



Southern Regional Council

**Business Plan
for the
Period
2023 - 2027**

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Overview and Summary

Dan il-pjan ta' ħidma għandu jagħtina direzzjoni 'l quddiem biex inkomplu ntejbu l-ħidma tal-Kunsill Reġjonali tan-Nofsinhar għall-ġid tal-Kunsilli Lokali u tal-komunitajiet fil-lokalitajiet li jiffurmaw dan ir-Reġjun. Matul is-snin li ġejjin, il-Kunsill Reġjonali tan-Nofsinhar se jkun qed jiffoka l-ħidma tiegħu fuq l-għoti ta' servizz b'eċċellenza fil-qadi tal-funzjonijiet tiegħu. Se jkun qed jagħti importanza speċjali lill-għoti ta' servizz ta' għajjuna u assistenza professjonali lill-Kunsilli Lokali fil-qasam ambjentali, immaniġġjar tal-iskart, kultura, immaniġġjar ta' proġetti, teknoloġija tal-informatika, u benefiċċji minn programmi u proġetti b'fondi tal-Unjoni Ewropea u skemi finanzjarji oħra. Din l-assistenza professjonali se tkun qed tgħin lill-Kunsilli lokali sabiex huma wkoll ikunu jistgħu jgħollu l-livell fil-qadi tal-funzjonijiet tagħhom u, lkoll flimkien, inkunu qed nipprovdu servizz ta' eċċellenza lir-residenti fil-komunitajiet fir-reġjun tagħna.

Madanakollu rridu nwessgħu l-ħidma tal-Kunsill Reġjonali f'setturi oħra fosthom dawk sportivi, soċjali, edukattivi, kif ukoll dawk relatati mal-qasam soċjali. Se nkunu qed nikkoordinaw u naħdmu spalla ma' spalla mal-Kunsilli Lokali tagħna biex verament inkunu qed noffru kwalità ta' ħajja aħjar lir-Reġjun tan-Nofsinhar. Flimkien mal-Kunsilli Lokali li jiffurmaw dan ir-reġjun se nkunu qed naħdmu fuq strategija li tagħti identità unika u distinta lir-Reġjun tan-Nofsinhar.

Għal dan il-għan, qed inhejju pjan strateġiku ambizzjuż li jinkludi xogħol strutturali fil-Bini amministrattivi sabiex jiġu estenzi l-uffiċini ħalli nkunu naqdu l-funzjonijiet tagħna bl-aktar mod professjonali, mhux biss għaż-żminijiet tal-lum, imma anke għaż-żmien li ġej. Se nagħmlu l-almu tagħna biex il-Kunsilli Lokali jkollhom l-għodda u l-ħiliet neċessarji sabiex ikunu jistgħu joffru servizz ta' kwalità għolja lir-residenti tagħhom. Kulma jmur qed naraw li l-bżonnijiet u l-aspettattivi tal-pubbliku dejjem qed jiżdiedu. Il-pubbliku jistenna li l-prodotti u s-servizzi offruti lilu jkunu ta' eċċellenza u li jkun moqdi f'qasir żmien. Għaldaqstant se nkunu qed nagħmlu ħilitna biex ngħinu lill-Kunsilli Lokali jilħqu l-aspettattivi tar-residenti fil-lokalità tagħhom.

Se nagħmlu sforz biex insaħħu l-għaqda u r-rispett bejn kulħadd u biex kull individwu jhossu kburi li jagħmel parti minn dan ir-reġjun. Ħa nkunu qed nuru impenn lejn l-aspett soċjali, fosthom il-protezzjoni soċjali, l-inkluzjoni soċjali, l-ugwaljanza u d-diversità. Matul din is-sena se nkunu qed naħdmu flimkien mal-Fakultà għat-Tisħiħ tas-Socjetà fi ħdan l-Università ta' Malta sabiex isir studju u rapport tal-evalwazzjoni tal-impatti soċjali fil-lokalitajiet tar-reġjun.

Flimkien mal-Membri tal-Kunsill Reġjonali se nkomplu naħdmu biex noffru servizz ta' eċċellenza u biex xogħolna ikun jirrifletti governanza tajba, trasparenza, serjetà u kontabilità.

IFFIRMAT

President

IFFIRMAT

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)	583,333	585,333	587,333	589,333	591,333	2,936,665
Income raised from Bye-Laws (2)	1,000	1,000	1,000	1,000	1,000	5,000
Income raised from LES (3)	1,500	1,500	1,500	1,500	1,500	7,500
Investment Income (4)	360,000	-	-	-	-	360,000
Other Income (5)	86,900	87,000	87,200	87,400	87,600	436,100
TOTAL	1,032,733	674,833	677,033	679,233	681,433	3,745,265
Expenditure						
Personal Emoluments (6)	403,300	411,046	418,937	426,976	435,166	2,095,425
Operations and Maintenance (7)	18,130	18,290	18,450	18,610	18,770	92,250
Administration (8)	104,128	104,128	99,771	99,771	99,771	507,569
Finance Cost (9)	360,000	-	-	-	-	360,000
Other Expenditure (10)	85,755	102,872	99,164	93,673	93,141	474,605
TOTAL	971,313	636,336	636,322	639,030	646,848	3,529,849
Surplus / Deficit	61,420	38,497	40,711	40,203	34,585	215,416

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)	660,734	747,862	648,698	555,025	461,884	3,074,203
Current Assets						
Inventories (11)	-	-	-	-	-	-
Receivables (12)	21,000	21,500	21,300	21,700	22,100	107,600
Cash and Cash Equivalents (13)	1,556,702	1,508,071	1,647,946	1,781,822	1,909,548	8,404,089
Total Current Assets	1,577,702	1,529,571	1,669,246	1,803,522	1,931,648	8,511,689
Current Liabilities (14)						
Payables	738,000	738,500	738,300	738,700	739,100	3,692,600
Total Current Liabilities	738,000	738,500	738,300	738,700	739,100	3,692,600
Net Current Assets	839,702	791,071	930,946	1,064,822	1,192,548	4,819,089
Non-current liabilities (15)	-	-	-	-	-	-
Net Assets	1,500,436	1,538,933	1,579,644	1,619,847	1,654,432	7,893,292
Reserves						
Retained Funds	1,500,436	1,538,933	1,579,644	1,619,847	1,654,432	7,893,292

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	1,577,702	1,529,571	1,669,246	1,803,522	1,931,648	8,511,689
Current Liabilities	738,000	738,500	738,300	738,700	739,100	3,692,600
Working Capital	839,702	791,071	930,946	1,064,822	1,192,548	4,819,089
Government Allocation	583,333	585,333	587,333	589,333	591,333	2,936,665
FSI	144 %	135 %	159 %	181 %	202 %	164 %

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	583,333	585,333	587,333	589,333	591,333	2,936,665
Cash flows from Bye-Laws & L.N fees	1,000	1,000	1,000	1,000	1,000	5,000
Local Enforcement cash flows	88,400	88,500	88,700	88,900	89,100	443,600
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	360,000					360,000
TOTAL Inflows	1,032,733	674,833	677,033	679,233	681,433	3,745,265
Cash Outflows						
Personal Emoluments	403,300	411,046	418,937	426,976	435,166	2,095,425
Operations & Maintenance	18,130	18,290	18,450	18,610	18,770	92,250
Administration	104,128	104,128	99,771	99,771	99,771	507,569
Finance	360,000					360,000
Capital						
Acquisition of property	36,000	190,000				226,000
Construction						-
Improvements						-
Special programmes						-
	36,000	190,000	-	-	-	226,000
Cash outflows re EU projects						-
Cash outflows re Twinning						-
Cash outflows re Community Services						-
Construction and MV	722,876					722,876
	722,876	-	-	-	-	722,876
TOTAL Outflows	1,644,434	723,464	537,158	545,357	553,707	4,004,120
SURPLUS / (DEFICIT)	(611,701)	(48,631)	139,875	133,876	127,726	(258,855)
Brought forward (Bank /Cash Bal.)	2,168,403	1,556,702	1,508,071	1,647,946	1,781,822	2,168,403
Carry forward	1,556,702	1,508,071	1,647,946	1,781,822	1,909,548	1,909,548

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	583,333	585,333	587,333	589,333	591,333	2,936,665
0002-0004 In terms of section 58 CAP 363						-
0005-0019 Other Income						-
	583,333	585,333	587,333	589,333	591,333	2,936,665
2 Bye-Laws & Legal Fees						
0021-0025 Community Services	1,000	1,000	1,000	1,000	1,000	5,000
0026-0035 Income from Permits						-
	1,000	1,000	1,000	1,000	1,000	5,000
3 Local Enforcement Income						
0037 Commission from Regional Committees	1,500	1,500	1,500	1,500	1,500	7,500
0038-0055 Contraventions						-
	1,500	1,500	1,500	1,500	1,500	7,500
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	86,900	87,000	87,200	87,400	87,600	436,100
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						-
	86,900	87,000	87,200	87,400	87,600	436,100
Total	1,032,733	674,833	677,033	679,233	681,433	3,745,265

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	21,484	21,984	22,484	22,984	23,484	112,420
1200 Employees' Salaries & Wages	326,000	332,520	339,170	345,954	352,873	1,696,517
1300 Bonuses	11,000	11,000	11,000	11,000	11,000	55,000
1400 Income Supplements	6,308	6,434	6,563	6,694	6,828	32,827
1500 Social Security Contributions	29,997	30,597	31,209	31,833	32,470	156,106
1600 Allowances	5,511	5,511	5,511	5,511	5,511	27,555
1700 Overtime	3,000	3,000	3,000	3,000	3,000	15,000
	403,300	411,046	418,937	426,976	435,166	2,095,425
7 Operations and Maintenance						
2100-2149 Public Utilities						-
2200-2259 Public Materials & Supplies						-
2300-2399 Repairs & Upkeep	6,000	6,100	6,200	6,300	6,400	31,000
2400-2449 Rent						-
3010 Street Lighting						-
3020 Lease of Equipment	2,130	2,140	2,150	2,160	2,170	10,750
3030 Insurance	1,600	1,600	1,600	1,600	1,600	8,000
3035 Bank Charges	800	850	900	950	1,000	4,500
3038 Penalties						-
3040 Waste Disposal						-
3041 Refuse Collection	1,800	1,800	1,800	1,800	1,800	9,000
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	5,800	5,800	5,800	5,800	5,800	29,000
3300-3379 Hospitality						-
3380-3389 Community						-
3600-3694 Local Enforcement Expenses						-
3700-3799 EU Projects						-
3800-3899 Twinning						-
	18,130	18,290	18,450	18,610	18,770	92,250

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	7,600	7,600	7,600	7,600	7,600	38,000
2260-2299 Office Materials & Supplies	1,200	1,200	1,200	1,200	1,200	6,000
2450-2499 Office Rent	20,357	20,357	16,000	16,000	16,000	88,714
2500-2599 National & International Memberships	5,000	5,000	5,000	5,000	5,000	25,000
2600-2699 Office Services	14,000	14,000	14,000	14,000	14,000	70,000
2700-2799 Transport	15,000	15,000	15,000	15,000	15,000	75,000
2800-2899 Travel	3,000	3,000	3,000	3,000	3,000	15,000
2900-2999 Information Services	21	21	21	21	21	105
3050 Office Cleaning	8,700	8,700	8,700	8,700	8,700	43,500
3140-3199 Professional Services	14,250	14,250	14,250	14,250	14,250	71,250
3200-3299 Training	15,000	15,000	15,000	15,000	15,000	75,000
3345 Office Hospitality						-
3400-3499 Incidental Expenses						-
						-
	104,128	104,128	99,771	99,771	99,771	507,569
9 Finance Costs						
3036 Interest on Bank Loan						-
Public convenience scheme	360,000					360,000
						-
	360,000	-	-	-	-	360,000
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)	85,755	102,872	99,164	93,673	93,141	474,605
	85,755	102,872	99,164	93,673	93,141	474,605
Total	971,313	636,336	636,322	639,030	646,848	3,529,849

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	7,000	7,300	6,900	7,100	7,300	35,600
0210-0219 LES Receivables						-
0220-0229 Receivables from EU						-
0250 Prepayments & Accrued income	14,000	14,200	14,400	14,600	14,800	72,000
						-
	21,000	21,500	21,300	21,700	22,100	107,600
13 Cash & Equivalents						
5001-5099 Bank & Cash Balances	1,556,702	1,508,071	1,647,946	1,781,822	1,909,548	8,404,089
	1,556,702	1,508,071	1,647,946	1,781,822	1,909,548	8,404,089
14 Payables						
4000 Payables	360,000	360,000	360,000	360,000	360,000	1,800,000
4100 Accruals	18,000	18,200	18,400	18,600	18,800	92,000
4150 Deferred Income	360,000	360,300	359,900	360,100	360,300	1,800,600
Short-term Borrowings						-
						-
	738,000	738,500	738,300	738,700	739,100	3,692,600
15 Non Current Liabilities						
4200 Long Term Borrowings						-
						-
	-	-	-	-	-	-

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 2023	24,316	11,249	16,446	30,471	72,077				154,559
Additions				45,000	645,000				690,000
Disposals									-
As at 31 December 2023	24,316	11,249	16,446	75,471	717,077	-	-	-	844,559
Grants/ other reimbursements									
As at 01 January 2023	-								-
Additions				36,000					36,000
Transfers									-
As at 31 December 2023	-	-	-	36,000	-	-	-	-	36,000
Accumulated Depreciation									
As at 01 January 2023	16,180	8,367	6,690	14,189	16,644				62,070
Charge for the year	3,948	972	1,233	7,894	71,708				85,755
Released on disposal									-
As at 31 December 2023	20,128	9,339	7,923	22,083	88,352	-	-	-	147,825
Budgeted NBV 31 Dec 2022	8,135	2,882	9,756	16,283	55,434				92,490
Budgeted NBV 31 Dec 2023	4,188	1,910	8,523	17,388	628,725	-	-	-	660,734

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%		Total €
	€	€	€	€	€	€	€	€	€	€	€	€	€	€	
Cost															
As at 01 January 2024	24,316	11,249	16,446	75,471	717,077	-	-	-	-	-	-	-	-	-	844,559
Additions			30,000		160,000										190,000
Disposals															-
As at 31 December 2024	24,316	11,249	46,446	75,471	877,077										1,034,559
Grants/ other reimbursements															
As at 01 January 2024	-	-	-	36,000	-	-	-	-	-	-	-	-	-	-	36,000
Additions															-
Transfers															-
As at 31 December 2024	-	-	-	36,000	-	-	-	-	-	-	-	-	-	-	36,000
Accumulated Depreciation															
As at 01 January 2024	20,128	9,339	7,923	22,083	88,352	-	-	-	-	-	-	-	-	-	147,825
Charge for the year	3,948	689	3,633	6,894	87,708										102,872
Released on disposal															-
As at 31 December 2024	24,076	10,028	11,556	28,977	176,060										250,697
Budgeted NBV 31 Dec 2023	4,188	1,910	8,523	17,388	628,725	-	-	-	-	-	-	-	-	-	660,734
Budgeted NBV 31 Dec 2024	240	1,221	34,890	10,494	701,017	-	-	-	-	-	-	-	-	-	747,862

16 Depreciation of Property, Plant and Equipment

Asset % of depreciation	€		€		€		€		€		€		Total €
	Computer Equipment 25%	Office Equipment 20%	Furniture & Fittings 8%	Motor Vehicles 20%	Construction Works 10%	0%	0%	0%	0%	0%	0%	0%	
Cost													
As at 01 January 2025	24,316	11,249	46,446	75,471	877,077	-	-	-	-	-	-	-	1,034,559
Additions													-
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	-	-	-	36,000	-	-	-	-	-	-	-	-	36,000
Additions													-
Transfers													-
As at 31 December 2025	-	-	-	36,000	-	-	-	-	-	-	-	-	36,000
Accumulated Depreciation													
As at 01 January 2025	24,076	10,028	11,556	28,977	176,060	-	-	-	-	-	-	-	250,697
Charge for the year	240	689	3,633	6,894	87,708	-	-	-	-	-	-	-	99,164
Released on disposal													-
As at 31 December 2025	24,316	10,717	15,189	35,871	263,768	-	-	-	-	-	-	-	349,861
Budgeted NBV 31 Dec 2024	240	1,221	34,890	10,494	701,017	-	-	-	-	-	-	-	747,862
Budgeted NBV 31 Dec 2025	-	532	31,257	3,600	613,309	-	-	-	-	-	-	-	648,698

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%		Total €
	€	€	€	€	€	€	€	€	€	€	€	€	€	€	
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	-	-	-	36,000	-	-	-	-	-	-	-	-	-	-	36,000
Additions															-
Transfers															-
As at 31 December 2026	-	-	-	36,000	-	-	-	-	-	-	-	-	-	-	36,000
Accumulated Depreciation															
As at 01 January 2026	24,316	10,717	15,189	35,871	263,768	-	-	-	-	-	-	-	-	-	349,861
Charge for the year		532	3,633	1,800	87,708										93,673
Released on disposal															-
As at 31 December 2026	24,316	11,249	18,822	37,671	351,476										443,534
Budgeted NBV 31 Dec 2025	-	532	31,257	3,600	613,309	-	-	-	-	-	-	-	-	-	648,698
Budgeted NBV 31 Dec 2026	-	-	27,624	1,800	525,601	-	-	-	-	-	-	-	-	-	555,025

16 Depreciation of Property, Plant and Equipment

Asset % of depreciation	Computer Equipment	Office Equipment	Furniture & Fittings	Motor Vehicles	Construction Works					Total
	€	€	€	€	€	€	€	€	€	€
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	-	-	-	36,000	-	-	-	-	-	36,000
Additions										
Transfers										
As at 31 December 2027	-	-	-	36,000	-	-	-	-	-	36,000
Accumulated Depreciation										
As at 01 January 2027	24,316	11,249	18,822	37,671	351,476	-	-	-	-	443,534
Charge for the year			3,633	1,800	87,708					93,141
Released on disposal										-
As at 31 December 2027	24,316	11,249	22,455	39,471	439,184	-	-	-	-	536,675
Budgeted NBV 31 Dec 2026	-	-	27,624	1,800	525,601	-	-	-	-	555,025
Budgeted NBV 31 Dec 2027	-	-	23,991	-	437,893	-	-	-	-	461,884