



Mtarfa
Local Council

Business Plan
for the
Period
2023 - 2027

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Overview and Summary

Mayor

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)	391,484	397,831	404,306	410,910	417,647	2,022,179
Income raised from Bye-Laws (2)	3,760	3,798	3,836	3,874	3,913	19,180
Income raised from LES (3)	550	550	550	550	550	2,750
Investment Income (4)	-	-	-	-	-	-
Other Income (5)	12,296	12,296	12,296	12,296	12,296	61,480
TOTAL	408,090	414,475	420,988	427,630	434,405	2,105,588
Expenditure						
Personal Emoluments (6)	130,032	131,182	132,344	133,517	134,702	661,777
Operations and Maintenance (7)	203,444	217,172	219,054	220,955	222,874	1,083,500
Administration (8)	49,761	48,117	48,475	48,838	49,204	244,395
Finance Cost (9)	-	-	-	-	-	-
Other Expenditure (10)	20,280	19,714	22,842	26,065	29,387	118,287
TOTAL	403,517	416,185	422,715	429,375	436,167	2,107,958
Surplus / Deficit	4,573	(1,710)	(1,727)	(1,744)	(1,762)	(2,370)

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)	246,213	256,499	253,658	247,593	243,206	1,247,168
Current Assets						
Inventories (11)	3,900	3,800	3,700	3,600	3,500	18,500
Receivables (12)	51,834	94,500	94,500	94,500	94,500	429,834
Cash and Cash Equivalents (13)	85,464	73,468	74,582	78,903	81,528	393,945
Total Current Assets	141,198	171,768	172,782	177,003	179,528	842,279
Current Liabilities (14)						
Payables	95,000	161,500	161,500	161,500	161,500	741,000
Total Current Liabilities	95,000	161,500	161,500	161,500	161,500	741,000
Net Current Assets	46,198	10,268	11,282	15,503	18,028	101,279
Non-current liabilities (15)	20,000	-	-	-	-	20,000
Net Assets	272,411	266,767	264,940	263,096	261,234	1,328,447
Reserves						
Retained Funds	272,411	266,767	264,940	263,096	261,234	1,328,447

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	141,198	171,768	172,782	177,003	179,528	842,279
Current Liabilities	95,000	161,500	161,500	161,500	161,500	741,000
Working Capital	46,198	10,268	11,282	15,503	18,028	101,279
Government Allocation	317,390	323,738	330,213	336,817	343,553	1,651,710
FSI	15 %	3 %	3 %	5 %	5 %	6 %

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	391,484	397,831	404,306	410,910	417,647	2,022,179
Cash flows from Bye-Laws & L.N fees	3,760	3,798	3,836	3,874	3,913	19,180
Local Enforcement cash flows	550	550	550	550	550	2,750
Finance cash flows						
Loan Proceeds						-
Investment income						-
	-	-	-	-	-	-
Capital cash flow						
Proceeds from disposal of assets						-
Cash received from EU funds						-
Cash received from Twinning						-
Cash from Community Services						-
Other Cash Inflows	311,329	282,296	12,296	12,296	12,296	630,513
TOTAL Inflows	707,123	684,475	420,988	427,630	434,405	2,674,621
Cash Outflows						
Personal Emoluments	130,032	131,182	132,344	133,517	134,702	661,777
Operations & Maintenance	203,444	217,172	219,054	220,955	222,874	1,083,500
Administration	49,761	48,117	48,475	48,838	49,204	244,395
Finance		-	-	-	-	-
Capital						
Acquisition of property						-
Construction						-
Improvements	349,819	300,000	20,000	20,000	25,000	714,819
Special programmes						-
Equipment						-
	349,819	300,000	20,000	20,000	25,000	714,819
Cash outflows re EU projects						-
Cash outflows re Twinning						-
Cash outflows re Community Services						-
	-	-	-	-	-	-
TOTAL Outflows	733,056	696,471	419,873	423,310	431,781	2,704,490
SURPLUS / (DEFICIT)	(25,933)	(11,996)	1,115	4,321	2,625	(29,869)
Brought forward (Bank /Cash Bal.)	111,397	85,464	73,468	74,582	78,903	111,397
Carry forward	85,464	73,468	74,582	78,903	81,528	81,528

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 55 CAP 363	317,390	323,738	330,213	336,817	343,553	1,651,710
0002-0004 In terms of section 58 CAP 363	-	-	-	-	-	-
0005-0019 Other Income	74,094	74,094	74,094	74,094	74,094	370,468
	391,484	397,831	404,306	410,910	417,647	2,022,179
2 Bye-Laws & Legal Fees						
0021-0025 Community Services	-					-
0026-0035 Income from Permits	3,760	3,798	3,836	3,874	3,913	19,180
	3,760	3,798	3,836	3,874	3,913	19,180
3 Local Enforcement Income						
0037 Commission from Regional Committees	550	550	550	550	550	2,750
0038-0055 Contraventions						-
	550	550	550	550	550	2,750
4 Investment Income						
0091-0095 Bank interest						-
0096-0099 Income received from Government Securities						-
	-	-	-	-	-	-
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	3,500	3,500	3,500	3,500	3,500	17,500
0120-0129 General Income	8,796	8,796	8,796	8,796	8,796	43,980
	12,296	12,296	12,296	12,296	12,296	61,480
Total	408,090	414,475	420,988	427,630	434,405	2,105,588

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	10,915	11,024	11,134	11,246	11,358	55,677
1200 Employees' Salaries & Wages	82,796	83,624	84,460	85,305	86,158	422,342
1300 Bonuses	10,226	10,328	10,431	10,536	10,641	52,162
1400 Income Supplements	3,195	3,227	3,259	3,292	3,325	16,298
1500 Social Security Contributions	7,900	7,979	8,059	8,139	8,221	40,297
1600 Allowances	13,000	13,000	13,000	13,000	13,000	65,000
1700 Overtime	2,000	2,000	2,000	2,000	2,000	10,000
	130,032	131,182	132,344	133,517	134,702	661,777
7 Operations and Maintenance						
2100-2149 Public Utilities	4,383	4,427	4,471	4,516	4,561	22,358
2200-2259 Public Materials & Supplies	5,000	5,050	5,101	5,152	5,203	25,505
2300-2399 Repairs & Upkeep	7,000	7,070	7,141	7,212	7,284	35,707
2400-2449 Rent	7,331	7,404	7,478	7,553	7,628	37,394
3010 Street Lighting	10,000	10,100	10,201	10,303	10,406	51,010
3020 Lease of Equipment	150	152	153	155	156	765
3030 Insurance	2,059	2,079	2,100	2,121	2,142	10,502
3035 Bank Charges	500	505	510	515	520	2,551
3038 Penalties	-	-	-	-	-	-
3040 Waste Disposal	15,000	15,150	15,302	15,455	15,609	76,515
3041 Refuse Collection	62,594	63,220	63,852	64,490	65,135	319,291
3042 Bulky Refuse Collection	5,500	5,555	5,611	5,667	5,723	28,056
3043 Bins on wheels	-	-	-	-	-	-
3045 Bring in sites	-	-	-	-	-	-
3051 Road & Street Cleaning	18,828	26,000	26,000	26,000	26,000	122,828
3052 Cleaning & Maintenance of Non-Urban Areas	-	-	-	-	-	-
3053 Cleaning of Public Conveniences	5,640	5,696	5,753	5,811	5,869	28,770
3055 Cleaning of Council Premises	-	-	-	-	-	-
3060 Cleaning & Maintenance of Parks & Gardens	29,000	31,000	31,310	31,623	31,939	154,872
3061 Cleaning & Maintenance of Soft Areas	-	-	-	-	-	-
3062 Cleaning & Maintenance of Beaches & CA	-	-	-	-	-	-
3063 Cleaning & Maintenance of Country Non-Urban	-	-	-	-	-	-
3064 Other Contractual Services	1,400	1,414	1,428	1,442	1,457	7,141
3070-3090 Consultation Fees	-	-	-	-	-	-
3100-3139 Contract & Project Management	-	-	-	-	-	-
3300-3379 Hospitality	860	869	877	886	895	4,387
3380-3389 Community	27,800	28,078	28,359	28,642	28,929	141,808
3600-3694 Local Enforcement Expenses	400	404	408	412	416	2,040
3700-3799 EU Projects	-	-	-	-	-	-
3800-3899 Twinning	-	3,000	3,000	3,000	3,000	12,000
	203,444	217,172	219,054	220,955	222,874	1,083,500

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	4,754	4,801	4,849	4,898	4,947	24,248
2260-2299 Office Materials & Supplies	500	500	500	500	500	2,500
2450-2499 Office Rent	-	-	-	-	-	-
2500-2599 National & International Memberships	300	300	300	300	300	1,500
2600-2699 Office Services	1,600	1,600	1,600	1,600	1,600	8,000
2700-2799 Transport	3,125	3,125	3,125	3,125	3,125	15,625
2800-2899 Travel	2,000	2,000	2,000	2,000	2,000	10,000
2900-2999 Information Services	6,600	6,600	6,600	6,600	6,600	33,000
3050 Office Cleaning	1,200	1,212	1,224	1,236	1,249	6,121
3140-3199 Professional Services	27,483	27,757	28,035	28,315	28,599	140,189
3200-3299 Training	600	606	612	618	624	3,061
3345 Office Hospitality	1,500	1,515	1,530	1,545	1,561	7,652
3400-3499 Incidental Expenses	100	100	100	100	100	500
	-	-	-	-	-	-
	49,761	48,117	48,475	48,838	49,204	244,395
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)	20,280	19,714	22,842	26,065	29,387	118,287
	20,280	19,714	22,842	26,065	29,387	118,287
Total	403,517	416,185	422,715	429,375	436,167	2,107,958

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	3,900	3,800	3,700	3,600	3,500	18,500
						-
	3,900	3,800	3,700	3,600	3,500	18,500
12 Receivables						
0201-0209 Receivables	23,834	69,500	69,500	69,500	69,500	301,834
0210-0219 LES Receivables	-	-	-	-	-	-
0220-0229 Receivables from EU	-	-	-	-	-	-
0250 Prepayments & Accrued income	28,000	25,000	25,000	25,000	25,000	128,000
						-
	51,834	94,500	94,500	94,500	94,500	429,834
13 Cash & Equivalents						
5001-5099 Bank & Cash Balances	85,464	73,468	74,582	78,903	81,528	393,945
	85,464	73,468	74,582	78,903	81,528	393,945
14 Payables						
4000 Payables	65,000	106,500	106,500	106,500	106,500	491,000
4100 Accruals	30,000	55,000	55,000	55,000	55,000	250,000
4150 Deferred Income						-
Short-term Borrowings						-
						-
	95,000	161,500	161,500	161,500	161,500	741,000
15 Non Current Liabilities						
4200 Long Term Borrowings	-	-	-	-	-	-
Mtarfa Tower Clock	20,000					20,000
						-
	20,000	-	-	-	-	20,000

16 Depreciation of Property, Plant and Equipment

Asset	Furn & Fittings	Office Equipment	Urban Improvements	Construction	Trees	Plant & Machinery	Computer Equipment	Street Signs	Assets not yet capitalized	Total
% of depreciation	8%	20%	10%	10%	0%	20%	25%		0%	
	€	€	€	€	€	€	€	€	€	€
Cost										
As at 01 January 2023	53,500	31,289	370,123	572,895	11,055	9,472	38,940	38,068	487,475	1,612,817
Additions	-	-	837,294	20,000	-	-	-		(487,475)	369,819
Disposals	-	-	-	-	-	-	-		-	-
As at 31 December 2023	53,500	31,289	1,207,417	592,895	11,055	9,472	38,940	38,068	-	1,982,636
Grants/ other reimbursements										
As at 01 January 2023	-	2,847	142,836	436,127	-	2,300	25,000		2,599	611,709
Additions	-	-	674,849	-	-	-			(2,599)	672,250
Transfers										-
As at 31 December 2023	-	2,847	817,685	436,127	-	2,300	25,000	-	-	1,283,959
Accumulated Depreciation										
As at 01 January 2023	41,301	27,379	200,770	118,615	-	6,051	-	38,068	-	432,184
Charge for the year	2,154	893	8,834	4,490	-	1,121	2,788	-	-	20,280
Released on disposal	-	-	-	-	-	-	-	-	-	-
As at 31 December 2023	43,455	28,272	209,604	123,105	-	7,172	2,788	38,068	-	452,464
Budgeted NBV 31 Dec 2022										-
Budgeted NBV 31 Dec 2023	10,045	170	180,128	33,663	11,055	-	11,152	-	-	246,213

16 Depreciation of Property, Plant and Equipment

Asset	Furn & Fittings	Office Equipment	Urban Improvements	Construction	Trees	Plant & Machinery	Computer Equipment	Street Signs	Assets not yet capitalized	Total
% of depreciation	8%	20%	10%	10%	0%	20%	25%	0%	0%	
	€	€	€	€	€	€	€	€	€	€
Cost										
As at 01 January 2024	53,500	31,289	1,207,417	592,895	11,055	9,472	38,940	38,068	-	1,982,636
Additions			300,000							300,000
Disposals										-
As at 31 December 2024	53,500	31,289	1,507,417	592,895	11,055	9,472	38,940	38,068	-	2,282,636
Grants/ other reimbursements										
As at 01 January 2024	-	2,847	817,685	436,127	-	2,300	25,000	-	-	1,283,959
Additions			270,000							270,000
Transfers										-
As at 31 December 2024	-	2,847	1,087,685	436,127	-	2,300	25,000	-	-	1,553,959
Accumulated Depreciation										
As at 01 January 2024	43,455	28,272	209,604	123,105	-	7,172	2,788	38,068	-	452,464
Charge for the year	1,760	-	13,054	4,400	-	-	500	-	-	19,714
Released on disposal										-
As at 31 December 2024	45,215	28,272	222,658	127,505	-	7,172	3,288	38,068	-	472,178
Budgeted NBV 31 Dec 2023	10,045	170	180,128	33,663	11,055	-	11,152	-	-	246,213
Budgeted NBV 31 Dec 2024	8,285	170	197,074	29,263	11,055	-	10,652	-	-	256,499

16 Depreciation of Property, Plant and Equipment

Asset	Furn & Fittings	Office Equipment	Urban Improvements	Construction	Trees	Plant & Machinery	Computer Equipment	Street Signs	Assets not yet capitalized	Total
% of depreciation	8%	20%	10%	10%	0%	20%	25%	0%	0%	
	€	€	€	€	€	€	€	€	€	€
Cost										
As at 01 January 2025	53,500	31,289	1,507,417	592,895	11,055	9,472	38,940	38,068	-	2,282,636
Additions			20,000							20,000
Disposals										-
As at 31 December 2025	53,500	31,289	1,527,417	592,895	11,055	9,472	38,940	38,068	-	2,302,636
Grants/ other reimbursements										
As at 01 January 2025	-	2,847	1,087,685	436,127	-	2,300	25,000	-	-	1,553,959
Additions										-
Transfers										-
As at 31 December 2025	-	2,847	1,087,685	436,127	-	2,300	25,000	-	-	1,553,959
Accumulated Depreciation										
As at 01 January 2025	45,215	28,272	222,658	127,505	-	7,172	3,288	38,068	-	472,178
Charge for the year	1,924	-	16,018	4,400	-	-	500	-	-	22,842
Released on disposal										-
As at 31 December 2025	47,139	28,272	238,676	131,905	-	7,172	3,788	38,068	-	495,020
Budgeted NBV 31 Dec 2024	8,285	170	197,074	29,263	11,055	-	10,652	-	-	256,499
Budgeted NBV 31 Dec 2025	6,361	170	201,057	24,863	11,055	-	10,152	-	-	253,658

16 Depreciation of Property, Plant and Equipment

Asset	Furn & Fittings	Office Equipment	Urban Improvements	Construction	Trees	Plant & Machinery	Computer Equipment	Street Signs	Assets not yet capitalized	Total
% of depreciation	8%	20%	10%	10%	0%	20%	25%	0%	0%	
	€	€	€	€	€	€	€	€	€	€
Cost										
As at 01 January 2026	53,500	31,289	1,527,417	592,895	11,055	9,472	38,940	38,068	-	2,302,636
Additions			20,000							20,000
Disposals										-
As at 31 December 2026	53,500	31,289	1,547,417	592,895	11,055	9,472	38,940	38,068	-	2,322,636
Grants/ other reimbursements										
As at 01 January 2026	-	2,847	1,087,685	436,127	-	2,300	25,000	-	-	1,553,959
Additions										-
Transfers										-
As at 31 December 2026	-	2,847	1,087,685	436,127	-	2,300	25,000	-	-	1,553,959
Accumulated Depreciation										
As at 01 January 2026	47,139	28,272	238,676	131,905	-	7,172	3,788	38,068	-	495,020
Charge for the year	2,100	-	19,065	4,400	-	-	500	-	-	26,065
Released on disposal										-
As at 31 December 2026	49,239	28,272	257,741	136,305	-	7,172	4,288	38,068	-	521,085
Budgeted NBV 31 Dec 2025	6,361	170	201,057	24,863	11,055	-	10,152	-	-	253,658
Budgeted NBV 31 Dec 2026	4,261	170	201,992	20,463	11,055	-	9,652	-	-	247,593

16 Depreciation of Property, Plant and Equipment

Asset	Furn & Fittings	Office Equipment	Urban Improvements	Construction	Trees	Plant & Machinery	Computer Equipment	Street Signs	Assets not yet capitalized	Total
% of depreciation	8%	20%	10%	10%	0%	20%	25%	0%	0%	
	€	€	€	€	€	€	€	€	€	€
Cost										
As at 01 January 2027	53,500	31,289	1,547,417	592,895	11,055	9,472	38,940	38,068	-	2,322,636
Additions			25,000							25,000
Disposals										-
As at 31 December 2027	53,500	31,289	1,572,417	592,895	11,055	9,472	38,940	38,068	-	2,347,636
Grants/ other reimbursements										
As at 01 January 2027	-	2,847	1,087,685	436,127	-	2,300	25,000	-	-	1,553,959
Additions										-
Transfers										-
As at 31 December 2027	-	2,847	1,087,685	436,127	-	2,300	25,000	-	-	1,553,959
Accumulated Depreciation										
As at 01 January 2027	49,239	28,272	257,741	136,305	-	7,172	4,288	38,068	-	521,085
Charge for the year	2,100	-	22,387	4,400	-	-	500	-	-	29,387
Released on disposal										-
As at 31 December 2027	51,339	28,272	280,127	140,705	-	7,172	4,788	38,068	-	550,471
Budgeted NBV 31 Dec 2026	4,261	170	201,992	20,463	11,055	-	9,652	-	-	247,593
Budgeted NBV 31 Dec 2027	2,161	170	204,605	16,063	11,055	-	9,152	-	-	243,206