



**Norfolk County Council**

# **Norfolk Parking Partnership Joint Committee**

Date: **5 March 2020**

Time: **14:00**

Venue: **Cranworth Room, County Hall,  
Martineau Lane, Norwich, Norfolk, NR1 2DH**

**Persons attending the meeting are requested to turn off mobile phones.**

## **Membership**

### **County Councillors**

Cllr Martin Wilby (Chairman) *Substitute: Cllr Barry Stone*

### **District Councillors**

Cllr Lisa Neal	<i>Substitute: Cllr Kay Mason-Billig</i>	South Norfolk District Council
Cllr Paul Kunes	<i>Substitute: Cllr Richard Blunt</i>	Borough Council of King's Lynn and West Norfolk
Cllr Graham Plant		Great Yarmouth Borough Council

### **Non-Voting District Councillors**

Cllr Paul Hewett		Breckland District Council
Cllr Eric Seward		North Norfolk District Council
Cllr Mike Stonard		Norwich City Council
Cllr Jo Copplestone	<i>Substitute: Cllr Peter Bulman</i>	Broadland District Council

**For further details and general enquiries about this Agenda  
please contact the Committee Officer:**

Hollie Adams on 01603 223029  
or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

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# Agenda

## 1. To receive apologies and details of any substitute members attending

## 2. Minutes

Page 4

To confirm the minutes of the meeting held on 12 September 2019

## 3. Declarations of Interest

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
  - Exercising functions of a public nature.
  - Directed to charitable purposes; or
  - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

## 4. Any items of business the Chairman decides should be considered as a matter of urgency

## 5. Norfolk Parking Partnership Budget 2020-21

Page 9

A report by the Assistant Director, Highways and Waste

**Chris Walton**  
**Head of Democratic Services**  
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Martineau Lane  
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NR1 2DH

Date Agenda Published:



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## **Norfolk County Council & District Councils Norfolk Parking Partnership Joint Committee**

**Minutes of the Meeting Held on Thursday, 12 September 2019  
at 2pm in the Council Chamber, County Hall**

### **Voting Members Present:**

Cllr Martin Wilby (Chairman)	Norfolk County Council
Cllr Lisa Neal	South Norfolk District Council
Cllr Paul Kunes	Borough Council of King's Lynn and West Norfolk
Cllr Graham Plant	Great Yarmouth Borough Council

### **Non-Voting Members Present**

Cllr Jo Copplestone	Broadland District Council
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### **Officers Present:**

Martin Chisholm	Borough Council of King's Lynn and West Norfolk
Miranda Lee	Great Yarmouth Borough Council
Tim Young	Project Engineer (Network Policy & Performance), Norfolk County Council
Gary Cheesman	Finance Officer, Norfolk County Council
Matt Tracey	Growth & Infrastructure Group Manager, Norfolk County Council
Dave Stephens	Team Manager Network Safety & Sustainability, Norfolk County Council
Ian Gregory	Better parking Strategy Manager, Norfolk County Council
Michele Earp	South Norfolk District Council
David Disney	South Norfolk District Council

## **1. Apologies for absence**

- 1.1 Apologies were received from Cllr Eric Seward and Cllr Mike Stonard. Also absent was Cllr Paul Hewett.

## **2. Election of Vice-Chair**

- 2.1 Cllr Graham Plant was duly elected as Vice-Chairman of the Joint Committee for the ensuing Council Year.

## **3. Minutes**

- 3.1 The minutes of the meeting held on 14 February 2019 were **AGREED** as an accurate record and signed by the Chairman.

## **4. Declarations of Interests**

- 4.1 No interests were declared.

## 5. Items of Urgent Business

- 5.1 No urgent business was discussed.

## 6. Parking Management at Schools

- 6.1 The Joint Committee received the report outlining proposals to contribute to service improvement and improve clarity in relation to enforcement of parking restrictions outside schools.

- 6.2.1 The Joint Committee discussed the proposals set out in the report:

- 6.2.2 Recommendation 2: To move to an operational position of zero tolerance, cutting the observational period to 5 minutes (from 10):

- The Project Engineer (Network Policy & Performance), reported that a parent friendly approach had been taken so far, offering a voluntary 10-minute observation; it was proposed to move to the statutory observation time of 5 minutes
- The Vice-Chairman noted that issues related to parking outside schools had been seen across the County, and had worsened since some children were not able to attend their local schools; he noted that the changes could help address the problems seen
- A Member noted that in some parts of the County, some parents were forced to drive to their local school due to the rurality of the area, and enforcing a “zero tolerance” approach could therefore be inappropriate
- It was noted that the observation time was being reduced from 10 to 5 minutes, and this would still allow time for parents to park and drop off their children; enforcement would only apply to schools with existing measures in place such as single and double yellow lines.
- the Vice-Chairman, seconded by the Chairman, **PROPOSED** changing the wording of the recommendation to remove reference to “zero tolerance” as he felt this gave the wrong impression about what was intended by the change in policy

- 6.2.3 Recommendation 4: issue of school parking management spans across all partners; the NPP creates a common stakeholder approach. A response toolkit is to be developed by the Officer Working Group, including the use of a grading tool to help score the issue against a range of criteria:

- The Project Engineer (Network Policy & Performance) discussed how through a multi stakeholder approach all parking authorities would work together in an officer working group to develop tools, including ensuring appropriate parking measures were in place when planning new schools
- The Project Engineer (Network Policy & Performance) confirmed that “partners” involved in this work would include schools, planning departments, police, Norfolk Parking Partnership and health
- The Growth & Infrastructure Group Manager reported that Norfolk was the first County Council to have all schools with active travel plans. There was online resource available to schools to allow them to take ownership of this piece of work
- A Member requested that the letters and posters were fed down to local Parish and Town Councillors to support spreading the message in local communities; the Project Engineer (Network Policy & Performance) **AGREED** to take this back to the Officer Working Group as an action
- Martin Chisholm noted that it was important to both educate parents on parking sensibly and safely around schools, as well as working with those living near schools on exercising tolerance for parents who needed to park to drop off their children
- The Vice-Chairman noted that as there was not capacity to work with every school, setting realistic expectations was important
- Martin Chisholm noted that statistics showed there were few injury accidents outside

schools and therefore it was important to consider what action was proportionate, ie educating parents about parking safely was probably more appropriate than issuing Parking Control Notices in most instances

- It was discussed how grading criteria to prioritise schools may be seen as unfair by schools that received less input or support than others
- Members were of the consensus that education was more beneficial than enforcement in most instances

#### 6.2.4 Recommendation 5: the current limits of technology in enforcement of parking outside schools.

- The Project Engineer (Network Policy & Performance) noted that use of technology enforcement was limited by legislation
- It was noted that speaking with people directly had some benefits over remote enforcement, while remote enforcement also had its own benefits

#### 6.3 The Joint Committee:

1. **AGREED** the content of the report in relation to the current operational practice of the NPP, specifically the 10-minute observation prior to ticket issuance.
2. **AGREED** to move to an operational position of cutting the observational period to 5 minutes.
3. **NOTED** the inconsistent application of police powers across Norfolk and agreed that a variation to the current Memorandum of Understanding between the NPP and Norfolk Constabulary should be sought.
4. **AGREED** that the issue of school parking management spans across all partners and the NPP creates a common stakeholder approach. A response toolkit is to be developed by the Officer Working Group, including the use of a grading tool to help score the issue against a range of criteria.
5. **NOTED** the current limits of technology in enforcement of parking outside schools.

## 7. Annual Report 2018-19

7.1.1 The Joint Committee received the report providing the Annual Report for the seventh full financial year of operation of Civil Parking Enforcement in Norfolk and including a draft statistical return as required by the DfT (Department for Transport, a summary of the financial accounts for financial year 2018/19 and an update on areas of work for the Norfolk Parking Partnership since the last Annual Report.

7.1.2 The Team Manager Network Safety & Sustainability reported that the table on page 36 of the report showed the Great Yarmouth winter charging saving of £11,000. This scheme was not progressing, but the savings had not yet been removed from the bottom line. The savings made from not progressing this scheme had been incorporated into the County Council's element of the budget shown on page 35 of the report under Parking Department NCC Annual Operational Costs, which totalled £90,000. This had been reduced to £79,000, absorbing these costs. The Vice Chair **requested** that this was removed in the next report.

7.1.3 The Team Manager Network Safety & Sustainability introduced the report:

- The Partnership was in the third year of the 4-year business plan. Officers had been able to deliver effective and efficient operations and the Partnership had yielded a surplus of £80,000 from the operational account
- The DT (Department for Transport) final return on the 30 September 2019 was unlikely to be vastly different from the draft shown in the report
- Blue badge numbers had remained at broadly similar levels, however intelligence from the Blue Badge issuing service indicated that rate of issuance had spiked, as expected, following the change of criteria to include hidden disabilities
- The schemes in able 6 of the report were expected to come on scheme in the next

- financial year, 2020-21, and financial projections were being modelled in preparation
- The CPE (Civil Parking Enforcement) reserve had increased £40,000 from the previous year's reported return

7.2 The following points were discussed and noted:

- he Vice-Chairman thanked District Councils for the additional contributions to the budget and noted the impact this had had on balancing the budget
- The Joint Committee thanked Officers for their work in bringing the budget to a balanced position; the Team Manager Network Safety & Sustainability also noted the impact of the work of the District Parking Teams in identifying efficiencies
- The Team Manager Network Safety & Sustainability confirmed that the usual process for identifying how to spend surplus in Great Yarmouth was via the steering group
- The change in Blue Badge criteria to accommodate unseen disabilities was noted
- Cllr Neal declared a non-pecuniary interest as a blue badge holder and noted the positive work carried out by the blue badge enforcement team
- David Disney thanked Officers for their work with residents and the Portfolio older in South Norfolk to identify and solve problems

7.3 The Joint Committee **AGREED** to:

1. **NOTE** the draft statistical return in Table 1 and **AUTHORISE** a final return to be sent to the DfT when the final figures are available on 30 September.
2. **NOTE** the financial position of the NPP as at 31st March 2019 and **ENDORSE** the allocations to spending as set out in Table 3.
3. **NOTE** the positive progress towards financially sustainable CPE services under the existing arrangements.
4. **NOTE** the budget for the NPP for 2019-20 as shown in Appendix A and to receive a verbal update of progress against the budget at the meeting.
5. **NOTE** the performance of the Blue Badge Investigations scheme and the positive feedback on the role of the Blue Badge Investigator.
6. **NOTE** the new schemes set out in Table 6 which have been secured under the new approaches to community engagement and scheme development.
7. **NOTE** this report as the financial position of the CPE Reserves as at 31st March 2019.

## 8. The Better Parking Strategy Project, Verbal Update

8.1 The Committee heard a verbal update on the progress of the Better Parking Strategy project from the Growth & Infrastructure Group Manager:

- Between December 2018 and April 2019, Officers had attended fact finding visits to, among others, North Essex Parking Partnership, Gloucestershire County Council, King's Lynn, Great Yarmouth and Norwich City Local Enterprise Partnership
- Benchmarking of data had been carried out and Officers had met with mature parking partnerships to gain information and ideas of best practice
- Officers had been looking at issues by comparing and contrasting different Local Authority areas
- The demographic and operational area, policy interpretations and issues related to financial performance of the partnership had been looked into
- Discussions had been taking place to decide the focus of the future strategy and forward programme for the next three years and developing key principles to retain healthy high streets and resorts in Norfolk
- Officers had been looking at schemes to solve existing parking issues and enable and help bring forward solutions supported by local communities
- The revised first draft of the Parking Principles document would go through due process and be brought to Joint Committee for consideration
- Officers were also engaging with Parish and Town Councils across Norfolk
- Work was underway around transition arrangements for the dissolution of Norwich

Highways Agency

- Key Performance Indicators were being reviewed to be more workable
- Officers were working with the East Anglia Parking Forum and British Parking Association to develop a positive parking agenda, and on feeding in views from the Local Transport Plan into DfT (Department for Transport) parking consultations

8.2 The chairman noted the positive partnership working that had been taking place

8.3 The Joint Committee **NOTED** the update

The meeting concluded at 14:43

#### Chairman



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# Norfolk Parking Partnership Joint Committee

Item No. 5

<b>Decision making report title:</b>	<b>Norfolk Parking Partnership Budget 2020-21</b>
<b>Date of meeting:</b>	<b>05 March 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Martin Wilby(Cabinet Member for Highways, Infrastructure &amp; Transport)</b>
<b>Responsible Director:</b>	<b>Grahame Bygrave (Director of Highways &amp; Waste)</b>
<b>Is this a key decision?</b>	<b>No</b>

## Introduction from Cabinet Member

As Highway Authority, Norfolk County Council is responsible for Civil Parking Enforcement (CPE) of on-street parking. This is achieved through strategic partnerships with District and Borough Councils. Responsibility for the service sits with the Norfolk Parking Partnership (NPP) Joint Committee and its Officer Working Group (OWG). Terms of reference for the Joint Committee are set out in the Agreement for the Joint Provision of On-street CPE, also referred to as the 'Delegated Functions Agreement'.

This budget is the first not to be based on the revised 2016 business model but instead on the prior two financial years (2018-19 and 2019-20) outturn costs. Moving to this budget setting model will allow an increased level of accuracy, helping to drive performance management and value for money.

## Executive Summary

The current business financial model only projected costs up to the 2019-20 financial year. This business model was last revised in 2016 during a period of challenging financial performance set against a back drop of inconsistent Penalty Charge Notice (PCN) numbers.

The OWG identified savings and efficiencies in 2016 that could be made to operational practices which have been implemented since endorsement by the Joint Committee with positive results. Recent financial contributions from partners in Breckland, Broadland, North Norfolk and South Norfolk have assisted in stabilising the partnerships finances further. However, the current financial climate is still challenging with the cost of enforcement and administration increasing annually and levelling out of income.

Therefore, the intention is to move to a financial model that uses actual outturns from prior financial years to more accurately set forward budgets and projections.

## Recommendations

- 1. The Joint Committee notes that financial year 2019-20 budget is the last using the revised 2016 business model.**

2. **The Joint Committee to agree the budget for the Partnership for financial year April 2020 to March 2021 as shown in appendix A.**
3. **The Joint Committee considers an increase in the residents parking permit cost to £45 and supports an annual increase in the cost of residents parking permits based on the annual rate of inflation commencing 1 April 2021 as set out in paragraph 2.5 below.**

## **1. Background and Purpose**

- 1.1. In 2016 the Joint Committee approved changes to the Business Financial Model which covered the 4-year period 2016/17 to 2019/20. The financial year ending March 2020 will be the second full year of operations following delivery of the efficiencies and savings endorsed at the same time.
- 1.2. The current financial year is the last period covered by the existing Business Financial Model, and, as proposed by the Officer Working Group, this model has been superseded by a new, zero-based budget using the prior two years' actual outturns as a baseline, amended to reflect forecast estimated income and operational costs for 2020-21.

## **2. Proposals**

- 2.1. Appendix A shows the proposed NPP Operations Budget for 2020-21, together with the forecast outturns for this financial year. The budget has been split into six distinct blocks, which are described in Sections 2.2 to 2.8 below.
- 2.2. CPE Operations Costs: Parking Enforcement covers the enforcement staff costs (e.g. Civil Enforcement Officers and Supervisors) plus overheads. The staff cost element has been inflated by 2% to cover annual wage increases. The Parking Department Costs covers the NCC Officer time that is spent on supporting the NPP (e.g. Network Safety, Business Support and Legal). Again, these staff costs have been inflated by 2% to cover annual wage increases. The Central Processing Unit costs are the staff and administration costs of the shared back-office based at Kings Lynn; similarly, the staff cost element has also been inflated by 2%. The Capital Contribution is the amount that the NPP operations account contributes to capital projects (e.g. P&D machines) and can vary dependent upon the cost of agreed projects. Three efficiency savings rows have been added to focus attention on potential areas of the operations where future efficiencies and/or savings could be made and to prompt future discussion.
- 2.3. CPE Operations Income: Is the income derived from the issuance of Penalty Charge Notices (PCNs), which helps to support the enforcement costs. A similar number of PCNs is forecast for 2020-21, hence the matching income.
- 2.4. On-Street Pay & Display Costs: This only applies to Great Yarmouth and Kings Lynn, who are the only two NPP authorities that currently have Pay & Display (P&D) machines and residents parking zones (RPZs). Cash Collection and Maintenance covers the staff time spent collecting, counting and banking cash

from the P&D machines, together with time and parts associated with maintaining them. Similar costs are anticipated for 2020-21. Residents Permit Scheme Costs are the administration and software costs associated with providing this service and are shown reduced in 2020-21 to reflect the increasing numbers and use of virtual (paperless) permits.

- 2.5. On-Street P&D Income: Residents Parking Permit Scheme Income is based on the current price of £40 which has not increased since 2010. It is therefore recommended that the cost of residents parking permits is reviewed annually based on the rate of inflation increase, with the first proposed increase to be made from 1 April 2021. In addition, it is recommended that the £40 price is increased within 2020/21 to £45. Should the Joint Committee agree to these recommendations, the legal Order would need to be revised.

Dispensations and Waivers is an aspirational but realistic income based on charging for all of these on-street concessions rather than issuing them free, increasing year on year. P&D Cash is the amount of physical cash collected from the P&D machines, whereas P&D Cashless is the amount of electronic payment income collected via the Parking Operations (MiPermit) online and smart phone payment system. Total combined income is forecast to be similar (£422,059), with a greater year on year percentage of cashless transactions being made.

- 2.6. Net Position: These rows show the NPP Operations gross surplus or deficit, in year financial contributions made from non-CPE authorities and the final NPP net surplus or deficit after these have been factored in. Currently, North Norfolk, Broadland, Breckland and South Norfolk district councils contribute £45,000 between them to help cover the combined cost of NPP CPE operations in their areas, as they have no other P&D or residents parking income to support this, like Kings Lynn and Great Yarmouth. To stabilise the net position and as per last year, it is proposed that contributions are sought from North Norfolk, Breckland and Broadland District Councils for 2020-21, which reflect 50% of the scheme deficits in their respective areas. No contribution is sought from South Norfolk as they have made a positive financial contribution to implementing parking management schemes in Trowse and Cringleford.

- 2.7. Forward Programme: A review of the residents parking zone in Great Yarmouth has been endorsed by the Great Yarmouth Transport Steering Group, who have allocated £20,000 of the 2018-19 NPP surplus toward funding. NCC has also allocated £20,000 of the same surplus towards this project, as agreed at the September NPP Joint Committee Meeting.

### **3. Impact of the Proposal**

- 3.1. Moving from the old financial model to a new one based on actual outturn costs will allow more sound financial planning and forward budget setting. This in turn will improve budget setting and forward planning for Norfolk County Council.

- 3.2. The proposed new model will allow more prudent monitoring of the NPP budget giving greater forewarning to Officers of potential cost spikes or reductions in income which could affect operation practices.

#### **4. Evidence and Reasons for Decision**

- 4.1. The existing revised business financial model has reached the end of its projection period and so needs to be replaced. Using a model based on existing outturn costs with projected forward year variations will help provide a more robust, accurate and realistic budget for future years.

#### **5. Alternative Options**

- 5.1. The existing business financial model could be adjusted and reused. However, it fails to take account of current and changes to operational practices, technological advances, and replacement of assets.

#### **6. Financial Implications**

- 6.1. Without any new income or a review of current on-street and residents parking charges, the NPP surplus is set to decline year on year due to increased costs. In the interim, to stabilise the net position and as per last year, it is proposed that contributions are sought from North Norfolk, Breckland, and Broadland District Councils for 2020-21, which reflect 50% of the scheme deficits in their respective areas. South Norfolk Council have financially contributed to scheme development in Trowse and Cringleford, so a contribution is not being sought from them this year.
- 6.2. As detailed in 2.5, it is recommended that fees such as resident parking permit fees are, in future, automatically increased annually in line with inflation. This should take effect from 1 April 2021 and will bring parking in line with other NCC fees and charges which also increase automatically by inflation at the start of each financial year. In addition, it is recommended that the £40 price for residents parking permit is increased within 2020/21 to £45.

#### **7. Resource Implications**

- 7.1. **Staff:**

N/A

- 7.2. **Property:**

N/A

- 7.3. **IT:**

N/A

#### **8. Other Implications**

- 8.1. **Legal Implications - N/A**

- 8.2. Human Rights implications - N/A
- 8.3. Equality Impact Assessment (EqIA) - N/A
- 8.4. Health and Safety implications- N/A
- 8.5. Sustainability implications- N/A
- 8.6. Any other implications- N/A
- 9. Risk Implications/Assessment**
- 9.1. N/A
- 10. Select Committee comments**
- 10.1. N/A
- 11. Recommendations**
- 11.1.
  - 1. The Joint Committee notes that financial year 2019-20 budget is the last using the revised 2016 business model.
  - 2. The Joint Committee to agree the budget for the Partnership for financial year April 2020 to March 2021 as shown in appendix A.
  - 3. The Joint Committee considers an increase in the residents parking permit cost to £45 and supports an annual increase in the cost of residents parking permits based on the annual rate of inflation commencing 1 April 2021 as set out in paragraph 2.5 below.

#### **4. Background Papers**

- a
  - [Joint Committee 14 Feb 2019](#)
  - [Joint Committee 12 Sept 2019](#)

#### **Officer Contact**

If you have any questions about matters contained in this paper, please get in touch with:

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Budget for NPP Operations 2020-21	Forecast 2019/20	Budget 2020/21
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## CPE Operations

Costs

Parking Enforcement - Annual Operating costs	714,116	726,961
Efficiency savings from Annual Operating Costs - Parking Enforcement	0	0
Parking Department (NCC) - Annual Operating Costs	79,180	80,764
Central Processing Unit - Annual Operating Costs	212,830	218,500
Efficiency savings from Annual Operating Costs - CPU	0	0
Capital Contribution (CPE)	59,000	59,000
Efficiency savings from Annual Operating Costs - Capital Contribution	0	0
<b>Total Costs</b>	<b>1,065,126</b>	<b>1,085,225</b>

Income

On-street Parking Enforcement	(651,889)	(651,889)
<b>Total Income</b>	<b>(651,889)</b>	<b>(651,889)</b>
<b>(Surplus) / Deficit from CPE</b>	<b>413,237</b>	<b>433,336</b>

## On-Street Pay &amp; Display

Costs

Cash Collection and Maintenance	9,956	9,956
Residents Permit Scheme Costs	15,149	14,852
<b>Total Costs</b>	<b>25,105</b>	<b>24,808</b>

Income

Residents Parking Permit Scheme Income	(92,507)	(98,288)
Dispensations and Waivers	(3,000)	(5,000)
P&D - Cash	(356,099)	(346,088)
P&D Cashless	(65,960)	(75,971)
<b>Total Income</b>	<b>(517,566)</b>	<b>(525,347)</b>
<b>Surplus / Deficit from On-street P&amp;D and Residents Parking Schemes</b>	<b>(492,461)</b>	<b>(500,539)</b>

Net Position

<b>Gross (Surplus) / Deficit from NPP Operations</b>	<b>(79,224)</b>	<b>(67,203)</b>
<b>Financial Contributions</b>	<b>(45,000)</b>	<b>(35,000)</b>
<b>NPP Operations (Surplus) / Deficit</b>	<b>(124,224)</b>	<b>(102,203)</b>