



**Balzan
Local Council**

**Business Plan
for the
Period
2022 - 2026**

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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
	2022	2023	2024	2025	2026	2022-2026
	€	€	€	€	€	€
Income						
Funds received from Central Government (1)	378,309	388,497	400,686	413,289	426,321	2,007,102
Income raised from Bye-Laws (2)	21,000	19,539	20,191	20,191	20,200	101,120
Income raised from LES (3)	1,150	1,000	1,000	1,000	1,000	5,150
Investment Income (4)	-	-	-	-	-	-
Other Income (5)	100	211	214	214	214	953
TOTAL	400,559	409,247	422,091	434,694	447,735	2,114,325
Expenditure						
Personal Emoluments (6)	105,550	105,954	108,059	110,177	112,333	542,073
Operations and Maintenance (7)	232,721	243,289	249,789	260,693	266,625	1,253,117
Administration (8)	36,000	37,854	39,020	40,570	42,270	195,714
Finance Cost (9)	3,451	2,861	2,439	2,186	1,899	12,836
Other Expenditure (10)	49,977	51,347	48,053	14,358	14,358	178,093
TOTAL	427,699	441,305	447,360	427,984	437,485	2,181,833
Surplus / Deficit	(27,140)	(32,059)	(25,269)	6,710	10,250	(67,508)

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
	2022	2023	2024	2025	2026	2022-2026
€	€	€	€	€	€	
Non-current Assets						
Property, Plant and Equipment (16)	165,193	131,856	89,305	81,947	70,589	538,890
Current Assets						
Inventories (11)	1,100	1,000	950	950	900	4,900
Receivables (12)	8,508	5,968	6,913	6,900	5,600	33,889
Cash and Cash Equivalents (13)	515,982	494,203	481,761	468,248	478,624	2,438,819
Total Current Assets	525,590	501,171	489,624	476,098	485,124	2,477,608
Current Liabilities (14)						
Payables	78,153	77,441	56,828	60,700	61,190	334,312
Total Current Liabilities	78,153	77,441	56,828	60,700	61,190	334,312
Net Current Assets	447,437	423,730	432,796	415,398	423,934	2,143,296
Non-current liabilities (15)	112,173	87,188	78,972	47,506	34,434	360,273
Net Assets	500,457	468,398	443,129	449,839	460,089	2,321,913
Reserves						
Retained Funds	500,457	468,398	443,129	449,839	460,089	2,321,913

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
	2022	2023	2024	2025	2026	2022-2026
€	€	€	€	€	€	
Current Assets	525,590	501,171	489,624	476,098	485,124	2,477,608
Current Liabilities	78,153	77,441	56,828	60,700	61,190	334,312
Working Capital	447,437	423,730	432,796	415,398	423,934	2,143,296
Government Allocation	346,709	358,497	370,686	383,289	396,321	1,075,892
FSI	129 %	118 %	117 %	108 %	107 %	199 %

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
	2022	2023	2024	2025	2026	2022-2026
	€	€	€	€	€	€
Cash Inflows						
Government cash inflows	378,309	388,497	400,686	413,289	426,321	2,007,102
Cash flows from Bye-Laws & L.N fees	21,000	16,500	17,000	17,000	17,000	88,500
Local Enforcement cash flows	1,150	1,000	1,000	1,000	1,000	5,150
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	-	3,039	3,191	3,191	3,200	12,620
Other Cash Inflows	100	211	214	214	214	953
TOTAL Inflows	400,559	409,247	422,091	434,694	447,735	2,114,325
Cash Outflows						
Personal Emoluments	104,824	105,954	108,059	110,177	112,333	541,347
Operations & Maintenance	247,963	261,289	274,989	281,223	272,625	1,338,089
Administration	36,959	42,921	43,543	47,621	47,502	218,546
Finance	3,451	2,861	2,439	2,186	1,899	12,836
Capital						
Acquisition of property	-	-	-	-	-	-
Construction	-	3,000	2,000	3,000	3,000	11,000
Improvements	-	10,001	2,502	-	-	12,503
Special programmes	-	-	-	-	-	-
Equipment	-	5,000	1,000	4,000	-	10,000
	-	18,001	5,502	7,000	3,000	33,503
Cash outflows re EU projects	-	-	-	-	-	-
Cash outflows re Twinning	-	-	-	-	-	-
Cash outflows re Community Services	-	-	-	-	-	-
	-	-	-	-	-	-
TOTAL Outflows	393,197	431,026	434,532	448,207	437,359	2,144,321
SURPLUS / (DEFICIT)	7,362	(21,779)	(12,441)	(13,513)	10,376	(29,996)
Brought forward (Bank /Cash Bal.)	508,620	515,982	494,203	481,761	468,248	508,620
Carry forward	515,982	494,203	481,761	468,248	478,624	478,624

Detailed Estimates of Income

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET Jan-Dec 2022	BUDGET Jan-Dec 2023	BUDGET Jan-Dec 2024	BUDGET Jan-Dec 2025	BUDGET Jan-Dec 2026	BUDGET Period 2022-2026
	€	€	€	€	€	€
Income						
1 Funds received form Central Government:						
0001 In terms of section 55 CAP 363	346,709	358,497	370,686	383,289	396,321	1,855,502
0002-0004 In terms of section 58 CAP 363	3,600	-	-	-	-	3,600
0005-0019 Other Income	28,000	30,000	30,000	30,000	30,000	148,000
	378,309	388,497	400,686	413,289	426,321	2,007,102
2 Bye-Laws & Legal Fees						
0021-0025 Community Services	-	3,039	3,191	3,191	3,200	12,620
0026-0035 Income from Permits	21,000	16,500	17,000	17,000	17,000	88,500
	21,000	19,539	20,191	20,191	20,200	101,120
3 Local Enforcement Income						
0037 Commission from Regional Committees	1,000	1,000	1,000	1,000	1,000	5,000
0038-0055 Contraventions	150	-	-	-	-	150
	1,150	1,000	1,000	1,000	1,000	5,150
4 Investment Income						
0091-0095 Bank Interest	-	-	-	-	-	-
0096-0099 Income received from Government Securities	-	-	-	-	-	-
	-	-	-	-	-	-
5 General Income						
0056-0065 Sponsorships	-	-	-	-	-	-
0066-0069 Documents & Information	-	150	150	150	150	600
0070-0075 EU Funds	-	-	-	-	-	-
0076-0080 Twinning	-	-	-	-	-	-
0081-0089 Insurance Claims	-	-	-	-	-	-
0100-0109 Donations	100	-	-	-	-	100
0110-0119 Contributions	-	61	64	64	64	253
0120-0129 General Income	-	-	-	-	-	-
	100	211	214	214	214	953
Total	400,559	409,247	422,091	434,694	447,735	2,114,325

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
	2022	2023	2024	2025	2026	2022-2026
€	€	€	€	€	€	
6 Personal Emoluments						
1100 Mayor's Allowance	11,936	12,175	12,418	12,667	12,920	62,116
1200 Employees' Salaries & Wages	66,472	67,801	69,157	70,541	71,951	345,922
1300 Bonuses	5,704	5,818	5,934	6,053	6,174	29,683
1400 Income Supplements	727	-	-	-	-	727
1500 Social Security Contributions	6,211	6,304	6,399	6,495	6,592	32,001
1600 Allowances	13,000	13,260	13,525	13,795	14,070	67,650
1700 Overtime	1,500	596	626	626	626	3,974
	105,550	105,954	108,059	110,177	112,333	542,073
7 Operations and Maintenance						
2100-2149 Public Utilities	1,000	1,600	1,700	1,800	1,850	7,950
2200-2259 Public Materials & Supplies	800	850	850	900	900	4,300
2300-2399 Repairs & Upkeep	7,500	11,000	11,500	12,100	12,800	54,900
2400-2449 Rent	1,900	1,900	2,000	2,000	2,000	9,800
3010 Street Lighting	1,500	1,500	1,500	1,500	1,800	7,800
3020 Lease of Equipment	-	-	-	-	-	-
3030 Insurance	1,855	1,900	1,930	1,980	2,000	9,665
3035 Bank Charges	1,000	1,000	1,100	1,100	1,150	5,350
3038 Penalties	-	-	-	-	-	-
3040 Waste Disposal	33,830	35,520	37,300	39,200	41,100	186,950
3041 Refuse Collection	106,766	106,766	106,766	112,000	112,000	544,298
3042 Bulky Refuse Collection	10,000	10,000	10,500	10,500	10,500	51,500
3043 Bins on wheels	-	-	-	-	-	-
3045 Bring in sites	-	-	-	-	-	-
3051 Road & Street Cleaning	36,490	38,315	40,230	42,250	44,350	201,635
3052 Cleaning & Maintenance of Non-Urban Areas	-	-	-	-	-	-
3053 Cleaning of Public Conveniences	3,000	3,450	3,600	3,800	4,000	17,850
3055 Cleaning of Council Premises	-	608	638	638	-	1,884
3060 Cleaning & Maintenance of Parks & Gardens	2,330	2,330	2,500	2,500	2,600	12,260
3061 Cleaning & Maintenance of Soft Areas	-	-	-	-	-	-
3062 Cleaning & Maintenance of Beaches & CA	-	-	-	-	-	-
3063 Cleaning & Maintenance of Country Non-Urban	-	-	-	-	-	-
3064 Other Contractual Services	14,000	15,000	15,750	16,500	17,325	78,575
3070-3090 Consultation Fees	-	-	-	-	-	-
3100-3139 Contract & Project Management	3,500	3,500	3,675	3,675	4,000	18,350
3300-3379 Hospitality	-	-	-	-	-	-
3380-3399 Community	7,000	7,800	8,000	8,000	8,000	38,800
3600-3694 Local Enforcement Expenses	250	250	250	250	250	1,250
3700-3799 EU Projects	-	-	-	-	-	-
3800-3899 Twinning	-	-	-	-	-	-
	232,721	243,289	249,789	260,693	266,625	1,253,117

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
	2022	2023	2024	2025	2026	2022-2026
€	€	€	€	€	€	
8 Administration & Other Expenditure						
2150-2199 Office Utilities	3,000	3,000	3,000	3,100	3,200	15,300
2260-2299 Office Materials & Supplies	300	-	-	-	-	300
2450-2499 Office Rent	-	-	-	-	-	-
2500-2599 National & International Memberships	-	-	-	-	-	-
2600-2699 Office Services	2,500	2,800	3,000	3,200	3,500	15,000
2700-2799 Transport	1,000	1,000	1,200	1,200	1,350	5,750
2800-2899 Travel	-	-	-	-	-	-
2900-2999 Information Services	1,000	1,500	1,750	2,000	2,150	8,400
3050 Office Cleaning	-	-	-	-	-	-
3140-3199 Professional Services	28,000	28,500	29,000	30,000	31,000	146,500
3200-3299 Training	-	600	600	600	600	2,400
3345 Office Hospitality	100	150	150	150	150	700
3400-3499 Incidental Expenses	100	304	320	320	320	1,364
	-	-	-	-	-	-
	36,000	37,854	39,020	40,570	42,270	195,714
9 Finance Costs						
3036 Interest on Bank Loan	-	-	-	-	-	-
Lease interest	3,451	2,861	2,439	2,186	1,899	12,836
	-	-	-	-	-	-
	3,451	2,861	2,439	2,186	1,899	12,836
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)	49,977	51,347	48,053	14,358	14,358	178,093
	49,977	51,347	48,053	14,358	14,358	178,093
Total	427,699	441,305	447,360	427,984	437,485	2,181,833

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
	2022	2023	2024	2025	2026	2022-2026
€	€	€	€	€	€	
11 Inventory						
5201-5249 Stationery	-	-	-	-	-	-
5250-5299 Consumables	-	-	-	-	-	-
Books	1,100	1,000	950	950	900	4,900
	1,100	1,000	950	950	900	4,900
12 Receivables						
0201-0209 Receivables	4,997	3,068	3,813	3,800	2,500	18,178
0210-0219 LES Receivables	-	-	-	-	-	-
0220-0229 Receivables from EU	-	-	-	-	-	-
0250 Prepayments & Accrued income	2,911	2,900	3,100	3,100	3,100	15,111
Deposits	600	-	-	-	-	600
	8,508	5,968	6,913	6,900	5,600	33,889
13 Cash & Equivalents						
5001-5099 Bank & Cash Balances	515,982	494,203	481,761	468,248	478,624	2,438,819
	515,982	494,203	481,761	468,248	478,624	2,438,819
14 Payables						
4000 Payables	17,530	24,355	16,331	16,000	15,500	89,716
4100 Accruals	18,000	18,139	18,507	18,710	18,900	92,256
4150 Deferred Income	12,149	12,149	-	-	-	24,298
Short-term Borrowings	-	-	-	-	-	-
Other creditors / Short-term Lease Liabilities	30,474	22,798	21,990	25,990	26,790	128,042
	78,153	77,441	56,828	60,700	61,190	334,312
15 Non Current Liabilities						
4200 Long Term Borrowings	-	-	-	-	-	-
Long-Term Lease Liabilities / Deferred Income	112,173	87,188	78,972	47,506	34,434	360,273
	112,173	87,188	78,972	47,506	34,434	360,273

16 Depreciation of Property, Plant and Equipment

Asset % of depreciation	€										Total €	
	Office furniture & Fittings 8%	Computer Equipment 25%	Office Equipment 20%	Urban Improvements 10%	New Street Signs 100%	Construction Works 10%	Special Programmes 10-100%	Plant and Machinery 20%	Right-of Use Assets			
Cost												
As at 01 January 2022	31,906	10,723	22,097	716,885	10,170	699,991	254,130	2,007	161,032			1,908,941
Additions	-	-	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-	-	-	-	-	-
As at 31 December 2022	31,906	10,723	22,097	716,885	10,170	699,991	254,130	2,007	161,032			1,908,941
Grants/ other reimbursements												
As at 01 January 2022	737	-	11,031	488,863	-	-	143,182	-	-	-	-	643,813
Additions	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
As at 31 December 2022	737	-	11,031	488,863	-	-	143,182	-	-	-	-	643,813
Accumulated Depreciation												
As at 01 January 2022	13,849	7,745	6,183	166,040	10,170	660,187	110,948	1,954	72,882			1,049,958
Charge for the year	1,970	1,314	1,989	18,437	-	11,764	-	13	14,490			49,977
Released on disposal	-	-	-	-	-	-	-	-	-	-	-	-
As at 31 December 2022	15,819	9,059	8,172	184,477	10,170	671,951	110,948	1,967	87,372			1,099,935
Budgeted NBV 31 Dec 2021	19,401	2,978	1,230	48,148	-	39,804	-	400	89,943			201,904
Budgeted NBV 31 Dec 2022	15,350	1,664	2,894	43,545	-	28,040	-	40	73,660			165,193

16 Depreciation of Property, Plant and Equipment

Asset % of depreciation	€											Total €	
	Office furniture & Fittings 8%	Computer Equipment 25%	Office Equipment 20%	Urban Improvements 10%	New Street Signs 100%	Construction Works 10%	Special Programmes 10-100%	Plant and Machinery 20%	Right-of Use Assets 0%	€			
Cost													
As at 01 January 2023	31,906	10,723	22,097	716,885	10,170	699,991	254,130	2,007	161,032				1,908,941
Additions	-	-	5,000	66,733	-	3,000	-	-	-	-	-	-	74,733
Disposals	-	-	-	-	-	-	-	-	-	-	-	-	-
As at 31 December 2023	31,906	10,723	27,097	783,618	10,170	702,991	254,130	2,007	161,032				1,983,674
Grants/ other reimbursements													
As at 01 January 2023	737	-	11,031	488,863	-	-	143,182	-	-	-	-	-	643,813
Additions	-	-	-	56,723	-	-	-	-	-	-	-	-	56,723
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-
As at 31 December 2023	737	-	11,031	545,586	-	-	143,182	-	-	-	-	-	700,536
Accumulated Depreciation													
As at 01 January 2023	15,819	9,059	8,172	184,477	10,170	671,951	110,948	1,967	87,372				1,099,935
Charge for the year	1,970	1,314	2,989	19,437	-	12,064	-	13	13,560				51,347
Released on disposal	-	-	-	-	-	-	-	-	-				-
As at 31 December 2023	17,789	10,373	11,161	203,914	10,170	684,015	110,948	1,980	100,932				1,151,282
Budgeted NBV 31 Dec 2022	15,350	1,664	2,894	43,545	-	28,040	-	40	73,660				165,193
Budgeted NBV 31 Dec 2023	13,380	350	4,905	34,118	-	18,976	-	27	60,100				131,856

16 Depreciation of Property, Plant and Equipment

Asset % of depreciation	€											Total €	
	Office furniture & Fittings 8%	Computer Equipment 25%	Office Equipment 20%	Urban Improvements 10%	New Street Signs 100%	Construction Works 10%	Special Programmes 10-100%	Plant and Machinery 20%	Right-of Use Assets 0%	€			
Cost													
As at 01 January 2024	31,906	10,723	27,097	783,618	10,170	702,991	254,130	2,007	161,032				1,983,674
Additions	-	-	1,000	16,683	-	2,000	-	-	-	-	-	-	19,683
Disposals	-	-	-	-	-	-	-	-	-	-	-	-	-
As at 31 December 2024	31,906	10,723	28,097	800,301	10,170	704,991	254,130	2,007	161,032				2,003,357
Grants/ other reimbursements													
As at 01 January 2024	737	-	11,031	545,586	-	-	143,182	-	-	-	-	-	700,536
Additions	-	-	-	14,181	-	-	-	-	-	-	-	-	14,181
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-
As at 31 December 2024	737	-	11,031	559,767	-	-	143,182	-	-	-	-	-	714,717
Accumulated Depreciation													
As at 01 January 2024	17,789	10,373	11,161	203,914	10,170	684,015	110,948	1,980	100,932				1,151,282
Charge for the year	1,970	350	1,894	19,687	-	15,264	-	13	8,875				48,053
Released on disposal	-	-	-	-	-	-	-	-	-				-
As at 31 December 2024	19,759	10,723	13,055	223,601	10,170	699,279	110,948	1,993	109,807				1,199,335
Budgeted NBV 31 Dec 2023	13,380	350	4,905	34,118	-	18,976	-	27	60,100				131,856
Budgeted NBV 31 Dec 2024	11,410	-	4,011	16,933	-	5,712	-	14	51,225				89,305

16 Depreciation of Property, Plant and Equipment

Asset % of depreciation	€										Total €	
	Office furniture & Fittings 8%	Computer Equipment 25%	Office Equipment 20%	Urban Improvements 10%	New Street Signs 100%	Construction Works 10%	Special Programmes 10-100%	Plant and Machinery 20%	Right-of Use Assets 0%			
Cost												
As at 01 January 2025	31,906	10,723	28,097	800,301	10,170	704,991	254,130	2,007	161,032			2,003,357
Additions	-	-	4,000	-	-	3,000	-	-	-	-	-	7,000
Disposals	-	-	-	-	-	-	-	-	-	-	-	-
As at 31 December 2025	31,906	10,723	32,097	800,301	10,170	707,991	254,130	2,007	161,032			2,010,357
Grants/ other reimbursements												
As at 01 January 2025	737	-	11,031	559,767	-	-	143,182	-	-	-	-	714,717
Additions	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
As at 31 December 2025	737	-	11,031	559,767	-	-	143,182	-	-	-	-	714,717
Accumulated Depreciation												
As at 01 January 2025	19,759	10,723	13,055	223,601	10,170	699,279	110,948	1,993	109,807			1,199,335
Charge for the year	1,970	-	1,750	1,250	-	500	-	13	8,875			14,358
Released on disposal	-	-	-	-	-	-	-	-	-			-
As at 31 December 2025	21,729	10,723	14,805	224,851	10,170	699,779	110,948	2,006	118,682			1,213,693
Budgeted NBV 31 Dec 2024	11,410	-	4,011	16,933	-	5,712	-	14	51,225			89,305
Budgeted NBV 31 Dec 2025	9,440	-	6,261	15,683	-	8,212	-	1	42,350			81,947

16 Depreciation of Property, Plant and Equipment

Asset % of depreciation	€										Total €	
	Office furniture & Fittings 8%	Computer Equipment 25%	Office Equipment 20%	Urban Improvements 10%	New Street Signs 100%	Construction Works 10%	Special Programmes 10-100%	Plant and Machinery 20%	Right-of Use Assets 0%			
Cost												
As at 01 January 2026	31,906	10,723	32,097	800,301	10,170	707,991	254,130	2,007	161,032			2,010,357
Additions	-	-	-	-	-	3,000	-	-	-	-	-	3,000
Disposals	-	-	-	-	-	-	-	-	-	-	-	-
As at 31 December 2026	31,906	10,723	32,097	800,301	10,170	710,991	254,130	2,007	161,032			2,013,357
Grants/ other reimbursements												
As at 01 January 2026	737	-	11,031	559,767	-	-	143,182	-	-	-	-	714,717
Additions	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
As at 31 December 2026	737	-	11,031	559,767	-	-	143,182	-	-	-	-	714,717
Accumulated Depreciation												
As at 01 January 2026	21,729	10,723	14,805	224,851	10,170	699,779	110,948	2,006	118,682			1,213,693
Charge for the year	1,970	-	1,750	1,250	-	500	-	13	8,875			14,358
Released on disposal	-	-	-	-	-	-	-	-	-	-	-	-
As at 31 December 2026	23,699	10,723	16,555	226,101	10,170	700,279	110,948	2,019	127,557			1,228,051
Budgeted NBV 31 Dec 2025	9,440	-	6,261	15,683	-	8,212	-	1	42,350			81,947
Budgeted NBV 31 Dec 2026	7,470	-	4,511	14,433	-	10,712	-	(12)	33,475			70,589