

## **1.1 Business Plan 2020 – 2024**

In reviewing the previous Business Plans which were originally launched in 1994, one can notice with satisfaction that, notwithstanding our limitations, we managed to reach a desired and acceptable standard of efficiency and effectiveness.

During these last three years, the Council managed to reverse the trend in its financial books from a deficit to a surplus position and is now in a financial position to embark on ambitious capital projects during this five year term.

As in the previous years a large part of the Councils financial budget is used for the issuing of contracts concerning Cleansing, lighting and Local Council Gardens Upkeep. During the years these contracts have been renewed, taking in consideration a slight inevitable increase in expenses. These included the Waste collection, cleaning and washing of streets, the upkeep of Howard Gardens, plus adding pot plants in the City, as well as the upkeep of the playing field and other public areas. The non urban roads continued to be well maintained by Council at sporadic interventions.

During the coming years the Council will try to create opportunities to strengthen the idea that the Council wants to consolidate its role as a cultural catalyst, opening a way to future agreements with other cities.

The Medieval Mdina now established as an annual event not only amongst the Maltese, but as well as many foreigners that recommend this festival amongst worldwide enthusiasts, will no longer be held as it has become no more sustainable due to lack of funds.

Having said that MTA on being informed that the event will no longer be held, have approached the Council and talks are taking place between both parties about the viability of this event to be held once again.

Any upgrading exercise also carries with it an increase in maintenance works interventions which are not calculated with a contingency account in the Annual budget. This includes amongst others Street Lights system, litter bins, street furniture in the entire City and also in Howard Garden, plus other works that need constant attention to beat not only the time element but unfortunately the acts of vandalism that are not absent in our city.

Interventions by the Central Government, are not only helping to preserve the heritage of Mdina, but as well highlighting its architectonic beauty.

The Mdina Local Council for the next five years has various capital projects in mind but this depends solely on the financial situation of that particular financial year. Like in previous years the Council will continue to apply for various financial schemes issued from time to time from the Department for Local Government as well as finding other opportunities of investment through European funds.

Amongst the projects which the Council has in mind for the coming five years are the regeneration of the existent playing field through funds tapped in by the Planning Authority, the development of a car park through private public partnership on land situated near Stazzjon and the maintenance and reinstatement of the roads inside the walls of Mdina through Central Government funds.

In reviewing our Business Plan we feel we've reached satisfactory results, and although our operation is limited by various factors, amongst which our biggest hurdle is a financial one, we were able to score a good number of our goals. This was the result of full cooperation from all the stakeholders, of all Councillors, and all staff, whilst encourages us to even work harder in the coming years.

IFFIRMATA

Peter Sant Manduca

Mayor

## 2.1 Mission Statement

## Review Business Plan 2020 - 2024

To aim at an effective local government through the continuous development of our infrastructure and services provided to best meet the needs of the residents and the business sectors of our community while continuously emphasising operational excellence by utilising to the most our financial and human resources

To preserve and restore the city's identity, by acting as an effective watchdog on all aspects of the environment, with special attention to the characteristics of this medieval city

## 2.2 Values

The Mdina Local Council cherishes the following values

- Respect for the cultural and environmental heritage of our community and the nation
- Objective to the needs, beliefs and aspiration of both residents and the business community
- Maximise the benefits towards our community while respecting the individual needs in specific sectors
- Maintain transparent and open administration based on dialogue and participation of the public where possible.

## 3.1 Short term objectives and expected results

The Council will strive with its efforts to maintain and improve the standards that have been established during the years, including the cleanliness, better lighting, street furniture and, equipment as well as the level of service to the community.

The Council will continue to monitor and implement the necessary actions, through its contracted service providers, to assure that the city is kept in the highest standards of cleanliness, good lighting as well that the Gardens are kept to standard.

Through a continuous maintenance program the Council will assure that the equipment, street furniture and certain infrastructure are kept in good shape and eliminate any risks for those who make use of them.

Through a better management in issuing the access permits for vehicles , the Council , without impeding any undesired restriction to Residents , will be in a position to control better the number of vehicles circulating within Mdina

The Council will continue in its aim to tap EU funds for its activities and projects , and persist in finding partners for such aim.

The Council recognises the need to keep on improving our services to residents and the business community that we offer from our Administration Office. Continue to organise Cultural and Social activities for our residents, offer a Cultural program throughout the year and seek partnership with other local and foreign organisation to boost the cultural aspects of our city.

### **3.2 Long Term objections and expected results**

Our perseverance with the Authorities to reallocate our Administration Office from the present location to Banca Guratale will continue to be on the Councils Agenda until we will reach this objective. Our insistence is based on the fact that such move will be beneficial to residents and the community since not only the accessibility will improve as we can use a ground floor office, but there will be more space to provide community services such as Library, day centre as well as improved office structures where individual meetings can be held.

### **4.1 Organisation**

The organisational structure of the Council did not evolve a lot since its initial year, mainly due to the size limitation. The Administrative office, is being run by a full time Executive Secretary and complimented by a Part Time and Full-Time Clerk. The Administration is supported by the service of an accountant.

The Policy making body remains the Council, which during its meetings, at least once a month, decide on various issues within the regulation imposed by the Local Councils Act and amendments.

The advantage of a relatively small community is that constant contact is kept with great part of the residents. This implies that the decisions taken are more than often the result of consultation with those mostly being effected by such decisions. This is one of the reasons that we do not have sub-committees and no one from the Councillors assume any particular subject or responsibility, but it is shared amongst all the Councillors. Sub –committees are created on ad hoc basis.

### **5.1 General Activities**

Apart from the obligations imposed by the Councils Act, the Council every year is involved in various other activities, mainly organised by the Council, but there are some other activities that the Councils give its support.

The calendar activities include:

- B B Q (August)
- Mdina Day (August)
- Christmas Lunch (December)
- Town Crier ( Bandu) (June)

The Council organise as well Cultural Outings for its residents, at least 1 every 3 month.

The fact that a number of dignities and VIPs visit Mdina, this impose on our Council the obligation to Host several personalities all year long.

The administration office handles all complaints, payments of Contraventions, Rents for Government properties as well as collects licence for Trade Department .The issuing of Access Passes for Vehicles in Mdina is as well handled by the Office.

The Council forms part of the North regional Committee. The implementation of the Local Enforcement System is and will be administered by these committees.

**IFFIRMATA**  
Mark Mallia  
Executive Secretary

**Mdina Local Council 5-year Plan 2020-2024**

ACCT NO	DESCRIPTION	2020	2021	2022	2023	2024	2020-2024
		€	€	€	€	€	€
<b>2</b>	<b>Income</b>						
0000	Government						
0001	In terms of section 55 CAP 363	248,265.00	256,954.00	265,947.00	275,255.00	284,889.00	1,331,310.00
0002-0004	In terms of section 58 CAP 363	-	-	-	-	-	-
0005-0019	Other Income	21,000.00	21,000.00	21,000.00	21,000.00	21,000.00	105,000.00
		<b>269,265.00</b>	<b>277,954.00</b>	<b>286,947.00</b>	<b>296,255.00</b>	<b>305,889.00</b>	<b>1,436,310.00</b>
0020	Bye-Laws						
0021-0025	Community services	14,700.00	15,500.00	16,275.00	17,088.00	17,942.00	81,505.00
0026-0035	Income from Permits	6,500.00	7,000.00	7,350.00	7,717.00	8,102.00	36,669.00
		<b>21,200.00</b>	<b>22,500.00</b>	<b>23,625.00</b>	<b>24,805.00</b>	<b>26,044.00</b>	<b>118,174.00</b>
	Local Enforcement Income						
0037	Commission from Regional Committees						
0038-0055	Contraventions	600.00	600.00	600.00	600.00	600.00	3,000.00
		<b>600.00</b>	<b>600.00</b>	<b>600.00</b>	<b>600.00</b>	<b>600.00</b>	<b>3,000.00</b>
	Investment						
0091-0095	Bank interest	5.00	5.00	5.00	5.00	5.00	25.00
0096-0099	Income received from Government Securities	0.00	0.00	0.00	0.00	0.00	0.00
		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>25.00</b>
	General						
0056-0065	Sponsorships						
0066-0069	Documents and Information						
0070-0075	EU Funds						
0076-0080	Twinning						
0081-0089	Insurance Claims						
0100-0109	Donations						
0076-0083	Contributions						
0076-0084	General Income	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	125,000.00
		<b>25,000.00</b>	<b>25,000.00</b>	<b>25,000.00</b>	<b>25,000.00</b>	<b>25,000.00</b>	<b>125,000.00</b>
	<b>TOTAL</b>	<b>316,070.00</b>	<b>326,059.00</b>	<b>336,177.00</b>	<b>346,665.00</b>	<b>357,538.00</b>	<b>1,682,509.00</b>

### 2.3 Details of Expenditure

ACCT NO	DESCRIPTION	2020	2021	2022	2023	2024	2020-2024
		€	€	€	€	€	€
<b>1</b>	<b>Expenditure</b>						
<b>1000</b>	<b>Personal Emoluments</b>						
1100	Mayor's allowance	10,239.00	10,443.00	10,651.00	10,864.00	11,081.00	53,278.00
1200	Employee salaries and wages	61,608.00	62,840.00	64,097.00	65,378.00	66,685.00	320,608.00
1300	Bonuses	6,208.00	6,332.00	6,458.00	6,433.00	6,587.00	32,018.00
1400	Income supplements	-	-	-	-	-	-
1500	Social Security Contributions	5,135.00	5,237.00	5,341.00	5,448.00	5,557.00	26,718.00
1600	Allowances	11,200.00	11,200.00	11,200.00	11,200.00	11,200.00	56,000.00
1700	Overtime	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	10,000.00
		<b>96,390.00</b>	<b>98,052.00</b>	<b>99,747.00</b>	<b>101,323.00</b>	<b>103,110.00</b>	<b>498,622.00</b>
	<b>Operations and maintenance</b>						
2100-2149	Utilities						0.00
2200-2259	Materials and supplies	2,500.00	2,700.00	2,800.00	3,000.00	3,200.00	14,200.00
2300-2399	Repair and upkeep	8,000.00	10,000.00	12,000.00	14,000.00	15,000.00	59,000.00
2400-2449	Rent						0.00
3010	Street Lighting	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	15,000.00
3020	Lease of Equipment	760.00	760.00	760.00	760.00	760.00	3,800.00
3030	Insurance	2,415.00	2,535.00	2,660.00	2,800.00	2,900.00	13,310.00
3035	Bank Charges	250.00	250.00	250.00	250.00	250.00	1,250.00
3038	Penalties						0.00
3040	Waste Disposal	1,800.00	1,950.00	2,050.00	2,200.00	2,300.00	10,300.00
3041	Refuse Collection	12,941.00	12,941.00	15,000.00	15,000.00	15,000.00	70,882.00
3042	Bulky Refuse Collection	500.00	500.00	500.00	500.00	500.00	2,500.00
3043	Bins on wheels						0.00
3045	Bring In Sites	0.00	0.00	0.00	0.00	0.00	0.00
3051	Road & Street Cleaning Cleaning & Maintenance of Non-Urban	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	100,000.00
3052	Areas	1,980.00	1,980.00	1,980.00	1,980.00	1,980.00	9,900.00
3053	Cleaning of Public Conveniences						
3055	Cleaning of Council Premises Cleaning & Maintenance of Parks and	765.00	765.00	765.00	765.00	765.00	3,825.00
3060	Gardens						
3061	Cleaning & Maintenance of Soft Areas	26,000.00	26,000.00	26,000.00	26,000.00	27,500.00	131,000.00
3062	Cleaning & Maintenance of Beaches Cleaning & Maintenance of Country Non-						
3063	Urban						
3064	Other Contractual Services						
3070-3090	Consultation Fees						
3100-3139	Contract & Project Management	14,000.00	14,000.00	14,000.00	14,000.00	14,000.00	70,000.00
3300-3379	Hospitality	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	55,000.00
3380-3389	Community	400.00	450.00	500.00	700.00	800.00	2,850.00

3600-	Local Enforcement Expenses	200.00	300.00	400.00	500.00	600.00	2,000.00
3694							
3700-	EU Projects						
3799							
3800-	Twinning	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	17,500.00
3899	Warden Services	600.00	600.00	600.00	600.00	600.00	3,000.00
		<b>110,611.00</b>	<b>113,231.00</b>	<b>117,765.00</b>	<b>120,555.00</b>	<b>123,655.00</b>	<b>585,817.00</b>
	<b>Administration &amp; Other Expenditure</b>						
2150-	Office Utilities	5,500.00	6,000.00	6,500.00	7,000.00	7,500.00	32,500.00
2199							
2260-	Office Materials & Supplies						
2299							
2450-	Office Rent	5,020.00	5,020.00	5,020.00	5,020.00	5,020.00	25,100.00
2499							
2500-	National & International Memberships	350.00	350.00	350.00	350.00	350.00	1,750.00
2599							
2600-	Office Services	2,000.00	2,500.00	3,000.00	3,500.00	4,000.00	15,000.00
2699							
2700-	Transport	250.00	250.00	250.00	250.00	250.00	1,250.00
2799							
2800-	Travel	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	12,500.00
2899							
2900-	Information Services	300.00	350.00	400.00	450.00	500.00	2,000.00
2999							
3050	Office Cleaning						
3140-	Professional Services	14,000.00	14,000.00	14,000.00	14,000.00	14,000.00	70,000.00
3199							
3200-	Training	300.00	300.00	300.00	300.00	300.00	1,500.00
3299							
3345	Office Hospitality	300.00	300.00	300.00	300.00	300.00	1,500.00
3400-	Incidental Expenses						
3499							
		<b>30,520.00</b>	<b>31,570.00</b>	<b>32,620.00</b>	<b>33,670.00</b>	<b>34,720.00</b>	<b>163,100.00</b>
<b>7000</b>	<b>Capital expenditure</b>						
7001	Acquisition of property						
7100	Construction						0.00
7200	Improvements	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	175,000.00
		1					
7300	Equipment	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	25,000.00
7500	Special programmes						
		<b>40,000.00</b>	<b>40,000.00</b>	<b>40,000.00</b>	<b>40,000.00</b>	<b>40,000.00</b>	<b>200,000.00</b>

**TOTAL**

<b>277,521.00</b>	<b>282,853.00</b>	<b>290,132.00</b>	<b>295,548.00</b>	<b>301,485.00</b>	<b>1,447,539.00</b>
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## 2.1 Consolidated Details of Income and Expenditure

ACCT NO	DESCRIPTION	2020	2021	2022	2023	2024	2020-2024
		€	€	€	€	€	€
<b>2</b>	<b>Income</b>						
0000	Government	<b>269,265.00</b>	<b>277,954.00</b>	<b>286,947.00</b>	<b>296,255.00</b>	<b>305,889.00</b>	<b>1,436,310.00</b>
0020	Bye-laws	21,200.00	22,500.00	23,625.00	24,805.00	26,044.00	118,174.00
	Local Enforcement Income	600.00	600.00	600.00	600.00	600.00	3,000.00
0090	Investment	5.00	5.00	5.00	5.00	5.00	25.00
0100	General	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	125,000.00
	<b>TOTAL</b>	<b>316,070.00</b>	<b>326,059.00</b>	<b>336,177.00</b>	<b>346,665.00</b>	<b>357,538.00</b>	<b>1,682,509.00</b>
<b>1</b>	<b>Expenditure</b>						
1000	Personal emoluments	96,390.00	98,052.00	99,747.00	101,323.00	103,110.00	498,622.00
2000	Operations and maintenance	110,611.00	113,231.00	117,765.00	120,555.00	123,655.00	585,817.00
	Administration & Other Expenditure	30,520.00	31,570.00	32,620.00	33,670.00	34,720.00	163,100.00
7000	Capital expenditure	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	200,000.00
	<b>TOTAL</b>	<b>277,521.00</b>	<b>282,853.00</b>	<b>290,132.00</b>	<b>295,548.00</b>	<b>301,485.00</b>	<b>1,447,539.00</b>
	<b>Balance</b>	<b>38,549.00</b>	<b>43,206.00</b>	<b>46,045.00</b>	<b>51,117.00</b>	<b>56,053.00</b>	<b>234,970.00</b>