Assoċjazzjoni
Kunsilli Lokali
Local Councils' Association Malta

Association of Local Council

Business Plan for the Period 2020 - 2024

Table of Contents

Overview and Summary

Dan il-pjan finanzjarju huwa bbażat fuq perjodu ta' bejn is-sena 2020 u s-sena 2024. Id-dħul inżamm wieħed kostanti bbażat fuq l-Estimi Finanzjarji għas-Sena 2020 filwaqt li n-nefqa żdiedet matul is-snin biex tirrifletti r-rata ta' inflazzjoni.

Fis-sena 2024, l-Assoċjazzjoni qed tipprevista surplus ta' madwar miljun Ewro sakemm ma jiġux implimentati nefqiet oltre minn dak previst kif ukoll proġetti kapitali oħrajn.

Mario Fava
Mayor

Lianne Cassar
Executive Secretary

Statement of Income and Expenditure

DESCRIPTION	A BUDGET Jan-Dec 2020	B BUDGET Jan-Dec 2021	C BUDGET Jan-Dec 2022	D BUDGET Jan-Dec 2023	E BUDGET Jan-Dec 2024	F (A+B+C+D+E) BUDGET Period 2020-2024
	€	€	€	€	€	€
Income						
Funds received from Central Government (1)	240,000	240,000	240,000	240,000	240,000	**1,200,000**
Income raised from Bye-Laws (2)	-	-	-	-	-	**-**
Income raised from LES (3)	160,000	163,200	166,464	169,793	173,189	**832,646**
Investment Income (4)	5,270	5,270	5,270	5,270	5,270	**26,350**
Other Income (5)	178,000	178,000	178,000	178,000	178,000	**890,000**
TOTAL	**583,270**	**586,470**	**589,734**	**593,063**	**596,459**	**2,948,996**
Expenditure						
Personal Emoluments (6)	304,996	310,937	316,998	323,179	329,484	**1,585,595**
Operations and Maintenance (7)	44,000	44,440	44,884	45,333	45,787	**224,444**
Administration (8)	184,000	185,840	187,698	189,575	191,471	**938,585**
Finance Cost (9)	-	-	-	-	-	**-**
Other Expenditure (10)	16,550	16,550	16,550	16,550	16,550	**82,750**
TOTAL	**549,546**	**557,767**	**566,131**	**574,638**	**583,292**	**2,831,374**
Surplus / Deficit	**33,724**	**28,703**	**23,603**	**18,425**	**13,167**	**117,622**

Statement of Financial Position

DESCRIPTION	A BUDGET Jan-Dec 2020	B BUDGET Jan-Dec 2021	C BUDGET Jan-Dec 2022	D BUDGET Jan-Dec 2023	E BUDGET Jan-Dec 2024	F (A+B+C+D+E) BUDGET Period 2020-2024
	€	€	€	€	€	€
Non-current Assets						
Property, Plant and Equipment (16)	97,450	109,900	122,350	134,800	147,250	611,750
Current Assets						
Inventories (11)	-	-	-	-	-	-
Receivables (12)	60,000	142,147	162,147	162,146	162,146	688,586
Cash and Cash Equivalents (13)	1,502,659	921,765	932,918	938,894	939,611	5,235,847
Total Current Assets	1,562,659	1,063,912	1,095,065	1,101,040	1,101,757	5,924,433
Current Liabilities (14)						
Payables	570,000	55,000	75,000	75,000	75,000	850,000
Total Current Liabilities	570,000	55,000	75,000	75,000	75,000	850,000
Net Current Assets	992,659	1,008,912	1,020,065	1,026,040	1,026,757	5,074,433
Non-current liabilities (15)	-	-	-	-	-	-
Net Assets	1,090,109	1,118,812	1,142,415	1,160,840	1,174,007	5,686,183
Reserves						
Retained Funds	1,090,109	1,118,812	1,142,415	1,160,840	1,174,007	5,686,183

Financial Situation Indicator

DESCRIPTION	A BUDGET Jan-Dec 2020	B BUDGET Jan-Dec 2021	C BUDGET Jan-Dec 2022	D BUDGET Jan-Dec 2023	E BUDGET Jan-Dec 2024	F (A+B+C+D+E) BUDGET Period 2020-2024
	€	€	€	€	€	€
Current Assets	1,562,659	1,063,912	1,095,065	1,101,040	1,101,757	5,924,433
Current Liabilities	570,000	55,000	75,000	75,000	75,000	850,000
Working Capital	992,659	1,008,912	1,020,065	1,026,040	1,026,757	5,074,433
Government Allocation	240,000	240,000	240,000	240,000	240,000	720,000
FSI	414 %	420 %	425 %	428 %	428 %	705 %

Cash Budget

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET Jan-Dec 2020	BUDGET Jan-Dec 2021	BUDGET Jan-Dec 2022	BUDGET Jan-Dec 2023	BUDGET Jan-Dec 2024	BUDGET Period 2020-2024
	€	€	€	€	€	€
Cash Inflows						
Government cash inflows	240,000	240,000	240,000	240,000	240,000	1,200,000
Cash flows from Bye-Laws & L.N fees	-	-	-	-	-	-
Local Enforcement cash flows	160,000	163,200	166,464	169,793	173,189	832,646
Finance cash flows						
Loan Proceeds						-
Investment income	5,270	5,270	5,270	5,270	5,270	26,350
	5,270	5,270	5,270	5,270	5,270	26,350
Capital cash flow						
Proceeds from disposal of assets						-
Cash received from EU funds						-
Cash received from Twinning						-
Cash from Community Services						-
Other Cash Inflows	178,000	178,000	178,000	178,000	178,000	890,000
TOTAL Inflows	583,270	586,470	589,734	593,063	596,459	2,948,996
Cash Outflows						
Personal Emoluments	304,996	310,937	316,998	323,179	329,484	1,585,594
Operations & Maintenance	44,000	44,440	44,884	45,333	45,787	224,444
Administration	184,000	185,840	187,698	189,575	191,471	938,585
Finance						-
Capital						
Acquisition of property						-
Construction	-	-	-	-	-	-
Improvements	-	-	-	-	-	-
Special programmes	-	-	-	-	-	-
Office Furniture/Equipment	29,000	29,000	29,000	29,000	29,000	145,000
	29,000	29,000	29,000	29,000	29,000	145,000
Cash outflows re EU projects						-
Cash outflows re Twinning						-
Cash outflows re Community Services						-
Outflows to Regions LESA distribution	247,026	597,147	-	-	-	844,173
	247,026	597,147	-	-	-	844,173
TOTAL Outflows	809,022	1,167,364	578,581	587,088	595,742	3,737,796
SURPLUS / (DEFICIT)	(225,752)	(580,894)	11,153	5,976	717	(788,800)
Brought forward (Bank /Cash Bal.)	1,728,411	1,502,659	921,765	932,918	938,894	1,728,411
Carry forward	1,502,659	921,765	932,918	938,894	939,611	939,611

Detailed Estimates of Income

	DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
		BUDGET Jan-Dec 2020	BUDGET Jan-Dec 2021	BUDGET Jan-Dec 2022	BUDGET Jan-Dec 2023	BUDGET Jan-Dec 2024	BUDGET Period 2020-2024
		€	€	€	€	€	€
	Income						
1	**Funds received form Central Government:**						
0001	In terms of section 55 CAP 363	240,000	240,000	240,000	240,000	240,000	1,200,000
0002-0004	In terms of section 58 CAP 363	-	-	-	-	-	-
0005-0019	Other Income	-	-	-	-	-	-
		240,000	**240,000**	**240,000**	**240,000**	**240,000**	**1,200,000**
2	**Bye-Laws & Legal Fees**						
0021-0025	Community Services	-	-	-	-	-	-
0026-0035	Income from Permits	-	-	-	-	-	-
		-	-	-	-	-	-
3	**Local Enforcement Income**						
0037	Commission from Regional Committees	160,000	163,200	166,464	169,793	173,189	832,646
0038-0055	Contraventions	-	-	-	-	-	-
		160,000	**163,200**	**166,464**	**169,793**	**173,189**	**832,646**
4	**Investment Income**						
0091-0095	Bank interest	5,270	5,270	5,270	5,270	5,270	26,350
0096-0099	Income received from Government Securities						-
							-
		5,270	**5,270**	**5,270**	**5,270**	**5,270**	**26,350**
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	178,000	178,000	178,000	178,000	178,000	890,000
							-
		178,000	**178,000**	**178,000**	**178,000**	**178,000**	**890,000**
	Total	**583,270**	**586,470**	**589,734**	**593,063**	**596,459**	**2,948,996**

Detailed Estimates of Expenditure

	DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
		BUDGET Jan-Dec 2020	BUDGET Jan-Dec 2021	BUDGET Jan-Dec 2022	BUDGET Jan-Dec 2023	BUDGET Jan-Dec 2024	BUDGET Period 2020-2024
		€	€	€	€	€	€
6	**Personal Emoluments**						
1100	Mayor's Allowance	20,600	21,012	21,432	21,861	22,298	107,203
1200	Employees' Salaries & Wages	214,301	218,587	222,959	227,418	231,966	1,115,231
1300	Bonuses	16,836	17,173	17,516	17,866	18,224	87,615
1400	Income Supplements	2,423	2,423	2,423	2,423	2,423	12,115
1500	Social Security Contributions	20,836	21,253	21,678	22,111	22,554	108,431
1600	Allowances	24,500	24,990	25,490	26,000	26,520	127,499
1700	Overtime	5,500	5,500	5,500	5,500	5,500	27,500
		304,996	**310,937**	**316,998**	**323,179**	**329,484**	**1,585,595**
7	**Operations and Maintenance**						
2100-2149	Public Utilities	-	-	-	-	-	-
2200-2259	Public Materials & Supplies	-	-	-	-	-	-
2300-2399	Repairs & Upkeep	-	-	-	-	-	-
2400-2449	Rent	-	-	-	-	-	-
3010	Street Lighting	-	-	-	-	-	-
3020	Lease of Equipment	-	-	-	-	-	-
3030	Insurance	3,000	3,030	3,060	3,091	3,122	15,303
3035	Bank Charges	1,000	1,010	1,020	1,030	1,041	5,101
3038	Penalties		-	-	-	-	-
3040	Waste Disposal		-	-	-	-	-
3041	Refuse Collection		-	-	-	-	-
3042	Bulky Refuse Collection		-	-	-	-	-
3043	Bins on wheels		-	-	-	-	-
3045	Bring in sites		-	-	-	-	-
3051	Road & Street Cleaning		-	-	-	-	-
3052	Cleaning & Maintenance of Non-Urban Areas		-	-	-	-	-
3053	Cleaning of Public Conveniences		-	-	-	-	-
3055	Cleaning of Council Premises		-	-	-	-	-
3060	Cleaning & Maintenance of Parks & Gardens		-	-	-	-	-
3061	Cleaning & Maintenance of Soft Areas		-	-	-	-	-
3062	Cleaning & Maintenance of Beaches & CA		-	-	-	-	-
3063	Cleaning & Maintenance of Country Non-Urban		-	-	-	-	-
3064	Other Contractual Services		-	-	-	-	-
3070-3090	Consultation Fees		-	-	-	-	-
3100-3139	Contract & Project Management		-	-	-	-	-
3300-3379	Hospitality		-	-	-	-	-
3380-3389	Community	15,000	15,150	15,302	15,455	15,609	76,515
3600-3694	Local Enforcement Expenses		-	-	-	-	-
3700-3799	EU Projects		-	-	-	-	-
3800-3899	Twinning		-	-	-	-	-
	LCA Initiatives and Events	25,000	25,250	25,503	25,758	26,015	127,525
		44,000	**44,440**	**44,884**	**45,333**	**45,787**	**224,444**

Detailed Estimates of Expenditure (Continued)

	DESCRIPTION	A BUDGET Jan-Dec 2020 €	B BUDGET Jan-Dec 2021 €	C BUDGET Jan-Dec 2022 €	D BUDGET Jan-Dec 2023 €	E BUDGET Jan-Dec 2024 €	F (A+B+C+D+E) BUDGET Period 2020-2024 €
8	**Administration & Other Expenditure**						
2150-2199	Office Utilities	10,000	10,100	10,201	10,303	10,406	51,010
2260-2299	Office Materials & Supplies	15,000	15,150	15,302	15,455	15,609	76,515
2450-2499	Office Rent	20,000	20,200	20,402	20,606	20,812	102,020
2500-2599	National & International Memberships	7,000	7,070	7,141	7,212	7,284	35,707
2600-2699	Office Services	20,000	20,200	20,402	20,606	20,812	102,020
2700-2799	Transport	15,000	15,150	15,302	15,455	15,609	76,515
2800-2899	Travel	15,000	15,150	15,302	15,455	15,609	76,515
2900-2999	Information Services	25,000	25,250	25,503	25,758	26,015	127,525
3050	Office Cleaning	7,000	7,070	7,141	7,212	7,284	35,707
3140-3199	Professional Services	35,000	35,350	35,704	36,061	36,421	178,535
3200-3299	Training	8,000	8,080	8,161	8,242	8,325	40,808
3345	Office Hospitality	5,000	5,050	5,101	5,152	5,203	25,505
3400-3499	Incidental Expenses	2,000	2,020	2,040	2,061	2,081	10,202
							-
		184,000	**185,840**	**187,698**	**189,575**	**191,471**	**938,585**
9	**Finance Costs**						
3036	Interest on Bank Loan						-
							-
							-
		-	-	-	-	-	-
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)	16,550	16,550	16,550	16,550	16,550	82,750
		16,550	16,550	16,550	16,550	16,550	82,750
	Total	**549,546**	**557,767**	**566,131**	**574,638**	**583,292**	**2,831,374**

Detailed Estimates of Statement of Financial Position

		DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
			BUDGET Jan-Dec 2020	BUDGET Jan-Dec 2021	BUDGET Jan-Dec 2022	BUDGET Jan-Dec 2023	BUDGET Jan-Dec 2024	BUDGET Period 2020-2024
			€	€	€	€	€	€
11		**Inventory**						
	5201-5249	Stationery						-
	5250-5299	Consumables						-
								-
			-	-	-	-	-	-
12		**Receivables**						
	0201-0209	Receivables	25,000	50,000	70,000	50,000	50,000	245,000
	0210-0219	LES Receivables	-	-	-	-	-	-
	0220-0229	Receivables from EU	-	-	-	-	-	-
	0250	Prepayments & Accrued income	35,000	92,147	92,147	112,146	112,146	443,586
								-
			60,000	**142,147**	**162,147**	**162,146**	**162,146**	**688,586**
13		**Cash & Equivalents**						
	5001-5099	Bank & Cash Balances	1,502,659	921,765	932,918	938,894	939,611	5,235,847
			1,502,659	**921,765**	**932,918**	**938,894**	**939,611**	**5,235,847**
14		**Payables**						
	4000	Payables	45,000	25,000	45,000	45,000	45,000	205,000
	4100	Accruals	25,000	25,000	25,000	25,000	25,000	125,000
	4150	Deferred Income	500,000	5,000	5,000	5,000	5,000	520,000
		Short-term Borrowings						-
								-
			570,000	**55,000**	**75,000**	**75,000**	**75,000**	**850,000**
15		**Non Current Liabilities**						
	4200	Long Term Borrowings						-
								-
								-
			-	-	-	-	-	-

16 Depreciation of Property, Plant and Equipment

Asset	Office Furniture	Office Equipment	Computer Equipment	Software						**Total**
% of depreciation	7.5%	20%	25%	25%						
	€	€	€	€	€	€	€	€	€	€
Cost										
As at 01 January 2020	60,000	48,000	35,000	15,000						**158,000**
Additions	10,000	5,000	9,000	5,000						**29,000**
Disposals	-	-	-	-	-	-			-	-
As at 31 December 2020	**70,000**	**53,000**	**44,000**	**20,000**	-	-	-	-	-	**187,000**
Grants/ other reimbursements										
As at 01 January 2020	-	-	-	-	-	-			-	-
Additions	-	-	-	-	-	-			-	-
Transfers										-
As at 31 December 2020	-	-	-	-	-	-	-	-	-	-
Accumulated Depreciation										
As at 01 January 2020	18,000	29,000	23,000	3,000	-	-	-	-		**73,000**
Charge for the year	3,400	3,400	4,250	5,500	-	-	-	-		**16,550**
Released on disposal	-	-	-	-	-				-	-
As at 31 December 2020	**21,400**	**32,400**	**27,250**	**8,500**	-	-	-	-	-	**89,550**
Budgeted NBV 31 Dec 2019	35,000	24,450	12,000	10,000						**81,450**
Budgeted NBV 31 Dec 2020	48,600	20,600	16,750	11,500	-	-	-	-	-	**97,450**

16 Depreciation of Property, Plant and Equipment

Asset		Office Furniture	Office Equipment	Computer Equipment	Software						Total
% of depreciation		7.5%	20%	25%	25%	0%	0%	0%	0%	0%	
		€	€	€	€	€	€	€	€	€	€
Cost											
As at 01 January	2021	70,000	53,000	44,000	20,000	-	-	-	-	-	187,000
Additions		10,000	5,000	9,000	5,000						29,000
Disposals											-
As at 31 December	2021	**80,000**	**58,000**	**53,000**	**25,000**	-	-	-	-	-	**216,000**
Grants/ other reimbursements											
As at 01 January	2021	-	-	-	-	-	-	-	-	-	-
Additions											-
Transfers											-
As at 31 December	2021	-	-	-	-	-	-	-	-	-	-
Accumulated Depreciation											
As at 01 January	2021	21,400	32,400	27,250	8,500	-	-	-	-	-	89,550
Charge for the year		3,400	3,400	4,250	5,500	-	-	-	-		16,550
Released on disposal											-
As at 31 December	2021	**24,800**	**35,800**	**31,500**	**14,000**	-	-	-	-	-	**106,100**
Budgeted NBV 31 Dec	**2020**	48,600	20,600	16,750	11,500	-	-	-	-	-	**97,450**
Budgeted NBV 31 Dec	**2021**	55,200	22,200	21,500	11,000	-	-	-	-	-	**109,900**

16 Depreciation of Property, Plant and Equipment

Asset		Office Furniture	Office Equipment	Computer Equipment	Software						**Total**
% of depreciation		7.5%	20%	25%	25%	0%	0%	0%	0%	0%	
		€	€	€	€	€	€	€	€	€	€
Cost											
As at 01 January	2022	80,000	58,000	53,000	25,000	-	-	-	-	-	**216,000**
Additions		10,000	5,000	9,000	5,000						**29,000**
Disposals											**-**
As at 31 December	2022	**90,000**	**63,000**	**62,000**	**30,000**	-	-	-	-	-	**245,000**
Grants/ other reimbursements											
As at 01 January	2022	-	-	-	-	-	-	-	-	-	-
Additions											-
Transfers											-
As at 31 December	2022	-	-	-	-	-	-	-	-	-	-
Accumulated Depreciation											
As at 01 January	2022	24,800	35,800	31,500	14,000	-	-	-	-	-	**106,100**
Charge for the year		3,400	3,400	4,250	5,500	-	-	-	-		**16,550**
Released on disposal											**-**
As at 31 December	2022	**28,200**	**39,200**	**35,750**	**19,500**	-	-	-	-	-	**122,650**
Budgeted NBV 31 Dec	**2021**	55,200	22,200	21,500	11,000	-	-	-	-	-	**109,900**
Budgeted NBV 31 Dec	**2022**	61,800	23,800	26,250	10,500	-	-	-	-	-	**122,350**

16 Depreciation of Property, Plant and Equipment

Asset		Office Furniture	Office Equipment	Computer Equipment	Software						Total
% of depreciation		7.5%	20%	25%	25%	0%	0%	0%	0%	0%	
		€	€	€	€	€	€	€	€	€	€
Cost											
As at 01 January	2023	90,000	63,000	62,000	30,000	-	-	-	-	-	**245,000**
Additions		10,000	5,000	9,000	5,000						**29,000**
Disposals											-
As at 31 December	2023	**100,000**	**68,000**	**71,000**	**35,000**	-	-	-	-	-	**274,000**
Grants/ other reimbursements											
As at 01 January	2023	-	-	-	-	-	-	-	-	-	-
Additions											-
Transfers											-
As at 31 December	2023	-	-	-	-	-	-	-	-	-	-
Accumulated Depreciation											
As at 01 January	2023	28,200	39,200	35,750	19,500	-	-	-	-	-	**122,650**
Charge for the year		3,400	3,400	4,250	5,500	-	-	-	-		**16,550**
Released on disposal											-
As at 31 December	2023	**31,600**	**42,600**	**40,000**	**25,000**	-	-	-	-	-	**139,200**
Budgeted NBV 31 Dec	**2022**	61,800	23,800	26,250	10,500	-	-	-	-	-	**122,350**
Budgeted NBV 31 Dec	**2023**	68,400	25,400	31,000	10,000	-	-	-	-	-	**134,800**

16 Depreciation of Property, Plant and Equipment

Asset	Office Furniture	Office Equipment	Computer Equipment	Software						Total
% of depreciation	7.5%	20%	25%	25%	0%	0%	0%	0%	0%	
	€	€	€	€	€	€	€	€	€	€
Cost										
As at 01 January 2024	100,000	68,000	71,000	35,000	-	-	-	-	-	274,000
Additions	10,000	5,000	9,000	5,000						29,000
Disposals										-
As at 31 December 2024	**110,000**	**73,000**	**80,000**	**40,000**	-	-	-	-	-	**303,000**
Grants/ other reimbursements										
As at 01 January 2024	-	-	-	-	-	-	-	-	-	-
Additions										-
Transfers										-
As at 31 December 2024	-	-	-	-	-	-	-	-	-	-
Accumulated Depreciation										
As at 01 January 2024	31,600	42,600	40,000	25,000	-	-	-	-	-	139,200
Charge for the year	3,400	3,400	4,250	5,500	-	-	-	-		16,550
Released on disposal										-
As at 31 December 2024	**35,000**	**46,000**	**44,250**	**30,500**	-	-	-	-	-	**155,750**
Budgeted NBV 31 Dec 2023	68,400	25,400	31,000	10,000	-	-	-	-	-	**134,800**
Budgeted NBV 31 Dec 2024	75,000	27,000	35,750	9,500	-	-	-	-	-	**147,250**