

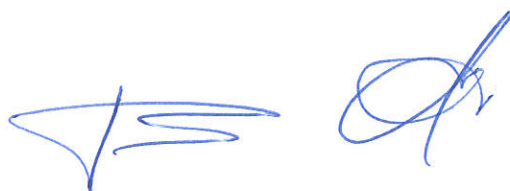
Mdina Local Council

**Business Plan
for the
Period
2025 - 2029**

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Overview and Summary



Peter dei Conti Sant Manduca
Mayor



Mark Mallia
Executive Secretary

Statement of Income and Expenditure

DESCRIPTION

A	B	C	D	E	F (A+B+C+D+E)
BUDGET Jan-Dec 2025 €	BUDGET Jan-Dec 2026 €	BUDGET Jan-Dec 2027 €	BUDGET Jan-Dec 2028 €	BUDGET Jan-Dec 2029 €	BUDGET Period 2025-2029 €

Income

Funds received from Central Government (1)	320,167	323,369	326,602	336,717	348,624	1,655,479
Income raised from Bye-Laws (2)	18,000	18,180	18,362	18,545	24,000	97,087
Income raised from LES (3)	1,008	1,018	1,028	1,039	1,049	5,142
Investment Income (4)	5	5	5	5	5	25
Other Income (5)	8,700	8,787	8,875	8,964	9,053	44,379
TOTAL	347,880	351,359	354,872	365,270	382,731	1,802,112

Expenditure

Personal Emoluments (6)	119,391	121,504	123,660	125,858	128,101	618,515
Operations and Maintenance (7)	161,694	164,928	168,226	171,591	175,023	841,462
Administration (8)	33,885	34,563	35,254	35,959	36,678	176,339
Finance Cost (9)	-	-	-	-	-	-
Other Expenditure (10)	17,939	24,263	27,024	31,150	40,030	140,406
TOTAL	332,909	345,258	354,164	364,558	379,832	1,776,722

Surplus / Deficit

	14,971	6,101	708	711	2,899	25,390
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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
	2025	2026	2027	2028	2029	2025-2029
€	€	€	€	€	€	
Non-current Assets						
Property, Plant and Equipment (16)	180,446	256,183	279,159	298,009	282,979	1,296,776
Current Assets						
Inventories (11)	-	-	-	-	-	-
Receivables (12)	9,983	9,000	9,000	9,000	9,000	45,983
Cash and Cash Equivalents (13)	418,148	348,512	326,244	308,106	326,035	1,727,045
Total Current Assets	428,131	357,512	335,244	317,106	335,035	1,773,028
Current Liabilities (14)						
Payables	77,414	76,431	76,431	76,432	76,432	383,140
Total Current Liabilities	77,414	76,431	76,431	76,432	76,432	383,140
Net Current Assets	350,717	281,081	258,813	240,674	258,603	1,389,888
Non-current liabilities (15)	-	-	-	-	-	-
Net Assets	531,163	537,264	537,972	538,683	541,582	2,686,664
Reserves						
Retained Funds	531,163	537,264	537,972	538,683	541,582	2,686,664

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
	2025	2026	2027	2028	2029	2025-2029
€	€	€	€	€	€	
Current Assets	428,131	357,512	335,244	317,106	335,035	1,773,028
Current Liabilities	77,414	76,431	76,431	76,432	76,432	383,140
Working Capital	350,717	281,081	258,813	240,674	258,603	1,389,888
Government Allocation	282,167	284,989	287,839	290,717	293,624	1,439,335
FSI	124 %	99 %	90 %	83 %	88 %	97 %

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
	2025	2026	2027	2028	2029	2025-2029
	€	€	€	€	€	€
Cash Inflows						
Government cash inflows	320,167	323,369	326,602	336,717	348,624	1,655,479
Cash flows from Bye-Laws & L.N fees	18,000	18,180	18,362	18,545	24,000	97,087
Local Enforcement cash flows	1,008	1,018	1,028	1,039	1,049	5,142
Finance cash flows						
Loan Proceeds						-
Investment income	5	5	5	5	5	25
	5	5	5	5	5	25
Capital cash flow						
Proceeds from disposal of assets						-
Cash received from EU funds						-
Cash received from Twinning						-
Cash from Community Services						-
Other Cash Inflows	8,700	8,787	8,875	8,964	9,053	44,379
TOTAL Inflows	347,880	351,359	354,872	365,270	382,731	1,802,112
Cash Outflows						
Personal Emoluments	119,391	121,504	123,660	125,858	128,101	618,514
Operations & Maintenance	161,694	164,928	168,226	171,591	175,023	841,462
Administration	33,885	34,563	35,254	35,959	36,678	176,339
Finance						-
Capital						
Acquisition of property						-
Construction	15,000	50,000				65,000
Improvements	145,000	50,000	50,000	50,000	25,000	320,000
Special programmes	-					-
	160,000	100,000	50,000	50,000	25,000	385,000
Cash outflows re EU projects						-
Cash outflows re Twinning						-
Cash outflows re Community Services						-
	-	-	-	-	-	-
TOTAL Outflows	474,970	420,995	377,140	383,408	364,802	2,021,315
SURPLUS / (DEFICIT)	(127,090)	(69,636)	(22,268)	(18,138)	17,929	(219,203)
Brought forward (Bank /Cash Bal.)	545,238	418,148	348,512	326,244	308,106	545,238
Carry forward	418,148	348,512	326,244	308,106	326,035	326,035

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
	2025	2026	2027	2028	2029	2025-2029
	€	€	€	€	€	€
Income						
1 Funds received form Central Government:						
0001 In terms of section 55 CAP 363	282,167	284,989	287,839	290,717	293,624	1,439,335
0002-0004 In terms of section 58 CAP 363	-	-	-	-	-	-
0005-0019 Other Income	38,000	38,380	38,764	46,000	55,000	216,144
	320,167	323,369	326,602	336,717	348,624	1,655,479
2 Bye-Laws & Legal Fees						
0021-0025 Community Services	10,000	10,100	10,201	10,303	12,000	52,604
0026-0035 Income from Permits	8,000	8,080	8,161	8,242	12,000	44,483
	18,000	18,180	18,362	18,545	24,000	97,087
3 Local Enforcement Income						
0037 Commission from Regional Committees	560	566	571	577	583	2,857
0038-0055 Contraventions	448	452	457	462	466	2,285
	1,008	1,018	1,028	1,039	1,049	5,142
4 Investment Income						
0091-0095 Bank interest	5	5	5	5	5	25
0096-0099 Income received from Government Securities						-
	5	5	5	5	5	25
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	8,700	8,787	8,875	8,964	9,053	44,379
	8,700	8,787	8,875	8,964	9,053	44,379
Total	347,880	351,359	354,872	365,270	382,731	1,802,112

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
	2025	2026	2027	2028	2029	2025-2029
€	€	€	€	€	€	
6 Personal Emoluments						
1100 Mayor's Allowance	11,503	11,733	11,968	12,207	12,451	59,862
1200 Employees' Salaries & Wages	78,000	79,560	81,151	82,774	84,430	405,915
1300 Bonuses	8,411	8,579	8,751	8,926	9,104	43,771
1400 Income Supplements	727	727	727	727	727	3,635
1500 Social Security Contributions	6,250	6,375	6,503	6,633	6,765	32,525
1600 Allowances	13,000	13,000	13,000	13,000	13,000	65,000
1700 Overtime	1,500	1,530	1,561	1,592	1,624	7,806
	119,391	121,504	123,660	125,858	128,101	618,515
7 Operations and Maintenance						
2100-2149 Public Utilities	-	-	-	-	-	-
2200-2259 Public Materials & Supplies	1,700	1,734	1,769	1,804	1,840	8,847
2300-2399 Repairs & Upkeep	18,000	18,360	18,727	19,102	19,484	93,673
2400-2449 Rent	-	-	-	-	-	-
3010 Street Lighting	3,000	3,060	3,121	3,184	3,247	15,612
3020 Lease of Equipment	760	775	791	807	823	3,955
3030 Insurance	3,859	3,936	4,015	4,095	4,177	20,082
3035 Bank Charges	450	459	468	478	487	2,342
3038 Penalties	-	-	-	-	-	-
3040 Waste Disposal	-	-	-	-	-	-
3041 Refuse Collection	-	-	-	-	-	-
3042 Bulky Refuse Collection	600	612	624	637	649	3,122
3043 Bins on wheels	-	-	-	-	-	-
3045 Bring in sites	-	-	-	-	-	-
3051 Road & Street Cleaning	30,371	30,978	31,598	32,230	32,875	158,052
3052 Cleaning & Maintenance of Non-Urban Areas	-	-	-	-	-	-
3053 Cleaning of Public Conveniences	-	-	-	-	-	-
3055 Cleaning of Council Premises	960	979	999	1,019	1,039	4,996
3060 Cleaning & Maintenance of Parks & Gardens	30,444	31,053	31,674	32,307	32,954	158,432
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	17,000	17,340	17,687	18,041	18,401	88,469
3300-3379 Hospitality	350	357	364	371	379	1,821
3380-3389 Community	50,000	51,000	52,020	53,060	54,122	260,202
3600-3694 Local Enforcement Expenses	700	714	728	743	758	3,643
3700-3799 EU Projects	-	-	-	-	-	-
3800-3899 Twinning	3,500	3,570	3,641	3,714	3,789	18,214
	161,694	164,928	168,226	171,591	175,023	841,462

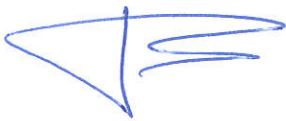
Detailed Estimates of Expenditure (Continued)

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
	2025	2026	2027	2028	2029	2025-2029
€	€	€	€	€	€	
8 Administration & Other Expenditure						
2150-2199 Office Utilities	5,300	5,406	5,514	5,624	5,737	27,581
2260-2299 Office Materials & Supplies	-	-	-	-	-	-
2450-2499 Office Rent	5,335	5,442	5,551	5,662	5,775	27,764
2500-2599 National & International Memberships	2,000	2,040	2,081	2,122	2,165	10,408
2600-2699 Office Services	2,200	2,244	2,289	2,335	2,381	11,449
2700-2799 Transport	100	102	104	106	108	520
2800-2899 Travel	1,200	1,224	1,248	1,273	1,299	6,245
2900-2999 Information Services	500	510	520	531	541	2,602
3050 Office Cleaning	950	969	988	1,008	1,028	4,944
3140-3199 Professional Services	16,000	16,320	16,646	16,979	17,319	83,265
3200-3299 Training	-	-	-	-	-	-
3345 Office Hospitality	200	204	208	212	216	1,041
3400-3499 Incidental Expenses	100	102	104	106	108	520
	-	-	-	-	-	-
	33,885	34,563	35,254	35,959	36,678	176,339
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)	17,939	24,263	27,024	31,150	40,030	140,406
	17,939	24,263	27,024	31,150	40,030	140,406
Total	332,909	345,258	354,164	364,558	379,832	1,776,722

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
	2025	2026	2027	2028	2029	2025-2029
€	€	€	€	€	€	
11 Inventory						
5201-5249 Stationery						-
5250-5299 Consumables						-
						-
	-	-	-	-	-	-
12 Receivables						
0201-0209 Receivables	2,483	2,500	2,500	2,500	2,500	12,483
0210-0219 LES Receivables	-	-	-	-	-	-
0220-0229 Receivables from EU	-	-	-	-	-	-
0250 Prepayments & Accrued income	7,500	6,500	6,500	6,500	6,500	33,500
						-
	9,983	9,000	9,000	9,000	9,000	45,983
13 Cash & Equivalents						
5001-5099 Bank & Cash Balances	418,148	348,512	326,244	308,106	326,035	1,727,045
	418,148	348,512	326,244	308,106	326,035	1,727,045
14 Payables						
4000 Payables	29,972	29,643	29,643	29,643	29,643	148,544
4100 Accruals	24,530	31,788	31,788	31,789	31,789	151,684
4150 Deferred Income	22,912	15,000	15,000	15,000	15,000	82,912
Short-term Borrowings						-
						-
	77,414	76,431	76,431	76,432	76,432	383,140
15 Non Current Liabilities						
4200 Long Term Borrowings						-
						-
	-	-	-	-	-	-

16 Depreciation of Property, Plant and Equipment



Asset
% of depreciation

Construction	Office Furniture & Fittings	Street Signs, Mirrors, Bins, Playground Furniture, Plants and Street Lights	Urban Improvements	Office Equipment	Plant & Machinery	Special Programmes	Computer Equipment	Tires	Total
10%	8%	100%	10%	20%	20%	10%	25%	0%	€
€	€	€	€	€	€	€	€	€	€

Cost

As at 01 January 2025
Additions
Disposals
As at 31 December 2025

99,172	42,152	81,539	129,741	20,126	2,666	103,723	32,189	11,402	522,710
	5,000			10,000		145,000			160,000
99,172	47,152	81,539	129,741	30,126	2,666	248,723	32,189	11,402	682,710

Grants/ other reimbursements

As at 01 January 2025
Additions
Transfers
As at 31 December 2025

	-		5,841	1,356		103,723	32,189		143,109
				-					-
-	-	-	5,841	1,356	-	103,723	32,189	-	143,109

Accumulated Depreciation

As at 01 January 2025
Charge for the year
Released on disposal
As at 31 December 2025

99,172	28,418	81,539	110,872	18,549	2,666	-	-	-	341,216
-	2,487	-	4,806	895	-	9,751	-	-	17,939
99,172	30,905	81,539	115,678	19,444	2,666	9,751	-	-	359,155

Budgeted NBV 31 Dec 2024
Budgeted NBV 31 Dec 2025

-	7,983	-	-	10,618	-	110,249	-	11,402	140,253
-	16,247	-	8,222	9,326	-	135,249	-	11,402	180,446

16 Depreciation of Property, Plant and Equipment



Asset	Construction	Office Furniture & Fittings	Street Signs, Mirrors, Bins, Playground Furniture, Plants and Street Lights	Urban Improvements	Office Equipment	Plant & Machinery	Special Programmes	Computer Equipment	Tires	Total
% of depreciation	10%	8%	100%	10%	20%	20%	10%	25%	0%	€
€	€	€	€	€	€	€	€	€	€	€

Cost	2026	2026
As at 01 January	99,172	99,172
Additions	47,152	47,152
Disposals	81,539	81,539
As at 31 December	129,741	179,741
	50,000	2,666
	30,126	30,126
	2,666	2,666
	248,723	298,723
	32,189	32,189
	11,402	11,402
	682,710	100,000
	100,000	-
	782,710	782,710



Grants/ other reimbursements	2026	2026
As at 01 January	-	-
Additions	-	5,841
Transfers	-	1,356
As at 31 December	-	5,841
	-	103,723
	-	32,189
	-	-
	-	143,109

Accumulated Depreciation	2026	2026
As at 01 January	99,172	99,172
Charge for the year	30,905	115,678
Released on disposal	2,487	7,894
As at 31 December	33,392	123,572
	2,666	2,666
	9,751	9,751
	12,987	12,987
	-	-
	22,738	22,738
	-	-
	359,155	24,263
	24,263	-
	383,418	383,418

Budgeted NBV 31 Dec	2025	2026
	-	16,247
	-	13,760
	-	8,222
	-	50,328
	-	9,326
	-	8,431
	-	135,249
	-	172,262
	-	11,402
	-	11,402
	-	180,446
	-	256,183

16 Depreciation of Property, Plant and Equipment

Asset	Construction	Office Furniture & Fittings	Street Signs, Mirrors, Bins, Playground Furniture, Plants and Street Lights	Urban Improvements	Office Equipment	Plant & Machinery	Special Programmes	Computer Equipment	Tires	Total
% of depreciation	10%	8%	100%	10%	20%	20%	10%	25%	0%	€
€	€	€	€	€	€	€	€	€	€	€

Cost

As at 01 January 2027

Additions

Disposals

As at 31 December 2027

	99,172	47,152	81,539	179,741	30,126	2,666	298,723	32,189	11,402	782,710
							50,000			50,000
	99,172	47,152	81,539	179,741	30,126	2,666	348,723	32,189	11,402	832,710

Grants/ other reimbursements

As at 01 January 2027

Additions

Transfers

As at 31 December 2027

	-	-	-	5,841	1,356	-	103,723	32,189	-	143,109
	-	-	-	5,841	1,356	-	103,723	32,189	-	143,109

Accumulated Depreciation

As at 01 January 2027

Charge for the year


Released on disposal

As at 31 December 2027

	99,172	33,392	81,539	123,572	20,339	2,666	22,738	-	-	383,418
	-	2,487	-	7,894	895	-	15,748	-	-	27,024
	99,172	35,879	81,539	131,466	21,234	2,666	38,486	-	-	410,442

Budgeted NBV 31 Dec 2026**Budgeted NBV 31 Dec 2027**

	-	13,760	-	50,328	8,431	-	172,262	-	11,402	256,183
	-	11,273	-	42,434	7,536	-	206,514	-	11,402	279,159

16 Depreciation of Property, Plant and Equipment


Asset	Construction	Office Furniture & Fittings	Street Signs, Mirrors, Bins, Playground Furniture, Plants and Street Lights	Urban Improvements	Office Equipment	Plant & Machinery	Special Programmes	Computer Equipment	Trees	Total
% of depreciation	10%	8%	100%	10%	20%	20%	10%	25%	0%	
	€	€	€	€	€	€	€	€	€	€

Cost	99,172	47,152	81,539	179,741	30,126	2,666	348,723	32,189	11,402	832,710
As at 01 January 2028							50,000			50,000
Additions										
Disposals										
As at 31 December 2028	99,172	47,152	81,539	179,741	30,126	2,666	398,723	32,189	11,402	882,710



Grants/ other reimbursements	-	-	-	5,841	1,356	-	103,723	32,189	-	143,109
As at 01 January 2028										
Additions										
Transfers										
As at 31 December 2028	-	-	-	5,841	1,356	-	103,723	32,189	-	143,109

Accumulated Depreciation	99,172	35,879	81,539	131,466	21,234	2,666	38,486	-	-	410,442
As at 01 January 2028										
Charge for the year		2,487		7,894	895		19,874			31,150
Released on disposal										
As at 31 December 2028	99,172	38,366	81,539	139,360	22,129	2,666	58,360	-	-	441,592

Budgeted NBV 31 Dec 2027	-	11,273	-	42,434	7,536	-	206,514	-	11,402	279,159
Budgeted NBV 31 Dec 2028	-	8,786	-	34,540	6,641	-	236,640	-	11,402	298,009

16 Depreciation of Property, Plant and Equipment

Asset % of depreciation	€										Total €
	Construction	Office Furniture & Fittings	Street Signs, Mirrors, Bins, Playground Furniture, Plants and Street Lights	Urban Improvements	Office Equipment	Plant & Machinery	Special Programmes	Computer Equipment	Trees		
100%	€	8%	100%	10%	20%	20%	10%	25%	0%	€	€
Cost											
As at 01 January 2029	99,172	47,152	81,539	179,741	30,126	2,666	398,723	32,189	11,402	882,710	
Additions							25,000			25,000	
Disposals											
As at 31 December 2029	99,172	47,152	81,539	179,741	30,126	2,666	423,723	32,189	11,402	907,710	
Grants/ other reimbursements											
As at 01 January 2029	-	-	-	5,841	1,356	-	103,723	32,189	-	143,109	
Additions	-	-	-	-	-	-	-	-	-	-	
Transfers											
As at 31 December 2029	-	-	-	5,841	1,356	-	103,723	32,189	-	143,109	
Accumulated Depreciation											
As at 01 January 2029	99,172	38,366	81,539	139,360	22,129	2,666	58,360	-	-	441,592	
Charge for the year	-	2,487	-	7,894	895	-	28,754	-	-	40,030	
Released on disposal											
As at 31 December 2029	99,172	40,853	81,539	147,254	23,024	2,666	87,114	-	-	481,622	
Budgeted NBV 31 Dec 2028	-	8,786	-	34,540	6,641	-	236,640	-	11,402	298,009	
Budgeted NBV 31 Dec 2029	-	6,299	-	26,646	5,746	-	232,886	-	11,402	282,979	