

Hal Qormi Local Council
(Citta' Pinto)

Business Plan

2017 - 2019

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1.0 Introduction and Situation Analysis

The Business Plan for our city, is the basis for determining our city's Vision, Purpose, Values, Priorities and Actions to be accomplished, within the next three years. This Plan is based on a collaborative process, in which all our Members of Council and Staff participated. It represents a real effort by the Council to reach consensus, on the major and most important issues in our city, now and in the future.

In addition, the Council has considered many priorities and have set some specific goals and objectives for 2017-2019 in this Plan. In the process we have identified the future Goals and the Actions to be accomplished, which will define our budgets and provide for the clear direction and actions to be taken by our staff, including business plans with a focus on improving customer service.

As said before, this Plan demonstrates Council's commitment to working to build a safe, prosperous and friendly city that provides excellent service to our public, with a staff that are motivated to provide the best customer service in Local Government. While we realize that priorities may change with time, it is Council's plan to provide for this process, of strategic thinking and acting every three years, with the firm belief that customer service will improve and we will be more accountable to our Public. The 2017-2019 business plan outlines a clear path for the coming years, one that strikes an effective balance between the need for consistent delivery of quality services on a day-to-day basis, and the focus on emerging issues and opportunities that will help to position the locality well for the future.

As already highlighted in last year's business plan, this one will continue in setting the community priorities but adding other initiatives in the process of setting goals and creating strategies to achieve those goals over the next three years.

When it comes to the accounting exercise of the business plan, the expenditure was calculated on the basis of factual contractual commitments. In the absence thereof, an annual average growth rate of 5% is being assumed. As a matter of fact, the capital projects described in this Business Plan are based on surplus funds resulting from the excess of income over expenditure. The Council is hopeful on additional funds receivable from the Urban Improvement Fund projects and from other schemes such as the Capital projects scheme launched by the Department for Local Government. The Council is also evaluating other sources of funding such as EU Funds which are made available to the Maltese Islands and to Local Councils.

The Council is committed to providing the leadership necessary to complete this business plan. This report is a snapshot of what we are forecasting for the coming three years. Throughout the pages you will see work that hints at the direction that we are going in coming years, that is upgrading of existing infrastructure which is a priority. We believe that we have the leadership and a strong vision as to how we can get there. We are embarking on a discussion about the facilities and amenities our community needs to fulfill a promise of more complete community. With the community's help, we will continue to provide a locality Hal Qormi deserves.

(SIGNED)

Rosianne Cutajar
Mayor

2.0 Mission statement and values

2.1 Mission Statement

To consolidate its authority on the local level so as to enhance more the trust which the residents have in the Local Council

2.2 Values

The Values of the Qormi Local Council are:

- a.** The attainment of the highest benefits by the whole community and in particular by all the less fortunate residents;
- b.** The care of the environment which is a collective responsibility and which has always been highlighted to the attention of the community in the past years;
- c.** The revival of the interest and care for the cultural heritage of the community, and
- d.** A more efficient and effective administration, as always, open to all checks and scrutiny by the community.

3.0 Objectives, Expected Results and Strategies

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

Objectives	Expected Results
✓ The best value for money for services contracted. All expenditure to be maintained within the budget.	Decrease in the unit cost for the Council's functions.
✓ Tighter controls on the cash flow management system of the Council by maximising credit terms with its suppliers and contractors and decrease collection periods from its debtors.	Reduction and complete elimination of the Council's liquidity adverse position and restore a positive Financial Situation Indicator.
✓ Identify income sources by preparing the necessary project plans and apply for the various funding schemes and funds at both local and EU level made available to the Council from time to time	Maximisation of infrastructural, cultural and social projects within the local community.
✓ The improvement in the quality of works and services provided by the contractors.	Reduction of maintenance costs and less related complaints.

3.2 Short-term objectives and expected results (2017 – 2019)

Objectives	Expected Results
✓ Further training to Council staff in the use of information technology	Improvement in all the customer services

4.0 Operations Analysis

3.3 Strategies

This is the beginning of the third year of the sixth legislature and after taking stock of the situation inherited from previous legislatures, it is the intention to consolidate on what have been done for the locality in previous years. At the same time, it will seek to primarily address the financial situation to reposition it back to an acceptable statutory level.

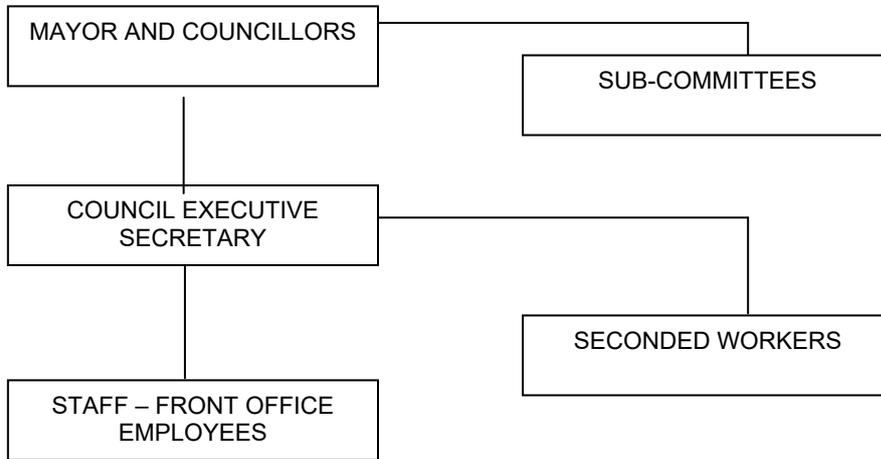
The Council is therefore adopting the following strategies in order to achieve its objectives:

- a. The consolidation of the services provided by the contractors in order to achieve the planned objectives.
- b. Alert oneself on available funding schemes launched by Central Government from time to time.
- c. Increase effectiveness on tapping of EU funding by making ready the available projects on plan by the Council so that it may identify the appropriate funding as necessary.
- d. Improvement in the management of the Council's administration
- e. Greater efforts to encourage the residents and business community to involve themselves in the enhancement of the environment and to strengthen the participation of all local clubs and associations in the activities of the Council through the agreements.

4.0 Operations Analysis

4.1 Organisation

The organisation structure shown below proved to meet effectively the demands arising out of the day to day business of the Council:



- 1 Proposals by sub-committees are submitted to the Council where decisions are taken.
- 2 The Front Office Clerks provide the customer care service.
- 3 These clerks serve also as the Council’s first contact with the residents of the locality. Today all the residents expect immediate action and solutions to their daily problems, even for those which do not fall under the Council’s jurisdiction.
- 4 The Council may elect to make changes in the formation of Sub-Committees. Past experience has shown and proved that Sub-committees need not be so numerous to function.
- 5 Sub-Committees:
 - a. Finance & Projects
 - b. Contracts
 - c. Residents, vallies and areas
 - d. Residents’ Housing Estates
 - e. Central Joint Committee
 - f. Youths

4.0 Operations Analysis

4.2 General Activities

The Council has today succeeded in establishing its Authority and respect on the Local level, and further efforts will again be made to enhance this achieved progress.

These overall improvements attained in the past years will be totally sustained to the satisfaction of the Community. This improvement goes also to the credit of the residents through their cooperation and understanding.

Local Council staff has by this date gained great experience to meet the needs arising out of the additional responsibilities delegated to the Local Councils. But it is of utmost importance that refresher courses be organised to improve the daily management of the Council through the services which are offered to the community.

The programme for road resurfacing and embellishment of parks and gardens is again being strongly supported by the Council following the past results achieved. Moreover the programme for the maintenance of footpaths, pavements and extended patching, is also being given due attention.

The sub-committees, through the three-year action plan, have helped creating a guideline for the general activities of the Local Council. All this work provided the ground for the success of the Council.

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

ACCT NO.	DESCRIPTION	FORECAST 2017 €	FORECAST 2018 €	FORECAST 2019 €	FORECAST 2017 - 2019 €
2	Income				
0001	Government	1,209,673.00	1,172,500.00	1,175,000.00	3,557,173.00
0020	Bye-Laws	80,500.00	85,000.00	90,000.00	255,500.00
0090	Investment	100.00	100.00	100.00	300.00
0100	General	51,889.00	60,000.00	65,000.00	176,889.00
	TOTAL	1,342,162.00	1,317,600.00	1,330,100.00	3,989,862.00
1	Expenditure				
1000	Personal Emoluments	194,430.44	198,481.00	202,328.00	595,239.44
2000	Operations and maintenance	763,054.00	796,633.00	831,891.50	2,391,578.50
7000	Capital Expenditure	497,280.00	413,000.00	412,000.00	1,322,280.00
	TOTAL	1,454,764.44	1,408,114.00	1,446,219.50	4,309,097.94
	SURPLUS/DEFICIT	(112,602.44)	(90,514.00)	(116,119.50)	(319,235.94)
	BROUGHT FORWARD	374,929.00	262,326.56	171,812.56	374,929.00
	CARRY FORWARD	262,326.56	171,812.56	55,693.06	55,693.06

5.2 Notes and assumptions

The starting base of the Business Plan is the Budget for 2016. 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 5% 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 €
2	Income				
0000	Government				
0001	Annual	1,094,715.00	1,097,500.00	1,100,000.00	3,292,215.00
0002	Supplementary				
0003	Special needs				
0004	Public/government delegations				
0015	Other	114,958.00	75,000.00	75,000.00	264,958.00
		1,209,673.00	1,172,500.00	1,175,000.00	3,557,173.00
0020	Bye-Laws				
0021	Community services				
0036	Contravention of bye-laws	80,500.00	85,000.00	90,000.00	255,500.00
0056	Sponsorships				
0066	General services				
		80,500.00	85,000.00	90,000.00	255,500.00
0090	Investment				
0091	Bank interest	100.00	100.00	100.00	300.00
0096	Government securities				
		100.00	100.00	100.00	300.00
0100	General				
0110	Donations				
0120	Contributions	51,889.00	60,000.00	65,000.00	176,889.00
		51,889.00	60,000.00	65,000.00	176,889.00
	TOTAL	1,342,162.00	1,317,600.00	1,330,100.00	3,989,862.00

5.0 Financial and Performance Forecasts

5.4 Three Year Expenditure
Forecast

ACCT NO.	DESCRIPTION	FORECAST	FORECAST	FORECAST	FORECAST
		2017 €	2018 €	2019 €	2017 - 2019 €
1	Expenditure				
1000	Personal Emoluments				
1100	Mayor's & Councillors' allowance	28,148.00	28,520.00	29,000.00	85,668.00
1200	Employee salaries and wages	137,589.00	140,424.00	143,259.00	421,272.00
1300	Bonuses	11,139.00	11,371.00	11,603.00	34,113.00
1400	Income supplements	1,817.00	1,817.00	1,817.00	5,451.00
1500	Social Security contributions	13,851.00	14,150.00	14,350.00	42,351.00
1600	Allowances	466.00	699.00	699.00	1,864.00
1700	Overtime	1,420.44	1,500.00	1,600.00	4,520.44
		194,430.44	198,481.00	202,328.00	595,239.44
2000	Operations and maintenance				
2100	Utilities	13,000.00	13,000.00	13,000.00	39,000.00
2200	Materials and supplies	10,000.00	10,500.00	11,025.00	31,525.00
2300	Repair and upkeep	82,000.00	86,100.00	90,405.00	258,505.00
2400	Rent	233.00	233.00	233.00	699.00
2500	National / International memberships	786.00	786.00	786.00	2,358.00
2600	Office services	13,400.00	14,070.00	14,773.50	42,243.50
2700	Transport	4,500.00	4,725.50	4,962.00	14,187.50
2800	Travel				
2900	Information services	9,070.00	9,523.50	10,000.00	28,593.50
3000	Contractual services	528,734.00	555,170.00	582,928.00	1,666,832.00
3100	Professional services	23,881.00	25,075.00	26,329.00	75,285.00
3200	Training	13,000.00	13,000.00	13,000.00	39,000.00
3300	Community and hospitality	63,000.00	63,000.00	63,000.00	189,000.00
3400	Incidental expenses	1,450.00	1,450.00	1,450.00	4,350.00
		763,054.00	796,633.00	831,891.50	2,391,578.50
7000	Capital expenditure				
7001	Acquisition of property	34,220.00	18,000.00	12,000.00	64,220.00
7100	Construction	346,060.00	300,000.00	300,000.00	946,060.00
7200	Improvements	20,000.00	30,000.00	30,000.00	80,000.00
7300	Equipment		5,000.00	5,000.00	10,000.00
7500	Special programmes	97,000.00	60,000.00	65,000.00	222,000.00
		497,280.00	413,000.00	412,000.00	1,322,280.00
TOTAL		1,454,764.44	1,408,114.00	1,446,219.50	4,309,097.94

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 Property Loan Repayment	34,220	34,220	18,000	18,000	12,000	12,000	64,220
7100	Construction New Paving	346,060	346,060	300,000	300,000	300,000	300,000	946,060
7200	Improvements Street Furniture Restoration of Monuments	20,000	2,000 18,000	30,000	5,000 25,000 -	30,000	5,000 25,000 -	80,000
7300	Equipment Office Equipment	0	0	5,000	5,000	5,000	5,000	10,000
7500	Special programmes Parking Sensores Project Capital Projects Scheme	97,000	50,000 47,000	60,000	60,000	65,000	65,000	222,000

TOTAL New Projects:

497,280

413,000

412,000

1,322,280

6.0 Capital Development

6.1 Notes and assumptions

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.