

Hal Qormi Local Council
(Citta' Pinto)

Business Plan

2018 - 2020

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1.0 Introduction and Situation Analysis

On behalf of the Local Council, I present the Hal Qormi 2018/20 Business Plan. This document summarises the locality's infrastructure and service priorities for the next three years. The purpose of the business planning process is to manage and support the development of an integrated corporate business plan to guide the medium-term course of the Local Council.

With this, the Local Council as a whole will be able to make progress on its strategic objectives as well as maintain and continuously improve the locality's core services. This business plan focuses on the quality of services and infrastructure to continue to be improved. However, it remains important that we meet the dynamic needs of our community into the future. Our Place approach to business planning is crucial in recognising the needs of the diverse locations and people and ensures we allocate our resources effectively.

These are great strengths for any city to build on, yet we know that if we are to maintain our successes, and meet the many challenges we face, the city needs a Council that shows strong leadership. It needs a Council that demonstrates a commitment to improve our services and our amenities in ways that meet the needs of our citizens and communities.

This means being:

- A transparent Council that works for all, committed to delivering improved public services and empowering our citizens.
- A Council that is committed to listening to local people and working together with local NGOs
- A Council where co-operation, fairness, accountability, and responsibility really matter
- A Council that supports businesses and ensures that our local council continues to be a council that provides opportunities for employment, innovation, growth, and investment, and
- A Council that actively promotes our local council to the benefit of the city and its people

The 2018-2020 business plan is a "journey" which sets out Hal Qormi's integrated blueprint for the work that will be done within the locality in this period. This 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.

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 1% is being 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. Yet, the Council is operating in a normal business environment where resident's demands are on the increase and the supplies to the Council are becoming expensive by the day. If the Council does not meet the objective of controlling recurrent expenditure, it would have to postpone expenditure on capital projects. 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. The Council is also on the look out to tap from the new wave of EU Funding which were made available to the Maltese Islands.

This Business plan sets out our ambitions and priorities for the next three years. We want everyone involved – the residents, our workforce, our community-planning partners and external organisations – to have a clear view of our purpose and our vision. And we want them to share in our ambition of raising the level of our locality. The Councillors and our staff work together to advocate for funding and support to help our local council to achieve our priorities. This involves regularly engaging our many stakeholders. The Council will continue to work hard to ensure Hal Qormi will be a clean, green and safe place that enjoys a sense of community.

1.0 Introduction and Situation Analysis

Jesmond Aquilina
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 (2018 – 2020)

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 (2018 – 2020)

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.

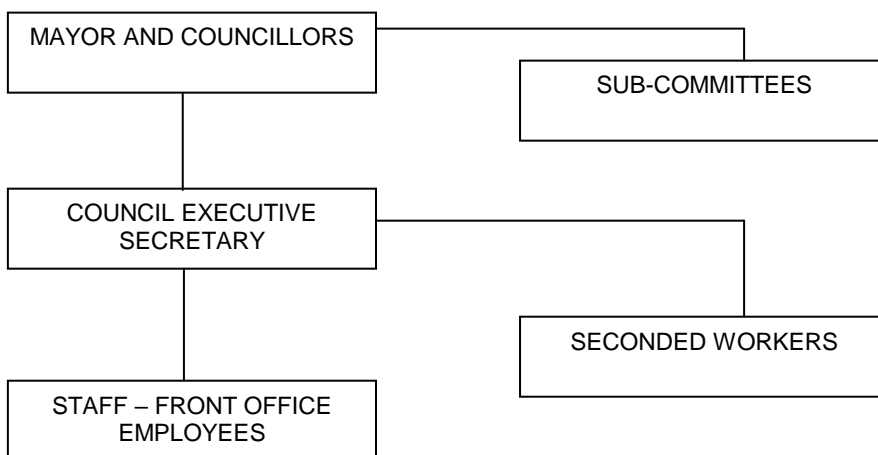
The Council is therefore adopting the following strategies in order to achieve its objectives:

- 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 2018 €	FORECAST 2019 €	FORECAST 2020 €	FORECAST 2018 - 2020 €
2	Income				
0001	Government	1,168,912	1,175,000	1,177,000	3,520,912
0020	Bye-Laws	82,000	85,000	89,000	256,000
0090	Investment	100	100	100	300
0100	General	42,785	45,000	50,000	137,785
	TOTAL	1,293,797	1,305,100	1,316,100	3,914,997
1	Expenditure				
1000	Personal Emoluments	206,608	207,600	209,000	623,208
2000	Operations and maintenance	761,092	766,392	768,892	2,296,376
2000	Administration	62,987	63,700	63,700	190,387
	Finance income	2,500	2,500	2,500	7,500
7000	Capital Expenditure	158,000	160,460	162,969	481,429
	TOTAL	1,191,187	1,200,652	1,207,061	3,601,014
	SURPLUS/DEFICIT	102,610	104,448	109,039	299,526
	BROUGHT FORWARD		102,610	207,058	
	CARRY FORWARD	102,610	207,058	316,097	316,097

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 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
		2018 €	2019 €	2020 €	2018 - 2020 €
2	Income				
0000	Government				
0001	Annual	1,141,203	1,145,000	1,147,000	3,433,203
0002	Supplementary	-	-	-	-
0003	Special needs	-	-	-	-
0004	Public/government delegations	-	-	-	-
0015	Other	27,709	30,000	30,000	87,709
		1,168,912	1,175,000	1,177,000	3,520,912
0020	Bye-Laws				
0021	Community services	4,100	5,000	5,000	14,100
0036	Contravention of bye-laws	27,400	28,000	30,000	85,400
0056	Sponsorships	-	-	-	-
0066	General services	50,500	52,000	54,000	156,500
		82,000	85,000	89,000	256,000
0090	Investment				
0091	Bank interest	100	100	100	300
0096	Government securities	-	-	-	-
		100	100	100	300
0100	General				
0110	Donations	-	-	-	-
0120	Contributions	-	-	-	-
0129	General Income	42,785	45,000	50,000	137,785
		42,785	45,000	50,000	137,785
TOTAL		1,293,797	1,305,100	1,316,100	3,914,997

5.0 Financial and Performance Forecasts

5.4 Three Year Expenditure
Forecast

ACCT NO.	DESCRIPTION	FORECAST	FORECAST	FORECAST	FORECAST
		2018 €	2019 €	2020 €	2018 - 2020 €
1	Expenditure				
	Personal Emoluments				
1100	Mayor's & Councillors' allowance	29,378	29,500	30,000	88,878
1200	Employee salaries and wages	146,188	146,500	147,000	439,688
1300	Bonuses	11,503	11,700	11,850	35,053
1400	Income supplements	1,817	1,900	2,000	5,717
1500	Social Security contributions	14,756	14,800	14,850	44,406
1600	Allowances	466	500	500	1,466
1700	Overtime	2,500	2,700	2,800	8,000
		206,608	207,600	209,000	623,208
	Operations and maintenance				
2100	Utilities	13,200	13,500	13,500	40,200
2200	Materials and supplies	10,000	10,500	11,000	31,500
2300	Repair and upkeep	95,000	97,000	99,000	291,000
2400	Rent	233	233	233	699
3010	Street Lightning	41,500	41,500	41,500	124,500
3020	Lease of equipment	200	200	200	600
3030	Insurance	6,000	6,500	6,500	19,000
3040	Waste Disposal	84,210	84,210	84,210	252,630
3041	Refuse Collection	220,000	220,000	220,000	660,000
3042	Bulky Refuse	13,000	13,000	13,000	39,000
3043	Bins on wheels	300	300	300	900
3045	Bring in sites	350	350	350	1,050
3051	Road & Street cleaning	80,844	80,844	80,844	242,532
3052	Cleaning & Maintenance of Non-Urban	12,000	12,000	12,000	36,000
3053	Cleaning of Public Conveniences	17,380	17,380	17,380	52,140
3060	Cleaning & Maintenance of parks	66,500	66,500	66,500	199,500
3035	Bank charges	175	175	175	525
3064	Other Contractual Services	11,000	11,000	11,000	33,000
3100	Contract & Project Management	21,200	21,200	21,200	63,600
3300	Community and hospitality	68,000	70,000	70,000	208,000
		761,092	766,392	768,892	2,296,376

5.0 Financial and Performance Forecasts

5.4 Three Year Expenditure Forecast
(continued)

ACCT NO.	DESCRIPTION	FORECAST 2018 €	FORECAST 2019 €	FORECAST 2020 €	FORECAST 2018 - 2020 €
1	Expenditure (continued)				
	Administration & Other Expenditure				
2150-2199	Office Utilities	2,600	2,600	2,600	7,800
2500-2599	National & International Memberships	600	600	600	1,800
2600-2699	Office Services	14,500	14,700	14,700	43,900
2700-2799	Transport	4,300	4,500	4,500	13,300
2800-2899	Travel	2,000	2,000	2,000	6,000
2900-2999	Information Services	8,270	8,300	8,300	24,870
3140-3199	Professional Services	15,717	16,000	16,000	47,717
3200-3299	Training	13,000	13,000	13,000	39,000
3400-3499	Incidental Expenses	2,000	2,000	2,000	6,000
		62,987	63,700	63,700	190,387
	Finance Costs				
3036	Interest on Bank Loan	2,500	2,500	2,500	7,500
		2,500	2,500	2,500	7,500
	Capital expenditure				
7001	Acquisition of property	35,000	35,000	35,000	105,000
7100	Construction	-	-	-	-
7200	Improvements	56,000	57,120	58,262	171,382
7300	Equipment	-	-	-	-
7500	Special programmes	67,000	68,340	69,707	205,047
		158,000	160,460	162,969	481,429
	TOTAL	1,191,187	1,200,652	1,207,061	3,598,900

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

Account No. Project No.	Capital Expenditure Project Description	2018		2019		2020		2018 to 2020
		Account €	Project €	Account €	Project €	Account €	Project €	Account Total €
7001	Acquisition of property Property Loan Repayment	35,000	35,000	35,000	35,000	35,000	35,000	35,000
7200	Improvements Restoration of Monuments	56,000	56,000	57,120	57,120	58,262	58,262	171,382
7500	Special programmes Road Resurfacing	67,000	67,000	68,340	68,340	69,707	69,707	205,047
TOTAL New Projects:		158,000		160,460		162,969		481,429

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.