

## Operations &amp; Commercial

	Original Budget 2024-25 £	Revised Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
<b>Allotments</b>						
Premises	6,790	6,790	6,550	6,560	6,570	6,580
Supplies & Services	1,400	1,400	1,400	1,400	1,400	1,400
<b>Total Expenditure</b>	<b>8,190</b>	<b>8,190</b>	<b>7,950</b>	<b>7,960</b>	<b>7,970</b>	<b>7,980</b>
Customer & client receipts	(30,120)	(30,120)	(30,820)	(31,280)	(31,760)	(32,260)
<b>Total Income</b>	<b>(30,120)</b>	<b>(30,120)</b>	<b>(30,820)</b>	<b>(31,280)</b>	<b>(31,760)</b>	<b>(32,260)</b>
<b>Direct Service Cost</b>	<b>(21,930)</b>	<b>(21,930)</b>	<b>(22,870)</b>	<b>(23,320)</b>	<b>(23,790)</b>	<b>(24,280)</b>
Central Support Services	230	230	230	230	230	230
Recharge to Services	13,570	13,570	13,570	13,570	13,570	13,570
<b>Total Service Cost</b>	<b>(8,130)</b>	<b>(8,130)</b>	<b>(9,070)</b>	<b>(9,520)</b>	<b>(9,990)</b>	<b>(10,480)</b>
<b>Carparking King's Lynn &amp; West Norfolk</b>						
Employees	764,160	764,160	800,300	833,800	868,080	903,820
Premises	1,049,970	1,049,970	1,099,110	1,103,160	1,106,700	1,109,190
Transport	1,240	6,540	2,730	2,730	2,730	2,730
Supplies & Services	414,500	437,010	487,010	457,010	457,010	457,010
Agency & Benefit Payments	40,000	40,000	0	0	0	0
Financing Costs	9,360	9,360	12,020	12,020	12,060	13,420
<b>Total Expenditure</b>	<b>2,279,230</b>	<b>2,307,040</b>	<b>2,401,170</b>	<b>2,408,720</b>	<b>2,446,580</b>	<b>2,486,170</b>
Customer & client receipts	(5,241,060)	(5,234,920)	(5,634,710)	(5,768,430)	(5,904,060)	(6,041,970)
<b>Total Income</b>	<b>(5,241,060)</b>	<b>(5,234,920)</b>	<b>(5,634,710)</b>	<b>(5,768,430)</b>	<b>(5,904,060)</b>	<b>(6,041,970)</b>
<b>Direct Service Cost</b>	<b>(2,961,830)</b>	<b>(2,927,880)</b>	<b>(3,233,540)</b>	<b>(3,359,710)</b>	<b>(3,457,480)</b>	<b>(3,555,800)</b>
Central Support Services	9,410	9,410	9,410	9,410	9,410	9,410
Movement in Reserves	1,210	1,210	90,280	120,280	120,280	120,280
Recharge to Services	413,980	413,980	434,220	455,790	478,780	478,780
<b>Total Service Cost</b>	<b>(2,537,230)</b>	<b>(2,503,280)</b>	<b>(2,699,630)</b>	<b>(2,774,230)</b>	<b>(2,849,010)</b>	<b>(2,947,330)</b>

## Carparking Shared Services

Employees	470,200	470,200	510,690	531,950	554,090	577,160
Premises	3,000	3,000	3,000	3,000	3,000	3,000
Transport	52,170	47,170	53,350	54,180	54,920	54,920
Supplies & Services	52,090	52,090	52,090	52,090	52,090	52,090
Agency & Benefit Payments	2,236,000	2,236,000	2,236,000	2,236,000	2,236,000	2,236,000
<b>Total Expenditure</b>	<b>2,813,460</b>	<b>2,808,460</b>	<b>2,855,130</b>	<b>2,877,220</b>	<b>2,900,100</b>	<b>2,923,170</b>
Customer & client receipts	(3,252,170)	(3,252,170)	(3,270,800)	(3,277,430)	(3,284,180)	(3,284,180)
<b>Total Income</b>	<b>(3,252,170)</b>	<b>(3,252,170)</b>	<b>(3,270,800)</b>	<b>(3,277,430)</b>	<b>(3,284,180)</b>	<b>(3,284,180)</b>
<b>Direct Service Cost</b>	<b>(438,710)</b>	<b>(443,710)</b>	<b>(415,670)</b>	<b>(400,210)</b>	<b>(384,080)</b>	<b>(361,010)</b>
Recharge to Services	7,750	7,750	8,520	9,380	10,320	10,320
<b>Total Service Cost</b>	<b>(430,960)</b>	<b>(435,960)</b>	<b>(407,150)</b>	<b>(390,830)</b>	<b>(373,760)</b>	<b>(350,690)</b>

## CCTV

Employees	521,220	521,220	526,700	549,350	570,750	593,070
Premises	121,790	121,790	121,150	121,250	121,330	121,420
Transport	5,560	5,770	5,870	5,910	5,950	5,950
Supplies & Services	128,130	127,740	128,130	128,130	128,130	128,130
Financing Costs	55,020	55,020	31,140	38,390	45,630	45,930
<b>Total Expenditure</b>	<b>831,720</b>	<b>831,540</b>	<b>812,990</b>	<b>843,030</b>	<b>871,790</b>	<b>894,500</b>
Customer & client receipts	(359,420)	(359,420)	(336,210)	(268,270)	(269,650)	(267,020)
<b>Total Income</b>	<b>(359,420)</b>	<b>(359,420)</b>	<b>(336,210)</b>	<b>(268,270)</b>	<b>(269,650)</b>	<b>(267,020)</b>
<b>Direct Service Cost</b>	<b>472,300</b>	<b>472,120</b>	<b>476,780</b>	<b>574,760</b>	<b>602,140</b>	<b>627,480</b>
Central Support Services	15,830	15,830	15,830	15,830	15,830	15,830
Movement in Reserves	0	0	35,520	35,520	35,520	35,520
Recharge to Services	(717,080)	(717,080)	(764,780)	(814,260)	(866,960)	(866,960)
<b>Total Service Cost</b>	<b>(228,950)</b>	<b>(229,130)</b>	<b>(236,650)</b>	<b>(188,150)</b>	<b>(213,470)</b>	<b>(188,130)</b>

**Cleansing & Street Sweeping**

Employees	2,029,790	2,029,790	2,176,820	2,268,820	2,360,180	2,455,420
Premises	43,210	64,240	33,460	33,480	33,500	33,520
Transport	199,280	194,900	202,280	204,390	206,250	206,250
Supplies & Services	102,000	109,970	120,020	120,020	120,020	120,020
Agency & Benefit Payments	29,560	29,560	28,340	28,340	28,340	28,340
Financing Costs	228,770	228,770	228,460	231,220	231,240	240,490
<b>Total Expenditure</b>	<b>2,632,610</b>	<b>2,657,230</b>	<b>2,789,380</b>	<b>2,886,270</b>	<b>2,979,530</b>	<b>3,084,040</b>
Customer & client receipts	(86,480)	(86,480)	(146,070)	(192,230)	(195,830)	(199,520)
<b>Total Income</b>	<b>(86,480)</b>	<b>(86,480)</b>	<b>(146,070)</b>	<b>(192,230)</b>	<b>(195,830)</b>	<b>(199,520)</b>
<b>Direct Service Cost</b>	<b>2,546,130</b>	<b>2,570,750</b>	<b>2,643,310</b>	<b>2,694,040</b>	<b>2,783,700</b>	<b>2,884,520</b>
Central Support Services	32,700	32,700	32,700	32,700	32,700	32,700
Movement in Reserves	0	0	5,000	5,000	5,000	5,000
Recharge to Services	(415,060)	(415,060)	(411,570)	(407,740)	(403,520)	(403,520)
<b>Total Service Cost</b>	<b>2,163,770</b>	<b>2,188,390</b>	<b>2,269,440</b>	<b>2,324,000</b>	<b>2,417,880</b>	<b>2,518,700</b>

**Crem & Cemeteries**

Employees	382,360	382,360	412,160	415,420	432,650	450,620
Premises	369,910	369,910	364,700	370,090	374,650	377,390
Transport	4,170	4,260	4,300	4,300	4,300	4,300
Supplies & Services	108,550	108,550	108,550	108,550	108,550	108,550
Financing Costs	98,770	98,770	0	0	0	0
<b>Total Expenditure</b>	<b>963,760</b>	<b>963,850</b>	<b>889,710</b>	<b>898,360</b>	<b>920,150</b>	<b>940,860</b>
Customer & client receipts	(2,381,770)	(2,381,770)	(2,554,690)	(2,611,130)	(2,669,020)	(2,728,390)
<b>Total Income</b>	<b>(2,381,770)</b>	<b>(2,381,770)</b>	<b>(2,554,690)</b>	<b>(2,611,130)</b>	<b>(2,669,020)</b>	<b>(2,728,390)</b>
<b>Direct Service Cost</b>	<b>(1,418,010)</b>	<b>(1,417,920)</b>	<b>(1,664,980)</b>	<b>(1,712,770)</b>	<b>(1,748,870)</b>	<b>(1,787,530)</b>
Central Support Services	19,280	19,280	19,280	19,280	19,280	19,280
Movement in Reserves	0	0	4,000	4,000	4,000	4,000
Recharge to Services	315,230	315,230	318,040	320,920	323,950	323,950
<b>Total Service Cost</b>	<b>(1,083,500)</b>	<b>(1,083,410)</b>	<b>(1,323,660)</b>	<b>(1,368,570)</b>	<b>(1,401,640)</b>	<b>(1,440,300)</b>

## Depots

Premises	140,840	140,840	143,170	145,590	147,790	148,690
Transport	4,500	30,500	4,500	4,500	4,500	4,500
Supplies & Services	980	4,980	980	980	980	980
<b>Total Expenditure</b>	<b>146,320</b>	<b>176,320</b>	<b>148,650</b>	<b>151,070</b>	<b>153,270</b>	<b>154,170</b>
Customer & client receipts	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)
<b>Total Income</b>	<b>(19,000)</b>	<b>(19,000)</b>	<b>(19,000)</b>	<b>(19,000)</b>	<b>(19,000)</b>	<b>(19,000)</b>
<b>Direct Service Cost</b>	<b>127,320</b>	<b>157,320</b>	<b>129,650</b>	<b>132,070</b>	<b>134,270</b>	<b>135,170</b>
Recharge to Services	(13,600)	(13,600)	(11,990)	(10,280)	(8,420)	(8,420)
<b>Total Service Cost</b>	<b>113,720</b>	<b>143,720</b>	<b>117,660</b>	<b>121,790</b>	<b>125,850</b>	<b>126,750</b>

## Events

Employees	0	0	0	0	0	0
Premises	1,740	1,740	1,740	1,740	1,740	1,740
Transport	790	790	790	790	790	790
Supplies & Services	38,470	38,470	37,470	37,470	37,470	37,470
<b>Total Expenditure</b>	<b>41,000</b>	<b>41,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
Customer & client receipts	(21,110)	(21,110)	(32,840)	(32,840)	(32,840)	(32,840)
<b>Total Income</b>	<b>(21,110)</b>	<b>(21,110)</b>	<b>(32,840)</b>	<b>(32,840)</b>	<b>(32,840)</b>	<b>(32,840)</b>
<b>Direct Service Cost</b>	<b>19,890</b>	<b>19,890</b>	<b>7,160</b>	<b>7,160</b>	<b>7,160</b>	<b>7,160</b>
Recharge to Services	1,120	1,120	1,230	1,350	1,490	1,490
<b>Total Service Cost</b>	<b>21,010</b>	<b>21,010</b>	<b>8,390</b>	<b>8,510</b>	<b>8,650</b>	<b>8,650</b>

## General Markets

Premises	130	130	130	130	130	130
Transport	0	0	0	0	0	0
Supplies & Services	110	110	110	110	110	110
<b>Total Expenditure</b>	<b>240</b>	<b>240</b>	<b>240</b>	<b>240</b>	<b>240</b>	<b>240</b>
Customer & client receipts	(11,890)	(11,890)	(11,890)	(11,890)	(11,890)	(11,890)
<b>Total Income</b>	<b>(11,890)</b>	<b>(11,890)</b>	<b>(11,890)</b>	<b>(11,890)</b>	<b>(11,890)</b>	<b>(11,890)</b>
<b>Direct Service Cost</b>	<b>(11,650)</b>	<b>(11,650)</b>	<b>(11,650)</b>	<b>(11,650)</b>	<b>(11,650)</b>	<b>(11,650)</b>
Recharge to Services	5,080	5,080	5,090	5,100	5,110	5,110
<b>Total Service Cost</b>	<b>(6,570)</b>	<b>(6,570)</b>	<b>(6,560)</b>	<b>(6,550)</b>	<b>(6,540)</b>	<b>(6,540)</b>

## Parks, Sport Grounds & Open Spaces

Employees	1,413,490	1,413,490	1,402,700	1,459,600	1,515,280	1,573,280
Premises	174,060	204,760	201,600	202,000	202,300	202,640
Transport	164,100	145,510	168,820	171,080	173,080	173,080
Supplies & Services	170,130	169,430	217,850	217,850	217,850	217,850
Financing Costs	116,970	116,970	159,040	161,580	156,780	143,850
<b>Total Expenditure</b>	<b>2,038,750</b>	<b>2,050,160</b>	<b>2,150,010</b>	<b>2,212,110</b>	<b>2,265,290</b>	<b>2,310,700</b>
Customer & client receipts	(728,800)	(728,800)	(765,800)	(874,030)	(905,500)	(938,300)
<b>Total Income</b>	<b>(728,800)</b>	<b>(728,800)</b>	<b>(765,800)</b>	<b>(874,030)</b>	<b>(905,500)</b>	<b>(938,300)</b>
<b>Direct Service Cost</b>	<b>1,309,950</b>	<b>1,321,360</b>	<b>1,384,210</b>	<b>1,338,080</b>	<b>1,359,790</b>	<b>1,372,400</b>
Central Support Services	35,140	35,140	35,140	35,140	35,140	35,140
Movement in Reserves	0	0	(15,000)	(15,000)	(15,000)	(15,000)
Recharge to Services	(264,720)	(264,720)	(243,230)	(235,130)	(226,340)	(226,200)
<b>Total Service Cost</b>	<b>1,080,370</b>	<b>1,091,780</b>	<b>1,161,120</b>	<b>1,123,090</b>	<b>1,153,590</b>	<b>1,166,340</b>

## Play Areas

Employees	16,390	16,390	17,310	18,050	18,830	19,640
Premises	39,210	39,210	39,520	39,550	39,580	39,610
Supplies & Services	19,140	19,140	19,140	19,140	19,140	19,140
<b>Total Expenditure</b>	<b>74,740</b>	<b>74,740</b>	<b>75,970</b>	<b>76,740</b>	<b>77,550</b>	<b>78,390</b>
Customer & client receipts	(65,230)	(65,230)	(67,000)	(72,240)	(77,700)	(83,390)
<b>Total Income</b>	<b>(65,230)</b>	<b>(65,230)</b>	<b>(67,000)</b>	<b>(72,240)</b>	<b>(77,700)</b>	<b>(83,390)</b>
<b>Direct Service Cost</b>	<b>9,510</b>	<b>9,510</b>	<b>8,970</b>	<b>4,500</b>	<b>(150)</b>	<b>(5,000)</b>
Recharge to Services	(4,680)	(4,680)	(4,680)	(4,680)	(4,680)	(4,680)
<b>Total Service Cost</b>	<b>4,830</b>	<b>4,830</b>	<b>4,290</b>	<b>(180)</b>	<b>(4,830)</b>	<b>(9,680)</b>

## Pontoons

Premises	15,560	15,560	15,900	16,200	16,210	16,230
Supplies & Services	14,950	14,950	14,950	14,950	14,950	14,950
<b>Total Expenditure</b>	<b>30,510</b>	<b>30,510</b>	<b>30,850</b>	<b>31,150</b>	<b>31,160</b>	<b>31,180</b>
Customer & client receipts	(6,950)	(6,950)	(6,950)	(6,950)	(6,950)	(6,950)
<b>Total Income</b>	<b>(6,950)</b>	<b>(6,950)</b>	<b>(6,950)</b>	<b>(6,950)</b>	<b>(6,950)</b>	<b>(6,950)</b>
<b>Direct Service Cost</b>	<b>23,560</b>	<b>23,560</b>	<b>23,900</b>	<b>24,200</b>	<b>24,210</b>	<b>24,230</b>
Recharge to Services	2,280	2,280	2,440	2,600	2,770	2,770
<b>Total Service Cost</b>	<b>25,840</b>	<b>25,840</b>	<b>26,340</b>	<b>26,800</b>	<b>26,980</b>	<b>27,000</b>

## Public Conveniences

Premises	159,940	139,940	165,940	168,990	171,370	174,030
<b>Total Expenditure</b>	<b>159,940</b>	<b>139,940</b>	<b>165,940</b>	<b>168,990</b>	<b>171,370</b>	<b>174,030</b>
Customer & client receipts	(37,860)	(37,860)	(38,960)	(39,800)	(40,460)	(41,190)
<b>Total Income</b>	<b>(37,860)</b>	<b>(37,860)</b>	<b>(38,960)</b>	<b>(39,800)</b>	<b>(40,460)</b>	<b>(41,190)</b>
<b>Direct Service Cost</b>	<b>122,080</b>	<b>102,080</b>	<b>126,980</b>	<b>129,190</b>	<b>130,910</b>	<b>132,840</b>
Recharge to Services	253,110	253,110	253,250	253,400	253,570	253,570
<b>Total Service Cost</b>	<b>375,190</b>	<b>355,190</b>	<b>380,230</b>	<b>382,590</b>	<b>384,480</b>	<b>386,410</b>

## Refuse & Recycling

Employees	461,620	461,620	483,190	465,890	484,940	504,810
Premises	14,250	11,400	14,250	14,250	14,250	14,250
Transport	5,860	5,860	5,610	5,620	5,630	5,630
Supplies & Services	475,890	478,740	533,900	502,130	504,380	504,380
Agency & Benefit Payments	6,179,910	6,179,910	6,874,110	7,075,850	7,283,620	7,497,630
Financing Costs	873,730	873,730	896,860	920,060	948,980	740,530
<b>Total Expenditure</b>	<b>8,011,260</b>	<b>8,011,260</b>	<b>8,807,920</b>	<b>8,983,800</b>	<b>9,241,800</b>	<b>9,267,230</b>
Customer & client receipts	(3,275,060)	(3,275,060)	(3,546,450)	(3,972,320)	(4,064,590)	(4,137,090)
Grants & Contributions	(2,025,490)	(2,032,490)	(4,302,820)	(4,479,990)	(4,516,730)	(4,554,570)
<b>Total Income</b>	<b>(5,300,550)</b>	<b>(5,307,550)</b>	<b>(7,849,270)</b>	<b>(8,452,310)</b>	<b>(8,581,320)</b>	<b>(8,691,660)</b>
<b>Direct Service Cost</b>	<b>2,710,710</b>	<b>2,703,710</b>	<b>958,650</b>	<b>531,490</b>	<b>660,480</b>	<b>575,570</b>
Central Support Services	66,490	66,490	66,490	66,490	66,490	66,490
Movement in Reserves	50,000	50,000	15,000	50,000	50,000	50,000
Recharge to Services	(52,740)	(52,740)	(52,640)	(51,400)	(49,610)	(49,610)
<b>Total Service Cost</b>	<b>2,774,460</b>	<b>2,767,460</b>	<b>987,500</b>	<b>596,580</b>	<b>727,360</b>	<b>642,450</b>

## Resort

Employees	267,050	267,050	264,900	274,850	284,480	294,490
Premises	128,140	218,140	114,950	116,080	116,500	116,990
Transport	9,960	10,210	10,430	10,580	10,710	10,710
Supplies & Services	82,170	82,170	71,170	71,170	71,170	71,170
<b>Total Expenditure</b>	<b>487,320</b>	<b>577,570</b>	<b>461,450</b>	<b>472,680</b>	<b>482,860</b>	<b>493,360</b>
Customer & client receipts	(551,260)	(597,110)	(558,450)	(572,420)	(586,660)	(601,270)
<b>Total Income</b>	<b>(551,260)</b>	<b>(597,110)</b>	<b>(558,450)</b>	<b>(572,420)</b>	<b>(586,660)</b>	<b>(601,270)</b>
<b>Direct Service Cost</b>	<b>(63,940)</b>	<b>(19,540)</b>	<b>(97,000)</b>	<b>(99,740)</b>	<b>(103,800)</b>	<b>(107,910)</b>
Movement in Reserves	0	(30,000)	0	0	0	0
Recharge to Services	199,540	199,540	187,260	189,100	191,070	191,070
<b>Total Service Cost</b>	<b>135,600</b>	<b>150,000</b>	<b>90,260</b>	<b>89,360</b>	<b>87,270</b>	<b>83,160</b>

**Section 106**

Premises	20,210	20,210	20,210	20,210	20,210	20,210
<b>Total Expenditure</b>	<b>20,210</b>	<b>20,210</b>	<b>20,210</b>	<b>20,210</b>	<b>20,210</b>	<b>20,210</b>
Customer & client receipts	(68,650)	(68,650)	(68,650)	(68,650)	(68,650)	(68,650)
<b>Total Income</b>	<b>(68,650)</b>	<b>(68,650)</b>	<b>(68,650)</b>	<b>(68,650)</b>	<b>(68,650)</b>	<b>(68,650)</b>
<b>Direct Service Cost</b>	<b>(48,440)</b>	<b>(48,440)</b>	<b>(48,440)</b>	<b>(48,440)</b>	<b>(48,440)</b>	<b>(48,440)</b>
Recharge to Services	48,440	48,440	48,440	48,440	48,440	48,440
<b>Total Service Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Town Centre Operations</b>						
Employees	56,690	56,690	60,820	63,440	66,170	69,020
Transport	1,970	1,970	1,970	1,970	1,970	1,970
Supplies & Services	30,130	30,130	33,130	30,130	30,130	30,130
<b>Total Expenditure</b>	<b>88,790</b>	<b>88,790</b>	<b>95,920</b>	<b>95,540</b>	<b>98,270</b>	<b>101,120</b>
Customer & client receipts	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
<b>Total Income</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>
<b>Direct Service Cost</b>	<b>78,790</b>	<b>78,790</b>	<b>85,920</b>	<b>85,540</b>	<b>88,270</b>	<b>91,120</b>
Central Support Services	1870	1870	1870	1870	1870	1870
Recharge to Services	4,580	4,580	4,580	4,580	4,580	4,580
<b>Total Service Cost</b>	<b>85,240</b>	<b>85,240</b>	<b>92,370</b>	<b>91,990</b>	<b>94,720</b>	<b>97,570</b>
<b>Operations &amp; Commercial Total</b>	<b>2,484,690</b>	<b>2,566,980</b>	<b>454,880</b>	<b>26,680</b>	<b>167,540</b>	<b>103,880</b>