

Local Councils' Association

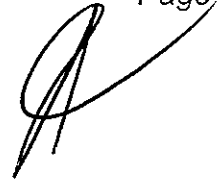
**Business Plan
for the
Period**

2023 - 2027

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Table of Contents

Overview and Summary	Page 3
Statement of Income and Expenditure	Page 4
Statement of Financial Position	Page 5
Cash Budget	Page 6
Detailed Estimates of Income	Page 7
Detailed Estimates of Expenditure	Page 8
Detailed Estimates of Statement of Financial Position	Page 10
Depreciation of Property, Plant and Equipment	Page 11
Depreciation of Property, Plant and Equipment	Page 12
Depreciation of Property, Plant and Equipment	Page 13
Depreciation of Property, Plant and Equipment	Page 14
Depreciation of Property, Plant and Equipment	Page 15



Overview and Summary

Dan il-pjan finanzjarju huwa bbażat fuq perjodu ta' bejn is-sena 2023 u s-sena 2027. Id-dħul inżamm wieħed kostanti bbażat fuq l-Estimi Finanzjarji għas-Sena 2023 filwaqt li n-nefqa żdiedet matul is-snin biex tirrifletti r-rata ta' inflazzjoni.

Sa sena 2027, l-Assocjazzjoni qed tipprevista surplus ta' madwar EUR 90,000 sakemm ma jiġux implimentati nefqiet oltre minn dak previst kif ukoll proġetti kapitali oħrajn.



Mario Fava
President



Lianne Cassar
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
	2023	2024	2025	2026	2027	2023-2027
€	€	€	€	€	€	
Income						
Funds received from Central Government (1)	540,000	540,000	540,000	540,000	540,000	2,700,000
Income raised from Bye-Laws (2)	-	-	-	-	-	-
Income raised from LES (3)	250,000	250,000	250,000	250,000	250,000	1,250,000
Investment Income (4)	12,000	12,000	12,000	12,000	12,000	60,000
Other Income (5)	1,177,334	80,918	80,918	80,918	80,918	1,501,006
TOTAL	1,979,334	882,918	882,918	882,918	882,918	5,511,006
Expenditure						
Personal Emoluments (6)	231,905	236,543	241,274	246,099	251,021	1,206,843
Operations and Maintenance (7)	1,475,916	380,290	381,096	371,918	362,756	2,971,976
Administration (8)	217,000	221,340	225,767	230,282	234,888	1,129,277
Finance Cost (9)	-	-	-	-	-	-
Other Expenditure (10)	39,000	26,500	27,500	32,535	32,531	158,066
TOTAL	1,963,821	864,673	875,637	880,834	881,196	5,466,161
Surplus / Deficit	15,513	18,245	7,281	2,084	1,722	44,845

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
	2023	2024	2025	2026	2027	2023-2027
€	€	€	€	€	€	
Non-current Assets						
Property Plant and Equipment (16)	998,224	1,001,724	1,004,224	1,001,689	999,158	5,005,019
Current Assets						
Inventories (11)	-	-	-	-	-	-
Receivables (12)	80,000	36,280	36,280	36,280	36,280	225,120
Cash and Cash Equivalents (13)	1,144,907	1,159,652	1,164,433	1,169,052	1,173,304	5,811,348
Total Current Assets	1,224,907	1,195,932	1,200,713	1,205,332	1,209,584	6,036,468
Current Liabilities (14)						
Payables	368,860	348,624	359,624	366,624	376,623	1,820,355
Total Current Liabilities	368,860	348,624	359,624	366,624	376,623	1,820,355
Net Current Assets	856,047	847,308	841,089	838,708	832,961	4,216,113
Non-current liabilities (15)	35,000	83,000	72,000	65,000	55,000	310,000
Net Assets	1,819,271	1,766,032	1,773,313	1,775,397	1,777,119	8,911,132
Reserves						
Retained Funds	1,819,271	1,766,032	1,773,313	1,775,397	1,777,119	8,911,132

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
	2023	2024	2025	2026	2027	2023-2027
€	€	€	€	€	€	
Current Assets	1,224,907	1,195,932	1,200,713	1,205,332	1,209,584	6,036,468
Current Liabilities	368,860	348,624	359,624	366,624	376,623	1,820,355
Working Capital	856,047	847,308	841,089	838,708	832,961	4,216,113
Government Allocation	490,000	490,000	490,000	490,000	490,000	2,450,000
FSI	175 %	173 %	172 %	171 %	170 %	172 %

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
	2023	2024	2025	2026	2027	2023-2027
€	€	€	€	€	€	
Cash Inflows						
Government cash inflows	540,000	540,000	540,000	540,000	540,000	2,700,000
Cash flows from Bye-Laws & L.N fees						-
Local Enforcement cash flows	250,000	250,000	250,000	250,000	250,000	1,250,000
Finance cash flows						
Loan Proceeds						-
Investment income	12,000	12,000	12,000	12,000	12,000	60,000
	12,000	12,000	12,000	12,000	12,000	60,000
Capital cash flow						
Proceeds from disposal of assets						-
Cash received from EU funds						-
Cash received from Twinning						-
Cash from Community Services						-
Other Cash Inflows	1,177,334	80,918	80,918	80,918	80,918	1,501,006
TOTAL Inflows	1,979,334	882,918	882,918	882,918	882,918	5,511,006
Cash Outflows						
Personal Emoluments	231,905	236,543	241,274	246,099	251,021	1,206,843
Operations & Maintenance	1,475,916	380,290	381,096	371,918	362,756	2,971,976
Administration	217,000	221,340	225,767	230,282	234,888	1,129,277
Finance						-
Capital						
Acquisition of property						-
Construction	600,000					600,000
Improvements	45,000					45,000
Special programmes						-
Office/Computer Equipment/Furniture	40,000	30,000	30,000	30,000	30,000	160,000
	685,000	30,000	30,000	30,000	30,000	805,000
Cash outflows re EU projects						-
Cash outflows re Twinning						-
Cash outflows re Community Services						-
Outflows to Regional Councils/LESA distributions						-
	-	-	-	-	-	-
TOTAL Outflows	2,609,821	868,173	878,137	878,300	878,665	6,113,096
SURPLUS / (DEFICIT)	(630,487)	14,745	4,781	4,618	4,253	(602,090)
Brought forward (Bank /Cash Bal.)	1,775,394	1,144,907	1,159,652	1,164,433	1,169,052	1,775,394
Carry forward	1,144,907	1,159,652	1,164,433	1,169,052	1,173,304	1,173,304

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
	2023	2024	2025	2026	2027	2023-2027
	€	€	€	€	€	€
Income						
1 Funds received form Central Government:						
0001 In terms of section 58 CAP 363	490,000	490,000	490,000	490,000	490,000	2,450,000
0002-0004 In terms of section 58 CAP 363	-	-	-	-	-	-
0006-0016 Other Income	50,000	50,000	50,000	50,000	50,000	250,000
	540,000	540,000	540,000	540,000	540,000	2,700,000
2 Bye-Laws & Legal Fees						
0021-0026 Community Services	-	-	-	-	-	-
0026-0036 Income from Permits	-	-	-	-	-	-
	-	-	-	-	-	-
3 Local Enforcement Income						
0037 Commission from Regional Committees	250,000	250,000	250,000	250,000	250,000	1,250,000
0036-0056 Contraventions	-	-	-	-	-	-
	250,000	250,000	250,000	250,000	250,000	1,250,000
4 Investment Income						
0091-0095 Bank interest	12,000	12,000	12,000	12,000	12,000	60,000
0096-0099 Income received from Government Securities	-	-	-	-	-	-
	12,000	12,000	12,000	12,000	12,000	60,000
5 General Income						
0056-0066 Sponsorships	-	-	-	-	-	-
0066-0069 Documents & Information	-	-	-	-	-	-
0076-0075 EU Funds	-	-	-	-	-	-
0076-0080 Twinning	-	-	-	-	-	-
0081-0086 Insurance Claims	-	-	-	-	-	-
0100-0109 Donations	-	-	-	-	-	-
0110-0116 Contributions	80,918	80,918	80,918	80,918	80,918	404,590
0120-0129 General Income	1,096,416	-	-	-	-	1,096,416
	1,177,334	80,918	80,918	80,918	80,918	1,501,006
Total	1,979,334	882,918	882,918	882,918	882,918	5,511,006

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
	2023	2024	2025	2026	2027	2023-2027
€	€	€	€	€	€	
6 Personal Emoluments						
1100 Mayor's Allowance	22,000	22,440	22,889	23,347	23,814	114,489
1200 Employees Salaries & Wages	145,000	147,900	150,858	153,875	156,953	754,586
1300 Bonuses	12,000	12,240	12,485	12,734	12,989	62,448
1400 Income Supplements	1,455	1,484	1,514	1,544	1,575	7,572
1500 Social Security Contributions	13,250	13,515	13,785	14,061	14,342	68,954
1600 Allowances	32,700	33,354	34,021	34,702	35,396	170,172
1700 Overtime	5,500	5,610	5,722	5,837	5,953	28,622
	231,905	236,543	241,274	246,099	251,021	1,206,843
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	2,500	2,550	2,601	2,653	2,706	13,010
3035 Bank Charges	2,000	2,040	2,081	2,122	2,165	10,408
3038 Penalties						-
3040 Waste Disposal						-
3041 Refuse Collection	1,096,416	-	-	-	-	1,096,416
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	35,000	35,700	36,414	37,142	37,885	182,141
3600-3699 Local Enforcement Expenses						-
3700-3799 EU Projects						-
3800-3899 Twinning						-
LCA Initiatives and Events	340,000	340,000	340,000	330,000	320,000	1,670,000
	1,475,916	380,290	381,096	371,918	362,756	2,971,976

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
	2023	2024	2025	2026	2027	2023-2027
€	€	€	€	€	€	
8 Administration & Other Expenditure						
2150-2199 Office Utilities	8,000	8,160	8,323	8,490	8,659	41,632
2260-2299 Office Materials & Supplies	7,000	7,140	7,283	7,428	7,577	36,428
2450-2499 Office Rent	25,000	25,500	26,010	26,530	27,061	130,101
2500-2599 National & International Memberships	8,000	8,160	8,323	8,490	8,659	41,632
2600-2699 Office Services	15,000	15,300	15,606	15,918	16,236	78,061
2700-2799 Transport	15,000	15,300	15,606	15,918	16,236	78,061
2800-2899 Travel	21,000	21,420	21,848	22,285	22,731	109,285
2900-2999 Information Services	18,000	18,360	18,727	19,102	19,484	93,673
3050 Office Cleaning	-	-	-	-	-	-
3140-3199 Professional Services	84,000	85,680	87,394	89,141	90,924	437,139
3200-3299 Training	4,000	4,080	4,162	4,245	4,330	20,816
3345 Office Hospitality	10,000	10,200	10,404	10,612	10,824	52,040
3400-3499 Incidental Expenses	2,000	2,040	2,081	2,122	2,165	10,408
	217,000	221,340	225,767	230,282	234,888	1,129,277
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						-
6000-6099 Depreciation (charge for the year)	39,000	26,500	27,500	32,535	32,531	158,066
	39,000	26,500	27,500	32,535	32,531	158,066
Total	1,963,821	864,673	875,637	880,834	881,196	5,466,161

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
	2023	2024	2025	2026	2027	2023-2027
€	€	€	€	€	€	
11 Inventory						
5201-5249 Stationery						-
5250-5299 Consumables						-
	-	-	-	-	-	-
12 Receivables						
0201-0209 Receivables	30,000	23,780	23,780	23,780	23,780	125,120
0210-0219 LES Receivables	-	-	-	-	-	-
0220-0229 Receivables from EU	-	-	-	-	-	-
0250 Prepayments & Accrued income	50,000	12,500	12,500	12,500	12,500	100,000
						-
	80,000	36,280	36,280	36,280	36,280	225,120
13 Cash & Equivalents						
5001-5099 Bank & Cash Balances	1,144,907	1,159,652	1,164,433	1,169,052	1,173,304	5,811,348
	1,144,907	1,159,652	1,164,433	1,169,052	1,173,304	5,811,348
14 Payables						
4000 Payables	80,000	77,882	70,000	95,882	95,882	419,646
4100 Accruals	80,000	70,742	89,624	70,742	80,741	391,849
4150 Deferred Income						-
Short-term Borrowings						-
Funds in transit/LES/Regions/EU Funds	208,860	200,000	200,000	200,000	200,000	1,008,860
	368,860	348,624	359,624	366,624	376,623	1,820,355
15 Non Current Liabilities						
4200 Long Term Borrowings						-
Leases_IFRS16	35,000	83,000	72,000	65,000	55,000	310,000
	35,000	83,000	72,000	65,000	55,000	310,000

16 Depreciation of Property, Plant and Equipment

Asset	Office Furniture 7.5%	Office Equipment 20%	Computer Equipment 25%	Software 25%	ANYC 0%	Leased Premises	Leased Motor Vehicle	Plant & Machinery	Parking Area	Total
% of depreciation	€	€	€	€	€	€	€	€	€	€
Cost										
As at 01 January 2023	217,000	85,000	35,000	15,000	70,000	100,000	7,600	-	-	529,600
Additions	30,000	5,000	5,000	-	-	-	-	600,000	600,000	685,000
Disposals	-	-	-	-	-	-	-	-	-	-
As at 31 December 2023	247,000	90,000	40,000	15,000	70,000	100,000	7,600	600,000	600,000	1,214,600
Grants/ other reimbursements										
As at 01 January 2023	15,099									15,099
Additions	-									-
Transfers										-
As at 31 December 2023	15,099									15,099
Accumulated Depreciation										
As at 01 January 2023	35,100	46,324	31,574	3,465	-	38,214	7,600	-	-	162,277
Charge for the year	6,000	6,465	4,500	11,535	-	-	-	4,500	6,000	39,000
Released on disposal	-	-	-	-	-	-	-	-	-	-
As at 31 December 2023	41,100	52,789	36,074	15,000	-	38,214	7,600	4,500	6,000	201,277
Budgeted NBV 31 Dec 2022	159,801	22,176	3,926	19,035	16,000	61,786	-	40,500	594,000	916,224
Budgeted NBV 31 Dec 2023	190,801	37,211	3,926	-	70,000	61,786	-	40,500	594,000	998,224

16 Depreciation of Property, Plant and Equipment

Asset	Office Furniture	Office Equipment	Computer Equipment	Software	ANYC	Leased Premises	Leased Motor Vehicle	Plant & Machinery	Parking Area	Total
% of depreciation	7.5%	20%	25%	25%	0%	0%	0%	0%	0%	
Cost	€	€	€	€	€	€	€	€	€	€
As at 01 January 2024	247,000	90,000	40,000	15,000	70,000	100,000	7,600	45,000	600,000	1,214,600
Additions	10,000	5,000	10,000	5,000						30,000
Disposals										-
As at 31 December 2024	257,000	95,000	50,000	20,000	70,000	100,000	7,600	45,000	600,000	1,244,600
Grants/ other reimbursements										
As at 01 January 2024	15,099	-	-	-	-	-	-	-	-	15,099
Additions										-
Transfers										-
As at 31 December 2024	15,099	-	-	-	-	-	-	-	-	15,099
Accumulated Depreciation										
As at 01 January 2024	41,100	52,789	36,074	15,000	-	38,214	7,600	4,500	6,000	201,277
Charge for the year	6,000	4,500	4,500	1,000	-	-	-	4,500	6,000	26,500
Released on disposal										-
As at 31 December 2024	47,100	57,289	40,574	16,000	-	38,214	7,600	9,000	12,000	227,777
Budgeted NBV 31 Dec 2023	190,801	37,211	3,926	-	70,000	61,786	-	40,500	594,000	998,224
Budgeted NBV 31 Dec 2024	198,901	37,711	9,426	4,000	70,000	61,786	-	36,000	588,000	1,001,724



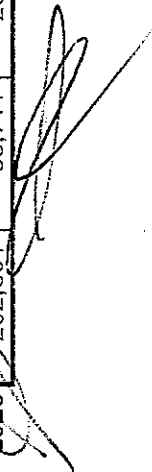
16 Depreciation of Property, Plant and Equipment

Asset	Office Furniture	Office Equipment	Computer Equipment	Software	ANYC	Leased Premises	Leased Motor Vehicle	Plant & Machinery	Parking Area	Total
Cost	€	€	€	€	€	€	€	€	€	€
As at 01 January 2025	257,000	95,000	50,000	20,000	70,000	100,000	7,600	45,000	600,000	1,244,600
Additions	10,000	5,000	10,000	5,000						30,000
Disposals										-
As at 31 December 2025	267,000	100,000	60,000	25,000	70,000	100,000	7,600	45,000	600,000	1,274,600
Grants/ other reimbursements										
As at 01 January 2025	15,099	-	-	-	-	-	-	-	-	15,099
Additions										-
Transfers										-
As at 31 December 2025	15,099	-	-	-	-	-	-	-	-	15,099
Accumulated Depreciation										
As at 01 January 2025	47,100	57,289	40,574	16,000	-	38,214	7,600	9,000	12,000	227,777
Charge for the year	6,000	4,500	4,500	2,000	-	-	-	4,500	6,000	27,500
Released on disposal										-
As at 31 December 2025	53,100	61,789	45,074	18,000	-	38,214	7,600	13,500	18,000	255,277
Budgeted NBV 31 Dec 2024	194,801	37,711	9,426	4,000	70,000	61,786	-	36,000	588,000	1,001,724
Budgeted NBV 31 Dec 2025	198,801	38,211	14,926	7,000	70,000	61,786	-	31,500	582,000	1,004,224

16 Depreciation of Property, Plant and Equipment

Asset	Office Furniture	Office Equipment	Computer Equipment	Software	ANYC	Leased Premises	Leased Motor Vehicle	Plant & Machinery	Parking Area	Total
% of depreciation	7.5%	20%	25%	25%	0%	0%	0%	0%	0%	
Cost	€	€	€	€	€	€	€	€	€	€
As at 01 January 2026	267,000	100,000	60,000	25,000	70,000	100,000	7,600	45,000	600,000	1,274,600
Additions	10,000	5,000	10,000	5,000						30,000
Disposals										-
As at 31 December 2026	277,000	105,000	70,000	30,000	70,000	100,000	7,600	45,000	600,000	1,304,600
Grants/ other reimbursements										
As at 01 January 2026	15,099	-	-	-	-	-	-	-	-	15,099
Additions										-
Transfers										-
As at 31 December 2026	15,099	-	-	-	-	-	-	-	-	15,099
Accumulated Depreciation										
As at 01 January 2026	53,100	61,789	45,074	18,000	-	38,214	7,600	13,500	18,000	255,277
Charge for the year	6,000	4,500	4,500	7,035	-	-	-	4,500	6,000	32,535
Released on disposal										-
As at 31 December 2026	59,100	66,289	49,574	25,035	-	38,214	7,600	18,000	24,000	287,812

Budgeted NBV 31 Dec 2025	198,801	38,211	14,926	7,000	70,000	61,786	-	31,500	582,000	1,004,224
Budgeted NBV 31 Dec 2026	202,801	38,711	20,426	4,965	70,000	61,786	-	27,000	576,000	1,001,689



16 Depreciation of Property, Plant and Equipment

Asset	Office Furniture 7.5%	Office Equipment 20%	Computer Equipment 25%	Software 25%	ANYC 0%	Leased Premises 0%	Leased Motor Vehicle 0%	Plant & Machinery 0%	Parking Area 0%	Total
€	€	€	€	€	€	€	€	€	€	€
Cost										
As at 01 January 2027	277,000	105,000	70,000	30,000	70,000	100,000	7,600	45,000	600,000	1,304,600
Additions	10,000	5,000	10,000	5,000						30,000
Disposals										-
As at 31 December 2027	287,000	110,000	80,000	35,000	70,000	100,000	7,600	45,000	600,000	1,334,600
Grants/ other reimbursements										
As at 01 January 2027	15,099	-	-	-	-	-	-	-	-	15,099
Additions										-
Transfers										-
As at 31 December 2027	15,099	-	-	-	-	-	-	-	-	15,099
Accumulated Depreciation										
As at 01 January 2027	59,100	66,289	49,574	25,035	-	38,214	7,600	18,000	24,000	287,812
Charge for the year	6,000	4,500	4,500	1,250	-	5,781	-	4,500	6,000	32,531
Released on disposal										-
As at 31 December 2027	65,100	70,789	54,074	26,285	-	43,995	7,600	22,500	30,000	320,343
Budgeted NBV 31 Dec 2026	202,801	38,711	20,426	4,965	70,000	61,786	-	27,000	576,000	1,001,689
Budgeted NBV 31 Dec 2027	206,801	39,211	25,926	8,715	70,000	56,005	-	22,500	570,000	999,158