



## **How to use the Calculator**

### **Step 1: How to customise your table**

The table is made up of white and blue cells.

Blue cells are cells you will be editing.

White cells are locked. However, you will need to unlock each worksheet in order to customise your table. To do this you will need to select Tools, protection and click unprotect sheet and select OK.

Complete 'post title' (not names) in the 'salary costs' table. Only insert the post title (not individual titles or names) e.g. Licensing Manager, Licensing Officer, etc.

Now delete the unused 'post title' rows from the 'salary costs' table. To do this, highlight the row number, right click, select delete from the menu.

You will also need to delete the unused 'post title' rows from the 'central recharges' table, 'direct costs' table and the 'hourly rate' table in the same way. These are all in the same 'cost summary' worksheet.

Insert the number of posts against each post title in the 'central recharges' table. This will automatically transfer into the 'direct costs' table and the 'hourly rate' table for you.

You will now need to lock your worksheet to protect the white cell contents. To do this select Tools, Protection, Protect Sheet and select OK.

You will now need to open every process worksheet individually to delete the unused 'post title' columns i.e. New, renewal, etc. To do this you will first need to unlock each process worksheet by highlighting the column letter at the top, right click, select delete from the menu. You will need to lock the worksheet once completed.

## Step 2: Cost Summary

- Salary costs (Basic, NI, Super) only record those officers in this part of the table that will be included in the process maps. I.e. do not include Head of Service/Director and or some managers.
- Central Recharges header costs will need to be sought from your finance department. If possible these charges need to be broken down into accommodation, IT, legal and other support services. If your finance department are unable to provide this information broken down, insert the whole cost under one header. You will need to change Header 1 to one of your recharges i.e. Accommodation.
- Direct Costs – You will need to change Header 1 to one of your recharges i.e. Telephones, Stationary.
- Insert 'Agreed annual productive hours' in the blue cell. You will need to obtain this figure from your Finance Department.

Example:

### Total Annual No of Hours for Licensing

52 weeks x 37 hours (7.4 hours per day x 5 days a week)	<b>1924</b>
less bank holiday entitlement 10.5 days	-78
	<b>1846</b>
less annual leave entitlement 31 days	-229
	<b>1617</b>
less average annual sickness absence 3 days	-22
	<b>1595</b>

- Insert 'Agreed annual chargeable hours' in the blue cell. This figure is your agreed annual productive hours minus the percentage of time you do not time record. This can be 'non specific duties' or when you are 'between tasks' or even a 'trip to the loo'. This figure of time may be best discussed with your Legal and/or Finance Department. Following time recording exercises, it has been established that approximately two hours per day is a reasonable amount of time to record as 'non productive'.  
E.g. Agreed Annual productive hours = 1595 x 73% (productive time) = 1164 hours. *\*\* 73% productive time is the equivalent of 5:24 hours per day\*\**
- Hourly Rate – once you have completed the 'salary costs', 'central recharges', 'direct costs' tables and the 'productive' and 'chargeable' cells on the 'costs summary' worksheet you will now be provided an hourly rate for each of your officer posts.

### **Step 3: Other charges within normal working hours**

- A time monitoring exercise will have needed to have taken place for each header. I.e enquiries, project work etc.
- Each officer name must be inserted manually into table 1 – charges for time (within normal working hours).
- The hourly rate is taken from the cost summary worksheet and inserted manually under each named officer.
- The 'licence duration' field is a mandatory field. This is the length of time that the licence will last for any number of years. It may also be used to calculate the fees by month (e.g. 6 months = 0.5) however care should be taken to ensure that the correct decimal number is inserted.
- Insert the **minutes** worked on each header for **one year only**, for each named officer, for the table to calculate a total officer 'charges for time' cost. ***Where the licence duration is greater than one year, the table will automatically calculate the correct charge.***
- The table will then calculate the total cost of all the officers listed in the table for time spent undertaking work other than applications.
- Insert the specific costs relating to 'Total Licence Holders' into table 2. Specific costs will include ancillary tasks that you may at present charge a separate fee for e.g. out of hours work, advertising. Specific costs associated with taxi licensing may include transfer of licence, replacement licences/badges/door signs etc.
- To ensure that any previous surplus or deficit relevant to the function heading is accounted for, insert the cost into the 'specific costs' table labelled 'previous surplus' or 'previous deficit'. ***A minus figure is required for 'previous surplus'.***

Out of hours work is a 'specific cost' but you will need to divide the time spent (including travel / surveillance / compliance / enforcement) for each of the function headings e.g. specific costs associated with taxi licensing will require your out of hours work to be divided by driver, vehicle and operator functions (where appropriate). ***Where the licence duration is greater than one year, this cost will need to be multiplied by the duration of the licence and inserted into 'Table 2 - Specific Costs'.***

E.g.: Time spent on out of hours work for Taxis for the previous year = 624 hours cost = £15,600

Taxis overall	624 hours		
Hc	270 hours	43%	£6,708
Phv	270 hours	43%	£6,708
Drivers	59 hours	10%	£1,560
Operators	25 hours	4%	£624

- You will need to insert the total number of licence holders held at the end of the previous financial year in 'table 3 – Licence holders'. This will automatically calculate the 'total other charges' cost per application.
- The 'total other charges' will need to be inserted in the blue cell in the process map i.e. New and Renewal, labelled 'total other charges'.

#### **Step 4: Non chargeable - normal working hours**

- A time monitoring exercise will have needed to have taken place for each header. I.e. FOI, DPA, etc.
- Each officer name is inserted manually
- The hourly rate is taken from the cost summary worksheet and inserted manually under each named officer
- Insert the **minutes** worked on each header for **one year only**, for each named officer, for the table to calculate a total officer cost. ***Where the licence duration is greater than one year, the table will automatically calculate the correct charge.***
- A total non-chargeable cost will be calculated, however this figure is for information purposes only.
- Insert any specific costs which are non-chargeable into 'Table 2 – specific costs'. This may include the cost of any out of hours' unlicensed work, N.B for some functions this work may be recoverable – refer to relevant 'Fees Toolkit Overview' document.

## **Step 5: Materials**

- Some calculators may include a materials worksheet.
- This worksheet is to show the calculation of materials relevant to the application process e.g. for taxi licensing, this may include a door sign or back plate.
- When you have completed this worksheet, you will need the total cost of the materials to enter into the relevant process worksheet i.e. new, renewal, etc.
- There is a specific blue cell in the materials column in each of the relevant worksheets for you to complete.
- Please note that you will still need to insert the time for this process and place the relevant number of **minutes** in the table.

## **Step 6: Process Maps**

- You will note that the post title and hourly rate are already completed for you.
- Each of the process maps have been completed following consultation and agreement with the All Wales Licensing Expert Panel. The process maps may not be in the order of work for your Authority, however each of the steps should appear in the left hand column of the worksheet. The process steps in the blue cells may be reworded as required. Caution should be given to deleting rows as this may affect the calculations.
- Each process step will require the number of **minutes** each 'post title' takes to complete that task. (more than one post title may conduct this task at various stages of the application, therefore a number of post titles in the same row may require completing)
- If the task is not completed you can leave the cells blank.
- In some of the worksheets you will note there is a column headed 'material cost'. These will need to be completed in addition to the time spent where the process involves a material cost e.g. for taxi licensing this may include, plate, door signs or test fee. These particular cells are blue.
- You will note that within some of the process map worksheets there are committee steps which require a calculation. Some applications will be referred to committee however we will not be aware of these at the application stage and will need to charge a standard fee to all applicants.
- In order to reflect this in the application fee for each process you will need to ascertain the number of applications referred to committee in a financial year and do a simple calculation to obtain the correct number of **minutes** to insert into the process map.

See below example for taxi licensing

No. of Applications referred to Committee in previous financial year. Report Type	Number
<b><u>HC Vehicle</u></b>	
New	15
Renewal	3
Substitution	6
<b><u>PH Vehicle</u></b>	

New	12
Renewal	6
Substitution	9
<b>Drivers</b>	
New	42
Renewal	12
Disciplinary	50
<b>Operators</b>	
New	1
Renewal	1
Disciplinary	0

In previous financial year there were:

New hc vehicle applications = 33

New applications referred to Cttee = 15

Time 'Cttee report produced' = 45mins

$45\text{mins} \times 15 = 225\text{mins}$  divided by  $33 = 7\text{mins}$

- You will note that there are worksheets for processes such as replacement licences, change of address etc. These worksheets are to be used to calculate the cost of each process. The cost will need to be multiplied by the number of times you completed this task in the previous year) before inserting the overall cost into the 'specific costs' table in the 'other charges' worksheet.