



## **Attard Local Council**

### **Business Plan**

**2017 - 2019**

Table of Contents

Introduction and Situation Analysis	1
Mission Statement and Values	2
Objectives, Expected Results and Strategies	3
Operations Analysis	5
Financial and Performance Forecasts	7
Capital Development	10

## 1.0 Introduction and Situation Analysis

---

During the last Government's budget the Finance Minister, Dr Edward Scicluna, announced that there will be around €45,242,000 to be allocated amongst all the Local Councils.

There was a marginal increase of €4,000,000 as a result of the change in method of how the financial allocation is calculated. This means that the Local Council's finances will recuperate losses and recover from their current deficit.

This also meant that our Local Council had an increase of €59,021.35 and our allocation is now €672,935.12 instead of €613,913.77. Such increase is to be primarily used for the cleaning up of our streets such as street sweeping of urban and non urban roads, the collection of domestic, recyclable and bulky refuse, the cleaning and maintenance of parks, public gardens and soft areas.

Other initiatives can also be funded from these funds such as the printing of the 'Refuse Collection Schedule Calendar'. This calendar is used to promote and educate our residents and also encourage them to take good care of the environment.

In the last 3 years, the Local Council had to make extra efforts to improve its financial situation as major projects which were carried out in the previous years such as the refurbishment of Ġnien Ħal Warda has meant for the Council ending up in a large amount of deficit. This was also due to the fact that there were historical findings which lead to works being done manually. These extra expenses were not fully planned thus the Council was put in a critical financial position.

Fortunately we are moving forward and the extra effort we made through out these 3 years is now paying off as Ħ'Attard was registered as one of the Local Councils with capital gain from 2013 to date. This means that our Local Council is on the right track.

Our goal is to continue working on improving our financial situation while we continue to work on major projects that we started such as the new Local Council's premises (because the present building which is being used is not accessible and also has been convicted due to the fact the ceiling is not safe) and the new library in Ġnien I-iStazzjon.

Stefan Cordina  
Mayor

**2.0 Mission statement and values**

---

- 2.1 **Mission Statement** To represent, assist and serve the residents of the village whilst being committed to achieve the best results by being efficient and effective in utilising its resources and gaining value for money.
- 2.2 **Values** **The H'Attard Local Council cherishes the following values**
- respect for beliefs, needs and aspirations of the residents.
  - preserving the environmental and cultural heritage of the village.
  - catering for the well-being of the Community through the support of its economic activity for the benefit of its residents.

**3.0 Objectives, Expected Results and Strategies**

---

**3.1 Short-term objectives and expected results (2017 – 2019)****Objectives**

- New Council Premises
- Construction of pavements

**Expected Results**

The Council's architect are preparing an estimate for the relative tender to be issued.

Misrah Kola Area

**3.2 Long-term objectives and expected results (2017 – 2019)****Objectives**

- Traffic Management In Triq Victor Vassallo
- Lanscaping of Gnien I-Istazzjon
- Construction of Public Library

**Expected Results**

The Council is still pursuing in further discussions with TM.

After the devolution has been issued we are awaiting submission of application

Awaiting submission of application

**4.0 Operations Analysis**

---

**4.1 Organisation**

The organisational structure in force since Mid-November 1994 enables the H'Attard Local Council's administrative offices to deal with day-to-day business.

Mayor, Deputy Mayor and Councillors

Executive Secretary

Clerks

All policy making is headed by the Council, aided by the Secretary as its executive.

**Responsibilities**

Mayor – Stefan Cordina

General Administration, Finance, Planning, Projects, Editor Magazine, Twinning, Youths, Elderly, Jum H'Attard, Culture, Infrastructure, Zones, Environment

Vice Mayor – Mark Anthony Spiteri

Public Library, Youths, Jum H'Attard, Social Politics, Twinning

Councillor - Marisa Abela

Commerc, Communications, Public Relations

Councillor – Connie Scerri

Environment, Respect for the Animals, Assistant Jum H'Attard

Councillor– Alex Mangion

Education, Foreign Residents, EU Funds

Councillor – John Debono

Traffic Management, Works' Traineeship, Sport

Councillor – Alfred Zammit

Cleanliness, Public Gardens, Street Lighting

**4.0 Operations Analysis**

---

Councillor – Ray Azzopardi  
Public Services, Health

Councillor – Ralph Cassar  
Historical Heritage, Tourism, Public Library, Mobility, EU Funds

#### 4.0 Operations Analysis

---

**4.2 General Activities** As Executive Secretary of the *H'*Attard Local Council for the past twelve years and previously clerk for a further eleven years I have cherished and natured the value of this work, working close with the Mayor and Councillor to create a better communicate where residents can integrate and live in a better environment. The general idea about Local Councils is moving from stability towards sustainable communities. Since June 30, 1993, **Malta** has been subdivided into 68 **local councils**, Maltese: *kunsilli lokali*, meaning municipalities or borough. These form the most basic form of local government and there are no intermediate levels between it and the national level. The levels of the 6 districts (5 on the main island) and of the 3 regions (2 on the main island) serve statistical purposes.

**Attard** (Maltese: *H'Attard*) is a town in the Central Region of Malta. Together with Balzan and Lija it forms part of "the Three Villages" and has been inhabited since the Classical Period. It has a population of 10,650 as of March 2014. Attard's traditional Latin motto is *Florigera rosis halo* ("I perfume the air with my blossoms") due to its many flower gardens and citrus orchards. Attard is abundant with public gardens, including ornamental trees and flowers, maintained by the Local Council. The inhabitants of Attard are known as *saraċini*.

The general functions of the Local Councils are listed in Part IV of the Local Councils Act, Chapter 363, Articles 33-48 and provided therein are all the procedures for the administrative and proper functioning of a Local Council.

Marica Mifsud  
Executive Secretary

**5.0 Financial and Performance Forecasts****5.1 Three Year Financial Forecast**

ACCT NO.	DESCRIPTION	FORECAST 2017 €	FORECAST 2018 €	FORECAST 2019 €	FORECAST 2017 - 2019 €
<b>2</b>	<b>Income</b>				
0001	Government	740,393	758,629	777,594	2,276,615
0020	Bye-Laws	35,648	36,418	37,205	109,271
0090	Investment	90	90	90	270
0100	General	720	720	720	2,160
	<b>TOTAL</b>	<b>776,851</b>	<b>795,857</b>	<b>815,609</b>	<b>2,388,316</b>
<b>1</b>	<b>Expenditure</b>				
1000	Personal Emoluments	141,503	143,851	146,244	431,598
2000	Operations and maintenance	530,958	569,842	614,080	1,714,880
7000	Capital Expenditure	224,328	75,832	55,285	355,445
	<b>TOTAL</b>	<b>896,789</b>	<b>789,525</b>	<b>815,608</b>	<b>2,501,923</b>
	<b>SURPLUS/DEFICIT</b>	<b>(119,938)</b>	<b>6,331</b>	<b>0</b>	<b>(113,607)</b>
	<b>BROUGHT FORWARD</b>	113,607	(6,331)	0	113,607
	<b>CARRY FORWARD</b>	(6,331)	0	0	0

**5.2 Notes and assumptions**

The starting base of the Business Plan is the Budget for 2017. A prudent approach is being taken by projecting income at a stable level based on trends over the past three years.

Where possible, expenditure was calculated on the basis of factual contractual commitments. In the absence thereof, an annual growth rate of 1% or 2% in expenditure was assumed. This growth rate was based on the fact that as part of its short to medium-term objectives, the Council will be adopting a stringent cost control approach. If this objective is not met, as a contingency plan the Council would then have to postpone some of its capital commitments.



## 5.0 Financial and Performance Forecasts

## 5.3 Three Year Income Forecast

ACCT NO.	DESCRIPTION	FORECAST	FORECAST	FORECAST	FORECAST
		2017 €	2018 €	2019 €	2017 - 2019 €
<b>2</b>	<b>Income</b>				
0000	Government				
0001	Annual	672,935	693,123	713,917	2,079,975
0002	Supplementary	37,385	37,385	37,385	112,155
0003	Special needs				0
0004	Public/government delegations				0
0015	Other	30,073	28,121	26,292	84,485
		<b>740,393</b>	<b>758,629</b>	<b>777,594</b>	<b>2,276,615</b>
0020	Bye-Laws				
0021	Community services	5,700	5,871	6,047	17,618
0036	Contravention of bye-laws	29,948	30,547	31,158	91,653
0056	Sponsorships				0
0066	General services				0
		<b>35,648</b>	<b>36,418</b>	<b>37,205</b>	<b>109,271</b>
0090	Investment				
0091	Bank interest	90	90	90	270
0096	Government securities	0			
		<b>90</b>	<b>90</b>	<b>90</b>	<b>270</b>
0100	General				
0110	Donations				0
0120	Contributions	720	720	720	2,160
		<b>720</b>	<b>720</b>	<b>720</b>	<b>2,160</b>
	<b>TOTAL</b>	<b>776,851</b>	<b>795,857</b>	<b>815,609</b>	<b>2,388,316</b>

## 5.0 Financial and Performance Forecasts

5.4 Three Year Expenditure  
Forecast

ACCT NO.	DESCRIPTION	FORECAST	FORECAST	FORECAST	FORECAST
		2017 €	2018 €	2019 €	2017 - 2019 €
<b>1</b>	<b>Expenditure</b>				
1000	Personal Emoluments				
1100	Mayor's & Councillors' allowance	22,134	22,245	22,356	66,735
1200	Employee salaries and wages	98,469	100,438	102,447	301,355
1300	Bonuses	8,400	8,568	8,739	25,707
1400	Income supplements		0	0	0
1500	Social Security contributions	10,000	10,050	10,100	30,150
1600	Allowances			0	0
1700	Overtime	2,500	2,550	2,601	7,651
		<b>141,503</b>	<b>143,851</b>	<b>146,244</b>	<b>431,598</b>
2000	Operations and maintenance				
2100	Utilities	9,000	9,000	9,000	27,000
2200	Materials and supplies	4,705	5,176	5,693	15,574
2300	Repair and upkeep	94,700	95,000	97,000	286,700
2400	Rent	116	116	116	348
2500	National / International memberships	1,750	1,750	1,750	5,250
2600	Office services	18,000	18,900	19,845	56,745
2700	Transport	7,600	7,600	7,600	22,800
2800	Travel	3,000	3,000	3,000	9,000
2900	Information services	5,600	5,700	5,800	17,100
3000	Contractual services	356,137	391,751	430,926	1,178,813
3100	Professional services	16,350	16,350	16,350	49,050
3200	Training				0
3300	Community and hospitality	12,000	13,000	14,000	39,000
3400	Incidental expenses	2,000	2,500	3,000	7,500
		<b>530,958</b>	<b>569,842</b>	<b>614,080</b>	<b>1,714,880</b>
7000	Capital expenditure				
7001	Acquisition of property	0	0	0	0
7100	Construction	213,020	30,832	33,285	277,137
7200	Improvements	11,308	20,000	10,000	41,308
7300	Equipment	0	25,000	12,000	37,000
7500	Special programmes	0	0	0	0
		<b>224,328</b>	<b>75,832</b>	<b>55,285</b>	<b>355,445</b>
<b>TOTAL</b>		<b>896,789</b>	<b>789,525</b>	<b>815,608</b>	<b>2,501,923</b>

6.0 Capital Development

6.1 Three Year Capital Development Forecasts

Account No. Project No.	Capital Expenditure Project Description	2017		2018		2019		2017 to 2019
		Account €	Project €	Account €	Project €	Account €	Project €	Account Total €
7001	Acquisition of property							
7100	<b>Construction</b> Construction new premises Urban Improvements	<b>213,020</b>	103,808 109,212	<b>30,832</b>	20,000 10,832	<b>33,285</b>	12,000 21,285	<b>277,137</b>
7200	<b>Improvements</b> Office Furniture & Fittings	<b>11,308</b>	11,308	<b>20,000</b>	20,000	<b>10,000</b>	10,000	<b>41,308</b> 41,308
7300	<b>Equipment</b> Computer & Office Equipment			<b>25,000</b>	25,000	<b>12,000</b>	12,000	<b>37,000</b> 37,000
7500	Special programmes							
<b>TOTAL New Projects:</b>		<b>224,328</b>		<b>75,832</b>		<b>55,285</b>		<b>355,445</b>

6.1 Notes and assumptions

***6.0 Capital Development***

---

The capital projects described above are based on surplus funds resulting from the excess of income over expenditure. Any defeat in this assumption would see a reduction in the capital expenditure being projected.