

**Explanatory Memorandum to The Civil Enforcement of Parking
Contraventions (County Borough of Blaenau Gwent) Designation
Order 2019**

This Explanatory Memorandum has been prepared by the Department for Economic Infrastructure and is laid before the National Assembly for Wales in conjunction with the above subordinate legislation and in accordance with Standing Order 27.1.

Minister's Declaration

In my view, this Explanatory Memorandum gives a fair and reasonable view of the expected impact of The Civil Enforcement of Parking Contraventions (County Borough of Blaenau Gwent) Designation Order 2019. I am satisfied that the benefits outweigh any costs.

Ken Skates
Minister for Economy and Transport

2019

1. Description

The Order will enable Blaenau Gwent County Borough Council (“the Council”) to enforce civil parking restrictions within the County Borough. It will apply to all public highways except those listed in Annex A below. Non-endorsable offences, such as parking on double yellow lines, would become civil enforcement matters for the local authority as opposed to being enforced by the Police as criminal offences. The enforcement duty would in practice pass from Gwent Police to the Council and from traffic wardens to civil enforcement officers (“CEOs”) employed by the Council.

2. Matters of special interest to the Constitutional and Legislative Affairs Committee

None.

3. Legislative Background

The powers enabling this Instrument to be made are under paragraph 8(1) of Schedule 8 and paragraph 3(1) of Schedule 10, to the Traffic Management Act 2004 (the “Act”). This gives a local authority the power to enforce parking restrictions within their area under a civil regime set out in the Act. This power has been vested with the Welsh Ministers by virtue of section 162 of, and paragraph 30 of Schedule 11 to, the Government of Wales Act 2006.

This instrument follows the negative procedure.

4. Purpose and intended effect of the legislation

Currently in the County Borough of Blaenau Gwent the Gwent Police enforce parking restrictions. This takes time that could be better utilised tackling other criminal activities. This Order will allow for the enforcement responsibility to pass from the Police to the Council thus enabling the Council to enforce civil parking restrictions within the County Borough. Under this system non-endorsable offences would become the subject of civil recovery procedures. The Council would be able to issue penalty charge notices where, for example, a vehicle has been parked on double yellow lines or has not paid a parking charge in contravention of a traffic order. Reduced charges will apply where payment is made within a prescribed period. The Council would like to set their penalty charge at £70 for higher level contraventions and £50 for lower level contraventions, discounted to £35 and £25 respectively for early payment. The Council would also be able to immobilise such a vehicle, although it has stated that these powers will be held in reserve and they have no plans to use them at the start of civil enforcement.

The Council have stated that it has no immediate plans to apply for powers for moving traffic contraventions or bus lane enforcement.

If the legislation were to be annulled the Council would be unable to implement the power to enforce civil parking restrictions. They have requested these powers with the full support of the Gwent Police. Their implementation will relieve the Gwent Police from these duties thus freeing up valuable Police time and resources to tackle other criminal activities.

This Instrument has a coming into force date of 30 June 2019 as requested by the Council. The self-financing nature of this scheme should mean that the Council can devote more resources to parking enforcement than the Gwent Police, who, with their many other more pressing duties, have often been unable to do so. Better enforcement reduces congestion caused by drivers searching for on-street parking places, and results in better turnover of on-street spaces, as drivers become less willing to overstay as the risk of getting a ticket increases. In addition, greater enforcement of on-street parking restrictions should lead to increased usage of paid parking spaces, particularly off-street.

Unlike the clamping of vehicles in private car parks, clamping in relation to the civil enforcement of parking is regulated under the Act. The immobilisation of vehicles must adhere to The Civil Enforcement of Road Traffic Contraventions (General Provisions) (Wales) Regulations 2013 (SI 2013 No. 362) and The Civil Enforcement of Road Traffic Contraventions (Guidelines on Levels of Charges) (Wales) Order 2013 (SI 2013 No. 1969)), which define when and how an immobilisation device may be fixed to a vehicle, and the charge payable for its release.

Enforcement will be carried out by CEOs. The Council can directly employ these CEOs or they can be an employee of a contractor appointed to undertake such activity. It is a matter for the Council to decide whether civil enforcement operations are undertaken by employees of the Council or by authorised staff of contractors. Either way the requirements of the above Regulations must equally be met in each case. The Council have confirmed that civil enforcement operations will be undertaken by CEOs provided via a service level agreement with Caerphilly County Borough Council ("CCBC"). Furthermore, in order to reduce costs associated with the administration of civil parking enforcement, the Council intends to partner with Rhondda Cynon Taf County Borough Council ("RCTCBC") to produce the necessary forms, notices, letters, etc.

Drivers receiving a Penalty Charge Notice from a CEO will be able to challenge it by making representations to trained officers employed by the Council. Independent adjudication for drivers who are unhappy with the Council's decision will be provided by the Traffic Penalty Tribunal.

5. Consultation

The Council consulted with all the relevant stakeholders in October 2018. A list of the consultees and responses is at Annex B. Full details of the consultation are included in paragraph 8 of the Regulatory Impact Assessment.

REGULATORY IMPACT ASSESSMENT

6. Options

Option 1: Do Nothing. If the legislation were not made the Council would be unable to implement the power to enforce civil parking restrictions in 2019. The Council has requested these powers with the full support of the Gwent Police. Their introduction will relieve the Gwent Police from these duties thus freeing up valuable Police time and resources to tackle other criminal activities. There could be criticism for using Police resources for parking offences when they could be better utilised dealing with other criminal activities.

Option 2: Implement the provisions with effect from 30 June 2019. Making the legislation would allow the Council to implement the power to enforce civil parking restrictions thereby freeing up the Police to deal with other criminal matters. Full consultation as described below has been carried out to ensure that no specific group will be discriminated against by the legislation.

7. Costs and benefits

a) Costs

Option 1 – Do Nothing.

If the provisions are not implemented the costs will remain with Gwent Police who, due to more pressing duties, will be unable to devote sufficient resources to tackle the identified contraventions that the Council could if taking over these powers. Indeed the Gwent Police advised the Council that their traffic warden service would be withdrawn as from 30 June 2019 meaning there would be little, if any, on-street enforcement taking place.

Option 2 – Implement the provisions from 30 June 2019.

There are no financial implications for the Welsh Government or other local authorities in providing a local authority with civil enforcement of parking contravention powers.

The costs of the scheme will be borne by the Council in collaboration with RCTCBC and CCBC. The Council has expressed confidence that the full financial impact of operating civil enforcement of parking contraventions as a whole has been considered and accounted for in

their budget setting process. The forecasted operational cost of civil enforcement takes account of the estimated revenue raised from the issuing of Penalty Charge Notices. The Council has provided funding to cover the start up costs of the scheme. A full 5 year projected financial assessment by the Council can be found at Annex C.

The Council would like to set their penalty charge at £70 for higher level contraventions and £50 for lower level contraventions, discounted to £35 and £25 respectively for early payment. Drivers receiving a penalty charge notice will be able to challenge it by making representations to the Council. Independent adjudication must be available to drivers who remain unhappy with the Council's decision. The Traffic Penalty Tribunal will provide this service.

b) Benefits

We have identified the benefits for each option as follows:

Option 1 – Do Nothing.

There are no benefits.

Option 2 – Implement the provisions from 30 June 2019.

The current need for parking, particularly within town centre areas is placing significant pressure on some on and off street parking areas. The Council recognises that it is important to improve the enforcement of parking in town centres and to improve the current operation of the network by removing illegal parking on-street to allow free-flow of traffic through towns.

The Council state that the successful acquisition of civil parking enforcement powers will contribute to the Council's Well-being Goals and is consistent with the five ways of working as defined in the Well-being of Future Generations (Wales) Act 2015 Act in that: -

- Long term resourcing of operation and management solutions of this specialised service provision allows for more effective and predictable resource/ financial commitments going forward.
- Taking direct control of CPE enables BGCBC to increase prevention of parking disruption and congestion in conurbations contributing to well-being of its communities.
- It forms part of an overall strategy integrating the traffic management of local roads to regional transport systems on which public transport, private users, cyclists and walking networks can operate.
- Collaboration with other organisations and local authorities enables a more effective and efficient service delivery.

8. Consultation

In accordance with the relevant guidelines, before submitting their application the Council consulted with all the relevant stakeholders in October 2018. A list of the consultees and responses is at Annex B. In addition to local councils the consultees included bus operators and motoring organisations. The Council is committed to fully informing the public of the proposed changes to the parking enforcement and they will be launching a comprehensive publicity programme between April 2019 and June 2019, prior to the proposed commencement date. This will include the use of their website, press releases and a general distribution of posters and leaflets.

On receipt of the Council's application, and in accordance with the relevant legislation, the Welsh Government consulted with Gwent Police and the Traffic Enforcement Centre. No objections were received.

9. Post implementation review

The effect of the Order will be monitored by way of an annual return from the Council to the Welsh Government. This will include the financial results of civil parking enforcement and any action the Council will take in respect of any deficit on the on-street parking account.

10. Summary

The Council, in collaboration with RCTCBC and CCBC, will bear the costs of the proposals as detailed in the Costs paragraph 7a) above. The powers will enable the Council to adopt a more thorough and visible enforcement of parking contraventions. By relieving the Gwent Police from such responsibilities this will free up their time to devote themselves to dealing with other criminal activities. The implementation of the Order is consistent with applications made by 19 other local authorities in Wales who have already achieved such powers.

ANNEX A

This Order applies to the County Borough of Blaenau Gwent with the exception of —

- (a) the length of the A465 Trunk Road within the County Borough, from the boundary with the County Borough of Caerphilly to the boundary with the County of Monmouthshire, including its exit and entry slip roads.

ANNEX B

SCHEDULE OF CONSULTATION

| Organisation | Response |
|--------------------------------------|-----------------|
| The AA | No response |
| Blaenau Gwent County Borough Council | No response |
| Brecon Beacons National Park | No response |
| DVLA Swansea | No response |
| Freight Transport Association | No response |
| Gwent Ambulance Service | No objection |
| Gwent Police | No response |
| Harris Coaches | No response |
| Ministry of Defence | No response |
| Powys County Council | No response |
| Road Haulage Association | No response |
| The Royal Automobile Club | No response |
| South Wales Fire & Rescue Service | No response |
| Stagecoach | No response |
| Sustrans Cymru | No response |
| Torfaen County Borough Council | No response |
| Traffic Enforcement Centre (TEC) | No response |
| Traffic Penalty Tribunal (TPT) | No response |
| Varteg Motors | No response |
| Welsh Government | No comments |

Annex C

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

| | |
|----------------|-----------|
| MODEL VERSION: | B3 |
| MODEL DATE: | 13-Dec-18 |

CLIENT: *Blaenau Gwent County Borough Council*

VERSION: **B3 MODEL ACTUAL COSTS INSERTED 131218**
ENFORCEMENT AND ADMINISTRATION ALL EXTERNAL

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

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

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

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

ON-STREET PAY & DISPLAY CHARGING:

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

- Current Select for no-change to the current status on implementation of DPE
- New P&D-1 Includes the income and expenses derived from schedule "P&D-1"
- New P&D- 1&2 Includes the income and expenses derived from schedule "P&D-1" and schedule "P&D-2".

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

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

OFF-STREET CAR PARK CHARGING

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

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

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

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

OFF-STREET CAR PARK TRANSACTION VOLUMES INCREASE

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

Apply percentage volume increase to "Current" Income

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

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

OFF-STREET CAR PARK CHARGING IN FREE CAR PARKS

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

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

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

CURRENT VAT RATE

The model will use this rate for all calculations involving VAT

Actions: Enter current VAT rate under "VAT Rate"

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

LEASING RATES

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

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

SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

| | |
|----------------|-----------|
| MODEL VERSION: | B3 |
| MODEL DATE: | 13-Dec-18 |

CLIENT: *Blaenau Gwent County Borough Council*

VERSION: **B3 MODEL ACTUAL COSTS INSERTED 131218**
 ENFORCEMENT AND ADMINISTRATION ALL EXTERNAL

SUMMARY OF MARGINAL INCOME & EXPENDITURE

| START-UP = | Enter 1 - 3 1 MONTHS | SCH REF | START-UP PERIOD (months) | START-UP CAPITAL | START-UP EXPENSES | FIRST 12 MTHS | SECOND 12 MTHS | THIRD 12 MTHS | FOURTH 12 MTHS | FIFTH 12 MTHS |
|---|-----------------------------|------------|--------------------------------|---------------------|----------------------|------------------|-------------------|------------------|-------------------|------------------|
| INCOME | | | | | | | | | | |
| | PCNs ISSUED | | | | 0 | 3,205 | 3,523 | 3,523 | 3,523 | 3,523 |
| | PCN PAYMENTS | 1 | | | £0 | £78,223 | £100,334 | £100,334 | £100,334 | £100,334 |
| | 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 | £0 | £0 | £0 | £0 | £0 |
| | NET C.COURT PROCEEDS | 4 | | | £0 | £1,879 | £7,516 | £7,516 | £7,516 | £7,516 |
| | TOTAL PAYMENTS | | | | £0 | £80,102 | £107,850 | £107,850 | £107,850 | £107,850 |
| EXPENSES: | | | | | | | | | | |
| | | | | Inflation factor | | | 3% | 3% | 3% | 3% |
| | OPERATIONAL MANAGEMENT | 5 | 1 | | £252,850 | £1,706 | £12,308 | £12,677 | £13,057 | £13,449 |
| | ON-STREET ENFORCEMENT | 6 | 1 | | £0 | £4,082 | £48,982 | £50,451 | £51,965 | £53,524 |
| | OFF-STREET ENFORCEMENT | 7 | 1 | | £0 | £0 | £0 | £0 | £0 | £0 |
| | CLAMP & REMOVAL CONTROL | | 1 | | £0 | £0 | £0 | £0 | £0 | £0 |
| | TICKET & PERMITS PROCESSING | 8 | 1 | | £12,000 | £3,323 | £27,278 | £28,096 | £28,939 | £29,807 |
| | PAY & DISPLAY | 9 | 1 | | £0 | £0 | £0 | £0 | £0 | £0 |
| | TOTAL EXPENSES | | | | £264,850 | £9,111 | £88,568 | £91,225 | £93,962 | £96,780 |
| ANNUAL NET SURPLUS OR (DEFICIT) | | | | | (£264,850) | (£9,111) | (£8,466) | £16,625 | £13,889 | £11,070 |
| CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL | | | | | | (£9,111) | (£17,576) | (£951) | £12,938 | £24,007 |
| CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL | | | | | | (£273,961) | (£282,426) | (£265,801) | (£251,912) | (£240,843) |
| NPV INTEREST RATE | 6% | | | | | | | | | |
| YEAR END NPVs (EXCLUDING CAPITAL) | | | | | | (£17,097) | (£2,301) | £9,361 | £18,129 | £24,231 |
| NPV INTEREST RATE | 6% | | | | | | | | | |
| YEAR END NPVs (INCLUDING CAPITAL) | | | | | | (£281,947) | (£267,151) | (£255,489) | (£246,721) | (£240,619) |

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

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SCHEDULE 1

ON-STREET & OFF STREET PAYMENTS

PCN ISSUE & PAYMENTS

| Projected Number of PCNs | 3,522 | PCNs ISSUED | %PAID | PCNs PAID | % PAID BY BAND | VOLUME PAID | AMOUNT PAID | |
|-----------------------------|---------|--------------|------------|--------------|----------------|--------------|-----------------|----------------------------------|
| Off-street PCN Higher Level | £70.00 | 0 | 75% | 0 | 10% | 0 | £0 | |
| 50% Discount | £35.00 | | | | 63% | 0 | £0 | |
| 50% Premium | £105.00 | | | | 2% | 0 | £0 | £0 |
| Off-street PCN Lower Level | £50.00 | 0 | 75% | 0 | 10% | 0 | £0 | |
| 50% Discount | £25.00 | | | | 63% | 0 | £0 | |
| 50% Premium | £75.00 | | | | 2% | 0 | £0 | £0 |
| On-street PCN Higher Level | £70.00 | 2,466 | 75% | 1,850 | 10% | 247 | £17,262 | |
| 50% Discount | £35.00 | | | | 63% | 1,554 | £54,375 | |
| 50% Premium | £105.00 | | | | 2% | 49 | £5,179 | £76,816 |
| On-street PCN Lower Level | £50.00 | 1,057 | 75% | 793 | 10% | 106 | £5,285 | |
| 50% Discount | £25.00 | | | | 63% | 666 | £16,648 | |
| 50% Premium | £75.00 | | | | 2% | 21 | £1,586 | £23,518 |
| | | <u>3,523</u> | <u>75%</u> | <u>2,642</u> | | <u>2,642</u> | <u>£100,334</u> | |
| | | | | | | | | Off-street total: £0 |
| | | | | | | | | On-street Total: <u>£100,334</u> |
| | | | | | | | | <u>£100,334</u> |

CURRENT RECEIPTS

| | | Net ECN Value | | | | | |
|----------------------------------|--------|---------------|--------------|-------------|--------------|--------------|-----------------|
| On-Street - 1 | £20.00 | £20.00 | 0 | - | 0 | £0 | |
| On-Street - 2 | £40.00 | £40.00 | | - | 0 | £0 | |
| On-Street - 3 | £0.00 | £0.00 | | - | 0 | £0 | |
| | | | | <u>0.0%</u> | | | |
| Off-Street - 1 | £30.00 | £30.00 | 0 | 61.0% | 0 | £0 | |
| Off-Street - 2 | £60.00 | £60.00 | | 10.0% | 0 | £0 | |
| Off-Street - 3 | £40.00 | £40.00 | | <u>0.0%</u> | 0 | £0 | |
| | | | <u>0</u> | <u>0.0%</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| TOTAL / MARGINAL RECEIPTS | | | <u>3,523</u> | | <u>2,642</u> | <u>2,642</u> | <u>£100,334</u> |

SCHEDULE 2

PERMIT PAYMENTS

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

SCHEDULE 3

PAY & DISPLAY AND CAR PARK RECEIPTS

| | TOTAL | NOW | NEW | AMOUNT |
|----------------------------------|----------------|-----|-----|-----------|
| ON-STREET PAY & DISPLAY - AREA 1 | £0 | £0 | £0 | £0 |
| ON-STREET PAY & DISPLAY - AREA 2 | £0 | £0 | £0 | £0 |
| CAR PARK INCOME INCREASE | Current | £0 | £0 | £0 |
| FREE CAR PARKS CHARGED | No | £0 | £0 | £0 |
| VOL. INCREASE ONLY ON-STREET | 1% | £0 | £0 | £0 |
| VOL. INCREASE ONLY OFF-STREET | 1% | £0 | £0 | £0 |
| TOTAL RECEIPTS | | | | <u>£0</u> |

SCHEDULE 4

PROCEEDS FROM COUNTY COURT & SUBSEQUENT ACTION

| | | |
|----------------------|------------|-----------------|
| PROCEEDS FROM ACTION | (See AW04) | £10,969 |
| COSTS OF ACTION | | <u>(£3,453)</u> |
| NET PROCEEDS | | <u>£7,516</u> |

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

| | |
|----------------|-----------|
| MODEL VERSION: | B3 |
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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 | | | 0.0 | 0.0 | 0.0 | £0 | £0 | | |
| Parking Team Leader | | | 0.2 | 0.0 | 0.2 | £35,000 | £7,000 | | |
| Parking officer | | | 0.0 | 0.0 | 0.0 | £22,000 | £0 | | |
| TOTAL STAFF / SALARY COSTS | | | 0.2 | 0.0 | 0.2 | | £7,000 | £0 | £0 |
| <u>OTHER STAFFING COSTS:</u> | | | | | | | | | |
| Salary Overhead Costs | Percentage of Salary | 32.7% | | | | | £2,289 | | |
| Accommodation Costs - Mgt. | Annual Charge/New Office | | 0 | 0 | 0 | £2,750 | £0 | | |
| Accommodation Costs - Staff | Annual Charge/New Office | | 1 | 1 | 0 | £2,750 | £0 | | £0 |
| Uniform Costs | Cost Per Head | | | | | £450 | £0 | | |
| Initial Recruitment Costs | Cost Per New Head | | | | 0 | £400 | | £80 | |
| Staff Turnover Recruitment | % Turnover of Headcount | 30.0% | 0 | | 0 | £100 | £0 | | |
| TOTAL OTHER STAFF COSTS | | | | | | | £2,289 | £80 | £0 |
| <u>OFFICE EQUIPMENT</u> | | | | | | | | | |
| Office Equipment Set-up | Cost Per Head | | 1 | 0 | 1 | £600 | | £600 | |
| Maintenance | Cost Per Head | | 1 | 0 | 1 | £100 | £100 | | |
| <u>COMPUTER EQUIPMENT</u> | | | | | | | | | |
| PC | Cost Per Head | | 1 | 0 | 1 | £1,000 | | | £1,000 |
| PC Software | Cost Per Head | | 1 | 0 | 1 | £350 | | | £350 |
| Printer | Cost Per Head | | 1 | 0 | 1 | £400 | | | £400 |
| Networking | Cost Per Head | | 1 | 1 | 0 | £1,000 | | £0 | |
| Equipment Lease | Lease over 3 or 5 years | | | | 0 | £0 | £0 | | |
| Maintenance | Cost of Equipment | 20.0% | | | | | £350 | | |
| TOTAL EQUIPMENT COSTS | | | | | | | £450 | £600 | £1,750 |
| <u>OTHER COSTS:</u> | | | | | | | | | |
| Telephone expenses | Cost Per Head | | 1 | 0 | 1 | £200 | £200 | | |
| Public relations | Estimate | | | | 1 | £1,000 | £1,000 | | £5,000 |
| Consultancy costs | Set-Up expenses | | | | | | | | £10,000 |
| TRO/GIS set-up | Survey and mapping of TROs on-site | | | | | | | | £40,000 |
| Signs & Lines remedial works | Set-Up expenses | | | | | | | | £190,000 |
| Signs conversion in car parks | | | | 38 | | £0 | | | £0 |
| TRO and OSPPO conversion | Legal | | | | | | | | £5,000 |
| Lease car | | | | | | | £0 | | |
| Training - Set-up | Cost Per Head -all staff | | 1.0 | 0 | 1 | £550 | | | £1,100 |
| Training - on-going | Cost Per Head -all staff | | 1.0 | 0 | 1 | £250 | £250 | | |
| Departmental Overheads | % of Total Operating Costs | 10.0% | | | | | £1,119 | | |
| TOTAL OTHER COSTS | | | | | | | £2,569 | £0 | £251,100 |
| TOTAL ANNUAL EXPENSES / SET-UP COSTS | | | | | | | £0 | | £251,100 |
| | | | | | | | £12,308 | £680 | £252,850 |

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

| | |
|----------------|-----------|
| MODEL VERSION: | B3 |
| MODEL DATE: | 13-Dec-18 |

CLIENT: Blaenau Gwent County Borough CouncilVERSION: B3 MODEL ACTUAL COSTS INSERTED 131218SCHEDULE 6ON STREET ENFORCEMENT

| DESCRIPTION: | MODEL ASSUMPTION | % | TOTAL UNITS | UNITS NOW | NEW UNITS | UNIT COSTS | ANNUAL EXPENSE | TOTAL SET-UP EXPENSE | SET-UP CAPITAL |
|---------------------------------------|-------------------------------|-------|----------------|--------------|----------------------------------|---------------|-------------------|----------------------------|-------------------|
| <u>STAFFING / SALARY:</u> | | | | | | | | | |
| PARKING MANAGER & ENFORCEMENT MANAGER | | | 0.00 | 0.00 | 0.00 | £0 | £0 | | |
| Supervisor | | | 0.00 | 0.00 | 0.00 | £22,000 | £0 | | |
| TUPEd Supervisors | | | 0.00 | 0.00 | 0.00 | £0 | £0 | | |
| Team Leaders | | | 0.00 | 0.00 | 0.00 | £0 | £0 | | |
| CEOs | | 1.3 | 1.30 | 1.30 | 0.00 | £20,000 | £0 | | |
| TUPEd CEOs | | | 0.00 | 0.00 | 0.00 | £0 | £0 | | |
| TOTAL STAFF / SALARY COSTS | | | 1.30 | 1.30 | 0.00 | | £0 | £0 | £0 |
| <u>OTHER STAFFING COSTS:</u> | | | | | | | | | |
| Salary Overhead Costs | Salary | 32.7% | | | | | £0 | | |
| Accommodation Costs | Cost Per Head | | 1.3 | 1.3 | 0.0 | £0 | £0 | | £0 |
| Uniform Initial Costs | Uniformed CEO's & Supervisors | | 1.3 | 1.3 | 0.0 | £579 | | £0 | |
| Uniform Maintenance | Original Costs | 50.0% | | | | | £0 | | |
| Initial Recruitment Costs | Estimate | | | | | | | £0 | |
| Staff Turnover Recruitment | % Turnover of Headcount | 30.0% | 0.0 | | 0.0 | £400 | £0 | | |
| Uniform Replacement Costs | New staff | | | | 0.0 | £200 | £0 | | |
| Uniform Stock Costs | Original Costs | 0.0% | | | | | | £0 | |
| TOTAL OTHER STAFF COSTS | | | | | | | £0 | £0 | £0 |
| <u>OFFICE EQUIPMENT</u> | | | | | | | | | |
| Office Equipment Set-up | Cost Per Manager / Supervisor | | 0.0 | 0.0 | 0.0 | £600 | | £0 | |
| Maintenance | Cost Per Head | | 0.0 | 0.0 | 0.0 | £100 | £0 | | |
| Radio base station | | | 0.0 | 0.0 | 0.0 | £550 | | | £0 |
| No. of Sets of Equipment for CEOs | | | | | 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 | | | | Lease Period in Years (or 0) = 0 | £0 | £0 | | |
| Maintenance | Cost of Equipment | 20.0% | | | | £0 | £0 | | |
| TOTAL EQUIPMENT COSTS | | | | | | | £0 | £0 | £0 |
| <u>OTHER COSTS:</u> | | | | | | | | | |
| Tickets issued | Volume + % Spoilt | 5.0% | 3,699 | | 3,699 | £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 | | 1 | 0 | 1 | £0 | £0 | | |
| Private mileage | Essential car user allowance | | - | - | - | £0.440 | £0 | | |
| Car | Purchase | | 0 | 0 | 0 | £10,000 | | | £0 |
| | Lease over 3 or 5 years | | | | Lease Period in Years (or 0) = 0 | £0 | £0 | | |
| | Operating Costs | | 1 | 0 | 1 | £0 | £0 | | |
| CEO Scooters | Purchase | | 0 | 0 | 0 | £2,500 | | | £0 |
| | Lease over 3 or 5 years | | | | Lease Period in Years (or 0) = 0 | £0 | £0 | | |
| | Operating Costs | | 0 | 0 | 0 | £1,800 | £0 | | |
| | Protective Clothing/Helmets | | 0 | 0 | 0 | £600 | £0 | | |
| CEO Transport | Purchase | | 0 | 0 | 0 | £12,000 | | | £0 |
| | Lease over 3 or 5 years | | | | Lease Period in Years (or 0) = 0 | £0 | £0 | | |
| | Operating Costs | | 0 | 0 | 0 | £4,113 | £0 | | |
| Departmental Overheads | % of Total Operating Costs | 0.0% | | | | | £0 | | |
| TOTAL OTHER COSTS | | | | | | | £0 | £0 | £0 |
| cost of enforcement at CCBC rates | | | | | | | £ 48,982 | | |
| TOTAL ANNUAL EXPENSES / SET-UP COSTS | | | | | | | £48,982 | £5,268 | £0 |

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

| | |
|----------------|-----------|
| MODEL VERSION: | B3 |
| MODEL DATE: | 13-Dec-18 |

CLIENT: Blaenau Gwent County Borough Council

VERSION: B3 MODEL ACTUAL COSTS INSERTED 131218

SCHEDULE 7

OFF STREET ENFORCEMENT

| DESCRIPTION: | MODEL ASSUMPTION | % | TOTAL UNITS | UNITS NOW | NEW UNITS | UNIT COSTS | ANNUAL EXPENSE | TOTAL SET-UP EXPENSE | SET-UP CAPITAL |
|--------------------------------------|--|-------|----------------|--------------|--------------|---------------|-------------------|----------------------------|-------------------|
| <u>STAFFING / SALARY:</u> | | | | | | | | | |
| Senior Supervisor | | | 0.00 | 0.00 | 0.00 | £0 | £0 | | |
| Supervisor | | | 0.00 | 0.00 | 0.00 | £0 | £0 | | |
| Team Leaders | | | 0.00 | 0.00 | 0.00 | £0 | £0 | | |
| CEOs | | | 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 | | | | |
| No. of Sets of Equipment for CEOs | | | | | 0.0 | | | | £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 |
| 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 | £0 | £0 | | |
| Private mileage | Essential car user allowance | | - | - | - | £0.440 | £0 | | |
| Car | Purchase | | 0 | 0 | 0 | £10,000 | | | £0 |
| | Lease over 3 or 5 years | | | | 0 | £0 | £0 | | |
| | Operating Costs | | 0 | 0 | 0 | £6,176 | £0 | | |
| CEO Scooters | Purchase | | 0 | 0 | 0 | £2,500 | | | £0 |
| | Lease over 3 or 5 years | | | | 0 | £0 | £0 | | |
| | Operating Costs | | 0 | 0 | 0 | £0 | £0 | | |
| | Protective Clothing/Helmets | | 0 | 0 | 0 | £600 | £0 | | |
| CEO Transport | Purchase | | 0 | 0 | 0 | £12,000 | | | £0 |
| | Lease over 3 or 5 years | | | | 0 | £0 | £0 | | |
| | Operating Costs | | 0 | 0 | 0 | £0 | £0 | | |
| Departmental Overheads | % of Total Operating Costs | 10.0% | | | | | £0 | | |
| TOTAL OTHER COSTS | | | | | | | £0 | £0 | £0 |
| | less current enforcement costs inc overheads | | | | | | £0 | | |
| TOTAL ANNUAL EXPENSES / SET-UP COSTS | | | | | | | £0 | £0 | £0 |

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

| | |
|----------------|-----------|
| MODEL VERSION: | B3 |
| MODEL DATE: | 13-Dec-18 |

CLIENT: Blaenau Gwent County Borough Council

VERSION: B3 MODEL ACTUAL COSTS INSERTED 131218

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 | £2,750 | £0 | | £0 |
| Uniform Initial Costs | Counter staff | | 0 | 0 | 0 | £250 | | £0 | |
| Uniform Maintenance | Original Costs | 50.0% | | | | | £0 | | |
| Initial Recruitment Costs | Estimate | | | | 0 | £100 | | £0 | |
| Staff Turnover Recruitment | % Turnover of Headcount | 30.0% | 0 | | 0 | £100 | £0 | | |
| TOTAL OTHER STAFF COSTS | | | | | | | £0 | £0 | £0 |

OFFICE EQUIPMENT

| | | | | | | | | | |
|---------------------------------|------------------------------|-------|---|---|--------------------------------|--------|--------|------|----|
| Office Equipment Set-up | Cost Per Head | | 0 | 0 | 0 | £600 | | £0 | |
| Maintenance | Cost Per Head | | 0 | 0 | 0 | £100 | £0 | | |
| <u>COMPUTER SYSTEM COSTS</u> | | | | | | | | | |
| PCN Processing Purchase | Application software | | 0 | 0 | 0 | £7,800 | | | £0 |
| Permits System - 4 user licence | Application software upgrade | | 2 | 0 | 2 | £1,500 | £3,000 | | £0 |
| Digital camera interface | | | 0 | 0 | 0 | £1,000 | | | £0 |
| Dispensations Module | | | 0 | 0 | 0 | £500 | | | £0 |
| Suspensions Module | | | 0 | 0 | 0 | £500 | | | £0 |
| Equipment maintenance Module | | | 0 | 0 | 0 | £1,350 | | | £0 |
| Internet payment module | | | 0 | 0 | 0 | £1,000 | | | £0 |
| GIS Interface | | | 0 | 0 | 0 | £2,500 | | | £0 |
| Cash Receipting | | | 0 | 0 | 0 | £1,000 | | | £0 |
| Postcode addressing | 4 user licence | | 0 | 0 | 0 | £2,050 | | | £0 |
| Scanning Software | | | 0 | 0 | 0 | £1,900 | | | £0 |
| DIP Viewing Software | | | 0 | 0 | 0 | £0 | | | £0 |
| System Server | System Hardware | | 0 | 0 | 0 | £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 | | |
| Installation and Training | Application Software(days) | | 0 | 0 | 0 | £550 | | £0 | |
| Implementation of systems | | | 0 | 0 | 0 | £550 | | £0 | |
| Network Installation | | | 1 | 0 | 1 | £500 | | £500 | |
| Software Support | Cost of Application Software | 20.0% | | | | | £600 | | |
| Hardware Maintenance | Cost of Equipment | 12.0% | | | | | £0 | | |
| TOTAL EQUIPMENT & SYSTEM COSTS | | | | | | | £3,600 | £500 | £0 |

OTHER COSTS:

% OF TOTAL PCN ISSUE RELATING TO THE VOLUME INCREASE

| | | | | | | | | | |
|--------------------------------------|----------------------------|-------------|--|------|--|-------|---------|---------|-----------|
| levy per PCN issued | | | | 100% | | 3522 | £5.00 | £17,612 | |
| Letters (incl postage) | | | | | | 0 | £1.00 | £0 | |
| DVLA enquiry | | | | | | 0 | £0.15 | £0 | |
| Notices (incl postage) | | | | | | 0 | £1.00 | £0 | |
| Cheque processing service | Cheques received | | | | | 0 | £1.00 | £0 | |
| Adjudication cases | % of PCNs issued | | | 0.5% | | 18 | £0 | £0 | |
| Adjudication Service Costs | Est. Fixed Charge | Joining Fee | | | | 0 | £0 | £0 | £0 |
| Adjudication Service Costs | Est. Fixed Charge | Annual Fee | | | | 0 | £0 | £0 | |
| Adjudication Service Costs | Unit cost/PCN | | | | | 3,522 | £0.55 | £1,937 | |
| Permit Stationery | | | | | | 0 | £0.20 | £0 | |
| Telephone expense | | | | | | 1 | £1,000 | £1,000 | |
| IT system set up costs | | | | 0.0% | | | | £0 | £10,000 |
| Web site extensions | | | | | | | | | £2,000.00 |
| IT Support Costs | IT Departmental Support | | | | | 1 | £2,000 | £2,000 | |
| Initial training | | | | | | 1 | £550 | | £550 |
| Training | | | | | | 1 | £250 | £250 | |
| Departmental Overheads | % of Total Operating Costs | 10.0% | | | | | | £879 | |
| TOTAL OTHER COSTS | | | | | | | £23,678 | £550 | £12,000 |
| TOTAL ANNUAL EXPENSES / SET-UP COSTS | | | | | | | £27,278 | £1,050 | £12,000 |

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

| | |
|----------------|-----------|
| MODEL VERSION: | B3 |
| MODEL DATE: | 13-Dec-18 |

CLIENT: **Blaenau Gwent County Borough Council**VERSION: **B3 MODEL ACTUAL COSTS INSERTED 131218****ADDITIONAL WORKINGS****(AW01) PAYMENTS BY LOCATION:**

| | % | NUMBER | VALUE |
|-----------------------|-----|--------------|---------|
| MAILED PAYMENTS | 40% | 1,057 | £40,137 |
| TELEPHONE PAYMENTS | 25% | 661 | £25,100 |
| INTERNET PAYMENTS | 35% | 925 | £35,125 |
| TOTAL PAYMENTS | | <u>2,643</u> | |
| AVERAGE PAYMENT VALUE | | | £37.97 |

(AW02) PAYMENT DISTRIBUTION BY TIME OF PAYMENT

| | VOLUME | AMOUNT |
|---|--------------|-----------------|
| PAYMENTS MADE AT DISCOUNT LEVEL | 2,219 | £71,023 |
| PAYMENTS MADE BEFORE CHARGE CERTIFICATE | 352 | £22,547 |
| POST CHARGE CERTIFICATE PAYMENTS | <u>70</u> | <u>£6,764</u> |
| TOTAL PAYMENTS: | <u>2,642</u> | <u>£100,334</u> |

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

| | | | |
|--|--|-----|---------------|
| Receipts | Mailed Payments | | 1,057 |
| Correspondence | % of Tickets Issued | 50% | 1,762 |
| Pocket books checked | % of Tickets Issued | 6% | 211 |
| Meter checks | % of Tickets Issued | 1% | 35 |
| Site visits | % of Tickets Issued | 1% | 35 |
| TRO/map checks | % of Tickets Issued | 1% | 35 |
| Permits applications | Number of Permits Issued | | 0 |
| Permits Correspondence | % of Number of Permits | 50% | 0 |
| Cases to DVLA | Tickets Issued less Payments before Notice | | 1,304 |
| DVLA successful responses | % of Cases to DVLA | 95% | 1,238 |
| Manual DVLA VQ5 responses | % of Cases to DVLA | 5% | 65 |
| Notices (NTOs) | DVLA successful responses | | 1,238 |
| Charge Certificates | % of NTOs | 45% | 557 |
| Telephone Calls | % of Tickets Issued | 50% | 1,762 |
| Personal visits at Reception | % of Tickets Issued | 5% | 176 |
| Permits Telephone calls | % of Number of Permits | 50% | 0 |
| Representations | % of Notices | 33% | 409 |
| Notices of Rejection | % of Representations | 75% | 307 |
| Adjudication Cases | % of Notices of Rejection | 9% | 28 |
| PCNs cancelled | % of PCNs issued | 11% | 116 |
| C.Court Registrations | Eligible Cases - See AW04 | | 432 |
| Enforcement Agents | EA Action - See AW04 | | 367 |
| TOTAL CORRESPONDENCE / TRANSACTION VOLUMES | | | <u>11,134</u> |
| VOLUME PER DAY Based on 225 days / year | | | <u>49</u> |

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

| | | |
|---|-------|---------------|
| ANNUAL PROJECTION OF ISSUE | | 3,523 |
| NO. OF CASES STILL OPEN AFTER 72 DAYS: | | 881 |
| % OF THESE FOR MULTIPLE OFFENDERS: | 5% | 44 |
| % OF THESE ALREADY REGISTERED: | 2% | 18 |
| % OF THESE WITH CURRENT CORRESPONDENCE, ETC | 7% | 62 |
| % OF THESE WITH < £20 DUE | 10% | 88 |
| % OF THESE OUTSIDE JURISDICTION: | 2% | 18 |
| % WITH NO GOOD NAME AND ADDRESS: | 25% | 220 |
| ELIGIBLE CASES: | | 432 |
| ANNUAL COST OF REGISTRATION: | £8.00 | £3,453 |
| % OF THESE PAYING AFTER REGISTRATION CERTIFICATE: | 15% | 65 |
| AVERAGE PCN VALUE AT THIS STAGE: | | £96.00 |
| REVENUE FROM REGISTRATION PAYEES: | | £6,215 |
| CASES ELIGIBLE FOR WARRANT REQUEST: | | 367 |
| % AGAINST WHICH EA ACTION TAKEN: | 90% | 330 |
| % PAYING AFTER EA ACTION: | 15% | 50 |
| REVENUE FROM EA ACTION: | | £4,754 |
| % OF PROCEEDS RETAINED BY EA: | 0% | £0 |
| NET COUNTY COURT PROCEEDS | | <u>£7,516</u> |

| | |
|--|----------|
| TICKETS ISSUED AT: £70 | 0 |
| TICKETS ISSUED AT: £50 | 0 |
| TICKETS ISSUED AT: £70 | 2,466 |
| TICKETS ISSUED AT: £50 | 1,057 |
| CHARGE BAND: £70 | £70 |
| CHARGE BAND: £50 | £50 |
| CHARGE BAND: £70 | £70 |
| CHARGE BAND: £50 | £50 |
| TOTAL REVENUE(IGNORING DISCOUNT IMPACT): | £225,470 |
| AVERAGE PCN VALUE: | £64 |
| AVERAGE INCREMENTED PCN VALUE: | £96 |

CLIENT: Blaenau Gwent County Borough Council

VERSION: B3 MODEL ACTUAL COSTS INSERTED 131218

(AW05) ESTABLISHMENT

| <u>Staffing</u> | <u>Total</u> | <u>Current</u> | <u>New</u> |
|----------------------------|--------------|----------------|-------------|
| Operational Management | 0.20 | 0.00 | 0.20 |
| On Street Enforcement | 1.30 | 1.30 | 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 | 1.50 | 1.30 | 0.20 |
| CEOs Only | 1.30 | 1.30 | 0.00 |

(AW06) VEHICLE USAGE COSTS

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

| <u>Item</u> | <u>Scooter Costs</u> | | |
|----------------------|----------------------|--------------|---------------|
| | <u>Volume</u> | <u>Unit</u> | <u>Cost</u> |
| Miles per day | 40 | | |
| Days per week | 6 | | |
| Weeks per year | 50 | | |
| Miles per year | 12,000 | | |
| Miles per gallon | 75 | | |
| Price per gallon | £6.00 | gallon | |
| Fuel costs | | | £960 |
| Service cost | £100 | each service | |
| Service Interval | 5,000 | miles | |
| Annual Service costs | | | £240 |
| Road Fund Licence | | | £75 |
| Insurance | | | £225 |
| Repairs | | | £300 |
| | | | <u>£1,800</u> |

(AW07) UNIFORMS

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

| | |
|-----------------------|------------------|
| MODEL VERSION: | B3 |
| MODEL DATE: | 13-Dec-18 |

CLIENT: Blaenau Gwent County Borough Council

VERSION: B3 MODEL ACTUAL COSTS INSERTED 131218

CEO RESOURCE CALCULATION:

ON -STREET ENFORCEMENT CEOs

| | | | | |
|--|---------------------------|------|--------------|----------------|
| Patrol hours required On -Street | | | 50.00 | CEO Hours/week |
| Travelling Time Estimate | No. of CEOs: | 1.19 | | |
| | Hours/CEO/day: | 0.5 | 2.98 | CEO Hours/week |
| | Total Hours / week | | <u>52.98</u> | |
| | Eff't CEO hrs/week | | <u>42.00</u> | |
| Total FTE CEOs Required On-Street | | | 1.26 | |

OFF-STREET CAR PARKS CEOs

| | | | | |
|--|---------------------------|------|--------------|----------------|
| Patrol hours required for Off-Street car parks | | | - | CEO Hours/week |
| Travelling Time Estimate | No. of CEOs: | 0.00 | | |
| | Hours/CEO/day: | 0.25 | 0.00 | CEO Hours/week |
| | Total Hours / week | | <u>0.00</u> | |
| | Eff't CEO hrs/week | | <u>42.00</u> | |
| Total FTE CEOs Required Off-Street | | | 0.00 | |

TOTAL FTE CEOs REQUIRED

1.26

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 | 10.0% | | <u>-22</u> |
| Days Available / Year | | | <u>205</u> |
| Working Weeks / Year | | <u>41.00</u> | |
| Absence Factor | | | 0% |

CEO Working Day & Effective Patrol Hours

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

OFF-STREET CEOs

Calculation of Absence Factor

| | | | |
|-----------------------|-------|--------------|------------|
| Days in the Year | 52 | 5 | 260 |
| Public Holidays | | | -8 |
| Holidays | | | -25 |
| Sickness | 10.0% | | <u>-22</u> |
| Days Available / Year | | | <u>205</u> |
| Working Weeks / Year | | <u>41.00</u> | |
| Absence Factor | | | 0% |

CEO Working Day & Effective Patrol Hours

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

Population off st p&d

| On-street allocation of CEO time: | Hours/week |
|-----------------------------------|--------------|
| Ebbw Vale | 15.00 |
| Brynawr | 10.00 |
| Tredegarr | 10.00 |
| Abertillery | 12.00 |
| Blaina | 3.00 |
| Total: | 50.00 |

| | |
|-------------------|-------------------------------|
| 50 | use initial 50 hours per week |
| population spread | |
| | 34% |
| | 21% |
| | 22% |
| | 23% |

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

| | |
|-----------------------|------------------|
| MODEL VERSION: | B3 |
| MODEL DATE: | 13-Dec-18 |

CLIENT: Blaenau Gwent County Borough Council

VERSION: B3 MODEL ACTUAL COSTS INSERTED 131218

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 | |
|--------------------------|----------------------|---------------------------------|-------------|-------------------|--------------------|----------------|-------------|--------------|-------------|
| Ebbw Vale | 15.00 | 42.00 | 0.36 | 57 | 57 | 20 | 52.00 | 1,057 | |
| Brynmawr | 10.00 | 42.00 | 0.24 | 57 | 57 | 14 | 52.00 | 704 | |
| Tredeggar | 10.00 | 42.00 | 0.24 | 57 | 57 | 14 | 52.00 | 704 | |
| Abertillery | 12.00 | 42.00 | 0.29 | 57 | 57 | 16 | 52.00 | 845 | |
| Blaina | 3.00 | 42.00 | 0.07 | 57 | 57 | 4 | 52.00 | 211 | |
| Sub-Total | 50.00 | | | | | | | | |
| Travelling Time Estimate | 2.98 | 42.00 | 0.07 | 0 | 0 | 0 | 52.00 | 0 | 1.28 |
| | 52.98 | | 1.26 | | | 68 | | 3,522 | 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 | 0.00 | 42.00 | 0.00 | 25 | 25 | 0 | 52.00 | 0 | |
| Currently Free | 0.00 | 42.00 | 0.00 | 18 | 18 | 0 | 52.00 | 0 | |
| Travelling Time Estimate | 0.00 | 42.00 | 0.00 | 0 | 0 | 0 | 52.00 | 0 | #DIV/0! |
| | 0.00 | | 0.00 | | | 0 | | 0 | 0.0% |

REMOVALS

TOTAL PCN PROJECTION:

3,522

| | | | | |
|---|-----------------------|-----|--------------|------|
| On-street PCNs issued at HIGHER level: | % of On-street PCNs: | 70% | 2,466 | 70% |
| On-street PCNs issued at LOWER level: | % of On-street PCNs: | 30% | 1,057 | 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% |
| | | | 3,523 | 100% |

| | | |
|------------------------------|--------------|------|
| PCNs issued at HIGHER level: | 2,466 | 70% |
| PCNs issued at LOWER level: | 1,057 | 30% |
| | 3,523 | 100% |

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION: B3
MODEL DATE: 13-Dec-18

CLIENT: Blaenau Gwent County Borough Council

VERSION: B3 MODEL ACTUAL COSTS INSERTED 131218

OFF-STREET CAR PARK SPACES - ENFORCEMENT RESOURCE EVALUATION

| NUMBER | LOCATION AREA | CAR PARK NAME | PAYMENT METHOD | DURATION | SPACES inc BB and coaches | NO.OF VISITS | PER: | PA Hours For Visits | Days/ Week | PA Hours/ Week |
|--------|---------------|---------------|----------------|-----------|---------------------------|--------------|--------|---------------------|-------------|----------------|
| 1 | | | P&D | Long stay | 0 | 0 | weekly | 0.0 | 0 | 0.00 |
| 2 | | | P&D | Long stay | 0 | 0 | weekly | 0.0 | 0 | 0.00 |
| | | | | | | | | <u>0</u> | <u>0.00</u> | <u>0.00</u> |

| NUMBER | LOCATION AREA | CAR PARK NAME location | PAYMENT METHOD | DURATION | SPACES inc BB etc | NO.OF VISITS | FREQUENCY | PA Hours For Visits | Days/ Week | PA Hours/ Week |
|--------|---------------|----------------------------------|----------------|-----------|-------------------|--------------|-----------|---------------------|------------|----------------|
| 1 | Ebbw Vale | Upper Beaufort Hill | FREE | Long Stay | 23 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 2 | Ebbw Vale | Aneurin Bevan | FREE | Long Stay | 30 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 3 | Ebbw Vale | Colliers Row | FREE | Long Stay | 77 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 4 | Ebbw Vale | Beaufort Rise | FREE | Long Stay | 14 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 5 | Ebbw Vale | Armoury Terrace | FREE | Long Stay | 19 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 6 | Ebbw Vale | Bangor Road | FREE | Long Stay | 25 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 7 | Ebbw Vale | Briery Hill | FREE | Long Stay | 32 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 8 | Ebbw Vale | Newchurch Road | FREE | Long Stay | 16 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 9 | Ebbw Vale | Bishops Place | FREE | Long Stay | 17 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 10 | Ebbw Vale | R/O Marine Street, Cwm | FREE | Long Stay | 20 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 11 | Ebbw Vale | Canning Street South | FREE | Long Stay | 23 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 12 | Tredegar | Former Workmens Hall, Morgan St. | FREE | Long Stay | 31 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 13 | Tredegar | Red Lion Square/Mount Street | FREE | Long Stay | 48 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 14 | Tredegar | Rear Fire Station, Duke Street | FREE | Long Stay | 32 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 15 | Tredegar | Bank Lane/Duke Street Phase 3 | FREE | Long Stay | 32 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 16 | Tredegar | Lower Coronation Street | FREE | Long Stay | 12 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 17 | Tredegar | Lower Salisbury Street | FREE | Long Stay | 20 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 18 | Brynmawr | R/O Station Road | FREE | Long Stay | 41 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 19 | Brynmawr | Worcester Street | FREE | Long Stay | 35 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 20 | Brynmawr | Glamorgan Street | FREE | Long Stay | 5 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 21 | Brynmawr | Greenland Road | FREE | Long Stay | 10 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 22 | Brynmawr | Brynmawr Bus Station | FREE | Long Stay | 22 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 23 | Brynmawr | R/O Market Square | FREE | Long Stay | 32 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 24 | Abertillery | Oak Street | FREE | Long Stay | 20 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 25 | Abertillery | Brewery Terrace | FREE | Long Stay | 15 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 26 | Abertillery | Mitre Street | FREE | Long Stay | 17 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 27 | Abertillery | Opp Blantillery Club | FREE | Long Stay | 44 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 28 | Abertillery | Opp Rugby club | FREE | Long Stay | 31 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 29 | Abertillery | Somerset Street | FREE | Long Stay | 10 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 30 | Abertillery | Chapel Street | FREE | Long Stay | 9 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 31 | Abertillery | Gaen Street | FREE | Long Stay | 3 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 32 | Abertillery | Alma Street (R/O Mount) | FREE | Long Stay | 25 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 33 | Abertillery | Park Place | FREE | Long Stay | 6 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 34 | Abertillery | King Street | FREE | Long Stay | 21 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| 35 | Abertillery | East of Institute, Llanhilleth | FREE | Long Stay | 21 | 0 | weekly | 0.00 | 0.000 | 0.00 |
| | | | | | <u>838</u> | | | <u>0.00</u> | | <u>0.00</u> |

Spaces with Option to Charge

GRAND TOTAL

| | | |
|------------|-------------|-------------|
| <u>838</u> | <u>0.00</u> | <u>0.00</u> |
| <u>838</u> | <u>0.00</u> | <u>0.00</u> |

Assumptions:

Average time/space = 25 Seconds

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

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

| | |
|----------------|-----------|
| MODEL VERSION: | B3 |
| MODEL DATE: | 13-Dec-18 |

CLIENT: Blaenau Gwent County Borough Council
 VERSION: B3 MODEL ACTUAL COSTS INSERTED 131218

CASH FLOW ANALYSIS

START-UP

| | |
|-----------------------|-------|
| PCNs ISSUED PER YEAR | 3,523 |
| PCNs ISSUED PER MONTH | 294 |
| being: ON-STREET | 294 |
| 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% | 6 | 0 | 0 | 0 | |
| | OFF-STREET | 6% | 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 | £71,023 | | | |
| PCNs DISCOUNT PAYMENT LEVEL | PER MONTH | £5,919 | £0 | £0 | £0 |
| PCNs FULL PAYMENT LEVEL | PER YEAR | £22,547 | | | |
| PCNs FULL PAYMENT LEVEL | PER MONTH | £1,879 | £0 | £0 | £0 |
| PCNs INCREMENTED PAYMENT LEVEL | PER YEAR | £6,764 | | | |
| PCNs INCREMENTED PAYMENT LEVEL | PER MONTH | £564 | £0 | £0 | £0 |
| | Per Year: | £100,334 | | | |
| TIME DELAY IN PAYMENTS | MONTHS FROM ISSUE | | | | |
| ECNs | 3 (RANGE 0 - 3) | £0 | £0 | £0 | £0 |
| DISCOUNT | 1 (RANGE 0 - 2) | £0 | £0 | £0 | £0 |
| NORMAL | 2 (RANGE 0 - 3) | £0 | £0 | £0 | £0 |
| INCREMENTED | 6 (RANGE 0 - 6) | £0 | £0 | £0 | £0 |

| | | | | |
|-----------------------------------|----|----|----|----|
| TOTAL ECN / PCN PAYMENTS RECEIVED | £0 | £0 | £0 | £0 |
|-----------------------------------|----|----|----|----|

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

| | | | | | |
|-------------------------|--------------|-----------|----|----|----------|
| ADDITIONAL EXPENSES | START UP = | 1 | | | |
| | PER YEAR | (£88,568) | | | |
| | PER MONTH | (£7,381) | £0 | £0 | (£7,381) |
| ONE-OFF SET-UP EXPENSES | ONE-OFF COST | (£6,998) | £0 | £0 | (£6,998) |

| | | | | |
|-----------------------------|----|----|-----------|-----------|
| MONTHLY SURPLUS / (DEFICIT) | £0 | £0 | (£14,379) | (£14,379) |
|-----------------------------|----|----|-----------|-----------|

| | | | | |
|----------------------------|----|----|-----------|--|
| CUMULATIVE MONTHLY BALANCE | £0 | £0 | (£14,379) | |
|----------------------------|----|----|-----------|--|

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: | B3 |
| MODEL DATE: | 13-Dec-18 |

CLIENT: Blaenau Gwent County Borough Council
 VERSION: B3 MODEL ACTUAL COSTS INSERTED 131218

CASH FLOW ANALYSIS

FIRST 12 MONTHS OF OPERATION

| | |
|-----------------------|-------|
| PCNs ISSUED PER YEAR | 3,523 |
| PCNs ISSUED PER MONTH | 294 |
| being: ON-STREET | 294 |
| 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% | 207 | 219 | 233 | 246 | 261 | 277 | 294 | 294 | 294 | 294 | 294 | 294 | 294 |
| | OFF-STREET | 6% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | TOTAL: | | 207 | 219 | 233 | 246 | 261 | 277 | 294 | 294 | 294 | 294 | 294 | 294 | 3,205 |
| MONTHLY ECN ISSUE | PCNs | | | | | | | | | | | | | | |
| | 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 | £0 |
| PCNs AT DISCOUNT PAYMENT LEVEL | PER YEAR | £71,023 | | | | | | | | | | | | | |
| PCNs DISCOUNT PAYMENT LEVEL | PER MONTH | £5,919 | £4,172 | £4,423 | £4,688 | £4,969 | £5,268 | £5,584 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 |
| PCNs FULL PAYMENT LEVEL | PER YEAR | £22,547 | | | | | | | | | | | | | |
| PCNs FULL PAYMENT LEVEL | PER MONTH | £1,879 | £1,325 | £1,404 | £1,488 | £1,578 | £1,672 | £1,773 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 |
| PCNs INCREMENTED PAYMENT LEVEL | PER YEAR | £6,764 | | | | | | | | | | | | | |
| PCNs INCREMENTED PAYMENT LEVEL | PER MONTH | £564 | £397 | £421 | £446 | £473 | £502 | £532 | £564 | £564 | £564 | £564 | £564 | £564 | £564 |
| | Per Year: | £100,334 | | | | | | | | | | | | | |
| TIME DELAY IN PAYMENTS | MONTHS FROM ISSUE | | | | | | | | | | | | | | |
| ECNs | 3 (RANGE 0 - 3) | | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| DISCOUNT | 1 (RANGE 0 - 2) | | £0 | £4,172 | £4,423 | £4,688 | £4,969 | £5,268 | £5,584 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £58,697 |
| NORMAL | 2 (RANGE 0 - 3) | | £0 | £0 | £1,325 | £1,404 | £1,488 | £1,578 | £1,672 | £1,773 | £1,879 | £1,879 | £1,879 | £1,879 | £16,755 |
| INCREMENTED | 6 (RANGE 0 - 6) | | £0 | £0 | £0 | £0 | £0 | £0 | £397 | £421 | £446 | £473 | £502 | £532 | £2,772 |
| TOTAL ECN / PCN PAYMENTS RECEIVED | | | £0 | £4,172 | £5,747 | £6,092 | £6,458 | £6,845 | £7,653 | £8,112 | £8,244 | £8,271 | £8,299 | £8,329 | £78,223 |
| PERMITS | | | | | | | | | | | | | | | |
| NEW PERMIT ISSUE DISTRIBUTION | | | 25% | 10% | 5% | 0% | 0% | 0% | 0% | 0% | 0% | 10% | 20% | 30% | |
| PERMIT VOLUMES | | | | | | | | | | | | | | | |
| NEW PERMIT ISSUE VOLUMES | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PERMIT REVENUE | | | | | | | | | | | | | | | |
| NEW PERMIT ISSUE INCOME | PER YEAR | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| TOTAL PERMIT ISSUE PAYMENTS RECEIVED | | | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY | | | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| ON STREET CHARGING - ADDITIONAL REVENUE ONLY | | | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE | | | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| NET COUNTY COURT PROCEEDS | | | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £626 | £626 | £626 | £626 | £1,879 |
| EXPENSES | | | | | | | | | | | | | | | |
| ADDITIONAL EXPENSES | START UP = | 1 | | | | | | | | | | | | | |
| | PER YEAR | (£88,568) | | | | | | | | | | | | | |
| | PER MONTH | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£88,568) |
| ONE-OFF SET-UP EXPENSES | ONE-OFF COST | (£6,998) | | | | | | | | | | | | | £0 |
| MONTHLY SURPLUS / (DEFICIT) | | | (£7,381) | (£3,208) | (£1,633) | (£1,289) | (£923) | (£536) | £273 | £732 | £863 | £1,516 | £1,545 | £1,575 | (£8,466) |
| CUMULATIVE MONTHLY BALANCE | | | (£21,759) | (£24,968) | (£26,601) | (£27,890) | (£28,813) | (£29,348) | (£29,076) | (£28,344) | (£27,481) | (£25,964) | (£24,419) | (£22,844) | |

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

| | |
|----------------|-----------|
| MODEL VERSION: | B3 |
| MODEL DATE: | 13-Dec-18 |

CLIENT: Blaenau Gwent County Borough Council
 VERSION: B3 MODEL ACTUAL COSTS INSERTED 131218

CASH FLOW ANALYSIS

SECOND 12 MONTHS OF OPERATION

| | |
|-----------------------|-------|
| PCNs ISSUED PER YEAR | 3,523 |
| PCNs ISSUED PER MONTH | 294 |
| being: ON-STREET | 294 |
| OFF-STREET | 0 |

| MONTH NUMBER | | | | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 24 MTHS |
|--|-------------------|---------------------------|--------------------|-----------|-----------|-----------|-----------|-----------|-----------|----------|----------|----------|----------|----------|----------|-----------|
| | | START UP % OF PCNs ISSUED | | | | | | | | | | | | | | |
| | | Growth Rate | No. Growth Periods | | | | | | | | | | | | | |
| MONTHLY PCN ISSUE | ON-STREET | 6% | 6 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | |
| | OFF-STREET | 6% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | TOTAL: | | | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 3,523 |
| MONTHLY ECN ISSUE | PCNs | | | | | | | | | | | | | | | |
| | 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 | | £71,023 | | | | | | | | | | | | | |
| PCNs DISCOUNT PAYMENT LEVEL | PER MONTH | | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | |
| PCNs FULL PAYMENT LEVEL | PER YEAR | | £22,547 | | | | | | | | | | | | | |
| PCNs FULL PAYMENT LEVEL | PER MONTH | | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | |
| PCNs INCREMENTED PAYMENT LEVEL | PER YEAR | | £6,764 | | | | | | | | | | | | | |
| PCNs INCREMENTED PAYMENT LEVEL | PER MONTH | | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | |
| | Per Year: | | £100,334 | | | | | | | | | | | | | |
| TIME DELAY IN PAYMENTS | MONTHS FROM ISSUE | | | | | | | | | | | | | | | |
| ECNs | 3 (RANGE 0 - 3) | | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| DISCOUNT | 1 (RANGE 0 - 2) | | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £71,023 |
| NORMAL | 2 (RANGE 0 - 3) | | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £22,547 |
| INCREMENTED | 6 (RANGE 0 - 6) | | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £6,764 |
| TOTAL ECN / PCN PAYMENTS RECEIVED | | | £8,361 | £8,361 | £8,361 | £8,361 | £8,361 | £8,361 | £8,361 | £8,361 | £8,361 | £8,361 | £8,361 | £8,361 | £8,361 | £100,334 |
| PERMITS | | | | | | | | | | | | | | | | |
| NEW PERMIT ISSUE DISTRIBUTION | | | 25% | 10% | 5% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 10% | 20% | 30% | |
| PERMIT VOLUMES | | | | | | | | | | | | | | | | |
| NEW PERMIT ISSUE VOLUMES | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| PERMIT REVENUE | | | | | | | | | | | | | | | | |
| NEW PERMIT ISSUE INCOME | PER YEAR | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | |
| TOTAL PERMIT ISSUE PAYMENTS RECEIVED | | | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY | | | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| ON STREET CHARGING - ADDITIONAL REVENUE ONLY | | | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE | | | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| NET COUNTY COURT PROCEEDS | | | £626 | £626 | £626 | £626 | £626 | £626 | £626 | £626 | £626 | £626 | £626 | £626 | £626 | £7,516 |
| EXPENSES | | | | | | | | | | | | | | | | |
| ADDITIONAL EXPENSES | START UP = | 1 | | | | | | | | | | | | | | |
| | PER YEAR | (£88,568) | | | | | | | | | | | | | | |
| ONE-OFF SET-UP EXPENSES | PER MONTH | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£88,568) |
| | ONE-OFF COST | (£6,998) | | | | | | | | | | | | | | £0 |
| MONTHLY SURPLUS / (DEFICIT) | | | £1,607 | £1,607 | £1,607 | £1,607 | £1,607 | £1,607 | £1,607 | £1,607 | £1,607 | £1,607 | £1,607 | £1,607 | £1,607 | £19,282 |
| CUMULATIVE MONTHLY BALANCE | | | (£21,237) | (£19,631) | (£18,024) | (£16,417) | (£14,810) | (£13,203) | (£11,596) | (£9,989) | (£8,382) | (£6,776) | (£5,169) | (£3,562) | | |

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: | B3 |
| MODEL DATE: | 13-Dec-18 |

CLIENT: Blaenau Gwent County Borough Council
 VERSION: B3 MODEL ACTUAL COSTS INSERTED 131218

CASH FLOW ANALYSIS

THIRD 12 MONTHS OF OPERATION

| | |
|-----------------------|-------|
| PCNs ISSUED PER YEAR | 3,523 |
| PCNs ISSUED PER MONTH | 294 |
| being: ON-STREET | 294 |
| OFF-STREET | 0 |

| MONTH NUMBER | | | | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 | 36 MTHS |
|--|-------------------|---------------------------|--------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|
| | | START UP % OF PCNs ISSUED | | | | | | | | | | | | | | |
| | | Growth Rate | No. Growth Periods | | | | | | | | | | | | | |
| MONTHLY PCN ISSUE | ON-STREET | 6% | 6 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | |
| | OFF-STREET | 6% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | TOTAL: | | | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 294 | 3,523 |
| 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 | | £71,023 | | | | | | | | | | | | | |
| PCNs DISCOUNT PAYMENT LEVEL | PER MONTH | | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | |
| PCNs FULL PAYMENT LEVEL | PER YEAR | | £22,547 | | | | | | | | | | | | | |
| PCNs FULL PAYMENT LEVEL | PER MONTH | | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | |
| PCNs INCREMENTED PAYMENT LEVEL | PER YEAR | | £6,764 | | | | | | | | | | | | | |
| PCNs INCREMENTED PAYMENT LEVEL | PER MONTH | | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | |
| | Per Year: | | £100,334 | | | | | | | | | | | | | |
| TIME DELAY IN PAYMENTS | MONTHS FROM ISSUE | | | | | | | | | | | | | | | |
| ECNs DISCOUNT | 3 (RANGE 0 - 3) | | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| NORMAL | 1 (RANGE 0 - 2) | | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £5,919 | £71,023 |
| INCREMENTED | 2 (RANGE 0 - 3) | | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £1,879 | £22,547 |
| | 6 (RANGE 0 - 6) | | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £564 | £6,764 |
| TOTAL ECN / PCN PAYMENTS RECEIVED | | | £8,361 | £8,361 | £8,361 | £8,361 | £8,361 | £8,361 | £8,361 | £8,361 | £8,361 | £8,361 | £8,361 | £8,361 | £8,361 | £100,334 |
| PERMITS | | | | | | | | | | | | | | | | |
| NEW PERMIT ISSUE DISTRIBUTION | | | 25% | 10% | 5% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 10% | 20% | 30% | |
| PERMIT VOLUMES | | | | | | | | | | | | | | | | |
| NEW PERMIT ISSUE VOLUMES | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| PERMIT REVENUE | | | | | | | | | | | | | | | | |
| NEW PERMIT ISSUE INCOME | PER YEAR | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | |
| TOTAL PERMIT ISSUE PAYMENTS RECEIVED | | | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY | | | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| ON STREET CHARGING - ADDITIONAL REVENUE ONLY | | | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE | | | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| NET COUNTY COURT PROCEEDS | | | £626 | £626 | £626 | £626 | £626 | £626 | £626 | £626 | £626 | £626 | £626 | £626 | £626 | £7,516 |
| EXPENSES | | | | | | | | | | | | | | | | |
| ADDITIONAL EXPENSES | START UP = | 1 | | | | | | | | | | | | | | |
| | PER YEAR | (£88,568) | | | | | | | | | | | | | | |
| ONE-OFF SET-UP EXPENSES | PER MONTH | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£7,381) | (£88,568) |
| | ONE-OFF COST | (£6,998) | | | | | | | | | | | | | | £0 |
| MONTHLY SURPLUS / (DEFICIT) | | | £1,607 | £1,607 | £1,607 | £1,607 | £1,607 | £1,607 | £1,607 | £1,607 | £1,607 | £1,607 | £1,607 | £1,607 | £1,607 | £19,282 |
| CUMULATIVE MONTHLY BALANCE | | | (£1,955) | (£348) | £1,259 | £2,866 | £4,472 | £6,079 | £7,686 | £9,293 | £10,900 | £12,507 | £14,114 | £15,721 | | |

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.