



Fgura Local Council

**Business Plan
for the
Period
2022 - 2026**

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Overview and Summary

IFFIRMATA
Pierre Dalli
Mayor

IFFIRMATA
Ritianne Bonnici - Deputy
Executive Secretary

Statement of Income and Expenditure

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
	2022	2023	2024	2025	2026	2022-2026
€	€	€	€	€	€	
Income						
Funds received from Central Government (1)	747,000	754,470	762,015	769,635	777,331	3,810,451
Income raised from Bye-Laws (2)	21,000	21,210	21,422	21,636	21,853	107,121
Income raised from LES (3)	2,500	2,525	2,550	2,576	2,602	12,753
Investment Income (4)	75	75	75	75	75	375
Other Income (5)	50,000	52,500	60,000	65,450	72,000	299,950
TOTAL	820,575	830,780	846,062	859,372	873,860	4,230,649
Expenditure						
Personal Emoluments (6)	210,346	214,051	217,830	221,685	225,617	1,089,528
Operations and Maintenance (7)	450,322	459,328	468,515	477,885	487,443	2,343,494
Administration (8)	86,600	88,332	90,099	91,901	93,739	450,670
Finance Cost (9)	10,750	10,000	9,500	8,500	7,000	45,750
Other Expenditure (10)	58,951	58,951	58,951	58,951	58,951	294,755
TOTAL	816,969	830,662	844,895	858,922	872,749	4,224,197
Surplus / Deficit	3,606	118	1,167	450	1,111	6,452

Statement of Financial Position

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
	2022	2023	2024	2025	2026	2022-2026
	€	€	€	€	€	€
Non-current Assets						
Property, Plant and Equipment (16)	1,533,119	1,709,168	1,885,217	1,911,266	1,897,315	8,936,085
Current Assets						
Inventories (11)	-	-	-	-	-	-
Receivables (12)	44,000	44,000	44,000	44,000	44,000	220,000
Cash and Cash Equivalents (13)	634,565	445,758	257,500	217,525	216,711	1,772,058
Total Current Assets	678,565	489,758	301,500	261,525	260,711	1,992,058
Current Liabilities (14)						
Payables	137,179	149,303	155,927	166,551	170,675	779,635
Total Current Liabilities	137,179	149,303	155,927	166,551	170,675	779,635
Net Current Assets	541,386	340,455	145,573	94,974	90,036	1,212,423
Non-current liabilities (15)	230,000	205,000	185,000	160,000	140,000	920,000
Net Assets	1,844,505	1,844,623	1,845,790	1,846,240	1,847,351	9,228,508
Reserves						
Retained Funds	1,844,505	1,844,623	1,845,790	1,846,240	1,847,351	9,228,508

Financial Situation Indicator

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
	2022	2023	2024	2025	2026	2022-2026
	€	€	€	€	€	€
Current Assets	678,565	489,758	301,500	261,525	260,711	1,992,058
Current Liabilities	137,179	149,303	155,927	166,551	170,675	779,635
Working Capital	541,386	340,455	145,573	94,974	90,036	1,212,423
Government Allocation	732,169	739,491	746,886	754,354	761,898	3,734,798
FSI	74 %	46 %	19 %	13 %	12 %	32 %

Cash Budget

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
	2022	2023	2024	2025	2026	2022-2026
	€	€	€	€	€	€
Cash Inflows						
Government cash inflows	747,000	754,470	762,015	769,635	777,331	3,810,451
Cash flows from Bye-Laws & L.N fees	21,000	21,210	21,422	21,636	21,853	107,121
Local Enforcement cash flows	2,500	2,525	2,550	2,576	2,602	12,753
Finance cash flows						
Loan Proceeds	(22,876)	(22,876)	(22,876)	(22,876)	(22,876)	(114,380)
Investment income	75	75	75	75	75	375
	(22,801)	(22,801)	(22,801)	(22,801)	(22,801)	(114,005)
Capital cash flow						
Proceeds from disposal of assets						-
Cash received from EU funds						-
Cash received from Twinning						-
Cash from Community Services						-
Other Cash Inflows	50,000	52,500	60,000	65,450	72,000	299,950
TOTAL Inflows	797,699	807,904	823,186	836,496	850,984	4,116,269
Cash Outflows						
Personal Emoluments	210,346	214,051	217,830	221,685	225,617	1,089,529
Operations & Maintenance	450,322	459,328	468,515	477,885	487,443	2,343,494
Administration	86,600	88,332	90,099	91,901	93,739	450,670
Finance						-
Capital						
Acquisition of property						-
Construction	200,000	200,000	200,000	50,000	10,000	660,000
Improvements	20,000	20,000	20,000	20,000	20,000	100,000
Special programmes						-
Office furniture/equipment	15,000	15,000	15,000	15,000	15,000	75,000
	235,000	235,000	235,000	85,000	45,000	835,000
Cash outflows re EU projects						-
Cash outflows re Twinning						-
Cash outflows re Community Services						-
	-	-	-	-	-	-
TOTAL Outflows	982,268	996,711	1,011,444	876,471	851,799	4,718,693
SURPLUS / (DEFICIT)	(184,569)	(188,807)	(188,258)	(39,975)	(814)	(602,423)
Brought forward (Bank /Cash Bal.)	819,134	634,565	445,758	257,500	217,525	819,134
Carry forward	634,565	445,758	257,500	217,525	216,711	216,711

Detailed Estimates of Income

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
	2022	2023	2024	2025	2026	2022-2026
	€	€	€	€	€	€
Income						
1 Funds received form Central Government:						
0001 In terms of section 55 CAP 363	732,169	739,491	746,886	754,354	761,898	3,734,798
0002-0004 In terms of section 58 CAP 363	-	-	-	-	-	-
0005-0019 Other Income	14,831	14,979	15,129	15,280	15,433	75,653
	747,000	754,470	762,015	769,635	777,331	3,810,451
2 Bye-Laws & Legal Fees						
0021-0025 Community Services		-	-	-	-	-
0026-0035 Income from Permits	21,000	21,210	21,422	21,636	21,853	107,121
	21,000	21,210	21,422	21,636	21,853	107,121
3 Local Enforcement Income						
0037 Commission from Regional Committees	2,000	2,020	2,040	2,061	2,081	10,202
0038-0055 Contraventions	500	505	510	515	520	2,551
	2,500	2,525	2,550	2,576	2,602	12,753
4 Investment Income						
0091-0095 Bank interest	75	75	75	75	75	375
0096-0099 Income received from Government Securities						-
	75	75	75	75	75	375
5 General Income						
0056-0065 Sponsorships						-
0066-0069 Documents & Information						-
0070-0075 EU Funds						-
0076-0080 Twinning						-
0081-0089 Insurance Claims						-
0100-0109 Donations						-
0110-0119 Contributions	-					-
0120-0129 General Income	50,000	52,500	60,000	65,450	72,000	299,950
	50,000	52,500	60,000	65,450	72,000	299,950
Total	820,575	830,780	846,062	859,372	873,860	4,230,649

Detailed Estimates of Expenditure

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
	2022	2023	2024	2025	2026	2022-2026
€	€	€	€	€	€	
6 Personal Emoluments						
1100 Mayor's Allowance	15,750	16,065	16,386	16,714	17,048	81,964
1200 Employees' Salaries & Wages	135,000	137,700	140,454	143,263	146,128	702,545
1300 Bonuses	11,000	11,220	11,444	11,673	11,907	57,244
1400 Income Supplements	1,696	1,696	1,696	1,696	1,696	8,480
1500 Social Security Contributions	13,500	13,770	14,045	14,326	14,613	70,255
1600 Allowances	23,400	23,400	23,400	23,400	23,400	117,000
1700 Overtime	10,000	10,200	10,404	10,612	10,824	52,040
	210,346	214,051	217,830	221,685	225,617	1,089,528
7 Operations and Maintenance						
2100-2149 Public Utilities	4,000	4,080	4,162	4,245	4,330	20,816
2200-2259 Public Materials & Supplies	3,300	3,366	3,433	3,502	3,572	17,173
2300-2399 Repairs & Upkeep	60,000	61,200	62,424	63,672	64,946	312,242
2400-2449 Rent	5,500	5,610	5,722	5,837	5,953	28,622
3010 Street Lighting	10,000	10,200	10,404	10,612	10,824	52,040
3020 Lease of Equipment	-	-	-	-	-	-
3030 Insurance	8,000	8,160	8,323	8,490	8,659	41,632
3035 Bank Charges	700	714	728	743	758	3,643
3038 Penalties	-	-	-	-	-	-
3040 Waste Disposal	75,000	76,500	78,030	79,591	81,182	390,303
3041 Refuse Collection	70,000	71,400	72,828	74,285	75,770	364,283
3042 Bulky Refuse Collection	25,000	25,500	26,010	26,530	27,061	130,101
3043 Bins on wheels	-	-	-	-	-	-
3045 Bring in sites	-	-	-	-	-	-
3051 Road & Street Cleaning	67,572	68,923	70,302	71,708	73,142	351,647
3052 Cleaning & Maintenance of Non-Urban Areas	-	-	-	-	-	-
3053 Cleaning of Public Conveniences	5,000	5,100	5,202	5,306	5,412	26,020
3055 Cleaning of Council Premises	-	-	-	-	-	-
3060 Cleaning & Maintenance of Parks & Gardens	-	-	-	-	-	-
3061 Cleaning & Maintenance of Soft Areas	21,000	21,420	21,848	22,285	22,731	109,285
3062 Cleaning & Maintenance of Beaches & CA	-	-	-	-	-	-
3063 Cleaning & Maintenance of Country Non-Urban	-	-	-	-	-	-
3064 Other Contractual Services	1,500	1,530	1,561	1,592	1,624	7,806
3070-3090 Consultation Fees	750	765	780	796	812	3,903
3100-3139 Contract & Project Management	18,000	18,360	18,727	19,102	19,484	93,673
3300-3379 Hospitality	25,000	25,500	26,010	26,530	27,061	130,101
3380-3389 Community	40,000	40,800	41,616	42,448	43,297	208,162
3600-3694 Local Enforcement Expenses	10,000	10,200	10,404	10,612	10,824	52,040
3700-3799 EU Projects	-	-	-	-	-	-
3800-3899 Twinning	-	-	-	-	-	-
	450,322	459,328	468,515	477,885	487,443	2,343,494

Detailed Estimates of Expenditure (Continued)

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
	2022	2023	2024	2025	2026	2022-2026
€	€	€	€	€	€	
8 Administration & Other Expenditure						
2150-2199 Office Utilities	15,000	15,300	15,606	15,918	16,236	78,061
2260-2299 Office Materials & Supplies	5,000	5,100	5,202	5,306	5,412	26,020
2450-2499 Office Rent	-	-	-	-	-	-
2500-2599 National & International Memberships	600	612	624	637	649	3,122
2600-2699 Office Services	15,000	15,300	15,606	15,918	16,236	78,061
2700-2799 Transport	2,500	2,550	2,601	2,653	2,706	13,010
2800-2899 Travel	-	-	-	-	-	-
2900-2999 Information Services	14,000	14,280	14,566	14,857	15,154	72,857
3050 Office Cleaning	6,000	6,120	6,242	6,367	6,495	31,224
3140-3199 Professional Services	27,000	27,540	28,091	28,653	29,226	140,509
3200-3299 Training	-	-	-	-	-	-
3345 Office Hospitality	-	-	-	-	-	-
3400-3499 Incidental Expenses	1,500	1,530	1,561	1,592	1,624	7,806
	-	-	-	-	-	-
	86,600	88,332	90,099	91,901	93,739	450,670
9 Finance Costs						
3036 Interest on Bank Loan	10,750	10,000	9,500	8,500	7,000	45,750
	-	-	-	-	-	-
	10,750	10,000	9,500	8,500	7,000	45,750
10 Other Expenditure						
3500-3599 Loss / (Profit) on Disposal of assets	-	-	-	-	-	-
3695 Increase/(Decrease) in allowance for bad debts	-	-	-	-	-	-
8000-8099 Depreciation (charge for the year)	58,951	58,951	58,951	58,951	58,951	294,755
	58,951	58,951	58,951	58,951	58,951	294,755
Total	816,969	830,662	844,895	858,922	872,749	4,224,197

Detailed Estimates of Statement of Financial Position

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
	2022	2023	2024	2025	2026	2022-2026
€	€	€	€	€	€	
11 Inventory						
5201-5249 Stationery						-
5250-5299 Consumables						-
	-	-	-	-	-	-
12 Receivables						
0201-0209 Receivables	24,000	24,000	24,000	24,000	24,000	120,000
0210-0219 LES Receivables						-
0220-0229 Receivables from EU						-
0250 Prepayments & Accrued income	20,000	20,000	20,000	20,000	20,000	100,000
						-
	44,000	44,000	44,000	44,000	44,000	220,000
13 Cash & Equivalents						
5001-5099 Bank & Cash Balances	634,565	445,758	257,500	217,525	216,711	1,772,058
	634,565	445,758	257,500	217,525	216,711	1,772,058
14 Payables						
4000 Payables	58,174	99,303	105,927	116,551	120,675	500,630
4100 Accruals	50,000	50,000	50,000	50,000	50,000	250,000
4150 Deferred Income						-
Short-term Borrowings	29,005	29,005	29,005	29,005	29,005	145,025
						-
	137,179	149,303	155,927	166,551	170,675	895,655
15 Non Current Liabilities						
4200 Long Term Borrowings	230,000	205,000	185,000	160,000	140,000	920,000
						-
						-
	230,000	205,000	185,000	160,000	140,000	920,000

16 Depreciation of Property, Plant and Equipment

Asset	Trees	Const Works	Furniture & Fittings	Urban Impr	Office Equipment, PI&M	Motor Vehicles	Property	Property held for development	Assets not yet capitalised	Total
% of depreciation	0%	10%	7.5%	10%	20%	20%	1%	1%	0%	
	€	€	€	€	€	€	€	€	€	€
Cost										
As at 01 January 2022	11,988	1,627,044	184,920	490,752	475,982	11,586	465,711	874,165	29,932	4,172,080
Additions		200,000	5,000	20,000	10,000				-	235,000
Disposals										-
As at 31 December 2022	11,988	1,827,044	189,920	510,752	485,982	11,586	465,711	874,165	29,932	4,407,080
Grants/ other reimbursements										
As at 01 January 2022		353,071	150,806	43,410	373,642			186,322	-	1,107,251
Additions										-
Transfers										-
As at 31 December 2022	-	353,071	150,806	43,410	373,642	-	-	186,322	-	1,107,251
Accumulated Depreciation										
As at 01 January 2022	-	1,204,082	29,631	385,813	53,719	11,586	-	22,928	-	1,707,759
Charge for the year	-	14,785	2,500	16,475	13,000	-	4,650	7,541	-	58,951
Released on disposal										-
As at 31 December 2022	-	1,218,867	32,131	402,288	66,719	11,586	4,650	30,469	-	1,766,710
Budgeted NBV 31 Dec 2021	10,502	95,712	16,020	183,875	53,698	-	461,061	663,656	-	1,484,524
Budgeted NBV 31 Dec 2022	11,988	255,106	6,983	65,054	45,621	-	461,061	657,374	29,932	1,533,119

16 Depreciation of Property, Plant and Equipment

Asset	Trees	Const Works	Furniture & Fittings	Urban Impr	Office Equipment, PI&M	Motor Vehicles	Property	Property held for development	Assets not yet capitalised	Total
% of depreciation	0%	10%	7.5%	10%	20%	20%	1%	1%	0%	
	€	€	€	€	€	€	€	€	€	€
Cost										
As at 01 January 2023	11,988	1,827,044	189,920	510,752	485,982	11,586	465,711	874,165	29,932	4,407,080
Additions		200,000	5,000	20,000	10,000				-	235,000
Disposals										-
As at 31 December 2023	11,988	2,027,044	194,920	530,752	495,982	11,586	465,711	874,165	29,932	4,642,080
Grants/ other reimbursements										
As at 01 January 2023	-	353,071	150,806	43,410	373,642	-	-	186,322	-	1,107,251
Additions										-
Transfers										-
As at 31 December 2023	-	353,071	150,806	43,410	373,642	-	-	186,322	-	1,107,251
Accumulated Depreciation										
As at 01 January 2023	-	1,218,867	32,131	402,288	66,719	11,586	4,650	30,469	-	1,766,710
Charge for the year	-	14,785	2,500	16,475	13,000	-	4,650	7,541	-	58,951
Released on disposal										-
As at 31 December 2023	-	1,233,652	34,631	418,763	79,719	11,586	9,300	38,010	-	1,825,661
Budgeted NBV 31 Dec 2022	11,988	255,106	6,983	65,054	45,621	-	461,061	657,374	29,932	1,533,119
Budgeted NBV 31 Dec 2023	11,988	440,321	9,483	68,579	42,621	-	456,411	649,833	29,932	1,709,168

16 Depreciation of Property, Plant and Equipment

		Trees	Const Works	Furniture & Fittings	Urban Impr	Office Equipment, PI&M	Motor Vehicles	Property	Property held for development	Assets not yet capitalised	Total
Asset											
% of depreciation		0%	10%	7.5%	10%	20%	20%	1%	1%	0%	
		€	€	€	€	€	€	€	€	€	€
Cost											
As at 01 January	2024	11,988	2,027,044	194,920	530,752	495,982	11,586	465,711	874,165	29,932	4,642,080
Additions			200,000	5,000	20,000	10,000				-	235,000
Disposals											-
As at 31 December	2024	11,988	2,227,044	199,920	550,752	505,982	11,586	465,711	874,165	29,932	4,877,080
Grants/ other reimbursements											
As at 01 January	2024	-	353,071	150,806	43,410	373,642	-	-	186,322	-	1,107,251
Additions											-
Transfers											-
As at 31 December	2024	-	353,071	150,806	43,410	373,642	-	-	186,322	-	1,107,251
Accumulated Depreciation											
As at 01 January	2024	-	1,233,652	34,631	418,763	79,719	11,586	9,300	38,010	-	1,825,661
Charge for the year		-	14,785	2,500	16,475	13,000	-	4,650	7,541	-	58,951
Released on disposal											-
As at 31 December	2024	-	1,248,437	37,131	435,238	92,719	11,586	13,950	45,551	-	1,884,612
Budgeted NBV 31 Dec	2023	11,988	440,321	9,483	68,579	42,621	-	456,411	649,833	29,932	1,709,168
Budgeted NBV 31 Dec	2024	11,988	625,536	11,983	72,104	39,621	-	451,761	642,292	29,932	1,885,217

16 Depreciation of Property, Plant and Equipment

		Trees	Const Works	Furniture & Fittings	Urban Impr	Office Equipment, PI&M	Motor Vehicles	Property	Property held for development	Assets not yet capitalised	Total
Asset											
% of depreciation		0%	10%	7.5%	10%	20%	20%	1%	1%	0%	
		€	€	€	€	€	€	€	€	€	€
Cost											
As at 01 January	2025	11,988	2,227,044	199,920	550,752	505,982	11,586	465,711	874,165	29,932	4,877,080
Additions			50,000	5,000	20,000	10,000				-	85,000
Disposals											-
As at 31 December	2025	11,988	2,277,044	204,920	570,752	515,982	11,586	465,711	874,165	29,932	4,962,080
Grants/ other reimbursements											
As at 01 January	2025	-	353,071	150,806	43,410	373,642	-	-	186,322	-	1,107,251
Additions		-	-	-	-	-	-	-	-	-	-
Transfers											-
As at 31 December	2025	-	353,071	150,806	43,410	373,642	-	-	186,322	-	1,107,251
Accumulated Depreciation											
As at 01 January	2025	-	1,248,437	37,131	435,238	92,719	11,586	13,950	45,551	-	1,884,612
Charge for the year		-	14,785	2,500	16,475	13,000	-	4,650	7,541	-	58,951
Released on disposal											-
As at 31 December	2025	-	1,263,222	39,631	451,713	105,719	11,586	18,600	53,092	-	1,943,563
Budgeted NBV 31 Dec	2024	11,988	625,536	11,983	72,104	39,621	-	451,761	642,292	29,932	1,885,217
Budgeted NBV 31 Dec	2025	11,988	660,751	14,483	75,629	36,621	-	447,111	634,751	29,932	1,911,266

16 Depreciation of Property, Plant and Equipment

	Trees	Const Works	Furniture & Fittings	Urban Impr	Office Equipment, PI&M	Motor Vehicles	Property	Property held for development	Assets not yet capitalised	Total
Asset										
% of depreciation	0%	10%	7.5%	10%	20%	20%	1%	1%	0%	
	€	€	€	€	€	€	€	€	€	€
Cost										
As at 01 January 2026	11,988	2,277,044	204,920	570,752	515,982	11,586	465,711	874,165	29,932	4,962,080
Additions		10,000	5,000	20,000	10,000				-	45,000
Disposals										-
As at 31 December 2026	11,988	2,287,044	209,920	590,752	525,982	11,586	465,711	874,165	29,932	5,007,080
Grants/ other reimbursements										
As at 01 January 2026	-	353,071	150,806	43,410	373,642	-	-	186,322	-	1,107,251
Additions	-	-	-	-	-	-	-	-	-	-
Transfers										-
As at 31 December 2026	-	353,071	150,806	43,410	373,642	-	-	186,322	-	1,107,251
Accumulated Depreciation										
As at 01 January 2026	-	1,263,222	39,631	451,713	105,719	11,586	18,600	53,092	-	1,943,563
Charge for the year	-	14,785	2,500	16,475	13,000	-	4,650	7,541	-	58,951
Released on disposal										-
As at 31 December 2026	-	1,278,007	42,131	468,188	118,719	11,586	23,250	60,633	-	2,002,514
Budgeted NBV 31 Dec 2025	11,988	660,751	14,483	75,629	36,621	-	447,111	634,751	29,932	1,911,266
Budgeted NBV 31 Dec 2026	11,988	655,966	16,983	79,154	33,621	-	442,461	627,210	29,932	1,897,315