

Operations & Commercial

	Original Budget 2025-26 £	Revised Budget 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £	Projection 2029-30 £
Allotments						
Premises	6,550	6,550	6,000	6,000	6,000	6,000
Supplies & Services	1,400	1,400	1,000	1,000	1,000	1,000
Total Expenditure	7,950	7,950	7,000	7,000	7,000	7,000
Customer & client receipts	(30,820)	(30,820)	(28,600)	(28,900)	(29,300)	(29,800)
Total Income	(30,820)	(30,820)	(28,600)	(28,900)	(29,300)	(29,800)
Direct Service Cost	(22,870)	(22,870)	(21,600)	(21,900)	(22,300)	(22,800)
Central Support Services	230	230	200	200	200	200
Recharge to Services	13,570	13,570	13,600	13,500	13,500	13,500
Total Service Cost	(9,070)	(9,070)	(7,800)	(8,200)	(8,600)	(9,100)

Carparking King's Lynn & West Norfolk

Employees	800,300	800,300	966,900	1,006,600	1,048,300	1,090,500
Premises	1,099,110	1,099,110	1,136,800	1,156,700	1,173,500	1,190,700
Transport	2,730	2,730	2,100	2,100	2,100	2,100
Supplies & Services	487,010	487,010	455,800	455,800	455,800	455,800
Financing Costs	12,020	12,020	12,020	12,000	13,400	13,400
Total Expenditure	2,401,170	2,401,170	2,573,620	2,633,200	2,693,100	2,752,500
Customer & client receipts	(5,634,710)	(5,659,130)	(5,856,300)	(6,041,400)	(6,216,600)	(6,396,700)
Total Income	(5,634,710)	(5,659,130)	(5,856,300)	(6,041,400)	(6,216,600)	(6,396,700)
Direct Service Cost	(3,233,540)	(3,257,960)	(3,282,680)	(3,408,200)	(3,523,500)	(3,644,200)
Central Support Services	9,410	9,410	9,400	9,400	9,400	9,400
Movement in Reserves	90,280	90,280	120,280	120,200	120,200	120,200
Recharge to Services	434,220	434,220	455,800	478,500	478,500	478,500
Total Service Cost	(2,699,630)	(2,724,050)	(2,697,200)	(2,800,100)	(2,915,400)	(3,036,100)

Carparking Shared Services

Employees	510,690	510,690	450,000	468,500	487,800	507,000
Premises	3,000	3,000	3,000	3,000	3,000	3,000
Transport	53,350	53,350	53,900	54,600	54,600	54,600
Supplies & Services	52,090	52,090	52,000	52,000	52,000	52,000
Agency & Benefit Payments	2,244,000	2,244,000	2,244,000	2,244,000	2,244,000	2,244,000
Total Expenditure	2,863,130	2,863,130	2,802,900	2,822,100	2,841,400	2,860,600
Customer & client receipts	(3,278,800)	(3,278,800)	(3,285,400)	(3,292,100)	(3,292,100)	(3,292,100)
Total Income	(3,278,800)	(3,278,800)	(3,285,400)	(3,292,100)	(3,292,100)	(3,292,100)
Direct Service Cost	(415,670)	(415,670)	(482,500)	(470,000)	(450,700)	(431,500)
Recharge to Services	8,520	8,520	9,400	10,200	10,200	10,200
Total Service Cost	(407,150)	(407,150)	(473,100)	(459,800)	(440,500)	(421,300)

CCTV

Employees	526,700	522,260	567,400	589,500	612,900	637,300
Premises	121,150	99,150	99,100	99,200	99,300	99,400
Transport	5,870	5,870	5,600	5,600	5,600	5,600
Supplies & Services	128,130	169,450	135,100	135,100	135,100	135,100
Financing Costs	31,140	31,140	38,390	45,600	45,900	45,900
Total Expenditure	812,990	827,870	845,590	875,000	898,800	923,300
Customer & client receipts	(336,210)	(318,110)	(254,400)	(255,600)	(249,100)	(249,100)
Total Income	(336,210)	(318,110)	(254,400)	(255,600)	(249,100)	(249,100)
Direct Service Cost	476,780	509,760	591,190	619,400	649,700	674,200
Central Support Services	15,830	15,830	15,800	15,800	15,800	15,800
Movement in Reserves	35,520	2,540	35,500	35,500	35,500	35,500
Recharge to Services	(764,780)	(764,780)	(814,200)	(866,900)	(866,900)	(866,900)
Total Service Cost	(236,650)	(236,650)	(171,710)	(196,200)	(165,900)	(141,400)

Cleansing & Street Sweeping

Employees	2,176,820	2,176,820	2,150,100	2,236,100	2,325,900	2,416,700
Premises	33,460	33,460	33,100	33,100	33,100	33,100
Transport	202,280	202,280	203,200	205,100	205,100	205,100
Supplies & Services	90,020	90,020	89,400	89,400	89,400	89,400
Agency & Benefit Payments	58,340	58,340	58,340	58,200	58,200	58,200
Financing Costs	228,460	228,460	231,220	231,100	240,400	240,400
Total Expenditure	2,789,380	2,789,380	2,765,360	2,853,000	2,952,100	3,042,900
Customer & client receipts	(146,070)	(146,070)	(193,500)	(198,900)	(204,800)	(208,400)
Total Income	(146,070)	(146,070)	(193,500)	(198,900)	(204,800)	(208,400)
Direct Service Cost	2,643,310	2,643,310	2,571,860	2,654,100	2,747,300	2,834,500
Central Support Services	32,700	32,700	32,400	32,400	32,400	32,400
Movement in Reserves	5,000	5,000	5,000	5,000	5,000	5,000
Recharge to Services	(411,570)	(411,570)	(407,800)	(403,800)	(403,800)	(403,800)
Total Service Cost	2,269,440	2,269,440	2,201,460	2,287,700	2,380,900	2,468,100

Crem & Cemeteries

Employees	412,160	412,160	414,200	431,200	449,100	467,800
Premises	364,700	364,700	369,100	384,400	389,900	395,200
Transport	4,300	4,300	3,000	2,800	2,800	2,800
Supplies & Services	108,550	108,550	108,000	108,000	108,000	108,000
Financing Costs	0	0	0	0	0	0
Total Expenditure	889,710	889,710	894,300	926,400	949,800	973,800
Customer & client receipts	(2,554,690)	(2,282,210)	(2,371,000)	(2,444,200)	(2,514,700)	(2,586,800)
Total Income	(2,554,690)	(2,282,210)	(2,371,000)	(2,444,200)	(2,514,700)	(2,586,800)
Direct Service Cost	(1,664,980)	(1,392,500)	(1,476,700)	(1,517,800)	(1,564,900)	(1,613,000)
Central Support Services	19,280	19,280	19,100	19,100	19,100	19,100
Movement in Reserves	4,000	4,000	4,000	4,000	4,000	4,000
Recharge to Services	318,040	318,040	321,000	323,500	323,500	323,500
Total Service Cost	(1,323,660)	(1,051,180)	(1,132,600)	(1,171,200)	(1,218,300)	(1,266,400)

Depots

Premises	143,170	143,170	143,400	145,800	148,000	150,400
Transport	4,500	4,500	4,500	4,500	4,500	4,500
Supplies & Services	980	980	1,000	1,000	1,000	1,000
Total Expenditure	148,650	148,650	148,900	151,300	153,500	155,900
Customer & client receipts	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)
Total Income	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)
Direct Service Cost	129,650	129,650	129,900	132,300	134,500	136,900
Recharge to Services	(11,990)	(11,990)	(10,300)	(8,600)	(8,600)	(8,600)
Total Service Cost	117,660	117,660	119,600	123,700	125,900	128,300

Events

Employees	0	0	0	0	0	0
Premises	1,740	1,740	1,700	1,700	1,700	1,700
Transport	790	790	700	700	700	700
Supplies & Services	37,470	37,470	37,300	37,300	37,300	37,300
Total Expenditure	40,000	40,000	39,700	39,700	39,700	39,700
Customer & client receipts	(32,840)	(32,840)	(32,800)	(32,800)	(32,800)	(32,800)
Total Income	(32,840)	(32,840)	(32,800)	(32,800)	(32,800)	(32,800)
Direct Service Cost	7,160	7,160	6,900	6,900	6,900	6,900
Recharge to Services	1,230	1,230	1,400	1,400	1,400	1,400
Total Service Cost	8,390	8,390	8,300	8,300	8,300	8,300

General Markets

Premises	130	130	0	100	100	100
Transport	0	0	0	0	0	0
Supplies & Services	110	110	0	0	0	0
Total Expenditure	240	240	0	100	100	100
Customer & client receipts	(11,890)	(11,890)	(12,400)	(12,600)	(13,000)	(13,200)
Total Income	(11,890)	(11,890)	(12,400)	(12,600)	(13,000)	(13,200)
Direct Service Cost	(11,650)	(11,650)	(12,400)	(12,500)	(12,900)	(13,100)
Recharge to Services	5,090	5,090	5,100	4,900	4,900	4,900
Total Service Cost	(6,560)	(6,560)	(7,300)	(7,600)	(8,000)	(8,200)

Parks,Sport Grounds & Open Spaces

Employees	1,405,560	1,405,560	1,577,800	1,637,400	1,700,800	1,761,800
Premises	201,600	201,600	200,000	200,300	200,900	201,100
Transport	168,820	168,820	169,700	171,500	171,500	171,500
Supplies & Services	217,850	217,850	216,500	216,500	216,500	216,500
Financing Costs	159,040	159,040	161,580	156,700	143,800	143,800
Total Expenditure	2,152,870	2,152,870	2,325,580	2,382,400	2,433,500	2,494,700

Customer & client receipts	(765,800)	(765,800)	(875,100)	(913,000)	(953,400)	(991,900)
Total Income	(765,800)	(765,800)	(875,100)	(913,000)	(953,400)	(991,900)

Direct Service Cost	1,387,070	1,387,070	1,450,480	1,469,400	1,480,100	1,502,800
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Central Support Services	35,140	35,140	34,700	34,700	34,700	34,700
Movement in Reserves	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Recharge to Services	(246,090)	(246,090)	(238,100)	(230,600)	(230,600)	(230,600)

Total Service Cost	1,161,120	1,161,120	1,232,080	1,258,500	1,269,200	1,291,900
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Play Areas

Employees	17,310	17,310	18,100	18,900	19,700	20,500
Premises	39,520	39,520	38,500	39,300	39,300	39,300
Supplies & Services	19,140	19,140	19,100	19,100	19,100	19,100
Total Expenditure	75,970	75,970	75,700	77,300	78,100	78,900

Customer & client receipts	(67,000)	(67,000)	(70,800)	(74,300)	(78,000)	(81,900)
Total Income	(67,000)	(67,000)	(70,800)	(74,300)	(78,000)	(81,900)

Direct Service Cost	8,970	8,970	4,900	3,000	100	(3,000)
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Recharge to Services	(4,680)	(4,680)	(4,800)	(4,500)	(4,500)	(4,500)
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Total Service Cost	4,290	4,290	100	(1,500)	(4,400)	(7,500)
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Pontoons

Premises	15,900	15,900	16,200	16,600	16,900	17,300
Supplies & Services	14,950	14,950	14,900	14,900	14,900	14,900
Total Expenditure	30,850	30,850	31,100	31,500	31,800	32,200

Customer & client receipts	(6,950)	(6,950)	(7,000)	(7,000)	(7,100)	(7,200)
Total Income	(6,950)	(6,950)	(7,000)	(7,000)	(7,100)	(7,200)

Direct Service Cost	23,900	23,900	24,100	24,500	24,700	25,000
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Recharge to Services	2,440	2,440	2,600	2,700	2,700	2,700
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Total Service Cost	26,340	26,340	26,700	27,200	27,400	27,700
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Public Conveniences

Premises	165,940	165,940	140,000	142,300	144,400	146,600
Total Expenditure	165,940	165,940	140,000	142,300	144,400	146,600
Customer & client receipts	(38,960)	(38,960)	(39,700)	(41,500)	(43,400)	(45,300)
Total Income	(38,960)	(38,960)	(39,700)	(41,500)	(43,400)	(45,300)
Direct Service Cost	126,980	126,980	100,300	100,800	101,000	101,300
Recharge to Services	253,250	253,250	253,400	253,500	253,500	253,500
Total Service Cost	380,230	380,230	353,700	354,300	354,500	354,800

Refuse & Recycling

Employees	483,190	483,190	454,500	473,400	493,300	514,300
Premises	14,250	14,250	14,200	14,200	14,200	14,200
Transport	5,610	5,610	6,000	6,000	6,000	6,000
Supplies & Services	362,290	362,290	206,400	210,700	215,200	219,800
Agency & Benefit Payments	7,045,720	7,045,720	7,180,450	7,392,200	7,610,800	7,828,000
Financing Costs	896,860	896,860	920,060	948,800	740,200	1,730,200
Total Expenditure	8,807,920	8,807,920	8,781,610	9,045,300	9,079,700	10,312,500
Customer & client receipts	(3,546,450)	(3,546,450)	(4,008,200)	(4,139,300)	(4,262,900)	(4,390,100)
Grants & Contributions	(4,302,820)	(4,302,820)	(4,531,480)	(4,565,400)	(4,600,400)	(4,632,500)
Total Income	(7,849,270)	(7,849,270)	(8,539,680)	(8,704,700)	(8,863,300)	(9,022,600)
Direct Service Cost	958,650	958,650	241,930	340,600	216,400	1,289,900
Central Support Services	66,490	66,490	66,400	66,400	66,400	66,400
Movement in Reserves	15,000	15,000	5,000	5,000	5,000	5,000
Recharge to Services	(52,640)	(39,610)	(38,100)	(36,200)	(36,200)	(36,200)
Total Service Cost	987,500	1,000,530	275,230	375,800	251,600	1,325,100

Resort

Employees	264,900	264,900	246,300	254,200	262,700	271,200
Premises	114,950	114,950	113,900	115,100	117,700	118,700
Transport	10,430	10,430	5,400	6,400	6,400	6,400
Supplies & Services	71,170	73,670	69,800	69,800	69,800	69,800
Total Expenditure	461,450	463,950	435,400	445,500	456,600	466,100
Customer & client receipts	(558,450)	(558,450)	(607,700)	(624,700)	(642,000)	(659,000)
	0	(2,500)	0	0	0	0
Total Income	(558,450)	(560,950)	(607,700)	(624,700)	(642,000)	(659,000)
Direct Service Cost	(97,000)	(97,000)	(172,300)	(179,200)	(185,400)	(192,900)
Movement in Reserves	0	0	0	0	0	0
Recharge to Services	187,260	187,260	189,200	190,300	190,300	190,300
Total Service Cost	90,260	90,260	16,900	11,100	4,900	(2,600)

Section 106

Premises	20,210	20,210	19,700	19,700	19,700	19,700
Total Expenditure	20,210	20,210	19,700	19,700	19,700	19,700
Customer & client receipts	(68,650)	(68,650)	(68,600)	(67,800)	(67,800)	(67,800)
Total Income	(68,650)	(68,650)	(68,600)	(67,800)	(67,800)	(67,800)
Direct Service Cost	(48,440)	(48,440)	(48,900)	(48,100)	(48,100)	(48,100)
Recharge to Services	48,440	48,440	48,500	48,100	48,100	48,100
Total Service Cost	0	0	(400)	0	0	0

Town Centre Operations

Employees	60,820	60,820	75,700	78,900	82,300	85,900
Transport	1,970	1,970	700	700	700	700
Supplies & Services	33,130	33,130	30,100	30,100	30,100	30,100
Total Expenditure	95,920	95,920	106,500	109,700	113,100	116,700
Customer & client receipts	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Total Income	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Direct Service Cost	85,920	85,920	96,500	99,700	103,100	106,700
Central Support Services	1870	1870	1800	1800	1800	1800
Recharge to Services	4,580	4,580	4,600	4,500	4,500	4,500
Total Service Cost	92,370	92,370	102,900	106,000	109,400	113,000
Operations & Commercial Total	454,880	715,970	(153,140)	(92,000)	(229,000)	824,600