



Business Plan

2016-2018

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Council Proposed Projects:

- **Resurfacing of the Jogging track**
- **Upgrading of the Playing Field Area**
- **Emellishment works in various areas**
- **Traffic Management**
- **Construction of a Community Centre**
- ***Solar Farm in Garnaw Valley**
- *** Upgrading of Footpaths and open spaces in Wied Garnaw Valley (Programme Leader 2014-2020)**
- ***Construction of a Skate Park**
- *** Construction of a Club House in the Playing Field Area**
- ***Belvedere in Dawret it-Torri and Triq Prinjoli**

1.0 Introduction and Situation Analysis

The Santa Lucija Local Council as elected in the Local Elections of April 2015 is presenting a three year Business Plan for the period 2016-2018. This business plan will give a detailed review of the Council's operations, proposed projects and finances and provide a framework for the Council's annual budgets.

The majority of the projects highlighted in the previous three year plan have now been implemented. These include the **Road Resurfacing programme under the PPP Scheme, Garden of Serenity Renovation Project and the construction of water reservoir in Triq il-Gnien**. The newly elected Council is committed to continue to implement projects projected by the previous Council. During the first year in office the Council managed to obtain a commitment from Sports Malta regarding the resurfacing of the Jogging Track, a project which is estimated to cost €90,000.00. The Council also managed to launch the first Day Care Centre and Learning Hub for the Elderly in Santa Lucija following the Agreement with the Parliamentary Secretariat for Rights of Persons with Disability and Active Ageing which was signed by the previous Council. The present Council also entered into an agreement with the Primary Health Care Department for the Devolution of the Health Clinic in Santa Lucija. Both parties are committed to work together to complete this devolution and provide a standardized service thereafter.

Another major issue which is of great concern to the Council is the Traffic Light Junction in Luqa Road. This project was proposed to Transport Malta by the previous Council to address a safety issue in view of the exit from Santa Lucija to Xintill Roundabout. Transport Malta agreed to this proposal and is working together with the Council on the final plan before the implementation of this project.

The Construction of the Community Centre in Santa Lucija will remain the Councils most ambitious project. This year the Council will be reviewing the projected plans and estimate of this project. Discussions between the Council and the Central Government are already underway and the Council is pleased with the positive outcome. The Council is optimistic about the implementation of this project since it is very much in line with the Government policy regarding in particular renewable energy and the environment.

The Council will also be innovative and plan and implement new projects based on the needs and proposals of the community as a whole. The financial commitments brought forward by the PPP Scheme constitute a burden on the Council's finances for the next couple of years, however the Council is optimistic and will find a way forward on how to do more with less. The Council will be focusing on projects in the open and recreational spaces within the locality. As a member of Gal Xlokk Foundation the Council will be preparing projects in the non-urban areas for funding under the Programme Leader (2014-2020). Upgrading works on street paving, road maintenance and recreational areas will be given priority. The Council is also committed to address the flooding problems in Triq il-Gnien and Vjal Oleandri.

While striving to maintain the good practices already in place for the delivery of services within the community, the Council will continue to implement innovative ideas in the field of education, social work and youth participation.

Caroline Silvio
Executive Secretary

Terrence Ellul
Mayor

2.0 Mission Statement and Values

2.1 Mission Statement

To be the heart of our community by providing services that everyone uses and benefits from at different times of their lives and by continuously striving to improve the infrastructure and social environment of our Garden City.

2.2 Values

The values that Santa Lučija Local Council embraces are:

- ❖ Safeguard the natural and urban environment of our locality while enhancing its potential for the benefit of our community
- ❖ Deliver innovative services to ensure the well-being of our community as a whole and of the individuals, with special attention directed to persons with special needs
- ❖ Involve the community in decision-making and respect the opinion of each individual irrespective of belief and social status
- ❖ Ensure all services and operations are provided in the most efficient way possible while maintaining the transparent administration of Council business.

3.0 Objectives, Expected Results and Strategies**3.1 Short term objectives and expected results**

Traffic Management	<p>The Council will continue to follow the project of the Traffic Light Junction in Luqa Road. Transport Malta agreed to implement this project as proposed by the Council. This project will address the safety issue of the exit onto Xintill Roundabout.</p> <p>The Council will also follow two other proposal with Transport Malta being:</p> <p>The resurfacing of Triq Pepprin. In the year 2015 the Council was infomed that Transport Malta will be including the resurfacing of this road in its programme of works.</p> <p>The resurfacing of Trejget Garnaw from Triq Prinjoli to Gudia Road. This will provide another exit from Santa Lucija and will hopefully ease traffic from around Xintill Roundabout</p>
Embellishing Works in various area	<p>During this three year period the Council will be using funds from the Government allocation ring fenced for road manitenance to carry out the Embellishment works as per programme of works already approved by the Council.</p>
Maintenance of gutters	<p>The Council will continue to investigate further the rain water gutters system which from Triq il-Ġnien lead to Vjal Oleander and Triq il-Ġizimin. The Council is committed to carry out the necessary maintenance works to reinstate the whole rain water gutters system. This initiative is intended to address the problem of rain water flooding in these areas.</p>
Upgrading of the Playing Field Area	<p>The Council will be upgrading the Playing Field area by:</p> <ul style="list-style-type: none"> • carrying out the necessary maintenance works; • installation of two gates at the two openings leading to Triq Inez Soler; • replacing old dustbins with new ones utilising UIF funds; • introducing a new swing for children with special needs utilising funds given to Local Councils by the Southern Region • extensive maintenance to the lighting system in the area • introducing a CCTV Camera System utilising funds given to Local Council's by the Southern Region
Resurfacing and upgrading of the Jogging Track Area	<p>Sports Malta is committed to carry out resurfacing works on the one kilometer track in the Jogging Track area. This project which is estimated to cost €90,000.00, will be totally financed by Sport Malta and is to be completed by the end of 2016. To complement this project the Council will introduce five cast iron water fountains in the area. These water fountains are sponsored by HSBC under the Catch the Drop Campaign. The Council is also committed to introduce a dog park an area of the Jogging Track in the vicinity of Block I.</p>
Maintenance of Housing Blocks	<p>The Council will continue to co-ordinate with the Housing Authority regarding the maintenance of the common parts of the Housing Blocks. Works have been completed on 27 blocks and seven other blocks are currently being upgraded. The Council is confident that within the three year period the common parts of government</p>

	<p>housing blocks will be all upgraded.</p> <p>The Council will continue to urge the Housing Authority regarding the possibility of installing more lifts in Housing Blocks</p>
<p>Administration of the Health Clinic in Santa Lucija</p>	<p>The Santa Lucija Local Council and the Department for Primary Health entered into an agreement regarding the upgrading and administration of the periferial clinic in Santa Lucija.</p> <p>Both parites will exploit the full potential of this peripheral clinic so as to provide additional services in the following areas:</p> <ul style="list-style-type: none"> • Health Education • Promotions • Health Care
<p>Day Care Centre and Learning Hub for the Elderly</p>	<p>The Council will continue to give its full support to the running of the Day Centre for the Elderly which has been recently set up in the Chinese Garden pavillon. The Council will address every need that might arise for the maintenance and upkeep of this centre. The Council will also participate in the co-ordination of initiatives related to the well-being of the elderly, such as the organisation of health talks, health services and the organisation of various activities and outings. The aim is to address the problem of loneliness amongst senior citizen and give them a sense of belonging by providing care and attention to those who need it most.</p>
<p>Youth Participation Sports</p>	<p>The Council will continue to work with the organisation LEAP to integrate more youths into social work.</p> <p>The Council is also committed to give support to all organisations who work with youths including the Santa Lučija Football Nursery. The Council will also exploit EU funds by participating in EU Youth Support Programmes and co-ordinate Youth Exchange Activities.</p>
<p>Educational initiatives – After School Activities</p>	<p>The Council will work with the Ministry of Education, Head of Schools and voluntiers regarding the use of the schools for after hours educational school activites</p>
<p>Health and Fitness for the well being of the community of all ages</p>	<p>The Council will continue to raise awareness as to how residents can lead a more healthy life and avoid health problems. The Council will continue to organise health and fitness courses for residents of all ages, The feedback from similair initiatives organised recently was very encouraging.</p>
<p>Focus on the social aspect within the locality in the fields of education, culture, and community services</p>	<p>Give full support to schools and organise computer and IT courses on an on-going basis</p> <p>The Sub-Committee for Community Services will be involved in the organisation of social activities</p> <p>The Sub-Committee for Culture will organise Cultural events and activities</p>

3.0 Council Objectives, expected results and strategies

3.3 Strategies

While formulating the strategy for the three year period, the Council established its goals after conducting an environmental and organisational analysis. The Council also took full consideration of the feedback it receives from the residents and utilised past experience as a guide for the successful implementation of the strategies that will be adopted.

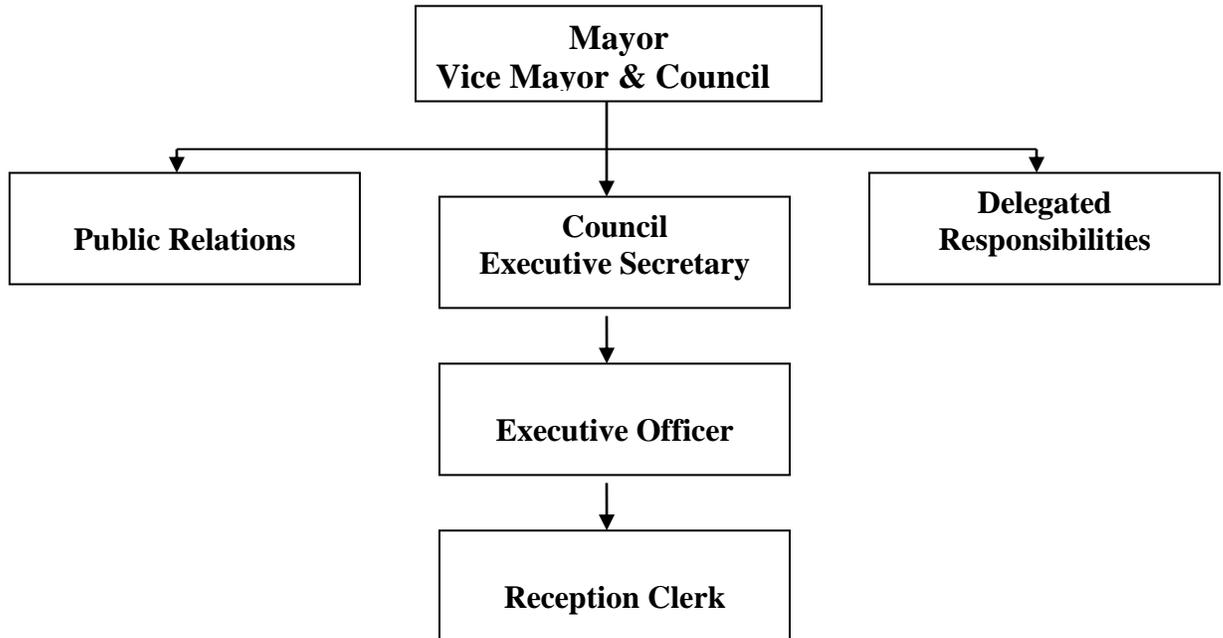
The strategies are:

- Build further on the good relationship existing between Government Departments and the Santa Lučija Local Council. Co-ordination of works related to the services they offer will lead to the success of Council projects and objectives.
- Seek alternative sources of income for the financing of our Capital Projects and implement revenue generating schemes by fully exploiting the potential that the locality has to offer.
- Encourage residents to take a more active part in the decision making process for their locality. Monitor feedback and be proactive in identifying the needs and wants related to the social environment and infrastructure of the locality.
- Exploit the procurement of EU funding for projects which fit the requirements of the locality.

4.0 Operations Analysis

4.1 Organisation

This Council as elected in the Local Election of 2015 has the following structure:



All policy making is now headed by the Council through Delegated Responsibilities entrusted to Councillors. Each Councillor may head a number of sub-committees to assist him in a specific field.

The Council's Executive Secretary implements the Council's policies, co-ordinates the day to day administration together with the Mayor and controls and monitors all other functions and activities.

The Executive Officer assists the Executive Secretary in the keeping of accounts and correspondence and the co-ordination of the day to day administration of the Council. The Reception Clerk is engaged in the delivery of services addressed to local residents mainly through the customer care system, rent collection and payments of LES fines and commercial permits.

4.0 Operations Analysis

4.2 General Activities

Guided by the Mission Statement as proposed in this Business Plan we intend to direct all our operations towards the achievement of the Council's goals and objectives.

All Council operations could be divided in three main areas: the projects aimed at the infrastructural improvements in our locality, the projects addressed at the social environment within the locality and the delivery of services from the Council's Administrative Office.

A detailed review of the Council projects related to infrastructural improvements and the social environment have been described in detail in item 3.1 and 3.2: long and short term objectives.

The Council's Administrative Office is the direct link between the Council and the community. Its operations often reflect the efficiency and effectiveness of the Council's overall operations. It is through this office that all functions and operations are co-ordinated and monitored.

In recent years various systems related to the delivery of services have been introduced and have now become synonymous with this office. These past years the Customer Care System has been offering residents the facility to file complaints related to almost any Government Department or the Council itself. These complaints reach the relevant department through a workflow system, by phone or by e-mail and are given the necessary attention within a stipulated period of time. Complaints which fall directly under the responsibility of the Council are immediately tackled so as to cause the minimum inconvenience to the residents.

Rent collection is an on-line service which has proved to be very efficient in this locality where the majority of the residents reside in government rented property. Other services include mainly the payments of fines related to the Local Enforcement System and issuing of several permits such as trenching works and activities. This office offers these services during office hours, both mornings and afternoons. The Council's office is also open on Saturdays from 8.00a.m to 11.30a.m.

The Council also provides e-government service through this office. Two computers with internet service are for public use, free of charge. Residents within the locality are fully aware of this service. In fact a considerable number of residents of all ages make use of the internet service provided daily from the Council's premises. This facility has proved to be most useful to young students who use the internet as a source of information for their educational projects and studies.

The Council's Administration office offers various means of communication with the community. A considerable number of adverts and notices are issued every day and displayed in the Council's notice

4.0 Operations Analysis

4.3 General Activities (cont.)

Boards which are eight in number and are located in prime areas within the locality. Another effective means of communication is the Council's website which is currently being revamped. Council staff also co-ordinates the set up of the Council newsletter which proved to be an ideal source of communication providing an update of all Council's current functions, operations and news. The Council has a data base with the e-mail addresses of those residents who agreed to receive all Council communications and advertising via e-mail. This has proved to be a most efficient and effective way of communicating with residents. Over and above these communication tools the Council is committed to the door to door distribution of important adverts and notices.

All functions and operations approved by the Council are co-ordinated through the Council's Administrative Office. These include tendering procedures, implementation of Council's projects and monitoring of contractual services and the social, educational and cultural activities organised by the Councillors.

The Council members and administrative staff have adopted a team work approach which has provided the best environment for the optimum performance of the Council in all its operations.

Caroline Silvio
Executive Secretary

5.0 Financial and Performance Forecast

5.1 Three Year Financial Forecast					
ACCT NO.	DESCRIPTION	FORECAST 2016 Euro	FORECAST 2017 Euro	FORECAST 2018 Euro	FORECAST 2016 - 2018 Euro
2	Income				
0000	Government	392,243.42	337,141.91	347,004.59	1,076,389.92
0020	Bye-Laws	5,500.00	6,250.00	7,500.00	19,250.00
0090	Investment	150.00	150.00	150.00	450.00
0100	General	2,000.00	4,000.00	6,000.00	12,000.00
	TOTAL	399,893.42	347,541.91	360,654.59	1,108,089.92
1	Expenditure				
1000	Personal Emoluments	95,005.26	97,537.04	100,147.04	292,689.34
2000	Operations and maintenance	258,983.08	221,517.08	242,758.08	723,258.24
7000	Capital Expenditure	38,530.00	23,508.50	16,502.50	78,541.00
	TOTAL	392,518.34	342,562.62	359,407.62	1,094,488.58
	SURPLUS/DEFICIT	7,375.08	4,979.29	1,246.97	13,601.34
	BROUGHT FORWARD	50,780.00	58,155.08	63,134.37	50,780.00
	CARRY FORWARD	58,155.08	63,134.37	64,381.34	64,381.34

5.2 Three Year Income Forecast					
		FORECAST	FORECAST	FORECAST	FORECAST
ACCT NO.	DESCRIPTION	2016	2017	2018	2016 - 2018
		Euro	Euro	Euro	Euro
2	Income				
0000	Government				
0001	Annual	315,815.00	325,289.45	335,048.13	976,152.58
0002	Supplementary	4,480.00	2,500.00	2,500.00	9,480.00
0003	Special needs				
0004	Public/government delegations				
0015	Other	71,948.42	9,352.46	9,456.46	90,757.34
		392,243.42	337,141.91	347,004.59	1,076,389.92
0020	Bye-Laws				
0021	Community services				
0036	Contravention of bye-laws	2,000.00	2,500.00	3,000.00	7,500.00
0056	Sponsorships				
0066	General services	3,500.00	3,750.00	4,500.00	11,750.00
		5,500.00	6,250.00	7,500.00	19,250.00
0090	Investment				
0091	Bank interest	150.00	150.00	150.00	450.00
0096	Government securities				
		150.00	150.00	150.00	450.00
0100	General				
0110	Donations				
0120	Contributions	2,000.00	4,000.00	6,000.00	12,000.00
		2,000.00	4,000.00	6,000.00	12,000.00
	TOTAL	399,893.42	347,541.91	360,654.59	1,108,089.92

5.3 Three Year Expenditure Forecast						
ACCT NO.	DESCRIPTION	FORECAST 2016 Euro	FORECAST 2017 Euro	FORECAST 2018 Euro	FORECAST 2016 - 2018 Euro	
1	Expenditure					
1000	Personal Emoluments					
1100	Mayor's allowance	7,228.50	7,445.00	7,668.00	22,341.50	
1200	Employee salaries and wages	65,862.52	67,838.00	69,874.00	203,574.52	
1300	Bonuses	5,516.80	5,682.00	5,853.00	17,051.80	
1400	Income supplements	969.04	969.04	969.04	2,907.12	
1500	Social Security contributions	5,829.52	6,004.00	6,184.00	18,017.52	
1600	Allowances	7,098.88	7,099.00	7,099.00	21,296.88	
1700	Overtime	2,500.00	2,500.00	2,500.00	7,500.00	
		95,005.26	97,537.04	100,147.04	292,689.34	
2000	Operations and maintenance					
2100	Utilities	7,000.00	7,000.00	7,000.00	21,000.00	
2200	Materials and supplies	7,800.00	8,034.00	8,275.00	24,109.00	
2300	Repair and upkeep	70,000.00	46,000.00	53,000.00	169,000.00	
2400	Rent	6,482.08	6,482.08	6,482.08	19,446.24	
2500	National / International memberships	3,500.00	1,000.00	1,000.00	5,500.00	
2600	Office services	6,150.00	6,150.00	6,150.00	18,450.00	
2700	Transport	1,800.00	1,800.00	1,800.00	5,400.00	
2800	Travel	3,500.00	3,500.00	3,500.00	10,500.00	
2900	Information services	3,500.00	2,000.00	2,000.00	7,500.00	
3000	Contractual services	121,051.00	121,051.00	121,051.00	363,153.00	
3100	Professional services	17,700.00	13,000.00	27,000.00	57,700.00	
3200	Training					
3300	Community and hospitality	10,000.00	5,000.00	5,000.00	20,000.00	
3400	Incidental expenses	500.00	500.00	500.00	1,500.00	
		258,983.08	221,517.08	242,758.08	723,258.24	
7000	Capital expenditure					
7001	Acquisition of property					
7100	Construction					
7200	Improvements					
7300	Equipment	1,000.00			1,000.00	
7500	Special programmes	37,530.00	23,508.50	16,502.50	77,541.00	
		38,530.00	23,508.50	16,502.50	78,541.00	
	TOTAL	392,518.34	342,562.62	359,407.62	1,094,488.58	

5.0 Financial and Performance Forecast (cont.)**5.4 General Comments**

Income 2016	<ul style="list-style-type: none"> • (A/C 0001) Government allocation is the actual amount for the year 2016. • (A/C 0002) this income is calculated as follows: <ul style="list-style-type: none"> ➢ Urban Improvement Fund (UIF) - The amount available for the locality of Santa Lučija as at end of 2015 was €1,980.00 ➢ Library Scheme - €1,000.00 ➢ Schemes for Cultural Events – €1,500.00 • (A/C 0015) this income is calculated as follows: <ul style="list-style-type: none"> ➢ PPP: €62,699.46 (remaining 15% financed by DLG upon completion of works) ➢ CIES; €9,248.46 – reimbursement of salary for CIES worker • (A/C 0036) is the income from LES administration fees • (A/C 0066) is the income from Permits for Cranes, Skips: income from tender fees and general income • (A/C 0091) – Bank interest on Fixed Deposit Accounts • (A/C) 0120) - contributions from Bye-Laws for the Garden of Serenity, 5-a-side football pitch, Santa Lučija booklets etc.
Income 2017	<ul style="list-style-type: none"> • (A/C 0001) We are assuming an increase of 3% in the Government allocation. • (A/C 0002) is the income from Library Schemes and Cultural Activities Schemes • (A/C 0015) is the reimbursement of salary for CIES worker • (A/C 0036) is the income from LES administration fees • (A/C 0066) is the income from Permits for Cranes, Skips and general income • (A/C 0091) – Bank interest on Fixed Deposit Accounts <ul style="list-style-type: none"> • (A/C) 0120) - contributions from Bye-Laws for the Garden of Serenity, 5-a-side football pitch, Santa Lučija booklets etc.
Income 2018	<ul style="list-style-type: none"> • (A/C 0001) We are assuming an increase of 3% in the Government allocation. • (A/C 0002) is the income from Library Schemes and Cultural Activities Schemes • (A/C 0015) is the reimbursement of salary for CIES worker • (A/C 0036) is the income from LES administration fees • (A/C 0066) is the income from Permits for Cranes, Skips: and general income • (A/C 0091) – Bank interest on Fixed Deposit Accounts • (A/C) 0120) - contributions from Bye-Laws for the Garden of Serenity, 5-a-side

	<p>football pitch, Santa Luċija booklets etc.</p>
<p>Expenditure 2016</p>	<ul style="list-style-type: none"> • Personnel Emoluments are the actual as per salary scales for 2016 • Repairs and Upkeep includes a provision of €47,000 for the programme of Embellishment works in various areas. It also includes the expense for the purchase of the necessary material for the upgrading of the playing field area. Labour works are being carried out by the Community Scheme Workers • National International Membership includes the Gal Xlokk Membership Fee which amounts to €2,500.00 • A provision of €3,500 is being made for travel for each consecutive year in view of the possibility of activities related to town twinning or participation as partners in EU projects • Contractual Services also include the loan repayments for the purchase of the Council Premises and a further provision of an extra €5000.00 for the settlement of part of this bank loan. • Professional Services includes a provision of €2500.00 for the development of the Council's Website and a maintenance agreement for one year.
<p>Expenditure 2017</p>	<ul style="list-style-type: none"> • A provision of 3% is being taken for personnel emoluments. This is intended to cover the cost of living increase and any other increase in the revision of salary scales. • Repairs and Upkeep includes a provision of €20,000 for the programme of Embellishment works in various areas • A provision of €3,500 is being made for travel for each consecutive year in view of the possibility of activities related to town twinings or participation as partners in EU projects • Contractual Services also include the loan repayments for the purchase of the Council Premises and a further provision of an extra €5000.00 for the settlement of part of this bank loan.
<p>Expenditure 2018</p>	<ul style="list-style-type: none"> • A provision of 3% is being taken for personnel emoluments. This is intended to cover the cost of living increase and any other increase in the revision of salary scales. • Repairs and Upkeep includes a provision of €30,000 for the programme of Embellishment works in various areas • A provision of €3,500 is being made for travel for each consecutive year in view of the possibility of activities related to town twinings or participation as partners in EU projects • Contractual Services also include the loan repayments for the purchase of the Council Premises and a further provision of an extra €5000.00 for the settlement of part of this bank loan.

	<ul style="list-style-type: none"> Professional Services include a provision of €14,000.00 for the Fees due for the Mepa Application for the Construction of the Community Centre
Performance	<ul style="list-style-type: none"> The Council is committed to be most cost effective in all its operations as reflected in the yearly budget. All services provided are continuously monitored to provide the optimum performance in all areas.

6.0 Capital Development

Account No. Project No.	Capital Expenditure Project Description	2016		2017		2018		2016 - 17 to 2018 - 19 Account Total Euro
		Account Euro	Project Euro	Account Euro	Project Euro	Account Euro	Project Euro	
7001	Acquisition of property							
7100	Construction Resurfacing of Jogging Track-2016 100%Financed by Sports Malta							
7200	Improvements Renovation of Santa Lucija Chapel-2016 - 100% Financed Ministry of Justice and Local Government							
7300 7320	Equipment External Hardware for Back Up	1,000.00	1,000.00					1,000.00
7500	Special programmes	37,530.00		23,508.50		16,502.50		77,541.00
7506	Road Resurfacing under the PPP Scheme		37,530.00		23,508.50		16,502.50	
	TOTAL New Projects:	38,530.00		23,508.50		16,502.50		78,541.00

Notes and Assumptions

The execution of each project is subject to changes in the Council's development projects.

The Santa Luċija Local Council is being proactive and preparing various projects which are in line with various funding schemes issued by the government during the year. These projects vary from infrastructural to environmental projects. In this initial process the Council prepares the plans and estimates and applies for the necessary permits.

It is not possible to determine which projects will be approved for funding. It is also difficult to predict the financial implication that these projects will entail due to the co-financing issue. The Council will be using any surplus funds for the co-financing of such projects and the above forecast will be adjusted as necessary.

The Council has other projects which for the sake of prudence have not been included in this three year forecast. The implementation of these projects depends on the funding opportunities which will arise during this three year period. A detailed presentation of these projects, which will include plans and estimates, is currently being prepared by the Council's architect.

6.1 Details of Capital Development Projects

Projects	Account	
	7100	<ul style="list-style-type: none"> Jogging Track, Tal-Barrani Road, Santa Lucija: To change material of jogging track's surface from sand to random patterned olive paving blocks <p>This project will be carried out and financed by Sports Malta. The estimated cost of this project is €90,000.00</p>
	7200	<p>Scheme – Memo 151-2015 – Skema ta' Restawr ta' Postijiet Storici</p> <p>Restoration of the external facades, roof and parvis of Santa Lucija Chapel</p> <p>This project will be financed by the Ministry for Justice, Culture and Local Government – and managed by the Restoration Directorate within the Ministry</p>
	7300	IT: External Hardware for Back up of all Councils data
	7506	PPP- the amounts shown under special programmes are the financial commitments (Capital Creditors) under the PPP Scheme for the period 2016-2018 for the resurfacing of Triq Inez Soler, Triq Gulietta Lopez and Triq il-Ġnien