

Monmouthshire County Council

Civil Parking Enforcement

Collaborative Working Feasibility Study Report

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Monmouthshire County Council**Civil Parking Enforcement
Collaborative Working
Study Report
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GLOSSARY OF TERMS USED

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

Monmouthshire County Council**Civil Parking Enforcement
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Study Report****1 INTRODUCTION**

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

2 EXECUTIVE SUMMARY

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

2.2 The joint modelling process tested several options:

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

authority for all the 5 partners.

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

The broad conclusions from this exercise were:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

3 BACKGROUND

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

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

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

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

4 Policy Issues

4.1 Management Issues

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

4.2 Geographic area

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

4.3 Contractual Arrangements

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

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

4.4 Project Implementation

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

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

4.4.2 The joint working group should meet on a regular basis, probably 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.

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

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

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

- b) administrative processing:
- PCN processing
 - correspondence management
 - telephone queries
 - DVLA interaction
 - consideration of Representations (formal appeals to the Authority against a Notice to Owner)
 - preparation of case files for adjudication (external appeals after rejection of Representations)
 - county court interaction for debt collection
 - Enforcement agency (bailiff) interaction
 - permit management
 - suspensions management
 - dispensations management
- other functions be
- c) on-street and off-street enforcement:
- Civil Enforcement Officer patrols
 - suspension control
- d) off-street operations:
- car park manning if required
 - P&D Machine cash collection
 - P&D maintenance
 - security

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

5 The Financial Balance

5.1 The Financial Model

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

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

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

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

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

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

5.2 Model Results

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

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

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

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

5.2.3 The following table is extracted from Appendix F.

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

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

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

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

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

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

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

5.3 Key Decisions

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

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

6 Key Conclusions

The main conclusions from this exercise are:

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

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

End of report

APPENDICES

APPENDIX A	Joint working costs, revenue streams and summary sheets
APPENDIX B	Joint working financial model J1. Enforcement in house. Joint administration provided by a Gwent authority
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Appendices

APPENDIX A

Joint working costs, revenue streams and summary sheets

Operational Cost Calculations

Annual income taken from individual models

Income same for all models			BG	C	M	N	T
			£102,160	£245,591	£138,640	£265,576	£145,779

Annual Pro Rata expenditure based on individual base models

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

total hours	701
total PCNs	41332

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

Set up Cost Calculations

Annual Pro Rata expenditure based on individual base models

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

total hours	701
total PCNs	41332

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

5 year summary Cost Calculations

5 Year total income taken from individual models

Income		BG	C	M	N	T
same for all models		£510,800	£1,227,956	£693,200	£1,327,880	£728,896

Overall Pro Rata expenditure based on individual base models

		Total Expenditure	per year	BG	C	M	N	T	
hours 567	J1	£3,919,544	£783,909	£449,964	£888,561	£461,330	£1,374,976	£744,713	
PCNs 8	J1	£918,913	£183,783	£123,778	£156,307	£117,437	£344,225	£177,075	
Total	J1	£4,838,457	£967,691	£573,741	£1,044,868	£578,767	£1,719,201	£921,788	
Operational surplus /deficit	J1			-£62,941	£183,088	£114,433	-£391,321	-£192,892	-£349,633
set up costs	J1	£436,214		£53,615	£88,828	£53,138	£157,255	£83,361	£436,196
5 year cost excluding TRO costs	J1			-£116,556	£94,261	£61,295	-£548,576	-£276,253	-£785,829
TRO costs	J1			£112,500	£393,700	£172,100	£199,800	£84,300	£962,400
5 year cost including TRO costs	J1			-£229,056	-£299,439	-£110,805	-£748,376	-£360,553	-£1,748,229
hours 567	J2	£3,919,544	£783,909	£449,964	£888,561	£461,330	£1,374,976	£744,713	
PCNs 8	J2	£859,222	£171,844	£115,737	£146,154	£109,809	£321,865	£165,572	
Total	J2	£4,778,766	£955,753	£565,701	£1,034,714	£571,139	£1,696,841	£910,285	
Operational surplus /deficit	J2			-£54,901	£193,242	£122,061	-£368,961	-£181,389	-£289,948
set up costs	J2	£360,576		£43,427	£75,962	£43,471	£128,921	£68,785	£360,566
5 year cost excluding TRO costs	J2			-£98,328	£117,280	£78,590	-£497,882	-£250,175	-£650,514
TRO costs	J2			£112,500	£393,700	£172,100	£199,800	£84,300	£962,400
5 year cost including TRO costs	J2			-£210,828	-£276,420	-£93,510	-£697,682	-£334,475	-£1,612,914
hours 567	J3	£3,438,076	£687,615	£394,691	£779,412	£404,662	£1,206,077	£653,234	
PCNs 8	J3	£918,983	£183,797	£123,787	£156,319	£117,446	£344,251	£177,088	
Total	J3	£4,357,059	£871,412	£518,478	£935,731	£522,108	£1,550,328	£830,322	
Operational surplus /deficit	J3			-£7,678	£292,225	£171,092	-£222,448	-£101,426	£131,765
set up costs	J3	£427,436		£52,607	£86,838	£52,105	£154,176	£81,693	£427,418
5 year cost excluding TRO costs	J3			-£60,286	£205,387	£118,988	-£376,624	-£183,119	-£295,653
TRO costs	J3			£112,500	£393,700	£172,100	£199,800	£84,300	£962,400
5 year cost including TRO costs	J3			-£172,786	-£188,313	-£53,112	-£576,424	-£267,419	-£1,258,053
hours 567	J4	£2,951,940	£590,388	£338,883	£669,205	£347,443	£1,035,541	£560,869	
PCNs 8	J4	£944,642	£188,928	£127,243	£160,684	£120,725	£353,863	£182,033	
Total	J4	£3,896,582	£779,316	£466,126	£829,888	£468,169	£1,389,403	£742,901	
Operational surplus /deficit	J4			£44,674	£398,068	£225,031	-£61,523	-£14,005	£592,244
set up costs	J4	£227,129		£28,134	£45,633	£27,778	£82,140	£43,434	£227,119
5 year cost excluding TRO costs	J4			£16,540	£352,434	£197,253	-£143,663	-£57,439	£365,126
TRO costs	J4			£112,500	£393,700	£172,100	£199,800	£84,300	£962,400
5 year cost including TRO costs	J4			-£95,960	-£41,266	£25,153	-£343,463	-£141,739	-£597,274
5 year cost individual model	B3			-£131,000	-£81,000	-£10,000	-£393,000	-£182,000	-£797,000
5 yr savings through a contractor	B3-J4			£35,040	£39,734	£35,153	£49,537	£40,261	£199,726
total hours		701							
total PCNs		41332							

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

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: *Gwent Authorities*

VERSION: **Joint working**
ALL ENFORCEMENT IN HOUSE
ADMINISTRATION BY A GWENT AUTHORITY

MODEL OPTIONS SELECTED:**CIVIL ENFORCMENT OFFICER TIME ALLOCATION:**

If the CIVIL ENFORCMENT OFFICERS have duties which reduce the effective time they will spend enforcing the parking regulations, this will be reflected by a proportional split being entered for the Other Duties (Enforcement Duties will adjust automatically).

Actions: Enter required percentages under On-Street and/or Off-Street

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&D-1</i>	Refresh PCN Tables after Changing Selection	
<i>New P&D-1&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:	Joint 1)
MODEL DATE:	16-Jul-17

CLIENT: Gwent AuthoritiesVERSION: **Joint working**

ALL ENFORCEMENT IN HOUSE
ADMINISTRATION BY A GWENT AUTHORITY

SUMMARY OF MARGINAL INCOME & EXPENDITURE

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

Notes:-

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

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

CLIENT: Gwent Authorities

VERSION: Joint working

SCHEDULE 1

ON-STREET & OFF STREET PAYMENTS

PCN ISSUE & PAYMENTS

Projected Number of PCNs	41,348	PCNs ISSUED	%PAID	PCNs PAID	% PAID BY BAND	VOLUME PAID	AMOUNT PAID	
Off-street PCN Higher Level	£70.00	702	75%	527	10%	70	£4,914	
50% Discount	£35.00				63%	442	£15,479	
50% Premium	£105.00				2%	14	£1,474	£21,867
Off-street PCN Lower Level	£50.00	9,331	75%	6,998	10%	933	£46,655	
50% Discount	£25.00				63%	5,879	£146,963	
50% Premium	£75.00				2%	187	£13,997	£207,615
On-street PCN Higher Level	£70.00	21,920	75%	16,440	10%	2,192	£153,440	
50% Discount	£35.00				63%	13,810	£483,336	
50% Premium	£105.00				2%	438	£46,032	£682,808
On-street PCN Lower Level	£50.00	9,394	75%	7,046	10%	939	£46,970	
50% Discount	£25.00				63%	5,918	£147,956	
50% Premium	£75.00				2%	188	£14,091	£209,017
		<u>41,347</u>	<u>75%</u>	<u>31,010</u>		<u>31,010</u>	<u>£1,121,307</u>	
								Off-street total: £229,482
								On-street Total: <u>£891,825</u>
								<u>£1,121,307</u>

CURRENT RECEIPTS

		Net ECN Value					
On-Street - 1	£20.00	£20.00	0	-	0	£0	
On-Street - 2	£40.00	£40.00		-	0	£0	
On-Street - 3	£0.00	£0.00		-	0	£0	
			<u>0.0%</u>				
Off-Street - 1	£30.00	£30.00	0	61.0%	0	£0	
Off-Street - 2	£60.00	£60.00		10.0%	0	£0	
Off-Street - 3	£40.00	£40.00		0.0%	0	£0	
			<u>0</u>	<u>0.0%</u>	<u>0</u>	<u>0</u>	<u>£287,200.00</u>
TOTAL / MARGINAL RECEIPTS			<u>41,347</u>		<u>31,010</u>	<u>31,010</u>	<u>£834,107</u>

SCHEDULE 2

PERMIT PAYMENTS

PERMIT 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
Permit - Doctor	0	0	0	£0	£0	£0
Permit - Resident	0	0	0	£0	£0	£0
Permit - Visitor	0	0	0	£0	£0	£0
Permit -	0	0	0	£0	£0	£0
TOTAL PERMITS	<u>0</u>	<u>0</u>	<u>0</u>			<u>£0</u>

SCHEDULE 3

PAY & 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	£0	£0	£0	£0	
FREE CAR PARKS CHARGED	£0	£0	£0	£0	
VOL. INCREASE ONLY ON-STREET	£0	£0	£0	£0	
VOL. INCREASE ONLY OFF-STREET	£0	£0	£0	£23,200	0
TOTAL RECEIPTS				<u>£23,200</u>	

SCHEDULE 4

PROCEEDS FROM COUNTY COURT & SUBSEQUENT ACTION

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities

VERSION: Joint working

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities

VERSION: Joint working

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			3.00	0.00	3.00	£22,000	£66,000		
TUPEd Supervisors			0.00	0.00	0.00	£0	£0		
Team Leaders			0.00	0.00	0.00	£0	£0		
CEOs		19.8	16.80	0.00	16.80	£18,500	£310,800		
TUPEd CEOs			0.00	0.00	0.00	£0	£0		
TOTAL STAFF / SALARY COSTS			19.80	0.00	19.80		£376,800	£0	£0
<u>OTHER STAFFING COSTS:</u>									
Salary Overhead Costs	Salary	30.0%					£113,040		
Accommodation Costs	Cost Per Head		19.8	0.0	19.8	£0	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		19.8	0.0	19.8	£579		£11,464	
Uniform Maintenance	Original Costs	50.0%					£5,732		
Initial Recruitment Costs	Estimate							£1,000	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	6.0		6.0	£400	£2,400		
Uniform Replacement Costs	New staff				6.0	£200	£1,200		
Uniform Stock Costs	Original Costs	0.0%						£0	
TOTAL OTHER STAFF COSTS							£122,372	£12,464	£0
<u>OFFICE EQUIPMENT</u>									
Office Equipment Set-up	Cost Per Manager / Supervisor		4.0	0.0	4.0	£600		£2,400	
Maintenance	Cost Per Head		21.0	0.0	21.0	£100	£2,100		
Radio base station			0.0	0.0	0.0	£550			£0
No. of Sets of Equipment for CEOs					20.0				
Personal video					21.0	£150			£3,150
Batteries & chargers					21.0	£0			£0
HHCT/ Android	HHCT+Case+printer				21.0	£2,950			£61,950
HHCT Software	Per HHC				20.0	£250			£5,000
HHCT Spares	Spares Holding %	5.0%			2.0	£2,950			£5,900
HHCT Chargers	Per Number of HHCT				20.0	£20			£400
Digital cameras	Per CEO				20.0	£0			£0
PCs (including software)			2.0	0.0	2.0	£340			£680
PC installation			2.0	0.0	2.0	£200		£400	
Printer			1.0	0.0	1.0	£250			£250
Equipment Lease	3 year lease rate per £1,000				Lease Period in Years (or 0) = 0	£0	£0		
Maintenance	Cost of Equipment	20.0%				£0	£15,416		
TOTAL EQUIPMENT COSTS							£17,516	£2,800	£77,330
<u>OTHER COSTS:</u>									
Tickets issued	Volume + % Spoilt	5.0%	32,880		32,880	£0.20	£6,576		
Telephone expense	Estimate						£0		
Stationery / Consumables	Estimate				19.8	£40.00	£792		
Training - Set-up	Cost Per Head - all staff		20	0	20	£750			£14,850
Training	Cost Per Head - all staff		20	0	20	£200	£3,960		
Private mileage	Essential car user allowance		-	-	-	£0.440	£0		
Car	Purchase		5	0	5	£10,000			£0
	Lease over 3 or 5 years				Lease Period in Years (or 0) = 5	£230	£11,500		
	Operating Costs		5	0	5	£4,113	£20,563		
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		1	0	1	£12,000			£0
	Lease over 3 or 5 years				Lease Period in Years (or 0) = 5	£230	£2,760		
	Operating Costs		1	0	1	£4,113	£4,113		
Departmental Overheads	% of Total Operating Costs	10.0%					£56,695		
TOTAL OTHER COSTS							£106,958	£0	£14,850
less cost to Police									
TOTAL ANNUAL EXPENSES / SET-UP COSTS							£623,646	£15,264	£92,180

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities

VERSION: Joint working

SCHEDULE 7

OFF 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		7.0	7.00	7.00	0.00	£18,500	£0		
TOTAL STAFF / SALARY COSTS			7.00	7.00	0.00		£0	£0	£0
<u>OTHER STAFFING COSTS:</u>									
Salary Overhead Costs	Salary	30.0%					£0		
Accommodation Costs	Cost Per Head		7.0	7.0	0.0	£1,250	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		7.0	7.0	0.0	£579		£4,053	
Uniform Maintenance	Original Costs	50.0%					£2,027		
Initial Recruitment Costs	Estimate							£0	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	2.0		2.0	£250	£500		
Uniform Replacement Costs	New staff				2.0	£200	£400		
Uniform Stock Costs	Original Costs	0.0%						£0	
TOTAL OTHER STAFF COSTS							£2,927	£4,053	£0
<u>OFFICE EQUIPMENT</u>									
Office Equipment Set-up	Cost Per Manager / Supervisor		7.0	0.0	7.0	£600		£4,200	
Maintenance	Cost Per Head		7.0	0.0	7.0	£100	£700		
Radio base station			0.0	0.0	0.0	£550			£0
No. of Sets of Equipment for CEOs					7.0				
Personal video					7.0	£150			£1,050
Batteries & chargers					0.0	£0			£0
HHCT/ Android	HHCT+Case+printer				7.0	£2,950			£20,650
HHCT Software	Per HHC				7.0	£250			£1,750
HHCT Spares	Spares Holding %	5.0%			0.0	£2,950			£0
HHCT Chargers	Per Number of HHCT				7.0	£20			£140
Digital cameras	Per CEO				7.0	£0			£0
PCs (including software)			0.0	0.0	0.0	£340			£0
PC Installation			0.0	0.0	0.0	£200		£0	
Printer			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	£4,718		
TOTAL EQUIPMENT COSTS							£5,418	£4,200	£23,590
<u>OTHER COSTS:</u>									
Tickets issued	Volume + % Spoilt	5.0%	10,535		10,535	£0.20	£2,107		
Telephone expense	Estimate						£0		
Stationery / Consumables	Estimate				0.0	£40.00	£0		
Training - Set-up	Cost Per Head - all staff		7	0	7	£750		£5,250	
Training	Cost Per Head - all staff		7	0	7	£200	£1,400		
Private mileage	Essential car user allowance		-	-	-	£0.440	£0		
Car	Purchase		2	2	0	£10,000			£0
	Lease over 3 or 5 years				5	£230	£0		
	Operating Costs		2	2	0	£4,113	£0		
CEO Scooters	Purchase		0	0	0	£2,500			£0
	Lease over 3 or 5 years				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	10.0%					£1,185		
TOTAL OTHER COSTS							£4,692	£5,250	£0
								£0	
TOTAL ANNUAL EXPENSES / SET-UP COSTS							£13,037	£13,503	£23,590

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities

VERSION: Joint working

SCHEDULE 8

TICKET & PERMIT PROCESSING

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities**VERSION:** Joint working**ADDITIONAL WORKINGS****(AW01) PAYMENTS BY LOCATION:**

	%	NUMBER	VALUE
MAILED PAYMENTS	40%	12,404	£448,519
TELEPHONE PAYMENTS	25%	7,753	£280,342
INTERNET PAYMENTS	35%	10,854	£392,472
TOTAL PAYMENTS		31,011	
AVERAGE PAYMENT VALUE		£36.16	

(AW02) PAYMENT DISTRIBUTION BY TIME OF PAYMENT

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

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

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

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

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

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities**VERSION: Joint working****(AW05) ESTABLISHMENT**

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

(AW06) VEHICLE USAGE COSTS

<u>Item</u>	<u>Car/MPV Costs</u>		
	<u>Volume</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
			<u>£4,113</u>

<u>Item</u>	<u>Scooter Costs</u>		
	<u>Volume</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
			<u>£1,800</u>

(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	
			<u>£579.00</u>	<u>£136.85</u>

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities**VERSION:** Joint working**CEO RESOURCE CALCULATION:****ON-STREET ENFORCEMENT CEOs**

Patrol hours required On -Street		517.00	CEO Hours/week
Travelling Time Estimate	No. of CEOs:	18.29	
	Hours/CEO/day:	0.4	43.89 CEO Hours/week
	Total Hours / week	560.89	
	Eff't CEO hrs/week	28.27	
Total FTE CEOs Required On-Street		19.84	

OFF-STREET CAR PARKS CEOs

Patrol hours required for Off-Street car parks		184.30	CEO Hours/week
Travelling Time Estimate	No. of CEOs:	6.52	
	Hours/CEO/day:	0.4	15.65 CEO Hours/week
	Total Hours / week	199.95	
	Eff't CEO hrs/week	28.27	
Total FTE CEOs Required Off-Street		7.07	
TOTAL FTE CEOs REQUIRED		26.91	

Workings for Calculation of Full Time Equivalent (FTE) CEOs Required**ON-STREET CEOs****Calculation of Absence Factor**

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

CEO Working Day & Effective Patrol Hours

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

OFF-STREET CEOs**Calculation of Absence Factor**

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

CEO Working Day & Effective Patrol Hours

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

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent AuthoritiesVERSION: Joint working**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	
Blaenau Gwent	50.00	28.27	1.77	47	47	84	42.00	3,521	1.35
Caerphilly	131.00	28.27	4.63	43	43	197	42.00	8,278	1.22
Monmouthshire	75.00	28.27	2.65	37	37	97	42.00	4,087	1.05
Newport City	172.00	28.27	6.08	41	41	249	42.00	10,462	1.17
Torfaen	89.00	28.27	3.15	38	38	118	42.00	4,967	1.07
Sub-Total	517.00								
Travelling Time Estimate	43.89	28.27	1.55	0	0	0	42.00	0	1.16
	560.89		19.84			746		31,314	75.7%

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	
Blaenau Gwent	0.00	28.27	0.00	0	0	0	42.00	0	
Caerphilly	63.10	28.27	2.23	32	32	71	42.00	2,972	0.91
Monmouthshire	72.20	28.27	2.55	33	33	84	42.00	3,508	0.93
Newport City	44.00	28.27	1.56	52	52	80	42.00	3,380	1.48
Torfaen	5.00	28.27	0.18	24	24	4	42.00	175	0.67
sub total	184.30								
Travelling Time Estimate	15.65	28.27	0.55	0	0	0	42.00	0	1.05
	199.95		7.07			239		10,034	24.3%

REMOVALS**TOTAL PCN PROJECTION:****41,348**

On-street PCNs issued at HIGHER level:	% of On-street PCNs:	70%	21,920	53%
On-street PCNs issued at LOWER level:	% of On-street PCNs:	30%	9,394	23%
Off-street PCNs issued at HIGHER level:	% of Off-street PCNs:	7%	702	2%
Off-street PCNs issued at LOWER level:	% of Off-street PCNs:	93%	9,331	23%
			41,347	100%

PCNs issued at HIGHER level:	22,622	55%
PCNs issued at LOWER level:	18,725	45%
	41,347	100%

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities
VERSION: Joint working

CASH FLOW ANALYSIS**START-UP**

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

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	
	TOTAL:			0	0	0	0
MONTHLY ECN ISSUE	ECNs			0	0	0	0

MARGINAL REVENUE

ECNs REVENUE EXCLUDED	PER YEAR	(£287,200)			
ECNs REVENUE EXCLUDED	PER MONTH	(£23,933)			
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR	£793,734			
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH	£66,144	£0	£0	£0
PCNs FULL PAYMENT LEVEL	PER YEAR	£251,979			
PCNs FULL PAYMENT LEVEL	PER MONTH	£20,998	£0	£0	£0
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR	£75,594			
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH	£6,299	£0	£0	£0
	Per Year:	£834,107			
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE				
ECNs	3 (RANGE 0 - 3)	£0	£0	£0	£0
DISCOUNT	1 (RANGE 0 - 2)	£0	£0	£0	£0
NORMAL	2 (RANGE 0 - 3)	£0	£0	£0	£0
INCREMENTED	6 (RANGE 0 - 6)	£0	£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	(£911,359)			
ONE-OFF SET-UP EXPENSES	PER MONTH	(£75,947)	£0	£0	(£75,947)
	ONE-OFF COST	(£44,897)	£0	£0	(£44,897)

MONTHLY SURPLUS / (DEFICIT)	£0	£0	(£120,844)	(£120,844)
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CUMULATIVE MONTHLY BALANCE	£0	£0	(£120,844)
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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:	Joint 1)
MODEL DATE:	16-Jul-17

CLIENT: Gwent Authorities
VERSION: Joint working

CASH FLOW ANALYSIS

FIRST 12 MONTHS OF OPERATION

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

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

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities
VERSION: Joint working

CASH FLOW ANALYSIS

SECOND 12 MONTHS OF OPERATION

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

MONTH NUMBER			13	14	15	16	17	18	19	20	21	22	23	24	24 MTHS
	START UP % OF PCNs ISSUED														
	Growth Rate	No. Growth Periods													
MONTHLY PCN ISSUE	ON-STREET	6%	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	
	OFF-STREET	6%	836	836	836	836	836	836	836	836	836	836	836	836	
	TOTAL:		3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	41,347
MONTHLY ECN ISSUE	ECNs		0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE															
ECNs REVENUE EXCLUDED	PER YEAR	(£287,200)													
ECNs REVENUE EXCLUDED	PER MONTH	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR	£793,734													
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	
PCNs FULL PAYMENT LEVEL	PER YEAR	£251,979													
PCNs FULL PAYMENT LEVEL	PER MONTH	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR	£75,594													
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	
	Per Year:	£834,107													
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE														
ECNs	3 (RANGE 0 - 3)		(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£287,200)
DISCOUNT	1 (RANGE 0 - 2)		£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£793,734
NORMAL	2 (RANGE 0 - 3)		£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£251,979
INCREMENTED	6 (RANGE 0 - 6)		£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£75,594
TOTAL ECN / PCN PAYMENTS RECEIVED			£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£834,107
PERMITS															
NEW PERMIT ISSUE DISTRIBUTION			25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES															
NEW PERMIT ISSUE VOLUMES		0	0	0	0	0	0	0	0	0	0	0	0	0	
PERMIT REVENUE															
NEW PERMIT ISSUE INCOME	PER YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
TOTAL PERMIT ISSUE PAYMENTS RECEIVED			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY			£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£23,200
ON STREET CHARGING - ADDITIONAL REVENUE ONLY			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS			£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£82,062
EXPENSES															
ADDITIONAL EXPENSES	START UP =	1													
	PER YEAR	(£911,359)													
	PER MONTH	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£911,359)
ONE-OFF SET-UP EXPENSES	ONE-OFF COST	(£44,897)													£0
MONTHLY SURPLUS / (DEFICIT)			£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£28,010
CUMULATIVE MONTHLY BALANCE			(£302,802)	(£300,468)	(£298,133)	(£295,799)	(£293,465)	(£291,131)	(£288,797)	(£286,462)	(£284,128)	(£281,794)	(£279,460)	(£277,126)	

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities
VERSION: Joint working

CASH FLOW ANALYSIS

THIRD 12 MONTHS OF OPERATION

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

MONTH NUMBER			25	26	27	28	29	30	31	32	33	34	35	36	36 MTHS
	START UP % OF PCNs ISSUED														
	Growth Rate	No. Growth Periods													
MONTHLY PCN ISSUE	ON-STREET	6%	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609
	OFF-STREET	6%	836	836	836	836	836	836	836	836	836	836	836	836	836
	TOTAL:		3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	41,347
MONTHLY ECN ISSUE	ECNs		0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE															
ECNs REVENUE EXCLUDED	PER YEAR	(£287,200)													
ECNs REVENUE EXCLUDED	PER MONTH	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR	£793,734													
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144
PCNs FULL PAYMENT LEVEL	PER YEAR	£251,979													
PCNs FULL PAYMENT LEVEL	PER MONTH	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR	£75,594													
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299
	Per Year:	£834,107													
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE														
ECNs	3 (RANGE 0 - 3)		(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£287,200)
DISCOUNT	1 (RANGE 0 - 2)		£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£793,734
NORMAL	2 (RANGE 0 - 3)		£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£251,979
INCREMENTED	6 (RANGE 0 - 6)		£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£75,594
TOTAL ECN / PCN PAYMENTS RECEIVED			£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£834,107
PERMITS															
NEW PERMIT ISSUE DISTRIBUTION			25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES															
NEW PERMIT ISSUE VOLUMES		0	0	0	0	0	0	0	0	0	0	0	0	0	0
PERMIT REVENUE															
NEW PERMIT ISSUE INCOME	PER YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL PERMIT ISSUE PAYMENTS RECEIVED			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY			£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£23,200
ON STREET CHARGING - ADDITIONAL REVENUE ONLY			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS			£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£82,062
EXPENSES															
ADDITIONAL EXPENSES	START UP =	1													
	PER YEAR	(£911,359)													
	PER MONTH	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£75,947)	(£911,359)
ONE-OFF SET-UP EXPENSES	ONE-OFF COST	(£44,897)													£0
MONTHLY SURPLUS / (DEFICIT)			£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£2,334	£28,010
CUMULATIVE MONTHLY BALANCE			(£274,792)	(£272,457)	(£270,123)	(£267,789)	(£265,455)	(£263,121)	(£260,787)	(£258,452)	(£256,118)	(£253,784)	(£251,450)	(£249,116)	

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

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: *Gwent Authorities*

VERSION: **Joint working**
ALL ENFORCEMENT IN HOUSE
ADMINISTRATION BY WPPP

MODEL OPTIONS SELECTED:**CIVIL ENFORCEMENT OFFICER TIME ALLOCATION:**

If the CIVIL ENFORCEMENT 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&D-1</i>	Refresh PCN Tables after Changing Selection	
<i>New P&D-1&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:	Joint 2)
MODEL DATE:	16-Jul-17

CLIENT: *Gwent Authorities*VERSION: **Joint working**

ALL ENFORCEMENT IN HOUSE
ADMINISTRATION BY WPPP

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
INCOME										
	PCNs ISSUED				0	38,522	41,347	41,347	41,347	41,347
	PCN PAYMENTS	1			£0	£683,351	£834,107	£834,107	£834,107	£834,107
	CLAMP & REMOVAL PAYMENTS				£0	£0	£0	£0	£0	£0
	PERMIT PAYMENTS	2			£0	£0	£0	£0	£0	£0
	CAR PARK RECEIPTS	3			£0	£23,200	£23,200	£23,200	£23,200	£23,200
	ON STREET CHARGING	3			£0	£0	£0	£0	£0	£0
	NET C.COURT PROCEEDS	4			£0	£20,516	£82,062	£82,062	£82,062	£82,062
	TOTAL PAYMENTS				£0	£727,067	£939,369	£939,369	£939,369	£939,369
EXPENSES:										
				Inflation factor			3%	3%	3%	3%
	OPERATIONAL MANAGEMENT	5	1		£66,250	£10,945	£101,581	£104,629	£107,767	£111,000
	ON-STREET ENFORCEMENT	6	1		£92,180	£51,971	£623,646	£642,356	£661,626	£681,475
	OFF-STREET ENFORCEMENT	7	1		£23,590	£13,503	£13,037	£13,428	£13,831	£14,246
	CLAMP & REMOVAL CONTROL		1		£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1		£81,000	£21,137	£161,838	£166,694	£171,694	£176,845
	PAY & DISPLAY	9	1		£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES				£263,020	£97,555	£900,103	£927,106	£954,919	£983,566
ANNUAL NET SURPLUS OR (DEFICIT)					(£263,020)	(£97,555)	(£173,036)	£12,263	(£15,550)	(£44,198)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL						(£97,555)	(£270,591)	(£258,328)	(£273,878)	(£318,076)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL						(£360,575)	(£533,611)	(£521,348)	(£536,898)	(£581,096)
NPV INTEREST RATE			6%							
YEAR END NPVs (EXCLUDING CAPITAL)						(£260,797)	(£249,882)	(£262,939)	(£297,947)	(£353,024)
NPV INTEREST RATE			6%							
YEAR END NPVs (INCLUDING CAPITAL)						(£523,817)	(£512,902)	(£525,959)	(£560,967)	(£616,044)

Notes:-

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

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

CLIENT: Gwent AuthoritiesVERSION: Joint workingSCHEDULE 1ON-STREET & OFF STREET PAYMENTSPCN ISSUE & PAYMENTS

Projected Number of PCNs	41,348	PCNs ISSUED	%PAID	PCNs PAID	% PAID BY BAND	VOLUME PAID	AMOUNT PAID	
Off-street PCN Higher Level	£70.00	702	75%	527	10%	70	£4,914	
50% Discount	£35.00				63%	442	£15,479	
50% Premium	£105.00				2%	14	£1,474	£21,867
Off-street PCN Lower Level	£50.00	9,331	75%	6,998	10%	933	£46,655	
50% Discount	£25.00				63%	5,879	£146,963	
50% Premium	£75.00				2%	187	£13,997	£207,615
On-street PCN Higher Level	£70.00	21,920	75%	16,440	10%	2,192	£153,440	
50% Discount	£35.00				63%	13,810	£483,336	
50% Premium	£105.00				2%	438	£46,032	£682,808
On-street PCN Lower Level	£50.00	9,394	75%	7,046	10%	939	£46,970	
50% Discount	£25.00				63%	5,918	£147,956	
50% Premium	£75.00				2%	188	£14,091	£209,017
		<u>41,347</u>	<u>75%</u>	<u>31,010</u>		<u>31,010</u>	<u>£1,121,307</u>	
								Off-street total: £229,482
								On-street Total: <u>£891,825</u>
								<u>£1,121,307</u>

CURRENT RECEIPTS

		Net ECN Value					
On-Street - 1	£20.00	£20.00	0	-	0	£0	
On-Street - 2	£40.00	£40.00		-	0	£0	
On-Street - 3	£0.00	£0.00		-	0	£0	
			<u>0.0%</u>				
Off-Street - 1	£30.00	£30.00	0	61.0%	0	£0	
Off-Street - 2	£60.00	£60.00		10.0%	0	£0	
Off-Street - 3	£40.00	£40.00		0.0%	0	£0	
			<u>0</u>	<u>0.0%</u>	<u>0</u>	<u>£287,200.00</u>	
TOTAL / MARGINAL RECEIPTS			<u>41,347</u>		<u>31,010</u>	<u>31,010</u>	<u>£834,107</u>

SCHEDULE 2PERMIT PAYMENTS

PERMIT 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
Permit - Doctor	0	0	0	£0	£0	£0
Permit - Resident	0	0	0	£0	£0	£0
Permit - Visitor	0	0	0	£0	£0	£0
Permit -	0	0	0	£0	£0	£0
TOTAL PERMITS	<u>0</u>	<u>0</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	£0	£0	£0	£0	
FREE CAR PARKS CHARGED	£0	£0	£0	£0	
VOL. INCREASE ONLY ON-STREET	£0	£0	£0	£0	
VOL. INCREASE ONLY OFF-STREET	£0	£0	£0	£23,200	0
TOTAL RECEIPTS				<u>£23,200</u>	

SCHEDULE 4PROCEEDS FROM COUNTY COURT & SUBSEQUENT ACTION

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities

VERSION: Joint working

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities

VERSION: Joint working

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			3.00	0.00	3.00	£22,000	£66,000		
TUPEd Supervisors			0.00	0.00	0.00	£0	£0		
Team Leaders			0.00	0.00	0.00	£0	£0		
CEOs		19.8	16.80	0.00	16.80	£18,500	£310,800		
TUPEd CEOs			0.00	0.00	0.00	£0	£0		
TOTAL STAFF / SALARY COSTS			19.80	0.00	19.80		£376,800	£0	£0
<u>OTHER STAFFING COSTS:</u>									
Salary Overhead Costs	Salary	30.0%					£113,040		
Accommodation Costs	Cost Per Head		19.8	0.0	19.8	£0	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		19.8	0.0	19.8	£579		£11,464	
Uniform Maintenance	Original Costs	50.0%					£5,732		
Initial Recruitment Costs	Estimate							£1,000	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	6.0		6.0	£400	£2,400		
Uniform Replacement Costs	New staff				6.0	£200	£1,200		
Uniform Stock Costs	Original Costs	0.0%						£0	
TOTAL OTHER STAFF COSTS							£122,372	£12,464	£0
<u>OFFICE EQUIPMENT</u>									
Office Equipment Set-up	Cost Per Manager / Supervisor		4.0	0.0	4.0	£600		£2,400	
Maintenance	Cost Per Head		21.0	0.0	21.0	£100	£2,100		
Radio base station			0.0	0.0	0.0	£550			£0
No. of Sets of Equipment for CEOs					20.0				
Personal video					21.0	£150			£3,150
Batteries & chargers					21.0	£0			£0
HHCT/ Android	HHCT+Case+printer				21.0	£2,950			£61,950
HHCT Software	Per HHC				20.0	£250			£5,000
HHCT Spares	Spares Holding %	5.0%			2.0	£2,950			£5,900
HHCT Chargers	Per Number of HHCT				20.0	£20			£400
Digital cameras	Per CEO				20.0	£0			£0
PCs (including software)			2.0	0.0	2.0	£340			£680
PC installation			2.0	0.0	2.0	£200		£400	
Printer			1.0	0.0	1.0	£250			£250
Equipment Lease	3 year lease rate per £1,000				Lease Period in Years (or 0) =	0	£0	£0	
Maintenance	Cost of Equipment	20.0%					£0	£15,416	
TOTAL EQUIPMENT COSTS							£17,516	£2,800	£77,330
<u>OTHER COSTS:</u>									
Tickets issued	Volume + % Spoilt	5.0%	32,880		32,880	£0.20	£6,576		
Telephone expense	Estimate						£0		
Stationery / Consumables	Estimate				19.8	£40.00	£792		
Training - Set-up	Cost Per Head - all staff		20	0	20	£750			£14,850
Training	Cost Per Head - all staff		20	0	20	£200	£3,960		
Private mileage	Essential car user allowance		-	-	-	£0.440	£0		
Car	Purchase		5	0	5	£10,000			£0
	Lease over 3 or 5 years				Lease Period in Years (or 0) =	5	£230	£11,500	
	Operating Costs		5	0	5	£4,113	£20,563		
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		1	0	1	£12,000			£0
	Lease over 3 or 5 years				Lease Period in Years (or 0) =	5	£230	£2,760	
	Operating Costs		1	0	1	£4,113	£4,113		
Departmental Overheads	% of Total Operating Costs	10.0%					£56,695		
TOTAL OTHER COSTS							£106,958	£0	£14,850
less cost to Police									
TOTAL ANNUAL EXPENSES / SET-UP COSTS							£623,646	£15,264	£92,180

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities

VERSION: Joint working

SCHEDULE 7

OFF 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		7.0	7.00	7.00	0.00	£20,000	£0		
TOTAL STAFF / SALARY COSTS			7.00	7.00	0.00		£0	£0	£0
<u>OTHER STAFFING COSTS:</u>									
Salary Overhead Costs	Salary	30.0%					£0		
Accommodation Costs	Cost Per Head		7.0	7.0	0.0	£1,250	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		7.0	7.0	0.0	£579		£4,053	
Uniform Maintenance	Original Costs	50.0%					£2,027		
Initial Recruitment Costs	Estimate							£0	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	2.0		2.0	£250	£500		
Uniform Replacement Costs	New staff				2.0	£200	£400		
Uniform Stock Costs	Original Costs	0.0%						£0	
TOTAL OTHER STAFF COSTS							£2,927	£4,053	£0
<u>OFFICE EQUIPMENT</u>									
Office Equipment Set-up	Cost Per Manager / Supervisor		7.0	0.0	7.0	£600		£4,200	
Maintenance	Cost Per Head		7.0	0.0	7.0	£100	£700		
Radio base station			0.0	0.0	0.0	£550			£0
No. of Sets of Equipment for CEOs					7.0				
Personal video					7.0	£150			£1,050
Batteries & chargers					0.0	£0			£0
HHCT/ Android	HHCT+Case+printer				7.0	£2,950			£20,650
HHCT Software	Per HHC				7.0	£250			£1,750
HHCT Spares	Spares Holding %	5.0%			0.0	£2,950			£0
HHCT Chargers	Per Number of HHCT				7.0	£20			£140
Digital cameras	Per CEO				7.0	£0			£0
PCs (including software)			0.0	0.0	0.0	£340			£0
PC Installation			0.0	0.0	0.0	£200		£0	
Printer			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	£4,718		
TOTAL EQUIPMENT COSTS							£5,418	£4,200	£23,590
<u>OTHER COSTS:</u>									
Tickets issued	Volume + % Spoilt	5.0%	10,535		10,535	£0.20	£2,107		
Telephone expense	Estimate						£0		
Stationery / Consumables	Estimate				0.0	£40.00	£0		
Training - Set-up	Cost Per Head - all staff		7	0	7	£750		£5,250	
Training	Cost Per Head - all staff		7	0	7	£200	£1,400		
Private mileage	Essential car user allowance		-	-	-	£0.440	£0		
Car	Purchase		2	2	0	£10,000			£0
	Lease over 3 or 5 years				5	£230	£0		
	Operating Costs		2	2	0	£4,113	£0		
CEO Scooters	Purchase		0	0	0	£2,500			£0
	Lease over 3 or 5 years				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	10.0%					£1,185		
TOTAL OTHER COSTS							£4,692	£5,250	£0
								£0	
TOTAL ANNUAL EXPENSES / SET-UP COSTS							£13,037	£13,503	£23,590

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities

VERSION: Joint working

SCHEDULE 8

TICKET & PERMIT PROCESSING

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent AuthoritiesVERSION: Joint working**ADDITIONAL WORKINGS****(AW01) PAYMENTS BY LOCATION:**

	%	NUMBER	VALUE
MAILED PAYMENTS	40%	12,404	£448,519
TELEPHONE PAYMENTS	25%	7,753	£280,342
INTERNET PAYMENTS	35%	10,854	£392,472
TOTAL PAYMENTS		31,011	
AVERAGE PAYMENT VALUE		£36.16	

(AW02) PAYMENT DISTRIBUTION BY TIME OF PAYMENT

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

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

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

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

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

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

CLIENT: Gwent AuthoritiesVERSION: Joint working(AW05) ESTABLISHMENT

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

(AW06) VEHICLE USAGE COSTS

<u>Item</u>	<u>Car/MPV Costs</u>		
	<u>Volume</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
			<u>£4,113</u>

<u>Item</u>	<u>Scooter Costs</u>		
	<u>Volume</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
			<u>£1,800</u>

(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	
			<u>£579.00</u>	<u>£136.85</u>

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities**VERSION:** Joint working**CEO RESOURCE CALCULATION:****ON-STREET ENFORCEMENT CEOs**

Patrol hours required On -Street		517.00	CEO Hours/week
Travelling Time Estimate	No. of CEOs:	18.29	
	Hours/CEO/day:	0.4	43.89 CEO Hours/week
	Total Hours / week	560.89	
	Eff't CEO hrs/week	28.27	
Total FTE CEOs Required On-Street		19.84	

OFF-STREET CAR PARKS CEOs

Patrol hours required for Off-Street car parks		184.30	CEO Hours/week
Travelling Time Estimate	No. of CEOs:	6.52	
	Hours/CEO/day:	0.4	15.65 CEO Hours/week
	Total Hours / week	199.95	
	Eff't CEO hrs/week	28.27	
Total FTE CEOs Required Off-Street		7.07	
TOTAL FTE CEOs REQUIRED		26.91	

Workings for Calculation of Full Time Equivalent (FTE) CEOs Required**ON-STREET CEOs****Calculation of Absence Factor**

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

CEO Working Day & Effective Patrol Hours

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

OFF-STREET CEOs**Calculation of Absence Factor**

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

CEO Working Day & Effective Patrol Hours

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

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities

VERSION: Joint working

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	
Blaenau Gwent	50.00	28.27	1.77	47	47	84	42.00	3,521	1.35
Caerphilly	131.00	28.27	4.63	43	43	197	42.00	8,278	1.22
Monmouthshire	75.00	28.27	2.65	37	37	97	42.00	4,087	1.05
Newport City	172.00	28.27	6.08	41	41	249	42.00	10,462	1.17
Torfaen	89.00	28.27	3.15	38	38	118	42.00	4,967	1.07
Sub-Total	517.00								
Travelling Time Estimate	43.89	28.27	1.55	0	0	0	42.00	0	1.16
	560.89		19.84			746		31,314	75.7%

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	
Blaenau Gwent	0.00	28.27	0.00	0	0	0	42.00	0	
Caerphilly	63.10	28.27	2.23	32	32	71	42.00	2,972	0.91
Monmouthshire	72.20	28.27	2.55	33	33	84	42.00	3,508	0.93
Newport City	44.00	28.27	1.56	52	52	80	42.00	3,380	1.48
Torfaen	5.00	28.27	0.18	24	24	4	42.00	175	0.67
sub total	184.30								
Travelling Time Estimate	15.65	28.27	0.55	0	0	0	42.00	0	1.05
	199.95		7.07			239		10,034	24.3%

REMOVALS

TOTAL PCN PROJECTION:

41,348

On-street PCNs issued at HIGHER level:	% of On-street PCNs:	70%	21,920	53%
On-street PCNs issued at LOWER level:	% of On-street PCNs:	30%	9,394	23%
Off-street PCNs issued at HIGHER level:	% of Off-street PCNs:	7%	702	2%
Off-street PCNs issued at LOWER level:	% of Off-street PCNs:	93%	9,331	23%
			41,347	100%

PCNs issued at HIGHER level:	22,622	55%
PCNs issued at LOWER level:	18,725	45%
	41,347	100%

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities
VERSION: Joint working

CASH FLOW ANALYSIS**START-UP**

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

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	
	TOTAL:			0	0	0	0
MONTHLY ECN ISSUE	ECNs			0	0	0	0

MARGINAL REVENUE

ECNs REVENUE EXCLUDED	PER YEAR	(£287,200)			
ECNs REVENUE EXCLUDED	PER MONTH	(£23,933)			
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR	£793,734			
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH	£66,144	£0	£0	£0
PCNs FULL PAYMENT LEVEL	PER YEAR	£251,979			
PCNs FULL PAYMENT LEVEL	PER MONTH	£20,998	£0	£0	£0
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR	£75,594			
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH	£6,299	£0	£0	£0
	Per Year:	£834,107			
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	(£900,103)			
ONE-OFF SET-UP EXPENSES	PER MONTH	(£75,009)	£0	£0	(£75,009)
	ONE-OFF COST	(£38,897)	£0	£0	(£38,897)

MONTHLY SURPLUS / (DEFICIT)	£0	£0	(£113,906)	(£113,906)
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CUMULATIVE MONTHLY BALANCE	£0	£0	(£113,906)
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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:	Joint 2)
MODEL DATE:	16-Jul-17

CLIENT: Gwent Authorities
VERSION: Joint working

CASH FLOW ANALYSIS

FIRST 12 MONTHS OF OPERATION

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

MONTH NUMBER				1	2	3	4	5	6	7	8	9	10	11	12	12 MTHS
	START UP % OF PCNs ISSUED															
	Growth Rate	No. Growth Periods														
MONTHLY PCN ISSUE	ON-STREET	6%	6	1,840	1,950	2,067	2,191	2,322	2,462	2,609	2,609	2,609	2,609	2,609	2,609	2,609
	OFF-STREET	6%	0	836	836	836	836	836	836	836	836	836	836	836	836	836
	TOTAL:			2,676	2,786	2,903	3,027	3,159	3,298	3,446	3,446	3,446	3,446	3,446	3,446	38,522
MONTHLY ECN ISSUE	ECNs			0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE																
ECNs REVENUE EXCLUDED	PER YEAR		(£287,200)													
ECNs REVENUE EXCLUDED	PER MONTH		(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR		£793,734													
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH		£66,144	£51,365	£53,484	£55,730	£58,110	£60,634	£63,309	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144
PCNs FULL PAYMENT LEVEL	PER YEAR		£251,979													
PCNs FULL PAYMENT LEVEL	PER MONTH		£20,998	£16,306	£16,979	£17,692	£18,448	£19,249	£20,098	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR		£75,594													
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH		£6,299	£4,892	£5,094	£5,308	£5,534	£5,775	£6,029	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299
	Per Year:		£834,107													
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE															
ECNs	3 (RANGE 0 - 3)		£0	£0	£0	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£215,400)
DISCOUNT	1 (RANGE 0 - 2)		£0	£51,365	£53,484	£55,730	£58,110	£60,634	£63,309	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£673,354
NORMAL	2 (RANGE 0 - 3)		£0	£0	£16,306	£16,979	£17,692	£18,448	£19,249	£20,098	£20,998	£20,998	£20,998	£20,998	£20,998	£192,765
INCREMENTED	6 (RANGE 0 - 6)		£0	£0	£0	£0	£0	£0	£4,892	£5,094	£5,308	£5,534	£5,775	£6,029	£6,299	£32,632
TOTAL ECN / PCN PAYMENTS RECEIVED				£0	£51,365	£69,790	£48,775	£51,869	£55,148	£63,516	£67,403	£68,517	£68,744	£68,984	£69,239	£683,351
PERMITS																
NEW PERMIT ISSUE DISTRIBUTION				25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES																
NEW PERMIT ISSUE VOLUMES		0		0	0	0	0	0	0	0	0	0	0	0	0	0
PERMIT REVENUE																
NEW PERMIT ISSUE INCOME	PER YEAR	£0		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL PERMIT ISSUE PAYMENTS RECEIVED				£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY				£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£23,200
ON STREET CHARGING - ADDITIONAL REVENUE ONLY				£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE				£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS				£0	£0	£0	£0	£0	£0	£0	£0	£0	£6,839	£6,839	£6,839	£20,516
EXPENSES																
ADDITIONAL EXPENSES	START UP =	1														
	PER YEAR	(£900,103)														
ONE-OFF SET-UP EXPENSES	PER MONTH	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£900,103)
	ONE-OFF COST	(£38,897)														£0
MONTHLY SURPLUS / (DEFICIT)				(£73,075)	(£21,710)	(£3,285)	(£24,300)	(£21,206)	(£17,927)	(£9,559)	(£5,672)	(£4,558)	£2,507	£2,747	£3,002	(£173,036)
CUMULATIVE MONTHLY BALANCE				(£186,981)	(£208,691)	(£211,976)	(£236,276)	(£257,482)	(£275,409)	(£284,968)	(£290,640)	(£295,198)	(£292,691)	(£289,944)	(£286,942)	

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities
VERSION: Joint working

CASH FLOW ANALYSIS**SECOND 12 MONTHS OF OPERATION**

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

MONTH NUMBER				13	14	15	16	17	18	19	20	21	22	23	24	24 MTHS
	START UP % OF PCNs ISSUED															
	Growth Rate	No. Growth Periods														
MONTHLY PCN ISSUE	ON-STREET	6%	6	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	
	OFF-STREET	6%	0	836	836	836	836	836	836	836	836	836	836	836	836	
	TOTAL:			3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	41,347
MONTHLY ECN ISSUE	ECNs			0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE																
ECNs REVENUE EXCLUDED	PER YEAR		(£287,200)													
ECNs REVENUE EXCLUDED	PER MONTH		(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR		£793,734													
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH		£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	
PCNs FULL PAYMENT LEVEL	PER YEAR		£251,979													
PCNs FULL PAYMENT LEVEL	PER MONTH		£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR		£75,594													
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH		£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	
	Per Year:		£834,107													
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE															
ECNs	3 (RANGE 0 - 3)		(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£287,200)
DISCOUNT	1 (RANGE 0 - 2)		£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£793,734
NORMAL	2 (RANGE 0 - 3)		£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£251,979
INCREMENTED	6 (RANGE 0 - 6)		£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£75,594
TOTAL ECN / PCN PAYMENTS RECEIVED			£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£834,107
PERMITS																
NEW PERMIT ISSUE DISTRIBUTION			25%	10%	5%	0%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES																
NEW PERMIT ISSUE VOLUMES		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
PERMIT REVENUE																
NEW PERMIT ISSUE INCOME	PER YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
TOTAL PERMIT ISSUE PAYMENTS RECEIVED			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY			£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£23,200
ON STREET CHARGING - ADDITIONAL REVENUE ONLY			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS			£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£82,062
EXPENSES																
ADDITIONAL EXPENSES	START UP =	1														
	PER YEAR	(£900,103)														
	PER MONTH	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£75,009)	(£900,103)
ONE-OFF SET-UP EXPENSES	ONE-OFF COST	(£38,897)														£0
MONTHLY SURPLUS / (DEFICIT)			£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£3,272	£39,266
CUMULATIVE MONTHLY BALANCE			(£283,670)	(£280,397)	(£277,125)	(£273,853)	(£270,581)	(£267,309)	(£264,036)	(£260,764)	(£257,492)	(£254,220)	(£250,948)	(£247,676)		

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities
VERSION: Joint working

CASH FLOW ANALYSIS

THIRD 12 MONTHS OF OPERATION

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

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

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

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: *Gwent Authorities*

VERSION: **Joint working**
ALL ENFORCEMENT AND
ADMINISTRATION BY ONE GWENT AUTHORITY

MODEL OPTIONS SELECTED:**CIVIL ENFORCMENT OFFICER TIME ALLOCATION:**

If the CIVIL ENFORCMENT OFFICERS have duties which reduce the effective time they will spend enforcing the parking regulations, this will be reflected by a proportional split being entered for the Other Duties (Enforcement Duties will adjust automatically).

Actions: Enter required percentages under On-Street and/or Off-Street

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&D-1</i>	Refresh PCN Tables after Changing Selection	
<i>New P&D-1&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:	Joint 3)
MODEL DATE:	16-Jul-17

CLIENT: Gwent AuthoritiesVERSION: **Joint working**

**ALL ENFORCEMENT AND
ADMINISTRATION BY ONE GWENT AUTHORITY**

SUMMARY OF MARGINAL INCOME & EXPENDITURE

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

Notes:-

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

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

CLIENT: Gwent AuthoritiesVERSION: Joint workingSCHEDULE 1ON-STREET & OFF STREET PAYMENTSPCN ISSUE & PAYMENTS

Projected Number of PCNs	41,348	PCNs ISSUED	%PAID	PCNs PAID	% PAID BY BAND	VOLUME PAID	AMOUNT PAID	
Off-street PCN Higher Level	£70.00	702	75%	527	10%	70	£4,914	
50% Discount	£35.00				63%	442	£15,479	
50% Premium	£105.00				2%	14	£1,474	£21,867
Off-street PCN Lower Level	£50.00	9,331	75%	6,998	10%	933	£46,655	
50% Discount	£25.00				63%	5,879	£146,963	
50% Premium	£75.00				2%	187	£13,997	£207,615
On-street PCN Higher Level	£70.00	21,920	75%	16,440	10%	2,192	£153,440	
50% Discount	£35.00				63%	13,810	£483,336	
50% Premium	£105.00				2%	438	£46,032	£682,808
On-street PCN Lower Level	£50.00	9,394	75%	7,046	10%	939	£46,970	
50% Discount	£25.00				63%	5,918	£147,956	
50% Premium	£75.00				2%	188	£14,091	£209,017
		<u>41,347</u>	<u>75%</u>	<u>31,010</u>		<u>31,010</u>	<u>£1,121,307</u>	
								Off-street total: £229,482
								On-street Total: <u>£891,825</u>
								<u>£1,121,307</u>

CURRENT RECEIPTS

		Net ECN Value					
On-Street - 1	£20.00	£20.00	0	-	0	£0	
On-Street - 2	£40.00	£40.00		-	0	£0	
On-Street - 3	£0.00	£0.00		-	0	£0	
			<u>0.0%</u>				
Off-Street - 1	£30.00	£30.00	0	61.0%	0	£0	
Off-Street - 2	£60.00	£60.00		10.0%	0	£0	
Off-Street - 3	£40.00	£40.00		0.0%	0	£0	
			<u>0</u>	<u>0.0%</u>	<u>0</u>	<u>£287,200.00</u>	
TOTAL / MARGINAL RECEIPTS			<u>41,347</u>		<u>31,010</u>	<u>31,010</u>	<u>£834,107</u>

SCHEDULE 2PERMIT PAYMENTS

PERMIT 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
Permit - Doctor	0	0	0	£0	£0	£0
Permit - Resident	0	0	0	£0	£0	£0
Permit - Visitor	0	0	0	£0	£0	£0
Permit -	0	0	0	£0	£0	£0
TOTAL PERMITS	<u>0</u>	<u>0</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	£0	£0	£0	£0	
FREE CAR PARKS CHARGED	£0	£0	£0	£0	
VOL. INCREASE ONLY ON-STREET	£0	£0	£0	£0	
VOL. INCREASE ONLY OFF-STREET	£0	£0	£0	£23,200	0
TOTAL RECEIPTS				<u>£23,200</u>	

SCHEDULE 4PROCEEDS FROM COUNTY COURT & SUBSEQUENT ACTION

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities

VERSION: Joint working

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities

VERSION: Joint working

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			3.00	0.00	3.00	£22,000	£66,000		
TUPEd Supervisors			0.00	0.00	0.00	£0	£0		
Team Leaders			0.00	0.00	0.00	£0	£0		
CEOs		19.8	16.80	0.00	16.80	£18,500	£310,800		
TUPEd CEOs			0.00	0.00	0.00	£0	£0		
TOTAL STAFF / SALARY COSTS			19.80	0.00	19.80		£376,800	£0	£0
<u>OTHER STAFFING COSTS:</u>									
Salary Overhead Costs	Salary	30.0%					£113,040		
Accommodation Costs	Cost Per Head		19.8	0.0	19.8	£0	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		19.8	0.0	19.8	£579		£11,464	
Uniform Maintenance	Original Costs	50.0%					£5,732		
Initial Recruitment Costs	Estimate							£1,000	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	6.0		6.0	£400	£2,400		
Uniform Replacement Costs	New staff				6.0	£200	£1,200		
Uniform Stock Costs	Original Costs	0.0%						£0	
TOTAL OTHER STAFF COSTS							£122,372	£12,464	£0
<u>OFFICE EQUIPMENT</u>									
Office Equipment Set-up	Cost Per Manager / Supervisor		4.0	0.0	4.0	£600		£2,400	
Maintenance	Cost Per Head		21.0	0.0	21.0	£100	£2,100		
Radio base station			0.0	0.0	0.0	£550			£0
No. of Sets of Equipment for CEOs					20.0				
Personal video					21.0	£150			£3,150
Batteries & chargers					21.0	£0			£0
HHCT/ Android	HHCT+Case+printer				21.0	£2,950			£61,950
HHCT Software	Per HHC				20.0	£250			£5,000
HHCT Spares	Spares Holding %	5.0%			2.0	£2,950			£5,900
HHCT Chargers	Per Number of HHCT				20.0	£20			£400
Digital cameras	Per CEO				20.0	£0			£0
PCs (including software)			2.0	0.0	2.0	£340			£680
PC installation			2.0	0.0	2.0	£200		£400	
Printer			1.0	0.0	1.0	£250			£250
Equipment Lease	3 year lease rate per £1,000				Lease Period in Years (or 0) = 0	£0	£0		
Maintenance	Cost of Equipment	20.0%				£0	£15,416		
TOTAL EQUIPMENT COSTS							£17,516	£2,800	£77,330
<u>OTHER COSTS:</u>									
Tickets issued	Volume + % Spoilt	5.0%	32,880		32,880	£0.20	£6,576		
Telephone expense	Estimate						£0		
Stationery / Consumables	Estimate				19.8	£40.00	£792		
Training - Set-up	Cost Per Head - all staff		20	0	20	£750			£14,850
Training	Cost Per Head - all staff		20	0	20	£200	£3,960		
Private mileage	Essential car user allowance		-	-	-	£0.440	£0		
Car	Purchase		5	0	5	£10,000			£0
	Lease over 3 or 5 years				Lease Period in Years (or 0) = 5	£230	£11,500		
	Operating Costs		5	0	5	£4,113	£20,563		
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		1	0	1	£12,000			£0
	Lease over 3 or 5 years				Lease Period in Years (or 0) = 5	£230	£2,760		
	Operating Costs		1	0	1	£4,113	£4,113		
Departmental Overheads	% of Total Operating Costs	10.0%					£56,695		
TOTAL OTHER COSTS							£106,958	£0	£14,850
less cost to Police									
TOTAL ANNUAL EXPENSES / SET-UP COSTS							£623,646	£15,264	£92,180

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent AuthoritiesVERSION: Joint workingSCHEDULE 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		7.0	7.00	7.00	0.00	£18,500	£0		
TOTAL STAFF / SALARY COSTS			<u>7.00</u>	<u>7.00</u>	<u>0.00</u>		<u>£0</u>	<u>£0</u>	<u>£0</u>
<u>OTHER STAFFING COSTS:</u>									
Salary Overhead Costs	Salary	30.0%					£0		
Accommodation Costs	Cost Per Head		7.0	7.0	0.0	£1,250	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		7.0	7.0	0.0	£579		£4,053	
Uniform Maintenance	Original Costs	50.0%					£2,027		
Initial Recruitment Costs	Estimate							£0	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	2.0		2.0	£250	£500		
Uniform Replacement Costs	New staff				2.0	£200	£400		
Uniform Stock Costs	Original Costs	0.0%						£0	
TOTAL OTHER STAFF COSTS							<u>£2,927</u>	<u>£4,053</u>	<u>£0</u>
<u>OFFICE EQUIPMENT</u>									
Office Equipment Set-up	Cost Per Manager / Supervisor		7.0	0.0	7.0	£600		£4,200	
Maintenance	Cost Per Head		7.0	0.0	7.0	£100	£700		
Radio base station			0.0	0.0	0.0	£550			£0
No. of Sets of Equipment for CEOs					7.0				
Personal video					7.0	£150			£1,050
Batteries & chargers					0.0	£0			£0
HHCT/ Android	HHCT+Case+printer				7.0	£2,950			£20,650
HHCT Software	Per HHC				7.0	£250			£1,750
HHCT Spares	Spares Holding %	5.0%			0.0	£2,950			£0
HHCT Chargers	Per Number of HHCT				7.0	£20			£140
Digital cameras	Per CEO				7.0	£0			£0
PCs (including software)			0.0	0.0	0.0	£340			£0
PC Installation			0.0	0.0	0.0	£200		£0	
Printer			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		
Maintenance	Cost of Equipment	20.0%				£0	£4,718		
TOTAL EQUIPMENT COSTS							<u>£5,418</u>	<u>£4,200</u>	<u>£23,590</u>
<u>OTHER COSTS:</u>									
Tickets issued	Volume + % Spoilt	5.0%	10,535		10,535	£0.20	£2,107		
Telephone expense	Estimate						£0		
Stationery / Consumables	Estimate				0.0	£40.00	£0		
Training - Set-up	Cost Per Head - all staff		7	0	7	£750		£5,250	
Training	Cost Per Head - all staff		7	0	7	£200	£1,400		
Private mileage	Essential car user allowance		-	-	-	£0.440	£0		
Car	Purchase		2	2	0	£10,000			£0
	Lease over 3 or 5 years				Lease Period in Years (or 0) =	£230	£0		
	Operating Costs		2	2	0	£4,113	£0		
CEO Scooters	Purchase		0	0	0	£2,500			£0
	Lease over 3 or 5 years				Lease Period in Years (or 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		
	Operating Costs		0	0	0	£4,113	£0		
Departmental Overheads	% of Total Operating Costs	10.0%					£1,185		
TOTAL OTHER COSTS							<u>£4,692</u>	<u>£5,250</u>	<u>£0</u>
									<u>£0</u>
TOTAL ANNUAL EXPENSES / SET-UP COSTS							<u>£13,037</u>	<u>£13,503</u>	<u>£23,590</u>

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities

VERSION: Joint working

SCHEDULE 8

TICKET & PERMIT PROCESSING

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities**VERSION: Joint working****ADDITIONAL WORKINGS****(AW01) PAYMENTS BY LOCATION:**

	%	NUMBER	VALUE
MAILED PAYMENTS	40%	12,404	£448,519
TELEPHONE PAYMENTS	25%	7,753	£280,342
INTERNET PAYMENTS	35%	10,854	£392,472
TOTAL PAYMENTS		31,011	
AVERAGE PAYMENT VALUE		£36.16	

(AW02) PAYMENT DISTRIBUTION BY TIME OF PAYMENT

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

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

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

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

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

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent AuthoritiesVERSION: Joint working(AW05) ESTABLISHMENT

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

(AW06) VEHICLE USAGE COSTS

<u>Item</u>	<u>Car/MPV Costs</u>		
	<u>Volume</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
			<u>£4,113</u>

<u>Item</u>	<u>Scooter Costs</u>		
	<u>Volume</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
			<u>£1,800</u>

(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	
			<u>£579.00</u>	<u>£136.85</u>

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities**VERSION: Joint working****CEO RESOURCE CALCULATION:****ON-STREET ENFORCEMENT CEOs**

Patrol hours required On -Street		517.00	CEO Hours/week
Travelling Time Estimate	No. of CEOs:	18.29	
	Hours/CEO/day:	0.4	43.89 CEO Hours/week
	Total Hours / week	560.89	
	Eff't CEO hrs/week	28.27	
Total FTE CEOs Required On-Street		19.84	

OFF-STREET CAR PARKS CEOs

Patrol hours required for Off-Street car parks		184.30	CEO Hours/week
Travelling Time Estimate	No. of CEOs:	6.52	
	Hours/CEO/day:	0.4	15.65 CEO Hours/week
	Total Hours / week	199.95	
	Eff't CEO hrs/week	28.27	
Total FTE CEOs Required Off-Street		7.07	
TOTAL FTE CEOs REQUIRED		26.91	

Workings for Calculation of Full Time Equivalent (FTE) CEOs Required**ON-STREET CEOs****Calculation of Absence Factor**

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

CEO Working Day & Effective Patrol Hours

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

OFF-STREET CEOs**Calculation of Absence Factor**

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

CEO Working Day & Effective Patrol Hours

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

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent AuthoritiesVERSION: Joint working**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	
Blaenau Gwent	50.00	28.27	1.77	47	47	84	42.00	3,521	1.35
Caerphilly	131.00	28.27	4.63	43	43	197	42.00	8,278	1.22
Monmouthshire	75.00	28.27	2.65	37	37	97	42.00	4,087	1.05
Newport City	172.00	28.27	6.08	41	41	249	42.00	10,462	1.17
Torfaen	89.00	28.27	3.15	38	38	118	42.00	4,967	1.07
Sub-Total	517.00								
Travelling Time Estimate	43.89	28.27	1.55	0	0	0	42.00	0	1.16
	560.89		19.84			746		31,314	75.7%

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	
Blaenau Gwent	0.00	28.27	0.00	0	0	0	42.00	0	
Caerphilly	63.10	28.27	2.23	32	32	71	42.00	2,972	0.91
Monmouthshire	72.20	28.27	2.55	33	33	84	42.00	3,508	0.93
Newport City	44.00	28.27	1.56	52	52	80	42.00	3,380	1.48
Torfaen	5.00	28.27	0.18	24	24	4	42.00	175	0.67
sub total	184.30								
Travelling Time Estimate	15.65	28.27	0.55	0	0	0	42.00	0	1.05
	199.95		7.07			239		10,034	24.3%

REMOVALS**TOTAL PCN PROJECTION:****41,348**

On-street PCNs issued at HIGHER level:	% of On-street PCNs:	70%	21,920	53%
On-street PCNs issued at LOWER level:	% of On-street PCNs:	30%	9,394	23%
Off-street PCNs issued at HIGHER level:	% of Off-street PCNs:	7%	702	2%
Off-street PCNs issued at LOWER level:	% of Off-street PCNs:	93%	9,331	23%
			41,347	100%

PCNs issued at HIGHER level:	22,622	55%
PCNs issued at LOWER level:	18,725	45%
	41,347	100%

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities
VERSION: Joint working

CASH FLOW ANALYSIS**START-UP**

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

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	
	TOTAL:			0	0	0	0
MONTHLY ECN ISSUE	ECNs			0	0	0	0

MARGINAL REVENUE

ECNs REVENUE EXCLUDED	PER YEAR	(£287,200)			
ECNs REVENUE EXCLUDED	PER MONTH	(£23,933)			
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR	£793,734			
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH	£66,144	£0	£0	£0
PCNs FULL PAYMENT LEVEL	PER YEAR	£251,979			
PCNs FULL PAYMENT LEVEL	PER MONTH	£20,998	£0	£0	£0
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR	£75,594			
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH	£6,299	£0	£0	£0
	Per Year:	£834,107			
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE				
ECNs	3 (RANGE 0 - 3)	£0	£0	£0	£0
DISCOUNT	1 (RANGE 0 - 2)	£0	£0	£0	£0
NORMAL	2 (RANGE 0 - 3)	£0	£0	£0	£0
INCREMENTED	6 (RANGE 0 - 6)	£0	£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	(£820,672)			
ONE-OFF SET-UP EXPENSES	PER MONTH	(£68,389)	£0	£0	(£68,389)
	ONE-OFF COST	(£44,377)	£0	£0	(£44,377)

MONTHLY SURPLUS / (DEFICIT)	£0	£0	(£112,767)	(£112,767)
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CUMULATIVE MONTHLY BALANCE	£0	£0	(£112,767)
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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:	Joint 3)
MODEL DATE:	16-Jul-17

CLIENT: Gwent Authorities
VERSION: Joint working

CASH FLOW ANALYSIS

FIRST 12 MONTHS OF OPERATION

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

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

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities
VERSION: Joint working

CASH FLOW ANALYSIS

SECOND 12 MONTHS OF OPERATION

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

MONTH NUMBER				13	14	15	16	17	18	19	20	21	22	23	24	24 MTHS
	START UP % OF PCNs ISSUED															
	Growth Rate	No. Growth Periods														
MONTHLY PCN ISSUE	ON-STREET	6%	6	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	
	OFF-STREET	6%	0	836	836	836	836	836	836	836	836	836	836	836	836	
	TOTAL:			3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	41,347
MONTHLY ECN ISSUE	ECNs			0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE																
ECNs REVENUE EXCLUDED	PER YEAR		(£287,200)													
ECNs REVENUE EXCLUDED	PER MONTH		(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR		£793,734													
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH		£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	
PCNs FULL PAYMENT LEVEL	PER YEAR		£251,979													
PCNs FULL PAYMENT LEVEL	PER MONTH		£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR		£75,594													
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH		£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	
	Per Year:		£834,107													
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE															
ECNs	3 (RANGE 0 - 3)		(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£287,200)
DISCOUNT	1 (RANGE 0 - 2)		£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£793,734
NORMAL	2 (RANGE 0 - 3)		£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£251,979
INCREMENTED	6 (RANGE 0 - 6)		£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£75,594
TOTAL ECN / PCN PAYMENTS RECEIVED			£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£834,107
PERMITS																
NEW PERMIT ISSUE DISTRIBUTION			25%	10%	5%	0%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES																
NEW PERMIT ISSUE VOLUMES		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PERMIT REVENUE																
NEW PERMIT ISSUE INCOME	PER YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL PERMIT ISSUE PAYMENTS RECEIVED			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY			£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£23,200
ON STREET CHARGING - ADDITIONAL REVENUE ONLY			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS			£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£82,062
EXPENSES																
ADDITIONAL EXPENSES	START UP =	1														
	PER YEAR	(£820,672)														
	PER MONTH	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£820,672)
ONE-OFF SET-UP EXPENSES	ONE-OFF COST	(£44,377)														£0
MONTHLY SURPLUS / (DEFICIT)			£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£118,697
CUMULATIVE MONTHLY BALANCE			(£196,480)	(£186,589)	(£176,698)	(£166,806)	(£156,915)	(£147,023)	(£137,132)	(£127,241)	(£117,349)	(£107,458)	(£97,566)	(£87,675)		

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities
VERSION: Joint working

CASH FLOW ANALYSIS

THIRD 12 MONTHS OF OPERATION

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

MONTH NUMBER			25	26	27	28	29	30	31	32	33	34	35	36	36 MTHS
	START UP % OF PCNs ISSUED														
	Growth Rate	No. Growth Periods													
MONTHLY PCN ISSUE	ON-STREET	6%	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	
	OFF-STREET	6%	836	836	836	836	836	836	836	836	836	836	836	836	
	TOTAL:		3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	41,347
MONTHLY ECN ISSUE	ECNs		0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE															
ECNs REVENUE EXCLUDED	PER YEAR	(£287,200)													
ECNs REVENUE EXCLUDED	PER MONTH	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR	£793,734													
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	
PCNs FULL PAYMENT LEVEL	PER YEAR	£251,979													
PCNs FULL PAYMENT LEVEL	PER MONTH	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR	£75,594													
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	
	Per Year:	£834,107													
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE														
ECNs	3 (RANGE 0 - 3)		(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£287,200)
DISCOUNT	1 (RANGE 0 - 2)		£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£66,144	£793,734
NORMAL	2 (RANGE 0 - 3)		£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£20,998	£251,979
INCREMENTED	6 (RANGE 0 - 6)		£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£6,299	£75,594
TOTAL ECN / PCN PAYMENTS RECEIVED			£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£69,509	£834,107
PERMITS															
NEW PERMIT ISSUE DISTRIBUTION			25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES															
NEW PERMIT ISSUE VOLUMES		0	0	0	0	0	0	0	0	0	0	0	0	0	
PERMIT REVENUE															
NEW PERMIT ISSUE INCOME	PER YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
TOTAL PERMIT ISSUE PAYMENTS RECEIVED			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY			£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£23,200
ON STREET CHARGING - ADDITIONAL REVENUE ONLY			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS			£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£6,839	£82,062
EXPENSES															
ADDITIONAL EXPENSES	START UP =	1													
	PER YEAR	(£820,672)													
	PER MONTH	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£68,389)	(£820,672)
ONE-OFF SET-UP EXPENSES	ONE-OFF COST	(£44,377)													£0
MONTHLY SURPLUS / (DEFICIT)			£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£9,891	£118,697
CUMULATIVE MONTHLY BALANCE			(£77,784)	(£67,892)	(£58,001)	(£48,109)	(£38,218)	(£28,327)	(£18,435)	(£8,544)	£1,348	£11,239	£21,130	£31,022	

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

APPENDIX E Joint working financial model J4. All enforcement and administration provided by outsourcing to a contractor.

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: *Gwent Authorities*

VERSION: Joint working J4
**ALL ENFORCEMENT AND
 ADMINISTRATION BY ONE EXTERNAL CONTRACTOR**

MODEL OPTIONS SELECTED:**CIVIL ENFORCEMENT OFFICER TIME ALLOCATION:**

If the CIVIL ENFORCEMENT 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&D-1</i>	Refresh PCN Tables after Changing Selection	
<i>New P&D-1&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:	Joint 4)
MODEL DATE:	16-Jul-17

CLIENT: *Gwent Authorities*

VERSION: **Joint working** J4
 ALL ENFORCEMENT AND
 ADMINISTRATION BY ONE EXTERNAL CONTRACTOR

SUMMARY OF MARGINAL INCOME & EXPENDITURE

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

Notes:-

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

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

CLIENT: Gwent Authorities

VERSION: Joint working

SCHEDULE 1

ON-STREET & OFF STREET PAYMENTS

PCN ISSUE & PAYMENTS

Projected Number of PCNs	41,338	PCNs ISSUED	%PAID	PCNs PAID	% PAID BY BAND	VOLUME PAID	AMOUNT PAID	
Off-street PCN Higher Level	£70.00	702	75%	527	10%	70	£4,914	
50% Discount	£35.00				63%	442	£15,479	
50% Premium	£105.00				2%	14	£1,474	£21,867
Off-street PCN Lower Level	£50.00	9,330	75%	6,998	10%	933	£46,650	
50% Discount	£25.00				63%	5,878	£146,948	
50% Premium	£75.00				2%	187	£13,995	£207,593
On-street PCN Higher Level	£70.00	21,914	75%	16,436	10%	2,191	£153,398	
50% Discount	£35.00				63%	13,806	£483,204	
50% Premium	£105.00				2%	438	£46,019	£682,621
On-street PCN Lower Level	£50.00	9,392	75%	7,044	10%	939	£46,960	
50% Discount	£25.00				63%	5,917	£147,924	
50% Premium	£75.00				2%	188	£14,088	£208,972
		<u>41,338</u>	<u>75%</u>	<u>31,004</u>		<u>31,004</u>	<u>£1,121,053</u>	
								Off-street total: £229,460
								On-street Total: £891,593
								<u>£1,121,053</u>

CURRENT RECEIPTS

		Net ECN Value					
On-Street - 1	£20.00	£20.00	0	-	0	£0	
On-Street - 2	£40.00	£40.00		-	0	£0	
On-Street - 3	£0.00	£0.00		-	0	£0	
				<u>0.0%</u>			
Off-Street - 1	£30.00	£30.00	0	61.0%	0	£0	
Off-Street - 2	£60.00	£60.00		10.0%	0	£0	
Off-Street - 3	£40.00	£40.00		0.0%	0	£0	
			<u>0</u>	<u>0.0%</u>	<u>0</u>	<u>£287,200.00</u>	
TOTAL / MARGINAL RECEIPTS			<u>41,338</u>		<u>31,004</u>	<u>31,004</u>	<u>£833,853</u>

SCHEDULE 2

PERMIT PAYMENTS

PERMIT 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
Permit - Doctor	0	0	0	£0	£0	£0
Permit - Resident	0	0	0	£0	£0	£0
Permit - Visitor	0	0	0	£0	£0	£0
Permit -	0	0	0	£0	£0	£0
TOTAL PERMITS	<u>0</u>	<u>0</u>	<u>0</u>			<u>£0</u>

SCHEDULE 3

PAY & 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	£0	£0	£0	£0
FREE CAR PARKS CHARGED	£0	£0	£0	£0
VOL. INCREASE ONLY ON-STREET	£0	£0	£0	£0
VOL. INCREASE ONLY OFF-STREET	£0	£0	£0	£23,200
TOTAL RECEIPTS				<u>£23,200</u>

SCHEDULE 4

PROCEEDS FROM COUNTY COURT & SUBSEQUENT ACTION

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities

VERSION: Joint working

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent AuthoritiesVERSION: Joint working

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			2.00	2.00	0.00	£22,000	£0		
TUPEd Supervisors			0.00	0.00	0.00	£0	£0		
Team Leaders			0.00	0.00	0.00	£0	£0		
CEOs		13.2	11.20	11.20	0.00	£18,500	£0		
TUPEd CEOs			0.00	0.00	0.00	£0	£0		
TOTAL STAFF / SALARY COSTS			13.20	13.20	0.00		£0	£0	£0
<u>OTHER STAFFING COSTS:</u>									
Salary Overhead Costs	Salary	32.7%					£0		
Accommodation Costs	Cost Per Head		13.2	13.2	0.0	£0	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		13.2	13.2	0.0	£579		£0	
Uniform Maintenance	Original Costs	50.0%					£0		
Initial Recruitment Costs	Estimate							£0	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	0.0		0.0	£400	£0		
Uniform Replacement Costs	New staff				0.0	£200	£0		
Uniform Stock Costs	Original Costs	0.0%						£0	
TOTAL OTHER STAFF COSTS							£0	£0	£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					14.0				
Personal video					0.0	£150			£0
Batteries & chargers					0.0	£0			£0
HHCT/ Android	HHCT+Case+printer				0.0	£2,950			£0
HHCT Software	Per HHC				0.0	£250			£0
HHCT Spares	Spares Holding %	5.0%			0.0	£2,950			£0
HHCT Chargers	Per Number of HHCT				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				Lease Period in Years (or 0) = 0	£0	£0		
Maintenance	Cost of Equipment	20.0%				£0	£0		
TOTAL EQUIPMENT COSTS							£0	£0	£0
<u>OTHER COSTS:</u>									
Tickets issued	Volume + % Spoilt	5.0%	32,871		32,871	£0.00	£0		
Telephone expense	Estimate						£0		
Stationery / Consumables	Estimate				0.0	£40.00	£0		
Training - Set-up	Cost Per Head - all staff		0	0	0	£750			£0
Training	Cost Per Head - all staff		0	0	0	£200	£0		
Private mileage	Essential car user allowance		-	-	-	£0.440	£0		
Car	Purchase		0	0	0	£10,000			£0
	Lease over 3 or 5 years				Lease Period in Years (or 0) = 5	£230	£0		
	Operating Costs		5	0	5	£6,176	£30,880		
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		1	0	1	£12,000			£12,000
	Lease over 3 or 5 years				Lease Period in Years (or 0) = 0	£0	£0		
	Operating Costs		1	0	1	£6,176	£6,176		
Departmental Overheads	% of Total Operating Costs	0.0%					£0		
TOTAL OTHER COSTS							£37,056	£0	£12,000
cost of enforcement at soft market testing rates			hours	28808		£17.50	£ 504,140		
TOTAL ANNUAL EXPENSES / SET-UP COSTS							£541,196	£0	£12,000

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities

VERSION: Joint working

SCHEDULE 7

OFF 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		4.7	0.00	7.00	-7.00	£17,800	(£124,600)		
TOTAL STAFF / SALARY COSTS			0.00	7.00	-7.00		(£124,600)	£0	£0
<u>OTHER STAFFING COSTS:</u>									
Salary Overhead Costs	Salary	30.0%					(£37,380)		
Accommodation Costs	Cost Per Head		0.0	0.0	0.0	£1,250	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		0.0	7.0	0.0	£579		£0	
Uniform Maintenance	Original Costs	50.0%					£0		
Initial Recruitment Costs	Estimate							£0	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	0.0		0.0	£250	£0		
Uniform Replacement Costs	New staff				0.0	£200	£0		
Uniform Stock Costs	Original Costs	0.0%						£0	
TOTAL OTHER STAFF COSTS							(£37,380)	£0	£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					0.0				
Personal video					0.0	£150			£0
Batteries & chargers					0.0	£0			£0
HHCT/ Android	HHCT+Case+printer				0.0	£2,950			£0
HHCT Software	Per HHC				0.0	£250			£0
HHCT Spares	Spares Holding %	5.0%			0.0	£2,950			£0
HHCT Chargers	Per Number of HHCT				0.0	£20			£0
Digital cameras	Per CEO				0.0	£0			£0
PCs (including software)			0.0	0.0	0.0	£340			£0
PC Installation			0.0	0.0	0.0	£200		£0	
Printer			0.0	0.0	0.0	£250			£0
Equipment Lease	3 year lease rate per £1,000				0	£0	£0		
Maintenance	Cost of Equipment	20.0%				£0	£0		
TOTAL EQUIPMENT COSTS							£0	£0	£0
<u>OTHER COSTS:</u>									
Tickets issued	Volume + % Spoilt	5.0%	10,534		10,534	£0.00	£0		
Telephone expense	Estimate						£0		
Stationery / Consumables	Estimate				-7.0	£40.00	(£280)		
Training - Set-up	Cost Per Head - all staff		0	0	0	£750		£0	
Training	Cost Per Head - all staff		0	0	0	£200	£0		
Private mileage	Essential car user allowance		-	-	-	£0.440	£0		
Car	Purchase		0	0	0	£10,000			£0
	Lease over 3 or 5 years				0	£0	£0		
	Lease Period in Years (or 0) =				0				
	Operating Costs		2	0	2	£6,176	£12,352		
CEO Scooters	Purchase		0	0	0	£2,500			£0
	Lease over 3 or 5 years				0	£0	£0		
	Lease Period in Years (or 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		
	Lease Period in Years (or 0) =				0				
	Operating Costs		0	0	0	£4,113	£0		
Departmental Overheads	% of Total Operating Costs	0.0%					£0		
TOTAL OTHER COSTS							£12,072	£0	£0
cost of enforcement at soft market testing rates			hours	9932		£17.50	£ 173,810		
TOTAL ANNUAL EXPENSES / SET-UP COSTS							£23,902	£0	£0

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities

VERSION: Joint working

SCHEDULE 8

TICKET & PERMIT PROCESSING

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent AuthoritiesVERSION: Joint working**ADDITIONAL WORKINGS****(AW01) PAYMENTS BY LOCATION:**

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

(AW02) PAYMENT DISTRIBUTION BY TIME OF PAYMENT

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

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

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

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

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

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent AuthoritiesVERSION: Joint working(AW05) ESTABLISHMENT

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

(AW06) VEHICLE USAGE COSTS

<u>Item</u>	<u>Car/MPV Costs</u>		
	<u>Volume</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
			<u>£4,113</u>

<u>Item</u>	<u>Scooter Costs</u>		
	<u>Volume</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
			<u>£1,800</u>

(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	
			<u>£579.00</u>	<u>£136.85</u>

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities

VERSION: Joint working

CEO RESOURCE CALCULATION:

ON-STREET ENFORCEMENT CEOs

Patrol hours required On -Street		517.00	CEO Hours/week
Travelling Time Estimate	No. of CEOs:	12.31	
	Hours/CEO/day:	0.5	36.93 CEO Hours/week
	Total Hours / week	553.93	
	Eff't CEO hrs/week	42.00	
Total FTE CEOs Required On-Street		13.19	

OFF-STREET CAR PARKS CEOs

Patrol hours required for Off-Street car parks		184.30	CEO Hours/week
Travelling Time Estimate	No. of CEOs:	4.39	
	Hours/CEO/day:	0.5	13.16 CEO Hours/week
	Total Hours / week	197.46	
	Eff't CEO hrs/week	42.00	
Total FTE CEOs Required Off-Street		4.70	
TOTAL FTE CEOs REQUIRED		17.89	

Workings for Calculation of Full Time Equivalent (FTE) CEOs Required

ON-STREET CEOs

Calculation of Absence Factor

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

CEO Working Day & Effective Patrol Hours

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

OFF-STREET CEOs

Calculation of Absence Factor

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

CEO Working Day & Effective Patrol Hours

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

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent AuthoritiesVERSION: Joint working**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	
Blaenau Gwent	50.00	42.00	1.19	57	57	68	52.00	3,522	1.35
Caerphilly	131.00	42.00	3.12	51	51	159	52.00	8,272	1.21
Monmouthshire	75.00	42.00	1.79	44	44	79	52.00	4,086	1.05
Newport City	172.00	42.00	4.10	49	49	201	52.00	10,456	1.17
Torfaen	89.00	42.00	2.12	45	45	96	52.00	4,970	1.07
Sub-Total	517.00								
Travelling Time Estimate	36.93	42.00	0.88	0	0	0	52.00	0	1.16
	553.93		13.19			602		31,305	75.7%

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	
Blaenau Gwent	0.00	42.00	0.00	0	0	0	52.00	0	
Caerphilly	63.10	42.00	1.50	38	38	57	52.00	2,977	0.91
Monmouthshire	72.20	42.00	1.72	39	39	67	52.00	3,504	0.93
Newport City	44.00	42.00	1.05	62	62	65	52.00	3,378	1.48
Torfaen	5.00	42.00	0.12	28	28	3	52.00	175	0.67
sub total	184.30								
Travelling Time Estimate	13.16	42.00	0.31	0	0	0	52.00	0	1.05
	197.46		4.70			193		10,033	24.3%

REMOVALS**TOTAL PCN PROJECTION:****41,338**

On-street PCNs issued at HIGHER level:	% of On-street PCNs:	70%	21,914	53%
On-street PCNs issued at LOWER level:	% of On-street PCNs:	30%	9,392	23%
Off-street PCNs issued at HIGHER level:	% of Off-street PCNs:	7%	702	2%
Off-street PCNs issued at LOWER level:	% of Off-street PCNs:	93%	9,330	23%
			41,338	100%

PCNs issued at HIGHER level:	22,616	55%
PCNs issued at LOWER level:	18,722	45%
	41,338	100%

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities
VERSION: Joint working

CASH FLOW ANALYSIS**START-UP**

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

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
	TOTAL:			0	0	0
MONTHLY ECN ISSUE	PCNs			0	0	0
	ECNs			0	0	0

MARGINAL REVENUE

ECNs REVENUE EXCLUDED	PER YEAR	(£287,200)			
ECNs REVENUE EXCLUDED	PER MONTH	(£23,933)			
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR	£793,554			
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH	£66,130	£0	£0	£0
PCNs FULL PAYMENT LEVEL	PER YEAR	£251,922			
PCNs FULL PAYMENT LEVEL	PER MONTH	£20,994	£0	£0	£0
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR	£75,577			
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH	£6,298	£0	£0	£0
	Per Year:	£833,853			
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE				
ECNs	3 (RANGE 0 - 3)	£0	£0	£0	£0
DISCOUNT	1 (RANGE 0 - 2)	£0	£0	£0	£0
NORMAL	2 (RANGE 0 - 3)	£0	£0	£0	£0
INCREMENTED	6 (RANGE 0 - 6)	£0	£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	£0	£0	£0	£0
ON STREET CHARGING - ADDITIONAL REVENUE ONLY	£0	£0	£0	£0
CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS	£0	£0	£0	£0

EXPENSES

ADDITIONAL EXPENSES	START UP =	1			
	PER YEAR	(£733,939)			
ONE-OFF SET-UP EXPENSES	PER MONTH	(£61,162)	£0	£0	(£61,162)
	ONE-OFF COST	(£9,410)	£0	£0	(£9,410)

MONTHLY SURPLUS / (DEFICIT)	£0	£0	(£70,572)	(£70,572)
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CUMULATIVE MONTHLY BALANCE	£0	£0	(£70,572)
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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:	Joint 4)
MODEL DATE:	16-Jul-17

CLIENT: Gwent Authorities
VERSION: Joint working

CASH FLOW ANALYSIS

FIRST 12 MONTHS OF OPERATION

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

MONTH NUMBER				1	2	3	4	5	6	7	8	9	10	11	12	12 MTHS
	START UP % OF PCNs ISSUED															
	Growth Rate	No. Growth Periods														
MONTHLY PCN ISSUE	ON-STREET	6%	6	1,839	1,949	2,066	2,190	2,322	2,461	2,609	2,609	2,609	2,609	2,609	2,609	2,609
	OFF-STREET	6%	0	836	836	836	836	836	836	836	836	836	836	836	836	836
	TOTAL:			2,675	2,785	2,902	3,026	3,158	3,297	3,445	3,445	3,445	3,445	3,445	3,445	38,514
MONTHLY ECN ISSUE	ECNs			0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE																
ECNs REVENUE EXCLUDED	PER YEAR		(£287,200)													
ECNs REVENUE EXCLUDED	PER MONTH		(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR		£793,554													
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH		£66,130	£51,354	£53,472	£55,718	£58,098	£60,621	£63,295	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130
PCNs FULL PAYMENT LEVEL	PER YEAR		£251,922													
PCNs FULL PAYMENT LEVEL	PER MONTH		£20,994	£16,303	£16,975	£17,688	£18,444	£19,245	£20,094	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR		£75,577													
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH		£6,298	£4,891	£5,093	£5,306	£5,533	£5,773	£6,028	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298
	Per Year:		£833,853													
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE															
ECNs	3 (RANGE 0 - 3)		£0	£0	£0	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£215,400)
DISCOUNT	1 (RANGE 0 - 2)		£0	£51,354	£53,472	£55,718	£58,098	£60,621	£63,295	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£673,204
NORMAL	2 (RANGE 0 - 3)		£0	£0	£16,303	£16,975	£17,688	£18,444	£19,245	£20,094	£20,994	£20,994	£20,994	£20,994	£20,994	£192,722
INCREMENTED	6 (RANGE 0 - 6)		£0	£0	£0	£0	£0	£0	£4,891	£5,093	£5,306	£5,533	£5,773	£6,028	£6,298	£32,624
TOTAL ECN / PCN PAYMENTS RECEIVED			£0	£51,354	£69,775	£48,760	£51,852	£55,131	£63,497	£67,382	£68,496	£68,723	£68,963	£69,218	£683,151	
PERMITS																
NEW PERMIT ISSUE DISTRIBUTION				25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES																
NEW PERMIT ISSUE VOLUMES		0		0	0	0	0	0	0	0	0	0	0	0	0	0
PERMIT REVENUE																
NEW PERMIT ISSUE INCOME	PER YEAR	£0		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL PERMIT ISSUE PAYMENTS RECEIVED				£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY				£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£23,200
ON STREET CHARGING - ADDITIONAL REVENUE ONLY				£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE				£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS				£0	£0	£0	£0	£0	£0	£0	£0	£0	£6,837	£6,837	£6,837	£20,511
EXPENSES																
ADDITIONAL EXPENSES	START UP =	1														
	PER YEAR	(£733,939)														
ONE-OFF SET-UP EXPENSES	PER MONTH	(£61,162)		(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£733,939)
	ONE-OFF COST	(£9,410)														£0
MONTHLY SURPLUS / (DEFICIT)				(£59,228)	(£7,874)	£10,547	(£10,469)	(£7,376)	(£4,097)	£4,269	£8,154	£9,268	£16,331	£16,572	£16,826	(£7,077)
CUMULATIVE MONTHLY BALANCE				(£129,800)	(£137,674)	(£127,127)	(£137,596)	(£144,972)	(£149,069)	(£144,800)	(£136,646)	(£127,378)	(£111,047)	(£94,475)	(£77,649)	

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities
VERSION: Joint working

CASH FLOW ANALYSIS

SECOND 12 MONTHS OF OPERATION

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

MONTH NUMBER				13	14	15	16	17	18	19	20	21	22	23	24	24 MTHS
	START UP % OF PCNs ISSUED															
	Growth Rate	No. Growth Periods														
MONTHLY PCN ISSUE	ON-STREET	6%	6	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	
	OFF-STREET	6%	0	836	836	836	836	836	836	836	836	836	836	836	836	
	TOTAL:			3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	41,338
MONTHLY ECN ISSUE	ECNs			0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE																
ECNs REVENUE EXCLUDED	PER YEAR		(£287,200)													
ECNs REVENUE EXCLUDED	PER MONTH		(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR		£793,554													
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH		£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	
PCNs FULL PAYMENT LEVEL	PER YEAR		£251,922													
PCNs FULL PAYMENT LEVEL	PER MONTH		£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR		£75,577													
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH		£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	
	Per Year:		£833,853													
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE															
ECNs	3 (RANGE 0 - 3)		(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£287,200)
DISCOUNT	1 (RANGE 0 - 2)		£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£793,554
NORMAL	2 (RANGE 0 - 3)		£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£251,922
INCREMENTED	6 (RANGE 0 - 6)		£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£75,577
TOTAL ECN / PCN PAYMENTS RECEIVED			£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£833,853
PERMITS																
NEW PERMIT ISSUE DISTRIBUTION			25%	10%	5%	0%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES																
NEW PERMIT ISSUE VOLUMES		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
PERMIT REVENUE																
NEW PERMIT ISSUE INCOME	PER YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
TOTAL PERMIT ISSUE PAYMENTS RECEIVED			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY			£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£23,200
ON STREET CHARGING - ADDITIONAL REVENUE ONLY			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS			£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£82,043
EXPENSES																
ADDITIONAL EXPENSES	START UP =	1														
	PER YEAR	(£733,939)														
ONE-OFF SET-UP EXPENSES	PER MONTH	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£733,939)
	ONE-OFF COST	(£9,410)														£0
MONTHLY SURPLUS / (DEFICIT)			£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£205,157
CUMULATIVE MONTHLY BALANCE			(£60,552)	(£43,456)	(£26,359)	(£9,263)	£7,833	£24,930	£42,026	£59,123	£76,219	£93,316	£110,412	£127,508		

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

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

CLIENT: Gwent Authorities
VERSION: Joint working

CASH FLOW ANALYSIS

THIRD 12 MONTHS OF OPERATION

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

MONTH NUMBER			25	26	27	28	29	30	31	32	33	34	35	36	36 MTHS
	START UP % OF PCNs ISSUED														
	Growth Rate	No. Growth Periods													
MONTHLY PCN ISSUE	ON-STREET	6%	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	2,609	
	OFF-STREET	6%	836	836	836	836	836	836	836	836	836	836	836	836	
	TOTAL:		3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	3,445	41,338
MONTHLY ECN ISSUE	ECNs		0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE															
ECNs REVENUE EXCLUDED	PER YEAR	(£287,200)													
ECNs REVENUE EXCLUDED	PER MONTH	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR	£793,554													
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130
PCNs FULL PAYMENT LEVEL	PER YEAR	£251,922													
PCNs FULL PAYMENT LEVEL	PER MONTH	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR	£75,577													
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298
	Per Year:	£833,853													
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE														
ECNs	3 (RANGE 0 - 3)		(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£23,933)	(£287,200)
DISCOUNT	1 (RANGE 0 - 2)		£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£66,130	£793,554
NORMAL	2 (RANGE 0 - 3)		£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£20,994	£251,922
INCREMENTED	6 (RANGE 0 - 6)		£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£6,298	£75,577
TOTAL ECN / PCN PAYMENTS RECEIVED			£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£69,488	£833,853
PERMITS															
NEW PERMIT ISSUE DISTRIBUTION			25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES															
NEW PERMIT ISSUE VOLUMES		0	0	0	0	0	0	0	0	0	0	0	0	0	0
PERMIT REVENUE															
NEW PERMIT ISSUE INCOME	PER YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL PERMIT ISSUE PAYMENTS RECEIVED			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY			£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£1,933	£23,200
ON STREET CHARGING - ADDITIONAL REVENUE ONLY			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS			£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£6,837	£82,043
EXPENSES															
ADDITIONAL EXPENSES	START UP =	1													
	PER YEAR	(£733,939)													
ONE-OFF SET-UP EXPENSES	PER MONTH	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£61,162)	(£733,939)
	ONE-OFF COST	(£9,410)													£0
MONTHLY SURPLUS / (DEFICIT)			£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£17,096	£205,157
CUMULATIVE MONTHLY BALANCE			£144,605	£161,701	£178,798	£195,894	£212,991	£230,087	£247,183	£264,280	£281,376	£298,473	£315,569	£332,666	

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

APPENDIX F Tabulated summary of the Joint working models

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

The following parameters are constant to the four joint models.

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

Deployed Hours / week

On Street 517, Off Street 184

PCN Issue numbers

On Street 31312, Off Street 10029

PCN issue rate per deployed hour of enforcement

On Street 1.16. Off Street 1.05

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

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

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