenny	Byefield Lane	P&D	Long stay	300	2	weekly	1.3	1	1.32
5	Abergavenny	Castle Street	P&D	Long stay	224	2	6 Days / Week	1.0	6	5.90
6	Abergavenny	Fairfield	P&D	Long stay	484	2	6 Days / Week	2.1	6	12.75
7	Abergavenny	Tiverton Place	P&D	short stay	77	3	6 Days / Week	0.5	6	3.04
8	Abergavenny	Trinity Terrace	P&D	short stay	40	3	6 Days / Week	0.3	6	1.58
9	Abergavenny	Tudor Street	P&D	Long stay	22	2	6 Days / Week	0.1	6	0.58
10	Chepstow	Castle Dell	P&D	Long stay	103	2	6 Days / Week	0.5	6	2.71
11	Chepstow	Drill Hall	P&D	Long stay	75	2	6 Days / Week	0.3	6	1.98
12	Chepstow	Nelson Street	P&D	short stay	91	3	6 Days / Week	0.6	6	3.59
13	Chepstow	Station Road	P&D	Long stay	42	2	6 Days / Week	0.2	6	1.11
14	Chepstow	The Station	P&D	Long stay	55	2	6 Days / Week	0.2	6	1.45
15	Chepstow	Welsh Street	P&D	short stay	232	3	6 Days / Week	1.5	6	9.16
16	Monmouth	Cattle Market	P&D	Long stay	197	2	6 Days / Week	0.9	6	5.19
17	Monmouth	Sports Ground	Permit	Long stay	12	2	6 Days / Week	0.1	6	0.32
18	Monmouth	Chippenham	P&D	Long stay	34	2	6 Days / Week	0.1	6	0.90
19	Monmouth	Cinderhill Street	P&D	Long stay	40	2	6 Days / Week	0.2	6	1.05
20	Monmouth	Cornwall House	P&D	Long stay	53	2	6 Days / Week	0.2	6	1.40
21	Monmouth	Glendower Street	P&D	short stay	130	3	6 Days / Week	0.9	6	5.14
22	Monmouth	Rear of Monnow Street	P&D	Long stay	41	2	6 Days / Week	0.2	6	1.08
23	Monmouth	Rowing Club	P&D	Long stay	40	2	6 Days / Week	0.2	6	1.05
24	Monmouth	Wyebridge	P&D	Long stay	40	2	6 Days / Week	0.2	6	1.05
25	Rogiet	Rogiet playing field	P&D	Long stay	70	2	6 Days / Week	0.3	6	1.84
					2,663			13.14		72.26

NUMBER	LOCATION AREA	CAR PARK NAME location	PAYMENT METHOD	DURATION	SPACES inc BB etc	NO OF VISITS	FREQUENCY	CEO Hours For Visits	Days/ Week	CEO Hours/ Week
1	Abergavenny	Bus Station PSVs etc	FREE	Long Stay	5	0	6 Days / Week	0.00	0.000	0.00
2	Abergavenny	Byefield Lane	FREE	Long Stay	300	0	6 Days / Week	0.00	0.000	0.00
2	Caldicot	Jubilee Way	FREE	Long Stay	63	0	6 Days / Week	0.00	0.000	0.00
3	Caldicot	Woodstock Way	FREE	Long Stay	105	0	6 Days / Week	0.00	0.000	0.00
4	Chepstow	Castle Dell Coach Parking	FREE	Long Stay	5	0	6 Days / Week	0.00	0.000	0.00
5	Chepstow	Welsh Street	FREE	short stay	18	0	6 Days / Week	0.00	0.000	0.00
6	Chepstow	Severn Bridge Social Club	FREE	Long Stay	91	0	6 Days / Week	0.00	0.000	0.00
6	Gilwern	Main Road	FREE	Long Stay	24	0	6 Days / Week	0.00	0.000	0.00
7	Goytre	Goytre	FREE	Long Stay	22	0	6 Days / Week	0.00	0.000	0.00
8	Magor	Magor Square	FREE	Long Stay	36	0	6 Days / Week	0.00	0.000	0.00
9	Magor	Sycamore Terrace/Brassknocker Street	FREE	Long Stay	35	0	6 Days / Week	0.00	0.000	0.00
10	Magor	Wilthy Close	FREE	Long Stay	26	0	6 Days / Week	0.00	0.000	0.00
11	Monmouth	Old Dixon Road	FREE	Long Stay	32	0	6 Days / Week	0.00	0.000	0.00
12	Monmouth	Glendower Loading bay	FREE	short stay	2	0	6 Days / Week	0.00	0.000	0.00
13	Monmouth	Rockfield Road	FREE	Long Stay	103	0	6 Days / Week	0.00	0.000	0.00
14	Usk	Maryport Street (North)	FREE	Long Stay	171	0	6 Days / Week	0.00	0.000	0.00
15	Usk	Maryport Street (South)	FREE	Long Stay	70	0	6 Days / Week	0.00	0.000	0.00
16	Usk	Maryport Street (South) PSVs	FREE	Long Stay	2	0	6 Days / Week	0.00	0.000	0.00
17	Usk	Twyn Square	FREE	Long Stay	15	0	6 Days / Week	0.00	0.000	0.00
18	Raglan	Chepstow Road	FREE	Long Stay	54	0	6 Days / Week	0.00	0.000	0.00
Spaces with Option to Charge					1179					
					1,179			0.00		0.00
GRAND TOTAL					3,842			13.14		72.26

Assumptions:

Average time/space = 7.9 Seconds

Number of New Charged Spaces / P&D M/c

Period	Days / Week
5 Days / Week	5
6 Days / Week	6
7 Days / Week	7
Weekly	1.000
Fortnightly	0.500
Monthly	0.231

**TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION**

<b>MODEL VERSION:</b>	<b>BASE</b>
<b>MODEL DATE:</b>	<b>30-Jun-17</b>

**CLIENT: Monmouthshire County Council**  
**VERSION: BASE MODEL**

**CASH FLOW ANALYSIS****START-UP**

PCNs ISSUED PER YEAR	7,590
PCNs ISSUED PER MONTH	633
being: ON-STREET	341
OFF-STREET	292

**MONTH NUMBER**

-3	-2	-1	START-UP
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START UP % OF PCNs ISSUED	0%	0%	0%
Growth Rate			
No. Growth Periods			

MONTHLY PCN ISSUE	ON-STREET	6%	6	0	0	0	
	OFF-STREET	6%	0	0	0	0	
	<b>TOTAL:</b>			0	0	0	0
MONTHLY ECN ISSUE	PCNs			292	292	292	876
	ECNs						

**MARGINAL REVENUE**

ECNs REVENUE EXCLUDED	PER YEAR	(£79,860)			
ECNs REVENUE EXCLUDED	PER MONTH	(£6,655)			
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR	£139,110			
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH	£11,593	£0	£0	£0
PCNs FULL PAYMENT LEVEL	PER YEAR	£44,162			
PCNs FULL PAYMENT LEVEL	PER MONTH	£3,680	£0	£0	£0
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR	£13,249			
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH	£1,104	£0	£0	£0
	Per Year:	£116,661			
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE				
ECNs	3 (RANGE 0 - 3)		£0	£0	£0
DISCOUNT	1 (RANGE 0 - 2)		£0	£0	£0
NORMAL	2 (RANGE 0 - 3)		£0	£0	£0
INCREMENTED	6 (RANGE 0 - 6)		£0	£0	£0

TOTAL ECN / PCN PAYMENTS RECEIVED	£0	£0	£0	£0
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**PERMITS**

NEW PERMIT ISSUE DISTRIBUTION	10%	20%	30%
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**PERMIT VOLUMES**

NEW PERMIT ISSUE VOLUMES	0	0	0	0
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**PERMIT REVENUE**

NEW PERMIT ISSUE INCOME	PER YEAR	£0	£0	£0	£0
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TOTAL PERMIT ISSUE PAYMENTS RECEIVED	£0	£0	£0	£0
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**CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY**

ON STREET CHARGING - ADDITIONAL REVENUE ONLY	£0	£0	£0	£0
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CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE	£0	£0	£0	£0
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NET COUNTY COURT PROCEEDS	£0	£0	£0	£0
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**EXPENSES**

ADDITIONAL EXPENSES	START UP =	1			
	PER YEAR	(£133,553)			
ONE-OFF SET-UP EXPENSES	PER MONTH	(£11,129)	£0	£0	(£11,129)
	ONE-OFF COST	(£14,119)	£0	£0	(£14,119)

MONTHLY SURPLUS / (DEFICIT)	£0	£0	(£25,248)	(£25,248)
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CUMULATIVE MONTHLY BALANCE	£0	£0	(£25,248)	
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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.

## TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	BASE
MODEL DATE:	30-Jun-17
CLIENT: Monmouthshire County Council	
VERSION: BASE MODEL	

## CASH FLOW ANALYSIS

## FIRST 12 MONTHS OF OPERATION

PCNs ISSUED PER YEAR	7,590
PCNs ISSUED PER MONTH	633
being: ON-STREET	341
OFF-STREET	292

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	6%	6	240	255	270	286	303	321	341	341	341	341	341	341	341
	OFF-STREET	6%	0	292	292	292	292	292	292	292	292	292	292	292	292	292
	<b>TOTAL:</b>			532	546	562	578	595	613	633	633	633	633	633	633	7,221
MONTHLY ECN ISSUE	PCNs															
	ECNs			0	0	0	0	0	0	0	0	0	0	0	0	0
<b>MARGINAL REVENUE</b>																
ECNs REVENUE EXCLUDED	PER YEAR		(£79,860)													
ECNs REVENUE EXCLUDED	PER MONTH		(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR		£139,110													
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH		£11,593	£9,751	£10,015	£10,295	£10,591	£10,906	£11,239	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593
PCNs FULL PAYMENT LEVEL	PER YEAR		£44,162													
PCNs FULL PAYMENT LEVEL	PER MONTH		£3,680	£3,095	£3,179	£3,268	£3,362	£3,462	£3,568	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR		£13,249													
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH		£1,104	£929	£954	£980	£1,009	£1,039	£1,070	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104
	Per Year:		£116,661													
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE															
ECNs	3 (RANGE 0 - 3)		£0	£0	£0	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£59,895)
DISCOUNT	1 (RANGE 0 - 2)		£0	£9,751	£10,015	£10,295	£10,591	£10,906	£11,239	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£120,759
NORMAL	2 (RANGE 0 - 3)		£0	£0	£3,095	£3,179	£3,268	£3,362	£3,462	£3,568	£3,680	£3,680	£3,680	£3,680	£3,680	£34,656
INCREMENTED	6 (RANGE 0 - 6)		£0	£0	£0	£0	£0	£0	£929	£954	£980	£1,009	£1,039	£1,070	£5,981	
<b>TOTAL ECN / PCN PAYMENTS RECEIVED</b>			£0	£9,751	£13,110	£6,819	£7,205	£7,613	£8,975	£9,459	£9,598	£9,626	£9,656	£9,688	£101,501	
<b>PERMITS</b>																
NEW PERMIT ISSUE DISTRIBUTION			25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%		
<b>PERMIT VOLUMES</b>																
NEW PERMIT ISSUE VOLUMES		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>PERMIT REVENUE</b>																
NEW PERMIT ISSUE INCOME	PER YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>TOTAL PERMIT ISSUE PAYMENTS RECEIVED</b>			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY</b>			£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£13,100
<b>ON STREET CHARGING - ADDITIONAL REVENUE ONLY</b>			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>CLAMP &amp; REMOVAL OPERATIONS - ADDITIONAL REVENUE</b>			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>NET COUNTY COURT PROCEEDS</b>			£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,170	£1,170	£1,170	£3,511	
<b>EXPENSES</b>																
ADDITIONAL EXPENSES	START UP =	1														
	PER YEAR	(£133,553)														
ONE-OFF SET-UP EXPENSES	PER MONTH	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£133,553)
	ONE-OFF COST	(£14,119)														£0
<b>MONTHLY SURPLUS / (DEFICIT)</b>			(£10,038)	(£287)	£3,073	(£3,219)	(£2,833)	(£2,425)	(£1,063)	(£578)	(£440)	£759	£789	£821	(£15,440)	
<b>CUMULATIVE MONTHLY BALANCE</b>			(£35,286)	(£35,573)	(£32,500)	(£35,719)	(£38,552)	(£40,977)	(£42,040)	(£42,618)	(£43,058)	(£42,298)	(£41,509)	(£40,689)		

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.

## TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	BASE
MODEL DATE:	30-Jun-17
CLIENT:	Monmouthshire County Council
VERSION:	BASE MODEL

## CASH FLOW ANALYSIS

## SECOND 12 MONTHS OF OPERATION

PCNs ISSUED PER YEAR	7,590
PCNs ISSUED PER MONTH	633
being:	
ON-STREET	341
OFF-STREET	292

MONTH NUMBER				13	14	15	16	17	18	19	20	21	22	23	24	24 MTHS
	START UP % OF PCNs ISSUED															
	Growth Rate	No. Growth Periods														
MONTHLY PCN ISSUE	ON-STREET	6%	6	341	341	341	341	341	341	341	341	341	341	341	341	
	OFF-STREET	6%	0	292	292	292	292	292	292	292	292	292	292	292	292	
	<b>TOTAL:</b>			<b>633</b>	<b>633</b>	<b>633</b>	<b>633</b>	<b>633</b>	<b>633</b>	<b>633</b>	<b>633</b>	<b>633</b>	<b>633</b>	<b>633</b>	<b>633</b>	<b>7,590</b>
MONTHLY ECN ISSUE	ECNs			0	0	0	0	0	0	0	0	0	0	0	0	0
<b>MARGINAL REVENUE</b>																
ECNs REVENUE EXCLUDED	PER YEAR		(£79,860)													
ECNs REVENUE EXCLUDED	PER MONTH		(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR		£139,110													
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH		£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	
PCNs FULL PAYMENT LEVEL	PER YEAR		£44,162													
PCNs FULL PAYMENT LEVEL	PER MONTH		£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR		£13,249													
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH		£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	
	Per Year:		£116,661													
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE															
ECNs	3 (RANGE 0 - 3)		(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£79,860)
DISCOUNT	1 (RANGE 0 - 2)		£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£139,110
NORMAL	2 (RANGE 0 - 3)		£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£44,162
INCREMENTED	6 (RANGE 0 - 6)		£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£13,249
<b>TOTAL ECN / PCN PAYMENTS RECEIVED</b>			<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£116,661</b>
<b>PERMITS</b>																
NEW PERMIT ISSUE DISTRIBUTION				25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
<b>PERMIT VOLUMES</b>																
NEW PERMIT ISSUE VOLUMES		0		0	0	0	0	0	0	0	0	0	0	0	0	
<b>PERMIT REVENUE</b>																
NEW PERMIT ISSUE INCOME	PER YEAR	£0		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
<b>TOTAL PERMIT ISSUE PAYMENTS RECEIVED</b>				<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
<b>CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY</b>				£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£13,100
<b>ON STREET CHARGING - ADDITIONAL REVENUE ONLY</b>				£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>CLAMP &amp; REMOVAL OPERATIONS - ADDITIONAL REVENUE</b>				£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>NET COUNTY COURT PROCEEDS</b>				<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£14,046</b>
<b>EXPENSES</b>																
ADDITIONAL EXPENSES	START UP =	1														
	PER YEAR	(£133,553)														
	PER MONTH	(£11,129)		(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£133,553)
ONE-OFF SET-UP EXPENSES	ONE-OFF COST	(£14,119)														£0
<b>MONTHLY SURPLUS / (DEFICIT)</b>				<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£10,254</b>
<b>CUMULATIVE MONTHLY BALANCE</b>				<b>(£39,834)</b>	<b>(£38,980)</b>	<b>(£38,125)</b>	<b>(£37,271)</b>	<b>(£36,416)</b>	<b>(£35,562)</b>	<b>(£34,707)</b>	<b>(£33,853)</b>	<b>(£32,998)</b>	<b>(£32,144)</b>	<b>(£31,289)</b>	<b>(£30,435)</b>	

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.

## TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	BASE
MODEL DATE:	30-Jun-17
CLIENT:	Monmouthshire County Council
VERSION:	BASE MODEL

## CASH FLOW ANALYSIS

## THIRD 12 MONTHS OF OPERATION

PCNs ISSUED PER YEAR	7,590
PCNs ISSUED PER MONTH	633
being:	
ON-STREET	341
OFF-STREET	292

MONTH NUMBER				25	26	27	28	29	30	31	32	33	34	35	36	36 MTHS
	START UP % OF PCNs ISSUED															
	Growth Rate	No. Growth Periods														
MONTHLY PCN ISSUE	ON-STREET	6%	6	341	341	341	341	341	341	341	341	341	341	341	341	
	OFF-STREET	6%	0	292	292	292	292	292	292	292	292	292	292	292	292	
	<b>TOTAL:</b>			<b>633</b>	<b>633</b>	<b>633</b>	<b>633</b>	<b>633</b>	<b>633</b>	<b>633</b>	<b>633</b>	<b>633</b>	<b>633</b>	<b>633</b>	<b>633</b>	<b>7,590</b>
MONTHLY ECN ISSUE	ECNs			0	0	0	0	0	0	0	0	0	0	0	0	0
<b>MARGINAL REVENUE</b>																
ECNs REVENUE EXCLUDED	PER YEAR		(£79,860)													
ECNs REVENUE EXCLUDED	PER MONTH		(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR		£139,110													
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH		£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	
PCNs FULL PAYMENT LEVEL	PER YEAR		£44,162													
PCNs FULL PAYMENT LEVEL	PER MONTH		£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR		£13,249													
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH		£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	
	Per Year:		£116,661													
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE															
ECNs	3 (RANGE 0 - 3)		(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£6,655)	(£79,860)
DISCOUNT	1 (RANGE 0 - 2)		£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£11,593	£139,110
NORMAL	2 (RANGE 0 - 3)		£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£3,680	£44,162
INCREMENTED	6 (RANGE 0 - 6)		£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£1,104	£13,249
<b>TOTAL ECN / PCN PAYMENTS RECEIVED</b>			<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£9,722</b>	<b>£116,661</b>
<b>PERMITS</b>																
NEW PERMIT ISSUE DISTRIBUTION				25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
<b>PERMIT VOLUMES</b>																
NEW PERMIT ISSUE VOLUMES		0		0	0	0	0	0	0	0	0	0	0	0	0	
<b>PERMIT REVENUE</b>																
NEW PERMIT ISSUE INCOME	PER YEAR	£0		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
<b>TOTAL PERMIT ISSUE PAYMENTS RECEIVED</b>				<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
<b>CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY</b>				£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£1,092	£13,100
<b>ON STREET CHARGING - ADDITIONAL REVENUE ONLY</b>				£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>CLAMP &amp; REMOVAL OPERATIONS - ADDITIONAL REVENUE</b>				£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>NET COUNTY COURT PROCEEDS</b>				<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£1,170</b>	<b>£14,046</b>
<b>EXPENSES</b>																
ADDITIONAL EXPENSES	START UP =	1														
	PER YEAR	(£133,553)														
ONE-OFF SET-UP EXPENSES	PER MONTH	(£11,129)		(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£11,129)	(£133,553)
	ONE-OFF COST	(£14,119)														£0
<b>MONTHLY SURPLUS / (DEFICIT)</b>				<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£854</b>	<b>£10,254</b>
<b>CUMULATIVE MONTHLY BALANCE</b>				<b>(£29,580)</b>	<b>(£28,726)</b>	<b>(£27,872)</b>	<b>(£27,017)</b>	<b>(£26,163)</b>	<b>(£25,308)</b>	<b>(£24,454)</b>	<b>(£23,599)</b>	<b>(£22,745)</b>	<b>(£21,890)</b>	<b>(£21,036)</b>	<b>(£20,181)</b>	

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.