




Southern Regional Council

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

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Overview and Summary



President



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
	2024	2025	2026	2027	2028	2024-2028
€	€	€	€	€	€	
Income						
Funds received from Central Government (1)	1,638,409	1,638,409	1,640,409	1,642,409	1,644,409	8,204,045
Income raised from Bye-Laws (2)	2,669,490	2,700,000	2,700,000	2,700,000	2,700,000	13,469,490
Income raised from LES (3)	-	-	-	-	-	-
Investment Income (4)	360,000	-	-	-	-	360,000
Other Income (5)	76,000	77,000	78,000	79,000	80,000	390,000
TOTAL	4,743,899	4,415,409	4,418,409	4,421,409	4,424,409	22,423,535
Expenditure						
Personal Emoluments (6)	415,584	419,740	423,937	428,177	432,458	2,119,896
Operations and Maintenance (7)	3,694,373	3,700,000	3,700,000	3,700,000	3,700,000	18,494,373
Administration (8)	99,400	100,000	100,000	100,000	100,000	499,400
Finance Cost (9)	378,008	18,722	17,739	16,704	15,662	446,835
Other Expenditure (10)	84,982	100,540	94,868	91,468	91,468	463,326
TOTAL	4,672,347	4,339,002	4,336,544	4,336,349	4,339,588	22,023,830
Surplus / Deficit	71,552	76,407	81,865	85,060	84,821	399,705

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
	€	€	€	€	€	€
Non-current Assets						
Property, Plant and Equipment (16)	641,026	730,486	635,618	544,150	452,682	3,003,962
Current Assets						
Inventories (11)	-	-	-	-	-	-
Receivables (12)	769,000	769,000	769,000	769,000	769,000	3,845,000
Cash and Cash Equivalents (13)	2,303,109	2,308,778	2,503,250	2,696,482	2,888,433	12,700,052
Total Current Assets	3,072,109	3,077,778	3,272,250	3,465,482	3,657,433	16,545,052
Current Liabilities (14)						
Payables	1,735,000	1,685,000	1,635,000	1,585,000	1,535,000	8,175,000
Total Current Liabilities	1,735,000	1,685,000	1,635,000	1,585,000	1,535,000	8,175,000
Net Current Assets	1,337,109	1,392,778	1,637,250	1,880,482	2,122,433	8,370,052
Non-current liabilities (15)	383,213	363,978	343,758	322,504	300,209	1,713,662
Net Assets	1,594,922	1,759,286	1,929,110	2,102,128	2,274,906	9,660,352
Reserves						
Retained Funds	1,594,922	1,759,286	1,929,110	2,102,128	2,274,906	9,660,352

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
	2024	2025	2026	2027	2028	2024-2028
	€	€	€	€	€	€
Current Assets	3,072,109	3,077,778	3,272,250	3,465,482	3,657,433	16,545,052
Current Liabilities	1,735,000	1,685,000	1,635,000	1,585,000	1,535,000	8,175,000
Working Capital	1,337,109	1,392,778	1,637,250	1,880,482	2,122,433	8,370,052
Government Allocation	666,666	666,666	668,666	670,666	672,666	3,345,330
FSI	201 %	209 %	245 %	280 %	316 %	250 %

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	1,638,409	1,638,409	1,640,409	1,642,409	1,644,409	8,204,045
Cash flows from Bye-Laws & L.N fees	2,669,490	2,700,000	2,700,000	2,700,000	2,700,000	13,469,490
Local Enforcement cash flows	76,000	77,000	78,000	79,000	80,000	390,000
Finance cash flows						
Loan Proceeds	400,000					400,000
Investment income	400,000	-	-	-	-	400,000
Capital cash flow						
Proceeds from disposal of assets						-
Cash received from EU funds						-
Cash received from Twinning						-
Cash from Community Services						-
Other Cash Inflows	360,000					360,000
TOTAL Inflows	5,143,899	4,415,409	4,418,409	4,421,409	4,424,409	22,823,535
Cash Outflows						
Personal Emoluments	415,584	419,740	423,937	428,177	432,458	2,119,896
Operations & Maintenance	3,694,373	3,700,000	3,700,000	3,700,000	3,700,000	18,494,373
Administration	99,400	100,000	100,000	100,000	100,000	499,400
Finance	360,000					360,000
Capital						
Acquisition of property	9,000	190,000				199,000
Construction						-
Improvements						-
Special programmes	66,901					66,901
Repayment of long term loan	34,795					34,795
	110,696	190,000	-	-	-	300,696
Cash outflows re EU projects						-
Cash outflows re Twinning						-
Cash outflows re Community Services						-
Construction and MV	645,000					645,000
	645,000	-	-	-	-	645,000
TOTAL Outflows	5,325,053	4,409,740	4,223,937	4,228,177	4,232,458	22,419,365
SURPLUS / (DEFICIT)	(181,154)	5,669	194,472	193,232	191,951	404,170
Brought forward (Bank /Cash Bal.)	2,484,263	2,303,109	2,308,778	2,503,250	2,696,482	2,484,263
Carry forward	2,303,109	2,308,778	2,503,250	2,696,482	2,888,433	2,888,433

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	668,666	670,666	672,666	3,345,330
0002-0004 In terms of section 58 CAP 363	971,743	971,743	971,743	971,743	971,743	4,858,715
0005-0019 Other Income						-
	1,638,409	1,638,409	1,640,409	1,642,409	1,644,409	8,204,045
2 Bye-Laws & Legal Fees						
0021-0025 Community Services	2,669,490	2,700,000	2,700,000	2,700,000	2,700,000	13,469,490
0026-0035 Income from Permits						-
	2,669,490	2,700,000	2,700,000	2,700,000	2,700,000	13,469,490
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 Public convenience scheme	360,000					360,000
	360,000	-	-	-	-	360,000
5 General Income						
0056-0065 Sponsorships	76,000	77,000	78,000	79,000	80,000	390,000
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						-
	76,000	77,000	78,000	79,000	80,000	390,000
Total	4,743,899	4,415,409	4,418,409	4,421,409	4,424,409	22,423,535

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	22,822	23,050	23,281	23,514	23,749	116,415
1200 Employees' Salaries & Wages	341,658	345,075	348,525	352,011	355,531	1,742,799
1300 Bonuses	11,330	11,443	11,558	11,673	11,790	57,794
1400 Income Supplements	6,308	6,371	6,435	6,499	6,564	32,177
1500 Social Security Contributions	24,955	25,205	25,457	25,711	25,968	127,296
1600 Allowances	5,511	5,566	5,622	5,678	5,735	28,112
1700 Overtime	3,000	3,030	3,060	3,091	3,122	15,303
	415,584	419,740	423,937	428,177	432,458	2,119,896
7 Operations and Maintenance						
2100-2149 Public Utilities						-
2200-2259 Public Materials & Supplies						-
2300-2399 Repairs & Upkeep	5,000	7,860	7,860	7,860	7,860	36,440
2400-2449 Rent						-
3010 Street Lighting						-
3020 Lease of Equipment	1,800	1,800	1,800	1,800	1,800	9,000
3030 Insurance	640	640	640	640	640	3,200
3035 Bank Charges	1,000	1,000	1,000	1,000	1,000	5,000
3038 Penalties						-
3040 Waste Disposal	1,425,409	1,427,000	1,427,000	1,427,000	1,427,000	7,133,409
3041 Refuse Collection	2,214,824	2,216,000	2,216,000	2,216,000	2,216,000	11,078,824
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	8,600	8,600	8,600	8,600	8,600	43,000
3300-3379 Hospitality						-
3380-3389 Community	33,300	33,300	33,300	33,300	33,300	166,500
3600-3694 Local Enforcement Expenses	3,800	3,800	3,800	3,800	3,800	19,000
3700-3799 EU Projects						-
3800-3899 Twinning						-
	3,694,373	3,700,000	3,700,000	3,700,000	3,700,000	18,494,373

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	9,550	10,150	10,150	10,150	10,150	50,150
2260-2299 Office Materials & Supplies	-	-	-	-	-	-
2450-2499 Office Rent	22,760	22,760	22,760	22,760	22,760	113,800
2500-2599 National & International Memberships	6,500	6,500	6,500	6,500	6,500	32,500
2600-2699 Office Services	10,000	10,000	10,000	10,000	10,000	50,000
2700-2799 Transport	5,300	5,300	5,300	5,300	5,300	26,500
2800-2899 Travel	5,400	5,400	5,400	5,400	5,400	27,000
2900-2999 Information Services	-	-	-	-	-	-
3050 Office Cleaning	8,000	8,000	8,000	8,000	8,000	40,000
3140-3199 Professional Services	21,090	21,090	21,090	21,090	21,090	105,450
3200-3299 Training	10,800	10,800	10,800	10,800	10,800	54,000
3345 Office Hospitality	-	-	-	-	-	-
3400-3499 Incidental Expenses	-	-	-	-	-	-
	99,400	100,000	100,000	100,000	100,000	499,400
9 Finance Costs						
3036 Interest on Bank Loan	18,008	18,722	17,739	16,704	15,662	86,835
Public convenience scheme	360,000	-	-	-	-	360,000
	378,008	18,722	17,739	16,704	15,662	446,835
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)	84,982	100,540	94,868	91,468	91,468	463,326
	84,982	100,540	94,868	91,468	91,468	463,326
Total	4,672,347	4,339,002	4,336,544	4,336,349	4,339,588	22,023,830

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	150,000	150,000	150,000	150,000	150,000	750,000
0210-0219 LES Receivables						-
0220-0229 Receivables from EU						-
0250 Prepayments & Accrued income	619,000	619,000	619,000	619,000	619,000	3,095,000
						-
	769,000	769,000	769,000	769,000	769,000	3,845,000
13 Cash & Equivalents						
5001-5099 Bank & Cash Balances	2,303,109	2,308,778	2,503,250	2,696,482	2,888,433	12,700,052
	2,303,109	2,308,778	2,503,250	2,696,482	2,888,433	12,700,052
14 Payables						
4600 Payables	824,000	824,000	824,000	824,000	824,000	4,120,000
4100 Accruals	311,000	311,000	311,000	311,000	311,000	1,555,000
4150 Deferred Income	600,000	550,000	500,000	450,000	400,000	2,500,000
Short-term Borrowings						-
						-
	1,735,000	1,685,000	1,635,000	1,585,000	1,535,000	8,175,000
15 Non Current Liabilities						
4200 Long Term Borrowings	383,213	363,978	343,758	322,504	300,209	1,713,662
						-
						-
	383,213	363,978	343,758	322,504	300,209	1,713,662

16 Depreciation of Property, Plant and Equipment

Asset	Computer Equipment 25%	Office Equipment 20%	Furniture & Fittings 8%	Motor Vehicles 20%	Construction Works 10%	0%	0%	0%	Total
% of depreciation	€	€	€	€	€	€	€	€	€
Cost									
As at 01 January 2024	24,316	11,249	16,446	30,471	72,077				154,559
Additions				45,000	645,000				690,000
Disposals									-
As at 31 December 2024	24,316	11,249	16,446	75,471	717,077	-	-	-	844,559
Grants/ other reimbursements									
As at 01 January 2024	3,600			36,000					3,600
Additions									36,000
Transfers									-
As at 31 December 2024	3,600	-	-	36,000	-	-	-	-	39,600
Accumulated Depreciation									
As at 01 January 2024	17,428	9,339	8,050	20,283	23,851				78,951
Charge for the year	3,048	972	1,360	7,894	71,708				84,982
Released on disposal									-
As at 31 December 2024	20,476	10,311	9,410	28,177	95,559	-	-	-	163,933
Budgeted NBV 31 Dec 2023	8,135	2,882	9,756	16,283	55,434				92,490
Budgeted NBV 31 Dec 2024	240	938	7,036	11,294	621,518	-	-	-	641,026

16 Depreciation of Property, Plant and Equipment

Asset % of depreciation	Computer Equipment 25%	Office Equipment 20%	Furniture & Fittings 8%	Motor Vehicles 20%	Construction Works 10%	0%	0%	0%	Total
	€	€	€	€	€	€	€	€	€
Cost									
As at 01 January 2025	24,316	11,249	16,446	75,471	717,077	-	-	-	844,559
Additions			30,000		160,000				190,000
Disposals									-
As at 31 December 2025	24,316	11,249	46,446	75,471	877,077	-	-	-	1,034,559
Grants/ other reimbursements									
As at 01 January 2025	3,600	-	-	36,000	-	-	-	-	39,600
Additions									-
Transfers									-
As at 31 December 2025	3,600	-	-	36,000	-	-	-	-	39,600
Accumulated Depreciation									
As at 01 January 2025	20,476	10,311	9,410	28,177	95,559	-	-	-	163,933
Charge for the year	240	938	3,760	7,894	87,708				100,540
Released on disposal									-
As at 31 December 2025	20,716	11,249	13,170	36,071	183,267	-	-	-	264,473
Budgeted NBV 31 Dec 2024	240	938	7,036	11,294	621,518	-	-	-	641,026
Budgeted NBV 31 Dec 2025	-	-	33,276	3,400	693,810	-	-	-	730,486

16 Depreciation of Property, Plant and Equipment

Asset	Computer Equipment 25%	Office Equipment 20%	Furniture & Fittings 8%	Motor Vehicles 20%	Construction Works 10%	0%	0%	0%	0%	Total
% of depreciation	€	€	€	€	€	€	€	€	€	€
Cost										
As at 01 January 2026	24,316	11,249	46,446	75,471	877,077	-	-	-	-	1,034,559
Additions										
Disposals										
As at 31 December 2026	24,316	11,249	46,446	75,471	877,077	-	-	-	-	1,034,559
Grants/ other reimbursements										
As at 01 January 2026	3,600	-	-	36,000	-	-	-	-	-	39,600
Additions										
Transfers										
As at 31 December 2026	3,600	-	-	36,000	-	-	-	-	-	39,600
Accumulated Depreciation										
As at 01 January 2026	20,716	11,249	13,170	36,071	183,267	-	-	-	-	264,473
Charge for the year	-	-	3,760	3,400	87,708	-	-	-	-	94,868
Released on disposal										
As at 31 December 2026	20,716	11,249	16,930	39,471	270,975	-	-	-	-	359,341
Budgeted NBV 31 Dec 2025	-	-	33,276	3,400	693,810	-	-	-	-	730,486
Budgeted NBV 31 Dec 2026	-	-	29,516	-	606,102	-	-	-	-	635,618

16 Depreciation of Property, Plant and Equipment

Asset	Computer Equipment 25%	Office Equipment 20%	Furniture & Fittings 8%	Motor Vehicles 20%	Construction Works 10%	0%	0%	0%	0%	Total
% of depreciation	€	€	€	€	€	€	€	€	€	€
Cost										
As at 01 January 2027	24,316	11,249	46,446	75,471	877,077	-	-	-	-	1,034,559
Additions										
Disposals										
As at 31 December 2027	24,316	11,249	46,446	75,471	877,077	-	-	-	-	1,034,559
Grants/ other reimbursements										
As at 01 January 2027	3,600	-	-	36,000	-	-	-	-	-	39,600
Additions										
Transfers										
As at 31 December 2027	3,600	-	-	36,000	-	-	-	-	-	39,600
Accumulated Depreciation										
As at 01 January 2027	20,716	11,249	16,930	39,471	270,975	-	-	-	-	359,341
Charge for the year			3,760	-	87,708					91,468
Released on disposal										-
As at 31 December 2027	20,716	11,249	20,690	39,471	358,683	-	-	-	-	450,809
Budgeted NBV 31 Dec 2026	-	-	29,516	-	606,102	-	-	-	-	635,618
Budgeted NBV 31 Dec 2027	-	-	25,756	-	518,394	-	-	-	-	544,150

16 Depreciation of Property, Plant and Equipment

Asset % of depreciation	Computer Equipment 25%	Office Equipment 20%	Furniture & Fittings 8%	Motor Vehicles 20%	Construction Works 10%	0%	0%	0%	Total
	€	€	€	€	€	€	€	€	
Cost									
As at 01 January 2028	24,316	11,249	46,446	75,471	877,077	-	-	-	1,034,559
Additions									
Disposals									
As at 31 December 2028	24,316	11,249	46,446	75,471	877,077	-	-	-	1,034,559
Grants/ other reimbursements									
As at 01 January 2028	3,600	-	-	36,000	-	-	-	-	39,600
Additions									
Transfers									
As at 31 December 2028	3,600	-	-	36,000	-	-	-	-	39,600
Accumulated Depreciation									
As at 01 January 2028	20,716	11,249	20,690	39,471	358,683	-	-	-	450,809
Charge for the year			3,760	-	87,708				91,468
Released on disposal									-
As at 31 December 2028	20,716	11,249	24,450	39,471	446,391	-	-	-	542,277
Budgeted NBV 31 Dec 2027	-	-	25,756	-	518,394	-	-	-	544,150
Budgeted NBV 31 Dec 2028	-	-	21,996	-	430,686	-	-	-	452,682