

Civil Parking Enforcement Feasibility Study Report

for

Oxfordshire County Council

Cherwell District Council

**South Oxfordshire District
Council**

and

**Vale of White Horse District
Council**

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GLOSSARY OF TERMS USED

ACPO	Association of Chief Police Officers
CDC	Cherwell District Council
CEA	Civil Enforcement Area
CEO	Civil Enforcement Officer
CPU	Central Processing Unit
DFT	Department for Transport
CPE	Civil Parking Enforcement
DVLA	Driver Vehicle Licensing Agency
ECN	Excess Charge Notice
FPN	Fixed Penalty Notice
GIS	Geographic Information System
HHCT	Hand Held Computer Terminals
NIP	Notice of Intended Prosecution
TPT	Traffic Penalty Tribunal
NTO	Notice to Owner
OCC	Oxfordshire County Council
P&D	Pay and Display
PCN	Penalty Charge Notice
PPA	Permitted Parking Area
RTRA	Road Traffic Regulation Act (1984)
SEA	Special Enforcement Area
SODC	South Oxfordshire District Council
TEC	Traffic Enforcement Centre (County Court)
TMA	Traffic Management Act 2004
TRO	Traffic Regulation Order
TVP	Thames Valley Police
VEL	Vehicle Excise Licence
VWHDC	Vale of White Horse District Council

Oxfordshire County Council Civil Parking Enforcement Study Report

1 EXECUTIVE SUMMARY

1.1 This Study was jointly commissioned by Oxfordshire County Council (OCC), Cherwell District Council (CDC), South Oxfordshire District Council (SODC) and Vale of White Horse District Council (VWHDC). The study is to investigate the feasibility of creating a Civil Enforcement Area and Special Enforcement Area (CEA/SEA) across the whole of the 3 Districts of Cherwell, South Oxfordshire and Vale of White Horse administrative areas and the resulting financial viability of such a step. A CEA/SEA is an area in which parking contraventions are dealt with under civil procedures, using the powers of the Traffic Management Act 2004 (TMA 2004). The CEA/SEA boundaries in each District are consistent with each other, where the CEA for example, controls restricted parking such as double and single yellow lines and the SEA for example, controls permitted parking such as disabled bays and limited waiting bays.

1.2 This study contains appraisals on the options available to the Councils.

1.3 Civil Parking Enforcement (CPE) transfers the responsibility for enforcing parking restrictions from the police to civil enforcement officers employed by or authorised by local authorities.

1.4 A Civil Enforcement Area (CEA) allows local authorities to enforce specified parking contraventions under civil law (the police continue to have responsibility for enforcing endorsable and most types of moving traffic offences).

1.5 Where a Special Enforcement Area (SEA) is also created, two additional offences of double parking and parking at dropped footways can also be enforced by the local authority.

1.6 In areas that are not designated CEA/SEA, the contraventions remain criminal and the police continue to have responsibility for enforcement.

1.7 Within a CEA/SEA, the income from the on street penalty charge notices (PCN) issued is retained by the Highway Authority, to be used to help fund the scheme. On-street and off street PCN surpluses are ring-fenced under Section 55 of the Road Traffic Regulation Act 1984 for certain highway related matters. The on and off street accounts are to be kept separate and monies raised off street are retained by the District Council with off street surpluses to be used to maintain existing or provide new off street parking places.

1.8 The Districts could be responsible, collectively or individually, for all of these matters, on street, as agents to OCC and retain direct responsibility for off street matters. The issue to be investigated in this study is whether or not CPE is a viable power to be acquired and the implications of doing so should OCC

decide to proceed in any or all of the 3 Districts.

1.9 This report has been written to provide business cases with a five year outlook for several options that are available to the Councils should the decision to proceed with CPE be taken.

1.10 There are numerous benefits to introducing CPE. These include taking control of where, when and how the parking in the Districts is controlled. Whether OCC are managing the CPE service, or the Districts as agents to OCC, the restrictions can be enforced wherever and whenever they are needed on the highway creating a very flexible service provision that can react to requests for assistance, special events and the undertaking of evening and weekend enforcement where deemed necessary. This flexibility allows OCC to provide a responsive service to fulfil the traffic management requirements provided by CPE to “improve traffic flows”. Currently OCC still rely on Police enforcement on the highway within these Districts.

1.11 A shared service provides much more flexibility in responding to demands for enforcement and a much more resilient service overall.

1.12 It is important to realise that the figures given in the financial analysis are marginal figures for the on street element, showing the impact of CPE on current on street budgets and are not full cost models. Where on and off street services have been combined the off street figures are full cost as the current costs have not been provided. This is so that the relative costs for on street can be determined when making decisions on the way forward.

1.13 In setting up and operating CPE in County it has to be remembered that the on street operation would be set up from no current in house service in the 3 Districts and a very limited enforcement service provided by the Police through PCSO's. This would include the provision of the enforcement and administration services and would also include a full Traffic Regulation Order review and the costs of making all the signs and lines legally enforceable. This is not the case for the off street car parks as these are already enforced under the Road Traffic Regulation Act 1984 and the signs and lines in the car parks would only need minor amendments to convert to CPE.

1.14 The off street finances are not part of this report although the introduction of CPE will impact on the current off street service provision and accounts. So that the Councils can fully appreciate the impact to budgets of the implementation of CPE on street, every business case shows the split in costs between on and off street. It is estimated that the implementation of on and off street services under CPE, should all 3 districts go live together, could cost around £836,000 for a centralised external service based on industry rates (Appendix H). This includes an estimated £690,000 to cover remedial works and the review of TROs at £510,000 and the cost of a TRO survey and digitisation of the TROs at £180,000. This can be minimised by centralising just the on street (Appendix N) and extending the current Oxford City service where set up costs would reduce to £773,000 which is considered the best option as

the model based on current rates (Appendix J) would cost £843,000 to set up. It is assumed that ongoing signs and lines maintenance will be covered by the civil parking enforcement budget.

1.15 The 5 year business plan (Appendix N), has been built using the current outsourced enforcement service provision and an in house administration service as used for Oxford City on street. The business model covers all three Districts using a centralised service managed by OCC. This business case has been provided such that OCC would proceed with the introduction of on street CPE separate to the current off street functions. The off street functions currently managed under the RTRA 1984, would also automatically come under CPE but would be managed and provided by the Districts. Business case N is separate to the current financial position at Oxford City so as to show the potential impact of CPE.

1.16 The general conclusion reached for the new on street shared service across the 3 DC's using the current Oxford City contract was that although the creation of a Civil Enforcement Area and Special Enforcement Area is not showing as operationally financially viable with an average annual deficit of £7,600 this model shows far greater cost effectiveness than any of the other scenarios that have been modelled. The current Oxford City service works well and is well placed to undertake and manage on street CPE functions for the County Council without the need for additional staff resources.

1.17 Bearing in mind the above comments regarding a marginal model, the general conclusion reached is that the creation of a Civil Enforcement Area and Special Enforcement Area can be almost operationally financially viable, on street, within the three Districts covered in this report. Based on the current off street parking provision across the District, any on street enforcement of parking restrictions may move the majority of illegally parked vehicles to the off street areas that are available. With the Police withdrawing support for the traffic warden service, it is operationally desirable to adopt the CPE powers.

1.18 There will be less of an impact of CPE on the current off street operation as this is a simple change in current enforcement and administration practices. All car parks in the 3 Districts are currently enforced and administered through contractors and this will remain the case initially. Actual costs were part provided and these have been interpreted and used in the "current cost" models.

1.19 The main savings and cost efficiencies of using the contracted out option are in the ongoing cost of labour supply and the initial set up costs which the contractor will spread out within their rates over the 5 year contract. Appendix A gives a briefing note on the merits or otherwise of contracting out. For OCC this is the most cost effective solution to achieve best value and the flexibility to provide an on street parking service while undertaking CPE should the functions be retained solely by OCC. OCC managing CPE within the Districts realises the most savings.

1.20 It is to be noted that should OCC simply adopt the current off street contract rates for their on street element it is estimated that this will cost an estimated £48,000 per annum more than procuring a new on street only contract. (Appendices J and K refer). Using the current Oxford City contract (N) reduces set up costs by a further £22,000 over J. This process would be subject to a full legal review of the procurement process.

1.21 To offset any potential on street deficits it is recommended that the County Council and the Districts consider the introduction of extra paid for on street parking in locations where they serve local amenities and traffic congestion and lack of turnover of spaces is prevalent. From experience the potential income streams across the Districts from a minimal number of schemes could be significant and should cover the deficits incurred through CPE.

1.22 The CEA and SEA applications must include those off-street car parks currently enforced by the Districts, Town and Parish Councils under the 1984 RTRA, in order to provide a uniform enforcement capability in all parking areas and to obtain full benefits of the economies of scale.

1.23 If a decision is taken to adopt the powers, then Thames Valley Police will support the principle of a CEA/SEA which covers the whole of the 3 Districts administrative areas, and they will cooperate with the handover of the powers in an agreed manner. Their support is paramount to the success of an application to the Department for Transport (DfT) for the powers. The Police traffic warden force has declined in recent years and currently there are no traffic wardens enforcing on street parking which is now undertaken sporadically by police officers and community support officers if at all. This change is indicative of the reduced commitment which the Police can provide to traffic related matters.

1.24 To acquire the powers, OCC will have to formally apply to the DfT on behalf of the 3 Districts for a designation order which decriminalises parking enforcement across the whole of the administrative area of each of the individual Districts. From the date set in the designation order, the Police will be unable to enforce the majority of parking related offences, and the County Council must be ready to undertake the responsibilities. The formal application element of the project is estimated to take around 8 to 12 months to complete, with the DfT requiring a minimum of 6 months to process the application from date of receipt. The DfT currently only accept applications in April and October each year although this may be subject to change due to the current pressures on Parliamentary processes and it is advised to contact the DfT direct once a decision on CPE has been made.

1.25 If OCC and the Districts adopt the responsibilities, they will be in a position to enforce both on and off-street parking in a coordinated, comprehensive manner which for the first time, will provide a controlled approach for the control of public car parking in the 3 Districts. If it was agreed that any of the Districts would undertake or manage the on street enforcement

or administration on behalf of OCC then an agency agreement would be required.

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

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

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

- A coordinated parking enforcement service would be established, covering on and off-street parking in each District;
- Improved compliance will be seen in permitted parking spaces;
- Growth in demand for vehicular access, in particular to the main district centres would be better managed;
- The design of future parking schemes such as resident permit schemes, for which there is demand, could be undertaken in the knowledge that parking controls would be enforced by the Districts as agents or the County Council decided;
- Overall improved environmental conditions, including safer traffic conditions, and less pollution would result from less illegal parking, fewer cars and better circulation;
- Parking enforcement would become more locally accountable and adaptable;
- Police resources, if any, currently used to manage parking would be freed up to be diverted to other purposes.

1.29 The question can be asked if there is not a simpler way of achieving these benefits. The 1984 Road Traffic Regulation Act allows authorities to enforce permitted on-street parking places; however, it does not allow them to enforce the adjacent waiting restrictions. Unless enforcement is applied in a uniform manner across a geographic area, there is a risk of displacement of parked vehicles, causing other, more serious problems. Consequently, the only way to achieve overall enforcement in an

area is to establish a Civil Enforcement Area and Special Enforcement Area, as defined in the Traffic Management Act 2004, and possibly for Districts to act as agents to the County Council to take responsibility for all non-endorsable parking contraventions in that area.

1.30 It is the view of the consultants that civil parking enforcement is operationally desirable but only if the set-up costs can be covered through alternative funding streams, so the running of the project becomes self-financing. In all cases the aim of the on street scheme should be cost neutral to the County Council in the long term. To recoup set up costs it will be necessary to introduce other revenue income streams such as charging for parking and/or permits.

1.31 Detailed financial models were created for the purposes of carrying out the financial assessment. The models allowed the officers and the consultants to test a range of possible outcomes for the project, and to arrive at conclusions regarding the range of circumstances which would result in financial viability or at the least deficit. The main objective is to introduce a traffic management tool by better enforcement. Lower overall costs can be achieved through use of a low level enforcement regime, but this will not achieve the objectives and the DfT would consider the application accordingly.

1.32 Financial viability is broadly considered to be recognised by a scheme design which results in the project recovering its total set-up and operational costs within a period of 5 to 7 years at the maximum, and thereafter, producing a surplus. If the £690,000 cost of updating the TRO's is capitalised then the operational budget with start up expenses costs will be £56,000 in deficit after 5 years.

1.33 The project included the direct costs and income of the increased enforcement associated with decriminalisation; it also included in the financial assessment, the predicted impact of certain indirect consequences of CPE. By way of comparison with Appendix K, a business case was also constructed that allowed for dual use enforcement of parking and environmental crimes by the same officers (Appendix L). This business case is clearly unsustainable without external funding running at an annual average CPE on street operational deficit of £245,000. Dual role functions are specifically not recommended by the Consultant.

1.34 The CPE projections are based on the band 2 level of Penalty Charge Notice (PCN), set at £70/£50 in the Traffic Management Act 2004. This is the maximum banding available. Due to the slight margins predicted it is not practical to investigate the lower banding of £60/£40.

1.35 Additional parking-related income, for example the introduction of on street charging, is important to help the project to achieve viability by recouping set up costs in the initial few years of operation; thereafter, any income surpluses would be available for the purposes decided by OCC, within the constraints of the law. As stated, the new on-street and off street surplus

income from penalty charges is ring-fenced, as defined in Section 55 of the 1984 Road Traffic Regulation Act. For the purposes of this report a 1% allowance for extra on street pay and display income has been projected to allow a worst case scenario to be determined although on street income is minimal at present.

1.36 The new civil enforcement service allows an authority to enhance its ability to act against particular groups of those parking in contravention by the use of wheel-clamping or vehicle removals. The conclusion is that at present these methods should be generally avoided and only considered for introduction should the new enforcement regime using PCNs prove to be inadequate. They are very expensive and very controversial means of controlling parking and should only be considered as a last resort.

1.37 The modelling process tested several options for the on street service:

- 1) The introduction of on-street enforcement, without any other major changes to the management of parking within the Districts and using the penalty charge levels as made available by Government (£70/£50). The base models are for each individual District (Appendix D). These cover on and off street.
- 2) As above with use of externalised service provision. (Appendix E) These cover on and off street.
- 3) The introduction of on-street enforcement as a joint service for SODC and VWHDC to match current arrangements. (Appendix F). These cover on and off street and show both in house (F) and external service provision (F1) using current rates and (F2) using industry rates.
- 4) The introduction of on-street enforcement as a joint service for all 3 Districts. (Appendix G). These cover on and off street and show external service provision only and use current contracted rates.
- 5) The introduction of on-street enforcement as a joint service for all 3 Districts. (Appendix H). These cover on and off street and show external service provision only and use industry average contracted rates.
- 6) The introduction of on-street enforcement as a joint service for all 3 Districts. (Appendix J). Covering on street only and show external service provision only and use current contracted rates.
- 7) The introduction of on-street enforcement as a joint service for all 3 Districts. (Appendix K). Covering on street only and show external service provision only and use industry average contracted rates.
- 8) The introduction of on-street enforcement as a joint service for all 3

Districts. (Appendix L). Covering on street CPE and dual role environmental enforcement as a direct comparison to Appendix K showing external service provision only and use industry average contracted rates.

- 9) The introduction of on-street enforcement as a joint service for all 3 Districts. (Appendix N). Covering on street CPE only using current Oxford City contract rates in comparison to Appendix K showing external service provision for enforcement and part of the administration pre notice to owner.

The broad conclusions from this exercise were:

- The on street project overall cannot be made operationally viable on its own even when excluding set up costs. The closest possible solution, certainly in the short term is in using the County Councils existing contracts (Appendix N) used for managing the existing Oxford City on street contract to provide a new on street only service provision outside of the current off street operations. The consultant recommends that OCC actively pursue their own on street contract for enforcement and administration for CPE. Districts are contracted to 2025 for off street already but they should be given the option of buying in to the contract at any time.
- Further decisions on the potential to introduce paid for parking on street are required in order to produce financial viability to recoup set up costs.
- An active programme of enforcement is a basic requirement for a financially viable project; this applies to the issuing of parking tickets, and to the pursuit of debt.
- A minimum of 146 deployed hours per week on street across the 3 Districts is required to provide the basic level of enforcement to achieve the objectives.

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

1.39 To reiterate the OCC led scenario in Appendix N is recommended and is the approach that OCC should adopt.

1.40 To address the change in responsibilities arising from decriminalisation, a parking management structure will be required depending on current internal resources. It should be responsible for all aspects of the operational management of parking in the 3 Districts and should have a part time Parking Manager at its head with assistance as required. This must include all aspects of on-street parking including enforcement, administration, permit issue and dealing with general queries. It is possible that one of the

Districts could provide the services under a section 101 agreement and this can be examined further should County wish that to happen, although OCC have the required management set up in place already.

1.41 Some authorities have found that to tender out all services associated with enforcement and administration works successfully. In each of the Districts at the present time there is already a contractor enforcing the car parks which with additional staffing and IT equipment would be capable of running civil parking enforcement although it would be a step change from the current operations and the current costs are deemed high.

1.42 As well as dealing with routine correspondence and payments, the administration team would have to incorporate the sensitive aspects of ticket processing, including the despatch of notices, the consideration of formal representations from aggrieved drivers, the interface to the independent adjudication system provided for within the legislation, the registration of debt at the County Court, and dealing with cases passed to an Enforcement Agent (bailiff).

1.43 The administration process could be undertaken by a contractor under the same contract as the enforcement. The Consultant recommends that County adopt the Oxford City contract approach which would remove the need for a large internal administration team other than to deal with aspects of the post notice to owner appeals within the legislation guidelines. There is also the possibility of one District running the administrative function for the other partners in this study although this is not recommended at this time.

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

1.45 The next major stage of the project which would follow a decision to proceed with the introduction of CPE and it is for the Highway Authority to prepare and submit a CEA/SEA Application to the DfT. This aspect should be pursued over the months following a resolution to proceed, accompanied by a programme of consultation with the Police, neighbouring authorities, and other interested parties. A review of the County Council's parking policies in the light of forthcoming decriminalisation will form an important element of the application. The objective should be to have an application submitted for approval within 9 months of a decision to proceed. Consultation with the public is not a statutory requirement, but the County Council should decide how to consult with or inform the public, and the form such consultation should take.

1.46 In the meantime, a project to review the on-street traffic regulations throughout the Districts should be commenced. These costs to carry out this review comprise the majority of the capital set up costs identified in the business model. If these costs can be covered elsewhere by the County Council, then they can be removed from the business plan. If it is the intention to pay back these costs from the CPE project, they should remain in the business case.

1.47 Experience indicates that to introduce civil enforcement will require an overall timetable of between 15 and 24 months as a minimum, from the date of a decision to proceed. The timescales will be primarily dependant on how the service is to be provided, the TRO review and remedial works and the Application process with the DfT. To manage this project, a Project Steering Group and Project Manager role should be established, to include not only officers from the various internal sections of the County Council and representatives of the District Councils, but also representatives from the Police. Such is the importance of the project, it is suggested that major policy direction for the project should come from a group of Members and senior officers within County, delegated with the responsibility for successful implementation of decriminalisation. Staff time, at District level in the set-up, will be minimal if County take the lead and the on street services are centralised and managed under a separate contract. Should a new specification and contract have to be written then County should take the lead on this to achieve consistency.

1.48 Elsewhere in the UK, some authorities have expressed a wish that the Civil Enforcement Officers (CEO) have a dual role in that they enforce other aspects of street management such as litter dropping, graffiti and dog fouling. The legislation governing the CEO precludes this dual enforcement role and it would also affect the financial predictions should the CEOs be doing something other than parking enforcement. The legislation states that the uniform of a CEO is for purely that function in terms of street management.

1.49 However, if an authority so wishes it can make allowances in the costs of the service provision to allow the CEOs to complete the dual role by working in different uniforms under different legislation as separate functions on different times or days.

1.50 Experience from an authority in North Wales was that the introduction of the dual role using the same deployed hours, reduced the issue of tickets against parking contraventions by up to 40% and the income from the environmental issuance was minimal in comparison. The costs of the CEOs go up by around 25% to 30% in real terms. This is because the CEO's have to be trained in criminal as well as civil enforcement and need to be able to take statements and request personal details at the time of the environmental incidents. The salary scale is therefore typically higher by as much as £6,000 per annum per person before overheads. Dealing with an environmental ticket by a CEO can take around 4 hours each rather than the 10 minutes for a parking ticket and the case

will need to go to court should someone appeal their fine.

1.51 By using the models in Appendix K and L, with L including a 40% ambassadorial role it is possible to reflect the impact of environmental enforcement on the CPE budget as it would require 40% more CEO time and although this does include the costs of the CEOs working on environmental issue the operation is unsustainable without external funding.

1.52 The three DC's have off street contracts in place that last through to 2025. The initial CPE service could be provided within these current contracts however this will be at a cost. In 2023 it is recommended that further discussions between all the Districts in Oxfordshire and with Oxfordshire County Council are commenced on how best to provide a combined CPE on and off street service Countywide.

2 Introduction

2.1 In responding to the requirements of the Study Brief, the consultants have carried out a detailed investigation into the feasibility of the 3 Districts taking on the powers available under the Traffic Management Act 2004 (TMA 2004) to transfer the responsibility for all non-endorseable parking contraventions from the Police to the County Council both with either the Districts acting as agents to the County Council and also with the County centralising the on street provision.

2.2 This would be an important step for County were the decision to be taken as it would provide a major improvement to the overall traffic management capabilities of the County Council. This report reviews a number of the key issues relating to the introduction of the powers. It should be read in conjunction with the financial summaries (Appendices D to N) and versions of the financial assessment, which detail the range of possibilities and the likely outcomes. The models also provide the detail on staffing, associated costs, and a range of related issues. Section 5.2 tabulates the main financial indicators for the options considered.

2.3 The TMA 2004 permits Highway Authorities to apply to the Secretary of State to become a CEA and SEA. In this case OCC would make the Application on behalf of the 3 Districts and the boundary for each would be coincidental with the whole administrative boundary of each individual District. Once a CEA/SEA application is approved, the power to enforce on-street parking restrictions passes from the Police to the Highway Authority. The on street income and expenditure should be covered in full by the County Council if the service is centralised. The applications would also include the off street parking functions covered by the 1984 RTRA.

2.4 The main advantage of becoming a CEA/SEA would be the ability of the County Council to determine the level of enforcement which was felt appropriate to satisfy transport policy objectives as they relate to parking. By employing Civil Enforcement Officers rather than relying on the Police to employ traffic wardens, the County Council would have the ability to decide how many to employ, and in what ways they were to be deployed to address issues such as traffic capacity (through inhibiting obstructive parking) and traffic restraint (through reducing overstaying at time-limited spaces and parking on other restrictions imposed to limit on-street parking capacity). It would also enable OCC to enforce parking restrictions in support of other policies and development proposals in town and district centres. Town and parish councils are allowed to provide additional funding for enforcement should they wish to as long as the CEO is working for the District or County Council. There is, however, an overriding requirement in making a successful CEA/SEA application that the Police are satisfied that parking restrictions will be adequately enforced. In effect, this implies that the provision for enforcement is no less than it is currently. It is to be remembered that CEOs do not work on or off street only unless they are under separate contracts. CEO's are used to cover all enforcement within the Districts to provide efficiencies of working.

2.5 In a major study of the effectiveness of civil enforcement in London, the Transport Research Laboratory (TRL) in their Research Report 279 (Sept. 1997) reported that one of the major achievements in the three areas studied was *"an overall improvement in compliance with parking regulations"*. In the TRL Report 333 (March 1998) on the experience of the first year of civil parking enforcement in Winchester, the first conclusion is:

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

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

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

- An ability to design new parking controls in the light of Government pressures on traffic management policies, knowing that OCC has the ability to enforce the regulations;
- A means of managing demand for the use of vehicles;

- A more uniform level of enforcement applied across all parking regulations in the County;
- Support for public transport initiatives through encouragement to consider alternatives to the private car;
- An ability to respond to declining police involvement in parking enforcement;
- An ability to retain the income from the parking tickets issued, to re-invest this income in the provision of the service, and to develop a self-financing scheme with significant traffic management benefits;
- An ability to respond to growing pressures on parking provision, for example, through the introduction of resident parking schemes, in the light of having the ability to enforce them;
- Better use of District (and other 3rd party private) car parks, by encouraging drivers not to park illegally on street;
- A more accountable, responsive and sensitive service for enforcement;
- Improved safety for pedestrians and other vulnerable groups;
- Improved environmental conditions;
- Improved conditions for servicing (i.e delivery vehicles), particularly through reduced competition for road space;
- Enforcement for bus lanes, cycle lanes, no car lanes and similar measures;
- A possible self-financing scheme with traffic management objectives and benefits.

2.8 There are few disadvantages of CPE; the main issue is that there is no opportunity to reverse the process once an order is made. This implies that once civil, the County Council and Districts have to make the system work, however this is not so large an issue as might be implied. If the resulting financial equation is not appropriate, it is a matter of adjusting the scale of the enforcement resource until a better balance is found. This is not an attempt to issue more PCNs but to align the resource level to the income generated. A

lower number of PCNs per hour of enforcement shows high compliance levels and the enforcement service can be down sized accordingly with the converse also applicable. The emphasis is that this is a traffic management tool.

2.9 It is important to note that enforcement of off street car parks by ANPR cameras is not possible under current legislation governing decriminalised parking enforcement. Enforcement off street must be through manually issued PCNs although cameras have been used to spot contraventions in the past. Camera cars and CCTV can be used on street for enforcement of school keep clears, bus stop clearways, bus lanes and red routes.

2.10 The scheme requires a significant amount of set-up money; if desired, much of this could be defrayed onto a contractor, but OCC and the District will still have to find some set-up costs to invest before the main income stream is established. In essence the costs will fall to the County Council for the setup of the on street element of CPE.

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

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

3 Policy Issues

3.1 Management Issues

3.1.1 The most obvious internal impact of a CPE project would be that parking as a service would become larger, with more staff involved, and more costs and revenue to manage. OCC is recommended to ensure that there will be a single parking manager with the responsibility for all operational matters involved in on street parking, including in particular, enforcement and administration. Strategic and design issues relating to parking should continue to be kept under a responsibility separate from the service delivery issues. The three Districts combined represent only a small percentage increase on the contract covering Oxford City.

3.1.2 The Police acknowledge that there is in general a growing demand

nationally for enforcement in the evenings and on Sundays, due to changing patterns of social and retail activity in particular. With the on deployment of staff being controlled by OCC this allows the flexibility to increase enforcement duties when the need arises e.g. for special events or at busy times of the year such as school holidays.

3.2 Geographic area

3.2.1 An important but very simple policy issue is the definition of the geographic extent of the CEA/SEA for each District. It must cover the entire administrative area of the District, and that this coverage should be achieved in a single step. Each DC must have their own separate application to include on and off street, although it could be provided within a multiple application. This conclusion is arrived at for a number of reasons:

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

3.2.2 However, certain exclusions may have to be made to this simple definition; the Police may have views on areas where they would wish to see the regulations remain under their control. This could apply for example, in sections of various major routes within the County. This is an issue to be formally agreed with the Police as soon as possible if CPE is to become policy.

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

3.3 Police Relations

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

3.3.2 One of the biggest issues to be determined by the Police is the future of the existing traffic wardens (if there are any). The Police have to determine if they intend to retain the wardens, or if they wish to re-deploy

them internally, transfer them under a TUPE arrangement or if they wish in effect, to make them redundant. It is unlikely that any traffic wardens would be in post at the time of CPE in Oxfordshire although TUPE may also apply to any PCSO's who are specifically employed to undertake parking enforcement, OCC would need to check this with the Police.

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

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

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

3.4 Relationship to Traffic Penalty Tribunal

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

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

dissemination of knowledge and experience which is important in understanding the appeal mechanism.

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

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

3.4.5 The volume of cases which will be referred to the TPT is likely to be quite small. The propensity for appellants to go to independent review is strongly influenced by the care and effort invested by the issuing authority in dealing with the early stage of an appeal. In the latest 12 month period nationally, of the PCNs issued, less than 0.5% went to appeal.

3.5 Contractual Arrangements

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

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

3.5.3 It is the view of the Consultants that due to the nature of the enforcement areas, the level of enforcement and the resultant number of tickets estimated, the enforcement required for decriminalisation should be undertaken externally and it is further recommended that a central processing unit or third party provider is utilised for the administrative functions at least up to the notice to owner stage if not beyond. These have proved best value elsewhere and are a good opportunity to invoke collaborative working. There is also the possibility of any Oxfordshire Authority managing the on street administrative functions for the 3 Districts on behalf of County. This has to be

run at zero profit margin. Partnering with an established processing unit will reduce set up costs and allow a streamlined and seamless change to the new enforcement service with the knowledge of exact costs involved.

3.6 Parking Charges

3.6.1 The issue of the levels of charges applied in off-street areas is not *directly* affected by CPE.

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

3.6.3 The relative volume of the off-street market which is in private operation is an issue worth considering, and the extent to which the Districts can alter prices, in relation to demand. All car parks that are operated by virtue of having 1984 RTRA off street parking places orders at the time of the Designation Order automatically come under CPE as they are within the CEA boundary unless they are specifically excluded within the Application. Town Councils should be encouraged to adopt CPE on their car parks which have an RTRA 84 Act order on them and allow CEOs to enforce going forward.

3.6.4 It is worth noting that in other areas where CPE has been introduced, the major private operators have recognised the opportunity to introduce or increase prices to reflect the increased demand brought about by displaced on-street parking.

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

3.6.6 It is normal for a cashless pay by phone system to stand alone from any CPE IT system and simply interface with the CEOs hand helds in real time via the IT system. This also allows flexibility when wishing to re tender the cashless parking contract as new technology comes on line in the future. It is recommended that any future cashless parking system be procured remote and separate to a CPE IT service provider. Real time information for the CEOs to link in to while on patrol is the way forward. The use of ANPR to enforce off street is not permitted under CPE at present but the cameras can be used to direct CEOs on site to potential problems and also they can be used to collect payments direct from driver's accounts that have been set up to pay on demand when a vehicle is parked in a pay and display area. This reduces cash in transit and the driver only pays for the time they are parked. Technology is the way forward in parking and moving to CPE will help OCC and the Districts to introduce more cost effective and efficient working practices.

3.7 Clamping and Removals

3.7.1 It is probable that the parking problems in the 3 Districts are not such as to warrant the need for these techniques at least initially, and in any event, it would be sensible to let the new enforcement regime settle for perhaps 12 months before any serious consideration was given to this topic. This is particularly appropriate given the new regime of more active on-street enforcement. The powers to undertake clamping and removals should, however, be sought in the application; they can then be brought into use at any time in the future, should a policy on the use of clamping or removals need to be developed.

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

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

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

3.7.5 Examples of such cases could be:

- * *Persistent offenders* – i.e. those who regularly flout the regulations, but pay the PCNs, regarding the cost perhaps as a legitimate aspect of their behaviour; depending upon local attitudes, such drivers could be regarded as a special problem. To get the message across to them, targeting them via the CEOs for special attention by clamping could ensure that their anti-social behaviour is changed.

- * *Persistent evaders* – i.e. those who regularly flout the regulations, and who do not pay the PCNs. Targeting them for clamping will be partially successful, and when and if the law changes such that OCC can restrain the vehicle until all outstanding PCNs have been paid, it will be much more successful. However, under such circumstances OCC would almost certainly have to remove the vehicle from the streets, in order to effect its policy. Vehicles in this category are often those for which it is not possible to obtain a keeper name and address via the DVLA; whilst the County Council cannot ensure the availability of a correct name and address by clamping the vehicle, it is certainly one way of ensuring that the keeper becomes aware that the vehicle is being targeted for illegal parking.

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

3.8 Project Implementation

3.8.1 There are several services undertaken by the County Council and the Districts, plus the Police to a much lesser degree, who would be involved in some way in the implementation of CPE. The experience of other authorities is that the best way to coordinate the involvement of these various groups is via a CPE Project Team or Steering Group, which is chaired by a senior officer responsible for the parking service along representatives such as:

- Finance
- Income Receipt
- Legal
- Transport Policy
- Traffic Management
- IT Section
- Thames Valley Police, including a representative of their local traffic officers, and perhaps the policy officer from headquarters
- Oxfordshire County Council
- District Car Parks Section
- Press and Publicity Officer

3.8.2 It is recommended that such a group should meet on a regular basis, probably bi-monthly, in order to coordinate the programme for

implementation, and to ensure that all functions which are affected by this implementation are kept informed of the development of the project.

3.8.3 Consideration should be given to the organisation of the staffing required to handle CPE, when that change is brought about. It will be important to define roles more clearly, with more division of duties, and greater separation of functions particularly in the areas of appeals management. The issue of the management structure has been made elsewhere, but it will be essential to have at least one post with operational responsibilities for the parking service overall especially if the whole service is externalised.

3.8.4 The functions which will be necessary for a coordinated and comprehensive parking administration operation which can be outsourced if necessary will be:

- a) Income receipt:
 - Postal receipts of PCN payments
 - Personal payments
 - Telephone payments
 - Internet payments
 - Permit applications and payments
 - 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 being
- 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

3.8.5 The timescale for implementation is also important to consider. The CPE project will consist of several main sub-projects, such as the TRO review, possibly tendering out, collaborative working, IT enhancements and procurements etc. Each of these is a significant task, and each will require many months to achieve successfully. If the correct project resources are applied, the overall project can be accomplished within a period of not less than about 15 months. However, it could easily run to over 24 months depending on the individual circumstances. Experience has shown that an average of around 15 to 24 months is realistic, from the time that a positive decision is taken to adopt the powers, the resources are applied and funding is clear. The attached project plan at Appendix B has been based on a minimum 21 month implementation period. There is also the issue of a suitable start date as there are internal influences that must be fully considered prior to submitting the written application to DfT.

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

3.9 Consultation

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

3.9.2 The consultation with other organisations, such as resident groups, Chamber of Commerce, community councils will be determined by the style of OCC and the Districts in involving other groups in such matters. In several cases authorities have proceeded with little or no consultation at this level, while others have gone to considerable lengths to inform and involve the community. The general experience is that CPE on its own is not a topic which engenders a lot of public interest; where such interest does

exist, it is usually either a strong view that "more enforcement" is required, or it stems from particular sections of the community who perceive it as a threat eg retail operators who think more enforcement will damage trade. It is often difficult to differentiate CPE from other parking related matters, such as parking charges.

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

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

3.10 DFT: CEA/SEA Application

3.10.1 A major milestone which has to be achieved within the project is the submission of a formal CEA/SEA Application by the County Council to the DfT. There is a set structure for such an application and guidance identifies a large number of issues which have to be addressed. This task of writing an application is really the culmination of the planning for the project implementation, and once submitted and approved, it marks the threshold between initial planning and the actual implementation. As this is such a significant milestone, it is referred to frequently in the following paragraphs, and is termed simply the "application". An allowance has been made of £12,000 in the business model for outside consultancy to assist with the implementation of CPE including the application element.

3.10.2 To submit an application which will be successful, the County Council has to confirm that policies in relation to parking have been reviewed. Where a County has multiple District and Borough Councils it is preferable to have the same policies in place for on street enforcement to allow a consistent approach and for future joint working within the administration and enforcement service areas. Authorities are encouraged by DfT to consult widely on these, particularly with the Police, and to publish the agreed outcome of such a review.

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

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

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

3.10.6 Typically, the overall process will involve:

- The preparation of a draft application;
- The submission of the draft to DfT for comments;
- Consultation with neighbouring authorities etc using the draft as the basis;
- Agreement with DfT on the draft;
- Submission of the formal application, with the results of consultation;
- Consultation by DfT with Thames Valley Police;
- Preparation of the Designation Order by DfT;
- Presentation of the order to Parliament;
- Confirmation of the availability of the Statutory Instrument.

3.11 Public Interaction

3.11.1 The scale of contact with the public will increase with the growth in numbers of parking tickets, and the nature of the enforcement being on-street as well as off-street. Outsourcing the administration with all the contact details on the PCNs pointing to the Central Processing Unit will relieve OCC of the majority of burden in this respect.

4 TRO Review

4.1 Extent of Review

4.1.1 The DfT require to see evidence within the application that a review has been carried out on the TROs. The application states that a letter must be submitted to the DfT a minimum 6 weeks before the proposed commencement date and the letter confirms that a full TRO review has been completed. This has to review and remedy the *accuracy* of the TROs on the ground in the first place but also should attempt to review the *appropriateness* of the TROs. This would include for example, ensuring that TROs which were implemented when circumstances were quite different eg a factory subsequently demolished, have been suitably modified. The review should also consider the *accessibility* of the TROs. It is now recognised that to future proof and assist in the efficiency of the service a full survey and GIS digitisation process are recommended as the way forward. The CPE debt pursuit process is quite different from the current criminal system; adjudicators taking appeals will routinely require detailed presentations of the TROs which apply at a location. They therefore must have some form of accessible extract of the relevant TRO. The easiest way is to do this is by using a GIS database, and for appeals staff to be able to prepare a relevant extract map, and details of the Order, and enclose these with the adjudicator case file.

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

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

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

instead of having to provide details for most cases which go to appeal.

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

4.1.6 It is recommended that the existing TRO's affected by CPE be consolidated in to one or more orders as part of the process towards CPE. This means a minimum of one on street TRO per District and one off street parking places order per District.

5 The Financial Balance

5.1 The Financial Model

5.1.1 In order to assess the financial consequences of the introduction of CPE, 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 each District 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, 3 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 in particular, 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 should national legislation agree to increases in the PCN level.

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 the total 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.

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

- The number of PCNs which are likely to be issued;
- The number of staff deployed hours required to patrol the areas defined;
- The value of the PCN;
- To a lesser degree, the effectiveness of the debt recovery operation;

5.1.7 The issue of the value of a PCN has been a critical one. The £70 PCN level is critical to the achievement of financial viability and is therefore used as the basis for the financial predictions.

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

5.1.9 A level of patrol has been specified in the model which is considered to be appropriate for the local circumstances. The majority of the deployed enforcement is centred on Banbury, Bicester, and Kidlington in Cherwell, Didcot, Henley, Wallingford and Thame in South Oxon, Abingdon, Botley, Faringdon and Wantage in the Vale of White Horse, with the remainder spread evenly across the Districts using mobile patrols. The assumption is the use of a degree of mechanisation (small cars), to move CEOs around within the Districts at the start and end of their duties, and between sites. If scooters are deemed practicable then they may be a good alternative.

5.1.10 In the case of the car parks in District ownership, the current information about their size, and need for patrolling and the required resource

to undertake this activity is already known.

5.1.11 Using information about the actual deployed availability of CEOs from other authorities, allowing for sickness, holidays, shift working etc, it is then possible to calculate the number of CEOs which would be required for the given level of patrol.

5.1.12 The level of deployment of CEOs (including supervisory staff) is thus estimated at an average of 31 per week each for SODC and VWHDC and 84 per week for CDC for on-street areas. This is to allow for a minimum of 7 days per week operations, covering enforcement hours when required. The base version of the model uses these numbers within the overall financial predictions. It would be recommended that the new operation for on-street enforcement should gradually build up over a period of 3 to 6 months to give the opportunity for the effectiveness and impact of the enforcement to be monitored. This would give the chance to modify the plan as proposed here, were it to prove to be either inadequate or excessive in terms of the impact. The reaction of drivers to enforcement is an unknown quantity and some flexibility is required.

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

5.1.14 The rates of issue have been based upon our experience of broadly similar areas, although with what is considered to be a conservative view being taken of the projected numbers. Thus, the rate of issue is predicted for on-street of 29 PCNs per fte CEO, per week or 0.74 PCN's issued per deployed hour in Appendix N to match the current Oxford City figures, which is considered slightly lower than average but due to the minimal enforcement the relatively low level of random patrols will still only issue the equivalent of a total of 4 PCNs per day in South Oxfordshire and Vale of White Horse and 10 per day in Cherwell. There is a known problem in Cherwell as the police still issued 2800 fixed penalty notices in the last full year despite low levels of enforcement so the 10 per day could be on the low side initially.

5.1.15 The projections in Appendix N are therefore based upon around 5617 PCNs being issued annually within the 3 Districts by CEOs in all on street locations, in a full year. The model assumes it will take about 3 months to get up to this issue-rate. The rate of payment is expected to improve as the impact of CPE is made in respect of better quality TRO's and an increase in the issue of valid quality tickets. A level of 75% has been used in the financial

modelling.

5.2 The Modelling Process

5.2.1 This tested several options for the on street service:

5.2.2. The introduction of on-street enforcement, without any other major changes to the management of parking within the Districts and using the Penalty Charge levels as made available by Government (£70/£50). The base models are for each individual District (Appendix D). These cover on and off street.

5.2.3. As above with use of externalised service provision. (Appendix E) These cover on and off street.

5.2.4. The introduction of on-street enforcement as a joint service for SODC and VWHDC to match current arrangements. (Appendix F). These cover on and off street and show both in house (F) and external service provision (F1) based on current rates and (F2) based on industry rates.

5.2.5. The introduction of on-street enforcement as a joint service for all 3 Districts. (Appendix G). These cover on and off street and show external service provision only and use current contracted rates.

5.2.6. The introduction of on-street enforcement as a joint service for all 3 Districts. (Appendix H). These cover on and off street and show external service provision only and use industry average contracted rates.

5.2.7. The introduction of on-street enforcement as a joint service for all 3 Districts. (Appendix J). Covering on street only and show external service provision only and use current contracted rates.

5.2.8. The introduction of on-street enforcement as a joint service for all 3 Districts. (Appendix K). Covering on street only and show external service provision only and use industry average contracted rates.

5.2.9. The introduction of on-street enforcement as a joint service for all 3 Districts. (Appendix L). Covering on street CPE and dual role environmental enforcement as a direct comparison to Appendix K showing external service provision only and use industry average contracted rates.

5.2.10. The introduction of on-street enforcement as a joint service for all 3 Districts. (Appendix N). Covering on street only and use the current contractual arrangements in Oxford City.

5.2.11. The results from the models described above have been tabulated below. Note that models D to H cover on and off street but the table extracts only the on street elements. Models J, K and L are for on street only so that direct comparisons can be made should OCC wish to implement a completely separate service to that provided off street by Districts.

5.2.12. The outsourced models E, F, G and J use current contract rates.

5.2.13. The outsourced models H, K and L use average industry rates to give a balanced view to inform OCC of potential costs available.

9.3 Model Results

9.3.1 The financial viability has thus been assessed in detail, and on a separate basis.

9.3.2 Each option assumed that as a consequence of better on-street enforcement, there would be only a 1% increase in on and off-street income.

9.3.3 The base (Appendix D) models assume that all operations are carried out in-house, as this is the only reasonable basis for the initial financial evaluation. The analysis produces a marginal impact of CPE, which means that it predicts the *change* to the parking account, and not the revised total of the account.

ON STREET CPE FIGURES EXTRACTED FROM EACH MODEL

DISTRICT	Test	PCN Level	Collection rate	Number of PCNs	Years to cumulative operational surplus On street Excluding capital	Annual surplus (deficit) in year 3	Surplus (Deficit) pre-commencement, including capital	Surplus (Deficit), after 5 years, including capital
CDC	D	£70/£50	75%	5460	never	(£127,000)	(£349,000)	(£1,023,000)
SODC	D1	£70/£50	75%	2015	never	(£86,500)	(£271,000)	(£715,000)
VWHDC	D2	£70/£50	75%	2015	never	(£86,300)	(£274,000)	(£715,000)
CDC	E	£70/£50	75%	5460	never	(£122,000)	(£336,000)	(£986,000)
SODC	E1	£70/£50	75%	2015	never	(£57,100)	(£269,000)	(£566,000)
VWHDC	E2	£70/£50	75%	2015	never	(£56,700)	(£269,600)	(£563,000)
SODC/VWHDC	F	£70/£50	75%	4032	never	(£60,100)	(£488,000)	(£809,000)
SODC/VWHDC	F1	£70/£50	75%	4030	never	(£57,900)	(£512,000)	(£822,000)
SODC/VWHDC	F2	£70/£50	75%	4030	never	(£23,200)	(£510,000)	(£646,000)
ALL 3	G	£70/£50	75%	9490	never	(£166,600)	(£843,000)	(£1,736,000)
ALL 3	H	£70/£50	75%	9490	never	(£84,900)	(£836,000)	(£1,321,000)
ALL 3	J	£70/£50	75%	9490	never	(£127,000)	(£843,000)	(£1,516,000)

ALL 3	K	£70/£50	75%	9490	never	(£45,300)	£795,000)	(£1,060,000)
ALL 3	L	£70/£50	75%	5810	never	(£240,000)	(£802,000)	(£2,026,000)
ALL 3	N	£70/£50	75%	5617	never	(£3,218)	(£773,000)	(£811,000)

9.3.4 In summary the assumptions have been made that only the take-over of on street parking enforcement from the Police be modelled. From the base models (D, D1 and D2), the further variations were built.

9.3.5 The assumption is made that the current parking management posts would absorb the new CPE functions for both the in house and external operation at District level with minor changes to staff levels required at County and extra staff at a lead authority should the centralisation or agency options of the services be undertaken.

9.3.6 Comparison of models D to E provides the relative difference when outsourcing at individual district levels. Summating E, E1 and E2 against model J shows the value in savings of collaborative working to be in the order of £600,000 over 5 years using current contract rates.

9.3.7 Further comparison of J to K shows that by using industry rates within a new contract, a further saving potential of £456,000 over 5 years is possible.

9.3.8 Levels of enforcement are taken as the frequency of visits by CEOs to the various key areas in the Districts, and the varying types of restrictions in these areas. These options assume minor irregular enforcement on Sundays, and during the week, about 1 or 2 visits per day to the restrictions, except for the time limited, permitted parking spaces in the main town centres, which could be visited more frequently each day. This higher level is necessitated by the requirement to visit a limited waiting area at least twice to identify a contravention.

9.3.9 For the fully in house provision options a team of 3.5 extra administrative staff, excluding the parking management posts, would be required to deal with the correspondence, telephone calls, payments, formal representations to the issuing authority and appeals to the external adjudicator in relation to the parking tickets issued. They would require a new IT system to support them in this work, as detailed later.

9.3.10 Use of an external service provider model (E), would require no new internal administration staff and no upgrade to the IT system other than web links to the service providers hosted system. This business case uses the current contract rate of £24.91 per hour for a fully equipped, and trained CEO. This is over current market rates when transport and overheads are taken in

to consideration.

9.3.11 By comparing Appendix K with Appendix L which includes a 40% ambassadorial role it is possible to reflect the impact of environmental enforcement on the CPE budget. For the 3 District model the environmental impact model (Appendix L), is a further £966,000 deficit at £2,026,000 over 5 years. This is the impact on the parking model as it would require 40% more CEO time and although this does include the costs of the CEOs working on environmental issue the operation is unsustainable without substantial external funding.

9.3.12 The final option (Appendix N), considered is the addition of the 3 DC's on street operations to the current Oxford City contract as managed by County with the enforcement service and part of the administration outsourced. In order for County to adopt the powers required for civil parking using a shared enforcement outsourced service provision from the current incumbent and providing all the administration functions in-house, total set up costs of a maximum £773,000 are estimated for the on street operation (of which £693,500 are for the TRO review, Order making and remedial works). The Contractor may also spread the repayment of their estimated £25,000 set up costs over 5 years although this has been modelled as a lump sum.

9.3.13 There will be less of an impact of CPE on the current off street operation as previously detailed. All car parks are currently enforced through a Contractor and the main change would be through setting up or amending the current IT system for the administration service. If the on street services are all provided externally, then an operating deficit of £7,600 per year on average is predicted realising a cumulative overall operational deficit including start-up expenses of £56,000 after 5 years. This shows that CPE itself is marginally not operationally sustainable and it does not recoup the initial set up costs. NOTE this is again based on remedial works to TROs at £510,000 and a TRO digitisation project at £180,000.

9.3.14 It is to be noted that the ultimate consideration is for a countywide scheme to embrace all on and off street CPE functions across all Districts and the City. This should be through a joint procurement exercise. Considering the benefits of joint modelling provided in this report a countywide scheme would most certainly be financially beneficial in the long term. Current contractual arrangements preclude this as an option at this time, so this current report could be considered as the short term solution in Oxfordshire.

9.4 Financial Conclusions

9.4.1 The introduction of CPE on its own in-house, is not financially

attractive if the pay back has to cover set up and running costs. From the table in 5.3.3 it is clear that the overall position is that the only scenario that predicts close to break even for the on street service is the fully external service (Appendix K). If CPE were to proceed, then separate funding for the set up and running costs would need to be identified in advance, as the return on the investment is not enough to make repayments for the overall service. The Councils would need to identify budgets to be able to provide funding towards the set up and running of the on-street service.

9.4.2 Both the County Council and Districts will have to recognise the need for an active approach to enforcement to ensure the financial balance is achieved.

9.4.3 There is the potential to introduce on street parking charges to cover the costs of CPE.

9.4.4 The Appendix N business case has made the following assumptions after consultation with County officers who manage the current service. Actual unit costs have been omitted from this addendum to preserve commercial confidentiality.

- i. The County Council CPE management team adopt the workload for the 3 extra Districts without requiring any additional staff. There would be 1 extra administration post created.
- ii. The current PCN issue rate on street is 0.74 and the business model has used this figure to give a lower overall issue rate per deployed hour but still retaining the total of 146 deployed hours per week used in previous models so as to allow direct comparisons on costs.
- iii. The current contractor provides the pre notice to owner administration service. The new model has assumed that this will be retained in-house for the new contract.
- iv. The model uses the current outsourced charged out hourly rate for a CEO, the current charged for transport costs and the salaries for in-house staff at the County.
- v. The model assumes that only stationary contraventions are to be enforced in the first instance and excludes bus lanes.

10 Other Issues

10.1 The I.T. Requirements

10.1.1 The question of the provision of I.T. facilities is one which has

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

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

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

10.1.4 The use of any current external processing unit would streamline this process and would only require the setting up of a web based link to the unit. This is strongly recommended as the preferred route for County in terms of cost savings and ongoing efficiencies and business continuity should they decide to keep the management of the administration in house. Data migration of current ECN's for the off street functions, would not be necessary as they could run side by side until the ECN levels are low enough to switch the old system off by writing off the remaining ECNs.

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

10.2 Staff Training

10.2.1 Training of all staff, but in particular the CEO's, is crucial to the success of the project. The developments in training in recent months in this industry have put a great deal of emphasis on the assessment of competence and reduced the attention on the means of achieving this competence. Thus, while it is entirely sensible to want to have the majority of staff qualified at a

recognised level, it is not realistic to expect this to occur without a good training plan to get them there, nor without recognising that this will take a long time. It is also important to recognise that staff turnover in the parking enforcement business is quite high, and that as a result, many staff will not stay long enough in the job to achieve something as long term as formal accreditation.

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

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

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

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

10.2.6 For the administrative staff, training should be provided for all aspects, including the CEO's job. They will also need training in the processes, including the IT aspects of the workflow. Experience has shown that they will require documented procedures to help them to standardise the formalities of PCN processing, and then training in these procedures. It is therefore recommended that as a part of the set-up of the administration by

the contractor, they should provide and help develop documented procedures.

10.2.7 Should County decide to contract out all or part of the service provisions then the responsibility and costs of training will fall to the contractor. The standards expected would then be specified in the tender documents as a minimum level to be attained by the CEOs and administration staff. This will greatly reduce the workload on in-house staff during implementation compared to an in house service.

10.3 Key Decisions

10.3.1 The following issues are those to which OCC and Districts will have to give attention if a decision is taken to adopt the powers:

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

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

11 Key Conclusions

7.1. The main conclusions from this exercise are:

- 7.1.1. The project overall will be marginally operationally in deficit should existing contracts and back office systems be utilised in the short term and a minimal enforcement regime adopted.
- 7.1.2. Further decisions on the potential to introduce paid for parking on street should be considered in order to strengthen financial viability by covering any deficits.
- 7.1.3. An active programme of enforcement is a basic requirement for a financially viable project; this applies to the issuing of parking tickets, and to the pursuit of debt.
- 7.1.4. It is recommended that the introduction of dual role officers undertaking civil and criminal enforcement is not pursued at the outset. Should this be a requirement of the service then it is further recommended that this is set up and provided as a separate function and that a separate funding stream outside of the parking budget is identified due to the high costs of criminal enforcement.
- 7.1.5. During the course of the report it became clear that there is an appetite for some collaboration within the County. None of the 3 Districts have adopted the powers for CPE. The majority of savings are made when setting up a new on street service separate to the existing off street service.

12 Main Recommendations

- 7.1.6. To consider centralising and managing the CPE functions in house for on street separate to the off street services.
- 7.1.7. To outsource the enforcement and part of the administration services by utilising the existing Oxford City contract should this route be legally available. This scenario is financially modelled in Appendix N
- 7.1.8. To decide on whether to introduce paid for parking on street in order to help CPE and to allow for more Highway initiatives to support CPE and traffic management in general.
- 7.1.9. It is recommended that the introduction of dual role officers undertaking civil and criminal enforcement is not pursued at the outset. Should this be a requirement of the service then it is further recommended that this is set up and provided as a separate function and that a separate funding stream outside of the parking budget is identified due to the high costs of criminal enforcement.

7.1.10. Districts to be given the option of buying in to the OCC on street services contract to include their off street operations at any time they wish to do so.

Key Assumptions for the Financial Options

The outsourced models made the following major assumptions:

- a) The Civil Enforcement Officers spend 100% of their time on enforcement;
- b) There are no changes to car park charging from the current regime to consider.
- c) Use of on and off-street charged spaces would show a 1% increase in income as a consequence of displacement from illegal parking on-street;
- d) All set-up costs would include a full month's expenses prior to commencement;
- e) All events would occur at the same time ie there would be no consideration for phasing any part of the project;
- f) All on street set-up costs would be met by the County Council
- g) 75% of all PCNs would be paid, 63% would be paid at discount, 10% at face value and 2% at the incremented value;
- h) Current staffing levels as shown in the base model;
- i) £10,000 to be spent on PR before CPE starts, £12,000 on work to establish the project, and £690,000 to undertake a TRO review and remedy defects in signs and lines;
- j) All CEOs to be equipped with hand-held electronic ticket issuing machines, as well as mobile phones or androids;
- k) CEOs to have shared cars / scooters for mobility; (Contractors choice)
- l) No TUPE costs from the Police;
- m) Off-street levels of enforcement and ticket issuing to remain at existing levels;
- n) 0% sickness level in enforcement staff as they are provided externally
- o) No hours per day per CEO to be lost in travel and administration;
- p) On-street, CEOs issuing around 180 PCNs per week across the 3 Districts. (26 per day)
- q) PCNs to be paid between 1 month and 6 months from date of issue, depending upon level of payment;
- r) 3 months to reach operational levels of ticket issuing;
- s) All regulations to be enforced, the frequency to depend on type and location;

End of Report

APPENDICES

APPENDIX A	Service provision Options
APPENDIX B	Project plan for Implementation
APPENDIX C	The Financial Model – Diagram and Notes
APPENDIX D	The Summary of the 3 individual Base Models all in house at a £70/£50 PCN. (D, D1 and D2). ON and Off street combined service.
APPENDIX E	The Summary of the 3 individual Models with all services externalised using current contract rates (E, E1 and E2). ON and Off street combined service.
APPENDIX F	The Summary of the joint SODC and VWHDC Models with all services in house (F) or externalised (F1) using current contract rates and (F2) using industry rates. ON and Off street combined service.
APPENDIX G	The Summary of a joint model for all 3 Districts, External service provision using current contract rates. (G). ON and Off street combined service.
APPENDIX H	The Summary of a joint model for all 3 Districts, External service provision using industry average contract rates. (H). ON and Off street combined service.
APPENDIX J	The Summary of a joint model for all 3 Districts, External service provision using current contract rates. (J). ON street only services.
APPENDIX K	The FULL joint model for all 3 Districts, External service provision using industry average contract rates. (K). ON street only services.
APPENDIX L	APPENDIX K; with 40% dual role parking and environment enforcement and administration.
APPENDIX N	The FULL joint model for all 3 Districts, External service provision using current Oxford City rates with central management by Oxfordshire County Council (N). ON street only services.

APPENDIX A Service provision Options

Appendix A

Briefing Note on Contracting Options

1. Advantages and disadvantages of outsourcing the CPE service provision:

Advantages of contracting out (External Enforcement):

- 1.1. Best approach to consistency of service delivery across the County and District and to manage change. Any variations in PCN issue levels per deployed hour can be better managed to ensure effective enforcement where and when it is most needed across the County/District.
- 1.2. More likely to generate a surplus or smaller deficit than an in house provision.
- 1.3. A contractor can provide all of the capital to set-up the contract e.g. the hand helds, software, accommodation, uniforms, staff recruitment, training and equipment
- 1.4. A contractor can provide, if necessary, other capital and resources e.g. to remedy the signs and lines;
- 1.5. Should it be required a contractor could assist in the provision of capital funding.
- 1.6. A contractor will issue more parking tickets from the same staff than an in-house team; this can also be negative however, as the need is for quality of tickets, not quantity. However, quality contracts are being used more and more utilising key performance indicators as a measure of the contractors' ability to undertake the service.
- 1.7. Contractors are far more flexible e.g. for seasonal workloads:
- 1.8. Contractors can have fewer industrial relations issues.
- 1.9. A contractor will cover the high costs of recruitment and retention experienced in the industry and will be better placed to replace staff on a regular basis.
- 1.10. A contract must be established to pay for **deployed** (not employed) staff, freeing the Council of issues about sickness etc;
- 1.11. Experienced contractors are well versed in arranging TUPE transfers should they be required.

Risks of contracting out:

- 1.12. A client side is required to control and monitor the work of the contractor, but this is minimal compared to the numbers required when running the service entirely in-house.
- 1.13. In some instances, contracting out may cost the same or can sometimes cost more than doing the work in-house when considered say over a five-year period; this is rare and is usually where a contractor replaces an experienced in-house service.
- 1.14. The Council will need to ensure a very high-quality contract specification – it will be critical to the success of the contract;
- 1.15. Contractors are commercial businesses - they are there to make profit for their companies and shareholders; The Council will need to work hard to make sure that contractors clearly understand and acknowledge the specific transport-related and wider corporate objectives, and align their practice accordingly;
- 1.16. Stereotyped images of 'overzealous' enforcement can engender unwelcome publicity, especially where they are not directly associated with the Council – careful management of publicity will be required;
- 1.17. Contractors may attempt to increase their profits after the initial contract has been acquired, through contract extensions and re-negotiations - again a strong client side will be needed to maintain best value in service delivery and to protect and control the council's position.

Contracting out – Safeguarding the risks

2. Getting the Contract Specification right

- 2.1. As with any contract, the responsibilities of the contractor must be clearly defined, to be achievable and to be capable of being monitored easily by the client side, to ensure contract compliance. The work to be defined cannot be established as a normal “output” specification. It is impractical to set 'output' targets for compliance on the streets, as this is impossible to monitor. It is illegal to set targets for the issue of parking tickets, as the resulting enforcement could constitute a public relations disaster for the Council. The only way to define an output specification is to require a contractor to carry out a defined level of enforcement, specified as a number of deployed hours per week covering certain types of locations. However, parking enforcement is not static in the same way as for example, waste collection may be. Instead, parking enforcement has to be very reactive, as patterns of driver behaviour respond to effective enforcement. Experience suggests that the best way to define a contract is to define it as a labour-based contract, and to define the output in terms of the deployment of skilled, equipped staff for certain times.
- 2.2. A contract of this nature should therefore include the requirement to provide a complete work force for the enforcement duties specified by the client. The inputs and outputs from the contract should be kept to the absolute minimum, and the contractor should have a clear, simple definition of what has to be achieved in order for success to be attained. This means that the client should specify what has to be enforced, and what minimum level of resource is appropriate for that requirement, and the contractor should then be free to deliver that service in the most effective manner they can. All the contractors in the market are very skilled at knowing how best to do this and respond best when they are given a clear requirement leaving them to get on with delivering the service. Their contract terms should contain KPI's to ensure they do actually deliver the successful enforcement, which is their objective. The only other issue then is the specification of the output in terms of correct, valid parking tickets; this is easily handled using the *input* specification to the Council's ticket processing system.

3. The Client Side

- 3.1. If a service is contracted out, there is an implication that the contract has to be managed by the Council. This task requires an experienced person and that experience has to be both in parking management, and in the management of contracts. This implies that it requires a mature, experienced person, and that the costs of such a post are the equivalent of a Parking Manager post albeit in a part time role.
- 3.2. In addition, it is required partly by legislation and partly by good practice, that certain functions are retained internally, regardless of the decision on contracting out. The issuing Council is required to consider formal representations to the issued Penalty Charge Notices, from aggrieved drivers in this case the County or its agent whichever has the name on the back of the PCN. Then, the administration, from first stage representations through to debt registration, would be undertaken by the central ticket unit.

4. Conclusions

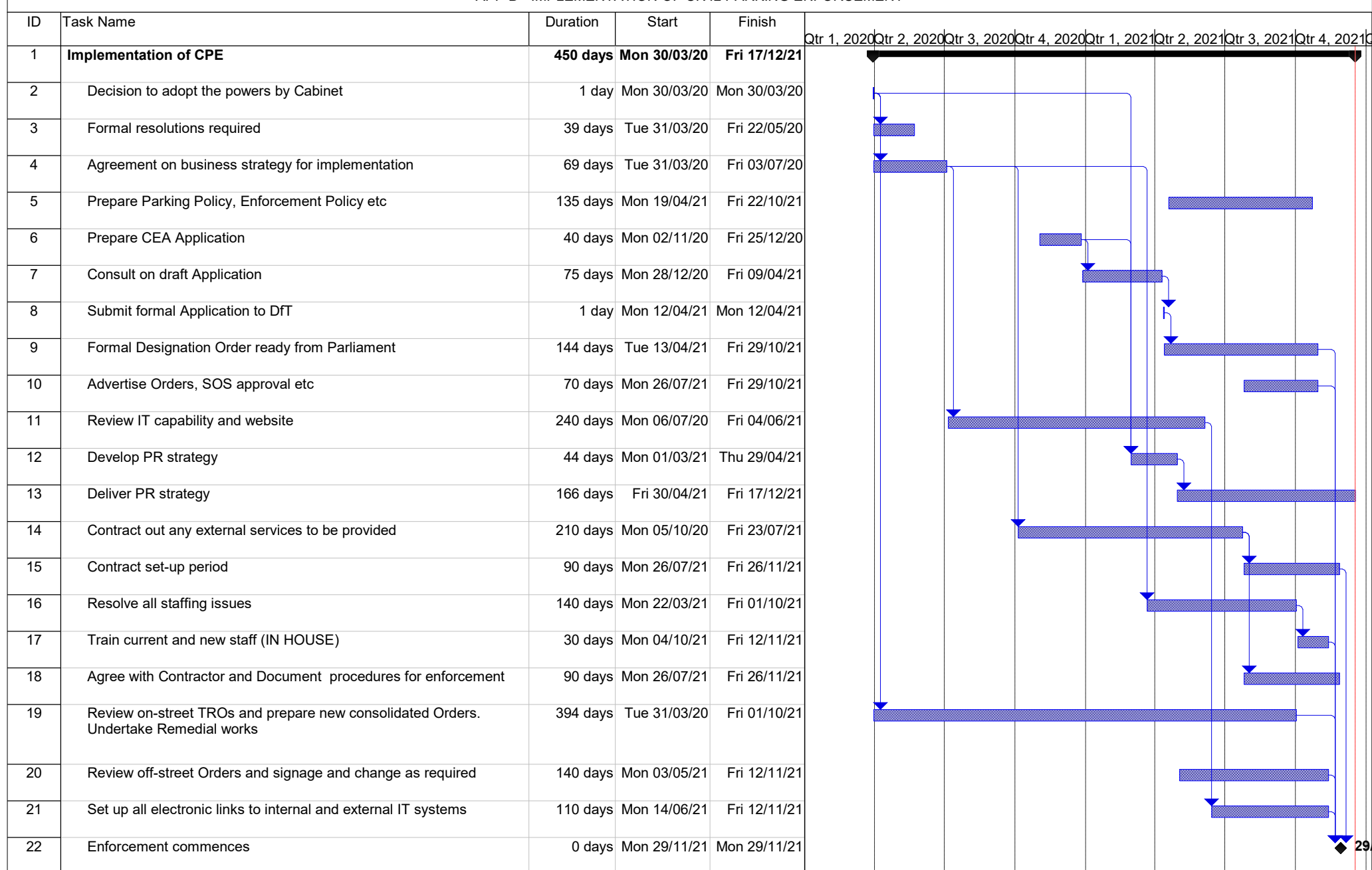
- 4.1. Contracting out will be operationally successful;
- 4.2. There is an active market for the provision of services;
- 4.3. If contracting out is to be considered, the optimum arrangement for tendering out within parking services would be to:
 - Invite tenders for on street enforcement,
 - Define the contract specification as one to provide a labour force, suitably trained, managed and equipped for the enforcement duties;
 - Define the client role to manage the contractual aspects on a hands-off basis.
- 4.4. There will be a need to retain an in-house management function.
- 4.5. Contracting out in itself will take about 6 to 9 months to award of contract, and 3 months for the contract lead-in time, if handled under OJEU rules.
- 4.6. Contracting out should be linked to quality Key Performance Indicators in the contract documents.

5. Recommendations

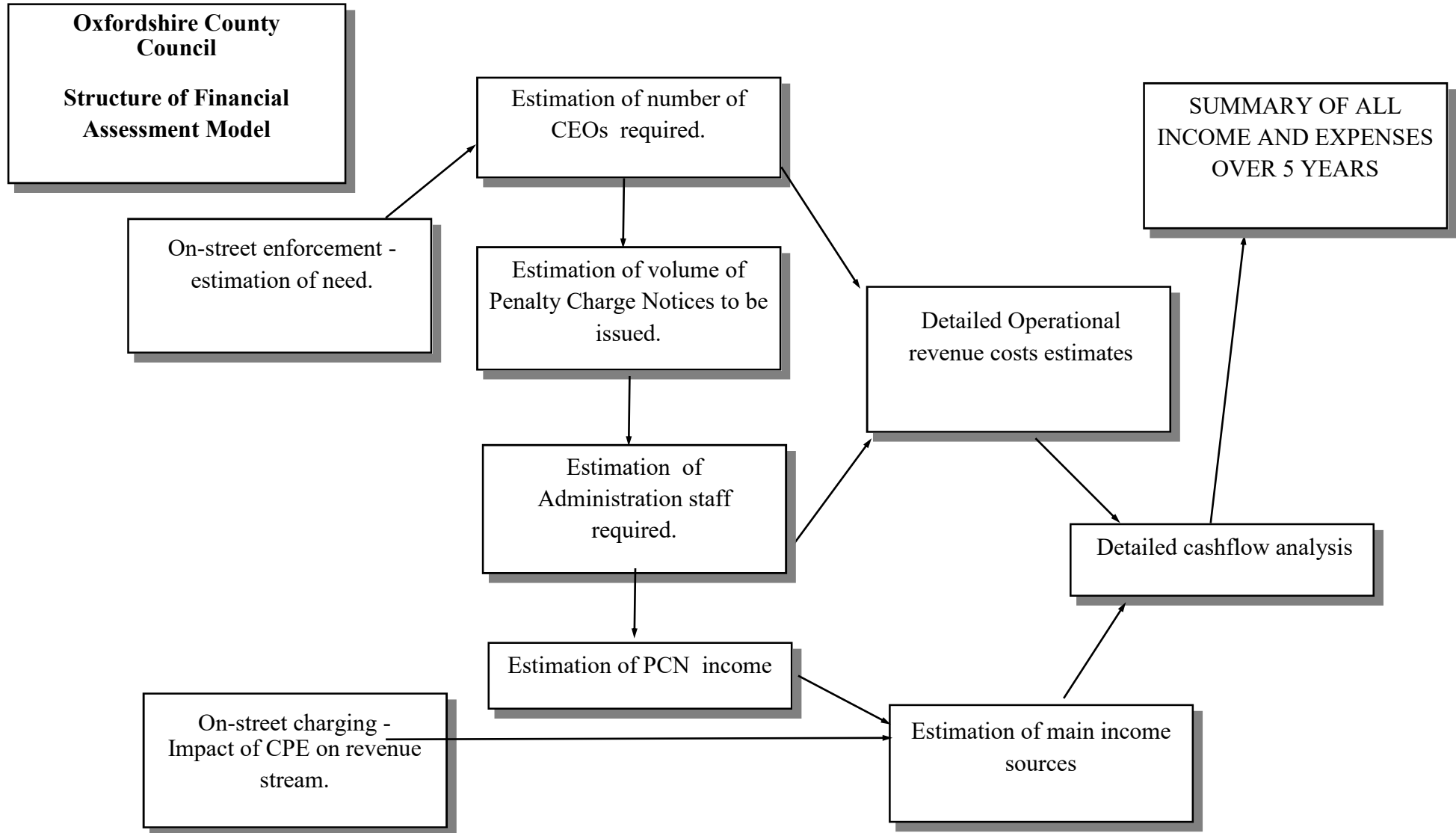
- 5.1. That the provision of the centralised outsourced enforcement is procured through an external contractor using an invited tender procedure.
- 5.2. That the external contractor deals with all issues of TUPE should they arise.
- 5.3. That the service delivery be managed under an agency agreement with the County Council.

APPENDIX B Project plan for Implementation

APP B - IMPLEMENTATION OF CIVIL PARKING ENFORCEMENT



APPENDIX C The Financial Model – Diagram and Notes



OXFORDSHIRE COUNTY COUNCIL CIVIL PARKING ENFORCEMENT THE FINANCIAL MODEL

The attached sheets make up the current drafts of the financial models designed to assess the impact on the Council of adopting the powers to undertake civil parking enforcement (CPE) throughout the 3 Districts, by the transfer of responsibility from the Police. These notes are intended to help you to understand the models, how they are built, and how they can be used. The drafts of the model are at an early stage in development; we will be continuing to refine the model with input from everyone who has an interest in ensuring they are as accurate as is possible. If you want to ask any questions, you should contact, Peter Lowe on 01492 585055 or email: plowe@rtaassociates.co.uk

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

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

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

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

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

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

The Sheets are:

1 Summary

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

2 Workings

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

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

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

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

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

3 CEOs

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

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

4 PCNs

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

5 Cashflow

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

APPENDIX D The Summary of the 3 individual Base Models all in house at a £70/£50 PCN. (D, D1 and D2). ON and Off street combined service.

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	Base D
MODEL DATE:	31-Jan-20

CLIENT: Cherwell District Council**VERSION: BASE MODEL D**

ALL in house on and off street combined

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
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

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
Current	Current
Option 1	
Option 2	

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	Yes
0 - 100%	1%

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
Yes	No
No	

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%	20.0%

LEASING RATES

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

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

SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	Base D
MODEL DATE:	31-Jan-20

CLIENT: *Cherwell District Council***VERSION: BASE MODEL D**

ALL in house on and off street combined

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	16,585	16,734	16,734	16,734	16,734
		PCN PAYMENTS	1		£0	£175,817	£209,927	£209,927	£209,927	£209,927	£209,927
		CLAMP & REMOVAL PAYMENTS			£0	£0	£0	£0	£0	£0	£0
		PERMIT PAYMENTS	2		£0	£0	£0	£0	£0	£0	£0
		CAR PARK RECEIPTS	3		£0	£14,933	£14,933	£14,933	£14,933	£14,933	£14,933
		ON STREET CHARGING	3		£0	£0	£0	£0	£0	£0	£0
		NET C.COURT PROCEEDS	4		£0	£4,473	£17,890	£17,890	£17,890	£17,890	£17,890
		TOTAL PAYMENTS			£0	£195,223	£242,750	£242,750	£242,750	£242,750	£242,750
EXPENSES:											
					Inflation factor		3%	3%	3%	3%	3%
		OPERATIONAL MANAGEMENT	5	1	£293,750	£7,355	£88,256	£90,904	£93,631	£96,440	£99,333
		ON-STREET ENFORCEMENT	6	1	£17,350	£9,933	£119,200	£122,776	£126,460	£130,253	£134,161
		OFF-STREET ENFORCEMENT	7	1	£2,325	£2,325	£1,194	£1,229	£1,266	£1,304	£1,343
		CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
		TICKET & PERMITS PROCESSING	8	1	£31,550	£13,903	£64,231	£66,158	£68,143	£70,187	£72,293
		PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
		TOTAL EXPENSES			£344,975	£33,516	£272,881	£281,068	£289,500	£298,185	£307,130
ANNUAL NET SURPLUS OR (DEFICIT)					(£344,975)	(£33,516)	(£77,659)	(£38,318)	(£46,750)	(£55,435)	(£64,381)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL						(£33,516)	(£111,174)	(£149,492)	(£196,242)	(£251,677)	(£316,058)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL						(£378,491)	(£456,149)	(£494,467)	(£541,217)	(£596,652)	(£661,033)
NPV INTEREST RATE 6%											
YEAR END NPVs (EXCLUDING CAPITAL)							(£106,779)	(£140,881)	(£180,134)	(£224,043)	(£272,152)
NPV INTEREST RATE 6%											
YEAR END NPVs (INCLUDING CAPITAL)							(£451,754)	(£485,856)	(£525,109)	(£569,018)	(£617,127)

Notes:-

- 1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

CLIENT: Cherwell District Council

VERSION: BASE MODEL D

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT POST-DPE.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME	PCNs ISSUED:				16,585	16,734	16,734	16,734	16,734
	ON-STREET:	32.6%			5,312	5,460	5,460	5,460	5,460
	OFF-STREET:	67.4%			11,274	11,274	11,274	11,274	11,274
EXPENSES:									
TOTALS:									

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION**CLIENT:** South Oxfordshire District Council**VERSION:** **MODEL D1**
ALL IN HOUSE
V3**MODEL VERSION:** D1
MODEL DATE: 31-Jan-20**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
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

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
Current	Current
Option 1	
Option 2	

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	Yes
0 - 100%	1%

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
Yes	No
No	

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%	20.0%

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:	D1
MODEL DATE:	31-Jan-20

CLIENT: South Oxfordshire District Council

VERSION: **MODEL D1**
 ALL IN HOUSE
 V3

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	3,864	3,919	3,919	3,919	3,919
		PCN PAYMENTS	1		£0	£35,950	£45,465	£45,465	£45,465	£45,465	£45,465
		CLAMP & REMOVAL PAYMENTS			£0	£0	£0	£0	£0	£0	£0
		PERMIT PAYMENTS	2		£0	£0	£0	£0	£0	£0	£0
		CAR PARK RECEIPTS	3		£0	£8,626	£8,626	£8,626	£8,626	£8,626	£8,626
		ON STREET CHARGING	3		£0	£358	£358	£358	£358	£358	£358
		NET C.COURT PROCEEDS	4		£0	£921	£3,683	£3,683	£3,683	£3,683	£3,683
		TOTAL PAYMENTS			£0	£45,854	£58,132	£58,132	£58,132	£58,132	£58,132
EXPENSES:											
					Inflation factor		3%	3%	3%	3%	3%
		OPERATIONAL MANAGEMENT	5	1	£232,050	£3,620	£43,438	£44,742	£46,084	£47,466	£48,890
		ON-STREET ENFORCEMENT	6	1	£6,185	£3,514	£42,171	£43,437	£44,740	£46,082	£47,464
		OFF-STREET ENFORCEMENT	7	1	£1,985	£2,250	£5,937	£6,115	£6,298	£6,487	£6,682
		CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
		TICKET & PERMITS PROCESSING	8	1	£29,650	£12,303	£52,239	£53,806	£55,421	£57,083	£58,796
		PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
		TOTAL EXPENSES			£269,870	£21,687	£143,786	£148,099	£152,542	£157,119	£161,832
ANNUAL NET SURPLUS OR (DEFICIT)					(£269,870)	(£21,687)	(£97,932)	(£89,968)	(£94,411)	(£98,987)	(£103,700)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL						(£21,687)	(£119,619)	(£209,587)	(£303,998)	(£402,984)	(£506,685)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL						(£291,557)	(£389,489)	(£479,457)	(£573,868)	(£672,854)	(£776,555)
NPV INTEREST RATE 6%											
YEAR END NPVs (EXCLUDING CAPITAL)							(£114,076)	(£194,147)	(£273,416)	(£351,823)	(£429,314)
NPV INTEREST RATE 6%											
YEAR END NPVs (INCLUDING CAPITAL)							(£383,946)	(£464,017)	(£543,286)	(£621,693)	(£699,184)

Notes:-

- 1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

CLIENT: South Oxfordshire District Council

VERSION: MODEL D1

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT POST-DPE.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME	PCNs ISSUED:				3,864	3,919	3,919	3,919	3,919
	ON-STREET:	51.4%			1,961	2,016	2,016	2,016	2,016
	OFF-STREET:	48.6%			1,903	1,903	1,903	1,903	1,903
EXPENSES:									
TOTALS:									

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	D2
MODEL DATE:	31-Jan-20

CLIENT: Vale of the White Horse District Council

VERSION: **MODEL D2**
 ALL IN HOUSE
 V3

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
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

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
Current	Current
Option 1	
Option 2	

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	Yes
0 - 100%	1%

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
Yes	No
No	

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%	20.0%

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:	D2
MODEL DATE:	31-Jan-20

CLIENT: Vale of the White Horse District Council

VERSION: **MODEL D2**
 ALL IN HOUSE
 V3

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	3,244	3,299	3,299	3,299	3,299
		PCN PAYMENTS	1		£0	£33,004	£40,650	£40,650	£40,650	£40,650	£40,650
		CLAMP & REMOVAL PAYMENTS			£0	£0	£0	£0	£0	£0	£0
		PERMIT PAYMENTS	2		£0	£0	£0	£0	£0	£0	£0
		CAR PARK RECEIPTS	3		£0	£3,336	£3,336	£3,336	£3,336	£3,336	£3,336
		ON STREET CHARGING	3		£0	£178	£178	£178	£178	£178	£178
		NET C.COURT PROCEEDS	4		£0	£914	£3,655	£3,655	£3,655	£3,655	£3,655
		TOTAL PAYMENTS			£0	£37,432	£47,820	£47,820	£47,820	£47,820	£47,820
EXPENSES:											
					Inflation factor		3%	3%	3%	3%	3%
		OPERATIONAL MANAGEMENT	5	1	£232,050	£3,620	£43,438	£44,742	£46,084	£47,466	£48,890
		ON-STREET ENFORCEMENT	6	1	£6,185	£3,514	£42,171	£43,437	£44,740	£46,082	£47,464
		OFF-STREET ENFORCEMENT	7	1	£1,985	£2,250	£5,937	£6,115	£6,298	£6,487	£6,682
		CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
		TICKET & PERMITS PROCESSING	8	1	£29,650	£12,296	£52,147	£53,711	£55,323	£56,982	£58,692
		PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
		TOTAL EXPENSES			£269,870	£21,680	£143,693	£148,004	£152,444	£157,018	£161,728
ANNUAL NET SURPLUS OR (DEFICIT)					(£269,870)	(£21,680)	(£106,261)	(£100,184)	(£104,625)	(£109,198)	(£113,908)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL						(£21,680)	(£127,941)	(£228,125)	(£332,750)	(£441,948)	(£555,856)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL						(£291,550)	(£397,811)	(£497,995)	(£602,620)	(£711,818)	(£825,726)
NPV INTEREST RATE 6%											
YEAR END NPVs (EXCLUDING CAPITAL)							(£121,926)	(£211,090)	(£298,935)	(£385,430)	(£470,549)
NPV INTEREST RATE 6%											
YEAR END NPVs (INCLUDING CAPITAL)							(£391,796)	(£480,960)	(£568,805)	(£655,300)	(£740,419)

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:	D2
MODEL DATE:	31-Jan-20

CLIENT: Vale of the White Horse District Council

VERSION: MODEL D2

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT POST-DPE.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME	PCNs ISSUED:				3,244	3,299	3,299	3,299	3,299
	ON-STREET:	61.1%			1,961	2,016	2,016	2,016	2,016
	OFF-STREET:	38.9%			1,283	1,283	1,283	1,283	1,283
EXPENSES:									
TOTALS:									

APPENDIX E The Summary of the 3 individual Models with all services externalised using current contract rates (E, E1 and E2). ON and Off street combined service.

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	E
MODEL DATE:	31-Jan-20

CLIENT: Cherwell District Council**VERSION: MODEL E**

ALL External on and off street combined

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
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

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
Current	Current
Option 1	
Option 2	

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	Yes
0 - 100%	1%

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
Yes	No
No	

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%	20.0%

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:	E
MODEL DATE:	31-Jan-20

CLIENT: *Cherwell District Council***VERSION: MODEL E**

ALL External on and off street combined

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	16,585	16,734	16,734	16,734	16,734
	PCN PAYMENTS	1			£0	£175,818	£209,927	£209,927	£209,927	£209,927
	CLAMP & REMOVAL PAYMENTS				£0	£0	£0	£0	£0	£0
	PERMIT PAYMENTS	2			£0	£0	£0	£0	£0	£0
	CAR PARK RECEIPTS	3			£0	£14,933	£14,933	£14,933	£14,933	£14,933
	ON STREET CHARGING	3			£0	£0	£0	£0	£0	£0
	NET C.COURT PROCEEDS	4			£0	£4,473	£17,890	£17,890	£17,890	£17,890
	TOTAL PAYMENTS				£0	£195,223	£242,750	£242,750	£242,750	£242,750
EXPENSES:										
				Inflation factor		3%	3%	3%	3%	
	OPERATIONAL MANAGEMENT	5	1		£294,750	£7,964	£88,366	£91,017	£93,748	£96,560
	ON-STREET ENFORCEMENT	6	1		£15,000	£9,256	£111,069	£114,401	£117,833	£121,368
	OFF-STREET ENFORCEMENT	7	1		£4,000	£0	£168,972	£174,041	£179,263	£184,640
	CLAMP & REMOVAL CONTROL		1		£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1		£11,100	£8,939	£67,665	£69,695	£71,786	£73,940
	PAY & DISPLAY	9	1		£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES				£324,850	£26,158	£436,073	£449,155	£462,629	£476,508
										£490,804
ANNUAL NET SURPLUS OR (DEFICIT)					(£324,850)	(£26,158)	(£240,850)	(£206,405)	(£219,880)	(£233,759)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL						(£26,158)	(£267,008)	(£473,413)	(£693,293)	(£927,051)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL						(£351,008)	(£591,858)	(£798,263)	(£1,018,143)	(£1,251,901)
NPV INTEREST RATE 6%										
YEAR END NPVs (EXCLUDING CAPITAL)						(£253,375)	(£437,075)	(£621,690)	(£806,849)	(£992,209)
NPV INTEREST RATE 6%										
YEAR END NPVs (INCLUDING CAPITAL)						(£578,225)	(£761,925)	(£946,540)	(£1,131,699)	(£1,317,059)

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:	E
MODEL DATE:	31-Jan-20

CLIENT: Cherwell District Council

VERSION: MODEL E

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME	PCNs ISSUED:				16,585	16,734	16,734	16,734	16,734
	ON-STREET:	32.6%			5,312	5,460	5,460	5,460	5,460
	OFF-STREET:	67.4%			11,274	11,274	11,274	11,274	11,274
EXPENSES:									
TOTALS:									

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	E1 Ext
MODEL DATE:	31-Jan-20

CLIENT: South Oxfordshire District Council**VERSION:** **MODEL E1**

**ALL External on and off street combined
current rates**

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
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

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
Current	Current
Option 1	
Option 2	

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	Yes
0 - 100%	1%

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
Yes	No
No	

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%	20.0%

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:	E1 Ext
MODEL DATE:	31-Jan-20

CLIENT: South Oxfordshire District Council**VERSION: MODEL E1**

ALL External on and off street combined
current rates

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	3,864	3,919	3,919	3,919	3,919
	PCN PAYMENTS	1			£0	£36,080	£45,595	£45,595	£45,595	£45,595
	CLAMP & REMOVAL PAYMENTS				£0	£0	£0	£0	£0	£0
	PERMIT PAYMENTS	2			£0	£0	£0	£0	£0	£0
	CAR PARK RECEIPTS	3			£0	£8,626	£8,626	£8,626	£8,626	£8,626
	ON STREET CHARGING	3			£0	£358	£358	£358	£358	£358
	NET C.COURT PROCEEDS	4			£0	£921	£3,683	£3,683	£3,683	£3,683
	TOTAL PAYMENTS				£0	£45,984	£58,262	£58,262	£58,262	£58,262
EXPENSES:										
				Inflation factor		3%	3%	3%	3%	
	OPERATIONAL MANAGEMENT	5	1		£232,050	£3,620	£43,438	£44,742	£46,084	£48,890
	ON-STREET ENFORCEMENT	6	1		£16,457	£3,535	£42,420	£43,693	£45,003	£47,744
	OFF-STREET ENFORCEMENT	7	1		£4,227	£10,842	£130,106	£134,009	£142,170	£146,435
	CLAMP & REMOVAL CONTROL		1		£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1		£12,342	£5,320	£24,240	£24,967	£25,716	£27,282
	PAY & DISPLAY	9	1		£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES				£265,075	£23,317	£240,204	£247,410	£254,832	£270,351
ANNUAL NET SURPLUS OR (DEFICIT)					(£265,075)	(£23,317)	(£194,220)	(£189,148)	(£196,570)	(£212,090)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL						(£23,317)	(£217,537)	(£406,685)	(£603,255)	(£1,019,560)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL						(£288,392)	(£482,612)	(£671,760)	(£868,330)	(£1,284,635)
NPV INTEREST RATE 6%										
YEAR END NPVs (EXCLUDING CAPITAL)						(£206,543)	(£374,884)	(£539,928)	(£701,686)	(£860,172)
NPV INTEREST RATE 6%										
YEAR END NPVs (INCLUDING CAPITAL)						(£471,618)	(£639,959)	(£805,004)	(£966,761)	(£1,125,247)

Notes:-

- 1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

CLIENT: South Oxfordshire District Council

VERSION: MODEL E1

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT POST-DPE.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME	PCNs ISSUED:				3,864	3,919	3,919	3,919	3,919
	ON-STREET:	51.4%			1,960	2,015	2,015	2,015	2,015
	OFF-STREET:	48.6%			1,904	1,904	1,904	1,904	1,904
EXPENSES:									
TOTALS:									

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	E2 ext
MODEL DATE:	31-Jan-20

CLIENT: Vale of the White Horse District Council

VERSION: MODEL E2

**ALL External on and off street combined
current rates**

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
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

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
Current	Current
Option 1	
Option 2	

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	Yes
0 - 100%	1%

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
Yes	No
No	

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%	20.0%

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:	E2 ext
MODEL DATE:	31-Jan-20

CLIENT: Vale of the White Horse District Council**VERSION: MODEL E2**ALL External on and off street combined
current rates**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	3,245	3,300	3,300	3,300	3,300
	PCN PAYMENTS	1			£0	£33,026	£40,674	£40,674	£40,674	£40,674
	CLAMP & REMOVAL PAYMENTS				£0	£0	£0	£0	£0	£0
	PERMIT PAYMENTS	2			£0	£0	£0	£0	£0	£0
	CAR PARK RECEIPTS	3			£0	£3,336	£3,336	£3,336	£3,336	£3,336
	ON STREET CHARGING	3			£0	£178	£178	£178	£178	£178
	NET C.COURT PROCEEDS	4			£0	£914	£3,656	£3,656	£3,656	£3,656
	TOTAL PAYMENTS				£0	£37,454	£47,844	£47,844	£47,844	£47,844
EXPENSES:										
				Inflation factor		3%	3%	3%	3%	
	OPERATIONAL MANAGEMENT	5	1		£232,050	£3,620	£43,438	£44,742	£46,084	£48,890
	ON-STREET ENFORCEMENT	6	1		£16,457	£3,535	£42,420	£43,693	£45,003	£47,744
	OFF-STREET ENFORCEMENT	7	1		£4,227	£10,842	£130,106	£134,009	£142,170	£146,435
	CLAMP & REMOVAL CONTROL		1		£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1		£12,342	£5,304	£24,051	£24,772	£25,516	£27,069
	PAY & DISPLAY	9	1		£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES				£265,075	£23,301	£240,015	£247,215	£254,632	£270,139
ANNUAL NET SURPLUS OR (DEFICIT)					(£265,075)	(£23,301)	(£202,560)	(£199,371)	(£206,788)	(£222,295)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL						(£23,301)	(£225,862)	(£425,233)	(£632,021)	(£1,068,742)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL						(£288,376)	(£490,937)	(£690,308)	(£897,096)	(£1,333,817)
NPV INTEREST RATE 6%										
YEAR END NPVs (EXCLUDING CAPITAL)						(£214,396)	(£391,836)	(£565,459)	(£735,305)	(£901,416)
NPV INTEREST RATE 6%										
YEAR END NPVs (INCLUDING CAPITAL)						(£479,471)	(£656,911)	(£830,534)	(£1,000,380)	(£1,166,492)

Notes:-

- 1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

CLIENT: Vale of the White Horse District Council

VERSION: MODEL E2

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT POST-DPE.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME	PCNs ISSUED:				3,245	3,300	3,300	3,300	3,300
	ON-STREET:	61.1%			1,961	2,016	2,016	2,016	2,016
	OFF-STREET:	38.9%			1,284	1,284	1,284	1,284	1,284
EXPENSES:									
TOTALS:									

APPENDIX F The Summary of the joint SODC and VWHDC Models with all services in house (F) or externalised (F1) using current contract rates and (F2) using industry rates. ON and Off street combined service.

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	F JOINT
MODEL DATE:	31-Jan-20

CLIENT: South Oxfordshire and Vale of White Horse District Councils

VERSION: **MODEL F Joint**
ALL IN HOUSE
V3

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
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

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
Current	Current
Option 1	
Option 2	

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	Yes
0 - 100%	1%

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
Yes	No
No	

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%	20.0%

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:	F JOINT
MODEL DATE:	31-Jan-20

CLIENT: South Oxfordshire and Vale of White Horse District Councils

VERSION: **MODEL F Joint**
 ALL IN HOUSE
 V3

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	7,103	7,213	7,213	7,213	7,213
		PCN PAYMENTS	1			£0	£68,718	£85,849	£85,849	£85,849	£85,849
		CLAMP & REMOVAL PAYMENTS				£0	£0	£0	£0	£0	£0
		PERMIT PAYMENTS	2			£0	£0	£0	£0	£0	£0
		CAR PARK RECEIPTS	3			£0	£11,962	£11,962	£11,962	£11,962	£11,962
		ON STREET CHARGING	3			£0	£536	£536	£536	£536	£536
		NET C.COURT PROCEEDS	4			£0	£1,832	£7,326	£7,326	£7,326	£7,326
		TOTAL PAYMENTS				£0	£83,047	£105,673	£105,673	£105,673	£105,673
EXPENSES:											
					Inflation factor		3%	3%	3%	3%	3%
		OPERATIONAL MANAGEMENT	5	1		£447,500	£3,088	£37,052	£38,164	£39,309	£40,488
		ON-STREET ENFORCEMENT	6	1		£10,305	£7,041	£84,494	£87,029	£89,640	£92,329
		OFF-STREET ENFORCEMENT	7	1		£2,325	£3,750	£11,292	£11,630	£11,979	£12,339
		CLAMP & REMOVAL CONTROL		1		£0	£0	£0	£0	£0	£0
		TICKET & PERMITS PROCESSING	8	1		£29,650	£12,965	£85,385	£87,946	£90,584	£93,302
		PAY & DISPLAY	9	1		£0	£0	£0	£0	£0	£0
		TOTAL EXPENSES				£489,780	£26,844	£218,222	£224,769	£231,512	£238,458
ANNUAL NET SURPLUS OR (DEFICIT)						(£489,780)	(£26,844)	(£135,175)	(£119,096)	(£125,839)	(£132,784)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL							(£26,844)	(£162,019)	(£281,115)	(£406,954)	(£539,739)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL							(£516,624)	(£651,799)	(£770,895)	(£896,734)	(£1,029,519)
NPV INTEREST RATE 6%											
YEAR END NPVs (EXCLUDING CAPITAL)							(£154,368)	(£260,363)	(£366,020)	(£471,198)	(£575,767)
NPV INTEREST RATE 6%											
YEAR END NPVs (INCLUDING CAPITAL)							(£644,148)	(£750,143)	(£855,800)	(£960,978)	(£1,065,547)

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:	F JOINT
MODEL DATE:	31-Jan-20

CLIENT: South Oxfordshire and Vale of White Horse District Councils

VERSION: MODEL F Joint

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT POST-DPE.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME	PCNs ISSUED:				7,103	7,213	7,213	7,213	7,213
	ON-STREET:	55.9%			3,922	4,032	4,032	4,032	4,032
	OFF-STREET:	44.1%			3,181	3,181	3,181	3,181	3,181
EXPENSES:									
TOTALS:									

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	F1 EXT JOINT
MODEL DATE:	31-Jan-20

CLIENT: South Oxfordshire and Vale of White Horse District Councils

VERSION: MODEL F1 Joint

ALL External on and off street combined

V3

current rates

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
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

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
Current	Current
Option 1	
Option 2	

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	Yes
0 - 100%	1%

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
Yes	No
No	

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%	20.0%

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:	F1 EXT JOINT
MODEL DATE:	31-Jan-20

CLIENT: South Oxfordshire and Vale of White Horse District Councils**VERSION: MODEL F1 Joint**

ALL External on and off street combined

V3current rates**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	7,106	7,216	7,216	7,216	7,216
		PCN PAYMENTS	1		£0	£68,786	£85,921	£85,921	£85,921	£85,921	£85,921
		CLAMP & REMOVAL PAYMENTS			£0	£0	£0	£0	£0	£0	£0
		PERMIT PAYMENTS	2		£0	£0	£0	£0	£0	£0	£0
		CAR PARK RECEIPTS	3		£0	£11,962	£11,962	£11,962	£11,962	£11,962	£11,962
		ON STREET CHARGING	3		£0	£536	£536	£536	£536	£536	£536
		NET C.COURT PROCEEDS	4		£0	£1,829	£7,317	£7,317	£7,317	£7,317	£7,317
		TOTAL PAYMENTS			£0	£83,113	£105,735	£105,735	£105,735	£105,735	£105,735
EXPENSES:											
					Inflation factor		3%	3%	3%	3%	3%
		OPERATIONAL MANAGEMENT	5	1	£447,500	£2,836	£34,027	£35,048	£36,100	£37,183	£38,298
		ON-STREET ENFORCEMENT	6	1	£32,914	£7,070	£84,840	£87,385	£90,007	£92,707	£95,488
		OFF-STREET ENFORCEMENT	7	1	£10,778	£0	£265,879	£273,855	£282,071	£290,533	£299,249
		CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
		TICKET & PERMITS PROCESSING	8	1	£22,683	£7,322	£48,261	£49,709	£51,200	£52,736	£54,318
		PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
		TOTAL EXPENSES			£513,875	£17,227	£433,007	£445,997	£459,377	£473,159	£487,353
ANNUAL NET SURPLUS OR (DEFICIT)					(£513,875)	(£17,227)	(£349,894)	(£340,262)	(£353,642)	(£367,423)	(£381,618)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL						(£17,227)	(£367,122)	(£707,384)	(£1,061,026)	(£1,428,449)	(£1,810,067)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL						(£531,103)	(£880,997)	(£1,221,259)	(£1,574,901)	(£1,942,325)	(£2,323,943)
NPV INTEREST RATE 6%											
YEAR END NPVs (EXCLUDING CAPITAL)							(£347,316)	(£650,149)	(£947,073)	(£1,238,107)	(£1,523,274)
NPV INTEREST RATE 6%											
YEAR END NPVs (INCLUDING CAPITAL)							(£861,192)	(£1,164,024)	(£1,460,949)	(£1,751,982)	(£2,037,150)

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:	F1 EXT JOINT
MODEL DATE:	31-Jan-20

CLIENT: South Oxfordshire and Vale of White Horse District Councils

VERSION: MODEL F1 Joint

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME	PCNs ISSUED:				7,106	7,216	7,216	7,216	7,216
	ON-STREET:	55.8%			3,920	4,030	4,030	4,030	4,030
	OFF-STREET:	44.2%			3,186	3,186	3,186	3,186	3,186
EXPENSES:									
TOTALS:									

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	F2 EXT JOINT IR
MODEL DATE:	31-Jan-20

CLIENT: South Oxfordshire and Vale of White Horse District Councils**VERSION:** **MODEL F2 Joint**

ALL External on and off street combined

V3industry rates**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
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

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
Current	Current
Option 1	
Option 2	

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	Yes
0 - 100%	1%

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
Yes	No
No	

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%	20.0%

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:	F2 EXT JOINT IR
MODEL DATE:	31-Jan-20

CLIENT: South Oxfordshire and Vale of White Horse District Councils**VERSION: MODEL F2 Joint**

ALL External on and off street combined

V3industry rates**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	7,106	7,216	7,216	7,216	7,216
		PCN PAYMENTS	1		£0	£68,786	£85,921	£85,921	£85,921	£85,921	£85,921
		CLAMP & REMOVAL PAYMENTS			£0	£0	£0	£0	£0	£0	£0
		PERMIT PAYMENTS	2		£0	£0	£0	£0	£0	£0	£0
		CAR PARK RECEIPTS	3		£0	£11,962	£11,962	£11,962	£11,962	£11,962	£11,962
		ON STREET CHARGING	3		£0	£536	£536	£536	£536	£536	£536
		NET C.COURT PROCEEDS	4		£0	£1,829	£7,317	£7,317	£7,317	£7,317	£7,317
		TOTAL PAYMENTS			£0	£83,113	£105,735	£105,735	£105,735	£105,735	£105,735
EXPENSES:											
					Inflation factor		3%	3%	3%	3%	
		OPERATIONAL MANAGEMENT	5	1	£447,500	£2,836	£34,027	£35,048	£36,100	£37,183	£38,298
		ON-STREET ENFORCEMENT	6	1	£32,914	£6,153	£73,840	£76,055	£78,337	£80,687	£83,107
		OFF-STREET ENFORCEMENT	7	1	£10,778	£0	£231,814	£238,768	£245,931	£253,309	£260,908
		CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
		TICKET & PERMITS PROCESSING	8	1	£22,683	£5,514	£26,562	£27,359	£28,180	£29,025	£29,896
		PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
		TOTAL EXPENSES			£513,875	£14,502	£366,243	£377,230	£388,547	£400,204	£412,210
ANNUAL NET SURPLUS OR (DEFICIT)					(£513,875)	(£14,502)	(£283,130)	(£271,495)	(£282,812)	(£294,468)	(£306,475)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL						(£14,502)	(£297,633)	(£569,128)	(£851,940)	(£1,146,408)	(£1,452,883)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL						(£528,378)	(£811,508)	(£1,083,003)	(£1,365,815)	(£1,660,284)	(£1,966,758)
NPV INTEREST RATE 6%											
YEAR END NPVs (EXCLUDING CAPITAL)							(£281,607)	(£523,236)	(£760,691)	(£993,937)	(£1,222,953)
NPV INTEREST RATE 6%											
YEAR END NPVs (INCLUDING CAPITAL)							(£795,482)	(£1,037,112)	(£1,274,566)	(£1,507,812)	(£1,736,828)

Notes:-

- 1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

CLIENT: South Oxfordshire and Vale of White Horse District Councils

VERSION: MODEL F2 Joint

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
PCNs ISSUED:					7,106	7,216	7,216	7,216	7,216
ON-STREET:					3,920	4,030	4,030	4,030	4,030
OFF-STREET:					3,186	3,186	3,186	3,186	3,186
INCOME									
PCN PAYMENTS									
TOTAL:					£ 68,786	£ 85,921	£ 85,921	£ 85,921	£ 85,921
ON-STREET (Higher):					£ 74,755	£ 87,874	£ 87,874	£ 87,874	£ 87,874
ON-STREET (Lower):					£ 22,884	£ 26,900	£ 26,900	£ 26,900	£ 26,900
new OFF-STREET					£ 81,716	£ 81,716	£ 81,716	£ 81,716	£ 81,716
current OFF-STREET					(£ 110,570)	(£ 110,570)	(£ 110,570)	(£ 110,570)	(£ 110,570)
PERMIT PAYMENTS				£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
ON-STREET:				£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
OFF-STREET:				£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
CAR PARK RECEIPTS									
TOTAL:					£ 11,962	£ 11,962	£ 11,962	£ 11,962	£ 11,962
ON-STREET:					£ 0	£ 0	£ 0	£ 0	£ 0
OFF-STREET:					£ 11,962	£ 11,962	£ 11,962	£ 11,962	£ 11,962
ON STREET CHARGING									
TOTAL:					£ 536	£ 536	£ 536	£ 536	£ 536
ON-STREET:					£ 536	£ 536	£ 536	£ 536	£ 536
OFF-STREET:					£ 0	£ 0	£ 0	£ 0	£ 0
NET C.COURT PROCEEDS									
TOTAL:					£ 1,829	£ 7,317	£ 7,317	£ 7,317	£ 7,317
ON-STREET:					£ 1,022	£ 4,086	£ 4,086	£ 4,086	£ 4,086
OFF-STREET:					£ 808	£ 3,231	£ 3,231	£ 3,231	£ 3,231
EXPENSES:									
OPERATIONAL MANAGEMENT				£ 447,500	£ 2,836	£ 34,027	£ 35,048	£ 36,100	£ 38,298
ON-STREET:				£ 443,300	£ 2,809	£ 34,027	£ 35,048	£ 36,100	£ 38,298
OFF-STREET:				£ 4,200	£ 0	£ 0	£ 0	£ 0	£ 0
ON-STREET ENFORCEMENT									
TOTAL:				£ 32,914	£ 6,153	£ 73,840	£ 76,055	£ 78,337	£ 83,107
ON-STREET:				£ 32,914	£ 6,153	£ 73,840	£ 76,055	£ 78,337	£ 83,107
OFF-STREET:				£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
OFF-STREET ENFORCEMENT									
TOTAL:				£ 10,778	£ 0	£ 231,814	£ 238,768	£ 245,931	£ 260,908
ON-STREET:				£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
OFF-STREET:				£ 10,778	£ 0	£ 231,814	£ 238,768	£ 245,931	£ 260,908
TICKET & PERMITS PROCESSING									
TOTAL:				£ 22,683	£ 5,514	£ 26,562	£ 27,359	£ 28,180	£ 29,025
ON-STREET:				£ 18,464	£ 5,514	£ 26,562	£ 27,359	£ 28,180	£ 29,025
OFF-STREET:				£ 4,219	£ 0	£ 0	£ 0	£ 0	£ 0
PAY & DISPLAY									
TOTAL:				£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
ON-STREET:				£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
OFF-STREET:				£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
TOTALS:									
INCOME					£ 0	£ 99,197	£ 119,396	£ 119,396	£ 119,396
INCOME					£ 0	(£ 16,084)	(£ 13,661)	(£ 13,661)	(£ 13,661)
TOTAL INCOME:					£ 0	£ 83,113	£ 105,735	£ 105,735	£ 105,735
EXPENSES				£ 494,678	£ 14,476	£ 134,430	£ 138,462	£ 142,616	£ 151,302
EXPENSES				£ 19,198	£ 0	£ 231,814	£ 238,768	£ 245,931	£ 260,908
TOTAL EXPENSES:				£ 513,875	£ 14,476	£ 366,243	£ 377,230	£ 388,547	£ 412,210
ANNUAL NET SURPLUS OR (DEFICIT):				(£ 494,678)	(£ 14,476)	(£ 35,233)	(£ 19,066)	(£ 23,220)	(£ 31,905)
ON-STREET:				(£ 19,198)	£ 0	(£ 247,898)	(£ 252,429)	(£ 259,592)	(£ 266,970)
OFF-STREET:				(£ 513,875)	(£ 14,476)	(£ 283,130)	(£ 271,495)	(£ 282,812)	(£ 294,468)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL					(£ 14,476)	(£ 49,708)	(£ 68,774)	(£ 91,994)	(£ 119,493)
ON-STREET:					£ 0	(£ 247,898)	(£ 500,327)	(£ 759,919)	(£ 1,026,889)
OFF-STREET:					£ 0	(£ 297,606)	(£ 569,101)	(£ 851,913)	(£ 1,146,382)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL					(£ 494,678)	(£ 509,154)	(£ 544,386)	(£ 586,672)	(£ 614,170)
ON-STREET:					(£ 19,198)	(£ 267,095)	(£ 519,524)	(£ 779,117)	(£ 1,046,087)
OFF-STREET:					(£ 513,875)	(£ 528,351)	(£ 811,481)	(£ 1,082,977)	(£ 1,365,789)

APPENDIX G The Summary of a joint model for all 3 Districts, External service provision using current contract rates. (G). ON and Off street combined service.

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	G all 3 EXT
MODEL DATE:	31-Jan-20

CLIENT: Combined Model ALL 3 DC's

VERSION: MODEL G

ALL External on and off street combined

V3

Current contract rates

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
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

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
Current	Current
Option 1	
Option 2	

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	Yes
0 - 100%	1%

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
Yes	No
No	

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%	20.0%

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:	G all 3 EXT
MODEL DATE:	31-Jan-20

CLIENT: Combined Model ALL 3 DC's**VERSION: MODEL G**

ALL External on and off street combined

V3Current contract rates**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	23,690	23,949	23,949	23,949	23,949
	PCN PAYMENTS	1		£0	£244,160	£294,928	£294,928	£294,928	£294,928	£294,928
	CLAMP & REMOVAL PAYMENTS			£0	£0	£0	£0	£0	£0	£0
	PERMIT PAYMENTS	2		£0	£0	£0	£0	£0	£0	£0
	CAR PARK RECEIPTS	3		£0	£26,895	£26,895	£26,895	£26,895	£26,895	£26,895
	ON STREET CHARGING	3		£0	£536	£536	£536	£536	£536	£536
	NET C.COURT PROCEEDS	4		£0	£6,308	£25,231	£25,231	£25,231	£25,231	£25,231
	TOTAL PAYMENTS				£0	£277,898	£347,589	£347,589	£347,589	£347,589
EXPENSES:										
				Inflation factor		3%	3%	3%	3%	
	OPERATIONAL MANAGEMENT	5	1	£735,800	£10,409	£110,508	£113,823	£117,238	£120,755	£124,378
	ON-STREET ENFORCEMENT	6	1	£42,000	£16,275	£195,301	£201,160	£207,194	£213,410	£219,813
	OFF-STREET ENFORCEMENT	7	1	£9,000	£0	£428,730	£441,592	£454,840	£468,485	£482,540
	CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1	£29,600	£14,058	£115,902	£119,379	£122,960	£126,649	£130,449
	PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES				£816,400	£40,743	£850,441	£875,954	£902,233	£929,300
ANNUAL NET SURPLUS OR (DEFICIT)					(£816,400)	(£40,743)	(£572,543)	(£528,365)	(£554,644)	(£581,711)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL						(£40,743)	(£613,286)	(£1,141,651)	(£1,696,295)	(£2,278,006)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL						(£857,143)	(£1,429,686)	(£1,958,051)	(£2,512,695)	(£3,094,406)
NPV INTEREST RATE	6%									
YEAR END NPVs (EXCLUDING CAPITAL)						(£580,877)	(£1,051,121)	(£1,516,810)	(£1,977,580)	(£2,433,101)
NPV INTEREST RATE	6%									
YEAR END NPVs (INCLUDING CAPITAL)						(£1,397,277)	(£1,867,521)	(£2,333,210)	(£2,793,980)	(£3,249,501)

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:	G all 3 EXT
MODEL DATE:	31-Jan-20

CLIENT: Combined Model

VERSION: MODEL G

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME	PCNs ISSUED:				23,690	23,949	23,949	23,949	23,949
	ON-STREET:	39.6%			9,231	9,490	9,490	9,490	9,490
	OFF-STREET:	60.4%			14,459	14,459	14,459	14,459	14,459
EXPENSES:									
TOTALS:									

APPENDIX H The Summary of a joint model for all 3 Districts, External service provision using industry average contract rates. (H). ON and Off street combined service.

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	H all 3 EXT
MODEL DATE:	31-Jan-20

CLIENT: Combined Model ALL 3 DC's

VERSION: MODEL H

ALL External on and off street combined

V3

Industry contract rates

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
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

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
Current	Current
Option 1	
Option 2	

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	Yes
0 - 100%	1%

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
Yes	No
No	

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%	20.0%

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:	H all 3 EXT
MODEL DATE:	31-Jan-20

CLIENT: Combined Model ALL 3 DC's**VERSION: MODEL H**

ALL External on and off street combined

V3

Industry contract rates**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	23,690	23,949	23,949	23,949	23,949
		PCN PAYMENTS	1		£0	£244,160	£294,928	£294,928	£294,928	£294,928	£294,928
		CLAMP & REMOVAL PAYMENTS			£0	£0	£0	£0	£0	£0	£0
		PERMIT PAYMENTS	2		£0	£0	£0	£0	£0	£0	£0
		CAR PARK RECEIPTS	3		£0	£26,895	£26,895	£26,895	£26,895	£26,895	£26,895
		ON STREET CHARGING	3		£0	£536	£536	£536	£536	£536	£536
		NET C.COURT PROCEEDS	4		£0	£6,308	£25,231	£25,231	£25,231	£25,231	£25,231
		TOTAL PAYMENTS			£0	£277,898	£347,589	£347,589	£347,589	£347,589	£347,589
EXPENSES:											
					Inflation factor		3%	3%	3%	3%	
		OPERATIONAL MANAGEMENT	5	1	£735,800	£10,409	£110,508	£113,823	£117,238	£120,755	£124,378
		ON-STREET ENFORCEMENT	6	1	£42,000	£14,116	£169,397	£174,479	£179,713	£185,104	£190,658
		OFF-STREET ENFORCEMENT	7	1	£9,000	£0	£372,310	£383,479	£394,983	£406,833	£419,038
		CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
		TICKET & PERMITS PROCESSING	8	1	£29,804	£9,804	£64,845	£66,790	£68,794	£70,857	£72,983
		PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
		TOTAL EXPENSES			£816,400	£34,329	£717,059	£738,571	£760,728	£783,550	£807,056
ANNUAL NET SURPLUS OR (DEFICIT)					(£816,400)	(£34,329)	(£439,161)	(£390,982)	(£413,139)	(£435,961)	(£459,467)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL						(£34,329)	(£473,490)	(£864,472)	(£1,277,611)	(£1,713,571)	(£2,173,038)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL						(£850,729)	(£1,289,890)	(£1,680,872)	(£2,094,011)	(£2,529,971)	(£2,989,438)
NPV INTEREST RATE 6%											
YEAR END NPVs (EXCLUDING CAPITAL)							(£448,632)	(£796,604)	(£1,143,484)	(£1,488,805)	(£1,832,146)
NPV INTEREST RATE 6%											
YEAR END NPVs (INCLUDING CAPITAL)							(£1,265,032)	(£1,613,004)	(£1,959,884)	(£2,305,205)	(£2,648,546)

Notes:-

- 1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

CLIENT: Combined Model

VERSION: MODEL H

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME	PCNs ISSUED:				23,690	23,949	23,949	23,949	23,949
	ON-STREET:	39.6%			9,231	9,490	9,490	9,490	9,490
	OFF-STREET:	60.4%			14,459	14,459	14,459	14,459	14,459
EXPENSES:									
TOTALS:									

APPENDIX J The Summary of a joint model for all 3 Districts, External service provision using current contract rates. (J). ON street only services.

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	J all 3 On
MODEL DATE:	31-Jan-20

CLIENT: *Combined Model* ALL 3 DC's

VERSION: MODEL J

ALL External on street only
current rates

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
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

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
Current	Current
Option 1	
Option 2	

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	Yes
0 - 100%	1%

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
Yes	No
No	

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%	20.0%

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:	J all 3 On
MODEL DATE:	31-Jan-20

CLIENT: Combined Model ALL 3 DC'sVERSION: **MODEL J**ALL External on street only
current rates

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	9,231	9,490	9,490	9,490	9,490
		PCN PAYMENTS	1		£0	£243,677	£270,275	£270,275	£270,275	£270,275	£270,275
		CLAMP & REMOVAL PAYMENTS			£0	£0	£0	£0	£0	£0	£0
		PERMIT PAYMENTS	2		£0	£0	£0	£0	£0	£0	£0
		CAR PARK RECEIPTS	3		£0	£0	£0	£0	£0	£0	£0
		ON STREET CHARGING	3		£0	£536	£536	£536	£536	£536	£536
		NET C.COURT PROCEEDS	4		£0	£3,183	£12,732	£12,732	£12,732	£12,732	£12,732
		TOTAL PAYMENTS			£0	£247,396	£283,543	£283,543	£283,543	£283,543	£283,543
EXPENSES:											
					Inflation factor		3%	3%	3%	3%	
		OPERATIONAL MANAGEMENT	5	1	£725,950	£7,310	£80,518	£82,933	£85,421	£87,984	£90,623
		ON-STREET ENFORCEMENT	6	1	£47,914	£16,274	£195,285	£201,144	£207,178	£213,394	£219,796
		OFF-STREET ENFORCEMENT	7	1	£0	£0	£0	£0	£0	£0	£0
		CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
		TICKET & PERMITS PROCESSING	8	1	£31,783	£13,661	£111,130	£114,464	£117,898	£121,435	£125,078
		PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
		TOTAL EXPENSES			£805,647	£37,244	£386,933	£398,541	£410,498	£422,813	£435,497
ANNUAL NET SURPLUS OR (DEFICIT)					(£805,647)	(£37,244)	(£139,537)	(£114,998)	(£126,955)	(£139,270)	(£151,954)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL						(£37,244)	(£176,782)	(£291,780)	(£418,735)	(£558,005)	(£709,959)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL						(£842,891)	(£982,429)	(£1,097,427)	(£1,224,382)	(£1,363,652)	(£1,515,606)
NPV INTEREST RATE 6%											
YEAR END NPVs (EXCLUDING CAPITAL)						(£168,883)	(£271,232)	(£377,825)	(£488,140)	(£601,689)	
NPV INTEREST RATE 6%											
YEAR END NPVs (INCLUDING CAPITAL)						(£974,530)	(£1,076,879)	(£1,183,472)	(£1,293,787)	(£1,407,336)	

Notes:-

- 1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

CLIENT: Combined Model

VERSION: MODEL J

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME	PCNs ISSUED:				9,231	9,490	9,490	9,490	9,490
	ON-STREET:	100.0%			9,231	9,490	9,490	9,490	9,490
	OFF-STREET:	0.0%			-	-	-	-	-
EXPENSES:									
TOTALS:									

APPENDIX K The FULL joint model for all 3 Districts, External service provision using industry average contract rates. (K). ON street only services.

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	K all 3 IR
MODEL DATE:	31-Jan-20

CLIENT: Combined Model ALL 3 DC's

VERSION: MODEL K

ALL External on street only
Industry rates

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
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

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
Current	Current
Option 1	
Option 2	

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	Yes
0 - 100%	1%

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
Yes	No
No	

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%	20.0%

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:	K all 3 IR
MODEL DATE:	31-Jan-20

CLIENT: Combined Model ALL 3 DC'sVERSION: **MODEL K**

ALL External on street only

Industry rates

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	9,231	9,490	9,490	9,490	9,490
		PCN PAYMENTS	1		£0	£243,677	£270,275	£270,275	£270,275	£270,275	£270,275
		CLAMP & REMOVAL PAYMENTS			£0	£0	£0	£0	£0	£0	£0
		PERMIT PAYMENTS	2		£0	£0	£0	£0	£0	£0	£0
		CAR PARK RECEIPTS	3		£0	£0	£0	£0	£0	£0	£0
		ON STREET CHARGING	3		£0	£536	£536	£536	£536	£536	£536
		NET C.COURT PROCEEDS	4		£0	£3,183	£12,732	£12,732	£12,732	£12,732	£12,732
		TOTAL PAYMENTS			£0	£247,396	£283,543	£283,543	£283,543	£283,543	£283,543
EXPENSES:											
					Inflation factor		3%	3%	3%	3%	
		OPERATIONAL MANAGEMENT	5	1	£725,950	£7,310	£80,518	£82,933	£85,421	£87,984	£90,623
		ON-STREET ENFORCEMENT	6	1	£25,000	£14,116	£169,397	£174,479	£179,713	£185,104	£190,658
		OFF-STREET ENFORCEMENT	7	1	£0	£0	£0	£0	£0	£0	£0
		CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
		TICKET & PERMITS PROCESSING	8	1	£13,100	£9,406	£60,073	£61,875	£63,731	£65,643	£67,613
		PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
		TOTAL EXPENSES			£764,050	£30,832	£309,987	£319,287	£328,866	£338,732	£348,894
ANNUAL NET SURPLUS OR (DEFICIT)					(£764,050)	(£30,832)	(£62,591)	(£35,744)	(£45,323)	(£55,189)	(£65,351)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL						(£30,832)	(£93,423)	(£129,168)	(£174,490)	(£229,679)	(£295,029)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL						(£794,882)	(£857,473)	(£893,218)	(£938,540)	(£993,729)	(£1,059,079)
NPV INTEREST RATE 6%											
YEAR END NPVs (EXCLUDING CAPITAL)							(£89,881)	(£121,693)	(£159,746)	(£203,461)	(£252,295)
NPV INTEREST RATE 6%											
YEAR END NPVs (INCLUDING CAPITAL)							(£853,931)	(£885,743)	(£923,796)	(£967,511)	(£1,016,345)

Notes:-

- 1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

CLIENT: Combined Model

VERSION: MODEL K

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME	PCNs ISSUED:				9,231	9,490	9,490	9,490	9,490
	ON-STREET:	100.0%			9,231	9,490	9,490	9,490	9,490
	OFF-STREET:	0.0%			-	-	-	-	-
EXPENSES:									
TOTALS:									

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	K all 3 IR
MODEL DATE:	31-Jan-20

CLIENT: Combined Model**VERSION:** MODEL K**SCHEDULE 5****OPERATIONAL MANAGEMENT**

DESCRIPTION:	MODEL ASSUMPTION	%	TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
STAFFING / SALARY:									
Parking Manager			1.0	0.30	0.7	£42,000	£29,400		
Asst Parking Manager			0.0	0.00	0.0	£27,500	£0		
Parking officer			1.0	0.00	1.0	£22,000	£22,000		
TOTAL STAFF / SALARY COSTS			2.0	0.3	1.7		£51,400	£0	£0
OTHER STAFFING COSTS:									
Salary Overhead Costs	Percentage of Salary	32.7%					£16,808		
Accommodation Costs - Mgt.	Annual Charge/New Office		1	1	0	£2,750	£0		
Accommodation Costs - Staff	Annual Charge/New Office		1	0	1	£2,750	£2,750		£0
Uniform Costs	Cost Per Head					£450	£0		
Initial Recruitment Costs	Cost Per New Head				2	£0		£0	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	1		1	£100	£100		
TOTAL OTHER STAFF COSTS							£19,658	£0	£0
OFFICE EQUIPMENT									
Office Equipment Set-up	Cost Per Head		2	1	1	£600		£600	
Maintenance	Cost Per Head		2	1	1	£100	£100		
COMPUTER EQUIPMENT									
PC	Cost Per Head		2	1	1	£1,000			£1,000
PC Software	Cost Per Head		2	0	2	£350			£700
Printer	Cost Per Head		1	1	0	£400			£0
Networking	Cost Per Head		1	1	0	£1,000		£0	
Equipment Lease	Lease over 3 or 5 years				0	£0	£0		
Maintenance	Cost of Equipment	20.0%					£340		
TOTAL EQUIPMENT COSTS							£440	£600	£1,700
OTHER COSTS:									
Telephone expenses	Cost Per Head		2	1	1	£200	£200		
Public relations	Estimate				1	£1,000	£1,000		£10,000
Consultancy costs	Set-Up expenses								£12,000
TRO/GIS set-up	Survey and mapping of TROs on-site								£180,000
Signs & Lines remedial works	Set-Up expenses								£510,000
Signs conversion in car parks				51		£150			£7,650
TRO and OSPPO conversion	Legal								£3,500
Lease car							£0		
Training - Set-up	Cost Per Head -all staff		2.0	0	2	£550			£1,100
Training - on-going	Cost Per Head -all staff		2.0	0	2	£250	£500		
Departmental Overheads	% of Total Operating Costs	10.0%					£7,320		
TOTAL OTHER COSTS							£9,020	£0	£724,250
TOTAL ANNUAL EXPENSES / SET-UP COSTS							£80,518	£600	£725,950

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	K all 3 IR
MODEL DATE:	31-Jan-20

CLIENT: Combined Model**VERSION:** MODEL K**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
STAFFING / SALARY:									
Supervisor			0.00	0.00	0.00	£0	£0		
TUPed Supervisors			0.00	0.00	0.00	£0	£0		
Team Leaders			0.00	0.00	0.00	£0	£0		
CEOs	-		0.00	0.00	0.00	£0	£0		
TUPed CEOs			0.00	0.00	0.00	£0	£0		
TOTAL STAFF / SALARY COSTS			0.00	0.00	0.00		£0	£0	£0

OTHER STAFFING COSTS:

Salary Overhead Costs	Salary	32.7%					£0		
Accommodation Costs	Cost Per Head		0	0.0	0.0	£1,250	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		0	0.0	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	£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

OFFICE EQUIPMENT

Office Equipment Set-up	Cost Per Manager / Supervisor		0.0	0.0	0.0	£600		£0	
Maintenance	Cost Per Head		0	0.0	0.0	£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		0.0	£150			£0
Batteries & chargers			0.0		0.0	£0			£0
HHCT/ Android	HHCT+Case+printer		0.0		0.0	£2,950			£0
HHCT Software	Per HHC		0.0		0.0	£250			£0
HHCT Spares	Spares Holding %	5.0%	0.0		0.0	£2,950			£0
HHCT Chargers	Per Number of HHCT		0.0		0.0	£20			£0
Digital cameras	Per CEO		0.0		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

OTHER COSTS:

Tickets issued	Volume + % Spoilt	5.0%	9,965		9,965	£0.00	£0		
Telephone expense	Estimate				0.0	£40.00	£0		
Stationery / Consumables	Estimate				0	£750			£0
Training - Set-up	Cost Per Head - all staff		0	0	0	£200	£0		
Training	Cost Per Head - all staff		0	0	0	£0.440	£0		
Private mileage	Essential car user allowance		-	-	-	£10,000			£0
Car	Purchase		0	0	0	£230	£0		
	Lease over 3 or 5 years				Lease Period in Years (or 0) = 5	£4,113	£6,169		
	Operating Costs		1.5	0.0	1.5	£2,500			£0
CEO Scooters	Purchase		0	0	0	£0	£0		
	Lease over 3 or 5 years				Lease Period in Years (or 0) = 0	£1,800	£0		
	Operating Costs		0	0	0	£600	£0		
	Protective Clothing/Helmets		0	0	0	£12,000			£0
CEO Transport	Purchase		0	0	0	£0	£0		
	Lease over 3 or 5 years				Lease Period in Years (or 0) = 0	£4,113	£0		
	Operating Costs		0	0	0	£0	£0		
Departmental Overheads	% of Total Operating Costs	0.0%					£6,169	£0	£0
TOTAL OTHER COSTS							£6,169	£0	£0

Contractors all inclusive CEO rate

estimate

£21.50 £ 163,228

£25,000

TOTAL ANNUAL EXPENSES / SET-UP COSTS

£169,397 £0 £25,000

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	K all 3 IR
MODEL DATE:	31-Jan-20

CLIENT: Combined Model

VERSION: MODEL K

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	£23,000	£0		
Team Leaders			0.00	0.00	0.00	£0	£0		
CEOs	-		0.00	0.00	0.00	£20,000	£0		
TOTAL STAFF / SALARY COSTS			0.00	0.00	0.00		£0	£0	£0
<u>OTHER STAFFING COSTS:</u>									
Salary Overhead Costs	Salary	32.7%					£0		
Accommodation Costs	Cost Per Head		0.0	0.0	0.0	£1,250	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		0.0	0.0	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							£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					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%	0		0	£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		10,000	-	-	£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) =								
	Operating Costs		0.0	0.0	0.0	£4,113	£0		
CEO Scooters	Purchase		2	2	0	£2,500			£0
	Lease over 3 or 5 years				0	£0	£0		
	Lease Period in Years (or 0) =								
	Operating Costs		2	2	0	£1,800	£0		
	Protective Clothing/Helmets		2	2	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) =								
	Operating Costs		0	0	0	£4,113	£0		
Departmental Overheads	% of Total Operating Costs	10.0%					£0		
TOTAL OTHER COSTS							£0	£0	£0
Contractors all inclusive CEO rate						£0.00	£0		£0
less current costs	estimated extra costs						£0		
TOTAL ANNUAL EXPENSES / SET-UP COSTS							£0	£0	£0

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	K all 3 IR
MODEL DATE:	31-Jan-20

CLIENT: Combined Model

VERSION: MODEL K

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	0.0	0.0	£17,800	£0		
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	0.0	0.0		£0	£0	£0

OTHER STAFFING COSTS:

Salary Overhead Costs	Salary	32.7%					£0		
Accommodation Costs	Cost Per Head		0.0	0	0	£1,500	£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							£0	£0	£0

OFFICE EQUIPMENT

Office Equipment Set-up	Cost Per Head		1	0	1	£600		£600	
Maintenance	Cost Per Head		0	0	0	£100	£0		
COMPUTER SYSTEM COSTS			0						
PCN Processing Purchase	Application software upgrade	Per user	0	0	0	£7,800			£0
Permits System - 4 user licence	Application software upgrade		0	0	0	£5,300			£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	£8,000			£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	£0	£0		
Installation and Training	Application Software(days)		3	0	3	£550		£1,650	
Implementation of systems			3	0	3	£550		£1,650	
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	£4,400	£0

OTHER COSTS:

% OF TOTAL PCN ISSUE RELATING TO THE VOLUME INCREASE

Levy per PCN excluding TEC and TPT			100%		9490	£6.00	£56,941		
Letters (incl postage)					4,745	£0.00	£0		
DVLA enquiry					3,511	£0.00	£0		
Notices (incl postage)					3,336	£0.00	£0		
Cheque processing service	Cheques received				712	£0.00	£0		
Adjudication cases	% of PCNs issued		1.0%		95	£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				9,490	£0.30	£2,847		
Permit Stationery					0	£0.20	£0		
Telephone expense					1	£0	£0		
IT system set up costs			0.0%				£0		£0
Web site extensions									£2,000.00
IT Support Costs	IT Departmental Support				1	£0	£0		
Initial training					1.0	£550			£1,100
Training					0	£250	£0		
Departmental Overheads	% of Total Operating Costs		10.0%				£285		
TOTAL OTHER COSTS							£60,073	£0	£3,100
	extra costs rates								£10,000
less current costs off street									
TOTAL ANNUAL EXPENSES / SET-UP COSTS							£60,073	£4,400	£13,100

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	K all 3 IR
MODEL DATE:	31-Jan-20

CLIENT: Combined Model**VERSION: MODEL K****ADDITIONAL WORKINGS****(AW01) PAYMENTS BY LOCATION:**

	%	NUMBER	VALUE
MAILED PAYMENTS	40%	2,847	£108,110
TELEPHONE PAYMENTS	25%	1,779	£67,555
INTERNET PAYMENTS	35%	2,491	£94,592
TOTAL PAYMENTS		<u>7,117</u>	
AVERAGE PAYMENT VALUE		£37.97	

(AW02) PAYMENT DISTRIBUTION BY TIME OF PAYMENT

	VOLUME	AMOUNT
PAYMENTS MADE AT DISCOUNT LEVEL	5,979	£191,318
PAYMENTS MADE BEFORE CHARGE CERTIFICATE	949	£60,736
POST CHARGE CERTIFICATE PAYMENTS	190	£18,221
TOTAL PAYMENTS:	<u>7,118</u>	<u>£270,275</u>

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

Receipts	Mailed Payments		2,847
Correspondence	% of Tickets Issued	50%	4,745
Pocket books checked	% of Tickets Issued	6%	569
Meter checks	% of Tickets Issued	1%	95
Site visits	% of Tickets Issued	1%	95
TRO/map checks	% of Tickets Issued	1%	95
Permits applications	Number of Permits Issued		0
Permits Correspondence	% of Number of Permits	50%	0
Cases to DVLA	Tickets Issued less Payments before Notice		3,511
DVLA successful responses	% of Cases to DVLA	95%	3,336
Manual DVLA VQ5 responses	% of Cases to DVLA	5%	176
Notices (NTOs)	DVLA successful responses		3,336
Charge Certificates	% of NTOs	45%	1,501
Telephone Calls	% of Tickets Issued	50%	4,745
Personal visits at Reception	% of Tickets Issued	5%	475
Permits Telephone calls	% of Number of Permits	50%	0
Representations	% of Notices	33%	1,101
Notices of Rejection	% of Representations	75%	826
Adjudication Cases	% of Notices of Rejection	9%	74
PCNs cancelled	% of PCNs issued	11%	313
C.Court Registrations	Eligible Cases - See AW04		581
Enforcement Agents	EA Action - See AW04		494
TOTAL CORRESPONDENCE / TRANSACTION VOLUMES			<u>28,915</u>
VOLUME PER DAY Based on 225 days / year			<u>129</u>

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

ANNUAL PROJECTION OF ISSUE		9,490
NO. OF CASES STILL OPEN AFTER 72 DAYS:		1,186
% OF THESE FOR MULTIPLE OFFENDERS:	5%	59
% OF THESE ALREADY REGISTERED:	2%	24
% OF THESE WITH CURRENT CORRESPONDENCE, ETC	7%	83
% OF THESE WITH < £20 DUE	10%	119
% OF THESE OUTSIDE JURISDICTION:	2%	24
% WITH NO GOOD NAME AND ADDRESS:	25%	297
ELIGIBLE CASES:		581
ANNUAL COST OF REGISTRATION:	£8.00	£4,650
% OF THESE PAYING AFTER REGISTRATION CERTIFICATE:	15%	87
AVERAGE PCN VALUE AT THIS STAGE:		£96.00
REVENUE FROM REGISTRATION PAYEES:		£8,370
CASES ELIGIBLE FOR WARRANT REQUEST:		494
% AGAINST WHICH EA ACTION TAKEN:	95%	469
% PAYING AFTER EA ACTION:	20%	94
REVENUE FROM EA ACTION:		£9,012
% OF PROCEEDS RETAINED BY EA:	0%	£0
NET COUNTY COURT PROCEEDS		<u>£12,732</u>

TICKETS ISSUED AT: £70	0
TICKETS ISSUED AT: £50	0
TICKETS ISSUED AT: £70	6,643
TICKETS ISSUED AT: £50	2,847
CHARGE BAND: £70	£70
CHARGE BAND: £50	£50
CHARGE BAND: £70	£70
CHARGE BAND: £50	£50
TOTAL REVENUE(IGNORING DISCOUNT IMPACT):	£607,360
AVERAGE PCN VALUE:	£64
AVERAGE INCREMENTED PCN VALUE:	£96

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	K all 3 IR
MODEL DATE:	31-Jan-20

CLIENT: Combined ModelVERSION: MODEL K(AW05) ESTABLISHMENT

<u>Staffing</u>	<u>Total</u>	<u>Current</u>	<u>New</u>
Operational Management	2.00	0.30	1.70
On Street Enforcement	0.00	0.00	0.00
Off Street Enforcement	0.00	0.00	0.00
Removal CEOs	0.00	0.00	0.00
Ticket & Permit Processing	0.00	0.00	0.00
Machine maintenance	0.00	0.00	0.00
Total Staffing	2.00	0.30	1.70
CEOs Only	0.00	0.00	0.00

(AW06) VEHICLE USAGE COSTS

<u>Car/MPV Costs</u>			
<u>Item</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>Scooter Costs</u>			
<u>Item</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:	K all 3 IR
MODEL DATE:	31-Jan-20

CLIENT: Combined Model**VERSION: MODEL K****CEO RESOURCE CALCULATION:****ON-STREET ENFORCEMENT CEOs**

Patrol hours required On -Street	146.00	CEO Hours/week
Travelling Time Estimate	No. of CEOs: 3.72	
	Hours/CEO/day: 0	0.00 CEO Hours/week
	Total Hours / week	146.00 100.0%
	Eff't CEO hrs/week	39.20
Total FTE CEOs Required On-Street		3.72

OFF-STREET CAR PARKS CEOs

Patrol hours required for Off-Street car parks		Hours/week	-	CEO Hours/week
Travelling Time Estimate	No. of CEOs: 0.00			
	Hours/CEO/day: 0		0.00	CEO Hours/week
	Total Hours / week		0.00	0.0%
	Eff't CEO hrs/week		39.20	
Total FTE CEOs Required Off-Street			0.00	
	Total Hours / week		146.00	
			3.72	

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

Days in the Year	52	5	260
Public Holidays			-8
Holidays			-25
Sickness	7.0%		-15
Days Available / Year			<u>212</u>
Working Weeks / Year			<u>42.40</u>
Absence Factor			0%

CEO Working Day & Effective Patrol Hours

Average Shift Hours	8.00
Less: Local Travel & Admin	-
Average Patrol Hours Per Day	8.00
Days Per Week	5.00
Patrol Hrs Per Week	40.00
Ambassadorial Duties	2% (0.80) no other duties
Absence Factor	1.00
Effective Patrol Hours / Week	<u>39.20</u>

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

Days in the Year	52	5	260
Public Holidays			-8
Holidays			-25
Sickness	7.0%		-15
Days Available / Year			<u>212</u>
Working Weeks / Year			<u>42.40</u>
Absence Factor			0%

CEO Working Day & Effective Patrol Hours

Average Shift Hours	8.00
Less: Local Travel & Admin	-
Average Patrol Hours Per Day	8.00
Days Per Week	5.00
Patrol Hrs Per Week	40.00
Ambassadorial Duties	2% (0.80) no other duties
Absence Factor	1.00
Effective Patrol Hours / Week	<u>39.20</u>

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	K all 3 IR
MODEL DATE:	31-Jan-20

CLIENT: Combined Model**VERSION: MODEL K****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
Didcot	7.00	39.20	0.18	49	49	9	52.00	455
Henley	7.00	39.20	0.18	49	49	9	52.00	455
Wallingford	7.00	39.20	0.18	49	49	9	52.00	455
Thame	7.00	39.20	0.18	49	49	9	52.00	455
Mobile patrols	3.00	39.20	0.08	49	49	4	52.00	195
Sub-Total	31.00							
Travelling Time Estimate	0.00	39.20	0.00	0	0	0	52.00	0
Abingdon	9.00	39.20	0.23	49	49	11	52.00	585
Botley	4.00	39.20	0.10	49	49	5	52.00	260
Faringdon	6.00	39.20	0.15	49	49	8	52.00	390
Wantage	9.00	39.20	0.23	49	49	11	52.00	585
Mobile patrols	3.00	39.20	0.08	49	49	4	52.00	195
Sub-Total	31.00							
Travelling Time Estimate	0.00	39.20	0.00	0	0	0	52.00	0
Banbury	50.86	39.20	1.30	49	49	64	52.00	3,306
Bicester	18.50	39.20	0.47	49	49	23	52.00	1,202
Kidlington	6.94	39.20	0.18	49	49	9	52.00	451
Mobile patrols	7.71	39.20	0.20	49	49	10	52.00	501
Sub-Total	84.00							
Travelling Time Estimate	0.00	39.20	0.00	0	0	0	52.00	0
146.00			3.72			183		9,490

1.25

100.0%

OFF-STREET

CAR PARKS	Total Hours per Week	Effective Patrol Hours/Week/CEO	FTE CEOs	PCN rate Per Week	Effective PCN Rate	PCNs Issued/Wk	Weeks/ Year	PCNs/ Year
P&D CDC	0.00	39.20	0.00	69	69	0	52.00	0
P&D SODC	0.00	39.20	0.00	15	15	0	52.00	0
P&D VWHDC	0.00	39.20	0.00	10	10	0	52.00	0
Currently Free CDC	0.00	39.20	0.00	19	19	0	52.00	0
Travelling Time Estimate	0.00	39.20	0.00	0	0	0	52.00	0
0.00			0.00			0		0

#DIV/0!

0.0%

REMOVALS**TOTAL PCN PROJECTION:****9,490**

On-street PCNs issued at HIGHER level:	% of On-street PCNs:	70%	6,643	70%
On-street PCNs issued at LOWER level:	% of On-street PCNs:	30%	2,847	30%
Off-street PCNs issued at HIGHER level:	% of Off-street PCNs:	7%	-	0%
Off-street PCNs issued at LOWER level:	% of Off-street PCNs:	93%	-	0%
			9,490	100%
PCNs issued at HIGHER level:			6,643	70%
PCNs issued at LOWER level:			2,847	30%
			9,490	100%

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	K all 3 IR
MODEL DATE:	31-Jan-20

CLIENT: Combined Model
VERSION: MODEL K

CASH FLOW ANALYSIS**START-UP**

PCNs ISSUED PER YEAR	9,490
PCNs ISSUED PER MONTH	791
being: ON-STREET	791
OFF-STREET	0

MONTH NUMBER

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

MONTHLY PCN ISSUE	ON-STREET	6%	3	0	0	0	
	OFF-STREET	0%	0	0	0	0	
	TOTAL:			0	0	0	0
MONTHLY ECN ISSUE	PCNs			0	0	0	0
	ECNs			0	0	0	0

MARGINAL REVENUE

ECNs REVENUE EXCLUDED	PER YEAR	£0			
ECNs REVENUE EXCLUDED	PER MONTH	£0			
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR	£191,318			
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH	£15,943	£0	£0	£0
PCNs FULL PAYMENT LEVEL	PER YEAR	£60,736			
PCNs FULL PAYMENT LEVEL	PER MONTH	£5,061	£0	£0	£0
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR	£18,221			
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH	£1,518	£0	£0	£0
	Per Year:	£270,275			
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE				
ECNs	0 (RANGE 0 - 3)	£0	£0	£0	£0
DISCOUNT	0 (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	(£309,987)			
	PER MONTH	(£25,832)	£0	£0	(£25,832)
ONE-OFF SET-UP EXPENSES	ONE-OFF COST	(£5,000)	£0	£0	(£5,000)

MONTHLY SURPLUS / (DEFICIT)	£0	£0	(£30,832)	(£30,832)
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CUMULATIVE MONTHLY BALANCE	£0	£0	(£30,832)
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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:	K all 3 IR
MODEL DATE:	31-Jan-20

CLIENT: Combined Model
VERSION: MODEL K

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

		PCNs ISSUED PER YEAR	9,490													
		PCNs ISSUED PER MONTH	791													
		being:	791													
		ON-STREET	791													
		OFF-STREET	0													
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%	3	664	704	746	791	791	791	791	791	791	791	791	791	
	OFF-STREET	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	
	TOTAL:			664	704	746	791	791	791	791	791	791	791	791	791	9,231
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																
ECNs REVENUE EXCLUDED																
PER YEAR				£0												
PER MONTH				£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
PCNs AT DISCOUNT PAYMENT LEVEL				£191,318												
PCNs DISCOUNT PAYMENT LEVEL				£15,943	£13,386	£14,189	£15,041	£15,943	£15,943	£15,943	£15,943	£15,943	£15,943	£15,943	£15,943	
PER YEAR				£60,736												
PCNs FULL PAYMENT LEVEL				£5,061	£4,250	£4,505	£4,775	£5,061	£5,061	£5,061	£5,061	£5,061	£5,061	£5,061	£5,061	
PER MONTH																
PER YEAR				£18,221												
PCNs INCREMENTED PAYMENT LEVEL				£1,518	£1,275	£1,351	£1,432	£1,518	£1,518	£1,518	£1,518	£1,518	£1,518	£1,518	£1,518	
PER MONTH																
Per Year:				£270,275												
MONTHS FROM ISSUE																
0 (RANGE 0 - 3)				£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
DISCOUNT 0 (RANGE 0 - 2)				£13,386	£14,189	£15,041	£15,943	£15,943	£15,943	£15,943	£15,943	£15,943	£15,943	£15,943	£15,943	£186,105
NORMAL 2 (RANGE 0 - 3)				£0	£0	£4,250	£4,505	£5,061	£5,061	£5,061	£5,061	£5,061	£5,061	£5,061	£5,061	£48,958
INCREMENTED 6 (RANGE 0 - 6)				£0	£0	£0	£0	£0	£0	£1,275	£1,351	£1,432	£1,518	£1,518	£1,518	£8,614
TOTAL ECN / PCN PAYMENTS RECEIVED				£13,386	£14,189	£19,290	£20,448	£20,718	£21,005	£22,279	£22,356	£22,437	£22,523	£22,523	£22,523	£243,677
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	
PERMIT REVENUE																
NEW PERMIT ISSUE INCOME				PER YEAR	£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
CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY					£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
ON STREET CHARGING - ADDITIONAL REVENUE ONLY					£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£536
CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE					£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS					£0	£0	£0	£0	£0	£0	£0	£0	£1,061	£1,061	£1,061	£3,183
EXPENSES																
ADDITIONAL EXPENSES				START UP =												
				PER YEAR	(£309,987)											(£309,987)
ONE-OFF SET-UP EXPENSES				PER MONTH	(£25,832)	(£25,832)	(£25,832)	(£25,832)	(£25,832)	(£25,832)	(£25,832)	(£25,832)	(£25,832)	(£25,832)	(£25,832)	£0
				ONE-OFF COST	(£5,000)											
MONTHLY SURPLUS / (DEFICIT)					(£12,401)	(£11,598)	(£6,497)	(£5,340)	(£5,070)	(£4,783)	(£3,508)	(£3,432)	(£3,351)	(£2,204)	(£2,204)	(£62,591)
CUMULATIVE MONTHLY BALANCE					(£43,234)	(£54,832)	(£61,329)	(£66,669)	(£71,739)	(£76,522)	(£80,030)	(£83,462)	(£86,812)	(£89,016)	(£91,220)	(£93,423)

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:	K all 3 IR
MODEL DATE:	31-Jan-20

CLIENT: Combined Model
VERSION: MODEL K

CASH FLOW ANALYSIS

SECOND 12 MONTHS OF OPERATION

[illegible]

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:	K all 3 IR
MODEL DATE:	31-Jan-20

CLIENT: Combined Model
VERSION: MODEL K

CASH FLOW ANALYSIS

THIRD 12 MONTHS OF OPERATION

[illegible]

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 L APPENDIX K; with 40% dual role parking and environment enforcement and administration.

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	L all 3 IR Dual
MODEL DATE:	31-Jan-20

CLIENT: Combined Model ALL 3 DC's

VERSION: MODEL L

ALL External on street only

Industry rates

With 40% environmental ambassador role

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
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

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
Current	Current
Option 1	
Option 2	

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	Yes
0 - 100%	1%

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
Yes	No
No	

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%	20.0%

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:	L all 3 IR Dual
MODEL DATE:	31-Jan-20

CLIENT: Combined Model ALL 3 DC's**VERSION: MODEL L**

ALL External on street only

Industry ratesWith 40% environmental ambassador role**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	5,652	5,810	5,810	5,810	5,810
		PCN PAYMENTS	1		£0	£149,185	£165,469	£165,469	£165,469	£165,469	£165,469
		CLAMP & REMOVAL PAYMENTS			£0	£0	£0	£0	£0	£0	£0
		PERMIT PAYMENTS	2		£0	£0	£0	£0	£0	£0	£0
		CAR PARK RECEIPTS	3		£0	£0	£0	£0	£0	£0	£0
		ON STREET CHARGING	3		£0	£536	£536	£536	£536	£536	£536
		NET C.COURT PROCEEDS	4		£0	£1,949	£7,795	£7,795	£7,795	£7,795	£7,795
		TOTAL PAYMENTS			£0	£151,669	£173,799	£173,799	£173,799	£173,799	£173,799
EXPENSES:											
					Inflation factor		3%	3%	3%	3%	
		OPERATIONAL MANAGEMENT	5	1	£725,950	£7,310	£80,518	£82,933	£85,421	£87,984	£90,623
		ON-STREET ENFORCEMENT	6	1	£25,000	£22,734	£272,812	£280,996	£289,426	£298,109	£307,052
		OFF-STREET ENFORCEMENT	7	1	£0	£0	£0	£0	£0	£0	£0
		CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
		TICKET & PERMITS PROCESSING	8	1	£13,100	£7,465	£36,779	£37,883	£39,019	£40,190	£41,396
		PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
		TOTAL EXPENSES			£764,050	£37,509	£390,109	£401,812	£413,866	£426,282	£439,071
ANNUAL NET SURPLUS OR (DEFICIT)					(£764,050)	(£37,509)	(£238,439)	(£228,013)	(£240,067)	(£252,483)	(£265,271)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL						(£37,509)	(£275,948)	(£503,961)	(£744,028)	(£996,511)	(£1,261,782)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL						(£801,559)	(£1,039,998)	(£1,268,011)	(£1,508,078)	(£1,760,561)	(£2,025,832)
NPV INTEREST RATE 6%											
YEAR END NPVs (EXCLUDING CAPITAL)							(£262,452)	(£465,382)	(£666,947)	(£866,937)	(£1,065,163)
NPV INTEREST RATE 6%											
YEAR END NPVs (INCLUDING CAPITAL)							(£1,026,502)	(£1,229,432)	(£1,430,997)	(£1,630,987)	(£1,829,213)

Notes:-

- 1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

CLIENT: Combined Model

VERSION: MODEL L

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME	PCNs ISSUED:				5,652	5,810	5,810	5,810	5,810
	ON-STREET:	100.0%			5,652	5,810	5,810	5,810	5,810
	OFF-STREET:	0.0%			-	-	-	-	-
EXPENSES:									
TOTALS:									

APPENDIX N The FULL joint model for all 3 Districts, External service provision using current Oxford City rates with central management by Oxfordshire County Council (N). ON street only services.

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	N
MODEL DATE:	06-Feb-20

CLIENT: Combined Model ALL 3 DC's**VERSION: MODEL N**

Enforcement External on street only
Oxfordshire County Council undertake administrat

MODEL OPTIONS SELECTED:

0

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
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

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
Current	Current
Option 1	
Option 2	

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	Yes
0 - 100%	1%

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
Yes	No
No	

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%	20.0%

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:	N
MODEL DATE:	06-Feb-20

CLIENT: Combined Model ALL 3 DC's**VERSION: MODEL N**

Enforcement External on street only
Oxfordshire County Council undertake administrat

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	5,464	5,617	5,617	5,617	5,617
		PCN PAYMENTS	1			£0	£144,230	£159,973	£159,973	£159,973	£159,973
		CLAMP & REMOVAL PAYMENTS				£0	£0	£0	£0	£0	£0
		PERMIT PAYMENTS	2			£0	£0	£0	£0	£0	£0
		CAR PARK RECEIPTS	3			£0	£0	£0	£0	£0	£0
		ON STREET CHARGING	3			£0	£536	£536	£536	£536	£536
		NET C.COURT PROCEEDS	4			£0	£1,884	£7,536	£7,536	£7,536	£7,536
		TOTAL PAYMENTS				£0	£146,650	£168,045	£168,045	£168,045	£168,045
EXPENSES:											
					Inflation factor		3%	3%	3%	3%	
		OPERATIONAL MANAGEMENT	5	1	£716,600	£101	£1,210	£1,246	£1,284	£1,322	£1,362
		ON-STREET ENFORCEMENT	6	1	£25,000	£9,561	£114,731	£118,173	£121,718	£125,370	£129,131
		OFF-STREET ENFORCEMENT	7	1	£0	£0	£0	£0	£0	£0	£0
		CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
		TICKET & PERMITS PROCESSING	8	1	£13,100	£8,191	£45,491	£46,855	£48,261	£49,709	£51,200
		PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
		TOTAL EXPENSES				£754,700	£17,853	£161,432	£171,263	£176,401	£181,693
ANNUAL NET SURPLUS OR (DEFICIT)						(£754,700)	(£17,853)	(£14,782)	£1,770	(£3,218)	(£8,356)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL							(£17,853)	(£32,635)	(£30,865)	(£34,083)	(£42,439)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL							(£772,553)	(£787,335)	(£785,565)	(£788,783)	(£797,139)
NPV INTEREST RATE 6%											
YEAR END NPVs (EXCLUDING CAPITAL)							(£31,798)	(£30,223)	(£32,925)	(£39,544)	(£49,742)
NPV INTEREST RATE 6%											
YEAR END NPVs (INCLUDING CAPITAL)							(£786,498)	(£784,923)	(£787,625)	(£794,244)	(£804,442)

Notes:-

- 1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

CLIENT: Combined Model

VERSION: MODEL N

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME	PCNs ISSUED:								
	ON-STREET:	100.0%			5,464	5,617	5,617	5,617	5,617
	OFF-STREET:	0.0%			5,464	5,617	5,617	5,617	5,617
					-	-	-	-	-
EXPENSES:									
TOTALS:									

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TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	N
MODEL DATE:	06-Feb-20

CLIENT: Combined ModelVERSION: MODEL N**SCHEDULE 5****OPERATIONAL MANAGEMENT**

DESCRIPTION:	MODEL ASSUMPTION	%	TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
<u>STAFFING / SALARY:</u>									
Parking Manager			1.0	1.00	0.0	£42,000	£0		
Asst Parking Manager			0.0	0.00	0.0	£27,500	£0		
Parking officer			1.0	1.00	0.0	£22,000	£0		
TOTAL STAFF / SALARY COSTS			2.0	2.0	0.0		£0	£0	£0
<u>OTHER STAFFING COSTS:</u>									
Salary Overhead Costs	Percentage of Salary	32.7%					£0		
Accommodation Costs - Mgt.	Annual Charge/New Office		1	1	0	£2,750	£0		
Accommodation Costs - Staff	Annual Charge/New Office		1	1	0	£2,750	£0		£0
Uniform Costs	Cost Per Head					£450	£0		
Initial Recruitment Costs	Cost Per New Head				0	£0		£0	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	1		1	£100	£100		
TOTAL OTHER STAFF COSTS							£100	£0	£0
<u>OFFICE EQUIPMENT</u>									
Office Equipment Set-up	Cost Per Head		2	2	0	£600		£0	
Maintenance	Cost Per Head		2	2	0	£100	£0		
<u>COMPUTER EQUIPMENT</u>									
PC	Cost Per Head		2	2	0	£1,000			£0
PC Software	Cost Per Head		2	2	0	£350			£0
Printer	Cost Per Head		2	2	0	£400			£0
Networking	Cost Per Head		2	2	0	£1,000		£0	
Equipment Lease	Lease over 3 or 5 years				0	£0	£0		
Maintenance	Cost of Equipment	20.0%					£0		
TOTAL EQUIPMENT COSTS							£0	£0	£0
<u>OTHER COSTS:</u>									
Telephone expenses	Cost Per Head		2	2	0	£200	£0		
Public relations	Estimate				1	£1,000	£1,000		£10,000
Consultancy costs	Set-Up expenses								£12,000
TRO/GIS set-up	Survey and mapping of TROs on-site								£180,000
Signs & Lines remedial works	Set-Up expenses								£510,000
Signs conversion in car parks				51		£0			£0
TRO and OSPPO conversion	Legal								£3,500
Lease car							£0		
Training - Set-up	Cost Per Head -all staff		2.0	2	0	£550			£1,100
Training - on-going	Cost Per Head -all staff		2.0	2	0	£250	£0		
Departmental Overheads	% of Total Operating Costs	10.0%					£110		
TOTAL OTHER COSTS							£1,110	£0	£716,600
TOTAL ANNUAL EXPENSES / SET-UP COSTS							£1,210	£0	£716,600

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	N
MODEL DATE:	06-Feb-20

CLIENT: Combined Model

VERSION: MODEL N

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
STAFFING / SALARY:									
Supervisor			0.00	0.00	0.00	£0	£0		
TUPed Supervisors			0.00	0.00	0.00	£0	£0		
Team Leaders			0.00	0.00	0.00	£0	£0		
CEOs	-		0.00	0.00	0.00	£0	£0		
TUPed CEOs			0.00	0.00	0.00	£0	£0		
TOTAL STAFF / SALARY COSTS			0.00	0.00	0.00		£0	£0	£0

OTHER STAFFING COSTS:

Salary Overhead Costs	Salary	32.7%					£0		
Accommodation Costs	Cost Per Head		0	0.0	0.0	£1,250	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		0	0.0	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	£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

OFFICE EQUIPMENT

Office Equipment Set-up	Cost Per Manager / Supervisor		0.0	0.0	0.0	£600		£0	
Maintenance	Cost Per Head		0	0.0	0.0	£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		0.0	£150			£0
Batteries & chargers			0.0		0.0	£0			£0
HHCT/ Android	HHCT+Case+printer		0.0		0.0	£2,950			£0
HHCT Software	Per HHC		0.0		0.0	£250			£0
HHCT Spares	Spares Holding %	5.0%	0.0		0.0	£2,950			£0
HHCT Chargers	Per Number of HHCT		0.0		0.0	£20			£0
Digital cameras	Per CEO		0.0		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

OTHER COSTS:

Tickets issued	Volume + % Spoilt	5.0%	5,897		5,897	£0.00	£0		
Telephone expense	Estimate				0.0	£40.00	£0		
Stationery / Consumables	Estimate				0	£750			£0
Training - Set-up	Cost Per Head - all staff		0	0	0	£200	£0		
Training	Cost Per Head - all staff		0	0	0	£0.440	£0		
Private mileage	Essential car user allowance		-	-	-	£10,000			£0
Car	Purchase		0	0	0	£230	£0		
	Lease over 3 or 5 years				Lease Period in Years (or 0) = 5	£5,664	£16,992		
	Operating Costs		3.0	0.0	3.0	£2,500			£0
CEO Scooters	Purchase		0	0	0	£0	£0		
	Lease over 3 or 5 years				Lease Period in Years (or 0) = 0	£3,224	£9,672		
	Operating Costs		3	0	3	£600	£0		
	Protective Clothing/Helmets		0	0	0	£12,000			£0
CEO Transport	Purchase		0	0	0	£0	£0		
	Lease over 3 or 5 years				Lease Period in Years (or 0) = 0	£4,113	£0		
	Operating Costs		0	0	0	£0	£0		
Departmental Overheads	% of Total Operating Costs	0.0%					£26,664	£0	£0
TOTAL OTHER COSTS									
Contractors all inclusive CEO rate						£11.60	£ 88,067		£25,000
	set up			estimate					
TOTAL ANNUAL EXPENSES / SET-UP COSTS							£114,731	£0	£25,000

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	N
MODEL DATE:	06-Feb-20

CLIENT: Combined Model

VERSION: MODEL N

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	£23,000	£0		
Team Leaders			0.00	0.00	0.00	£0	£0		
CEOs	-		0.00	0.00	0.00	£20,000	£0		
TOTAL STAFF / SALARY COSTS			0.00	0.00	0.00		£0	£0	£0
<u>OTHER STAFFING COSTS:</u>									
Salary Overhead Costs	Salary	32.7%					£0		
Accommodation Costs	Cost Per Head		0.0	0.0	0.0	£1,250	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		0.0	0.0	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							£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					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%	0		0	£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		10,000	-	-	£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) =								
	Operating Costs		0.0	0.0	0.0	£4,113	£0		
CEO Scooters	Purchase		2	2	0	£2,500			£0
	Lease over 3 or 5 years				0	£0	£0		
	Lease Period in Years (or 0) =								
	Operating Costs		2	2	0	£1,800	£0		
	Protective Clothing/Helmets		2	2	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) =								
	Operating Costs		0	0	0	£4,113	£0		
Departmental Overheads	% of Total Operating Costs	10.0%					£0		
TOTAL OTHER COSTS							£0	£0	£0
Contractors all inclusive CEO rate						£0.00	£0		£0
less current costs	estimated extra costs						£0		
TOTAL ANNUAL EXPENSES / SET-UP COSTS							£0	£0	£0

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	N
MODEL DATE:	06-Feb-20

CLIENT: Combined Model

VERSION: MODEL N

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			1.0	0.0	1.0	£23,100	£23,100		
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			1.0	0.0	1.0		£23,100	£0	£0

OTHER STAFFING COSTS:

Salary Overhead Costs	Salary	32.7%					£7,554		
Accommodation Costs	Cost Per Head		1.0	0	1	£1,500	£1,500		£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							£9,054	£0	£0

OFFICE EQUIPMENT

Office Equipment Set-up	Cost Per Head		1	0	1	£600		£600	
Maintenance	Cost Per Head		0	0	0	£100	£0		
COMPUTER SYSTEM COSTS			0						
PCN Processing Purchase	Application software upgrade	Per user	0	0	0	£7,800			£0
Permits System - 4 user licence	Application software upgrade		0	0	0	£5,300			£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	£8,000			£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	£0		
Installation and Training	Application Software(days)		3	0	3	£550		£1,650	
Implementation of systems			3	0	3	£550		£1,650	
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	£4,400	£0

OTHER COSTS:

% OF TOTAL PCN ISSUE RELATING TO THE VOLUME INCREASE

Levy per PCN excluding TEC and TPT			100%						
Letters (incl postage)				5617	£0.00	£0			
DVLA enquiry				2,809	£1.00	£2,809			
Notices (incl postage)				2,078	£0.15	£312			
Cheque processing service	Cheques received			1,974	£1.00	£1,974			
Adjudication cases	% of PCNs issued			421	£1.00	£421			
Adjudication Service Costs	Est. Fixed Charge	Joining Fee	1.0%	56	£0	£0			
Adjudication Service Costs	Est. Fixed Charge	Annual Fee		0	£0	£0		£0	
Adjudication Service Costs	Unit cost/PCN			0	£0.20	£0			
Permit Stationery				1	£1,000	£1,000			
Telephone expense						£0			£0
IT system set up costs			0.0%						£2,000.00
Web site extensions									
IT Support Costs	IT Departmental Support			1	£1,000	£1,000			
Initial training				1.0	£550				£1,100
Training				0	£250	£0			
Departmental Overheads	% of Total Operating Costs		10.0%			£4,136			
TOTAL OTHER COSTS						£13,337	£0		£3,100
less current costs off street	extra set up costs								£10,000
TOTAL ANNUAL EXPENSES / SET-UP COSTS						£45,491	£4,400		£13,100

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	N
MODEL DATE:	06-Feb-20

CLIENT: Combined Model**VERSION: MODEL N****ADDITIONAL WORKINGS****(AW01) PAYMENTS BY LOCATION:**

	%	NUMBER	VALUE
MAILED PAYMENTS	40%	1,685	£63,985
TELEPHONE PAYMENTS	25%	1,053	£39,986
INTERNET PAYMENTS	35%	1,474	£55,973
TOTAL PAYMENTS		<u>4,212</u>	
AVERAGE PAYMENT VALUE		£37.97	

(AW02) PAYMENT DISTRIBUTION BY TIME OF PAYMENT

	VOLUME	AMOUNT
PAYMENTS MADE AT DISCOUNT LEVEL	3,539	£113,239
PAYMENTS MADE BEFORE CHARGE CERTIFICATE	562	£35,949
POST CHARGE CERTIFICATE PAYMENTS	112	£10,785
TOTAL PAYMENTS:	<u>4,213</u>	<u>£159,973</u>

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

Receipts	Mailed Payments		1,685
Correspondence	% of Tickets Issued	50%	2,809
Pocket books checked	% of Tickets Issued	6%	337
Meter checks	% of Tickets Issued	1%	56
Site visits	% of Tickets Issued	1%	56
TRO/map checks	% of Tickets Issued	1%	56
Permits applications	Number of Permits Issued		0
Permits Correspondence	% of Number of Permits	50%	0
Cases to DVLA	Tickets Issued less Payments before Notice		2,078
DVLA successful responses	% of Cases to DVLA	95%	1,974
Manual DVLA VQ5 responses	% of Cases to DVLA	5%	104
Notices (NTOs)	DVLA successful responses		1,974
Charge Certificates	% of NTOs	45%	888
Telephone Calls	% of Tickets Issued	50%	2,809
Personal visits at Reception	% of Tickets Issued	5%	281
Permits Telephone calls	% of Number of Permits	50%	0
Representations	% of Notices	33%	652
Notices of Rejection	% of Representations	75%	489
Adjudication Cases	% of Notices of Rejection	9%	44
PCNs cancelled	% of PCNs issued	11%	185
C.Court Registrations	Eligible Cases - See AW04		344
Enforcement Agents	EA Action - See AW04		292
TOTAL CORRESPONDENCE / TRANSACTION VOLUMES			<u>17,115</u>
VOLUME PER DAY Based on 225 days / year			<u>76</u>

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

ANNUAL PROJECTION OF ISSUE		5,617
NO. OF CASES STILL OPEN AFTER 72 DAYS:		702
% OF THESE FOR MULTIPLE OFFENDERS:	5%	35
% OF THESE ALREADY REGISTERED:	2%	14
% OF THESE WITH CURRENT CORRESPONDENCE, ETC	7%	49
% OF THESE WITH < £20 DUE	10%	70
% OF THESE OUTSIDE JURISDICTION:	2%	14
% WITH NO GOOD NAME AND ADDRESS:	25%	176
ELIGIBLE CASES:		344
ANNUAL COST OF REGISTRATION:	£8.00	£2,752
% OF THESE PAYING AFTER REGISTRATION CERTIFICATE:	15%	52
AVERAGE PCN VALUE AT THIS STAGE:		£96.00
REVENUE FROM REGISTRATION PAYEES:		£4,954
CASES ELIGIBLE FOR WARRANT REQUEST:		292
% AGAINST WHICH EA ACTION TAKEN:	95%	278
% PAYING AFTER EA ACTION:	20%	56
REVENUE FROM EA ACTION:		£5,334
% OF PROCEEDS RETAINED BY EA:	0%	£0
NET COUNTY COURT PROCEEDS		<u>£7,536</u>

TICKETS ISSUED AT: £70	0
TICKETS ISSUED AT: £50	0
TICKETS ISSUED AT: £70	3,932
TICKETS ISSUED AT: £50	1,685
CHARGE BAND: £70	£70
CHARGE BAND: £50	£50
CHARGE BAND: £70	£70
CHARGE BAND: £50	£50
TOTAL REVENUE(IGNORING DISCOUNT IMPACT):	£359,490
AVERAGE PCN VALUE:	£64
AVERAGE INCREMENTED PCN VALUE:	£96

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	N
MODEL DATE:	06-Feb-20

CLIENT: Combined ModelVERSION: MODEL N(AW05) ESTABLISHMENT

<u>Staffing</u>	<u>Total</u>	<u>Current</u>	<u>New</u>
Operational Management	2.00	2.00	0.00
On Street Enforcement	0.00	0.00	0.00
Off Street Enforcement	0.00	0.00	0.00
Removal CEOs	0.00	0.00	0.00
Ticket & Permit Processing	1.00	0.00	1.00
Machine maintenance	0.00	0.00	0.00
Total Staffing	3.00	2.00	1.00
CEOs Only	0.00	0.00	0.00

(AW06) VEHICLE USAGE COSTS

<u>Car/MPV Costs</u>			
<u>Item</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>Scooter Costs</u>			
<u>Item</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:	N
MODEL DATE:	06-Feb-20

CLIENT: Combined Model**VERSION: MODEL N****CEO RESOURCE CALCULATION:****ON-STREET ENFORCEMENT CEOs**

Patrol hours required On -Street	146.00	CEO Hours/week
Travelling Time Estimate	No. of CEOs: 3.72	
	Hours/CEO/day: 0	0.00 CEO Hours/week
	Total Hours / week	146.00 100.0%
	Eff't CEO hrs/week	39.20
		3.72
Total FTE CEOs Required On-Street		

OFF-STREET CAR PARKS CEOs

Patrol hours required for Off-Street car parks		Hours/week	-	CEO Hours/week
Travelling Time Estimate	No. of CEOs: 0.00			
	Hours/CEO/day: 0		0.00	CEO Hours/week
	Total Hours / week		0.00	0.0%
	Eff't CEO hrs/week		39.20	
			0.00	
Total FTE CEOs Required Off-Street				
	Total Hours / week		146.00	
			3.72	
TOTAL FTE CEOs REQUIRED				

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

Days in the Year	52	5	260
Public Holidays			-8
Holidays			-25
Sickness	7.0%		-15
Days Available / Year			<u>212</u>
Working Weeks / Year			<u>42.40</u>
Absence Factor			0%

CEO Working Day & Effective Patrol Hours

Average Shift Hours	8.00
Less: Local Travel & Admin	-
Average Patrol Hours Per Day	8.00
Days Per Week	5.00
Patrol Hrs Per Week	40.00
Ambassadorial Duties	2% (0.80) no other duties
Absence Factor	1.00
Effective Patrol Hours / Week	39.20

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

Days in the Year	52	5	260
Public Holidays			-8
Holidays			-25
Sickness	7.0%		-15
Days Available / Year			<u>212</u>
Working Weeks / Year			<u>42.40</u>
Absence Factor			0%

CEO Working Day & Effective Patrol Hours

Average Shift Hours	8.00
Less: Local Travel & Admin	-
Average Patrol Hours Per Day	8.00
Days Per Week	5.00
Patrol Hrs Per Week	40.00
Ambassadorial Duties	2% (0.80) no other duties
Absence Factor	1.00
Effective Patrol Hours / Week	39.20

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	N
MODEL DATE:	06-Feb-20

CLIENT: Combined ModelVERSION: MODEL N**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
Didcot	7.00	39.20	0.18	29	29	5	52.00	269
Henley	7.00	39.20	0.18	29	29	5	52.00	269
Wallingford	7.00	39.20	0.18	29	29	5	52.00	269
Thame	7.00	39.20	0.18	29	29	5	52.00	269
Mobile patrols	3.00	39.20	0.08	29	29	2	52.00	115
Sub-Total	31.00							
Travelling Time Estimate	0.00	39.20	0.00	0	0	0	52.00	0
Abingdon	9.00	39.20	0.23	29	29	7	52.00	346
Botley	4.00	39.20	0.10	29	29	3	52.00	154
Faringdon	6.00	39.20	0.15	29	29	4	52.00	231
Wantage	9.00	39.20	0.23	29	29	7	52.00	346
Mobile patrols	3.00	39.20	0.08	29	29	2	52.00	115
Sub-Total	31.00							
Travelling Time Estimate	0.00	39.20	0.00	0	0	0	52.00	0
Banbury	50.86	39.20	1.30	29	29	38	52.00	1,957
Bicester	18.50	39.20	0.47	29	29	14	52.00	712
Kidlington	6.94	39.20	0.18	29	29	5	52.00	267
Mobile patrols	7.71	39.20	0.20	29	29	6	52.00	296
Sub-Total	84.00							
Travelling Time Estimate	0.00	39.20	0.00	0	0	0	52.00	0
146.00			3.72			108		5,617

0.74

100.0%

OFF-STREET

CAR PARKS	Total Hours per Week	Effective Patrol Hours/Week/CEO	FTE CEOs	PCN rate Per Week	Effective PCN Rate	PCNs Issued/Wk	Weeks/ Year	PCNs/ Year
P&D CDC	0.00	39.20	0.00	69	69	0	52.00	0
P&D SODC	0.00	39.20	0.00	15	15	0	52.00	0
P&D VWHDC	0.00	39.20	0.00	10	10	0	52.00	0
Currently Free CDC	0.00	39.20	0.00	19	19	0	52.00	0
Travelling Time Estimate	0.00	39.20	0.00	0	0	0	52.00	0
0.00			0.00			0		0

#DIV/0!

0.0%

REMOVALS**TOTAL PCN PROJECTION:****5,617**

On-street PCNs issued at HIGHER level:	% of On-street PCNs:	70%	3,932	70%
On-street PCNs issued at LOWER level:	% of On-street PCNs:	30%	1,685	30%
Off-street PCNs issued at HIGHER level:	% of Off-street PCNs:	7%	-	0%
Off-street PCNs issued at LOWER level:	% of Off-street PCNs:	93%	-	0%
			5,617	100%
PCNs issued at HIGHER level:			3,932	70%
PCNs issued at LOWER level:			1,685	30%
			5,617	100%

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	N
MODEL DATE:	06-Feb-20

CLIENT: Combined Model
VERSION: MODEL N

CASH FLOW ANALYSIS**START-UP**

PCNs ISSUED PER YEAR	5,617
PCNs ISSUED PER MONTH	468
being: ON-STREET	468
OFF-STREET	0

MONTH NUMBER

				-3	-2	-1	START-UP
		START UP % OF PCNs ISSUED		0%	0%	0%	
		Growth Rate	No. Growth Periods				
MONTHLY PCN ISSUE	ON-STREET	6%	3	0	0	0	
	OFF-STREET	0%	0	0	0	0	
	TOTAL:			0	0	0	0
MONTHLY ECN ISSUE	PCNs						
	ECNs			0	0	0	0

MARGINAL REVENUE

ECNs REVENUE EXCLUDED	PER YEAR	£0				
ECNs REVENUE EXCLUDED	PER MONTH	£0				
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR	£113,239				
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH	£9,437	£0	£0	£0	
PCNs FULL PAYMENT LEVEL	PER YEAR	£35,949				
PCNs FULL PAYMENT LEVEL	PER MONTH	£2,996	£0	£0	£0	
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR	£10,785				
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH	£899	£0	£0	£0	
	Per Year:	£159,973				
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE					
ECNs	0 (RANGE 0 - 3)		£0	£0	£0	£0
DISCOUNT	0 (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
PERMITS						
NEW PERMIT ISSUE DISTRIBUTION			10%	20%	30%	
PERMIT VOLUMES						
NEW PERMIT ISSUE VOLUMES	0		0	0	0	
PERMIT REVENUE						
NEW PERMIT ISSUE INCOME	PER YEAR	£0	£0	£0	£0	
TOTAL PERMIT ISSUE PAYMENTS RECEIVED			£0	£0	£0	£0
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

	START UP =	1				
ADDITIONAL EXPENSES	PER YEAR	(£161,432)				
	PER MONTH	(£13,453)	£0	£0	(£13,453)	(£13,453)
ONE-OFF SET-UP EXPENSES	ONE-OFF COST	(£4,400)	£0	£0	(£4,400)	(£4,400)
MONTHLY SURPLUS / (DEFICIT)			£0	£0	(£17,853)	(£17,853)
CUMULATIVE MONTHLY BALANCE			£0	£0	(£17,853)	

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:	N
MODEL DATE:	06-Feb-20

CLIENT: Combined Model
VERSION: MODEL N

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

PCNs ISSUED PER YEAR		5,617															
PCNs ISSUED PER MONTH		468															
being:		468															
ON-STREET																	
OFF-STREET		0															
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%	3	393	417	442	468	468	468	468	468	468	468	468	468		
	OFF-STREET	0%	0	0	0	0	0	0	0	0	0	0	0	0	0		
	TOTAL:	PCNs		393	417	442	468	468	468	468	468	468	468	468	468	5,464	
MONTHLY ECN ISSUE	ECNs			0	0	0	0	0	0	0	0	0	0	0	0	0	
MARGINAL REVENUE																	
ECNs REVENUE EXCLUDED																	
ECNs REVENUE EXCLUDED																	
PCNs AT DISCOUNT PAYMENT LEVEL																	
PCNs DISCOUNT PAYMENT LEVEL																	
PCNs FULL PAYMENT LEVEL																	
PCNs FULL PAYMENT LEVEL																	
PCNs INCREMENTED PAYMENT LEVEL																	
PCNs INCREMENTED PAYMENT LEVEL																	
Per Year: £159,973																	
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE																
	ECNs	0	(RANGE 0 - 3)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	DISCOUNT	0	(RANGE 0 - 2)	£7,923	£8,399	£8,902	£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	£110,154	
	NORMAL	2	(RANGE 0 - 3)	£0	£0	£2,515	£2,666	£2,996	£2,996	£2,996	£2,996	£2,996	£2,996	£2,996	£2,996	£28,978	
	INCREMENTED	6	(RANGE 0 - 6)	£0	£0	£0	£0	£0	£0	£755	£800	£848	£899	£899	£899	£5,098	
TOTAL ECN / PCN PAYMENTS RECEIVED				£7,923	£8,399	£11,418	£12,103	£12,263	£12,432	£13,187	£13,232	£13,280	£13,331	£13,331	£13,331	£144,230	
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		
PERMIT REVENUE																	
NEW PERMIT ISSUE INCOME				£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				£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
ON STREET CHARGING - ADDITIONAL REVENUE ONLY				£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£536
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	£628	£628	£628	£1,884	
EXPENSES																	
ADDITIONAL EXPENSES				START UP =													
				PER YEAR	£(161,432)												
				PER MONTH	£(13,453)												
ONE-OFF SET-UP EXPENSES				ONE-OFF COST	£(4,400)	£(13,453)	£(13,453)	£(13,453)	£(13,453)	£(13,453)	£(13,453)	£(13,453)	£(13,453)	£(13,453)	£(13,453)	£(13,453)	£0
MONTHLY SURPLUS / (DEFICIT)																	
				£(5,485)	£(5,009)	£(1,990)	£(1,305)	£(1,145)	£(976)	£(221)	£(176)	£(128)	£551	£551	£551	£(14,782)	
CUMULATIVE MONTHLY BALANCE																	
				£(23,337)	£(28,347)	£(30,337)	£(31,642)	£(32,788)	£(33,763)	£(33,984)	£(34,160)	£(34,288)	£(33,737)	£(33,186)	£(32,635)		

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:	N
MODEL DATE:	06-Feb-20

CLIENT: Combined Model
VERSION: MODEL N

CASH FLOW ANALYSIS

SECOND 12 MONTHS OF OPERATION

PCNs ISSUED PER YEAR	5,617
PCNs ISSUED PER MONTH	468
being: ON-STREET	468
OFF-STREET	0

[illegible][illegible]

EXPENSES		START UP = PER YEAR	1 (£161,432)													
	ADDITIONAL EXPENSES	PER MONTH	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£161,432)
	ONE-OFF SET-UP EXPENSES	ONE-OFF COST	(£4,400)													£0
	MONTHLY SURPLUS / (DEFICIT)			£551	£551	£551	£551	£551	£551	£551	£551	£551	£551	£551	£551	£6,613
	CUMULATIVE MONTHLY BALANCE			(£32,084)	(£31,532)	(£30,981)	(£30,430)	(£29,879)	(£29,328)	(£28,777)	(£28,226)	(£27,675)	(£27,124)	(£26,573)	(£26,022)	

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.

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	N
MODEL DATE:	06-Feb-20

CLIENT: Combined Model
VERSION: MODEL N

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

PCNs ISSUED PER YEAR 5,617
PCNs ISSUED PER MONTH 468
being: ON-STREET 468
OFF-STREET 0

MONTH NUMBER

START UP % OF PCNs ISSUED
Growth Rate No. Growth Periods

MONTH NUMBER			25	26	27	28	29	30	31	32	33	34	35	36	36 MTHS
MONTHLY PCN ISSUE	ON-STREET	6%	468	468	468	468	468	468	468	468	468	468	468	468	
	OFF-STREET	0%	0	0	0	0	0	0	0	0	0	0	0	0	
	TOTAL:		468	468	468	468	468	468	468	468	468	468	468	468	5,617
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	£0													
ECNs REVENUE EXCLUDED	PER MONTH	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR	£113,239													
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH	£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	
PCNs FULL PAYMENT LEVEL	PER YEAR	£35,949													
PCNs FULL PAYMENT LEVEL	PER MONTH	£2,996	£2,996	£2,996	£2,996	£2,996	£2,996	£2,996	£2,996	£2,996	£2,996	£2,996	£2,996	£2,996	
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR	£10,785													
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH	£899	£899	£899	£899	£899	£899	£899	£899	£899	£899	£899	£899	£899	
TIME DELAY IN PAYMENTS	Per Year:	£159,973													
ECNs	MONTHS FROM ISSUE														
DISCOUNT	0 (RANGE 0 - 3)		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NORMAL	2 (RANGE 0 - 3)		£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	£9,437	£113,239
INCREMENTED	6 (RANGE 0 - 6)		£2,996	£2,996	£2,996	£2,996	£2,996	£2,996	£2,996	£2,996	£2,996	£2,996	£2,996	£2,996	£35,949
			£899	£899	£899	£899	£899	£899	£899	£899	£899	£899	£899	£899	£10,785

TOTAL ECN / PCN PAYMENTS RECEIVED**PERMITS**

NEW PERMIT ISSUE DISTRIBUTION	25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%
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PERMIT VOLUMES

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

NEW PERMIT ISSUE INCOME	PER YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
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TOTAL PERMIT ISSUE PAYMENTS RECEIVED

CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
ON STREET CHARGING - ADDITIONAL REVENUE ONLY	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£536
CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS	£628	£628	£628	£628	£628	£628	£628	£628	£628	£628	£628	£628	£628	£628	£7,536

EXPENSES

ADDITIONAL EXPENSES	START UP =	1													
	PER YEAR	(£161,432)													
ONE-OFF SET-UP EXPENSES	PER MONTH	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£13,453)	(£161,432)
	ONE-OFF COST	(£4,400)													£0

MONTHLY SURPLUS / (DEFICIT)

	£551	£551	£551	£551	£551	£551	£551	£551	£551	£551	£551	£551	£551	£551	£6,613
CUMULATIVE MONTHLY BALANCE	(£25,471)	(£24,919)	(£24,368)	(£23,817)	(£23,266)	(£22,715)	(£22,164)	(£21,613)	(£21,062)	(£20,511)	(£19,960)	(£19,409)			

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.