



**Hal Qormi Local Council**  
(Citta' Pinto)

**Business Plan**

**2013 - 2015**

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### ***1.0 Introduction and Situation Analysis***

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This Business Plan sets out what we aim to achieve between now and 2015. This business plan will set the foundations to make the council as efficient as possible and well equipped for the future.

The changes in legislation and regulation that came into force in 2011, whereby the income from the Local Enforcement System has been transferred to the Regional level, has started to be reflected in our operations as the Council had to re-plan its operations.

The Council has looked to the future and produced a business plan that sets out how we intend to meet these challenges over the next three years. The starting base of the Business Plan is the Budget for 2013. Income is being projected at an annual growth rate of 0.5% per annum, which is based on extrapolation of trends in income growth rate from previous years, obviously excluding the income from the Local Enforcement System. Yet, full prudence has been adopted.

Where possible, expenditure was calculated on the basis of factual contractual commitments. In the absence thereof, an annual growth rate of 0.3% 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. The capital projects described in this Business Plan are based on surplus funds resulting from the excess of income over expenditure. During 2014, capital expenditure is expected to increase in view of additional funds received under the Urban Improvement Fund Scheme for the embellishment of Gnien Alexandra.

#### **Our intentions are to continue;**

##### **To provide high quality, low cost, customer focused services**

We must provide the services our locality needs, to the standard that residents want, and give value for money. Our customers must be the starting point for our services so that we know that what we are providing is what they want and need.

##### **To ensure local, open and honest decision-making**

We want people to have a real say on decisions that affect them and their community. They must be able to be part of the decision making process.

##### **To work with Local NGOs to support Hal Qormi's community**

We will continue to work closely with our local NGOs of our community to resolve issues and challenges. By doing so, we can be more effective and achieve so much more.

There are no short-term solutions but our proposals are robust with a planned approach to managing our resources well for the future. The Council's vision is to create stronger, more resilient community. This vision is all about people and places, fostering a sense of community belonging and self-sufficiency.

Successful delivery of this ambitious business plan will be based on good management and by ensuring that our business and organisational structure is fit for purpose.

Rosianne Cutajar  
Mayor

**2.0 Mission statement and values**

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**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**

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**3.1 Short-term objectives and expected results (2013 – 2015)**

<b>Objectives</b>	<b>Expected Results</b>
✓ 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 (2013 – 2015)**

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

**4.0 Operations Analysis**

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**3.3 Strategies**

This is the beginning of the second 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.

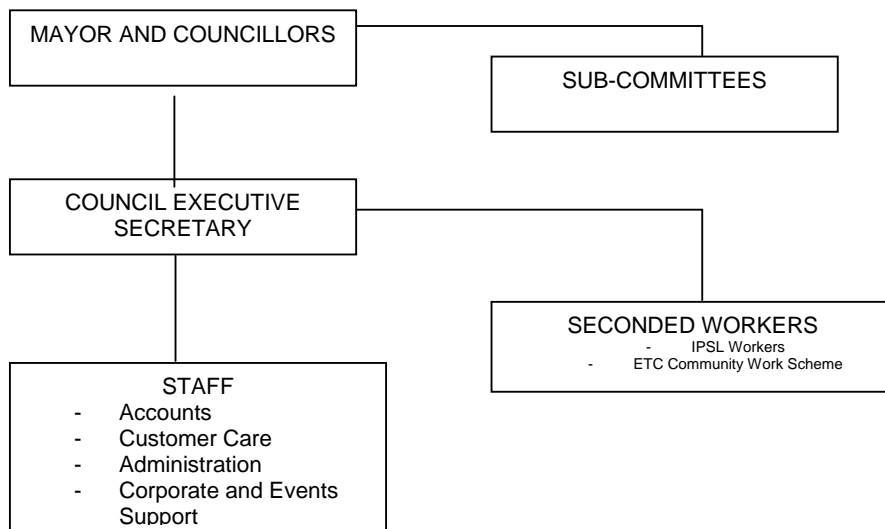
The Council is therefore adopting the following strategies in order to achieve its objectives:

- 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
  - b. Projects
  - c. Contracts
  - d. Residents, vallies and peripheries
  - e. Youth Council
  - f. Social Awareness, Persons with Disability, Health and Safety
  - g. Business Forum
  - h. Local Heritage

**4.0 Operations Analysis**

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**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 2013 EUR	FORECAST 2014 EUR	FORECAST 2015 EUR	FORECAST 2013 - 2015 EUR
<b>2</b>	<b>Income</b>				
0001	Government	1,031,872	1,117,986	1,033,126	<b>3,182,985</b>
0020	Bye-Laws	34,600	30,668	30,736	<b>96,004</b>
0090	Investment	300	300	300	<b>900</b>
0100	General	-	-	-	-
	<b>TOTAL</b>	<b>1,066,772</b>	<b>1,148,954</b>	<b>1,064,163</b>	<b>3,279,889</b>
<b>1</b>	<b>Expenditure</b>				
1000	Personal Emoluments	169,624	174,875	179,792	524,291
2000	Operations and maintenance	801,949	804,355	806,768	2,413,072
7000	Capital Expenditure	94,852	184,852	94,852	374,556
	<b>TOTAL</b>	<b>1,066,425</b>	<b>1,164,082</b>	<b>1,081,412</b>	<b>3,311,919</b>
	<b>SURPLUS/DEFICIT</b>	<b>347</b>	<b>- 15,128</b>	<b>- 17,249</b>	<b>- 32,030</b>
	<b>BROUGHT FORWARD</b>	<b>56,244</b>	<b>56,591</b>	<b>41,463</b>	<b>56,244</b>
	<b>CARRY FORWARD</b>	<b>56,591</b>	<b>41,463</b>	<b>24,214</b>	<b>24,214</b>

**5.2 Notes and assumptions**

The starting base of the Business Plan is the Budget for 2013. Income is being projected at an annual growth rate of 0.5% per annum, which is based on extrapolation of trends in income growth rate from previous years, obviously excluding the income from the Local Enforcement System. Yet, full prudence has been adopted.

Where possible, expenditure was calculated on the basis of factual contractual commitments. In the absence thereof, an annual growth rate of 0.3% 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
		2013 EUR	2014 EUR	2015 EUR	2013 - 2015 EUR
<b>2</b>	<b>Income</b>				
0000	Government				
0001	Annual	1,022,872	1,027,986	1,033,126	3,083,985
0002	Supplementary	9,000	90,000	-	99,000
0003	Special needs	-	-	-	-
0004	Public/government delegations	-	-	-	-
0015	Other	-	-	-	-
		<b>1,031,872</b>	<b>1,117,986</b>	<b>1,033,126</b>	<b>3,182,985</b>
0020	Bye-Laws				
0021	Community services	13,600	13,668	13,736	41,004
0036	Contravention of bye-laws	17,000	17,000	17,000	51,000
0056	Sponsorships	-	-	-	-
0066	General services	4,000	-	-	4,000
		<b>34,600</b>	<b>30,668</b>	<b>30,736</b>	<b>96,004</b>
0090	Investment				
0091	Bank interest	300	300	300	900
0096	Government securities	-	-	-	-
		<b>300</b>	<b>300</b>	<b>300</b>	<b>900</b>
0100	General				
0110	Donations	-	-	-	-
0120	Contributions	-	-	-	-
		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>		<b>1,066,772</b>	<b>1,148,954</b>	<b>1,064,163</b>	<b>3,279,889</b>

## 5.0 Financial and Performance Forecasts

5.4 Three Year Expenditure  
Forecast

ACCT NO.	DESCRIPTION	FORECAST	FORECAST	FORECAST	FORECAST
		2013 EUR	2014 EUR	2015 EUR	2013 - 2015 EUR
<b>1</b>	<b>Expenditure</b>				
1000	Personal Emoluments				
1100	Mayor's & Councillors' allowance	27,007	27,336	27,697	82,040
1200	Employee salaries and wages	116,218	120,018	123,864	360,100
1300	Bonuses	9,571	9,811	10,063	29,445
1400	Income supplements	1,575	1,575	1,575	4,724
1500	Social Security contributions	11,016	11,787	12,137	34,940
1600	Allowances	466	466	466	1,398
1700	Overtime	3,771	3,882	3,990	11,644
		<b>169,624</b>	<b>174,875</b>	<b>179,792</b>	<b>524,291</b>
2000	Operations and maintenance				
2100	Utilities	30,000	30,090	30,180	90,270
2200	Materials and supplies	-	-	-	-
2300	Repair and upkeep	98,000	98,294	98,589	294,883
2400	Rent	233	234	234	701
2500	National / International memberships	800	802	805	2,407
2600	Office services	8,000	8,024	8,048	24,072
2700	Transport	2,000	2,006	2,012	6,018
2800	Travel	-	-	-	-
2900	Information services	8,000	8,024	8,048	24,072
3000	Contractual services	558,836	560,513	562,194	1,681,543
3100	Professional services	36,080	36,188	36,297	108,565
3200	Training	-	-	-	-
3300	Community and hospitality	60,000	60,180	60,361	180,541
3400	Incidental expenses	-	-	-	-
		<b>801,949</b>	<b>804,355</b>	<b>806,768</b>	<b>2,413,072</b>
7000	Capital expenditure				
7001	Acquisition of property	34,852	34,852	34,852	104,556
7100	Construction	-	-	-	-
7200	Improvements	18,000	18,000	18,000	54,000
7300	Equipment	2,000	2,000	2,000	6,000
7500	Special programmes	40,000	130,000	40,000	210,000
		<b>94,852</b>	<b>184,852</b>	<b>94,852</b>	<b>374,556</b>
<b>TOTAL</b>		<b>1,066,425</b>	<b>1,164,082</b>	<b>1,081,412</b>	<b>3,311,919</b>

**6.0 Capital Development****6.1 Three Year Capital Development Forecasts**

Account No. Project No.	Capital Expenditure Project Description	2013		2014		2015		2013 to 2015
		Account	Project	Account	Project	Account	Project	Account Total
		EUR	EUR	EUR	EUR	EUR	EUR	EUR
<b>7001</b>	<b>Acquisition of property</b> Loan Repayment - Administrative Buildings	<b>34,852</b>	34,852	<b>34,852</b>	34,852	<b>34,852</b>	34,852	<b>104,556</b>
<b>7100</b>	<b>Construction</b>	-		-		-		-
<b>7200</b>	<b>Improvements</b> Office Furniture Restoration of statues and niches CCTV system - F. Maempel Gardens Sports Monument Street Furniture Other monuments Other minor embellishments	<b>18,000</b>	750 10,000 4,750 2,500 - - -	<b>18,000</b>	750 - - - 6,000 6,000 5,250	<b>18,000</b>	750 - - - 6,000 6,000 5,250	<b>54,000</b>
<b>7300</b>	<b>Equipment</b> Office Equipment Computer Equipment	<b>2,000</b>	1,000 1,000	<b>2,000</b>	1,000 1,000	<b>2,000</b>	1,000 1,000	<b>6,000</b>
<b>7500</b>	<b>Special programmes</b> Road Resurfacing Embellishment of Alexandra gardens	<b>40,000</b>	40,000 -	<b>130,000</b>	40,000 90,000	<b>40,000</b>	40,000 -	<b>210,000</b>
<b>TOTAL New Projects:</b>		<b>94,852</b>		<b>184,852</b>		<b>94,852</b>		<b>374,556</b>

**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. During 2014, capital expenditure is expected to increase in view of additional funds received under the Urban Improvement Fund Scheme for the embellishment of Grien Alexandra.