



Punent Regional Council

**Business Plan
for the
Period
2024 - 2028**

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Overview and Summary

Sandro Azzopardi
President

Elke Sghendo
Executive Secretary

Statement of Income and Expenditure

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET Jan-Dec 2024	BUDGET Jan-Dec 2025	BUDGET Jan-Dec 2026	BUDGET Jan-Dec 2027	BUDGET Jan-Dec 2028	BUDGET Period 2024-2028
	€	€	€	€	€	€
Income						
Funds received from Central Government (1)	666,666	666,666	666,666	666,666	666,666	3,333,330
Income raised from Bye-Laws (2)	-	-	-	-	-	-
Income raised from LES (3)	-	-	-	-	-	-
Investment Income (4)	-	-	-	-	-	-
Other Income (5)	2,100,000	2,142,000	2,184,840	2,228,537	2,273,108	10,928,484
TOTAL	2,766,666	2,808,666	2,851,506	2,895,203	2,939,774	14,261,814
Expenditure						
Personal Emoluments (6)	276,510	281,987	287,573	293,272	299,084	1,438,425
Operations and Maintenance (7)	2,351,900	2,384,938	2,418,837	2,453,613	2,489,286	12,098,574
Administration (8)	108,941	111,120	113,342	115,609	117,921	566,933
Finance Cost (9)	-	-	-	-	-	-
Other Expenditure (10)	17,303	25,647	25,647	25,647	25,647	119,891
TOTAL	2,754,654	2,803,692	2,845,399	2,888,141	2,931,938	14,223,824
Surplus / Deficit	12,012	4,974	6,107	7,062	7,836	37,991

Statement of Financial Position

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET Jan-Dec 2024	BUDGET Jan-Dec 2025	BUDGET Jan-Dec 2026	BUDGET Jan-Dec 2027	BUDGET Jan-Dec 2028	BUDGET Period 2024-2028
	€	€	€	€	€	€
Non-current Assets						
Property, Plant and Equipment (16)	143,816	143,169	117,522	91,875	72,603	568,985
Current Assets						
Inventories (11)	-	-	-	-	-	-
Receivables (12)	607,000	607,000	607,000	607,000	607,000	3,035,000
Cash and Cash Equivalents (13)	124,382	99,956	81,710	64,419	41,527	411,994
Total Current Assets	731,382	706,956	688,710	671,419	648,527	3,446,994
Current Liabilities (14)						
Payables	665,047	635,000	585,000	535,000	485,000	2,905,047
Total Current Liabilities	665,047	635,000	585,000	535,000	485,000	2,905,047
Net Current Assets	66,335	71,956	103,710	136,419	163,527	541,947
Non-current liabilities (15)	-	-	-	-	-	-
Net Assets	210,151	215,125	221,232	228,294	236,130	1,110,932
Reserves						
Retained Funds	210,151	215,125	221,232	228,294	236,130	1,110,932

Financial Situation Indicator

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET Jan-Dec 2024	BUDGET Jan-Dec 2025	BUDGET Jan-Dec 2026	BUDGET Jan-Dec 2027	BUDGET Jan-Dec 2028	BUDGET Period 2024-2028
	€	€	€	€	€	€
Current Assets	731,382	706,956	688,710	671,419	648,527	3,446,994
Current Liabilities	665,047	635,000	585,000	535,000	485,000	2,905,047
Working Capital	66,335	71,956	103,710	136,419	163,527	541,947
Government Allocation	666,666	666,666	666,666	666,666	666,666	3,333,330
FSI	10 %	11 %	16 %	20 %	25 %	16 %

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
	2024	2025	2026	2027	2028	2024-2028
	€	€	€	€	€	€
Cash Inflows						
Government cash inflows	666,666	666,666	666,666	666,666	666,666	3,333,330
Cash flows from Bye-Laws & L.N fees						-
Local Enforcement cash flows						-
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	2,150,000	2,142,000	2,184,840	2,228,537	2,273,108	10,978,485
TOTAL Inflows	2,816,666	2,808,666	2,851,506	2,895,203	2,939,774	14,311,815
Cash Outflows						
Personal Emoluments	276,510	281,987	287,573	293,272	299,084	1,438,426
Operations & Maintenance	2,351,900	2,384,938	2,418,837	2,453,613	2,489,286	12,098,574
Administration	108,941	111,120	113,342	115,609	117,921	566,933
Finance						-
Capital						
Acquisition of property						-
Construction	50,000					50,000
Improvements						-
Special programmes	400,000					400,000
Office Furniture/Computer/Electronic Equipment	47,500	25,000			6,375	78,875
	497,500	25,000	-	-	6,375	528,875
Cash outflows re EU projects						-
Cash outflows re Twinning						-
Cash outflows re Community Services						-
Cash outflows to LCs from 3rd Party schemes		30,047	50,000	50,000	50,000	180,047
	-	30,047	50,000	50,000	50,000	180,047
TOTAL Outflows	3,234,851	2,833,092	2,869,752	2,912,494	2,962,666	14,812,855
SURPLUS / (DEFICIT)	(418,185)	(24,426)	(18,246)	(17,291)	(22,892)	(501,040)
Brought forward (Bank /Cash Bal.)	542,567	124,382	99,956	81,710	64,419	542,567
Carry forward	124,382	99,956	81,710	64,419	41,527	41,527

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
	2024	2025	2026	2027	2028	2024-2028
	€	€	€	€	€	€
Income						
1 Funds received form Central Government:						
0001 In terms of section 55 CAP 363	666,666	666,666	666,666	666,666	666,666	3,333,330
0002-0004 In terms of section 58 CAP 363						-
0005-0019 Other Income						-
	666,666	666,666	666,666	666,666	666,666	3,333,330
2 Bye-Laws & Legal Fees						
0021-0025 Community Services						-
0026-0035 Income from Permits						-
	-	-	-	-	-	-
3 Local Enforcement Income						
0037 Commission from Regional Committees						-
0038-0055 Contraventions						-
	-	-	-	-	-	-
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						-
0120-0129 General Income						-
Waste and tipping fees charges	2,100,000	2,142,000	2,184,840	2,228,537	2,273,108	10,928,484
	2,100,000	2,142,000	2,184,840	2,228,537	2,273,108	10,928,484
Total	2,766,666	2,808,666	2,851,506	2,895,203	2,939,774	14,261,814

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
	2024	2025	2026	2027	2028	2024-2028
€	€	€	€	€	€	
6 Personal Emoluments						
1100 Mayor's Allowance	23,000	23,460	23,929	24,408	24,896	119,693
1200 Employees' Salaries & Wages	205,920	210,038	214,239	218,524	222,894	1,071,616
1300 Bonuses	12,968	13,227	13,492	13,762	14,037	67,486
1400 Income Supplements	2,665	2,665	2,665	2,665	2,665	13,325
1500 Social Security Contributions	18,542	18,913	19,291	19,677	20,070	96,493
1600 Allowances	8,415	8,583	8,755	8,930	9,109	43,792
1700 Overtime	5,000	5,100	5,202	5,306	5,412	26,020
	276,510	281,987	287,573	293,272	299,084	1,438,425
7 Operations and Maintenance						
2100-2149 Public Utilities						-
2200-2259 Public Materials & Supplies						-
2300-2399 Repairs & Upkeep	2,000	2,040	2,081	2,122	2,165	10,408
2400-2449 Rent	1,500	1,530	1,561	1,592	1,624	7,806
3010 Street Lighting						-
3020 Lease of Equipment						-
3030 Insurance	2,000	2,040	2,081	2,122	2,165	10,408
3035 Bank Charges	500	510	520	531	541	2,602
3038 Penalties						-
3040 Waste Disposal	650,000	663,000	676,260	689,785	703,581	3,382,626
3041 Refuse Collection	1,450,000	1,479,000	1,508,580	1,538,752	1,569,527	7,545,858
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	30,900	31,518	32,148	32,791	33,447	160,805
3100-3139 Contract & Project Management						-
3300-3379 Hospitality						-
3380-3389 Community	200,000	190,000	180,000	170,000	160,000	900,000
3600-3694 Local Enforcement Expenses						-
3700-3799 EU Projects						-
3800-3899 Twinning	15,000	15,300	15,606	15,918	16,236	78,061
	2,351,900	2,384,938	2,418,837	2,453,613	2,489,286	12,098,574

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
	2024	2025	2026	2027	2028	2024-2028
€	€	€	€	€	€	
8 Administration & Other Expenditure						
2150-2199 Office Utilities	4,000	4,080	4,162	4,245	4,330	20,816
2260-2299 Office Materials & Supplies	4,000	4,080	4,162	4,245	4,330	20,816
2450-2499 Office Rent	18,441	18,810	19,186	19,570	19,961	95,968
2500-2599 National & International Memberships	1,500	1,530	1,561	1,592	1,624	7,806
2600-2699 Office Services	10,000	10,200	10,404	10,612	10,824	52,040
2700-2799 Transport	8,000	8,160	8,323	8,490	8,659	41,632
2800-2899 Travel	20,000	20,400	20,808	21,224	21,649	104,081
2900-2999 Information Services	9,000	9,180	9,364	9,551	9,742	46,836
3050 Office Cleaning	2,500	2,550	2,601	2,653	2,706	13,010
3140-3199 Professional Services	25,000	25,500	26,010	26,530	27,061	130,101
3200-3299 Training	3,000	3,060	3,121	3,184	3,247	15,612
3345 Office Hospitality	3,500	3,570	3,641	3,714	3,789	18,214
3400-3499 Incidental Expenses						-
						-
	108,941	111,120	113,342	115,609	117,921	566,933
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)	17,303	25,647	25,647	25,647	25,647	119,891
	17,303	25,647	25,647	25,647	25,647	119,891
Total	2,754,654	2,803,692	2,845,399	2,888,141	2,931,938	14,223,824

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
	2024	2025	2026	2027	2028	2024-2028
	€	€	€	€	€	€
11 Inventory						
5201-5249 Stationery						-
5250-5299 Consumables						-
	-	-	-	-	-	-
12 Receivables						
0201-0209 Receivables	600,000	600,000	600,000	600,000	600,000	3,000,000
0210-0219 LES Receivables						-
0220-0229 Receivables from EU						-
0250 Prepayments & Accrued income	7,000	7,000	7,000	7,000	7,000	35,000
	607,000	607,000	607,000	607,000	607,000	3,035,000
13 Cash & Equivalents						
5001-5099 Bank & Cash Balances	124,382	99,956	81,710	64,419	41,527	411,994
	124,382	99,956	81,710	64,419	41,527	411,994
14 Payables						
4000 Payables	200,000	200,000	200,000	200,000	200,000	1,000,000
4100 Accruals	85,000	85,000	85,000	85,000	85,000	425,000
4150 Deferred Income	380,047	350,000	300,000	250,000	200,000	1,480,047
Short-term Borrowings						-
	665,047	635,000	585,000	535,000	485,000	2,905,047
15 Non Current Liabilities						
4200 Long Term Borrowings						-
	-	-	-	-	-	-

16 Depreciation of Property, Plant and Equipment

Asset	€		€		€		€		€		€		Total
	% of depreciation												
Cost													
As at 01 January 2024		20,000	3,500	1,000	10,000	50,000	360,000	120,000	1,181	1,966			27,647
Additions		7,500	15,000	15,000	10,000	50,000	360,000	120,000	1,181	1,966			577,500
Disposals													
As at 31 December 2024		27,500	18,500	16,000	10,000	50,000	360,000	120,000	1,181	1,966			605,147
Grants/ other reimbursements													
As at 01 January 2024													
Additions							360,000	80,000					440,000
Transfers													
As at 31 December 2024							360,000	80,000					440,000
Accumulated Depreciation													
As at 01 January 2024		1,675	785	387							1,181		4,028
Charge for the year		1,875	3,398	4,578	3,452	-		4,000	-		-		17,303
Released on disposal													
As at 31 December 2024		3,550	4,183	4,965	3,452	-	-	4,000	1,181	-	-		21,331
Budgeted NBV 31 Dec 2023		15,662	12,698	11,925	7,500	-	-	40,000					87,785
Budgeted NBV 31 Dec 2024		23,950	14,317	11,035	6,548	50,000	-	36,000	-	1,966			143,816

16 Depreciation of Property, Plant and Equipment

Asset % of depreciation	€	Office furniture & Fittings 7.5%	€	Office Equipment 20%	€	Computer Equipment 25%	€	Computer Software 25%	€	Restoration works 10%	€	Special Programmes - Public Toilets 0%	€	Special Programmes - CCTV 10%	€	Urban Improvements 100%	€	Asset not yet capitalised 0%	€	Total	
	€	€	€	€	€	€	€	€	€	€	€	€	€	€	€	€	€	€	€	€	
Cost																					
As at 01 January 2025	27,500	18,500	16,000	10,000	50,000	360,000	120,000	1,181	1,966											605,147	
Additions	5,000	5,000	10,000	5,000		-														25,000	
Disposals																					
As at 31 December 2025	32,500	23,500	26,000	15,000	50,000	360,000	120,000	1,181	1,966											630,147	
Grants/ other reimbursements																					
As at 01 January 2025	-	-	-	-	-	360,000	80,000	-	-	-	-	-	-	-	-	-	-	-	-	440,000	
Additions																					
Transfers																					
As at 31 December 2025	-	-	-	-	-	360,000	80,000	-	-	-	-	-	-	-	-	-	-	-	-	440,000	
Accumulated Depreciation																					
As at 01 January 2025	3,550	4,183	4,965	3,452	-	-	4,000	1,181	-	-	-	-	-	-	-	-	-	-	-	21,331	
Charge for the year	2,482	4,185	5,785	4,195	5,000		4,000													25,647	
Released on disposal																					
As at 31 December 2025	6,032	8,368	10,750	7,647	5,000	-	8,000	1,181	-	5,000	5,000	-	8,000	1,181	-	-	-	-	-	46,978	
Budgeted NBV 31 Dec 2024	23,950	14,317	11,035	6,548	50,000	-	36,000	-	-	50,000	50,000	-	36,000	-	-	-	-	-	-	143,816	
Budgeted NBV 31 Dec 2025	26,468	15,132	15,250	7,353	45,000	-	32,000	-	-	45,000	45,000	-	32,000	-	-	-	-	-	-	143,169	

16 Depreciation of Property, Plant and Equipment

Asset % of depreciation	€	€	€	€	€	€	€	€	€	€	€	€	€	€	Total	
	Office furniture & Fittings	Office Equipment	Computer Equipment	Computer Software	Restoration works	Special Programmes Public Toilets	Special Programmes - CCTV	Urban Improvements	Asset not yet capitalised	Total						
	7.5%	20%	25%	25%	10%	0%	10%	100%	0%							
Cost																
As at 01 January 2026	32,500	23,500	26,000	15,000	50,000	360,000	120,000	1,181	1,966							630,147
Additions																
Disposals																
As at 31 December 2026	32,500	23,500	26,000	15,000	50,000	360,000	120,000	1,181	1,966							630,147
Grants/ other reimbursements																
As at 01 January 2026	-	-	-	-	-	360,000	80,000	-	-							440,000
Additions																
Transfers																
As at 31 December 2026	-	-	-	-	-	360,000	80,000	-	-							440,000
Accumulated Depreciation																
As at 01 January 2026	6,032	8,368	10,750	7,647	5,000	-	8,000	1,181	-							46,978
Charge for the year	2,482	4,185	5,785	4,195	5,000		4,000	-								25,647
Released on disposal																
As at 31 December 2026	8,514	12,553	16,535	11,842	10,000	-	12,000	1,181	-							72,625
Budgeted NBV 31 Dec 2025	26,468	15,132	15,250	7,353	45,000	-	32,000	-	1,966							143,169
Budgeted NBV 31 Dec 2026	23,986	10,947	9,465	3,158	40,000	-	28,000	-	1,966							117,522

16 Depreciation of Property, Plant and Equipment

Asset % of depreciation	€		€		€		€		€		€		Total
	Office furniture & Fittings	Office Equipment	Computer Equipment	Computer Software	Restoration works	Special Programmes Public Toilets	Special Programmes - CCTV	Urban Improvements	Asset not yet capitalised				
	7.5%	20%	25%	25%	10%	0%	10%	100%	0%				
Cost													
As at 01 January 2027	32,500	23,500	26,000	15,000	50,000	360,000	120,000	1,181	1,966				630,147
Additions													
Disposals													
As at 31 December 2027	32,500	23,500	26,000	15,000	50,000	360,000	120,000	1,181	1,966				630,147
Grants/ other reimbursements													
As at 01 January 2027	-	-	-	-	-	360,000	80,000	-	-	-	-	-	440,000
Additions													
Transfers													
As at 31 December 2027	-	-	-	-	-	360,000	80,000	-	-	-	-	-	440,000
Accumulated Depreciation													
As at 01 January 2027	8,514	12,553	16,535	11,842	10,000	-	12,000	1,181	-	-	-	-	72,625
Charge for the year	2,482	4,185	5,785	4,195	5,000		4,000	-					25,647
Released on disposal													
As at 31 December 2027	10,996	16,738	22,320	16,037	15,000	-	16,000	1,181	-	-	-	-	98,272
Budgeted NBV 31 Dec 2026	23,986	10,947	9,465	3,158	40,000	-	28,000	-	1,966				117,522
Budgeted NBV 31 Dec 2027	21,504	6,762	3,680	(1,037)	35,000	-	24,000	-	1,966				91,875

16 Depreciation of Property, Plant and Equipment

Asset	Office furniture & Fittings		Office Equipment		Computer Equipment		Computer Software		Restoration works		Special Programmes - Public Toilets		Special Programmes - CCTV		Urban Improvements		Asset not yet capitalised		Total	
	€	%	€	%	€	%	€	%	€	%	€	%	€	%	€	%	€	%		€
Cost																				
As at 01 January 2028	32,500	23,500	26,000	15,000	50,000	360,000	120,000	1,181	1,966											630,147
Additions	2,575	2,300	1,500																	6,375
Disposals																				-
As at 31 December 2028	35,075	25,800	27,500	15,000	50,000	360,000	120,000	1,181	1,966											636,522
Grants/ other reimbursements																				
As at 01 January 2028	-	-	-	-	-	360,000	80,000	-	-	-	-	-	-	-	-	-	-	-	-	440,000
Additions																				-
Transfers																				-
As at 31 December 2028	-	-	-	-	-	360,000	80,000	-	-	-	-	-	-	-	-	-	-	-	-	440,000
Accumulated Depreciation																				
As at 01 January 2028	10,996	16,738	22,320	16,037	15,000	-	16,000	1,181	-	15,000	-	16,000	1,181	-	-	-	-	-	-	98,272
Charge for the year	2,482	4,185	5,785	4,195	5,000		4,000			5,000		4,000								25,647
Released on disposal																				-
As at 31 December 2028	13,478	20,923	28,105	20,232	20,000	-	20,000	1,181	-	20,000	-	20,000	1,181	-	-	-	-	-	-	123,919
Budgeted NBV 31 Dec 2027	21,504	6,762	3,680	(1,037)	35,000	-	24,000	-	-	35,000	-	24,000	-	-	-	-	-	-	-	91,875
Budgeted NBV 31 Dec 2028	21,597	4,877	(605)	(5,232)	30,000	-	20,000	-	-	30,000	-	20,000	-	-	-	-	-	-	-	72,603