

**HUNTINGDONSHIRE DISTRICT
COUNCIL**

CIVIL PARKING ENFORCEMENT

FEASIBILITY STUDY REPORT

AUGUST 2017

Huntingdonshire District Council

Civil Parking Enforcement

Feasibility Study Report

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GLOSSARY OF TERMS USED

ACPO	Association of Chief Police Officers
CCC	Cambridgeshire County Council
CEO	Civil Enforcement Officer
CP	Cambridgeshire Police
CEA	Civil Enforcement Area
CPE	Civil Parking Enforcement
DfT	Department for Transport
DVLA	Driver Vehicle Licensing Agency
ECN	Excess Charge Notice
FPN	Fixed Penalty Notice
GIS	Geographic Information System
HHCT	Hand Held Computer Terminals
HDC	Huntingdonshire District Council
NIP	Notice of Intended Prosecution
NTO	Notice to Owner
P&D	Pay and Display
PCN	Penalty Charge Notice
RTRA	Road Traffic Regulation Act (1984)
SEA	Special Enforcement Area
TCfL	Transport Committee for London, or its successor
TEC	Traffic Enforcement Court (County Court)
TMA	Traffic Management Act 2004
TPO	Ticket Processing Office
TPT	Traffic Penalty Tribunal (adjudicators)
TRO	Traffic Regulation Order
VEL	Vehicle Excise Licence

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1 EXECUTIVE SUMMARY

1.1 This study was commissioned by Huntingdonshire District Council to investigate the feasibility of creating a Civil Enforcement Area (CEA) across the whole of the District Council's administrative area, and the resulting financial viability of such a step. A CEA is an area in which parking offences become civil contraventions, using the powers of the Traffic Management Act 2004. Within a CEA, the responsibility for the enforcement of virtually all parking passes from the Police to the Highway and Traffic Authority. The income from the parking tickets issued, (Penalty Charge Notices) is retained by the Highway Authority, to be used to fund the scheme, with on and off street PCN surpluses being ring-fenced under Section 55 of the Road Traffic Regulation Act 1984 for certain highway related matters. Huntingdonshire District Council (HDC) if they were acting as agent to CCC would be responsible for all of these matters directly. The issue to be investigated in this Study is whether or not CPE is a viable power to be acquired, the implications of doing so, were the Council to decide to proceed and the most effective service delivery option.

1.2 The general conclusion is reached that the creation of a Civil Enforcement Area would not be financially viable within Huntingdonshire although it is operationally desirable as the police enforcement diminishes. In order for the District and County Councils to adopt the powers required for CPE run by HDC internally, set up costs of £202,000 are required with an additional estimated loss of £32,000 over the first year of operation. Thereafter there is an operating deficit, increasing year on year as a result of inflation.

1.3 The above is based on HDC running the whole service provision (Base model), and options have been tested against the base model. Only one of the options provides a service provision that runs in surplus overall.

1.4 The options chosen have been split to show the on and off street costs as separate accounts. HDC can make a surplus under all options as they already provide an off street enforcement and administration service, which gives room for consideration of the service delivery. CCC make a loss under all options as they are starting from scratch on street.

1.5 The Council are therefore recommended to decide whether the powers are to be adopted, and that local authority enforcement should be undertaken and whether to instruct officers to proceed with implementation. The Civil Enforcement Area must include the off-street car parks currently enforced by the District Council, in order to provide a uniform enforcement capability in all Council parking areas, and to obtain full benefits of the economies of scale. Those off street car parks which are Council owned and currently controlled using an off street parking places order under the Road Traffic Regulation Act 1984 must be included in any CEA application to the DfT.

1.6 If a decision is taken to adopt the powers then Cambridgeshire Police will

support the principle of a CEA which covers the whole of the Council's area, and have indicated that they will cooperate with the handover of the powers in an agreed manner. Their support is paramount to the success of an Application to the Department for Transport (DfT) for the powers. The Police traffic warden force has reduced in recent years and currently there are no traffic wardens enforcing on street parking in Huntingdonshire, but there are some PCSOs capable of enforcing when time allows who have delegated traffic management powers. The Police wish to see more enforcement on street but have limited resources at their disposal.

1.7 To acquire the powers, the County Council will have to formally apply to the DfT for a Designation Order which decriminalises parking enforcement across the whole of Huntingdonshire. From the date set in this Order, the Police will be unable to enforce the majority of parking related offences, and the Councils must be ready to undertake the responsibilities. This application process is estimated to take around 8 to 12 months to complete alongside other aspects of preparation for CPE which take up to 18 months and this is shown in the overview project plan as Appendix A.

1.8 If the Council adopt the responsibilities, the Council will then be in a position to enforce both on and off-street parking in a coordinated, comprehensive manner which for the first time, will provide a single policy and responsibility for the control of public car parking in Huntingdonshire. As the County Council are the highway authority then HDC will need to act as the agent to County for the on street enforcement should that option be chosen. Likewise if the County Council provide all the services then they will have to act as agent to HDC for the off street enforcement provision.

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

1.10 Of the 326 Authorities in England, 310 have already adopted the civil enforcement powers and several of the remainder will be live in 2018.

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

1.12 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;
- improved compliance will be seen in permitted parking spaces;
- growth in demand for vehicular access in particular to Huntingdon, St Ives, St Neots and Ramsey would be restrained;
- 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 as the County Council decides;

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

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

1.13 It is the view of the consultants that Civil parking enforcement is operationally desirable and if the set up costs are available then the running of the project may ultimately achieve self financing depending on driver reactions and close management of the enforcement provision. A detailed base financial model was created for the purposes of carrying out the financial assessment. This model also allowed the officers and the consultants to test a range of possible outcomes for the project, and to arrive at conclusions regarding the range of circumstances which may result in potential financial viability. Financial viability is broadly considered to be recognised by a scheme design which results in the project recovering its revenue set-up costs within a period of 3 to 5 years at the maximum, and thereafter, producing a surplus. The base financial model shows this not to be the case and it shows an overall annual deficit of £21,000 at year five. It yields an overall operational deficit at year five of £86,000. This equates to a total overall deficit, including capital funding of the set up costs, of £288,000 which will not be cleared from a County perspective. The split of the £288,000 between County and the District shows that County would stand a deficit of £394,000 and the District a surplus of £106,000. County set up costs are estimated at £162,000 so the operational deficit for County is £232,000 over a 5 year period. However for HDC their operational surplus is £146,000. There is however a current surplus from the on street pay and display of £84,000 per annum which is not included in the above figures. If County were minded to allow this surplus to cover their CPE costs then this would cover the operational costs, pay back set up costs and also provide a small fund for ongoing remedial works to the signs and lines.

1.14 Of the remaining options modelled, model V5 which allows the whole service to be outsourced shows the best return for County by reducing their overall 5 year deficit from £394,000 to £201,000. Retaining all functions for on and off street at HDC marginally gives the best figures for HDC at a gain of £1,000 per annum but this is detrimental to the County approach. Discussions on service provision will centre on the

figures summarised in section 5.2.3 of this report.

1.15 It should be remembered that other factors such as a Police withdrawal of the support for the traffic warden service need to be taken into account when considering whether to adopt the powers.

1.16 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.

1.17 The projections are based on the level of Penalty Charge Notice (PCN) introduced in 2008 within the TMA, which has been reviewed by Government, and is now at the differential levels of £50 and £70 depending on the seriousness of the contravention.

1.18 The income could be boosted by the potential introduction of more on and off street charging which may be required to control the increased usage of the pay and display bays and car parks by drivers having to park legally. This would yield additional parking-related income to help the project to achieve viability in the initial few years of operation; thereafter, any income surpluses would be available for the purposes decided by the Council, within the constraints of the law. The new *on-street* and *off street* surplus income from penalty charges is ring-fenced, as defined in S55 of the 1984 Road Traffic Regulation Act.

1.19 The new civil enforcement powers allow an Authority to enhance its ability to act against particular groups of offenders by the use of wheel-clamping or vehicle removals. The conclusion is that at present these methods should be generally avoided, but considered for introduction should the new enforcement regime prove to be undermined by indiscriminate parking.

1.20 The modelling process tested several options:

- 1) The introduction of on-street enforcement with all enforcement and administration undertaken by HDC, without any other major changes to the management of parking within the Council, and using the national Penalty Charge levels as made available by Government (£50/£70). (BASE).
- 2) As above with off street enforcement in house at HDC and on street enforcement and ALL notice processing by CCC. (V1)
- 3) HDC model showing off street enforcement and notice processing only. (V2A)
- 4) CCC model showing on street enforcement and notice processing only. (V2B)
- 5) As the BASE model but all services provided by CCC (V3)
- 6) The Base model with 10% less PCNs on street. (V4)
- 7) As for V3 using an established contractor. (V5)

The County Council currently cover the costs of HDC on street pay and display enforcement from the income and County Council keep the surplus. Should the service be externalised then HDC would not have an input to income or expenditure. Should HDC become the agent for on street enforcement then there has to be a decision on who would cover costs should there be a deficit in the on street enforcement budget.

The broad conclusions from this exercise were:

- The project is not viable in terms of revenue but other sources of parking related income need to be retained or increased if the service provision is to be retained in house;
- 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.

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

1.21 To address the major change in responsibilities arising from civil enforcement, an enlarged parking management structure would be required for an in house operation. It would be responsible for all aspects of the operational management of parking in the District, and would have a Parking Manager at its head. This must include all aspects of on-street parking, acting as agent to the county council and should include all off-street parking operated by the Council as well.

1.22 Some authorities have found that to tender out all services associated with enforcement and administration works successfully. In Huntingdonshire at the present time there is already a core in-house parking capability managing the car parks. It is considered that a contracted out enforcement regime would offer practical benefits and financial savings over an in-house operation. There is already an external contractor / client function working in Cambridge City and it is recommended that this format be examined further. An external contractor will provide many of the set up costs required and this helps with cash flow in the short term at the setting up stage.

1.23 An enlarged parking administration section may be created, placing the responsibility for all aspects of the administration within the same overall day to day responsibility as the parking enforcement activities. It is noted by the Consultant that this service could be externalised by using a neighbouring authority that is already undertaking this role and HDC paying a levy per PCN. HDC already have an up to date software system that can be easily upgraded to cover CPE which will reduce set up and on going costs. A decision on how to manage this function in the future will need to be made internally prior to deciding on which option to take.

1.24 The Council must participate in an independent appeals mechanism, known as the Adjudication Service. The Traffic Penalty Tribunal (TPT) based in Wilmslow, Cheshire, is now established and functional. The Council should 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 the Council at the very infrequent Committee meetings which are held annually. The costs of this service have been taken into consideration in making the assessment.

1.25 If the service is to be in-house then the Council will require an upgraded IT system for the processing of parking tickets and for the administration of Penalty Charge Notices. This should not be pursued without adequate resources being applied to the project. Due to larger volumes of work, the system will have to be re-configured to increase staff productivity through investment in technology.

1.26 The next major stage of the project which would follow a decision to proceed with the introduction of CPE, is for the County to prepare and submit a CEA/SEA Application to the DfT on behalf of HDC. This aspect should be pursued over the months following a resolution to proceed, accompanied by a programme of statutory consultation with the Police, neighbouring Authorities, and other interested parties. A review of the 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 a few months of a decision to proceed. Consultation with the public is not a statutory requirement, but the Council should decide how to consult with or inform the public, and the form such consultation should take.

1.27 In the meantime, a project to review the traffic regulations throughout the District should be agreed and resourced with County. This will be a large undertaking, as there has been few if any complete reviews of the regulations over the years.

1.27 Experience indicates that to introduce civil enforcement will require a timetable of between 12 and 18 months as a minimum, from the date of a decision to proceed. To manage this project, a Project Steering Group and Project Manager role should be established, to include not only officers from the various internal sections which are concerned, but also a representative 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 the Council, delegated with the responsibility for successful implementation of civil parking enforcement.

1.28 This report has confirmed what several other authorities have found; the Councils can, by embracing civil enforcement introduce better parking enforcement. If monies can be made available to cover the set up costs then CCC and HDC could obtain the civil enforcement powers to enforce parking as a means of helping to achieve their overall transportation objectives.

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 Councils taking on the powers available under the Traffic Management Act 2004 (TMA) to transfer the responsibility for all non-endorsable parking contraventions from the Police to the Council.

2.2 This would be an important step for the Councils were the decision to be taken, it would have far-reaching impacts within the Councils, but it would provide a major improvement to the overall traffic management capabilities of the Councils. 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 C and D) 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.

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

2.4 The main advantage of becoming a CEA would be the ability of the 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 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 the Council to enforce parking restrictions in support of other policies and development proposals in Town and District Centres, and elsewhere in the District. There is however, an overriding requirement in making a successful CEA 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.

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 and that the traffic management benefits can be realised.

2.7 The major benefits which the Council would experience as a consequence of the introduction of a CEA would be:

- an ability to design new parking controls in the light of Government pressures on traffic management policies, knowing that the Council 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 District;
- 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 the Council (and other) car parks, by encouraging drivers not to park illegally;
- a more accountable, responsive and sensitive service for enforcement;
- improved safety for pedestrians and other vulnerable groups;
- improved environmental conditions;
- improved conditions for servicing (i.e delivery vehicles), particularly through reduced competition for road space;
- enforcement for bus lanes, cycle lanes, no car lanes and similar measures;

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 enforcement has commenced, the Council has to make the system work. This is not so large an issue as might be implied however. If the resulting financial equation is not appropriate, it is a matter of adjusting the scale of the enforcement resource until a

better balance is found.

2.9 The scheme requires a significant amount of set-up money and on going operational funding; if desired, a portion of this could be defrayed on to a contractor, but the Councils will still have to find some set-up costs to invest before the main income stream is established.

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 provision would become larger with more resources to manage. CPE will not work effectively unless there is a single responsibility to coordinate all aspects of parking service delivery, with service level agreements where necessary for aspects (eg Cashiering) which cannot be managed by a single parking team. The Council is recommended to ensure that there will be a single manager with the responsibility for all operational matters involved in on and off-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.

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 and off street enforcement staff being controlled by the Council this allows the flexibility to increase enforcement duties when the need arises e.g. for special events or at busy times of the year. It is therefore recognised that a seven days per week operation will be required with a scaled down enforcement regime at weekends where possible.

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 the Council. The conclusion is that it should cover the entire administrative area of the District, and that this coverage should be achieved in a single step. This conclusion is arrived at for a number of reasons:

- * this is the preferred choice of the Police, and is ACPO policy;
- * this is the simplest position to adopt for the DfT Application, and it is what the DfT wish to see; indeed, it is highly unlikely that DfT would agree to anything else.
- * excluding some areas of the District, even initially, would mean that they would probably get no enforcement; a common Police view in such circumstances is that if the Council does not consider it important to enforce these areas, nor will the Police.
- * from a practical aspect, there are no traffic wardens other than PCSO's to enforce these areas,

3.2.2 However, certain exclusions may have to be made to this simple definition; the Police have views on areas where they would wish to see the regulations remain under their control. Cambridgeshire Police have given an initial indication that they would wish to retain responsibility for only the motorway network in Huntingdonshire. This is an issue to be formally agreed with the Police as soon as possible if CPE becomes policy.

3.2.3 The CEA/SEA must include the Council off-street locations where traffic orders apply, as DfT will not allow such areas to be excluded. This also means that the enforcement regime applied across the District 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 Council, it is important that good relationships are maintained between the two organisations throughout the project. The Police have to be formally consulted as an element of the Application preparation process, and 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 usually the future of the existing traffic wardens. The Police have indicated that there are no existing traffic wardens so none will require a TUPE transfer to the Council.

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 are Traffic Wardens, so an excellent link to the police to request urgent assistance is essential. The most constructive attitude tends to be where the police recognise that having a larger number of uniformed people on the street can act as a benefit to their operations, acting as eyes and ears to assist them, as well as vice-versa.

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 District is of particular significance for discussions with the Police. On such occasions, the nature of the responsibilities of both the police and the Council would change, with the Police losing aspects of their powers to enforce parking, yet the Council parking staff 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 two organisations, with agreement reached as to how the resources would be best deployed in future, after CPE.

3.4 Relationship to the Traffic Penalty Tribunal

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

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

3.4.4 It is also to be expected that the Councils 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 Council 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. In the case of HDC that equates to an estimated 48 per year.

3.5 Contractual Arrangements

3.5.1 Many types of Council have chosen to tender out the services associated with CPE, as they are frequently either new services, or considerable extensions of existing services. As HDC currently enforce and administer in house, then should HDC decide to utilise an external contractor, the issue of TUPE is fundamental to the tender process. This can be advantageous in that experienced staff transfer to the new contractor. TUPE is a matter for both employees and employers and in this instance would be between the HDC, any new contractor and possibly Cambridgeshire Police.

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 of CPE can either be kept internal or externalised and the processing required for civil enforcement can be undertaken either in house or externally depending on the policies of the Council in outsourcing. Financially, outsourcing provides a more economic solution but not to an extent where either could be considered. Given the predicted additional staff and an upgraded IT system and equipment the administrative functions of civil parking enforcement could also be accommodated within the Council. Financial predictions show that either decision yields similar business cases so it is a matter of preference for CCC and HDC in terms of who delivers the services.

3.5.4 It is recognised that debt recovery under CPE is a crucial element in ensuring an effective enforcement regime. There are numerous debt recovery agencies operating under the TMA 2004 and it is recommended that at least two are selected to work in CCC/HDC. This gives the element of competition and also allows CCC/HDC to have a continuous recovery programme should one of the agencies cease trading or have their contract terminated by CCC/HDC when in breach of contract. The first warrants will not be issued for at least 5 months after the live date so this area can be left until nearer the live date to allow other more crucial set up issues to be resourced. Debt recovery agents work on a 'zero tender' basis in that it is effectively a Service Level Agreement. Selection is usually through the process of presentations and references and the Consultant envisages no problems in CCC/HDC obtaining the services of Debt recovery agencies for CPE.

3.6 Car Park Charges

3.6.1 It is recognised that HDC currently charge for parking in their off street car parks and current enforcement undertaken is obviously required as some 3,650 ECNs were issued in the last twelve month period.

3.6.2 The off-street places will receive a higher level of demand after CPE is introduced; this effect has been noted in every area where it has been introduced. CPE will increase the demand for these places, so differential charges between car parks in fairly close proximity will help to avoid the consequences of an excess of demand for certain car parks. The business case has recognised a 1% increase in usage of the off street car parks as a result of CPE.

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

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

3.6.5 A review of the application of charging for both on and off-street areas indicates that there is scope to review the provision of free car parking in the context of CPE. The financial impact could include the possible introduction of charging into a number of off-street areas which are currently free of charges.

3.7 Clamping and Removals

3.7.1 The Police in Huntingdonshire have confirmed that they do not currently clamp vehicles, and they carry out very few parking offence related removals. This amounts to removals in the event of obstructive or dangerous parking, 30 minutes after the issue of an FPN, powers which they would retain under CPE.

3.7.2 It is probable that the parking problems of Huntingdonshire 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 develop.

3.7.3 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, the Council would find such services extremely expensive, and contractors would take a very sceptical view of the possible profitability of such a contract.

3.7.4 During detailed discussions on the CEA 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 Council, unless a PCN has been issued.

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

3.7.6 Examples of such cases could be:

- * *persistent offenders* - ie those who regularly flout the regulations, but pay the PCNs, regarding the cost perhaps as a legitimate aspect of their behaviour; depending upon local attitudes, such drivers could be regarded as a special problem. To get the message across to them, targeting them via the CEOs for special attention by clamping could ensure that their anti-social behaviour is changed.
- * *persistent evaders* - ie those who regularly flout the regulations, and who do not pay the PCNs. Targeting them for clamping will be partially successful, and when and if the law changes such that the Council can restrain the vehicle until all outstanding PCNs have been paid, it will be much more successful. However, under such circumstances, the Council 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 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. This approach is used by a number of central London Districts, where such vehicles pose a constant problem, many being owned and used locally on foreign plates, rather than owned by visitors.

3.8 Project Implementation

3.8.1 There are several departments within the Councils, plus the Police, which would be involved in some way in the implementation of decriminalisation. The experience of other Authorities is that the best way to coordinate the involvement of these various groups is via a CPE Project Team or Steering Group, which is chaired by a senior officer from the Department responsible within the Council, and which includes other representatives such as:

- Finance
- Income Receipt
- Audit
- Legal
- Transport Policy
- Traffic Management
- IT Section
- Cambridgeshire Police, including a representative of their local traffic officers, and perhaps the policy officer from Headquarters
- Car Parks Section

- Press and Publicity Officer
- Human Resources
- Trade Union.

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 The change to undertake enforcement of all TROs in the District is not nearly as great here as it was in many other authorities in the country. The responsibilities for parking are already mainly within one section, and the move to CPE will only extend the existing responsibilities, rather than make fundamental changes. However, the scope will clearly grow, both geographically and in terms of the volumes of transactions to be handled. Certain processes will have to change, and the amount of expenditure and income being handled will increase significantly.

3.8.4 The issue of the management structure has been made elsewhere, but it will be essential to have a single post with operational responsibilities for the parking service overall. Costings of overheads for staff accommodation have been allowed for in the financial model which will enable an expansion or relocation of the current parking management team should it be deemed necessary rather than going external.

3.8.5 The functions which will be necessary for a coordinated and comprehensive parking operation 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
 - bailiff interaction
 - permit management
 - suspensions management
 - dispensations management

- c) on-street and off-street enforcement:
 - CEO patrols
 - suspension control

- d) off-street operations:
 - car park manning
 - CEO patrols
 - P&D Machine cash collection
 - P&D maintenance
 - Security

At the time of writing, the DfT is still delaying the introduction of the full legislation incorporated in the Traffic Management Act 2004 enabling the enforcement of moving contraventions to come within the CPE umbrella. Bus lane contraventions have already been included under the CPE umbrella from Nov 2005 and by example Nottingham are now enforcing these under the CPE regulations. As part of the overall CPE strategy, HDC will be in a position to encompass this guidance in to their enforcement regime in whatever format is chosen by the DfT. It is likely that CCTV will be the method of enforcement and a provision for this will need to be made as to who controls this element of enforcement, CCC or HDC, when deciding on the accommodation for the in-house staff.

3.8.6 The timescale for implementation is also important to consider. The CPE project will consist of several main sub-projects, such as TRO reviews, possibly tendering out, IT enhancements 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 12 months, and it could easily run to over 24 months. 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 has been based on an 18 month implementation period and the issue of a suitable start date must be fully considered.

3.8.7 Lastly, the role of Project Manager to implement CPE is crucial. The project demands the commitment of a capable officer who is either full-time or close to full-time on the project within the last six months of implementation 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 statutory 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 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 Huntingdonshire.

3.9.2 The consultation with other organisations, such as resident groups, Chamber of Commerce, Community Councils will be determined by the style of the Council 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 increased 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 Council 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 Council policy are also simple but effective measures which can be taken.

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

3.10 DfT CEA 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 now a set structure for such an Application within the new Guidance which 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".

3.10.2 To submit an Application which will be successful, the Council has to

confirm that policies in relation to parking have been reviewed. 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 the Council to a start date, from which variation is not easily possible. This date is also the date when the Police lose the power to enforce parking in the District. The Council must therefore be confident it 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 or 9 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. The DfT now only produce two “jumbo” designation orders a year on the 1st April and the 1st October covering several applications together. The application must be with the DfT a minimum 6 months before these dates.

3.10.4 The content of the Application itself is specified in detail in the guidance and it should cover all aspects of the planning by the Council for CPE. An outline is contained within the TMA 2004 Operational 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 District, 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;
- consultation with neighbouring authorities etc using the draft as the basis;
- submission of the formal Application, with the results of consultation;
- consultation by DfT with Cambridgeshire 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.

4 TRO Review

4.1 Extent of Review

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

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 such appeals. They have also been known to criticise Council's heavily where TROs are considered to be in such a state that enforcement in general, is questionable. 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. The accessibility is required for the Council, not really for the DfT it will save the Council significant amounts of manpower once the appeals process gets under way.

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 the Council is able to provide more resources resulting in more vigorous enforcement, a different 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, aim to have one or just a small number of on-street Orders for their whole CEA. 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 that are affected by CPE be consolidated in to one or more Orders as part of the process towards CPE.

5 The Financial Balance

5.1 The Financial Model

5.1.1 In order to assess the financial consequences of the introduction of civil enforcement, a spreadsheet model was used. This model was based heavily on similar work carried out for other Authorities, including those where the consultants have had the opportunity to return to verify the principle of the use of such a tool in an exercise such as this. One of the advantages of this approach is that it allows the testing of the predicted combination of circumstances which the consultants believe will most accurately reflect the situation in Huntingdonshire after decriminalisation. 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, a full six 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 by the Council 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 by the Authority, and is used generally as the measure of viability.

5.1.4 The model makes an ongoing allowance for inflation of 3% per annum over the term. While inflation will clearly occur in the costs, price rises should also occur on the income side but these have been omitted to give a worst case scenario.

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.

5.1.6 The model has been found to be quite insensitive to a number of issues, but is very sensitive in other aspects. The major variable issues which are important, and have been focused upon are:

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

5.1.7 The issue of the value of a PCN has been a critical one. The TMA gives two bands, £60/£40 and the £70/£50. The £70/£50 band 2 level is used as the basis for the financial predictions. All Authorities, without exception, use this higher band level.

5.1.8 In predicting these issues, the consultant based the requirement for enforcement upon information regarding the Council's current extent of regulations. A database of streets, the types of regulation implemented in each street, and the overall length of each regulation on each street was established, using data collected from the Council's records of TROs. 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. Factors were then applied for the average speed of Civil Enforcement Officers in each type of regulation, using measurements derived from similar work in other Authorities. Each street where regulations apply was categorised as requiring "high" or "low" levels of enforcement, and appropriate levels of visit were given to each type of restriction in each enforcement priority category.

5.1.9 A level of patrol has been specified in the model which is considered to be appropriate for the local circumstances. We have not assumed the use of fully mobile patrols, but we have assumed the use of a degree of mechanisation (vans and small cars), to move CEOs around within the District at the start and end of their duties, and between sites.

5.1.10 A similar approach was used in the case of the car parks in Council ownership, using information about their size, and need for patrolling. This required resource is then carried forward into the totals.

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

5.1.12 The number of CEOs (including supervisory staff) is thus estimated at an average of 4.1 for on-street areas, and 3 for the off-street areas. The base version of the model uses these numbers within the overall financial predictions. It would be recommended that a new operation for on- and off-street enforcement should gradually build up from the current level over a period of 6 months to give the opportunity for the effectiveness and impact of the enforcement to be monitored. This would give the chance to modify the plan as proposed here, were it to prove to be either inadequate or excessive in terms of the impact.

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 District. This approach assumes that there are many more contraventions than there are PCNs issued; the norm is for only about 3% to 5% of all contraventions to be actually issued with a PCN, and thus this method

is quite reliable.

5.1.14 We have used different rates of issue for the CEOs operating in off-street areas and on-street areas, and for different on-street areas, given the differing opportunity to issue PCNs. The rates of issue have been based upon our experience of broadly similar areas, although with what is considered to be a conservative view being taken of the projected numbers. Thus, the rate of issue is predicted for on-street of 25 to 35 PCNs per f.t.e. CEO, per week, depending upon the area of operation. The current rate is 18 ECNs per week, per ranger, which is considered to be lower than average for an area such as Huntingdonshire. It would therefore be a viable move to have less off street enforcement in deployed hours per week and concentrate these hours in to the new on street operation. This is essentially where the surplus for HDC occurs in each model by redistributing the current workforce. These numbers compare for example, to averages of about 25 to 30 per day in central London, to about 15 to 20 in outer London, and about 11 per day over both on and off-street in Winchester. They are therefore considered to be reasonably conservative.

5.1.15 These are no reliable figures from the Police for ticket issue as a guide, as the role of the police has diminished in terms of parking enforcement.

5.1.16 The projections are therefore based upon around 8,900 PCNs being issued annually by the Council CEOs in all locations, in a full year. The model assumes it will take about a year to get up to this issue-rate. This compares to about 1090 parking tickets issued on street by the council, 3,660 parking tickets currently issued by the Council in a comparable period off street, and none issued by the Police. The rate of payment is expected to stabilise around 75% as the impact of CPE is made in respect of better TRO's and an increase in the issue of valid tickets.

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

5.1.18 As the business case has to show the overall split in funding the "on-off" sheet gives the breakdown between County and District and this is the most important when making decisions on service provision. This sheet has been provided as part of the summary sheets in the appendices.

5.2 Model Results

5.2.1 The financial viability has thus been assessed in detail, and on a separate basis. This basis was:

- 1) The introduction of on-street enforcement with all enforcement and administration

undertaken by HDC, without any other major changes to the management of parking within the Council, and using the national Penalty Charge levels as made available by Government (£50/£70). (BASE).

- 2) As above with off street enforcement in house at HDC and on street enforcement and ALL notice processing by CCC. (V1)
- 3) HDC model showing off street enforcement and notice processing only. (V2A)
- 4) CCC model showing on street enforcement and notice processing only. (V2B)
- 5) As the BASE model but all services provided by CCC (V3)
- 6) The Base model with 10% less PCNs on street. (V4)
- 7) As for V3 with all services provided by a Contractor (V5)

5.2.2 Each option assumes that as a consequence of better on-street enforcement, there would be a modest increase of 1% in off-street income. Similar effects have been noted in most of the other authorities which have adopted CPE. Where parking is free this has zero impact on the financial model.

5.2.3 The base model assumes that all operations are carried out in-house, as this is the only reasonable basis for financial evaluation. The analysis produces a marginal impact of CPE, which means that it predicts the *change* to the parking account, and not the revised total of the account. Ver 3 assumes that all the services are externalised to be provided by CCC.

5.2.4 Table 1 summarises the various options tested and table 2 shows the split of the operational surplus/deficit occurring at year 5.

Table 1:

Test	PCN Level	Collection rate	Number of PCNs	Overall Annual surplus (deficit) in year 5	Surplus (Deficit) pre-start including capital CCC	Surplus (Deficit) pre-start including capital HDC	Surplus (Deficit), after 5 years, including capital CCC	Surplus (Deficit), after 5 years, including capital HDC
Base	£70/£50	75%	8975	(£21,000)	(£162,000)	(£40,000)	(£394,000)	£106,000
V1	£70/£50	75%	8975	(£28,000)	(£155,000)	(£35,000)	(£357,000)	£48,000
V2A	£70/£50	75%	3658	£21,000	N/a	(£58,000)	N/a	£53,000
V2B	£70/£50	75%	5318	(£17,000)	(£173,000)	N/a	(£252,000)	N/a
V3	£70/£50	75%	8974	(£26,000)	(£158,000)	(£37,000)	(£361,000)	£55,000
V4	£70/£50	75%	8443	(£35,000)	(£161,000)	(£41,000)	(£456,000)	£101,000
V5	£70/£50	75%	8974	£7,000	(£129,000)	(£18,000)	(£201,000)	£96,000

Table 2: Annual operational surplus / (deficit) at year 5

Test	CCC	HDC
Base	(£52,000)	£32,000
V1	(£46,000)	£18,000
V2A	N/a (not modelled)	£21,000
V2B	(£17,000)	N/a (not modelled)
V3	(£46,000)	£20,000
V4	(£65,000)	£31,000
V5	(£18,000)	£25,000

No model makes an overall cumulative surplus but HDC would make a surplus for all options and should current on street pay and display income be retained within CPE to fund the project then CCC would also break even at worst.

5.2.5 In summary, in the Base model the assumptions have been made that only the take-over of on street parking enforcement from the Police would occur, and that there would be no further changes to any of the car park operations. From this Base a test (V1) was carried out which gave HDC the role of off street enforcement only with all other functions undertaken by County. Tests, V2A and V2B are for information only as it is not recommended that separate functions are undertaken by County and the District. Although the District model (V2A), shows an annual surplus of £22,000 on average this would be reliant upon County providing a separate effective on street deployment to ensure displacement to the off street car parks and this may not occur. Test V3 is the Base model but with County providing all the services instead of the District. Test V4 altered the base model to show the impact of a 10% reduction in predicted on street PCN issue. Test V5 was built as a direct comparison to V3 but using a completely outsourced service with the figures based on current market rates.

5.2.6 Test V5 using an outsourced service provision gives the lowest set up costs and provides a healthy surplus for the District. When compared to the base model HDC need to decide if they wish to keep the service in house as both provide an average £20,000 per annum surplus.

5.2.7 It is recommended that the Base model or V5 are adopted.

5.2.8 The assumption is made that no extra parking management posts would be required. The enforcement officers would all be fully equipped with androids which are commonly used with a separate printer and remove the need for separate cameras and radios. The androids are also capable of working in real time with virtual permits and cashless parking software.

5.2.9 Current transport would be utilised, to ensure the staff are fully mobile. In reality, the number of enforcement officers could be built up over a period of a few months, to gauge the impact of the new enforcement on the behaviour of drivers.

5.2.10 Levels of enforcement are taken as the frequency of visits by Enforcement officers to the various key areas in the District, and the varying types of restrictions in these areas. These options assume no 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, which are visited more frequently each day. This higher level is necessitated by the requirement to visit a limited waiting area at least twice to identify a contravention.

5.2.11 If kept internally a team of 1.8 administrative staff (currently 0.8), excluding the Parking Manager, would be required to deal with the contract, correspondence, telephone calls, payments, formal representations to the Council, and appeals to the external adjudicator, in relation to the parking tickets issued. They would require a new/ upgraded IT system to support them in this work, as detailed elsewhere in this report.

5.3 Financial Conclusions

5.3.1 The introduction of CPE on its own is not financially attractive to CCC if the pay back has to cover set up and running costs. From the table in 5.2.3 it is clear that the overall position is that no scenario predicts overall break even for the service. At best an overall deficit after 5 years of £105,000 (V5), is estimated which includes set up costs of £147,000 so an operational surplus of £42,000 is made over 5 years.

5.3.2 Splitting the on and off street costs shows that HDC could make an overall surplus in all of the options tested but the on street County funded service would not break even in any scenario.

5.3.3 The set up costs are a minimum of £147,000 with £130,000 of those covering the on street set up. 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.

5.3.4 The County Council would need to identify budgets to be able to provide funding towards the set up and running of the on street service. This is particularly relevant to the on street operation as the off street is predicted to make a small surplus in most cases. There is an annual surplus of £84,000 from the on street pay and display areas that County take back from HDC. If this funding were to be allocated to the CPE budgets then a surplus could be made on all variations tested.

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

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

5.3.7 Financially the most cost effective method of service provision is by

outsourcing the full enforcement and administration service to a third party (model V5).

5.3.8 It is important to realise that all the above options are marginal costs taking in to account current budgets from parking operations.

5.3.9 There is no allowance made in any of the models for funding of signs and lines maintenance and this could also be covered by using part of the £84,000 as mentioned above.

6 Other Issues

6.1 The I.T. Requirements

6.1.1 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 system will have to be the subject of major re-implementation to reach a successful operational level.

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

6.1.3 The Council is a current user of a proven software processing system, which would need an upgrade. The upgraded system would be required to automate even more tasks, such as document management through scanning, which will be necessary to handle large ticket volumes without major increases in staffing.

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

6.1.5 The result of this is that when the Council intends to implement a new system it will have to allocate resources (human and financial) and equipment to reach a successful conclusion in good time.

6.2 Staff Training

6.2.1 Training of all staff, but in particular the Civil Enforcement Officers, is crucial to the success of the project. HDC should adopt a training plan and ensure it is

adhered to. The developments in training in recent months in this industry have put a great deal of emphasis on the assessment of competence, and reduced the attention on the means of achieving this competence. Thus, while it is entirely sensible to want to have the majority of staff qualified at a recognised level, it is not realistic to expect this to occur without a good training plan to get them there, nor without recognising that this will take a long time. It is also important to recognise that staff turnover in the parking enforcement business is quite high, and that as a result, many staff will not stay long enough in the job to achieve something as long term as formal accreditation.

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

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

6.2.4 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.

6.2.5 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.

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

6.2.7 Should HDC decide to outsource the service provisions then the

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

6.3 Key Decisions

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

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

6.3.2 A project plan setting out these tasks and their related actions is included as Appendix A

7 Key Conclusions

The main conclusions from this exercise are:

- The project overall is not operationally viable as it stands.
- Without additional funding from alternative sources, CPE on its own does not provide a robust business case.
- Further decisions on the potential to introduce more paid for parking especially on street are required in order to produce financial viability.

- An active programme of enforcement is a basic requirement for a financially viable project; this applies to the issuing of parking tickets, and to the pursuit of debt.
- During the course of the report it became clear that there is an appetite for some collaboration within the County. The majority of savings are made when setting up a new service in collaboration with those already providing the service elsewhere.
- It is recommended that HDC have further discussions with Cambridgeshire County Council on how best to provide a CPE service.

End of report

APPENDICES

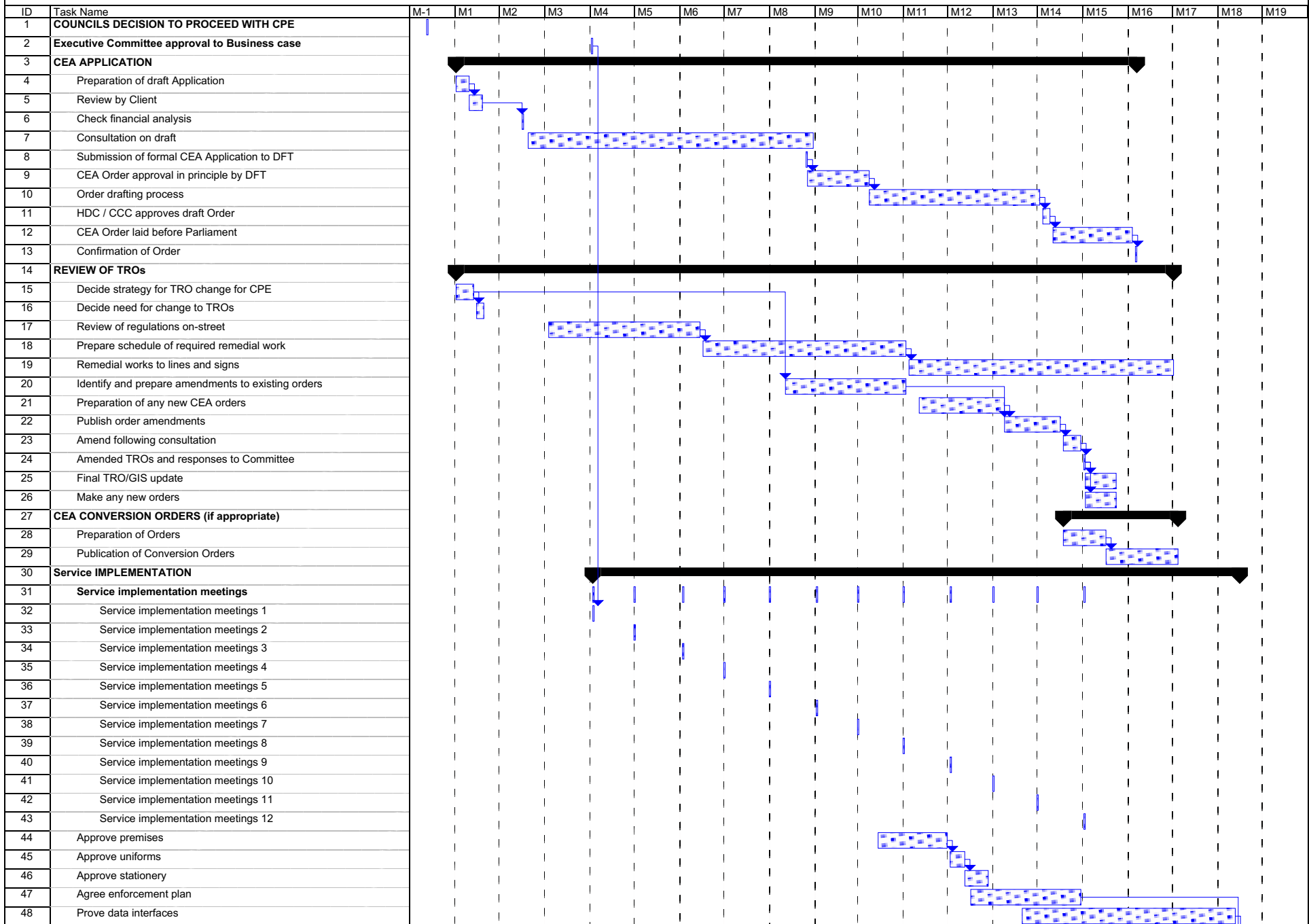
APPENDIX A	Project plan for Implementation
APPENDIX B	The Financial Model – Diagram and Notes
APPENDIX C	Key Assumptions for the Financial Options
APPENDIX D	The Summary of the HDC In House Base Model with £50 and £70 PCNs
APPENDIX E	The HDC In House Base Model workings. (£50 and £70 PCN)
APPENDIX F	Summary sheets of the model variations
	V1 Off street enforcement In House. On street enforcement and ALL notice processing by CCC.
	V2A HDC off street only. Enforcement and notice processing.
	V2B CCC on street only. Enforcement and notice processing.
	V3 All services provided by CCC
	V4 The Base model with 10% less PCNs on street.
	V5 As for V3 with all services provided by a Contractor

Appendices

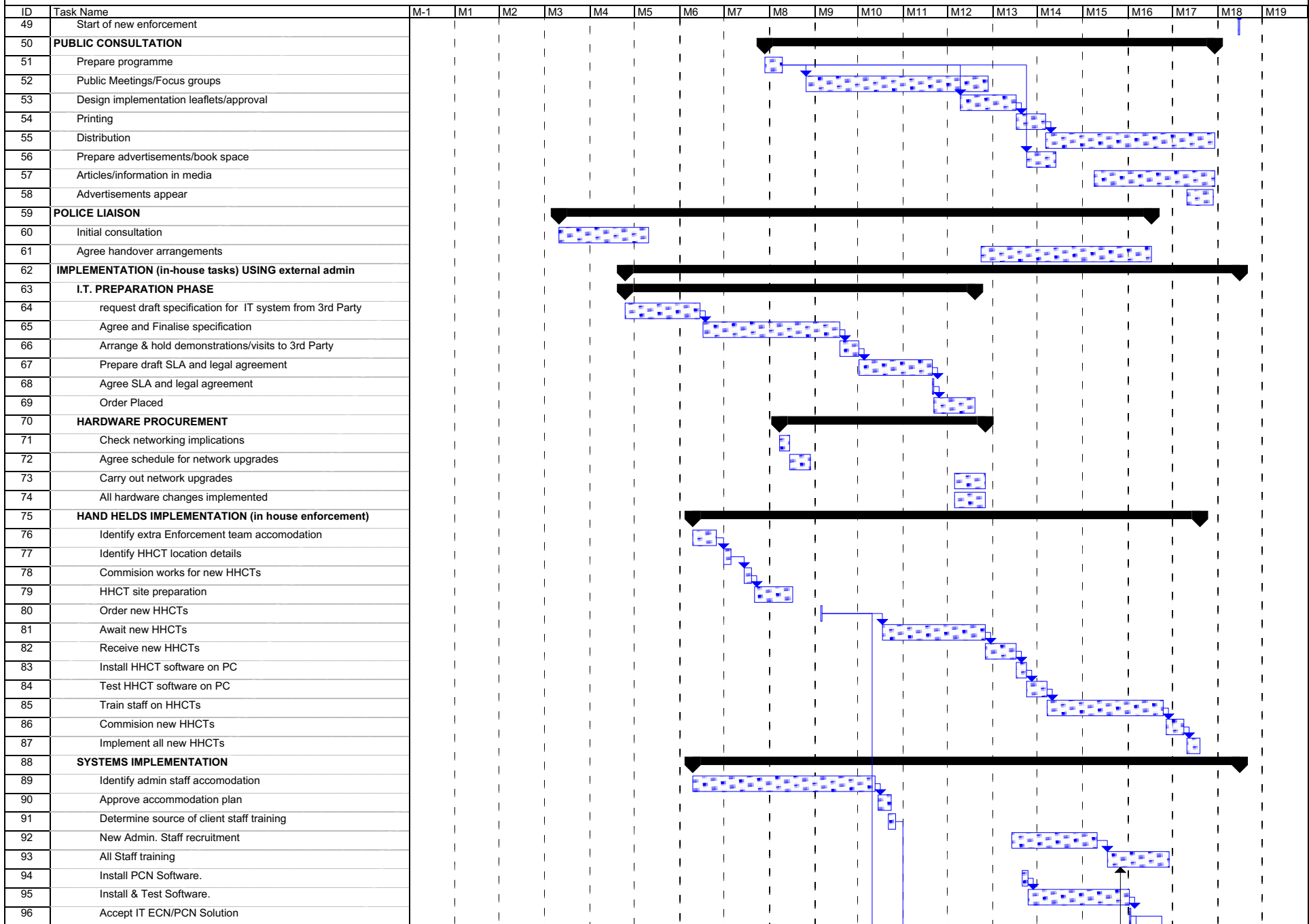
APPENDIX A

Project plan for Implementation

IMPLEMENTATION OF DECRIMINALISED PARKING



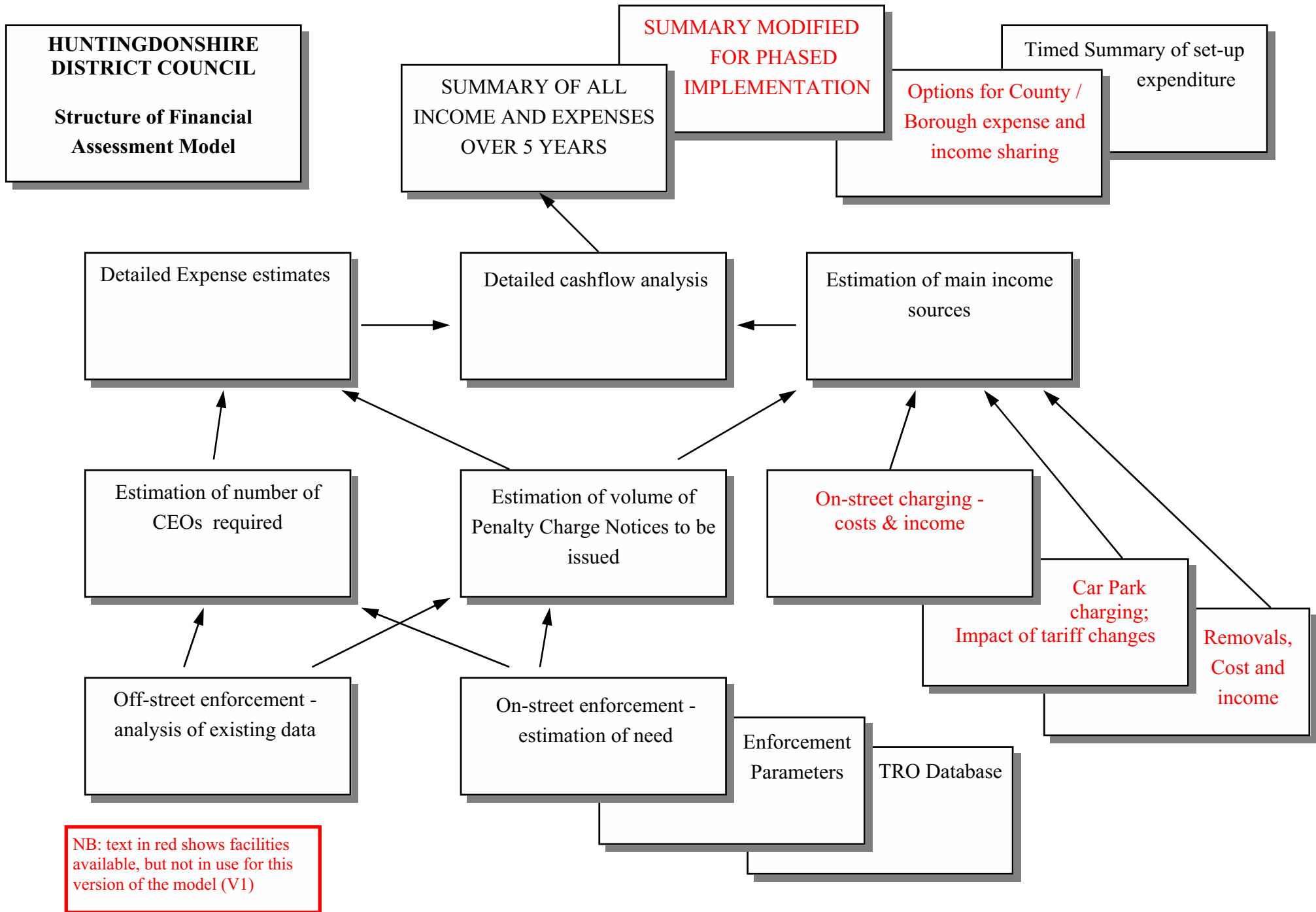
IMPLEMENTATION OF DECRIMINALISED PARKING



IMPLEMENTATION OF DECRIMINALISED PARKING

ID	Task Name	M-1	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	
97	Set up Northampton County Court Link																					
98	Set up DVLA EDI link																					
99	Test External IT links																					
100	Convert ECN data to new database (if req'd)																					
101	Implement new system for ECNs(if req'd)																					
102	Agree new correspondence procedures, letters etc																					
103	Set up CPE Correspondence																					
104	Test system for PCN processing																					
105	Implement new system for PCNs (HDC)																					
106	Define role of Legal section																					
107	agree new PCN layout. (HDC)																					
108	Approve new stationery (HDC)																					
109	Order PCN printing (HDC)																					
110	Agree audit involvement in new processes																					
111	Live operation																					
112	Create staff procedures manual																					
113	Set up new SLA/procedures for Cashiers																					
114	Set up dispensation procedures																					
115	Set up debt recovery procedures																					
116	Set up telephone call handling procedure																					
117	Set up document imaging procedures																					
118	Set up appeals processes																					
119	Set up CPE Enforcement Team																					
120	Decide enforcement strategy																					
121	Identify training resource																					
122	Design enforcement plan																					
123	Design new uniforms																					
124	Recruit & Appoint New Supervisors																					
125	Train All Supervisors																					
126	Procure transport																					
127	Recruit new CEOs																					
128	Train all CEOs																					
129	Live on-street																					

APPENDIX B The Financial Model – Diagram and explanatory notes



**HUNTINGDONSHIRE DISTRICT COUNCIL
CIVIL PARKING ENFORCEMENT
THE FINANCIAL MODEL**

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

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

A diagram of the structure of the current model is attached, to help with the understanding of the way the model works. The model has facilities for a wide range of other aspects for assessment; if any particular aspect is not used for this version of the model, the notes below describe that function as “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 open format electronic copies of the model for this very reason.

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

- a) only one type of change should be assessed within each variant, in order to understand what the impact of the change has been;
- b) the number of variants to be tested should be kept to the minimum, otherwise the volume of information become impossible 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(a) 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 "D" 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 "D" day ie there is no allowance made for any impact from different timings of the various aspects.

2 On-Off street

This sheet shows the percentage split in the on and off street functions to be used for determining the split in funding between County and HDC.

3 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.

4 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.

5 PCNs

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

6 PCN Tables

These tables need not be studied, as they merely summarise the information about the need for enforcement in order to provide summary details to be used as input to the sheet predicting numbers of PCNs which can be issued.

7 Car Parks – Off-street

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

8 Cashflow

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

9 Enforcement

The frequency of enforcement on-street is clearly a major factor in calculating the numbers of staff required to carry out the enforcement. This sheet contains the tables required to set the frequency of enforcement on the basis of one pattern for each day from

Monday to Saturday, inclusive, then another pattern for a Sunday. The tables allow for a frequency to be specified as, for example, 2 visits per week, to each type of restriction in each area of the Council's area.

10 Parameters

This sheet contains a number of other tables of base information used to calculate the time required to enforce the various regulations. It does not need to be studied in detail, unless there is a wish to test the impact of changes to any of the parameters shown.

11 TRO Review

This sheet can be used to identify the estimated costs involved in procurement and data entry for a mapping system, the costs of on-site TRO surveys, the estimated costs of remedial works and the preparatory costs for the production of new TRO's.

12 Streets

This is the database of on-street regulations to be enforced. The data fields are the lengths of streets where TROs exist, analysed into the main geographic areas of the Council. Various factors are then applied to each length of regulated kerb, e.g. whether this patrolling will be capable of being done on a mobile basis, such as with a small motorbike or van, or whether they would have to be patrolled on foot.

Using this information, and the parameters described above, a calculation gives a prediction of the time required to enforce each length of regulation of the Council's area.

This information, together with the information about the time required to enforce the car parks, gives a total time requirement, which is then used to calculate the numbers of staff required for enforcement.

Peter Lowe
RTA Associates Ltd
July 2017

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

All versions of the model made the following major assumptions:

- a) The Civil Enforcement Officers spend all of their time on enforcement;
- b) There are no changes to car park tariffs from the current regime to consider.
- c) Use of off-street car parks would increase by an average 1% as a consequence of displacement from on-street;
- d) All set-up costs would include a full month's expenses prior to commencement;
- e) All events would occur at the same time ie there would be no consideration for phasing any part of the project;
- f) All set-up costs would be met by the Council(s);
- g) 75% of all PCNs would be paid, and of these, 75% would be paid at discount, 20% at face value and 5% at the incremented value;
- h) Current staffing levels as shown in the base model;
- i) £8,000 to be spent on PR before CPE starts, £12,000 on work to establish the project, and £110,000 to survey and map the TROs and remedy defects in signs and lines;
- j) All Enforcement officers to be equipped with android hand-held electronic ticket issuing machines;
- k) Enforcement officers to have 1 extra car for mobility;
- l) No TUPE costs from the Police;
- m) Off-street levels of enforcement and ticket issuing to remain at existing levels;
- n) 7% sickness level in enforcement staff;
- o) Approximately 0.5 hours per day per Attendant to be lost in travel and administration;
- p) On-street, Enforcement officers issuing between 25 and 35 PCNs per person, per week, depending upon the area;
- q) PCNs to be paid between 1 month and 6 months from date of issue, depending upon level of payment;
- r) 6 months is allowed to reach operational levels of ticket issuing;
- s) All regulations to be enforced, the frequency to depend on type and location;

APPENDIX D

The Summary of the HDC In House Base Model with £50 and £70 PCNs

SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION: July 2017 IH base
MODEL DATE: 27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 in house base model

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

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 CPE
- 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 CPE.

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:	July 2017 IH base
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL**VERSION:** July 2017 in house base model

VERSION	NOTES ON VERSION CHANGES & STATUS
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July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

SUMMARY OF MARGINAL INCOME & EXPENDITURE

START-UP =	Enter 1 - 3 1 MONTHS	SCH REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME										
	PCNs ISSUED				0	8,521	8,976	8,976	8,976	8,976
	PCN PAYMENTS	1	NB includes impact of differential PCNs	£0	£91,853	£107,960	£107,960	£107,960	£107,960	£107,960
	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	£20,130	£20,130	£20,130	£20,130	£20,130	£20,130
	ON STREET CHARGING	3		£0	£1,290	£1,290	£1,290	£1,290	£1,290	£1,290
	NET C.COURT PROCEEDS	4		£0	£4,893	£19,572	£19,572	£19,572	£19,572	£19,572
	TOTAL PAYMENTS			£0	£118,166	£148,952	£148,952	£148,952	£148,952	£148,952
EXPENSES:							3%	3%	3%	3%
	OPERATIONAL MANAGEMENT	5	1	£110,617	£20,671	£1,458	£1,501	£1,546	£1,593	£1,640
	ON-STREET ENFORCEMENT	6	1	£20,030	£17,676	£130,566	£134,483	£138,517	£142,673	£146,953
	OFF-STREET ENFORCEMENT	7	1	£15,330	£1,688	(£19,523)	(£20,109)	(£20,712)	(£21,334)	(£21,974)
	CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1	£6,000	£10,096	£38,110	£39,253	£40,431	£41,644	£42,893
	PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES			£151,977	£50,131	£150,610	£155,128	£159,782	£164,575	£169,513
	ANNUAL NET SURPLUS OR (DEFICIT)			(£151,977)	(£50,131)	(£32,444)	(£6,176)	(£10,830)	(£15,623)	(£20,560)
	CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL				(£50,131)	(£82,575)	(£88,751)	(£99,581)	(£115,204)	(£135,764)
	CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL				(£202,109)	(£234,552)	(£240,728)	(£251,558)	(£267,181)	(£287,742)
	NPV INTEREST RATE	6%								
	YEAR END NPVs (EXCLUDING CAPITAL)				(£80,739)	(£86,235)	(£95,328)	(£107,703)	(£123,067)	
	NPV INTEREST RATE	6%								
	YEAR END NPVs (INCLUDING CAPITAL)				(£232,716)	(£238,212)	(£247,305)	(£259,680)	(£275,044)	

Notes:-

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

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 in house base model

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-CPE.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
	PCNs ISSUED:				8,521	8,976	8,976	8,976	8,976
	ON-STREET:	59.3%			5,049	5,318	5,318	5,318	5,318
	OFF-STREET:	40.8%			3,473	3,659	3,659	3,659	3,659
INCOME		BASIS OF SPLIT							
	PCN PAYMENTS				£ 91,853	£ 107,931	£ 107,931	£ 107,931	£ 107,931
	ON-STREET:				£ 109,573	£ 125,651	£ 125,651	£ 125,651	£ 125,651
	OFF-STREET:				(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)
	PERMIT PAYMENTS			£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	CAR PARK RECEIPTS				£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
	ON-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%			£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
	ON STREET CHARGING				£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	ON-STREET:	100%			£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	OFF-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
	NET C.COURT PROCEEDS				£ 4,893	£ 19,572	£ 19,572	£ 19,572	£ 19,572
	ON-STREET:	59.3%			£ 2,899	£ 11,597	£ 11,597	£ 11,597	£ 11,597
	OFF-STREET:	40.8%			£ 1,994	£ 7,978	£ 7,978	£ 7,978	£ 7,978
EXPENSES:									
	OPERATIONAL MANAGEMENT		£ 110,617	£ 20,671	£ 1,458	£ 1,501	£ 1,546	£ 1,593	£ 1,640
	ON-STREET:	59.3%	£ 102,617	£ 12,248	£ 864	£ 890	£ 916	£ 944	£ 972
	OFF-STREET:	40.8%	£ 8,000	£ 8,426	£ 594	£ 612	£ 630	£ 649	£ 669
	ON-STREET ENFORCEMENT		£ 20,030	£ 17,676	£ 130,566	£ 134,483	£ 138,517	£ 142,673	£ 146,953
	ON-STREET:	100%	£ 20,030	£ 17,676	£ 130,566	£ 134,483	£ 138,517	£ 142,673	£ 146,953
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET ENFORCEMENT		£ 15,330	£ 1,688	(£ 19,523)	(£ 20,109)	(£ 20,712)	(£ 21,334)	(£ 21,974)
	ON-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%	£ 15,330	£ 1,688	(£ 19,523)	(£ 20,109)	(£ 20,712)	(£ 21,334)	(£ 21,974)
	TICKET & PERMITS PROCESSING includes county contribution to admin at £7.16 per PCN		£ 6,000	£ 10,096	£ 38,110	£ 39,253	£ 40,431	£ 41,644	£ 42,893
	ON-STREET:	59.3%	£ 3,555	£ 5,982	£ 38,072	£ 39,214	£ 40,390	£ 41,602	£ 42,850
	OFF-STREET:	40.8%	£ 2,446	£ 4,115	£ 38	£ 39	£ 40	£ 42	£ 43
	PAY & DISPLAY		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	INCOME				£ 0	£ 113,762	£ 138,538	£ 138,538	£ 138,538
	INCOME				£ 0	£ 4,404	£ 10,387	£ 10,387	£ 10,387
	TOTAL INCOME:				£ 0	£ 118,166	£ 148,926	£ 148,926	£ 148,926
	EXPENSES		£ 126,202	£ 35,907	£ 169,501	£ 174,586	£ 179,824	£ 185,219	£ 190,775
	EXPENSES		£ 25,776	£ 14,228	(£ 18,891)	(£ 19,458)	(£ 20,042)	(£ 20,643)	(£ 21,262)
	TOTAL EXPENSES:		£ 151,978	£ 50,135	£ 150,610	£ 155,128	£ 159,782	£ 164,576	£ 169,513
	ANNUAL NET SURPLUS OR (DEFICIT):		(£ 126,202)	(£ 35,907)	(£ 55,739)	(£ 36,048)	(£ 41,285)	(£ 46,680)	(£ 52,237)
	ON-STREET:		(£ 25,776)	(£ 14,228)	£ 23,295	£ 29,845	£ 30,429	£ 31,030	£ 31,650
	OFF-STREET:		(£ 151,978)	(£ 50,135)	(£ 32,443)	(£ 6,203)	(£ 10,856)	(£ 15,650)	(£ 20,587)
	CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL			(£ 35,907)	(£ 91,646)	(£ 127,693)	(£ 168,979)	(£ 215,659)	(£ 267,896)
	ON-STREET:			(£ 14,228)	£ 9,067	£ 38,912	£ 69,342	£ 100,372	£ 132,021
	OFF-STREET:		£ 0	(£ 50,135)	(£ 82,578)	(£ 88,781)	(£ 99,637)	(£ 115,287)	(£ 135,874)
	CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL		(£ 126,202)	(£ 162,109)	(£ 217,848)	(£ 253,896)	(£ 295,181)	(£ 341,861)	(£ 394,098)
	ON-STREET:		(£ 25,776)	(£ 40,004)	(£ 16,708)	£ 13,137	£ 43,566	£ 74,596	£ 106,246
	OFF-STREET:		(£ 151,978)	(£ 202,113)	(£ 234,556)	(£ 240,759)	(£ 251,615)	(£ 267,265)	(£ 287,852)

APPENDIX E**The Remainder of the HDC Base Model workings****Remainder of Base Model – All Detailed Sheets**

Workings – all detailed income and expenditure calculations

CEOs – calculation of numbers of Enforcement staff required

PCNs – calculations of numbers of tickets to be issued

PCN Tables – summaries from TRO database

Car Parks – enforcement requirements for off-street areas

Cashflow – calculation of timing of receipt of income and expenditure

Enforcement – Tables of frequency of enforcement visits

Parameters – Detailed settings used in TRO/enforcement calculations

TRO review – Detailed financial breakdown required, to carry out review

Streets – TRO database of enforcement requirements and calculations

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 IH base
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 in house base model

SCHEDULE 1**ON-STREET & OFF STREET PAYMENTS****PCN ISSUE & PAYMENTS**

Projected Number of PCNs		PCNs ISSUED	%PAID	PCNs PAID	% PAID BY BAND	VOLUME PAID	AMOUNT PAID	
	8,974							
Off-street PCN Higher Level	£70.00	256	75%	192	20%	38	£2,688	
50% Discount	£35.00				75%	144	£5,040	
50% Premium	£105.00				5%	10	£1,008	
Off-street PCN Lower Level	£50.00	3,402	75%	2,552	20%	510	£25,515	
50% Discount	£25.00				75%	1,914	£47,841	
50% Premium	£75.00				5%	128	£9,568	£91,660
On-street PCN Higher Level	£70.00	3,722	75%	2,792	20%	558	£39,081	
50% Discount	£35.00				75%	2,094	£73,277	
50% Premium	£105.00				5%	140	£14,655	
On-street PCN Lower Level	£50.00	1,595	75%	1,196	20%	239	£11,963	
50% Discount	£25.00				75%	897	£22,430	
50% Premium	£75.00				5%	60	£4,486	£165,891
		8,975		6,731		6,731	£257,551	
CURRENT ECN/PCN RECEIPTS		Net ECN Value						
On-Street - 1	£20.00	£20.00	1,089	10		10	£200	
On-Street - 2	£40.00	£40.00		1,001		1,001	£40,040	
On-Street - 3	£0.00	£0.00		-		0	£0	£40,240
			0.0%					
Off-Street - 1	£40.00	£40.00	3,253	2,508		2,508	£100,320	
Off-Street - 2	£60.00	£60.00		151		151	£9,060	
Off-Street - 3	£0.00	£0.00		-		0	£0	£109,380
			4,342	3,670		3,670	£149,620	
			0.0%					
TOTAL / MARGINAL RECEIPTS			4,633	3,061		3,061	£107,931	

SCHEDULE 2**PERMIT PAYMENTS**

PERMIT ISSUES AND REVENUE BY PERMIT TYPE:	TOTAL	NOW	NEW	UNIT COST	PROPOSED INCREASE	AMOUNT
Permit - Staff/Public	70	70	0	£0	£0	£0
Permit - Business	0	0	0	£0	£0	£0
Permit - Doctor	0	0	0	£0	£0	£0
Permit - Resident on street	150	150	0	£26	£0	£0
Permit - Resident off street	580	580	0	£0	£0	£0
Permit -	0	0	0	£0	£0	£0
TOTAL PERMITS	800	800	0			£0

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%	£130,290	£129,000	£1,290
VOL. INCREASE ONLY OFF-STREET	1%	£2,033,130	£2,013,000	£20,130
TOTAL RECEIPTS				£21,420

SCHEDULE 4**PROCEEDS FROM COUNTY COURT & SUBSEQUENT ACTION**

PROCEEDS FROM ACTION	(See AW04)	£28,368
COSTS OF ACTION		(£8,796)
NET PROCEEDS		£19,572

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 IH base
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCILVERSION: July 2017 in house base modelSCHEDULE 5OPERATIONAL MANAGEMENT

DESCRIPTION:	MODEL ASSUMPTION	%	TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
<u>STAFFING / SALARY:</u>									
Parking Manager			1.0	1.0	0.0	£26,000	£0		
Enforcement Manager			0.0	0.0	0.0	£0	£0		
Contract Administrator / Audit			0.0	0.0	0.0	£0	£0		
Administration Staff			0.0	0.0	0.0	£0	£0		
TOTAL STAFF / SALARY COSTS			1.0	1.0	0.0		£0	£0	£0
<u>OTHER STAFFING COSTS:</u>									
Salary Overhead Costs	Percentage of Salary	31.2%					£0		
Accommodation Costs - Mgt.	Annual Charge/New Office		1	1	0	£2,750	£0		
Accommodation Costs - Staff	Annual Charge/New Office		0	0	0	£2,750	£0		£0
Uniform Costs	Cost Per Head					£450	£0		
Initial Recruitment Costs	Cost Per New Head				0	£100		£0	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	0		0	£100	£0		
TOTAL OTHER STAFF COSTS							£0	£0	£0
<u>OFFICE EQUIPMENT</u>									
Office Equipment Set-up	Cost Per Head		1	1	0	£600		£0	
Maintenance	Cost Per Head		1	1	0	£100	£0		
<u>COMPUTER EQUIPMENT</u>									
PC	Cost Per Head		1	1	0	£1,000			£0
PC Software	Cost Per Head		1	1	0	£350			£0
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				3	£310	£0		
Maintenance	Cost of Equipment	12.0%					£0		
TOTAL EQUIPMENT COSTS							£0	£0	£0
<u>OTHER COSTS:</u>									
Telephone expenses	Cost Per Head		1	1	0	£500	£0		
Public relations	Estimate				1	£1,000	£1,000	£8,000	
Consultancy costs	Set-Up expenses							£12,000	
TRO/GIS set-up	Survey and mapping of TROs on-site								£46,717
Signs & Lines remedial works	Set-Up expenses								£55,900
Signs conversion in car parks									£8,000
Lease car							£0		
Training - Set-up	Cost Per Head -all staff		1	1	0	£550		£550	
Training - on-going	Cost Per Head -all staff		1	1	0	£250	£250		
Departmental Overheads	% of Total Operating Costs	16.6%					£208		
TOTAL OTHER COSTS							£1,458	£20,550	£110,617
TOTAL ANNUAL EXPENSES / SET-UP COSTS							£1,458	£20,550	£110,617

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 IH base
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCILVERSION: July 2017 in house base model**SCHEDULE 6****ON STREET ENFORCEMENT**

DESCRIPTION:	MODEL ASSUMPTION	%	TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
STAFFING / SALARY:									
Senior Supervisor			0.00	0.00	0.00	£0	£0		
Supervisor			0.80	0.00	0.80	£19,800	£15,840		
TUPeD Supervisors			0.00	0.00	0.00	£0	£0		
Team Leaders			0.00	0.00	0.00	£0	£0		
civil enforcement officers		4.0	3.20	0.00	3.20	£18,361	£58,755		
TUPeD CEOs			0.00	0.00	0.00	£0	£0		
TOTAL STAFF / SALARY COSTS			4.00	0.00	4.00		£74,595	£0	£0
OTHER STAFFING COSTS:									
Salary Overhead Costs	Salary	31.2%					£23,274		
Accommodation Costs	Cost Per Head		4.0	0.0	4.0	£0	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		4.0	0.0	4.0	£579		£2,316	
Uniform Maintenance	Original Costs	50.0%					£1,158		
Initial Recruitment Costs	Estimate							£1,000	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	1.0		1.0	£100	£100		
Uniform Replacement Costs	New staff				1.0	£200	£200		
Uniform Stock Costs	Original Costs	0.0%						£0	
TOTAL OTHER STAFF COSTS							£24,732	£3,316	£0
OFFICE EQUIPMENT									
Office Equipment Set-up	Cost Per Manager / Supervisor		0.8	0.0	0.8	£600		£480	
Maintenance	Cost Per Head		0.8	0.0	0.8	£100	£80		
Radio base station			0.0	0.0	0.0	£550			£0
No. of Sets of Equipment for CEOs					4.0				
Personal radios					0.0	£352			£0
Batteries & chargers					0.0	£300			£0
HHCT/ android	HHCT+Case				5.0	£2,950			£14,750
HHCT Software	Per HHC				5.0	£100			£500
HHCT Spares	Spares Holding %	5.0%	1.0		1.0	£2,950			£2,950
HHCT Chargers	Per Number of HHCT				4.0	£20			£80
Digital cameras	Per CEO				0.0	£150	£0		
Mobile phones					4.0	£100			£400
PCs (including software)			1.0	0.0	1.0	£950			£950
PC Installation			1.0	0.0	1.0	£250		£250	
Printer			1.0	0.0	1.0	£400			£400
Equipment Lease	3 year lease rate per £1,000				Lease Period in Years (or 0) =	0	£0	£0	
Maintenance	Cost of Equipment	20.0%					£3,976		
TOTAL EQUIPMENT COSTS							£4,056	£730	£20,030
OTHER COSTS:									
Tickets issued	Volume + % Spoilt	5.0%	5,583		5,583	£0.20	£1,117		
Telephone expense	Estimate						£500		
Stationery / Consumables	Estimate				4.0	£40.00	£160		
Training - Set-up	Cost Per Head - all staff		5	0	5	£550		£2,750	
Training	Cost Per Head - all staff		5	0	5	£250	£1,250		
Private mileage	Essential car user allowance		-	-	-	£0.440	£0		
Car	Purchase		1	0	1	£10,653			£0
	Lease over 3 or 5 years				Lease Period in Years (or 0) =	5	£230	£2,450	
	Operating Costs		1	0	1	£3,118	£3,118		
civil enforcement officer 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	£354	£0		
	Protective Clothing/Helmets		0	0	0	£600	£0		
civil enforcement officer Transport	Purchase		0	0	0	£12,000			£0
	Lease over 3 or 5 years				Lease Period in Years (or 0) =	5	£230	£0	
	Operating Costs		0	0	0	£3,118	£0		
Departmental Overheads	% of Total Operating Costs	16.6%					£18,588		
TOTAL OTHER COSTS							£27,183	£2,750	£0
TOTAL ANNUAL EXPENSES / SET-UP COSTS							£130,566	£6,796	£20,030

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCILVERSION: July 2017 in house base modelSCHEDULE 7OFF STREET ENFORCEMENT

DESCRIPTION:	MODEL ASSUMPTION	%	TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
<u>STAFFING / SALARY:</u>									
Senior Supervisor			0.00	0.00	0.00	£0	£0		
Supervisor			0.20	0.00	0.20	£19,800	£3,960		
Team Leaders			0.00	0.00	0.00	£0	£0		
civil enforcement officers		2.6	2.37	0.00	2.37	£18,361	£43,448		
TOTAL STAFF / SALARY COSTS			2.57	0.00	2.57		£47,408	£0	£0
<u>OTHER STAFFING COSTS:</u>									
Salary Overhead Costs	Salary	31.2%					£14,791		
Accommodation Costs	Cost Per Head		2.6	0.0	2.6	£0	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		2.6	0.0	2.6	£579		£1,486	
Uniform Maintenance	Original Costs	50.0%					£743		
Initial Recruitment Costs	Estimate							£0	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	1.0		1.0	£100	£100		
Uniform Replacement Costs	New staff				1.0	£200	£200		
Uniform Stock Costs	Original Costs	20.0%						£297	
TOTAL OTHER STAFF COSTS							£15,834	£1,783	£0
<u>OFFICE EQUIPMENT</u>									
Office Equipment Set-up	Cost Per Manager / Supervisor		0.2	0.0	0.2	£600		£120	
Maintenance	Cost Per Head		0.2	0.0	0.2	£100	£20		
Radio base station			0.0	0.0	0.0	£550			£0
No. of Sets of Equipment for CEOs					4.0				
Personal radios					0.0	£352			£0
Batteries & chargers					0.0	£300			£0
HHCT Android	HHCT+Case				5.0	£2,950			£14,750
HHCT Software	Per HHC				5.0	£100			£500
HHCT Spares	Spares Holding %	5.0%			0.0	£2,950			£0
HHCT Chargers	Per Number of HHCT				4.0	£20			£80
Digital cameras	Per CEO				0.0	£150			£0
PCs (including software)			0.0	0.0	0.0	£950			£0
PC Installation			0.0	0.0	0.0	£250		£0	
Printer			0.0	0.0	0.0	£400			£0
Equipment Lease	3 year lease rate per £1,000				0	£0	£0		
Maintenance	Cost of Equipment	20.0%					£2,966		
TOTAL EQUIPMENT COSTS							£2,986	£120	£15,330
<u>OTHER COSTS:</u>									
Tickets issued	Volume + % Spoilt	5.0%	3,841		3,841	£0.20	£768		
Telephone expense	Estimate						£0		
Stationery / Consumables	Estimate				2.6	£40.00	£103		
Public relations									
Training - Set-up	Cost Per Head - all staff		3	0	3	£550		£1,411	
Training	Cost Per Head - all staff		3	0	3	£250	£642		
Private mileage	Essential car user allowance		-	-	-	£0.440	£0		
Car	Purchase		3	3	0	£10,653			£0
	Lease over 3 or 5 years				5	£230	£0		
	Operating Costs		0	3	0	£3,118	£0		
civil enforcement officer Scooters	Purchase		0	0	0	£3,000			£0
	Lease over 3 or 5 years				0	£0	£0		
	Operating Costs		0	0	0	£354	£0		
	Protective Clothing/Helmets		0	0	0	£600	£0		
civil enforcement officer Transport	Purchase		0	0	0	£15,000			£0
	Lease over 3 or 5 years				0	£0	£0		
	Operating Costs		0	0	0	£3,118	£0		
Departmental Overheads	% of Total Operating Costs	16.6%					£11,245		
TOTAL OTHER COSTS							£12,757	£1,411	£0
LESS: current cost of 4.6 fte street rangers on enforcement duties							(£ 98,509)		
TOTAL ANNUAL EXPENSES / SET-UP COSTS							(£19,523)	£3,315	£15,330

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 IH base
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCILVERSION: July 2017 in house base modelSCHEDULE 8TICKET & 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	£16,190	£0		
PCN Processing Staff			1.8	0.9	0.9	£15,200	£13,680		
Reps, Court & NPAS 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			1.8	0.9	0.9		£13,680	£0	£0

OTHER STAFFING COSTS:

Salary Overhead Costs	Salary	31.2%					£4,268		
Accommodation Costs	Cost Per Head		1.8	0.9	0.9	£0	£0		£0
Uniform Initial Costs	Counter staff		0	0	0	£250		£0	
Uniform Maintenance	Original Costs	50.0%					£0		
Initial Recruitment Costs	Estimate				0.9	£100		£500	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	1		1	£100	£100		
TOTAL OTHER STAFF COSTS							£4,368	£500	£0

OFFICE EQUIPMENT

Office Equipment Set-up	Cost Per Head		2	0.9	1.1	£600		£660	
Maintenance	Cost Per Head		2	0.9	1.1	£100	£110		
<u>COMPUTER SYSTEM COSTS</u>									
PCN Processing Purchase	Application software upgrade only	Four user licence	1	0	1	£6,000			£6,000
Permits System - 4 user licence	hosted licence fee		1	0	1	£1,800	£1,800		
Digital camera interface			0	0	0	£0			£0
Dispensations Module			0	0	0	£0			£0
Suspensions Module			0	0	0	£0			£0
Equipment maintenance Module			0	0	0	£0			£0
Internet payment module			1	0	0	£1,000			£0
GIS Interface			1	0	0	£0			£0
Cash Receipting			1	0	0	£1,000			£0
Postcode addressing	4 user licence		1	0	0	£2,050			£0
Scanning Software			0	0	0	£0			£0
DIP Viewing Software			0	0	0	£0			£0
System Server	System Hardware		0	0	0	£8,000			£0
PCs			1	0	0	£950			£0
Scanners			1	0	0	£1,000			£0
Bar Code Readers			0	0	0	£0			£0
Cash Handling Equipment			0	0	0	£0			£0
Heavy Duty - Continuous Printer	Printers		0	0	0	£0			£0
Laser Printers			1	0	0	£500			£0
Network Cards & Software	Cards / Software		1	0	1	£20		£20	
Network Cabling	Cabling		1	0	1	£50		£50	
Computer System Lease	Lease over 3 or 5 years	Lease Period in Years (or 0) =			0	£0	£0		
Installation and Training	Application Software(days)		2	0	2	£550		£1,100	
Implementation of systems			2	0	2	£550		£1,100	
Network Installation			1	0	1	£500		£500	
Software Support	Cost of Application Software	20.0%					£1,560		
Hardware Maintenance	Cost of Equipment	12.0%					£8		
TOTAL EQUIPMENT & SYSTEM COSTS							£3,478	£3,430	£6,000

OTHER COSTS:

% OF TOTAL PCN ISSUE RELATING TO THE VOLUME INCREASE

52%

Letters (incl postage)					1,158	£1.00	£1,158		
DVLA enquiry					2,027	£0.15	£304		
Notices (incl postage)					1,622	£1.00	£1,622		
Cheque processing service	Cheques received				1,346	£1.00	£1,346		
Adjudication cases	% of PCNs issued			0.5%	45	£0	£0		
Adjudication Service Costs	Est. Fixed Charge	Joining Fee			0	£0		£0	
Adjudication Service Costs	Est. Fixed Charge	Annual Fee			1	£0	£0		
Adjudication Service Costs	Unit cost/PCN				8,974	£0.40	£3,590		
Permit Stationery					0	£0.20	£0		
Telephone expense					1	£300	£300		
IVR system costs	Set-up cost + cost per PCN paid	% PCNs income paid to IVR co.		0.0%			£0		
Web site extensions								£2,000	
IT Support Costs	IT Departmental Support				1	£2,000	£2,000		
Initial training					1.8	£550		£990	
Training					1.8	£250	£450		
Departmental Overheads	% of Total Operating Costs	18.0%					£5,813		
TOTAL OTHER COSTS							£16,583	£2,990	£0

TOTAL ANNUAL EXPENSES / SET-UP COSTS

HDC

levy per pcn county pay HDC

5317

£7.16

£38,110	£6,920	£6,000
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HDC less CCC

-£38,072

£38

£6,920

£6,000

TOTAL ANNUAL EXPENSES / SET-UP COSTS

£0

£0

£0

ADDITIONAL WORKINGS

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 IH base
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCILVERSION: July 2017 in house base model(AW01) PAYMENTS BY LOCATION:

	%	NUMBER	VALUE
MAILED PAYMENTS	25%	1,683	£64,395
TELEPHONE PAYMENTS	40%	2,693	£103,040
INTERNET PAYMENTS	35%	2,356	£90,145
TOTAL PAYMENTS		6,732	257,580
AVERAGE PAYMENT VALUE			£38.26

(AW02) PAYMENT DISTRIBUTION BY TIME OF PAYMENT

	VOLUME	AMOUNT
PAYMENTS MADE AT DISCOUNT LEVEL	5,048	£75,310
PAYMENTS MADE BEFORE CHARGE CERTIFICATE	1,346	£40,166
POST CHARGE CERTIFICATE PAYMENTS	337	£15,062
TOTAL PAYMENTS:	6,731	£130,538

(AW03) ESTIMATED LEVELS OF CORRESPONDENCE / TRANSACTIONSNB: TOTAL VOLUMES, NOT MARGINAL VOLUMES

Receipts	Mailed Payments		1,683
Correspondence	% of Tickets Issued	25%	2,244
Pocket books checked	% of Tickets Issued	6%	539
Meter checks	% of Tickets Issued	1%	90
Site visits	% of Tickets Issued	1%	90
TRO/map checks	% of Tickets Issued	1%	90
Permits applications	Number of Permits Issued		800
Permits Correspondence	% of Number of Permits	50%	400
Cases to DVLA	Tickets Issued less Payments before Notice		3,927
DVLA successful responses	% of Cases to DVLA	80%	3,141
Manual DVLA VQ5 responses	% of Cases to DVLA	16%	628
Notices (NTOs)	DVLA successful responses		3,141
Charge Certificates	% of NTOs	45%	1,414
Telephone Calls	% of Tickets Issued	50%	4,488
Personal visits at Reception	% of Tickets Issued	15%	1,346
Permits Telephone calls	% of Number of Permits	50%	400
Representations	% of Notices	33%	1,037
Notices of Rejection	% of Representations	75%	778
Adjudication Cases	% of Notices of Rejection	9%	70
PCNs cancelled	% of PCNs issued	11%	175
C.Court Registrations	Eligible Cases - See AW05		1,099
Bailiff Services	Bailiff Action - See AW05		935
TOTAL CORRESPONDENCE / TRANSACTION VOLUMES			28,515
VOLUME PER DAY	Based on 225 days / year		127

ADDITIONAL WORKINGS - CONTINUED(AW04) COUNTY COURT ESTIMATE

ANNUAL PROJECTION OF ISSUE		8,975
NO. OF CASES STILL OPEN AFTER 72 DAYS:		2,244
% OF THESE FOR MULTIPLE OFFENDERS:	5%	112
% OF THESE ALREADY REGISTERED:	2%	45
% OF THESE WITH CURRENT CORRESPONDENCE, ETC	7%	157
% OF THESE WITH < £20 DUE	10%	224
% OF THESE OUTSIDE JURISDICTION:	2%	45
% WITH NO GOOD NAME AND ADDRESS:	25%	561
ELIGIBLE CASES:		1,099
ANNUAL COST OF REGISTRATION:	£8.00	£8,796
% OF THESE PAYING AFTER REGISTRATION CERTIFICATE:	15%	165
AVERAGE PCN VALUE AT THIS STAGE:		£87.61
REVENUE FROM REGISTRATION PAYEES:		£14,449
CASES ELIGIBLE FOR WARRANT REQUEST:		935
% AGAINST WHICH EA (BAILIFF) ACTION TAKEN:	100%	935
% PAYING AFTER EA ACTION:	17%	159
REVENUE FROM EA ACTION:		£13,919
% OF PROCEEDS RETAINED BY EAs:	0%	£0
NET COUNTY COURT PROCEEDS		£19,572

TICKETS ISSUED AT: £70	256
TICKETS ISSUED AT: £50	3,402
TICKETS ISSUED AT: £70	3,722
TICKETS ISSUED AT: £50	1,595
CHARGE BAND: £70	£70
CHARGE BAND: £50	£50
CHARGE BAND: £70	£70
CHARGE BAND: £50	£50
TOTAL REVENUE (IGNORING DISCOUNT IMPACT):	£528,310
AVERAGE PCN VALUE:	£58.41
AVERAGE INCREMENTED PCN VALUE:	£87.61

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCILVERSION: July 2017 in house base model(AW05) ESTABLISHMENT

<u>Staffing</u>	<u>Total</u>	<u>Current</u>	<u>New</u>
Operational Management	1.00	1.00	0.00
On Street Enforcement	4.00	0.00	4.00
Off Street Enforcement	2.57	0.00	2.57
Removal PAs	0.00	0.00	0.00
Ticket & Permit Processing	1.80	0.90	0.90
Machine maintenance	0.00	0.00	0.00
Total Staffing	9.37	1.90	7.47
PA's Only	5.57	0.00	5.57

NB: assumes contract drivers

(AW06) VEHICLE USAGE COSTS

<u>Item</u>	<u>Volume</u>	<u>Unit</u>	<u>Cost</u>
Miles per day	50		
Days per week	6		
Weeks per year	50		
Miles per year	15,000		
Miles per gallon	32		
Price per gallon	£6.07	gallon	
Fuel costs			£2,845
Service cost	£0	each service	in house
Service Interval	10,000	miles	
Annual Service costs	15000		£0
Road Fund Licence			£228
Insurance			£0 inc
MOT			£45
			<u>£3,118</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	4,000		
Miles per gallon	75		
Price per gallon	£6.07	gallon	
Fuel costs			£324
Service cost	£0	each service	
Service Interval	5,000	miles	
Annual Service costs			£0
Road Fund Licence			£30
Insurance			£0
Repairs			£0
			<u>£354</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:	July 2017 IH base
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL**VERSION: July 2017 in house base model****CEO RESOURCE CALCULATION:****ON -STREET ENFORCEMENT CEOs**

patrol hours required On -Street			105.02	CEO Hours/week
Travelling Time Estimate	No. of CEOs:	3.66		
	Hours/CEO/day:	0.5	10.99	CEO Hours/week
	Total Hours / week		116.01	
	Eff't CEO hrs/week		28.66	
Total FTE CEOs Required On-Street			4.05	

OFF-STREET CAR PARKS

patrol hours required for Off-Street car parks			72.56	CEO Hours/week
Travelling Time Estimate	No. of CEOs:	2.44		
	Hours/CEO/day:	0.25	3.66	CEO Hours/week
	Total Hours / week		76.22	
	Eff't CEO hrs/week		29.70	
Total FTE CEOs Required Off-Street			2.57	
TOTAL FTE CEOs REQUIRED			6.61	

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	5.2%		-11
Days Available / Year			216
Working Weeks / Year		43.20	
Absence Factor			17%

CEO Working Day & Effective patrol Hours

Average Shift Hours	7.40
Less: Local Travel & Admin	0.50
Average patrol Hours Per Day	6.90
Days Per Week	5.00
patrol Hrs Per Week	34.50
Ambassador Duties	0%
Absence Factor	1.17
Effective patrol Hours / Week	28.66

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

Days in the Year	52	5	260
Public Holidays			-8
Holidays			-25
Sickness	5.2%		-11
Days Available / Year			216
Working Weeks / Year		43.20	
Absence Factor			17%

CEO Working Day & Effective patrol Hours

Average Shift Hours	7.40
Less: Local Travel & Admin	0.25
Average patrol Hours Per Day	7.15
Days Per Week	5.00
patrol Hrs Per Week	35.75
Ambassador Duties	0%
Absence Factor	1.17
Effective patrol Hours / Week	29.70

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 IH base
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCILVERSION: July 2017 in house base model**CALCULATION OF PCNS ISSUED****ON-STREET**

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
Alconbury	0.02	28.66	0.00	25	25	0	43.20	1
Bluntisham	0.02	28.66	0.00	25	25	0	43.20	1
Brampton	1.10	28.66	0.04	25	25	1	43.20	42
Brington	0.01	28.66	0.00	25	25	0	43.20	1
Buckden	0.02	28.66	0.00	25	25	0	43.20	1
Bury	0.04	28.66	0.00	25	25	0	43.20	1
Earith	0.06	28.66	0.00	25	25	0	43.20	2
Ellington	0.01	28.66	0.00	25	25	0	43.20	0
Farcet	0.01	28.66	0.00	25	25	0	43.20	1
Fenstanton	0.04	28.66	0.00	25	25	0	43.20	1
Godmanchester	0.71	28.66	0.02	25	25	1	43.20	27
Great Gidding	0.00	28.66	0.00	25	25	0	43.20	0
Great Gransden	0.00	28.66	0.00	25	25	0	43.20	0
Great Staughton	0.02	28.66	0.00	25	25	0	43.20	1
Great Stukeley	0.05	28.66	0.00	25	25	0	43.20	2
Hartford	0.01	28.66	0.00	25	25	0	43.20	0
Hemingford Grey	0.22	28.66	0.01	25	25	0	43.20	8
Hemingford Grey & Fenstanton	0.06	28.66	0.00	25	25	0	43.20	2
Hinchingbrooke	0.08	28.66	0.00	25	25	0	43.20	3
Houghton	0.07	28.66	0.00	25	25	0	43.20	2
Houghton & Wytton	0.15	28.66	0.01	25	25	0	43.20	6
Huntingdon	41.43	28.66	1.45	35	35	51	43.20	2,186
Kimbolton	0.03	28.66	0.00	25	35	0	43.20	2
Little Paxton	0.01	28.66	0.00	25	25	0	43.20	0
Offord Cluny	0.01	28.66	0.00	25	25	0	43.20	0
Perry	0.01	28.66	0.00	25	25	0	43.20	0
Ramsey	10.98	28.66	0.38	25	25	10	43.20	414
Sawtry	0.12	28.66	0.00	25	25	0	43.20	5
Sibson-cum-Stibbington	0.03	28.66	0.00	25	25	0	43.20	1
Somersham	0.54	28.66	0.02	25	25	0	43.20	20
Southoe	0.01	28.66	0.00	25	25	0	43.20	0
St Ives	21.86	28.66	0.76	35	35	27	43.20	1,153
St Neots	26.92	28.66	0.94	35	35	33	43.20	1,420
Stibbington	0.03	28.66	0.00	25	25	0	43.20	1
Stilton	0.03	28.66	0.00	25	25	0	43.20	1
Warboys	0.01	28.66	0.00	25	25	0	43.20	0
Waresley	0.02	28.66	0.00	25	25	0	43.20	1
Yaxley	0.28	28.66	0.01	25	25	0	43.20	11
Sub-Total	105.02							
Travelling Time Estimate	10.99	28.66	0.38	0	0	0	43.20	0
116.01			4.05			123		5,317

59.3%

OFF-STREET

CAR PARKS	Total Hours per Week	Effective Patrol Hours/Week/CEO	FTE CEOs	PCN rate Per Week	Effective PCN Rate	PCNs Issued/Wk	Weeks/Year	PCNs/Year
P&D	72.31	29.70	2.43	34.8	35	85	43.20	3,657
Currently Free	0.25	29.70	0.01	2	2	0	43.20	1
Travelling Time Estimate	3.66	29.70	0.12	0	0	0	43.20	0
76.22			2.57			85		3,658

40.8%

REMOVALS

-

TOTAL PCN PROJECTION:

8,974

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 in house base model

STREETS DATABASE EXTRACT - LENGTH OF RESTRICTIONS IN METRES AND TIME TO ENFORCE PER WEEK

ENFORCEMENT HOURS BY AREA

Sum of Total time per week (hours)	
AREA	Total
Alconbury	0.02
Bluntisham	0.02
Brampton	1.10
Brington	0.01
Buckden	0.02
Bury	0.04
Earith	0.06
Ellington	0.01
Farcet	0.01
Fenstanton	0.04
Godmanchester	0.71
Great Gidding	0.00
Great Gransden	0.00
Great Staughton	0.02
Great Stukeley	0.05
Hartford	0.01
Hemingford Grey	0.22
Hemingford Grey & Fenstanton	0.06
Hinchingbrooke	0.08
Houghton	0.07
Houghton & Wytton	0.15
Huntingdon	41.43
Kimbolton	0.03
Little Paxton	0.01
Offord Cluny	0.01
Perry	0.01
Ramsey	10.98
Sawtry	0.12
Sibson-cum-Stibbington	0.03
Somersham	0.54
Southoe	0.01
St Ives	21.86
St Neots	26.92
Stibbington	0.03
Stilton	0.03
Warboys	0.01
Waresley	0.02
Yaxley	0.28
Grand Total	105.02

REGULATIONS BY TYPE

Sum of METRES	
RESTRICTION DESCRIPTION	Total
DBH	284
LW 1 hr NR 2hrs M-Sat 8am-6pm	170
LW 1hr NR 1hr M-Sat 8am-6pm	1,058
LW 2hrs NR 2hrs M-Sat 8am-6pm	150
LW 2hrs NR 4hrs M-Sat 8am-6pm	157
LW 30mins NR 1hr M-Sat 8am-6pm	50
LW 30mins NR 30mins M-Sat 8am-6pm	425
LW 3hrs NR 3hrs M-Sat 8am-6pm	108
NW 8am-6pm	2,921
NW M-F 8.30am-9.30am & 2.30pm-3.30pm	410
NW M-F 8.30am-9.30am & 2.45pm-3.45pm	693
NW M-F 8.30am-9.30am & 3pm-4pm	16
NW M-Sat 8am-6pm	683
NWAAT	44,187
NWAAT/NLAAT	391
NWAAT except for wedding and funeral vehicles	179
BSC 7am-7pm	252
SPP	124
NWAAT/NL 7am-10am & 4pm-7pm	29
NW M-Sat 8am-6pm except for wedding and funeral vehicles	60
NW M-F 8.30am-9.15am & 3pm-3.45pm	19
NW M-F 8.30am-9am & 3pm-3.30pm	155
NW M-F 8.30am-9.20am & 2.45pm-3.45pm	197
NW M-F 8.30am-9.30am & 2.45pm-3.45pm	60
NW M-F 8.40am-9.20am & 2.50pm-3.30pm	143
LW 20mins NR 20mins M-Sat 8am-6pm	39
NW M-F 2.45pm-3.15pm	35
NW Sat, Sun & BH 1st May to 30th Sept	421
NW M-F 8.30am-9.15am & 2.30pm-3.30pm	56
RPH Zone A	227
RPH Zone B	80
NW M-F 11am-12noon	300
SPP M-Sat 7am-6pm	80
LW 1hr NR 2hrs M-F 8am-6pm & Sat 7am-6pm	20
NW M-F 8.15am-9.15am & 2.45pm-3.45pm	265
LW 30mins NR 30mins M-F 9am-5.30pm	56
LW 1hr NR 2hrs M-Sat 7am-6pm	725
LW 1hr NR 2hrs M-Sat 7am-6pm except Market days	340
NW M-Sat 6pm-7am	480
NW M-Sat 7am-6pm	158
LW 1hr NR 2hrs M-F 8am-6pm	37
RPH	81
Coaches Only	24
Coaches Only Th	24
NWAAT/NL M-Sat 8am-9am & 4pm-5.30pm	304
NWAAT/NL M-Sat 8am-6pm	470
Loading Bay M-Sat 7am-7pm	188
Loading Bay Market Day 5am-8am & 3pm-6pm	40
BSC 7am-7pm/Taxis 7pm-7am	14
Loading Bay M-Sat 7am-7pm/Taxis M-Sat 7pm-7am & Sundays	37
Taxis Only	28
NW M-F 8am-4pm	19
NW Th 8am-6pm	170
RPH M-Sat 8am-6pm	50
NW M-F 8am-5pm	52
NW M-F 9am-5pm	19
NW M-F 7.45am-9.30am & 2.30pm-4.30pm	122
NS 7am-7pm except buses	100
Grand Total	57,980

Sum of METRES2		
AREA	Total	
Alconbury	165	0%
Bluntisham	285	0%
Brampton	2,053	4%
Brington	176	0%
Buckden	236	0%
Bury	377	1%
Earith	607	1%
Ellington	70	0%
Farcet	161	0%
Fenstanton	376	1%
Godmanchester	999	2%
Great Gidding	6	0%
Great Gransden	19	0%
Great Staughton	205	0%
Great Stukeley	593	1%
Hartford	75	0%
Hemingford Grey	701	1%
Hemingford Grey & Fenstanton	610	1%
Hinchingbrooke	908	2%
Houghton	991	2%
Houghton & Wytton	1,640	3%
Huntingdon	14,236	25%
Kimbolton	222	0%
Little Paxton	143	0%
Offord Cluny	94	0%
Perry	118	0%
Ramsey	3,584	6%
Sawtry	645	1%
Sibson-cum-Stibbington	299	1%
Somersham	1,348	2%
Southoe	100	0%
St Ives	10,008	17%
St Neots	13,470	23%
Stibbington	293	1%
Stilton	302	1%
Warboys	80	0%
Waresley	217	0%
Yaxley	1,571	3%
Grand Total	57,980	100%

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION: July 2017 IH base
MODEL DATE: 27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 in house base model

OFF-STREET CAR park spaces - ENFORCEMENT RESOURCE EVALUATION

NUMBER	LOCATION AREA	CAR PARK NAME	PAYMENT METHOD	DURATION	SPACES	NO.OF VISITS	FREQUENCY	SPECIAL REQUIREMENTS	CEO Hours For Visits	Days/ Week	CEO Hours/ Week	
1	Huntingdon	Gt. Northern Street	P&D	Long stay	74	2	6 Days / Week		0.2	6	1.48	
2	Huntingdon	Ingram Street	P&D	Long stay	44	2	6 Days / Week		0.1	6	0.88	
3	Huntingdon	Mill Common	P&D	Short stay	52	3	6 Days / Week		0.3	6	1.56	
4	Huntingdon	Princes Street	P&D	Short stay	82	3	6 Days / Week		0.4	6	2.46	
5	Huntingdon	Riverside park	P&D	Short stay	190	3	6 Days / Week		1.0	6	5.70	
6	Huntingdon	St Germain Street Minor	P&D	Long stay	35	2	6 Days / Week		0.1	6	0.70	
7	Huntingdon	Sainsbury's	P&D	Short stay	290	3	6 Days / Week		1.5	6	8.70	
8	Huntingdon	Trinity Place	P&D	Short stay	43	0	6 Days / Week		0.0	0	0.00	
9	Huntingdon	Hinchingsbrooke Country park	P&D	Long stay	60	2	6 Days / Week		0.2	6	1.20	
10	Huntingdon	MSCP	P&D	Long stay	400	2	6 Days / Week		1.3	6	8.00	
11	Godmanchester	Bridge Place	P&D	Long stay	257	2	6 Days / Week		0.9	6	5.14	
12	St. Ives	Cattle Market (Long)	P&D	Long stay	196	2	6 Days / Week		0.7	6	3.92	
13	St. Ives	Cattle Market (Short)	P&D	Short stay	197	3	6 Days / Week		1.0	6	5.91	
14	St. Ives	Cattle Market (Waitrose)	P&D	Short stay	75	3	6 Days / Week		0.4	6	2.25	
15	St. Ives	Darwoods Pond	P&D	Long stay	83	2	6 Days / Week		0.3	6	1.66	
16	St. Ives	Globe Place	P&D	Long stay	162	2	6 Days / Week		0.5	6	3.24	
17	St.Neots	Brook Street	P&D	Short stay	13	3	6 Days / Week		0.1	6	0.39	
18	St.Neots	Priory Centre	P&D	Long stay	49	2	6 Days / Week		0.2	6	0.98	
19	St.Neots	Priory Lane	P&D	Short stay	35	3	6 Days / Week		0.2	6	1.05	
20	St.Neots	Tan Yard	P&D	Short stay	37	3	6 Days / Week		0.2	6	1.11	
21	St.Neots	Tebbutts Road	P&D	Long stay	241	2	6 Days / Week		0.8	6	4.82	
22	St.Neots	Riverside park	P&D	Long stay	276	2	6 Days / Week		0.9	6	5.52	
23	St.Neots	Waitrose	P&D	Short stay	188	3	6 Days / Week		0.9	6	5.64	
					3,079				12.05			72.31

NUMBER	LOCATION AREA	CAR PARK NAME	PAYMENT METHOD	DURATION	SPACES	NO.OF VISITS	FREQUENCY	SPECIAL REQUIREMENTS	CEO Hours For Visits	Days/ Week	CEO Hours/ Week
1	Huntingdon	Butts Grove Way	Free	Long stay	68	0.16	Monthly		0.02	0.231	0.00
2	Godmanchester	park Lane	Free	Long stay	25	0.16	Monthly		0.01	0.231	0.00
3	Godmanchester	Post Street	Free	Long stay	31	0.16	Monthly		0.01	0.231	0.00
4	Ramsey	Mews Close	Free Long/Short	Long stay	60	2	Weekly		0.20	1.000	0.20
5	Earith	Village Hall	Free	Long stay	26	0.16	Monthly		0.01	0.231	0.00
6	Fenstanton	Church Street	Free	Long stay	22	0.16	Monthly		0.01	0.231	0.00
7	Somersham	Church Street	Free	Long stay	17	0.16	Monthly		0.00	0.231	0.00
8	Warboys	Village Hall	Free	Long stay	20	0.16	Monthly		0.01	0.231	0.00
9	Huntingdon	Sapley park Kings Ripton Road	Free	Long stay	30	0.16	Monthly		0.01	0.231	0.00
10	Huntingdon	Sapley park Stoney Close	Free	Long stay	39	0.16	Monthly		0.01	0.231	0.00
11	Hartford	Church Lane	Free	Long stay	8	0.16	Monthly		0.00	0.231	0.00
12	St.Neots	Priory park	Free	Long stay	37	0.16	Monthly		0.01	0.231	0.00
13	St Ives	Ivo Indoor	Free	Long stay	208	0.16	Monthly		0.06	0.231	0.01
14	St Ives	Ivo Outdoor	Free	Long stay	96	0.16	Monthly		0.03	0.231	0.01
15	St Ives	Ivo Overflow	Free	Long stay	91	0.16	Monthly		0.02	0.231	0.01
16	St Ives	Hill Rise Park	Free	Long stay	21	0.16	Monthly		0.01	0.231	0.00

spaces with Option to Charge		799		
New P&D M/cs required	0			
spaces to remain Free		0		
		799	0.40	0.25
GRAND TOTAL		3,878	12.45	72.56

Assumptions:

Average time/sCEOCe =	6	Seconds
Number of New Charged spaces / P&D M/c	40	
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: July 2017 IH base
MODEL DATE: 27-Jul-17
CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL
VERSION: July 2017 in house base model

CASH FLOW ANALYSIS**START-UP**

PCNs ISSUED PER YEAR 8,975
 PCNs ISSUED PER MONTH 748
 being: ON-STREET 443
 OFF-STREET 305

MONTH NUMBER

	-3	-2	-1	START-UP
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START UP % OF PCNs ISSUED

	0%	0%	0%	
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Growth Rate No. Growth Periods

MONTHLY PCN ISSUE	ON-STREET	6%	6	0	0	0	
	OFF-STREET	6%	0	0	0	0	
	TOTAL:			0	0	0	0
MONTHLY ECN ISSUE	ECNs			362	362	362	1,086

MARGINAL REVENUE

ECNs REVENUE EXCLUDED	PER YEAR	(£149,620)				
ECNs REVENUE EXCLUDED	PER MONTH	(£12,468)				
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR	£148,587				
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH	£12,382	£0	£0	£0	
PCNs FULL PAYMENT LEVEL	PER YEAR	£79,247				
PCNs FULL PAYMENT LEVEL	PER MONTH	£6,604	£0	£0	£0	
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR	£29,717				
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH	£2,476	£0	£0	£0	
	Per Year:	£107,931				
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE					
ECNs	3 (RANGE 0 - 3)		£0	£0	£0	£0
DISCOUNT	1 (RANGE 0 - 2)		£0	£0	£0	£0
NORMAL	2 (RANGE 0 - 3)		£0	£0	£0	£0
INCREMENTED	6 (RANGE 0 - 6)		£0	£0	£0	£0

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

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

NEW PERMIT ISSUE VOLUMES	0	0	0	0
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PERMIT REVENUE

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

ON STREET CHARGING - ADDITIONAL REVENUE ONLY	£0	£0	£0	£0
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CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE

CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE	£0	£0	£0	£0
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NET COUNTY COURT PROCEEDS

NET COUNTY COURT PROCEEDS	£0	£0	£0	£0
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EXPENSES

ADDITIONAL EXPENSES	START UP =	1			
	PER YEAR	(£150,610)			
	PER MONTH	(£12,551)	£0	£0	(£12,551)
ONE-OFF SET-UP EXPENSES	ONE-OFF COST	(£37,581)	£0	£0	(£37,581)

MONTHLY SURPLUS / (DEFICIT)	£0	£0	(£50,131)	(£50,131)
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CUMULATIVE MONTHLY BALANCE	£0	£0	(£50,131)	
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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: July 2017 IH base
 MODEL DATE: 27-Jul-17
 CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL
 VERSION: July 2017 in house base model

CASH FLOW ANALYSIS

FIRST 12 MONTHS OF OPERATION

PCNs ISSUED PER YEAR		8,975																	
PCNs ISSUED PER MONTH		748																	
being:		ON-STREET																	
		OFF-STREET																	
		305																	
MONTH NUMBER				1	2	3	4	5	6	7	8	9	10	11	12	12 MTHS			
START UP % OF PCNs ISSUED																			
Growth Rate																			
No. Growth Periods																			
MONTHLY PCN ISSUE	ON-STREET	6%	6	319	337	356	376	397	419	443	443	443	443	443	443				
	OFF-STREET	6%	0	305	305	305	305	305	305	305	305	305	305	305	305				
	TOTAL:	PCNs		624	642	661	681	702	724	748	748	748	748	748	748	8,521			
MONTHLY ECN ISSUE	ECNs			0	0	0	0	0	0	0	0	0	0	0	0	0			
MARGINAL REVENUE																			
ECNs REVENUE EXCLUDED				PER YEAR		(£149,620)													
ECNs REVENUE EXCLUDED				PER MONTH		(£12,468)		(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)		
PCNs AT DISCOUNT PAYMENT LEVEL				PER YEAR		£148,587													
PCNs DISCOUNT PAYMENT LEVEL				PER MONTH		£12,382		£10,325	£10,623	£10,937	£11,270	£11,621	£11,992	£12,384	£12,384	£12,384	£12,384		
PCNs FULL PAYMENT LEVEL				PER YEAR		£79,247													
PCNs FULL PAYMENT LEVEL				PER MONTH		£6,604		£5,507	£5,666	£5,833	£6,011	£6,198	£6,396	£6,605	£6,605	£6,605	£6,605		
PCNs INCREMENTED PAYMENT LEVEL				PER YEAR		£29,717													
PCNs INCREMENTED PAYMENT LEVEL				PER MONTH		£2,476		£2,065	£2,125	£2,187	£2,254	£2,324	£2,398	£2,477	£2,477	£2,477	£2,477		
TIME DELAY IN PAYMENTS				Per Year:		£107,931													
				MONTHS FROM ISSUE															
ECNs				3 (RANGE 0 - 3)		£0	£0	£0	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£112,215)		
DISCOUNT				1 (RANGE 0 - 2)		£0	£10,325	£10,623	£10,937	£11,270	£11,621	£11,992	£12,384	£12,384	£12,384	£12,384	£128,686		
NORMAL				2 (RANGE 0 - 3)		£0	£0	£5,507	£5,666	£5,833	£6,011	£6,198	£6,396	£6,605	£6,605	£6,605	£62,028		
INCREMENTED				6 (RANGE 0 - 6)		£0	£0	£0	£0	£0	£0	£2,065	£2,125	£2,187	£2,254	£2,324	£13,354		
TOTAL ECN / PCN PAYMENTS RECEIVED						£0	£10,325	£16,130	£4,135	£4,635	£5,163	£7,786	£8,436	£8,707	£8,774	£8,844	£91,853		
PERMITS																			
NEW PERMIT ISSUE DISTRIBUTION						25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%		
PERMIT VOLUMES																			
NEW PERMIT ISSUE VOLUMES				0		0	0	0	0	0	0	0	0	0	0	0	0		
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						£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£20,130		
ON STREET CHARGING - ADDITIONAL REVENUE ONLY						£108	£108	£108	£108	£108	£108	£108	£108	£108	£108	£108	£1,290		
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	£1,631	£1,631	£1,631	£4,893		
EXPENSES																			
ADDITIONAL EXPENSES				START UP =		1													
				PER YEAR		(£150,610)													
				PER MONTH		(£12,551)		(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£150,610)		
ONE-OFF SET-UP EXPENSES				ONE-OFF COST		(£37,581)											£0		
MONTHLY SURPLUS / (DEFICIT)																			
CUMULATIVE MONTHLY BALANCE																			

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: July 2017 IH base
 MODEL DATE: 27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL
 VERSION: July 2017 in house base model

CASH FLOW ANALYSIS

SECOND 12 MONTHS OF OPERATION

PCNs ISSUED PER YEAR 8,975
 PCNs ISSUED PER MONTH 748
 being: ON-STREET 443
 OFF-STREET 305

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	443	443	443	443	443	443	443	443	443	443	443	443	
	OFF-STREET	305	305	305	305	305	305	305	305	305	305	305	305	
	TOTAL:	748	748	748	748	748	748	748	748	748	748	748	748	8,976
MONTHLY ECN ISSUE	ECNs	0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE														
ECNs REVENUE EXCLUDED	PER YEAR	(£149,620)												
ECNs REVENUE EXCLUDED	PER MONTH	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR	£148,587												
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	
PCNs FULL PAYMENT LEVEL	PER YEAR	£79,247												
PCNs FULL PAYMENT LEVEL	PER MONTH	£6,604	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR	£29,717												
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH	£2,476	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	
	Per Year:	£107,931												
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE													
ECNs	3 (RANGE 0 - 3)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£149,620)
DISCOUNT	1 (RANGE 0 - 2)	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£148,604
NORMAL	2 (RANGE 0 - 3)	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£79,255
INCREMENTED	6 (RANGE 0 - 6)	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£29,721
TOTAL ECN / PCN PAYMENTS RECEIVED		£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£107,960
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			£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£20,130
ON STREET CHARGING - ADDITIONAL REVENUE ONLY			£108	£108	£108	£108	£108	£108	£108	£108	£108	£108	£108	£1,290
CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS			£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£19,572
EXPENSES														
ADDITIONAL EXPENSES		START UP =												
		PER YEAR	(£150,610)											
		PER MONTH	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£150,610)
ONE-OFF SET-UP EXPENSES		ONE-OFF COST	(£37,581)											£0
MONTHLY SURPLUS / (DEFICIT)			(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£1,658)
CUMULATIVE MONTHLY BALANCE			(£82,713)	(£82,852)	(£82,990)	(£83,128)	(£83,266)	(£83,404)	(£83,542)	(£83,680)	(£83,818)	(£83,957)	(£84,095)	(£84,233)

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: July 2017 IH base
 MODEL DATE: 27-Jul-17
 CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL
 VERSION: July 2017 in house base model

CASH FLOW ANALYSIS

THIRD 12 MONTHS OF OPERATION

PCNs ISSUED PER YEAR 8,975
 PCNs ISSUED PER MONTH 748
 being: ON-STREET 443
 OFF-STREET 305

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%	443	443	443	443	443	443	443	443	443	443	443	443	443
	OFF-STREET	6%	305	305	305	305	305	305	305	305	305	305	305	305	305
	TOTAL:		748	748	748	748	748	748	748	748	748	748	748	748	8,976
MONTHLY ECN ISSUE	ECNs		0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE															
ECNs REVENUE EXCLUDED	PER YEAR	(£149,620)													
ECNs REVENUE EXCLUDED	PER MONTH	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR	£148,587													
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH	£12,382	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384
PCNs FULL PAYMENT LEVEL	PER YEAR	£79,247													
PCNs FULL PAYMENT LEVEL	PER MONTH	£6,604	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR	£29,717													
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH	£2,476	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477
	Per Year:	£107,931													
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE														
ECNs	3 (RANGE 0 - 3)		(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£149,620)
DISCOUNT	1 (RANGE 0 - 2)		£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£148,604
NORMAL	2 (RANGE 0 - 3)		£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£79,255
INCREMENTED	6 (RANGE 0 - 6)		£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£29,721
TOTAL ECN / PCN PAYMENTS RECEIVED			£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£107,960
PERMITS															
NEW PERMIT ISSUE DISTRIBUTION			25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES															
NEW PERMIT ISSUE VOLUMES		0	0	0	0	0	0	0	0	0	0	0	0	0	0
PERMIT REVENUE															
NEW PERMIT ISSUE INCOME	PER YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL PERMIT ISSUE PAYMENTS RECEIVED			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY			£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£20,130
ON STREET CHARGING - ADDITIONAL REVENUE ONLY			£108	£108	£108	£108	£108	£108	£108	£108	£108	£108	£108	£108	£1,290
CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS			£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£19,572
EXPENSES															
ADDITIONAL EXPENSES	START UP =	1													
	PER YEAR	(£150,610)													
	PER MONTH	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£150,610)
ONE-OFF SET-UP EXPENSES	ONE-OFF COST	(£37,581)													£0
MONTHLY SURPLUS / (DEFICIT)			(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£1,658)
CUMULATIVE MONTHLY BALANCE			(£84,371)	(£84,509)	(£84,647)	(£84,785)	(£84,923)	(£85,062)	(£85,200)	(£85,338)	(£85,476)	(£85,614)	(£85,752)	(£85,890)	

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: July 2017 IH base
 MODEL DATE: 27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL
 VERSION: July 2017 in house base model

PATROL CODE TABLE - BY RESTRICTION

REGULATION DESCRIPTION	Patrol Code	Index
BSC 7am-7pm	1	1
BSC 7am-7pm/Taxis 7pm-7am	1	2
Coaches Only	3	3
Coaches Only Th	3	4
DBH	3	5
Loading Bay Market Day 5am-8am & 3pm-6pm	2	6
Loading Bay M-Sat 7am-7pm	2	7
Loading Bay M-Sat 7am-7pm/Taxis M-Sat 7pm-7am & Sundays	2	8
LW 1 hr NR 2hrs M-Sat 8am-6pm	4	9
LW 1hr NR 1hr M-Sat 8am-6pm	4	10
LW 1hr NR 2hrs M-F 8am-6pm	4	11
LW 1hr NR 2hrs M-F 8am-6pm & Sat 7am-6pm	4	12
LW 1hr NR 2hrs M-Sat 7am-6pm	4	13
LW 1hr NR 2hrs M-Sat 7am-6pm except Market days	4	14
LW 20mins NR 20mins M-Sat 8am-6pm	4	15
LW 2hrs NR 2hrs M-Sat 8am-6pm	4	16
LW 2hrs NR 4hrs M-Sat 8am-6pm	4	17
LW 30mins NR 1hr M-Sat 8am-6pm	4	18
LW 30mins NR 30mins M-F 9am-5.30pm	4	19
LW 30mins NR 30mins M-Sat 8am-6pm	4	20
LW 3hrs NR 3hrs M-Sat 8am-6pm	4	21
NS 7am-7pm except buses	1	22
NW 8am-6pm	1	23
NW M-F 11am-12noon	1	24
NW M-F 2.45pm-3.15pm	1	25
NW M-F 7.45am-9.30am & 2.30pm-4.30pm	1	26
NW M-F 8.15am-9.15am & 2.45pm-3.45pm	1	27
NW M-F 8.30am-9.15am & 2.30pm-3.30pm	1	28
NW M-F 8.30am-9.15am & 3pm-3.45pm	1	29
NW M-F 8.30am-9.20am & 2.45pm-3.45pm	1	30
NW M-F 8.30am-9.30am & 2.30pm-3.30pm	1	31
NW M-F 8.30am-9.30am & 2.45pm-3.45pm	1	32
NW M-F 8.30am-9.30am & 2.45pm-3.45pm	1	33
NW M-F 8.30am-9.30am & 3pm-4pm	1	34
NW M-F 8.30am-9am & 3pm-3.30pm	1	35
NW M-F 8.40am-9.20am & 2.50pm-3.30pm	1	36
NW M-F 8am-4pm	1	37
NW M-F 8am-5pm	1	38
NW M-F 9am-5pm	1	39
NW M-Sat 6pm-7am	1	40
NW M-Sat 7am-6pm	1	41
NW M-Sat 8am-6pm	1	42
NW M-Sat 8am-6pm except for wedding and funeral vehicles	1	43
NW Sat, Sun & BH 1st May to 30th Sept	1	44
NW Th 8am-6pm	1	45
NWAAT	1	46
NWAAT except for wedding and funeral vehicles	1	47
NWAAT/NL 7am-10am & 4pm-7pm	1	48
NWAAT/NL M-Sat 8am-6pm	1	49
NWAAT/NL M-Sat 8am-9am & 4pm-5.30pm	1	50
NWAAT/NLAAT	1	51
RPH	3	52
RPH M-Sat 8am-6pm	3	53
RPH Zone A	3	54
RPH Zone B	3	55
SPP	3	56
SPP M-Sat 7am-6pm	3	57
Taxis Only	3	58

PATROL FREQUENCY FACTORS

PATROL FREQUENCY	Visit Factor Mon to Sat - Weekly	Visit Factor Sunday - Weekly	Visit Factor Mon to Sat - Daily	Visit Factor Sunday - Daily
DAY	1.0000	1.0000	1.0000	1.0000
FORTNIGHT	0.5000	0.5000	0.1000	0.5000
MONTH	0.2308	0.2308	0.0476	0.2308
WEEK	1.0000	n/a	0.1429	n/a

NOTE *

* Day factor set to 1 for Mon-Sat and multiplied by days of enforcement required per type of restriction (See Streets)

PATROL SPEED TABLE

PATROL CODE / SPEED	CODE	PA SPEED M/hr
NO RESTRICTIONS	0	4,900
YELLOW LINES	1	4,690
LOADING RESTRICTIONS	2	3,000
PERMITTED PARKING BAYS	3	1,420
LIMITED WAITING	4	900
MOBILE PATROLS	5	9,250
OTHER RESTRICTIONS	6	4,690
PAY & DISPLAY	7	1,420
AVERAGE (ALL RESTNS)	8	2,500

MOBILE PATROLS

Count of AREA	Total	Mobile?
AREA		
Aiconbury	3	Y
Bluntingsham	6	Y
Brampton	55	N
Brington	4	Y
Buckden	12	Y
Bury	12	Y
Earith	16	Y
Ellington	3	Y
Farcet	7	Y
Fenstanton	11	Y
Godmanchester	30	N
Great Gidding	1	Y
Great Gransden	1	Y
Great Staughton	8	Y
Great Stukeley	9	Y
Hartford	1	Y
Hemingford Grey	19	N
Hemingford Grey & Fenstanton	2	Y
Hinchingbrooke	8	Y
Houghton	8	Y
Houghton & Wyton	2	Y
Huntingdon	323	N
Kimbolton	8	Y
Little Paxton	5	Y
Offord Cluny	2	Y
Perry	4	Y
Ramsey	74	N
Sawtry	14	N
Sibson-cum-Stibbington	4	Y
Somersham	31	N
Southoe	2	Y
St Ives	219	N
St Neots	319	N
Stibbington	2	Y
Stilton	12	Y
Warboys	2	Y
Waresley	3	Y
Yaxley	33	N
Grand Total	1275	

TRO review calculations

- FINANCIAL MODEL OF IMPLEMENTATION
HUNTINGDONSHIRE DISTRICT COUNCIL
July 2017 in house base model
Estimates for TRO Review

MODEL VERSION: July 2017 IH base
MODEL DATE: 27 July 2017

Base data	Items	Basis	Source
Number of TRO items	1274		Number given by Cambs County Council
Number of signs	1274	1	TRO items x 1
Number of survey tiles	255	0.2	TRO items x 0.2
Number of queries generated	764	0.6	60% of TRO items
Effective working hours per day	7		
Length of lines	57,980		From TRO database
Signs to be replaced	127	10%	10% of signs
Sign posts to be replaced	127	10%	10% of signs
Lines to be repainted	14,495	25%	25% of lines

Reference in tender and task list	Basis (items)	Items per day	Day rate	Days required	Task cost	Notes
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Surveying

Set-up OS data on RTAA server (days)	1	1	£275	1.0	£275	
Cost of on-site survey (per surveyed item)	1274	25	£325	51.0	£16,562	Signs, lines and digital photographs
drive remaining roads to complete the surveys (per km)	150	50	£300	3.0	£900	2 person team
prepare pre survey tiles and grids and print	255	100	£275	2.5	£701	
Total on-site survey costs:					£17,737	

Data Entry for TROs

PC Initial setup (days)	1	1	£275	1.0	£275	
Sign input into mapping database (with photo of each sign provided and located on plan)	1274	200	£275	6.4	£1,752	
Build restrictions in mapping database (text information in workspace)	1274	50	£275	25.5	£7,007	Restrictions mapped as polygons (inc. input of restriction codes and restriction descriptions in attribute table)
Provide query locations Pdfs (per query)	255	125	£275	2.0	£561	provided as a layer
Provide AAT removal Pdfs (per plate)	255	150	£275	1.7	£467	includes mounting type and photo
Provide photo location layer Pdfs (per photo)	1274	400	£275	3.2	£876	all signs (except AAT photos) plus query ph
provide non TRO information Pdf layer: eg Ped X and Bus stops (per pdf)	26	20	£275	1.3	£358	at 10% estimated of total tiles
Total Data entry costs:					£11,295	

Mapping and remedial query lists for TROs

Preparation of excel query lists for mapping and remedials (per query)	764	50	£350	15.3	£5,351	Queries @ 60% of TRO items. X ref to pdfs
Re mapping resolved queries (per query)	764	75	£275	10.2	£2,803	on receipt of instruction from client
Total mapping queries:					£8,154	

Final modifications, consolidation orders and training

Completion of map layout and labelling (1 label per restriction type per map) (per item)	1274	300	£275	4.2	£1,168	
Preparation of data CD	1	1	£275	1.0	£275	
Creation of final book of PDFs of TRO mapped schedules (per tile)	255	120	£275	2.1	£584	
Printing of one book of TRO mapped schedules (per tile)	255	120	£275	2.1	£584	1 set of plans for TRO mapped schedules
Data installation (days)	1	1	£350	1.0	£350	
Total finishing:					£2,962	

Project planning and management

Project meetings (days)	4	1	£695	4.0	£2,780	allows 1.3 days per meeting.
Project supervision & quality checking (per item)	1274	400	£595	3.2	£1,895	
Project management (days) per 1274 items	1274	400	£595	3.2	£1,895	
Total project management:					£6,570	

Remedial works

		Item cost	
Signs to be replaced	127	£75	£9,555
Signposts to be replaced	127	£250	£31,850
Lines to be repainted	14,495	£1.00	£14,495
Total remedial works:			£55,900

Summary:	Unit cost	Capital
On-site survey costs	13.71	£17,737
Data entry costs	8.65	£11,295
Queries costs	12.80	£8,154
Finishing costs	0.67	£2,962
Project management costs	2.98	£6,570
Remedial works	43.88	£55,900
Total estimate for TRO review	82.68	£102,617

£46,717

Notes:**Notes:****Assumes:**

OS data provided by the client with authority licence agreement.
GIS software - to be confirmed by client
Use of map based schedules, text database behind schedules is the workspace data.
The existing orders are not being checked as part of the above quotation. TROs will be mapped to survey
A TRO item is defined as a single section of TRO. Both sides of a road count as 2 items
Off-street car park outline plan survey and preparation of off-street mapped schedules is an additional option at £75 per car park.
Prices are exclusive of VAT
quotation is based on estimates of numbers of TRO items to be confirmed
at the end of the surveys. 1274 TRO items have been used for this estimated price.
Council to provide a copy of the adopted highway plan and the administrative boundary of Council and OS licence user permission

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL
VERSION: July 2017 in house base model
SHEET: DATABASE OF TROs TO BE ENFORCED

TOTAL

105.02

STREET	AREA	RESTRICTION DESCRIPTION	METRES	Patrol Code	Mobile Patrol?	Enforcement Speed per hour	Patrols Mon-Sats	No. Of Days Mon - Sat	Frequency Mon-Sats	Patrols Sundays	Frequency Sundays	Total time per week (hours)
High Street	Alconbury	NWAAT	25	5	Y	9,250	1	6	Week	0	Day	0.00
Rusts Lane	Alconbury	NWAAT	70	5	Y	9,250	1	6	Week	0	Day	0.01
Rusts Lane	Alconbury	NWAAT	70	5	Y	9,250	1	6	Week	0	Day	0.01
Colne Road	Bluntisham	NW M-F 8.30am-9am & 3pm-3.30pm	20	5	Y	9,250	1	5	Week	0	Day	0.00
Colne Road	Bluntisham	NW M-F 8.30am-9am & 3pm-3.30pm	135	5	Y	9,250	1	5	Week	0	Day	0.01
Colne Road	Bluntisham	NWAAT	60	5	Y	9,250	1	6	Week	0	Day	0.01
Colne Road	Bluntisham	NWAAT	40	5	Y	9,250	1	6	Week	0	Day	0.00
The Poplars	Bluntisham	NWAAT	15	5	Y	9,250	1	6	Week	0	Day	0.00
The Poplars	Bluntisham	NWAAT	15	5	Y	9,250	1	6	Week	0	Day	0.00
Bernard Road	Brampton	NWAAT	50	1	N	4,690	3	6	week	0	Day	0.03
Bernard Road	Brampton	NWAAT	50	1	N	4,690	3	6	week	0	Day	0.03
Buckden Road	Brampton	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Church Street	Brampton	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Crane Street	Brampton	NWAAT	33	1	N	4,690	3	6	week	0	Day	0.02
Crane Street	Brampton	NWAAT	19	1	N	4,690	3	6	week	0	Day	0.01
Green Lane	Brampton	NWAAT	45	1	N	4,690	3	6	week	0	Day	0.02
Grove Lane	Brampton	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
Grove Lane	Brampton	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
Grove Lane	Brampton	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Grove Lane	Brampton	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
High Street	Brampton	NW 8am-6pm	45	1	N	4,690	3	6	week	0	Day	0.02
High Street	Brampton	NW 8am-6pm	45	1	N	4,690	3	6	week	0	Day	0.02
High Street	Brampton	NWAAT	46	1	N	4,690	3	6	week	0	Day	0.03
High Street	Brampton	NWAAT	59	1	N	4,690	3	6	week	0	Day	0.03
High Street	Brampton	NWAAT	25	1	N	4,690	3	6	week	0	Day	0.01
High Street	Brampton	NWAAT	25	1	N	4,690	3	6	week	0	Day	0.01
High Street	Brampton	NWAAT	46	1	N	4,690	3	6	week	0	Day	0.03
High Street	Brampton	NWAAT	13	1	N	4,690	3	6	week	0	Day	0.01
High Street	Brampton	NWAAT	94	1	N	4,690	3	6	week	0	Day	0.05
High Street	Brampton	NWAAT	32	1	N	4,690	3	6	week	0	Day	0.02
High Street	Brampton	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Horseshoe Way	Brampton	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
Horseshoe Way	Brampton	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
Horseshoe Way	Brampton	NWAAT	40	1	N	4,690	3	6	week	0	Day	0.02
Horseshoe Way	Brampton	NWAAT	40	1	N	4,690	3	6	week	0	Day	0.02
Miller Way	Brampton	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Miller Way	Brampton	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Miller Way	Brampton	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Miller Way	Brampton	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Miller Way	Brampton	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
Miller Way	Brampton	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
Miller Way	Brampton	NWAAT	30	1	N	4,690	3	6	week	0	Day	0.02
Miller Way	Brampton	NWAAT	30	1	N	4,690	3	6	week	0	Day	0.02
Miller Way	Brampton	NWAAT	30	1	N	4,690	3	6	week	0	Day	0.02
Park Road	Brampton	NW M-F 8.30am-9.20am & 2.45pm-3.45pm	49	1	N	4,690	3	5	week	0	Day	0.02
Park Road	Brampton	NW M-F 8.30am-9.20am & 2.45pm-3.45pm	49	1	N	4,690	3	5	week	0	Day	0.02
Park Road	Brampton	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	20	1	N	4,690	3	5	week	0	Day	0.01
Park Road	Brampton	NWAAT	50	1	N	4,690	3	6	week	0	Day	0.03
Park Road	Brampton	NWAAT	50	1	N	4,690	3	6	week	0	Day	0.03
The Green	Brampton	NW M-F 8.30am-9.20am & 2.45pm-3.45pm	58	1	N	4,690	3	5	week	0	Day	0.03
The Green	Brampton	NW M-F 8.30am-9.20am & 2.45pm-3.45pm	41	1	N	4,690	3	5	week	0	Day	0.02
The Green	Brampton	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	20	1	N	4,690	3	5	week	0	Day	0.01
The Green	Brampton	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	20	1	N	4,690	3	5	week	0	Day	0.01
The Green	Brampton	NWAAT	18	1	N	4,690	3	6	week	0	Day	0.01
The Green	Brampton	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
The Green	Brampton	NWAAT	100	1	N	4,690	3	6	week	0	Day	0.05
The Green	Brampton	NWAAT	112	1	N	4,690	3	6	week	0	Day	0.06
The Green	Brampton	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
The Green	Brampton	NWAAT	87	1	N	4,690	3	6	week	0	Day	0.05

			Streets									
Butts Grove Way	Huntingdon	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Butts Grove Way	Huntingdon	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Butts Grove Way	Huntingdon	NWAAT	44	1	N	4,690	1	6	Day	0	Day	0.06
Butts Grove Way	Huntingdon	NWAAT	14	1	N	4,690	1	6	Day	0	Day	0.02
Butts Grove Way	Huntingdon	NWAAT	80	1	N	4,690	1	6	Day	0	Day	0.10
Butts Grove Way	Huntingdon	NWAAT	42	1	N	4,690	1	6	Day	0	Day	0.05
California Road/Sallowbush Road	Huntingdon	NWAAT	213	1	N	4,690	1	6	Day	0	Day	0.27
California Road/Sallowbush Road	Huntingdon	NWAAT	224	1	N	4,690	1	6	Day	0	Day	0.29
Cambridge Road and Cambridge Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Cambridge Road and Cambridge Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Causeway	Huntingdon	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
Causeway	Huntingdon	LW 1hr NR 1hr M-Sat 8am-6pm	112	4	N	900	4	6	Day	0	Day	2.99
Causeway	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Causeway	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Causeway	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Causeway	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Causeway	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Chequers Way and access roads	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Chequers Way and access roads	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Coneygear Road	Huntingdon	NWAAT	103	1	N	4,690	1	6	Day	0	Day	0.13
Coneygear Road	Huntingdon	NWAAT	100	1	N	4,690	1	6	Day	0	Day	0.13
Cowper Road	Huntingdon	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Cowper Road	Huntingdon	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Cowper Road	Huntingdon	NWAAT	42	1	N	4,690	1	6	Day	0	Day	0.05
Cowper Road	Huntingdon	NWAAT	42	1	N	4,690	1	6	Day	0	Day	0.05
Cromwell Walk	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Cromwell Walk	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Dartmoor Drive	Huntingdon	NWAAT	105	1	N	4,690	1	6	Day	0	Day	0.13
Dartmoor Drive	Huntingdon	NWAAT	105	1	N	4,690	1	6	Day	0	Day	0.13
Earning Street	Huntingdon	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Earning Street	Huntingdon	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Earning Street	Huntingdon	NWAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
Earning Street	Huntingdon	NWAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
Elm Close	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Elm Close	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Ermine Street	Huntingdon	LW 30mins NR 30mins M-Sat 8am-6pm	25	4	N	900	4	6	Day	0	Day	0.67
Ermine Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ermine Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ermine Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ermine Street/Stukely Road	Huntingdon	NWAAT	139	1	N	4,690	1	6	Day	0	Day	0.18
Ermine Street/Stukely Road	Huntingdon	NWAAT	139	1	N	4,690	1	6	Day	0	Day	0.18
Euston Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Euston Street	Huntingdon	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Euston Street	Huntingdon	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Euston Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Euston Street	Huntingdon	RPH Zone A	20	3	N	1,420	1	6	Day	0	Day	0.08
Euston Street	Huntingdon	RPH Zone A	22	3	N	1,420	1	6	Day	0	Day	0.09
Euston Street	Huntingdon	RPH Zone A	28	3	N	1,420	1	6	Day	0	Day	0.12
Euston Street	Huntingdon	RPH Zone A	20	3	N	1,420	1	6	Day	0	Day	0.08
Ferrar's Road	Huntingdon	LW 2hrs NR 4hrs M-Sat 8am-6pm	6	4	N	900	2	6	Day	0	Day	0.08
Ferrar's Road	Huntingdon	LW 2hrs NR 4hrs M-Sat 8am-6pm	6	4	N	900	2	6	Day	0	Day	0.08
Ferrar's Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ferrar's Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ferrar's Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Ferrar's Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Ferrar's Road	Huntingdon	NWAAT	48	1	N	4,690	1	6	Day	0	Day	0.06
Ferrar's Road	Huntingdon	NWAAT	66	1	N	4,690	1	6	Day	0	Day	0.08
Ferrar's Road	Huntingdon	RPH Zone B	30	3	N	1,420	1	6	Day	0	Day	0.13
Fishbournes Court	Huntingdon	NWAAT	45	1	N	4,690	1	6	Day	0	Day	0.06
Fishbournes Court	Huntingdon	NWAAT	45	1	N	4,690	1	6	Day	0	Day	0.06
George Street	Huntingdon	LW 30mins NR 30mins M-Sat 8am-6pm	23	4	N	900	4	6	Day	0	Day	0.61
George Street	Huntingdon	LW 30mins NR 30mins M-Sat 8am-6pm	23	4	N	900	4	6	Day	0	Day	0.61
George Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
George Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
George Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
George Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
George Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Great Northern Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Great Northern Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Hall Close	Huntingdon	NWAAT	75	1	N	4,690	1	6	Day	0	Day	0.10
Hall Close	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03

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Hall Close	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Hardy Close	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Hardy Close	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Hartford Road	Huntingdon	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
Hartford Road	Huntingdon	NW 8am-6pm	85	1	N	4,690	1	6	Day	0	Day	0.11
Hartford Road	Huntingdon	NW 8am-6pm	85	1	N	4,690	1	6	Day	0	Day	0.11
Hartford Road	Huntingdon	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Hartford Road	Huntingdon	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Hartford Road	Huntingdon	NW 8am-6pm	10	1	N	4,690	1	6	Day	0	Day	0.01
Hartford Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Hartford Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Hartford Road	Huntingdon	NWAAT	27	1	N	4,690	1	6	Day	0	Day	0.03
Hartford Road	Huntingdon	NWAAT	177	1	N	4,690	1	6	Day	0	Day	0.23
Hartford Road	Huntingdon	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Hartford Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Hartford Road	Huntingdon	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Hartford Road	Huntingdon	RPH Zone A	28	3	N	1,420	1	6	Day	0	Day	0.12
Headlands	Huntingdon	NW M-F 11am-12noon	50	1	N	4,690	1	5	Day	0	Day	0.05
Headlands	Huntingdon	NW M-F 11am-12noon	50	1	N	4,690	1	5	Day	0	Day	0.05
High Street	Huntingdon	DBH	24	3	N	1,420	1	6	Day	0	Day	0.10
High Street	Huntingdon	DBH	6	3	N	1,420	1	6	Day	0	Day	0.03
High Street	Huntingdon	LW 1hr NR 1hr M-Sat 8am-6pm	38	4	N	900	4	6	Day	0	Day	1.01
High Street	Huntingdon	LW 1hr NR 1hr M-Sat 8am-6pm	10	4	N	900	4	6	Day	0	Day	0.27
High Street	Huntingdon	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
High Street	Huntingdon	LW 1hr NR 1hr M-Sat 8am-6pm	130	4	N	900	4	6	Day	0	Day	3.47
High Street	Huntingdon	LW 1hr NR 1hr M-Sat 8am-6pm	22	4	N	900	4	6	Day	0	Day	0.59
High Street	Huntingdon	LW 2hrs NR 4hrs M-Sat 8am-6pm	9	4	N	900	2	6	Day	0	Day	0.12
High Street	Huntingdon	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
High Street	Huntingdon	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
High Street	Huntingdon	NW 8am-6pm	65	1	N	4,690	1	6	Day	0	Day	0.08
High Street	Huntingdon	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
High Street	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
High Street	Huntingdon	NWAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
High Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
High Street	Huntingdon	NWAAT	72	1	N	4,690	1	6	Day	0	Day	0.09
High Street	Huntingdon	NWAAT	16	1	N	4,690	1	6	Day	0	Day	0.02
High Street	Huntingdon	NWAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
High Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
High Street	Huntingdon	NWAAT	120	1	N	4,690	1	6	Day	0	Day	0.15
High Street	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
High Street	Huntingdon	SPP M-Sat 7am-6pm	40	3	N	1,420	4	6	Day	0	Day	0.68
High Street	Huntingdon	SPP M-Sat 7am-6pm	40	3	N	1,420	4	6	Day	0	Day	0.68
Hinchingbrooke Park Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Hinchingbrooke Park Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Humber Road	Huntingdon	NWAAT	17	1	N	4,690	1	6	Day	0	Day	0.02
Humber Road	Huntingdon	NWAAT	17	1	N	4,690	1	6	Day	0	Day	0.02
Huntingdon Road	Huntingdon	NWAAT	46	1	N	4,690	1	6	Day	0	Day	0.06
Ingram Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ingram Street	Huntingdon	NWAAT	35	1	N	4,690	1	6	Day	0	Day	0.04
Ingram Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ingram Street	Huntingdon	RPH Zone A	60	3	N	1,420	1	6	Day	0	Day	0.25
Lake Way	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Lake Way	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Link road between Great Northern Street and Cromwell Walk	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Link road between Great Northern Street and Cromwell Walk	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Link road between Merritt Street and Sayers Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Link road between Merritt Street and Sayers Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Lodge Close	Huntingdon	NW M-F 11am-12noon	50	1	N	4,690	1	5	Day	0	Day	0.05
Lodge Close	Huntingdon	NW M-F 11am-12noon	50	1	N	4,690	1	5	Day	0	Day	0.05
London Road	Huntingdon	NWAAT	50	1	N	4,690	1	6	Day	0	Day	0.06
London Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
London Street	Huntingdon	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
London Street	Huntingdon	NWAAT	80	1	N	4,690	1	6	Day	0	Day	0.10
London Street	Huntingdon	NWAAT	108	1	N	4,690	1	6	Day	0	Day	0.14
London Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Main Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Main Street	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03

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Main Street	Huntingdon	NWAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
Main Street	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Market Hill	Huntingdon	LW 1hr NR 2hrs M-F 8am-6pm & Sat 7am-6pm	10	4	N	900	2	5	Day	0	Day	0.11
Market Hill	Huntingdon	LW 1hr NR 2hrs M-F 8am-6pm & Sat 7am-6pm	10	4	N	900	2	5	Day	0	Day	0.11
Market Hill	Huntingdon	NWAAT	5	1	N	4,690	1	6	Day	0	Day	0.01
Market Hill	Huntingdon	NWAAT except for wedding and funeral vehicles	35	1	N	4,690	1	6	Day	0	Day	0.04
Maule Close	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Maule Close	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Mayfield Crescent	Huntingdon	NW M-F 8.15am-9.15am & 2.45pm-3.45pm	40	1	N	4,690	1	5	Day	0	Day	0.04
Mayfield Crescent	Huntingdon	NW M-F 8.15am-9.15am & 2.45pm-3.45pm	80	1	N	4,690	1	5	Day	0	Day	0.09
Mayfield Crescent	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Mayfield Crescent	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Mayfield Road	Huntingdon	NW M-F 8.15am-9.15am & 2.45pm-3.45pm	145	1	N	4,690	1	5	Day	0	Day	0.15
Mayfield Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Mayfield Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Mayfield Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Mayfield Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Medway Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Medway Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Merritt Street	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Merritt Street	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Merritt Street	Huntingdon	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Merritt Street	Huntingdon	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Mill Common	Huntingdon	LW 3hrs NR 3hrs M-Sat 8am-6pm	54	4	N	900	2	6	Day	0	Day	0.72
Mill Common	Huntingdon	LW 3hrs NR 3hrs M-Sat 8am-6pm	54	4	N	900	2	6	Day	0	Day	0.72
Mill Common	Huntingdon	NWAAT	48	1	N	4,690	1	6	Day	0	Day	0.06
Mill Common	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Mill Common	Huntingdon	NWAAT	34	1	N	4,690	1	6	Day	0	Day	0.04
Mill Common	Huntingdon	NWAAT	180	1	N	4,690	1	6	Day	0	Day	0.23
Montagu Road	Huntingdon	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Montagu Road	Huntingdon	RPH Zone A	20	3	N	1,420	1	6	Day	0	Day	0.08
Montagu Road	Huntingdon	RPH Zone A	28	3	N	1,420	1	6	Day	0	Day	0.12
Old Court Hall	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Old Court Hall	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
One way link road between Princes Street and St Marys Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
One way link road between Princes Street and St Marys Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ouse Walk	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ouse Walk	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Pinfold Lane	Huntingdon	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Pinfold Lane	Huntingdon	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Pipers Lane	Huntingdon	NWAAT	85	1	N	4,690	1	6	Day	0	Day	0.11
Pipers Lane	Huntingdon	NWAAT	60	1	N	4,690	1	6	Day	0	Day	0.08
Post Street	Huntingdon	NWAAT	96	1	N	4,690	1	6	Day	0	Day	0.12
Post Street	Huntingdon	NWAAT	96	1	N	4,690	1	6	Day	0	Day	0.12
Princes Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Princes Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Prince's Street	Huntingdon	DBH	14	3	N	1,420	1	6	Day	0	Day	0.06
Prince's Street	Huntingdon	DBH	34	3	N	1,420	1	6	Day	0	Day	0.14
Priory Road	Huntingdon	NWAAT	132	1	N	4,690	1	6	Day	0	Day	0.17
Priory Road	Huntingdon	NWAAT	132	1	N	4,690	1	6	Day	0	Day	0.17
Priory Road	Huntingdon	NWAAT	35	1	N	4,690	1	6	Day	0	Day	0.04
Priory Road	Huntingdon	NWAAT	35	1	N	4,690	1	6	Day	0	Day	0.04
Rear Service Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Rear Service Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Redwongs Way	Huntingdon	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Ring Road	Huntingdon	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Ring Road	Huntingdon	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Roscrea Terrace	Huntingdon	RPH Zone B	25	3	N	1,420	1	6	Day	0	Day	0.11
Sallowbush Road	Huntingdon	NWAAT	120	1	N	4,690	1	6	Day	0	Day	0.15
Sallowbush Road	Huntingdon	NWAAT	120	1	N	4,690	1	6	Day	0	Day	0.15
Sallowbush Road	Huntingdon	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Sallowbush Road	Huntingdon	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Sallowbush Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Sapley Road	Huntingdon	NWAAT	60	1	N	4,690	1	6	Day	0	Day	0.08
Sapley Road	Huntingdon	NWAAT	60	1	N	4,690	1	6	Day	0	Day	0.08
Saunders Close	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Saunders Close	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Sayers Street	Huntingdon	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Sayers Street	Huntingdon	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Sayers Street	Huntingdon	NWAAT	33	1	N	4,690	1	6	Day	0	Day	0.04

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Sayers Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Scholars Avenue	Huntingdon	NW M-F 11am-12noon	50	1	N	4,690	1	5	Day	0	Day	0.05
Scholars Avenue	Huntingdon	NW M-F 11am-12noon	50	1	N	4,690	1	5	Day	0	Day	0.05
Scholars Avenue	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Scholars Avenue	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Snowdonia Way	Huntingdon	NWAAT	109	1	N	4,690	1	6	Day	0	Day	0.14
Snowdonia Way	Huntingdon	NWAAT	109	1	N	4,690	1	6	Day	0	Day	0.14
St Ann's Lane	Huntingdon	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
St Ann's Lane	Huntingdon	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
St Ann's Lane	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
St Ann's Lane	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
St Barnabas Church Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Barnabas Church Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Germain Street	Huntingdon	DBH	14	3	N	1,420	1	6	Day	0	Day	0.06
St Germain Street	Huntingdon	DBH	20	3	N	1,420	1	6	Day	0	Day	0.08
St Germain Street	Huntingdon	DBH	9	3	N	1,420	1	6	Day	0	Day	0.04
St Germain Street	Huntingdon	DBH	8	3	N	1,420	1	6	Day	0	Day	0.03
St Germain Street	Huntingdon	LW 2hrs NR 4hrs M-Sat 8am-6pm	18	4	N	900	2	6	Day	0	Day	0.24
St Germain Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Germain Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St John's Street	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
St John's Street	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
St John's Street	Huntingdon	NWAAT	14	1	N	4,690	1	6	Day	0	Day	0.02
St John's Street	Huntingdon	NWAAT	14	1	N	4,690	1	6	Day	0	Day	0.02
St John's Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St John's Street	Huntingdon	NWAAT	22	1	N	4,690	1	6	Day	0	Day	0.03
St John's Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St John's Street	Huntingdon	RPH Zone B	10	3	N	1,420	1	6	Day	0	Day	0.04
St John's Street	Huntingdon	RPH Zone B	15	3	N	1,420	1	6	Day	0	Day	0.06
St Mary's Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Mary's Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Peters Road	Huntingdon	NWAAT	50	1	N	4,690	1	6	Day	0	Day	0.06
St Peters Road	Huntingdon	NWAAT	50	1	N	4,690	1	6	Day	0	Day	0.06
St Peters Road	Huntingdon	NWAAT	130	1	N	4,690	1	6	Day	0	Day	0.17
St Peters Road	Huntingdon	NWAAT	90	1	N	4,690	1	6	Day	0	Day	0.12
St Peters Road	Huntingdon	NWAAT	90	1	N	4,690	1	6	Day	0	Day	0.12
St Peters Road	Huntingdon	NWAAT	110	1	N	4,690	1	6	Day	0	Day	0.14
Temple Close	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Temple Close	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Tennis Court Avenue	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Tennis Court Avenue	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
The un-named cul-de-sac leading from Chequers Way to the rear of Chequers Court	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
The un-named cul-de-sac leading from Chequers Way to the rear of Chequers Court	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
The Walks East	Huntingdon	NWAAT	5	1	N	4,690	1	6	Day	0	Day	0.01
The Walks East	Huntingdon	NWAAT	5	1	N	4,690	1	6	Day	0	Day	0.01
The Walks East	Huntingdon	NWAAT	3	1	N	4,690	1	6	Day	0	Day	0.00
The Walks East	Huntingdon	NWAAT	3	1	N	4,690	1	6	Day	0	Day	0.00
The Whaddons	Huntingdon	DBH	7	3	N	1,420	1	6	Day	0	Day	0.03
Thongsley	Huntingdon	NWAAT	17	1	N	4,690	1	6	Day	0	Day	0.02
Thongsley	Huntingdon	NWAAT	17	1	N	4,690	1	6	Day	0	Day	0.02
Trinity Place and rear service roads	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Trinity Place and rear service roads	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Tudor Road	Huntingdon	NWAAT	32	1	N	4,690	1	6	Day	0	Day	0.04
Tudor Road	Huntingdon	NWAAT	32	1	N	4,690	1	6	Day	0	Day	0.04
Un-named service road south east of Hartford County Infants School	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Un-named service road south east of Hartford County Infants School	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Victoria Square	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Victoria Square	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Victoria Square	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Walden Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Walden Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Wertheim Way	Huntingdon	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	69	1	N	4,690	1	5	Day	0	Day	0.07
Wertheim Way	Huntingdon	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	69	1	N	4,690	1	5	Day	0	Day	0.07
Wertheim Way	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Wertheim Way	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04

			Streets									
Wertheim Way	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Wertheim Way	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
West Street	Huntingdon	NWAAT	96	1	N	4,690	1	6	Day	0	Day	0.12
Wood Street	Huntingdon	NW M-Sat 8am-6pm	94	1	N	4,690	1	6	Day	0	Day	0.12
Wood Street	Huntingdon	NW M-Sat 8am-6pm	14	1	N	4,690	1	6	Day	0	Day	0.02
Wood Street	Huntingdon	NW M-Sat 8am-6pm	76	1	N	4,690	1	6	Day	0	Day	0.10
East Street	Kimbolton	NWAAT	14	5	Y	9,250	1	6	week	0	Day	0.00
East Street	Kimbolton	NWAAT	12	5	Y	9,250	1	6	week	0	Day	0.00
East Street	Kimbolton	NWAAT	47	5	Y	9,250	1	6	week	0	Day	0.00
High Street	Kimbolton	LW 30mins NR 30mins M-F 9am-5.30pm	30	5	Y	9,250	4	5	week	0	Day	0.01
High Street	Kimbolton	LW 30mins NR 30mins M-F 9am-5.30pm	16	5	Y	9,250	4	5	week	0	Day	0.00
High Street	Kimbolton	LW 30mins NR 30mins M-F 9am-5.30pm	10	5	Y	9,250	4	5	week	0	Day	0.00
St Andrews Lane	Kimbolton	NWAAT	47	5	Y	9,250	1	6	week	0	Day	0.00
St Andrews Lane	Kimbolton	NWAAT	47	5	Y	9,250	1	6	week	0	Day	0.00
Gordon Road	Little Paxton	NW M-F 8.30am-9.30am & 3pm-4pm	8	5	Y	9,250	1	5	Week	0	Day	0.00
Gordon Road	Little Paxton	NWAAT	43	5	Y	9,250	1	6	Week	0	Day	0.00
Gordon Road	Little Paxton	NWAAT	41	5	Y	9,250	1	6	Week	0	Day	0.00
Gordon Road	Little Paxton	NWAAT	26	5	Y	9,250	1	6	Week	0	Day	0.00
Gordon Road	Little Paxton	NWAAT	25	5	Y	9,250	1	6	Week	0	Day	0.00
Mill Road	Offord Cluny	NWAAT	47	5	Y	9,250	1	6	Week	0	Day	0.00
Mill Road	Offord Cluny	NWAAT	47	5	Y	9,250	1	6	Week	0	Day	0.00
Chichester Way	Perry	LW 1hr NR 1hr M-Sat 8am-6pm	20	5	Y	9,250	1	6	Week	0	Day	0.00
Chichester Way	Perry	NWAAT	36	5	Y	9,250	1	6	Week	0	Day	0.00
Chichester Way	Perry	NWAAT	20	5	Y	9,250	1	6	Week	0	Day	0.00
West Perry and East Perry	Perry	NWAAT	42	5	Y	9,250	1	6	Week	0	Day	0.00
Benwick Road	Ramsey	NWAAT	25	1	N	4,690	3	6	week	0	Day	0.01
Benwick Road	Ramsey	NWAAT	25	1	N	4,690	3	6	week	0	Day	0.01
Forty Foot Bank	Ramsey	NWAAT	160	1	N	4,690	3	6	week	0	Day	0.09
Forty Foot Bank	Ramsey	NWAAT	160	1	N	4,690	3	6	week	0	Day	0.09
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	73	4	N	900	8	6	week	0	Day	0.55
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	73	4	N	900	8	6	week	0	Day	0.55
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	73	4	N	900	8	6	week	0	Day	0.55
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	73	4	N	900	8	6	week	0	Day	0.55
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	45	4	N	900	8	6	week	0	Day	0.34
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	45	4	N	900	8	6	week	0	Day	0.34
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	73	4	N	900	8	6	week	0	Day	0.55
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	73	4	N	900	8	6	week	0	Day	0.55
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	95	4	N	900	8	6	week	0	Day	0.72
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	105	4	N	900	8	6	week	0	Day	0.80
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm except Market days	85	4	N	900	8	6	week	0	Day	0.65
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm except Market days	85	4	N	900	8	6	week	0	Day	0.65
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm except Market days	85	4	N	900	8	6	week	0	Day	0.65
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm except Market days	85	4	N	900	8	6	week	0	Day	0.65
Great Whyte	Ramsey	NW M-Sat 6pm-7am	80	1	N	4,690	3	6	week	0	Day	0.04
Great Whyte	Ramsey	NW M-Sat 6pm-7am	80	1	N	4,690	3	6	week	0	Day	0.04
Great Whyte	Ramsey	NW M-Sat 6pm-7am	80	1	N	4,690	3	6	week	0	Day	0.04
Great Whyte	Ramsey	NW M-Sat 6pm-7am	80	1	N	4,690	3	6	week	0	Day	0.04
Great Whyte	Ramsey	NW M-Sat 6pm-7am	80	1	N	4,690	3	6	week	0	Day	0.04
Great Whyte	Ramsey	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Great Whyte	Ramsey	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Great Whyte	Ramsey	NWAAT	17	1	N	4,690	3	6	week	0	Day	0.01
Great Whyte	Ramsey	NWAAT	17	1	N	4,690	3	6	week	0	Day	0.01
Great Whyte	Ramsey	NWAAT	14	1	N	4,690	3	6	week	0	Day	0.01
Great Whyte	Ramsey	NWAAT	14	1	N	4,690	3	6	week	0	Day	0.01
Great Whyte	Ramsey	NWAAT	21	1	N	4,690	3	6	week	0	Day	0.01
Great Whyte	Ramsey	NWAAT	21	1	N	4,690	3	6	week	0	Day	0.01
Great Whyte	Ramsey	NWAAT	34	1	N	4,690	3	6	week	0	Day	0.02
Great Whyte	Ramsey	NWAAT	10	1	N	4,690	3	6	week	0	Day	0.01
Great Whyte	Ramsey	NWAAT	30	1	N	4,690	3	6	week	0	Day	0.02
Great Whyte	Ramsey	NWAAT	40	1	N	4,690	3	6	week	0	Day	0.02
High Street	Ramsey	LW 30mins NR 30mins M-Sat 8am-6pm	33	4	N	900	8	6	week	0	Day	0.25
High Street	Ramsey	LW 30mins NR 30mins M-Sat 8am-6pm	33	4	N	900	8	6	week	0	Day	0.25
High Street	Ramsey	NWAAT	102	1	N	4,690	3	6	week	0	Day	0.06
High Street	Ramsey	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
High Street	Ramsey	NWAAT	46	1	N	4,690	3	6	week	0	Day	0.03
High Street	Ramsey	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Hollow Lane	Ramsey	NWAAT	38	1	N	4,690	3	6	week	0	Day	0.02
Hollow Lane	Ramsey	NWAAT	40	1	N	4,690	3	6	week	0	Day	0.02
Little Whyte	Ramsey	LW 2hrs NR 2hrs M-Sat 8am-6pm	50	4	N	900	4	6	week	0	Day	0.19

			Streets									
Little Whyte	Ramsey	NWAAT	30	1	N	4,690	3	6	week	0	Day	0.02
Little Whyte	Ramsey	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Mews Close	Ramsey	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Mews Close	Ramsey	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Mews Close	Ramsey	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Mews Close	Ramsey	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
New Road	Ramsey	DBH	7	3	N	1,420	3	6	week	0	Day	0.01
New Road	Ramsey	LW 1hr NR 1hr M-Sat 8am-6pm	70	4	N	900	8	6	week	0	Day	0.53
New Road	Ramsey	NWAAT	90	1	N	4,690	3	6	week	0	Day	0.05
Orchard Way	Ramsey	NWAAT	18	1	N	4,690	3	6	week	0	Day	0.01
Orchard Way	Ramsey	NWAAT	18	1	N	4,690	3	6	week	0	Day	0.01
School Lane	Ramsey	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
School Lane	Ramsey	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
School Lane	Ramsey	NWAAT	24	1	N	4,690	3	6	week	0	Day	0.01
School Lane	Ramsey	NWAAT	24	1	N	4,690	3	6	week	0	Day	0.01
Slade Close	Ramsey	DBH	7	3	N	1,420	3	6	week	0	Day	0.01
Station Road	Ramsey	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Station Road	Ramsey	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Station Road	Ramsey	NWAAT	30	1	N	4,690	3	6	week	0	Day	0.02
Unnamed link road between Little Whyte and High Street	Ramsey	NWAAT	9	1	N	4,690	3	6	week	0	Day	0.00
Whytefield Road	Ramsey	LW 1hr NR 1hr M-Sat 8am-6pm	50	4	N	900	8	6	week	0	Day	0.38
Whytefield Road	Ramsey	NW M-F 8.30am-9.30am & 2.30pm-3.30pm	46	1	N	4,690	3	5	week	0	Day	0.02
Whytefield Road	Ramsey	NW M-F 8.30am-9.30am & 2.30pm-3.30pm	46	1	N	4,690	3	5	week	0	Day	0.02
Whytefield Road	Ramsey	NWAAT	56	1	N	4,690	3	6	week	0	Day	0.03
Whytefield Road	Ramsey	NWAAT	30	1	N	4,690	3	6	week	0	Day	0.02
Whytefield Road	Ramsey	NWAAT	30	1	N	4,690	3	6	week	0	Day	0.02
Whytefield Road	Ramsey	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Whytefield Road	Ramsey	NWAAT	45	1	N	4,690	3	6	week	0	Day	0.02
Whytefield Road	Ramsey	NWAAT	17	1	N	4,690	3	6	week	0	Day	0.01
Gidding Road	Sawtry	NWAAT	47	1	N	4,690	1	6	Week	0	Day	0.01
Gidding Road	Sawtry	NWAAT	47	1	N	4,690	1	6	Week	0	Day	0.01
Green End Road	Sawtry	DBH	7	3	N	1,420	1	6	Week	0	Day	0.00
Green End Road	Sawtry	NWAAT	78	1	N	4,690	1	6	Week	0	Day	0.01
Green End Road	Sawtry	NWAAT	78	1	N	4,690	1	6	Week	0	Day	0.01
Green End Road	Sawtry	NWAAT	47	1	N	4,690	1	6	Week	0	Day	0.01
Green End Road	Sawtry	NWAAT	47	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Sawtry	NWAAT	16	1	N	4,690	1	6	Week	0	Day	0.00
High Street	Sawtry	NWAAT	40	1	N	4,690	1	6	Week	0	Day	0.01
The Green	Sawtry	NWAAT	47	1	N	4,690	1	6	Week	0	Day	0.01
The Green	Sawtry	NWAAT	47	1	N	4,690	1	6	Week	0	Day	0.01
The Green	Sawtry	NWAAT	52	1	N	4,690	1	6	Week	0	Day	0.01
The Green	Sawtry	NWAAT	47	1	N	4,690	1	6	Week	0	Day	0.01
The Green	Sawtry	NWAAT	47	1	N	4,690	1	6	Week	0	Day	0.01
Old Great North Road	Sibson-cum-Stibbington	NW 8am-6pm	64	5	Y	9,250	1	6	Week	0	Day	0.01
Old Great North Road	Sibson-cum-Stibbington	NW 8am-6pm	135	5	Y	9,250	1	6	Week	0	Day	0.01
Old Great North Road	Sibson-cum-Stibbington	NW 8am-6pm	58	5	Y	9,250	1	6	Week	0	Day	0.01
Old Great North Road	Sibson-cum-Stibbington	NW 8am-6pm	42	5	Y	9,250	1	6	Week	0	Day	0.00
Church Street	Somersham	NWAAT	20	1	N	4,690	1	6	Week	0	Day	0.00
Colne Road	Somersham	NWAAT	20	1	N	4,690	1	6	Week	0	Day	0.00
Feoffees Road	Somersham	NWAAT	58	1	N	4,690	1	6	Week	0	Day	0.01
Feoffees Road	Somersham	NWAAT	30	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Somersham	LW 1 hr NR 2hrs M-Sat 8am-6pm	43	4	N	900	2	6	Week	0	Day	0.08
High Street	Somersham	LW 1 hr NR 2hrs M-Sat 8am-6pm	40	4	N	900	2	6	Week	0	Day	0.08
High Street	Somersham	LW 1 hr NR 2hrs M-Sat 8am-6pm	45	4	N	900	2	6	Week	0	Day	0.09
High Street	Somersham	LW 1 hr NR 2hrs M-Sat 8am-6pm	43	4	N	900	2	6	Week	0	Day	0.08
High Street	Somersham	NWAAT	47	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Somersham	NWAAT	21	1	N	4,690	1	6	Week	0	Day	0.00
High Street	Somersham	NWAAT	20	1	N	4,690	1	6	Week	0	Day	0.00
High Street	Somersham	NWAAT	67	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Somersham	NWAAT	155	1	N	4,690	1	6	Week	0	Day	0.03
High Street	Somersham	NWAAT	28	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Somersham	NWAAT	20	1	N	4,690	1	6	Week	0	Day	0.00
High Street	Somersham	NWAAT	35	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Somersham	NWAAT	26	1	N	4,690	1	6	Week	0	Day	0.00
High Street	Somersham	NWAAT	226	1	N	4,690	1	6	Week	0	Day	0.04
High Street	Somersham	NWAAT	34	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Somersham	NWAAT	28	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Somersham	NWAAT	77	1	N	4,690	1	6	Week	0	Day	0.01

			Streets									
King Street	Somersham	NWAAT	27	1	N	4,690	1	6	Week	0	Day	0.00
King Street	Somersham	NWAAT	27	1	N	4,690	1	6	Week	0	Day	0.00
Norwood Road	Somersham	NWAAT	10	1	N	4,690	1	6	Week	0	Day	0.00
Norwood Road	Somersham	NWAAT	10	1	N	4,690	1	6	Week	0	Day	0.00
Parkhall Road	Somersham	NWAAT	23	1	N	4,690	1	6	Week	0	Day	0.00
Parkhall Road	Somersham	NWAAT	17	1	N	4,690	1	6	Week	0	Day	0.00
Parkhall Road	Somersham	NWAAT	58	1	N	4,690	1	6	Week	0	Day	0.01
Parkhall Road	Somersham	NWAAT	66	1	N	4,690	1	6	Week	0	Day	0.01
Rectory Lane	Somersham	NWAAT	14	1	N	4,690	1	6	Week	0	Day	0.00
Rectory Lane	Somersham	NWAAT	14	1	N	4,690	1	6	Week	0	Day	0.00
Lees Lane	Southoe	NWAAT	50	5	Y	9,250	1	6	Week	0	Day	0.00
Lees Lane	Southoe	NWAAT	50	5	Y	9,250	1	6	Week	0	Day	0.00
Abbots Crescent	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Abbots Crescent	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Access road to Keln Leas	St Ives	NWAAT	16	1	N	4,690	1	6	Day	0	Day	0.02
Access road to Keln Leas	St Ives	NWAAT	16	1	N	4,690	1	6	Day	0	Day	0.02
Albemarle Road	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Albemarle Road	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Bridge Street	St Ives	NW 8am-6pm	44	1	N	4,690	1	6	Day	0	Day	0.06
Bridge Street	St Ives	NW 8am-6pm	44	1	N	4,690	1	6	Day	0	Day	0.06
Bridge Street	St Ives	NWAAT	39	1	N	4,690	1	6	Day	0	Day	0.05
Bridge Street	St Ives	NWAAT	39	1	N	4,690	1	6	Day	0	Day	0.05
Bridge Street	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Bridge Street	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Broad Leas	St Ives	NW 8am-6pm	75	1	N	4,690	1	6	Day	0	Day	0.10
Broad Leas	St Ives	NW 8am-6pm	45	1	N	4,690	1	6	Day	0	Day	0.06
Broad Leas	St Ives	NW 8am-6pm	164	1	N	4,690	1	6	Day	0	Day	0.21
Broad Leas	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	53	1	N	4,690	1	5	Day	0	Day	0.06
Broad Leas	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	22	1	N	4,690	1	5	Day	0	Day	0.02
Broad Leas	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	32	1	N	4,690	1	5	Day	0	Day	0.03
Broad Leas	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Broad Leas	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Burstellars	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	12	1	N	4,690	1	5	Day	0	Day	0.01
Burstellars	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	53	1	N	4,690	1	5	Day	0	Day	0.06
California Road	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	21	1	N	4,690	1	5	Day	0	Day	0.02
California Road	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	21	1	N	4,690	1	5	Day	0	Day	0.02
Carlisle Terrace	St Ives	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
Carlisle Terrace	St Ives	NW 8am-6pm	25	1	N	4,690	1	6	Day	0	Day	0.03
Cemetery Road	St Ives	NW 8am-6pm	143	1	N	4,690	1	6	Day	0	Day	0.18
Cemetery Road	St Ives	NWAAT	63	1	N	4,690	1	6	Day	0	Day	0.08
Cemetery Road	St Ives	NWAAT	63	1	N	4,690	1	6	Day	0	Day	0.08
Cemetery Road	St Ives	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Chapel Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Chapel Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Chestnut Road	St Ives	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Chestnut Road	St Ives	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Cootes Meadow	St Ives	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Cootes Meadow	St Ives	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Cromwell Place	St Ives	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
Cromwell Place	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Cromwell Place	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Cromwell Place	St Ives	NWAAT	35	1	N	4,690	1	6	Day	0	Day	0.04
Cromwell Place	St Ives	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Cromwell Place	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Crown Walk	St Ives	NWAAT	125	1	N	4,690	1	6	Day	0	Day	0.16
Crown Walk	St Ives	NWAAT	125	1	N	4,690	1	6	Day	0	Day	0.16
East Street	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
East Street	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
East Street	St Ives	NW 8am-6pm	52	1	N	4,690	1	6	Day	0	Day	0.07
East Street	St Ives	NWAAT	50	1	N	4,690	1	6	Day	0	Day	0.06
Edinburgh Drive	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Edinburgh Drive	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Elm Drive	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Elm Drive	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Fairfields	St Ives	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Fairfields	St Ives	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Globe Place	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Globe Place	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Heron Way	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Heron Way	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02

			Streets										
Hill Rise	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	152	1	N	4,690	1	5	Day	0	Day	0.16	
Hill Rise	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	152	1	N	4,690	1	5	Day	0	Day	0.16	
Hill Rise	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04	
Houghton Road	St Ives	NWAAT	80	1	N	4,690	1	6	Day	0	Day	0.10	
Houghton Road	St Ives	NWAAT	80	1	N	4,690	1	6	Day	0	Day	0.10	
Kings Hedges	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04	
Kings Hedges	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04	
Kings Hedges	St Ives	NWAAT	110	1	N	4,690	1	6	Day	0	Day	0.14	
Kings Hedges	St Ives	NWAAT	110	1	N	4,690	1	6	Day	0	Day	0.14	
Market Hill	St Ives	BSC 7am-7pm	28	1	N	4,690	1	6	Day	0	Day	0.04	
Market Hill	St Ives	BSC 7am-7pm	28	1	N	4,690	1	6	Day	0	Day	0.04	
Market Hill	St Ives	LW 30mins NR 1hr M-Sat 8am-6pm	50	4	N	900	6	6	Day	0	Day	2.00	
Market Hill	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Market Hill	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Market Hill	St Ives	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05	
Market Hill	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Market Hill/The Pavement	St Ives	NW M-Sat 7am-6pm	27	1	N	4,690	1	6	Day	0	Day	0.03	
Market Hill/The Pavement	St Ives	NW M-Sat 7am-6pm	27	1	N	4,690	1	6	Day	0	Day	0.03	
Market Hill/The Pavement	St Ives	NW M-Sat 7am-6pm	52	1	N	4,690	1	6	Day	0	Day	0.07	
Market Hill/The Pavement	St Ives	NW M-Sat 7am-6pm	52	1	N	4,690	1	6	Day	0	Day	0.07	
Market Hill/The Pavement	St Ives	SPP	27	3	N	1,420	4	6	Day	0	Day	0.46	
Market Hill/The Pavement	St Ives	SPP	27	3	N	1,420	4	6	Day	0	Day	0.46	
Market Hill/The Pavement	St Ives	SPP	22	3	N	1,420	4	6	Day	0	Day	0.37	
Market Hill/The Pavement	St Ives	SPP	22	3	N	1,420	4	6	Day	0	Day	0.37	
Market Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Market Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Market Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Market Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Meadow Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Meadow Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Meadow Lane	St Ives	NWAAT	82	1	N	4,690	1	6	Day	0	Day	0.10	
Meadow Lane	St Ives	NWAAT	74	1	N	4,690	1	6	Day	0	Day	0.09	
Merryland	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Merryland	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Needingworth Road	St Ives	NWAAT	37	1	N	4,690	1	6	Day	0	Day	0.05	
Needingworth Road	St Ives	NWAAT	37	1	N	4,690	1	6	Day	0	Day	0.05	
New Road	St Ives	DBH	7	3	N	1,420	1	6	Day	0	Day	0.03	
New Road	St Ives	NW M-Sat 8am-6pm	166	1	N	4,690	1	6	Day	0	Day	0.21	
New Road	St Ives	NW M-Sat 8am-6pm	35	1	N	4,690	1	6	Day	0	Day	0.04	
New Road	St Ives	NWAAT	13	1	N	4,690	1	6	Day	0	Day	0.02	
New Road	St Ives	NWAAT	13	1	N	4,690	1	6	Day	0	Day	0.02	
New Road	St Ives	NWAAT	36	1	N	4,690	1	6	Day	0	Day	0.05	
New Road	St Ives	NWAAT	24	1	N	4,690	1	6	Day	0	Day	0.03	
New Road	St Ives	NWAAT	43	1	N	4,690	1	6	Day	0	Day	0.05	
Norris Road	St Ives	NW 8am-6pm	18	1	N	4,690	1	6	Day	0	Day	0.02	
Norris Road	St Ives	NW 8am-6pm	18	1	N	4,690	1	6	Day	0	Day	0.02	
North Road	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07	
North Road	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07	
North Road	St Ives	NWAAT	116	1	N	4,690	1	6	Day	0	Day	0.15	
North Road	St Ives	NWAAT	116	1	N	4,690	1	6	Day	0	Day	0.15	
North Road	St Ives	NWAAT	45	1	N	4,690	1	6	Day	0	Day	0.06	
North Road	St Ives	NWAAT	45	1	N	4,690	1	6	Day	0	Day	0.06	
Oliver Road	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07	
Oliver Road	St Ives	NWAAT	36	1	N	4,690	1	6	Day	0	Day	0.05	
Oliver Road	St Ives	NWAAT	26	1	N	4,690	1	6	Day	0	Day	0.03	
Oliver Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Oliver Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Oxford Road	St Ives	NW 8am-6pm	18	1	N	4,690	1	6	Day	0	Day	0.02	
Oxford Road	St Ives	NW 8am-6pm	18	1	N	4,690	1	6	Day	0	Day	0.02	
Paragon Road	St Ives	NWAAT	19	1	N	4,690	1	6	Day	0	Day	0.02	
Paragon Road	St Ives	NWAAT	19	1	N	4,690	1	6	Day	0	Day	0.02	
Pig Lane	St Ives	NWAAT	28	1	N	4,690	1	6	Day	0	Day	0.04	
Pig Lane	St Ives	NWAAT	28	1	N	4,690	1	6	Day	0	Day	0.04	
Priory Road	St Ives	LW 1hr NR 2hrs M-F 8am-6pm	16	4	N	900	4	5	Day	0	Day	0.36	
Priory Road	St Ives	LW 1hr NR 2hrs M-F 8am-6pm	21	4	N	900	4	5	Day	0	Day	0.47	
Priory Road	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07	
Priory Road	St Ives	NWAAT	12	1	N	4,690	1	6	Day	0	Day	0.02	
Priory Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Priory Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Priory Road	St Ives	NWAAT	35	1	N	4,690	1	6	Day	0	Day	0.04	

			Streets										
Priory Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Priory Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Priory Road	St Ives	NWAAT	38	1	N	4,690	1	6	Day	0	Day	0.05	
Ramsey Road	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07	
Ramsey Road	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07	
Ramsey Road	St Ives	NWAAT	57	1	N	4,690	1	6	Day	0	Day	0.07	
Ramsey Road	St Ives	NWAAT	57	1	N	4,690	1	6	Day	0	Day	0.07	
Ramsey Road	St Ives	NWAAT	170	1	N	4,690	1	6	Day	0	Day	0.22	
Ramsey Road	St Ives	NWAAT	170	1	N	4,690	1	6	Day	0	Day	0.22	
Ramsey Road	St Ives	NWAAT	55	1	N	4,690	1	6	Day	0	Day	0.07	
Ramsey Road	St Ives	NWAAT	55	1	N	4,690	1	6	Day	0	Day	0.07	
Ramsey Road	St Ives	NWAAT	38	1	N	4,690	1	6	Day	0	Day	0.05	
Ramsey Road	St Ives	NWAAT	38	1	N	4,690	1	6	Day	0	Day	0.05	
Ramsey Road	St Ives	NWAAT	150	1	N	4,690	1	6	Day	0	Day	0.19	
Ramsey Road	St Ives	NWAAT	150	1	N	4,690	1	6	Day	0	Day	0.19	
Ramsey Road	St Ives	NWAAT	24	1	N	4,690	1	6	Day	0	Day	0.03	
Ramsey Road	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04	
Ramsey Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Ramsey Road	St Ives	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03	
Ramsey Road	St Ives	NWAAT	45	1	N	4,690	1	6	Day	0	Day	0.06	
Ramsey Road	St Ives	NWAAT	12	1	N	4,690	1	6	Day	0	Day	0.02	
Ramsey Road	St Ives	NWAAT	112	1	N	4,690	1	6	Day	0	Day	0.14	
Ramsey Road	St Ives	NWAAT	28	1	N	4,690	1	6	Day	0	Day	0.04	
Ramsey Road	St Ives	NWAAT	118	1	N	4,690	1	6	Day	0	Day	0.15	
Ramsey Road	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04	
Ramsey Road	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02	
Ramsey Road	St Ives	NWAAT	63	1	N	4,690	1	6	Day	0	Day	0.08	
Ramsey Road	St Ives	NWAAT	64	1	N	4,690	1	6	Day	0	Day	0.08	
Ramsey Road	St Ives	NWAAT	48	1	N	4,690	1	6	Day	0	Day	0.06	
Ramsey Road	St Ives	NWAAT	110	1	N	4,690	1	6	Day	0	Day	0.14	
Shakespeare Road	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02	
Shakespeare Road	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02	
Sheep Market	St Ives	BSC 7am-7pm	28	1	N	4,690	1	6	Day	0	Day	0.04	
Sheep Market	St Ives	BSC 7am-7pm	28	1	N	4,690	1	6	Day	0	Day	0.04	
Sheep Market	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
St Audrey Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
St Audrey Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
St Audrey Lane	St Ives	NWAAT	80	1	N	4,690	1	6	Day	0	Day	0.10	
St Audrey Lane	St Ives	NWAAT	80	1	N	4,690	1	6	Day	0	Day	0.10	
St Georges Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
St Georges Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Station Road	St Ives	NW 8am-6pm	12	1	N	4,690	1	6	Day	0	Day	0.02	
Station Road	St Ives	NWAAT	173	1	N	4,690	1	6	Day	0	Day	0.22	
Station Road	St Ives	NWAAT	103	1	N	4,690	1	6	Day	0	Day	0.13	
Station Road	St Ives	NWAAT	43	1	N	4,690	1	6	Day	0	Day	0.06	
Station Road	St Ives	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05	
The Broadway	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07	
The Broadway	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
The Broadway	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
The Broadway	St Ives	NWAAT	23	1	N	4,690	1	6	Day	0	Day	0.03	
The Broadway	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
The Broadway	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
The Broadway	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04	
The Broadway	St Ives	NWAAT	16	1	N	4,690	1	6	Day	0	Day	0.02	
The Crescent	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02	
The Crescent	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02	
The Furrows	St Ives	NWAAT	19	1	N	4,690	1	6	Day	0	Day	0.02	
The Furrows	St Ives	NWAAT	17	1	N	4,690	1	6	Day	0	Day	0.02	
The Pavement	St Ives	BSC 7am-7pm	28	1	N	4,690	1	6	Day	0	Day	0.04	
The Pavement	St Ives	BSC 7am-7pm	28	1	N	4,690	1	6	Day	0	Day	0.04	
The Pavement	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
The Pavement	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
The Pound	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02	
The Pound	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02	
The Quadrant	St Ives	LW 1hr NR 1hr M-Sat 8am-6pm	60	4	N	900	4	6	Day	0	Day	1.60	
The Quadrant	St Ives	LW 1hr NR 1hr M-Sat 8am-6pm	16	4	N	900	4	6	Day	0	Day	0.43	
The Quadrant	St Ives	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05	
The Quadrant	St Ives	NW 8am-6pm	54	1	N	4,690	1	6	Day	0	Day	0.07	
The Quadrant	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07	
The Quadrant	St Ives	NWAAT	77	1	N	4,690	1	6	Day	0	Day	0.10	

			Streets										
The Quadrant	St Ives	NWAAT	24	1	N	4,690	1	6	Day	0	Day	0.03	
The Quadrant	St Ives	NWAAT	24	1	N	4,690	1	6	Day	0	Day	0.03	
The Quadrant	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
The Quadrant	St Ives	NWAAT	8	1	N	4,690	1	6	Day	0	Day	0.01	
The Quadrant	St Ives	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01	
The Quadrant	St Ives	NWAAT	9	1	N	4,690	1	6	Day	0	Day	0.01	
The Quadrant	St Ives	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02	
The Waits	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07	
The Waits	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
The Waits	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Warners Grove	St Ives	NW 8am-6pm	18	1	N	4,690	1	6	Day	0	Day	0.02	
Warners Grove	St Ives	NW 8am-6pm	18	1	N	4,690	1	6	Day	0	Day	0.02	
West Street	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07	
West Street	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07	
West Street	St Ives	NWAAT	67	1	N	4,690	1	6	Day	0	Day	0.09	
Wheatfields	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	18	1	N	4,690	1	5	Day	0	Day	0.02	
Wheatfields	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	18	1	N	4,690	1	5	Day	0	Day	0.02	
Wheatfields	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02	
Wheatfields	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02	
White Hart Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
White Hart Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Access road to Bargroves Centre	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Access road to Bargroves Centre	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Ackerman Gardens	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01	
Ackerman Gardens	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01	
Ackerman Street	St Neots	NWAAT	36	1	N	4,690	1	6	Day	0	Day	0.05	
Ackerman Street	St Neots	NWAAT	36	1	N	4,690	1	6	Day	0	Day	0.05	
Ackerman Street	St Neots	NWAAT	28	1	N	4,690	1	6	Day	0	Day	0.04	
Ackerman Street	St Neots	NWAAT	28	1	N	4,690	1	6	Day	0	Day	0.04	
Akerman Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Akerman Street	St Neots	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02	
Almond Road	St Neots	DBH	7	3	N	1,420	2	6	Day	0	Day	0.06	
Almond Road	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02	
Almond Road	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02	
Avenue Road	St Neots	DBH	6	3	N	1,420	2	6	Day	0	Day	0.05	
Avenue Road	St Neots	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05	
Avenue Road	St Neots	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05	
Avenue Road	St Neots	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05	
Avenue Road	St Neots	NWAAT	34	1	N	4,690	1	6	Day	0	Day	0.04	
Avenue Road	St Neots	NWAAT	34	1	N	4,690	1	6	Day	0	Day	0.04	
Avenue Road	St Neots	NWAAT	60	1	N	4,690	1	6	Day	0	Day	0.08	
Avenue Road	St Neots	NWAAT	60	1	N	4,690	1	6	Day	0	Day	0.08	
Bean Close	St Neots	NWAAT	14	1	N	4,690	1	6	Day	0	Day	0.02	
Bean Close	St Neots	NWAAT	14	1	N	4,690	1	6	Day	0	Day	0.02	
Bean Close	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01	
Bec Road	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Bedford Street	St Neots	DBH	7	3	N	1,420	2	6	Day	0	Day	0.05	
Bedford Street	St Neots	LW 1hr NR 1hr M-Sat 8am-6pm	23	4	N	900	4	6	Day	0	Day	0.61	
Bedford Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Bedford Street	St Neots	NWAAT	64	1	N	4,690	1	6	Day	0	Day	0.08	
Bedford Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Bedford Street	St Neots	RPH	49	3	N	1,420	1	6	Day	0	Day	0.20	
Bedford Street	St Neots	RPH	32	3	N	1,420	1	6	Day	0	Day	0.14	
Beeson Road	St Neots	NWAAT	7	1	N	4,690	1	6	Day	0	Day	0.01	
Beeson Road	St Neots	NWAAT	7	1	N	4,690	1	6	Day	0	Day	0.01	
Berkeley Street	St Neots	NWAAT	22	1	N	4,690	1	6	Day	0	Day	0.03	
Berkeley Court	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Berkeley Court	St Neots	NWAAT	8	1	N	4,690	1	6	Day	0	Day	0.01	
Berkeley Court	St Neots	NWAAT	12	1	N	4,690	1	6	Day	0	Day	0.02	
Berkeley Court	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Berkeley Court	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Berkeley Court	St Neots	SPP	15	3	N	1,420	4	6	Day	0	Day	0.25	
Berkeley Road	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01	
Berkeley Road	St Neots	NWAAT	52	1	N	4,690	1	6	Day	0	Day	0.07	
Berkeley Street	St Neots	NWAAT except for wedding and funeral vehicles	30	1	N	4,690	1	6	Day	0	Day	0.04	
Brook Street	St Neots	LW 1hr NR 1hr M-Sat 8am-6pm	12	4	N	900	4	6	Day	0	Day	0.32	
Brook Street	St Neots	LW 1hr NR 1hr M-Sat 8am-6pm	12	4	N	900	4	6	Day	0	Day	0.32	
Brook Street	St Neots	LW 1hr NR 1hr M-Sat 8am-6pm	14	4	N	900	4	6	Day	0	Day	0.37	
Brook Street	St Neots	NWAAT	113	1	N	4,690	1	6	Day	0	Day	0.14	
Brook Street	St Neots	NWAAT	7	1	N	4,690	1	6	Day	0	Day	0.01	

			Streets									
Brook Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Brook Street	St Neots	NWAAT	42	1	N	4,690	1	6	Day	0	Day	0.05
Brook Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Buckden to Perry Road	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Buckden to Perry Road	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Cambridge Gardens North	St Neots	NWAAT	48	1	N	4,690	1	6	Day	0	Day	0.06
Cambridge Gardens North	St Neots	NWAAT	48	1	N	4,690	1	6	Day	0	Day	0.06
Cambridge Gardens North	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Cambridge Gardens South	St Neots	NWAAT	24	1	N	4,690	1	6	Day	0	Day	0.03
Cambridge Gardens South	St Neots	NWAAT	24	1	N	4,690	1	6	Day	0	Day	0.03
Cambridge Gardens South	St Neots	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Cambridge Gardens South	St Neots	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Cambridge Road	St Neots	NWAAT	108	1	N	4,690	1	6	Day	0	Day	0.14
Cambridge Road	St Neots	NWAAT	110	1	N	4,690	1	6	Day	0	Day	0.14
Cambridge Street	St Neots	Coaches Only	24	3	N	1,420	2	6	Day	0	Day	0.20
Cambridge Street	St Neots	Coaches Only Th	24	3	N	1,420	2	1	Day	0	Day	0.03
Cambridge Street	St Neots	NWAAT	242	1	N	4,690	1	6	Day	0	Day	0.31
Cambridge Street	St Neots	NWAAT	21	1	N	4,690	1	6	Day	0	Day	0.03
Cambridge Street	St Neots	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Cambridge Street	St Neots	NWAAT	299	1	N	4,690	1	6	Day	0	Day	0.38
Cambridge Street	St Neots	NWAAT	131	1	N	4,690	1	6	Day	0	Day	0.17
Cambridge Street	St Neots	NWAAT/NL M-Sat 8am-9am & 4pm-5.30pm	44	1	N	4,690	1	6	Day	0	Day	0.06
Cambridge Street	St Neots	NWAAT/NL M-Sat 8am-9am & 4pm-5.30pm	44	1	N	4,690	1	6	Day	0	Day	0.06
Child's Pond Road	St Neots	DBH	7	3	N	1,420	2	6	Day	0	Day	0.06
Child's Pond Road	St Neots	NWAAT	21	1	N	4,690	1	6	Day	0	Day	0.03
Child's Pond Road	St Neots	NWAAT	21	1	N	4,690	1	6	Day	0	Day	0.03
Child's Pond Road	St Neots	NWAAT	12	1	N	4,690	1	6	Day	0	Day	0.02
Child's Pond Road	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Child's Pond Road	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Child's Pond Road	St Neots	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Child's Pond Road	St Neots	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Child's Pond Road	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Church Street	St Neots	NW M-Sat 8am-6pm except for wedding and funeral vehicles	60	1	N	4,690	1	6	Day	0	Day	0.08
Church Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Church Street	St Neots	NWAAT	126	1	N	4,690	1	6	Day	0	Day	0.16
Church Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Cromwell Gardens	St Neots	NWAAT	7	1	N	4,690	1	6	Day	0	Day	0.01
Cromwell Gardens	St Neots	NWAAT	7	1	N	4,690	1	6	Day	0	Day	0.01
Cromwell Gardens	St Neots	NWAAT	23	1	N	4,690	1	6	Day	0	Day	0.03
Cromwell Gardens	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Cromwell Gardens	St Neots	NWAAT	11	1	N	4,690	1	6	Day	0	Day	0.01
Cromwell Gardens	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Cromwell Road	St Neots	NWAAT	61	1	N	4,690	1	6	Day	0	Day	0.08
Cromwell Road	St Neots	NWAAT	99	1	N	4,690	1	6	Day	0	Day	0.13
Cunningham Way	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Cunningham Way	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Dewpond Close	St Neots	NWAAT	12	1	N	4,690	1	6	Day	0	Day	0.02
Dewpond Close	St Neots	NWAAT	12	1	N	4,690	1	6	Day	0	Day	0.02
Dovehouse Close	St Neots	NWAAT	145	1	N	4,690	1	6	Day	0	Day	0.19
Dovehouse Close	St Neots	NWAAT	145	1	N	4,690	1	6	Day	0	Day	0.19
Dovehouse Close	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Dovehouse Close	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Dovehouse Close	St Neots	NWAAT	17	1	N	4,690	1	6	Day	0	Day	0.02
Dovehouse Close	St Neots	NWAAT	17	1	N	4,690	1	6	Day	0	Day	0.02
East Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
East Street	St Neots	NWAAT	50	1	N	4,690	1	6	Day	0	Day	0.06
Fox Close	St Neots	NWAAT	7	1	N	4,690	1	6	Day	0	Day	0.01
Fox Close	St Neots	NWAAT	7	1	N	4,690	1	6	Day	0	Day	0.01
Great North Road	St Neots	DBH	7	3	N	1,420	2	6	Day	0	Day	0.06
Great North Road	St Neots	NWAAT	11	1	N	4,690	1	6	Day	0	Day	0.01
Great North Road	St Neots	NWAAT	22	1	N	4,690	1	6	Day	0	Day	0.03
Great North Road	St Neots	NWAAT	22	1	N	4,690	1	6	Day	0	Day	0.03
Great North Road	St Neots	NWAAT	39	1	N	4,690	1	6	Day	0	Day	0.05
Great North Road	St Neots	NWAAT	84	1	N	4,690	1	6	Day	0	Day	0.11
Great North Road	St Neots	NWAAT/NL M-Sat 8am-6pm	220	1	N	4,690	1	6	Day	0	Day	0.28
Great North Road	St Neots	NWAAT/NL M-Sat 8am-6pm	250	1	N	4,690	1	6	Day	0	Day	0.32
Green End Road	St Neots	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Green End Road	St Neots	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Greenfields	St Neots	NWAAT	17	1	N	4,690	1	6	Day	0	Day	0.02
Greenfields	St Neots	NWAAT	17	1	N	4,690	1	6	Day	0	Day	0.02

Streets

Hawkesden Road	St Neots	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Hawkesden Road	St Neots	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
High Street	St Neots	DBH	25	3	N	1,420	2	6	Day	0	Day	0.21
High Street	St Neots	Loading Bay M-Sat 7am-7pm	17	2	N	3,000	2	6	Day	0	Day	0.07
High Street	St Neots	Loading Bay M-Sat 7am-7pm	17	2	N	3,000	2	6	Day	0	Day	0.07
High Street	St Neots	NWAAT/NL M-Sat 8am-9am & 4pm-5.30pm	44	1	N	4,690	1	6	Day	0	Day	0.06
High Street	St Neots	NWAAT/NL M-Sat 8am-9am & 4pm-5.30pm	44	1	N	4,690	1	6	Day	0	Day	0.06
Howitt's Gardens	St Neots	DBH	7	3	N	1,420	2	6	Day	0	Day	0.06
Huntingdon Street	St Neots	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
Huntingdon Street	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Huntingdon Street	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Huntingdon Street	St Neots	NWAAT	28	1	N	4,690	1	6	Day	0	Day	0.04
Huntingdon Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Huntingdon Street	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Huntingdon Street	St Neots	NWAAT	60	1	N	4,690	1	6	Day	0	Day	0.08
Huntingdon Street	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Huntingdon Street	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Huntingdon Street	St Neots	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Huntingdon Street	St Neots	NWAAT	23	1	N	4,690	1	6	Day	0	Day	0.03
Huntingdon Street	St Neots	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Huntingdon Street	St Neots	NWAAT	12	1	N	4,690	1	6	Day	0	Day	0.02
Huntingdon Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Huntingdon Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
King's Lane	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
King's Lane	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
King's Lane	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
King's Lane	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
King's Lane	St Neots	NWAAT	58	1	N	4,690	1	6	Day	0	Day	0.07
King's Lane	St Neots	NWAAT	58	1	N	4,690	1	6	Day	0	Day	0.07
King's Lane	St Neots	NWAAT	33	1	N	4,690	1	6	Day	0	Day	0.04
King's Lane	St Neots	NWAAT	28	1	N	4,690	1	6	Day	0	Day	0.04
King's Lane	St Neots	NWAAT	29	1	N	4,690	1	6	Day	0	Day	0.04
King's Lane	St Neots	NWAAT	45	1	N	4,690	1	6	Day	0	Day	0.06
King's Lane	St Neots	NWAAT	38	1	N	4,690	1	6	Day	0	Day	0.05
Kings Road	St Neots	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Kings Road	St Neots	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Kings Road	St Neots	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Kings Road	St Neots	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Layby outside Shortsands Home for the Elderly, Cambridge Street	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Layby outside Shortsands Home for the Elderly, Cambridge Street	St Neots	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Layby outside Shortsands Home for the Elderly, Cambridge Street	St Neots	NWAAT	120	1	N	4,690	1	6	Day	0	Day	0.15
Layby outside Shortsands Home for the Elderly, Cambridge Street	St Neots	NWAAT except for wedding and funeral vehicles	48	1	N	4,690	1	6	Day	0	Day	0.06
Little End Road	St Neots	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Little End Road	St Neots	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Little End Road	St Neots	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Longsands Road	St Neots	NWAAT	96	1	N	4,690	1	6	Day	0	Day	0.12
Longsands Road	St Neots	NWAAT	201	1	N	4,690	1	6	Day	0	Day	0.26
Longsands Road	St Neots	NWAAT	35	1	N	4,690	1	6	Day	0	Day	0.04
Longsands Road	St Neots	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Longsands Road	St Neots	NWAAT	57	1	N	4,690	1	6	Day	0	Day	0.07
Longsands Road	St Neots	NWAAT	143	1	N	4,690	1	6	Day	0	Day	0.18
Manor Farm Road	St Neots	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Manor Farm Road	St Neots	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Market Square	St Neots	NWAAT	33	1	N	4,690	1	6	Day	0	Day	0.04
Market Square	St Neots	NWAAT	8	1	N	4,690	1	6	Day	0	Day	0.01
Market Square	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Market Square	St Neots	NWAAT/NL M-Sat 8am-9am & 4pm-5.30pm	44	1	N	4,690	1	6	Day	0	Day	0.06
Market Square	St Neots	NWAAT/NL M-Sat 8am-9am & 4pm-5.30pm	44	1	N	4,690	1	6	Day	0	Day	0.06
Market Square	St Neots	NWAAT/NL M-Sat 8am-9am & 4pm-5.30pm	40	1	N	4,690	1	6	Day	0	Day	0.05
Market Square	St Neots	SPP	11	3	N	1,420	4	6	Day	0	Day	0.18
Market Square East	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Market Square North	St Neots	BSC 7am-7pm	30	1	N	4,690	1	6	Day	0	Day	0.04
Market Square North	St Neots	BSC 7am-7pm	29	1	N	4,690	1	6	Day	0	Day	0.04
Market Square North	St Neots	Loading Bay Market Day 5am-8am & 3pm-6pm	20	2	N	3,000	2	1	Day	0	Day	0.01
Market Square North	St Neots	Loading Bay Market Day 5am-8am & 3pm-6pm	20	2	N	3,000	2	1	Day	0	Day	0.01
Market Square North	St Neots	Loading Bay M-Sat 7am-7pm	21	2	N	3,000	2	6	Day	0	Day	0.08
Market Square North	St Neots	Loading Bay M-Sat 7am-7pm	20	2	N	3,000	2	6	Day	0	Day	0.08

			Streets									
Market Square North	St Neots	Loading Bay M-Sat 7am-7pm	21	2	N	3,000	2	6	Day	0	Day	0.08
Market Square North	St Neots	Loading Bay M-Sat 7am-7pm	20	2	N	3,000	2	6	Day	0	Day	0.08
Market Square North	St Neots	NWAAT/NL 7am-10am & 4pm-7pm	12	1	N	4,690	1	6	Day	0	Day	0.02
Market Square North	St Neots	NWAAT/NL 7am-10am & 4pm-7pm	3	1	N	4,690	1	6	Day	0	Day	0.00
Market Square North	St Neots	NWAAT/NL 7am-10am & 4pm-7pm	7	1	N	4,690	1	6	Day	0	Day	0.01
Market Square North	St Neots	NWAAT/NL 7am-10am & 4pm-7pm	7	1	N	4,690	1	6	Day	0	Day	0.01
Market Square North	St Neots	NWAAT/NLAAT	74	1	N	4,690	1	6	Day	0	Day	0.09
Market Square North	St Neots	NWAAT/NLAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
Market Square South	St Neots	BSC 7am-7pm/Taxis 7pm-7am	14	1	N	4,690	1	6	Day	0	Day	0.02
Market Square South	St Neots	Loading Bay M-Sat 7am-7pm	10	2	N	3,000	2	6	Day	0	Day	0.04
Market Square South	St Neots	Loading Bay M-Sat 7am-7pm	10	2	N	3,000	2	6	Day	0	Day	0.04
Market Square South	St Neots	Loading Bay M-Sat 7am-7pm	22	2	N	3,000	2	6	Day	0	Day	0.09
Market Square South	St Neots	Loading Bay M-Sat 7am-7pm/Taxis M-Sat 7pm-7am & Sundays	14	2	N	3,000	2	6	Day	0	Day	0.06
Market Square South	St Neots	NW 8am-6pm	88	1	N	4,690	1	6	Day	0	Day	0.11
Market Square South	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Market Square South	St Neots	NWAAT	67	1	N	4,690	1	6	Day	0	Day	0.09
Market Square South	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Market Square South	St Neots	NWAAT/NLAAT	67	1	N	4,690	1	6	Day	0	Day	0.09
Market Square South	St Neots	NWAAT/NLAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
Market Square South	St Neots	Taxis Only	28	3	N	1,420	1	6	Day	0	Day	0.12
Market Square West	St Neots	BSC 7am-7pm	25	1	N	4,690	1	6	Day	0	Day	0.03
Market Square West	St Neots	Loading Bay M-Sat 7am-7pm	15	2	N	3,000	2	6	Day	0	Day	0.06
Market Square West	St Neots	Loading Bay M-Sat 7am-7pm	15	2	N	3,000	2	6	Day	0	Day	0.06
Market Square West	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Market Square West	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Market Square West	St Neots	NWAAT/NLAAT	9	1	N	4,690	1	6	Day	0	Day	0.01
Market Square West	St Neots	NWAAT/NLAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
Market Square West	St Neots	NWAAT/NLAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Market Square West	St Neots	NWAAT/NLAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
Mill Lane	St Neots	NWAAT	448	1	N	4,690	1	6	Day	0	Day	0.57
Mill Lane	St Neots	NWAAT	448	1	N	4,690	1	6	Day	0	Day	0.57
Montagu Street	St Neots	NW M-F 8am-4pm	19	1	N	4,690	1	5	Day	0	Day	0.02
Montagu Street	St Neots	NWAAT	37	1	N	4,690	1	6	Day	0	Day	0.05
Montagu Street	St Neots	NWAAT	66	1	N	4,690	1	6	Day	0	Day	0.08
Montagu Street	St Neots	NWAAT except for wedding and funeral vehicles	66	1	N	4,690	1	6	Day	0	Day	0.08
Navigation Wharf	St Neots	NW M-Sat 8am-6pm	76	1	N	4,690	1	6	Day	0	Day	0.10
Navigation Wharf	St Neots	NW M-Sat 8am-6pm	76	1	N	4,690	1	6	Day	0	Day	0.10
Navigation Wharf	St Neots	NWAAT	51	1	N	4,690	1	6	Day	0	Day	0.07
Navigation Wharf	St Neots	NWAAT	51	1	N	4,690	1	6	Day	0	Day	0.07
Nelson Road	St Neots	NWAAT	65	1	N	4,690	1	6	Day	0	Day	0.08
Nelson Road	St Neots	NWAAT	65	1	N	4,690	1	6	Day	0	Day	0.08
New Street	St Neots	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
New Street	St Neots	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
New Street	St Neots	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
New Street	St Neots	NW Th 8am-6pm	70	1	N	4,690	1	1	Day	0	Day	0.01
New Street	St Neots	NW Th 8am-6pm	100	1	N	4,690	1	1	Day	0	Day	0.02
New Street	St Neots	NWAAT	75	1	N	4,690	1	6	Day	0	Day	0.10
New Street	St Neots	NWAAT	55	1	N	4,690	1	6	Day	0	Day	0.07
New Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
New Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
New Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
New Street	St Neots	RPH M-Sat 8am-6pm	50	3	N	1,420	1	6	Day	0	Day	0.21
Old Great North Road	St Neots	NW M-F 8.30am-9.30am & 2.30pm-3.30pm	50	1	N	4,690	1	5	Day	0	Day	0.05
Old Great North Road	St Neots	NW M-F 8.30am-9.30am & 2.30pm-3.30pm	35	1	N	4,690	1	5	Day	0	Day	0.04
Old Great North Road	St Neots	NW M-F 8.30am-9.30am & 2.30pm-3.30pm	58	1	N	4,690	1	5	Day	0	Day	0.06
Old Great North Road	St Neots	NWAAT	175	1	N	4,690	1	6	Day	0	Day	0.22
Old Great North Road	St Neots	NWAAT	65	1	N	4,690	1	6	Day	0	Day	0.08
Old Great North Road	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Old Great North Road	St Neots	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Parkway	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Parkway	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Princes Drive	St Neots	NWAAT	22	1	N	4,690	1	6	Day	0	Day	0.03
Princes Drive	St Neots	NWAAT	14	1	N	4,690	1	6	Day	0	Day	0.02
Priory Lane and The Priory	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Priory Lane and The Priory	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Priory Road	St Neots	NW M-F 8am-5pm	26	1	N	4,690	1	5	Day	0	Day	0.03
Priory Road	St Neots	NW M-F 8am-5pm	26	1	N	4,690	1	5	Day	0	Day	0.03
Priory Road	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Priory Road	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Queens Gardens	St Neots	DBH	7	3	N	1,420	2	6	Day	0	Day	0.06

Streets

Queens Gardens	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Queens Gardens	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
River Terrace	St Neots	NWAAT	62	1	N	4,690	1	6	Day	0	Day	0.08
River Terrace	St Neots	NWAAT	62	1	N	4,690	1	6	Day	0	Day	0.08
River Terrace	St Neots	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
River Terrace	St Neots	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Rowley Road	St Neots	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Rowley Road	St Neots	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Russell Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Russell Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ryecroft Avenue	St Neots	DBH	7	3	N	1,420	2	6	Day	0	Day	0.06
Ryecroft Avenue	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Ryecroft Avenue	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Sandfields Road	St Neots	NWAAT	38	1	N	4,690	1	6	Day	0	Day	0.05
Sandfields Road	St Neots	NWAAT	38	1	N	4,690	1	6	Day	0	Day	0.05
Sandwich Road	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Sandwich Road	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Sandwich Road	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Sandwich Road	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Sandwich Road	St Neots	NWAAT	16	1	N	4,690	1	6	Day	0	Day	0.02
Sandwich Road	St Neots	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
School Lane	St Neots	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
School Lane	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Shaftesbury Avenue	St Neots	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Shaftesbury Avenue	St Neots	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Shaftesbury Avenue	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Shirdley Road	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Shirdley Road	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Simpkin Close	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Simpkin Close	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
South Street	St Neots	Loading Bay M-Sat 7am-7pm/Taxis M-Sat 7pm-7am & Sundays	23	2	N	3,000	2	6	Day	0	Day	0.09
South Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
South Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
South Street	St Neots	NWAAT/NLAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
South Street	St Neots	NWAAT/NLAAT	28	1	N	4,690	1	6	Day	0	Day	0.04
South Street	St Neots	NWAAT/NLAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
St Anselm Place	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Anselm Place	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Anselm Place	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Anselm Place	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Anselm Place	St Neots	NWAAT	140	1	N	4,690	1	6	Day	0	Day	0.18
St Anselm Place	St Neots	NWAAT	130	1	N	4,690	1	6	Day	0	Day	0.17
St Marys Street	St Neots	LW 2hrs NR 2hrs M-Sat 8am-6pm	50	4	N	900	2	6	Day	0	Day	0.67
St Marys Street	St Neots	LW 2hrs NR 2hrs M-Sat 8am-6pm	50	4	N	900	2	6	Day	0	Day	0.67
St Marys Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Marys Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Marys Street	St Neots	NWAAT	34	1	N	4,690	1	6	Day	0	Day	0.04
St Marys Street	St Neots	NWAAT	24	1	N	4,690	1	6	Day	0	Day	0.03
Station Road	St Neots	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Station Road	St Neots	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Tan Yard	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Tan Yard	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Tan Yard	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Tan Yard	St Neots	NWAAT	21	1	N	4,690	1	6	Day	0	Day	0.03
Tan Yard	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Tan Yard	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Tebbutts Road and rear service road	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Tebbutts Road and rear service road	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
The Crescent	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
The Crescent	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Unnamed link road between Akerman Street and School Lane	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Unnamed link road between Akerman Street and School Lane	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Unnamed link road between Akerman Street and School Lane	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Old Great North Road	Stibbington	NWAAT	146	5	Y	9,250	1	6	Week	0	Day	0.01
Old Great North Road	Stibbington	NWAAT	146	5	Y	9,250	1	6	Week	0	Day	0.01
Church Street	Stilton	NWAAT	35	5	Y	9,250	1	6	Week	0	Day	0.00

Streets												
Church Street	Stilton	NWAAT	35	5	Y	9,250	1	6	Week	0	Day	0.00
Fen Street	Stilton	NW M-F 9am-5pm	19	5	Y	9,250	1	5	Week	0	Day	0.00
Fen Street	Stilton	NWAAT	27	5	Y	9,250	1	6	Week	0	Day	0.00
Fen Street	Stilton	NWAAT	36	5	Y	9,250	1	6	Week	0	Day	0.00
High Street	Stilton	NWAAT	20	5	Y	9,250	1	6	Week	0	Day	0.00
High Street	Stilton	NWAAT	30	5	Y	9,250	1	6	Week	0	Day	0.00
High Street	Stilton	NWAAT	20	5	Y	9,250	1	6	Week	0	Day	0.00
North Street	Stilton	NWAAT	15	5	Y	9,250	1	6	Week	0	Day	0.00
North Street	Stilton	NWAAT	20	5	Y	9,250	1	6	Week	0	Day	0.00
Oak Road	Stilton	NWAAT	30	5	Y	9,250	1	6	Week	0	Day	0.00
Oak Road	Stilton	NWAAT	15	5	Y	9,250	1	6	Week	0	Day	0.00
High Street	Warboys	NWAAT	40	5	Y	9,250	1	6	Week	0	Day	0.00
Ramsey Road	Warboys	NWAAT	40	5	Y	9,250	1	6	Week	0	Day	0.00
Eltisley Road	Waresley	NWAAT	50	5	Y	9,250	1	6	Week	0	Day	0.00
Gamlingay Road	Waresley	NWAAT	74	5	Y	9,250	1	6	Week	0	Day	0.01
Gamlingay Road	Waresley	NWAAT	93	5	Y	9,250	1	6	Week	0	Day	0.01
Askew's Lane	Yaxley	NWAAT	45	1	N	4,690	1	6	week	0	Day	0.01
Askew's Lane	Yaxley	NWAAT	45	1	N	4,690	1	6	week	0	Day	0.01
Beauvoir Place	Yaxley	NWAAT	10	1	N	4,690	1	6	week	0	Day	0.00
Beauvoir Place	Yaxley	NWAAT	10	1	N	4,690	1	6	week	0	Day	0.00
Blenheim Way	Yaxley	NWAAT	30	1	N	4,690	1	6	week	0	Day	0.01
Blenheim Way	Yaxley	NWAAT	30	1	N	4,690	1	6	week	0	Day	0.01
Broadway	Yaxley	NWAAT	30	1	N	4,690	1	6	week	0	Day	0.01
Chapel Street	Yaxley	NWAAT	15	1	N	4,690	1	6	week	0	Day	0.00
Chapel Street	Yaxley	NWAAT	9	1	N	4,690	1	6	week	0	Day	0.00
Chapel Street	Yaxley	NWAAT	183	1	N	4,690	1	6	week	0	Day	0.03
Church Street	Yaxley	NWAAT	125	1	N	4,690	1	6	week	0	Day	0.02
Church Street	Yaxley	NWAAT	52	1	N	4,690	1	6	week	0	Day	0.01
Church Street	Yaxley	NWAAT	207	1	N	4,690	1	6	week	0	Day	0.04
Landsdowne Road	Yaxley	NWAAT	47	1	N	4,690	1	6	week	0	Day	0.01
Landsdowne Road	Yaxley	NWAAT	47	1	N	4,690	1	6	week	0	Day	0.01
Main Street	Yaxley	NW M-Sat 8am-6pm	36	1	N	4,690	1	6	Week	0	Day	0.01
Main Street	Yaxley	NW M-Sat 8am-6pm	110	1	N	4,690	1	6	Week	0	Day	0.02
Main Street	Yaxley	NWAAT	35	1	N	4,690	1	6	week	0	Day	0.01
Main Street	Yaxley	NWAAT	35	1	N	4,690	1	6	week	0	Day	0.01
Main Street	Yaxley	NWAAT	36	1	N	4,690	1	6	week	0	Day	0.01
Main Street	Yaxley	NWAAT	30	1	N	4,690	1	6	week	0	Day	0.01
Main Street	Yaxley	NWAAT	30	1	N	4,690	1	6	week	0	Day	0.01
Main Street	Yaxley	NWAAT	35	1	N	4,690	1	6	week	0	Day	0.01
Mere View	Yaxley	NWAAT	23	1	N	4,690	1	6	week	0	Day	0.00
Middletons Road	Yaxley	NWAAT	22	1	N	4,690	1	6	week	0	Day	0.00
Middletons Road	Yaxley	NWAAT	22	1	N	4,690	1	6	week	0	Day	0.00
Queen Street	Yaxley	NW M-F 7.45am-9.30am & 2.30pm-4.30pm	34	1	N	4,690	1	5	Week	0	Day	0.01
Queen Street	Yaxley	NW M-F 7.45am-9.30am & 2.30pm-4.30pm	46	1	N	4,690	1	5	Week	0	Day	0.01
Queen Street	Yaxley	NW M-F 7.45am-9.30am & 2.30pm-4.30pm	42	1	N	4,690	1	5	Week	0	Day	0.01
The Broadway	Yaxley	NS 7am-7pm except buses	50	1	N	4,690	1	6	Week	0	Day	0.01
The Broadway	Yaxley	NS 7am-7pm except buses	50	1	N	4,690	1	6	Week	0	Day	0.01
The Broadway	Yaxley	NWAAT	48	1	N	4,690	1	6	week	0	Day	0.01
Wykes Road	Yaxley	DBH	3	3	N	1,420	1	6	Week	0	Day	0.00
<hr/>												
57,980												
<hr/>												
105.02												
<hr/>												

APPENDIX F**Summary sheets of the model variations including the split between CCC and HDC.**

- V1 Off street enforcement In House. On street enforcement and ALL notice processing by CCC.
- V2A HDC off street only. Enforcement and notice processing.
- V2B CCC on street only. Enforcement and notice processing.
- V3 All services provided by CCC
- V4 The Base model with 10% less PCNs on street.
- V5 As for V3 with all services provided by a Contractor

SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 V1
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V1

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

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 CPE
- 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 CPE.

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:	July 2017 V1
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL**VERSION: July 2017 V1**

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

SUMMARY OF MARGINAL INCOME & EXPENDITURE

START-UP =	Enter 1 - 3 1 MONTHS	SCH REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME										
	PCNs ISSUED				0	8,521	8,976	8,976	8,976	8,976
	PCN PAYMENTS	1	NB includes impact of differential PCNs	£0	£91,853	£107,960	£107,960	£107,960	£107,960	£107,960
	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	£20,130	£20,130	£20,130	£20,130	£20,130	£20,130
	ON STREET CHARGING	3		£0	£1,290	£1,290	£1,290	£1,290	£1,290	£1,290
	NET C.COURT PROCEEDS	4		£0	£4,893	£19,572	£19,572	£19,572	£19,572	£19,572
	TOTAL PAYMENTS			£0	£118,166	£148,952	£148,952	£148,952	£148,952	£148,952
EXPENSES:							3%	3%	3%	3%
	OPERATIONAL MANAGEMENT	5	1	£110,617	£20,671	£1,458	£1,501	£1,546	£1,593	£1,640
	ON-STREET ENFORCEMENT	6	1	£20,030	£17,439	£129,870	£133,767	£137,780	£141,913	£146,170
	OFF-STREET ENFORCEMENT	7	1	£15,330	£1,688	(£19,523)	(£20,109)	(£20,712)	(£21,334)	(£21,974)
	CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1	£0	£3,762	£45,149	£46,503	£47,898	£49,335	£50,815
	PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES			£145,977	£43,560	£156,953	£161,662	£166,512	£171,507	£176,652
ANNUAL NET SURPLUS OR (DEFICIT)				(£145,977)	(£43,560)	(£38,787)	(£12,710)	(£17,559)	(£22,555)	(£27,700)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL					(£43,560)	(£82,347)	(£95,057)	(£112,616)	(£135,171)	(£162,871)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL					(£189,537)	(£228,324)	(£241,034)	(£258,593)	(£281,148)	(£308,848)
NPV INTEREST RATE	6%									
YEAR END NPVs (EXCLUDING CAPITAL)					(£80,152)	(£91,463)	(£106,206)	(£124,072)	(£144,771)	
NPV INTEREST RATE	6%									
YEAR END NPVs (INCLUDING CAPITAL)					(£226,129)	(£237,440)	(£252,184)	(£270,049)	(£290,748)	

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: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V1

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-CPE.

			START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
		% SPLIT							
	PCNs ISSUED:				8,521	8,976	8,976	8,976	8,976
	ON-STREET:	59.3%			5,049	5,318	5,318	5,318	5,318
	OFF-STREET:	40.8%			3,473	3,659	3,659	3,659	3,659
INCOME		BASIS OF SPLIT							
	PCN PAYMENTS				£ 91,853	£ 107,931	£ 107,931	£ 107,931	£ 107,931
	ON-STREET:				£ 109,573	£ 125,651	£ 125,651	£ 125,651	£ 125,651
	OFF-STREET:				(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)
	PERMIT PAYMENTS			£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	CAR PARK RECEIPTS				£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
	ON-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%			£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
	ON STREET CHARGING				£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	ON-STREET:	100%			£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	OFF-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
	NET C.COURT PROCEEDS				£ 4,893	£ 19,572	£ 19,572	£ 19,572	£ 19,572
	ON-STREET:	59.3%			£ 2,899	£ 11,597	£ 11,597	£ 11,597	£ 11,597
	OFF-STREET:	40.8%			£ 1,994	£ 7,978	£ 7,978	£ 7,978	£ 7,978
EXPENSES:									
	OPERATIONAL MANAGEMENT		£ 110,617	£ 20,671	£ 1,458	£ 1,501	£ 1,546	£ 1,593	£ 1,640
	ON-STREET:	59.3%	£ 102,617	£ 12,248	£ 864	£ 890	£ 916	£ 944	£ 972
	OFF-STREET:	40.8%	£ 8,000	£ 8,426	£ 594	£ 612	£ 630	£ 649	£ 669
	ON-STREET ENFORCEMENT		£ 20,030	£ 17,439	£ 129,870	£ 133,767	£ 137,780	£ 141,913	£ 146,170
	ON-STREET:	100%	£ 20,030	£ 17,439	£ 129,870	£ 133,767	£ 137,780	£ 141,913	£ 146,170
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET ENFORCEMENT		£ 15,330	£ 1,688	(£ 19,523)	(£ 20,109)	(£ 20,712)	(£ 21,334)	(£ 21,974)
	ON-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%	£ 15,330	£ 1,688	(£ 19,523)	(£ 20,109)	(£ 20,712)	(£ 21,334)	(£ 21,974)
	TICKET & PERMITS PROCESSING		£ 0	£ 3,762	£ 45,149	£ 46,503	£ 47,898	£ 49,335	£ 50,815
	ON-STREET:	59.3%	£ 0	£ 2,229	£ 33,204	£ 34,201	£ 35,227	£ 36,283	£ 37,372
	OFF-STREET:	40.8%	£ 0	£ 1,534	£ 11,944	£ 12,302	£ 12,672	£ 13,052	£ 13,443
	PAY & DISPLAY		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	INCOME				£ 0	£ 113,762	£ 138,538	£ 138,538	£ 138,538
	INCOME				£ 0	£ 4,404	£ 10,387	£ 10,387	£ 10,387
	TOTAL INCOME:				£ 0	£ 118,166	£ 148,926	£ 148,926	£ 148,926
	EXPENSES		£ 122,647	£ 31,916	£ 163,938	£ 168,857	£ 173,922	£ 179,140	£ 184,514
	EXPENSES		£ 23,330	£ 11,647	(£ 6,985)	(£ 7,195)	(£ 7,410)	(£ 7,633)	(£ 7,862)
	TOTAL EXPENSES:		£ 145,977	£ 43,563	£ 156,953	£ 161,662	£ 166,512	£ 171,507	£ 176,652
	ANNUAL NET SURPLUS OR (DEFICIT):				(£ 122,647)	(£ 31,916)	(£ 50,176)	(£ 30,318)	(£ 35,384)
	ON-STREET:				(£ 23,330)	(£ 11,647)	(£ 11,389)	(£ 17,582)	(£ 17,798)
	OFF-STREET:				(£ 145,977)	(£ 43,563)	(£ 38,787)	(£ 12,736)	(£ 17,586)
	CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL				(£ 31,916)	(£ 82,092)	(£ 112,410)	(£ 147,794)	(£ 188,396)
	ON-STREET:				(£ 11,647)	(£ 257)	£ 17,325	£ 35,122	£ 53,142
	OFF-STREET:				£ 0	(£ 43,563)	(£ 82,350)	(£ 95,086)	(£ 112,672)
	CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL				(£ 122,647)	(£ 154,563)	(£ 204,739)	(£ 235,058)	(£ 270,441)
	ON-STREET:				(£ 23,330)	(£ 34,977)	(£ 23,587)	(£ 6,005)	£ 11,792
	OFF-STREET:				(£ 145,977)	(£ 189,540)	(£ 228,327)	(£ 241,063)	(£ 258,649)

SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 V2A
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V2A

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

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 CPE
- 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 CPE.

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:	July 2017 V2A
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL**VERSION: July 2017 V2A**

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

SUMMARY OF MARGINAL INCOME & EXPENDITURE

START-UP =	Enter 1 - 3 1 MONTHS	SCH REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME										
	PCNs ISSUED				0	3,659	3,659	3,659	3,659	3,659
	PCN PAYMENTS	1	NB includes impact of differential PCNs	£0	(£4,749)	(£17,695)	(£17,695)	(£17,695)	(£17,695)	(£17,695)
	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	£20,130	£20,130	£20,130	£20,130	£20,130	£20,130
	ON STREET CHARGING	3		£0	£0	£0	£0	£0	£0	£0
	NET C.COURT PROCEEDS	4		£0	£1,600	£6,399	£6,399	£6,399	£6,399	£6,399
	TOTAL PAYMENTS			£0	£16,980	£8,834	£8,834	£8,834	£8,834	£8,834
EXPENSES:							3%	3%	3%	3%
	OPERATIONAL MANAGEMENT	5	1	£8,000	£20,671	£1,458	£1,501	£1,546	£1,593	£1,640
	ON-STREET ENFORCEMENT	6	1	£0	£0	£0	£0	£0	£0	£0
	OFF-STREET ENFORCEMENT	7	1	£15,330	£1,688	(£19,523)	(£20,109)	(£20,712)	(£21,334)	(£21,974)
	CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1	£6,000	£6,356	£7,097	£7,310	£7,529	£7,755	£7,988
	PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES			£29,330	£28,716	(£10,969)	(£11,298)	(£11,637)	(£11,986)	(£12,345)
ANNUAL NET SURPLUS OR (DEFICIT)				(£29,330)	(£28,716)	£27,949	£20,131	£20,470	£20,819	£21,179
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL					(£28,716)	(£767)	£19,365	£39,835	£60,654	£81,833
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL					(£58,046)	(£30,097)	(£9,965)	£10,505	£31,324	£52,503
NPV INTEREST RATE	6%									
YEAR END NPVs (EXCLUDING CAPITAL)						(£2,349)	£15,568	£32,755	£49,246	£65,072
NPV INTEREST RATE	6%									
YEAR END NPVs (INCLUDING CAPITAL)						(£31,679)	(£13,762)	£3,425	£19,916	£35,742

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: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V2A

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-CPE.

		START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
	% SPLIT							
	PCNs ISSUED:			3,659	3,659	3,659	3,659	3,659
	ON-STREET:			-	-	-	-	-
	OFF-STREET:			3,660	3,660	3,660	3,660	3,660
INCOME	BASIS OF SPLIT							
	PCN PAYMENTS			(£ 4,749)	(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)
	TOTAL:			£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:			(£ 4,749)	(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)
	OFF-STREET:			£ 0	£ 0	£ 0	£ 0	£ 0
	PERMIT PAYMENTS		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	TOTAL:		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	CAR PARK RECEIPTS			£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
	TOTAL:			£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	0%		£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
	OFF-STREET:	100%		£ 0	£ 0	£ 0	£ 0	£ 0
	ON STREET CHARGING			£ 0	£ 0	£ 0	£ 0	£ 0
	TOTAL:			£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%		£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%		£ 0	£ 0	£ 0	£ 0	£ 0
	NET C.COURT PROCEEDS			£ 1,600	£ 6,399	£ 6,399	£ 6,399	£ 6,399
	TOTAL:			£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	0.0%		£ 1,600	£ 6,400	£ 6,400	£ 6,400	£ 6,400
	OFF-STREET:	100.0%		£ 0	£ 0	£ 0	£ 0	£ 0
EXPENSES:								
	OPERATIONAL MANAGEMENT		£ 8,000	£ 20,671	£ 1,458	£ 1,501	£ 1,546	£ 1,593
	TOTAL:		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	0.0%	£ 8,000	£ 20,677	£ 1,458	£ 1,502	£ 1,547	£ 1,593
	OFF-STREET:	100.0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET ENFORCEMENT		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	TOTAL:		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET ENFORCEMENT		£ 15,330	£ 1,688	(£ 19,523)	(£ 20,109)	(£ 20,712)	(£ 21,334)
	TOTAL:		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	0%	£ 15,330	£ 1,688	(£ 19,523)	(£ 20,109)	(£ 20,712)	(£ 21,334)
	OFF-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	TICKET & PERMITS PROCESSING		£ 6,000	£ 6,356	£ 7,097	£ 7,310	£ 7,529	£ 7,755
	TOTAL:		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	0.0%	£ 6,002	£ 6,358	£ 7,097	£ 7,310	£ 7,529	£ 7,755
	OFF-STREET:	100.0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	PAY & DISPLAY		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	TOTAL:		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	INCOME			£ 0	£ 0	£ 0	£ 0	£ 0
	INCOME			£ 0	£ 16,981	£ 8,810	£ 8,810	£ 8,810
	TOTAL INCOME:			£ 0	£ 16,981	£ 8,810	£ 8,810	£ 8,810
	EXPENSES		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	EXPENSES		£ 29,332	£ 28,723	(£ 10,968)	(£ 11,297)	(£ 11,636)	(£ 11,985)
	TOTAL EXPENSES:		£ 29,332	£ 28,723	(£ 10,968)	(£ 11,297)	(£ 11,636)	(£ 11,985)
	ANNUAL NET SURPLUS OR (DEFICIT):		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:		(£ 29,332)	(£ 28,723)	£ 27,949	£ 20,108	£ 20,446	£ 20,796
	OFF-STREET:		(£ 29,332)	(£ 28,723)	£ 27,949	£ 20,108	£ 20,446	£ 20,796
	CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:		(£ 28,723)	(£ 774)	£ 19,334	£ 39,780	£ 60,576	£ 81,731
	OFF-STREET:		£ 0	(£ 28,723)	(£ 774)	£ 19,334	£ 39,780	£ 60,576
	CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:		(£ 29,332)	(£ 58,055)	(£ 30,105)	(£ 9,998)	£ 10,449	£ 31,244
	OFF-STREET:		(£ 29,332)	(£ 58,055)	(£ 30,105)	(£ 9,998)	£ 10,449	£ 31,244

SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 V2B
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V2B

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

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 CPE
- 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 CPE.

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:	July 2017 V2B
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL**VERSION: July 2017 V2B**

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

SUMMARY OF MARGINAL INCOME & EXPENDITURE

START-UP =	Enter 1 - 3 1 MONTHS	SCH REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME										
	PCNs ISSUED				0	4,863	5,318	5,318	5,318	5,318
	PCN PAYMENTS	1	NB includes impact of differential PCNs	£0	£95,486	£125,683	£125,683	£125,683	£125,683	£125,683
	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	£1,290	£1,290	£1,290	£1,290	£1,290	£1,290
	NET C.COURT PROCEEDS	4		£0	£3,241	£12,965	£12,965	£12,965	£12,965	£12,965
	TOTAL PAYMENTS			£0	£100,017	£139,937	£139,937	£139,937	£139,937	£139,937
EXPENSES:							3%	3%	3%	3%
	OPERATIONAL MANAGEMENT	5	1	£102,617	£20,671	£1,458	£1,501	£1,546	£1,593	£1,640
	ON-STREET ENFORCEMENT	6	1	£20,030	£15,372	£109,940	£113,238	£116,635	£120,134	£123,738
	OFF-STREET ENFORCEMENT	7	1	£0	£0	£0	£0	£0	£0	£0
	CLAMP & REMOVAL CONTROL	1	1	£0	£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1	£6,000	£8,589	£27,584	£28,411	£29,264	£30,142	£31,046
	PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES			£128,647	£44,632	£138,981	£143,150	£147,445	£151,868	£156,424
ANNUAL NET SURPLUS OR (DEFICIT)				(£128,647)	(£44,632)	(£38,964)	(£3,213)	(£7,508)	(£11,931)	(£16,487)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL					(£44,632)	(£83,597)	(£86,810)	(£94,317)	(£106,248)	(£122,735)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL					(£173,280)	(£212,244)	(£215,457)	(£222,965)	(£234,896)	(£251,383)
NPV INTEREST RATE	6%									
YEAR END NPVs (EXCLUDING CAPITAL)					(£81,391)	(£84,251)	(£90,554)	(£100,005)	(£112,325)	
NPV INTEREST RATE	6%									
YEAR END NPVs (INCLUDING CAPITAL)					(£210,038)	(£212,898)	(£219,201)	(£228,652)	(£240,972)	

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: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V2B

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-CPE.

		START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
	% SPLIT							
PCNs ISSUED:				4,863	5,318	5,318	5,318	5,318
ON-STREET:	100.0%			4,864	5,319	5,319	5,319	5,319
OFF-STREET:	0.0%			-	-	-	-	-
INCOME	BASIS OF SPLIT							
PCN PAYMENTS	TOTAL:			£ 95,486	£ 125,651	£ 125,651	£ 125,651	£ 125,651
	ON-STREET:			£ 95,486	£ 125,651	£ 125,651	£ 125,651	£ 125,651
	OFF-STREET:			£ 0	£ 0	£ 0	£ 0	£ 0
PERMIT PAYMENTS	TOTAL:		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
CAR PARK RECEIPTS	TOTAL:		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
ON STREET CHARGING	TOTAL:		£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	ON-STREET:	100%	£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
NET C.COURT PROCEEDS	TOTAL:		£ 3,241	£ 12,965	£ 12,965	£ 12,965	£ 12,965	£ 12,965
	ON-STREET:	100.0%	£ 3,242	£ 12,967	£ 12,967	£ 12,967	£ 12,967	£ 12,967
	OFF-STREET:	0.0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
EXPENSES:								
OPERATIONAL MANAGEMENT	TOTAL:	£ 102,617	£ 20,671	£ 1,458	£ 1,501	£ 1,546	£ 1,593	£ 1,640
	ON-STREET:	£ 102,617	£ 20,675	£ 1,458	£ 1,502	£ 1,547	£ 1,593	£ 1,641
	OFF-STREET:	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
ON-STREET ENFORCEMENT	TOTAL:	£ 20,030	£ 15,372	£ 109,940	£ 113,238	£ 116,635	£ 120,134	£ 123,738
	ON-STREET:	£ 20,030	£ 15,372	£ 109,940	£ 113,238	£ 116,635	£ 120,134	£ 123,738
	OFF-STREET:	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
OFF-STREET ENFORCEMENT	TOTAL:	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
TICKET & PERMITS PROCESSING	TOTAL:	£ 6,000	£ 8,589	£ 27,584	£ 28,411	£ 29,264	£ 30,142	£ 31,046
	ON-STREET:	£ 6,001	£ 8,590	£ 27,584	£ 28,411	£ 29,264	£ 30,142	£ 31,046
	OFF-STREET:	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
PAY & DISPLAY	TOTAL:	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
INCOME	ON-STREET:			£ 0	£ 100,018	£ 139,908	£ 139,908	£ 139,908
INCOME	OFF-STREET:			£ 0	£ 0	£ 0	£ 0	£ 0
TOTAL INCOME:				£ 0	£ 100,018	£ 139,908	£ 139,908	£ 139,908
EXPENSES	ON-STREET:	£ 128,648	£ 44,638	£ 138,981	£ 143,151	£ 147,445	£ 151,869	£ 156,425
EXPENSES	OFF-STREET:	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
TOTAL EXPENSES:		£ 128,648	£ 44,638	£ 138,981	£ 143,151	£ 147,445	£ 151,869	£ 156,425
ANNUAL NET SURPLUS OR (DEFICIT):	ON-STREET:	(£ 128,648)	(£ 44,638)	(£ 38,963)	(£ 3,242)	(£ 7,537)	(£ 11,960)	(£ 16,516)
	OFF-STREET:	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
		(£ 128,648)	(£ 44,638)	(£ 38,963)	(£ 3,242)	(£ 7,537)	(£ 11,960)	(£ 16,516)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL	ON-STREET:		(£ 44,638)	(£ 83,601)	(£ 86,844)	(£ 94,380)	(£ 106,340)	(£ 122,857)
	OFF-STREET:		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
		£ 0	(£ 44,638)	(£ 83,601)	(£ 86,844)	(£ 94,380)	(£ 106,340)	(£ 122,857)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL	ON-STREET:	(£ 128,648)	(£ 173,286)	(£ 212,250)	(£ 215,492)	(£ 223,029)	(£ 234,989)	(£ 251,505)
	OFF-STREET:	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
		(£ 128,648)	(£ 173,286)	(£ 212,250)	(£ 215,492)	(£ 223,029)	(£ 234,989)	(£ 251,505)

SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 V3
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V3

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

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 CPE
- 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 CPE.

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:	July 2017 V3
MODEL DATE:	27-Jul-17

CLIENT: **HUNTINGDONSHIRE DISTRICT COUNCIL**

VERSION: July 2017 V3

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

SUMMARY OF MARGINAL INCOME & EXPENDITURE

START-UP =	Enter 1 - 3 1 MONTHS	SCH REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME										
	PCNs ISSUED				0	8,521	8,976	8,976	8,976	8,976
	PCN PAYMENTS	1	NB includes impact of differential PCNs	£0	£91,853	£107,960	£107,960	£107,960	£107,960	£107,960
	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	£20,130	£20,130	£20,130	£20,130	£20,130	£20,130
	ON STREET CHARGING	3		£0	£1,290	£1,290	£1,290	£1,290	£1,290	£1,290
	NET C.COURT PROCEEDS	4		£0	£4,893	£19,572	£19,572	£19,572	£19,572	£19,572
	TOTAL PAYMENTS			£0	£118,166	£148,952	£148,952	£148,952	£148,952	£148,952
EXPENSES:							3%	3%	3%	3%
	OPERATIONAL MANAGEMENT	5	1	£110,617	£20,671	£1,458	£1,501	£1,546	£1,593	£1,640
	ON-STREET ENFORCEMENT	6	1	£20,030	£17,439	£129,870	£133,767	£137,780	£141,913	£146,170
	OFF-STREET ENFORCEMENT	7	1	£15,330	£1,544	(£21,248)	(£21,886)	(£22,542)	(£23,219)	(£23,915)
	CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1	£0	£9,692	£45,148	£46,503	£47,898	£49,335	£50,815
	PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES			£145,977	£49,346	£155,228	£159,884	£164,681	£169,621	£174,710
ANNUAL NET SURPLUS OR (DEFICIT)				(£145,977)	(£49,346)	(£37,062)	(£10,932)	(£15,729)	(£20,669)	(£25,758)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL					(£49,346)	(£86,408)	(£97,340)	(£113,069)	(£133,738)	(£159,496)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL					(£195,323)	(£232,385)	(£243,317)	(£259,046)	(£279,715)	(£305,473)
NPV INTEREST RATE	6%									
YEAR END NPVs (EXCLUDING CAPITAL)						(£84,310)	(£94,040)	(£107,246)	(£123,618)	(£142,866)
NPV INTEREST RATE	6%									
YEAR END NPVs (INCLUDING CAPITAL)						(£230,287)	(£240,017)	(£253,223)	(£269,595)	(£288,843)

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: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V3

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-CPE.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
PCNs ISSUED:					8,521	8,976	8,976	8,976	8,976
	ON-STREET:	59.3%			5,049	5,318	5,318	5,318	5,318
	OFF-STREET:	40.8%			3,473	3,659	3,659	3,659	3,659
INCOME									
BASIS OF SPLIT									
PCN PAYMENTS	TOTAL:				£ 91,853	£ 107,931	£ 107,931	£ 107,931	£ 107,931
	ON-STREET:				£ 109,573	£ 125,651	£ 125,651	£ 125,651	£ 125,651
	OFF-STREET:				(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)
PERMIT PAYMENTS	TOTAL:			£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
CAR PARK RECEIPTS	TOTAL:				£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
	ON-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%			£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
ON STREET CHARGING	TOTAL:				£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	ON-STREET:	100%			£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	OFF-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
NET C.COURT PROCEEDS	TOTAL:				£ 4,893	£ 19,572	£ 19,572	£ 19,572	£ 19,572
	ON-STREET:	59.3%			£ 2,899	£ 11,597	£ 11,597	£ 11,597	£ 11,597
	OFF-STREET:	40.8%			£ 1,994	£ 7,978	£ 7,978	£ 7,978	£ 7,978
EXPENSES:									
OPERATIONAL MANAGEMENT	TOTAL:		£ 110,617	£ 20,671	£ 1,458	£ 1,501	£ 1,546	£ 1,593	£ 1,640
	ON-STREET:	59.3%	£ 102,617	£ 12,248	£ 864	£ 890	£ 916	£ 944	£ 972
	OFF-STREET:	40.8%	£ 8,000	£ 8,426	£ 594	£ 612	£ 630	£ 649	£ 669
ON-STREET ENFORCEMENT	TOTAL:		£ 20,030	£ 17,439	£ 129,870	£ 133,767	£ 137,780	£ 141,913	£ 146,170
	ON-STREET:	100%	£ 20,030	£ 17,439	£ 129,870	£ 133,767	£ 137,780	£ 141,913	£ 146,170
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
OFF-STREET ENFORCEMENT	TOTAL:		£ 15,330	£ 1,544	(£ 21,248)	(£ 21,886)	(£ 22,542)	(£ 23,219)	(£ 23,915)
	ON-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%	£ 15,330	£ 1,544	(£ 21,248)	(£ 21,886)	(£ 22,542)	(£ 23,219)	(£ 23,915)
TICKET & PERMITS PROCESSING	TOTAL:		£ 0	£ 9,892	£ 45,148	£ 46,503	£ 47,898	£ 49,335	£ 50,815
	ON-STREET:	59.3%	£ 0	£ 5,743	£ 33,210	£ 34,206	£ 35,232	£ 36,289	£ 37,378
	OFF-STREET:	40.8%	£ 0	£ 3,951	£ 11,938	£ 12,296	£ 12,665	£ 13,045	£ 13,437
PAY & DISPLAY	TOTAL:		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
INCOME	ON-STREET:				£ 0	£ 113,762	£ 138,538	£ 138,538	£ 138,538
INCOME	OFF-STREET:				£ 0	£ 4,404	£ 10,387	£ 10,387	£ 10,387
TOTAL INCOME:					£ 0	£ 118,166	£ 148,926	£ 148,926	£ 148,926
EXPENSES	ON-STREET:		£ 122,647	£ 35,430	£ 163,944	£ 168,862	£ 173,928	£ 179,146	£ 184,520
EXPENSES	OFF-STREET:		£ 23,330	£ 13,920	(£ 8,716)	(£ 8,978)	(£ 9,247)	(£ 9,524)	(£ 9,810)
TOTAL EXPENSES:			£ 145,977	£ 49,350	£ 155,228	£ 159,885	£ 164,681	£ 169,622	£ 174,710
ANNUAL NET SURPLUS OR (DEFICIT):	ON-STREET:		(£ 122,647)	(£ 35,430)	(£ 50,182)	(£ 30,324)	(£ 35,390)	(£ 40,608)	(£ 45,982)
	OFF-STREET:		(£ 23,330)	(£ 13,920)	£ 13,120	£ 19,365	£ 19,634	£ 19,912	£ 20,197
			(£ 145,977)	(£ 49,350)	(£ 37,061)	(£ 10,959)	(£ 15,755)	(£ 20,696)	(£ 25,785)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL	ON-STREET:			(£ 35,430)	(£ 85,611)	(£ 115,935)	(£ 151,325)	(£ 191,932)	(£ 237,914)
	OFF-STREET:			(£ 13,920)	(£ 800)	£ 18,565	£ 38,199	£ 58,111	£ 78,308
			£ 0	(£ 49,350)	(£ 86,411)	(£ 97,370)	(£ 113,125)	(£ 133,821)	(£ 159,606)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL	ON-STREET:		(£ 122,647)	(£ 158,077)	(£ 208,258)	(£ 238,582)	(£ 273,972)	(£ 314,579)	(£ 360,561)
	OFF-STREET:		(£ 23,330)	(£ 37,250)	(£ 24,130)	(£ 4,765)	£ 14,869	£ 34,781	£ 54,978
			(£ 145,977)	(£ 195,327)	(£ 232,388)	(£ 243,347)	(£ 259,103)	(£ 279,798)	(£ 305,583)

SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 V4
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V4

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

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 CPE
- 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 CPE.

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:	July 2017 V4
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL**VERSION: July 2017 V4**

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

SUMMARY OF MARGINAL INCOME & EXPENDITURE

START-UP =	Enter 1 - 3 1 MONTHS	SCH REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME										
	PCNs ISSUED				0	8,035	8,445	8,445	8,445	8,445
	PCN PAYMENTS	1	NB includes impact of differential PCNs	£0	£79,254	£91,390	£91,390	£91,390	£91,390	£91,390
	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	£20,130	£20,130	£20,130	£20,130	£20,130	£20,130
	ON STREET CHARGING	3		£0	£1,290	£1,290	£1,290	£1,290	£1,290	£1,290
	NET C.COURT PROCEEDS	4		£0	£4,564	£18,255	£18,255	£18,255	£18,255	£18,255
	TOTAL PAYMENTS			£0	£105,238	£131,064	£131,064	£131,064	£131,064	£131,064
EXPENSES:							3%	3%	3%	3%
	OPERATIONAL MANAGEMENT	5	1	£110,617	£20,671	£1,458	£1,501	£1,546	£1,593	£1,640
	ON-STREET ENFORCEMENT	6	1	£20,030	£17,666	£130,436	£134,349	£142,531	£146,806	£146,806
	OFF-STREET ENFORCEMENT	7	1	£15,330	£1,688	(£19,523)	(£20,109)	(£20,712)	(£21,334)	(£21,974)
	CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1	£6,000	£9,779	£34,965	£36,014	£37,094	£38,207	£39,353
	PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES			£151,977	£49,803	£147,335	£151,755	£156,308	£160,997	£165,827
ANNUAL NET SURPLUS OR (DEFICIT)				(£151,977)	(£49,803)	(£42,097)	(£20,691)	(£25,243)	(£29,932)	(£34,762)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL					(£49,803)	(£91,900)	(£112,591)	(£137,834)	(£167,767)	(£202,529)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL					(£201,781)	(£243,878)	(£264,568)	(£289,811)	(£319,744)	(£354,506)
NPV INTEREST RATE	6%									
YEAR END NPVs (EXCLUDING CAPITAL)					(£89,518)	(£107,932)	(£129,127)	(£152,836)	(£178,813)	
NPV INTEREST RATE	6%									
YEAR END NPVs (INCLUDING CAPITAL)					(£241,495)	(£259,909)	(£281,104)	(£304,813)	(£330,790)	

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: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V4

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-CPE.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
PCNs ISSUED:					8,035	8,445	8,445	8,445	8,445
	ON-STREET:	56.7%			4,555	4,787	4,787	4,787	4,787
	OFF-STREET:	43.3%			3,481	3,659	3,659	3,659	3,659
INCOME			BASIS OF SPLIT						
PCN PAYMENTS	TOTAL:				£ 79,254	£ 91,361	£ 91,361	£ 91,361	£ 91,361
	ON-STREET:				£ 96,974	£ 109,081	£ 109,081	£ 109,081	£ 109,081
	OFF-STREET:				(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)
PERMIT PAYMENTS	TOTAL:			£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
CAR PARK RECEIPTS	TOTAL:				£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
	ON-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%			£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
ON STREET CHARGING	TOTAL:				£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	ON-STREET:	100%			£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	OFF-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
NET C.COURT PROCEEDS	TOTAL:				£ 4,564	£ 18,255	£ 18,255	£ 18,255	£ 18,255
	ON-STREET:	56.7%			£ 2,587	£ 10,348	£ 10,348	£ 10,348	£ 10,348
	OFF-STREET:	43.3%			£ 1,977	£ 7,909	£ 7,909	£ 7,909	£ 7,909
EXPENSES:									
OPERATIONAL MANAGEMENT	TOTAL:		£ 110,617	£ 20,671	£ 1,458	£ 1,501	£ 1,546	£ 1,593	£ 1,640
	ON-STREET:	56.7%	£ 102,617	£ 11,718	£ 826	£ 851	£ 877	£ 903	£ 930
	OFF-STREET:	43.3%	£ 8,000	£ 8,956	£ 631	£ 650	£ 670	£ 690	£ 711
ON-STREET ENFORCEMENT	TOTAL:		£ 20,030	£ 17,666	£ 130,436	£ 134,349	£ 138,379	£ 142,531	£ 146,806
	ON-STREET:	100%	£ 20,030	£ 17,666	£ 130,436	£ 134,349	£ 138,379	£ 142,531	£ 146,806
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
OFF-STREET ENFORCEMENT	TOTAL:		£ 15,330	£ 1,688	(£ 19,523)	(£ 20,109)	(£ 20,712)	(£ 21,334)	(£ 21,974)
	ON-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%	£ 15,330	£ 1,688	(£ 19,523)	(£ 20,109)	(£ 20,712)	(£ 21,334)	(£ 21,974)
TICKET & PERMITS PROCESSING includes county contribution to admin at £7.16 per PCN	TOTAL:		£ 6,000	£ 9,779	£ 34,965	£ 36,014	£ 37,094	£ 38,207	£ 39,353
	ON-STREET:	56.7%	£ 3,401	£ 5,543	£ 34,266	£ 35,294	£ 36,353	£ 37,443	£ 38,566
	OFF-STREET:	43.3%	£ 2,600	£ 4,237	£ 699	£ 720	£ 742	£ 764	£ 787
PAY & DISPLAY	TOTAL:		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
INCOME	ON-STREET:				£ 0	£ 100,851	£ 120,719	£ 120,719	£ 120,719
INCOME	OFF-STREET:				£ 0	£ 4,387	£ 10,319	£ 10,319	£ 10,319
TOTAL INCOME:					£ 0	£ 105,238	£ 131,038	£ 131,038	£ 131,038
EXPENSES	ON-STREET:		£ 126,048	£ 34,927	£ 165,528	£ 170,494	£ 175,608	£ 180,877	£ 186,303
EXPENSES	OFF-STREET:		£ 25,930	£ 14,880	(£ 18,193)	(£ 18,738)	(£ 19,301)	(£ 19,880)	(£ 20,476)
TOTAL EXPENSES:			£ 151,978	£ 49,807	£ 147,335	£ 151,755	£ 156,308	£ 160,997	£ 165,827
ANNUAL NET SURPLUS OR (DEFICIT):	ON-STREET:		(£ 126,048)	(£ 34,927)	(£ 64,676)	(£ 49,774)	(£ 54,889)	(£ 60,157)	(£ 65,584)
	OFF-STREET:		(£ 25,930)	(£ 14,880)	£ 22,580	£ 29,057	£ 29,619	£ 30,198	£ 30,795
			(£ 151,978)	(£ 49,807)	(£ 42,097)	(£ 20,717)	(£ 25,270)	(£ 29,959)	(£ 34,789)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL	ON-STREET:			(£ 34,927)	(£ 99,603)	(£ 149,377)	(£ 204,266)	(£ 264,424)	(£ 330,007)
	OFF-STREET:			(£ 14,880)	£ 7,699	£ 36,757	£ 66,376	£ 96,574	£ 127,369
			£ 0	(£ 49,807)	(£ 91,904)	(£ 112,621)	(£ 137,891)	(£ 167,850)	(£ 202,639)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL	ON-STREET:		(£ 126,048)	(£ 160,975)	(£ 225,651)	(£ 275,426)	(£ 330,315)	(£ 390,472)	(£ 456,056)
	OFF-STREET:		(£ 25,930)	(£ 40,810)	(£ 18,230)	£ 10,827	£ 40,446	£ 70,645	£ 101,439
			(£ 151,978)	(£ 201,785)	(£ 243,882)	(£ 264,599)	(£ 289,869)	(£ 319,828)	(£ 354,616)

SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 V5
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V5

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs
July 2017 V5	As V3 but using a contractor

MODEL OPTIONS SELECTED:

Civil Enforcement Officer TIME ALLOCATION:

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

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

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

ON-STREET PAY & DISPLAY CHARGING:

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

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

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:	July 2017 V5
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V5

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs
July 2017 V5	As V3 but using a contractor

SUMMARY OF MARGINAL INCOME & EXPENDITURE

START-UP =	Enter 1 - 3 1 MONTHS	SCH REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME										
	PCNs ISSUED				0	8,519	8,974	8,974	8,974	8,974
	PCN PAYMENTS	1	NB includes impact of differential PCNs	£0	£91,812	£107,911	£107,911	£107,911	£107,911	£107,911
	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	£20,130	£20,130	£20,130	£20,130	£20,130	£20,130
	ON STREET CHARGING	3		£0	£1,290	£1,290	£1,290	£1,290	£1,290	£1,290
	NET C.COURT PROCEEDS	4		£0	£4,892	£19,569	£19,569	£19,569	£19,569	£19,569
	TOTAL PAYMENTS			£0	£118,125	£148,900	£148,900	£148,900	£148,900	£148,900
EXPENSES:							3%	3%	3%	3%
	OPERATIONAL MANAGEMENT	5	1	£110,617	£20,671	£1,458	£1,501	£1,546	£1,593	£1,640
	ON-STREET ENFORCEMENT	6	1	£0	£9,549	£114,582	£118,019	£121,560	£125,207	£128,963
	OFF-STREET ENFORCEMENT	7	1	£0	(£1,611)	(£19,335)	(£19,915)	(£20,513)	(£21,128)	(£21,762)
	CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1	£0	£8,405	£29,702	£30,593	£31,511	£32,456	£33,430
	PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES			£110,617	£37,014	£126,407	£130,199	£134,105	£138,128	£142,272
ANNUAL NET SURPLUS OR (DEFICIT)				(£110,617)	(£37,014)	(£8,282)	£18,701	£14,795	£10,772	£6,628
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL					(£37,014)	(£45,296)	(£26,595)	(£11,800)	(£1,028)	£5,600
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL					(£147,631)	(£155,913)	(£137,212)	(£122,417)	(£111,645)	(£105,017)
NPV INTEREST RATE	6%									
YEAR END NPVs (EXCLUDING CAPITAL)					(£44,827)	(£28,183)	(£15,761)	(£7,229)	(£2,276)	
NPV INTEREST RATE	6%									
YEAR END NPVs (INCLUDING CAPITAL)					(£155,444)	(£138,801)	(£126,378)	(£117,846)	(£112,893)	

Notes:-

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

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V5

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-CPE.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
PCNs ISSUED:					8,519	8,974	8,974	8,974	8,974
	ON-STREET:	59.3%			5,048	5,318	5,318	5,318	5,318
	OFF-STREET:	40.8%			3,472	3,657	3,657	3,657	3,657
INCOME									
BASIS OF SPLIT									
PCN PAYMENTS	TOTAL:				£ 91,812	£ 107,882	£ 107,882	£ 107,882	£ 107,882
	ON-STREET:				£ 109,581	£ 125,651	£ 125,651	£ 125,651	£ 125,651
	OFF-STREET:				(£ 17,769)	(£ 17,769)	(£ 17,769)	(£ 17,769)	(£ 17,769)
PERMIT PAYMENTS	TOTAL:			£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
CAR PARK RECEIPTS	TOTAL:				£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
	ON-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%			£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
ON STREET CHARGING	TOTAL:				£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	ON-STREET:	100%			£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	OFF-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
NET C.COURT PROCEEDS	TOTAL:				£ 4,892	£ 19,569	£ 19,569	£ 19,569	£ 19,569
	ON-STREET:	59.3%			£ 2,899	£ 11,597	£ 11,597	£ 11,597	£ 11,597
	OFF-STREET:	40.8%			£ 1,994	£ 7,974	£ 7,974	£ 7,974	£ 7,974
EXPENSES:									
OPERATIONAL MANAGEMENT	TOTAL:		£ 110,617	£ 20,671	£ 1,458	£ 1,501	£ 1,546	£ 1,593	£ 1,640
	ON-STREET:	59.3%	£ 102,617	£ 12,250	£ 864	£ 890	£ 916	£ 944	£ 972
	OFF-STREET:	40.8%	£ 8,000	£ 8,424	£ 594	£ 612	£ 630	£ 649	£ 668
ON-STREET ENFORCEMENT	TOTAL:		£ 0	£ 9,549	£ 114,582	£ 118,019	£ 121,560	£ 125,207	£ 128,963
	ON-STREET:	100%	£ 0	£ 9,549	£ 114,582	£ 118,019	£ 121,560	£ 125,207	£ 128,963
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
OFF-STREET ENFORCEMENT	TOTAL:		£ 0	(£ 1,611)	(£ 19,335)	(£ 19,915)	(£ 20,513)	(£ 21,128)	(£ 21,762)
	ON-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%	£ 0	(£ 1,611)	(£ 19,335)	(£ 19,915)	(£ 20,513)	(£ 21,128)	(£ 21,762)
TICKET & PERMITS PROCESSING	TOTAL:		£ 0	£ 8,405	£ 29,702	£ 30,593	£ 31,511	£ 32,456	£ 33,430
	ON-STREET:	59.3%	£ 0	£ 4,981	£ 23,925	£ 24,643	£ 25,382	£ 26,144	£ 26,928
	OFF-STREET:	40.8%	£ 0	£ 3,425	£ 5,777	£ 5,950	£ 6,129	£ 6,313	£ 6,502
PAY & DISPLAY	TOTAL:		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
INCOME	ON-STREET:				£ 0	£ 113,770	£ 138,538	£ 138,538	£ 138,538
INCOME	OFF-STREET:				£ 0	£ 4,355	£ 10,335	£ 10,335	£ 10,335
TOTAL INCOME:					£ 0	£ 118,125	£ 148,874	£ 148,874	£ 148,874
EXPENSES	ON-STREET:		£ 102,617	£ 26,779	£ 139,371	£ 143,552	£ 147,859	£ 152,294	£ 156,863
EXPENSES	OFF-STREET:		£ 8,000	£ 10,238	(£ 12,964)	(£ 13,353)	(£ 13,754)	(£ 14,166)	(£ 14,591)
TOTAL EXPENSES:			£ 110,617	£ 37,017	£ 126,407	£ 130,199	£ 134,105	£ 138,128	£ 142,272
ANNUAL NET SURPLUS OR (DEFICIT):	ON-STREET:		(£ 102,617)	(£ 26,779)	(£ 25,600)	(£ 5,014)	(£ 9,321)	(£ 13,756)	(£ 18,325)
	OFF-STREET:		(£ 8,000)	(£ 10,238)	£ 17,319	£ 23,688	£ 24,089	£ 24,502	£ 24,927
			(£ 110,617)	(£ 37,017)	(£ 8,282)	£ 18,674	£ 14,768	£ 10,745	£ 6,601
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL	ON-STREET:			(£ 26,779)	(£ 52,380)	(£ 57,394)	(£ 66,715)	(£ 80,471)	(£ 98,796)
	OFF-STREET:			(£ 10,238)	£ 7,081	£ 30,769	£ 54,859	£ 79,360	£ 104,287
			£ 0	(£ 37,017)	(£ 45,299)	(£ 26,624)	(£ 11,856)	(£ 1,111)	£ 5,491
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL	ON-STREET:		(£ 102,617)	(£ 129,397)	(£ 154,997)	(£ 160,011)	(£ 169,332)	(£ 183,088)	(£ 201,413)
	OFF-STREET:		(£ 8,000)	(£ 18,238)	(£ 919)	£ 22,769	£ 46,859	£ 71,360	£ 96,287
			(£ 110,617)	(£ 147,634)	(£ 155,916)	(£ 137,242)	(£ 122,473)	(£ 111,728)	(£ 105,126)