

## **Hal Lija Local Council**

### **Business Plan**

**2018 – 2020**

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### 1.0 Introduction and Situation Analysis

During the past year, the Local Council has made various improvements as from year 2016, as there was a surplus for that year of €34,322.00. For the year of 2017 the surplus was for the amount of €46,567.00. During the year, the Hal Lija Local Council made successful progress with regards to works carried out in several areas of the locality. Examples of these outstanding works include of; the upkeep of street cleanliness, the maintenance of public gardens and playing fields, the collection of household waste, recycled waste, that of bulky refuse and as well as glass collection.

The Hal Lija Local Council is doing its utmost so as not to exceed the yearly financial allocation €278,851.00, and other income which amounts to €304,687.00, given this financial situation. The expenses for 2018 will approximately amount to €298,675.00 Therefore the funds which are allocated at our disposal should cover current expenditure whatsoever with existing salaries and contracts.

An expense that the Council still has to pay is that of the PPP project. This expense amounts to €14,062.00 per annum and payment for this project will only be fully settled by the year 2020.

The Council will gain some money since the four bye-laws were finally approved. These bye-laws include; bye-laws on the use of facilities, bye-laws on notice boards, bye-laws on the protection of the belvedere tower and windmill and bye-laws regarding advertisements.

The Council has received €13,499.03 allocated funds from the Central Region, during the year 2017 but the total balance as at 31st December 2017 was €18,751.62 due to the fact that the amount of €5,252.59 was brought forward from the previous year 2016. With these funds the Council approved small projects namely; patching works, road and street signs, plotting of road markings, and some works in the Centru Rekreativ. Hence, the amount of these funds has minised and therefore the Council is now more limited with regards to work progress.

The Council has a current expense of €700.00 per month for the renting of the Council office premises. The Council would like to either have funds so as to buy a property or else be given a government property solely for the Council offices.

In the future the Council intends to proceed with the restoration of the Belvedere Tower together with the embellishment of Transfiguration Avenue.


We are ensuring that we are in limit with the Financial indicator for the year 2018, so the Council will continue to take these measures:

- Commitment not to incur more than the amount of the yearly allocation,
- Will not take part in new capital projects,
- Will not apply for EU funds unless they are fully financed,
- Unlike previous years the Council will not accept any claims with respect to car damages.

Given the above, the Council has planned its expenditure and total expenses for the upcoming year.

Today the Council is presenting these financial estimates and is convinced that these estimates are enough to cover and solve problems which have been long pending. By means of allocated funds at the Council's disposal, these pending problems will start to be addressed according to priority.

The Council believes that these milestones can only be reached as long as the Council and the residents of Hal Lija work in collaboration with each other for the benefit of the locality.

  
Mrs. Magda Magri Naudi  
Hal Lija Mayor

***1.0 Introduction and Situation Analysis***

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## **2.0 Mission Statement and Values**

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### **2.1 Mission Statement**

To become the model Council through the continuous development of our infrastructure to best meet the needs of the residential and business sectors of our community while continually emphasising operational excellence and innovative administration of our financial resources.

To meet or surpass the revenue targets and maintain expenditure within the budget while ensuring the best 'value for money' for the services we buy.

### **2.2 Values**

- Enhancement of the quality of works and service
- Maximization of the benefits to our Community as a whole while respecting the needs of individuals and specific sectors.
- Respect for the viewpoints and beliefs of all members of our community.
- Respect for the environment and cultural heritage of our community.
- The just and open administration of council business.
- Excellence in everything we do, in the service we receive and give.

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

Objectives	Expected Results
<ul style="list-style-type: none"> <li>Maintenance of roads and pavements within the responsibility of the council and liaison with the relative government department for works which fall within the responsibility of the Central Government</li> </ul>	Better streets and pavements and a decrease in the number of complaints received
<ul style="list-style-type: none"> <li>Upkeep and improvements to traffic signs and road markings that fall within the responsibility of the Council and liaison with the Roads Department for works which fall within the responsibility of the Central Government.</li> </ul>	Better more visible road signs and markings to prevent road traffic accidents
<ul style="list-style-type: none"> <li>Upkeep and Maintenance of the Playing Field</li> </ul>	Better environment for children's recreation.
<ul style="list-style-type: none"> <li>Law enforcement of contraventions regarding traffic, littering and other regulations.</li> </ul>	To better regulate traffic and cleanliness in the locality.

**3.2 Long Term objectives and expected results (Year+1 - Year+2):**

Objectives	Expected Results
<ul style="list-style-type: none"> <li>The implementation of the diversion of traffic in Hal Lija</li> </ul>	To prevent congestion of heavy traffic passing through Hal Lija for the safety of the residents.
<ul style="list-style-type: none"> <li>Provide a centrally located facility from which services relevant to today's needs are offered in an environment which meets the expectations of our community.</li> </ul>	A one-stop shop dealing with most of the services which the community deems necessary and the Council finds indispensable in order to operate well.
<ul style="list-style-type: none"> <li>To provide for the upkeep and maintenance of street lighting.</li> </ul>	To improve the efficiency in the replacement of street lighting.
<ul style="list-style-type: none"> <li>To provide for the re-instatement of roads after household water services are replaced.</li> </ul>	To improve re-instatement works made.
<ul style="list-style-type: none"> <li>New Council Premises</li> </ul>	To improve the quality of services given as well as this will be a help to the Council from the financial point of view as the Council will benefit from the services provide.
<ul style="list-style-type: none"> <li>Implementation of Bye-Laws which consists of Bye-law for Advertisement, Bye-laws for Notice Boards, Protection of Belvedere Tower and Windmill</li> </ul>	The Council will benefit financial when these bye-laws are approved and start to be implemented.

***Objectives, Expected Results and Strategies (cont.)***

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**3.3 Strategies**

- Develop business relationship with the other councils and suppliers in order to achieve the best possible services at the lowest cost, using the principles of partnership and value chain management.
- Encourage dialogue, respect and teamwork.
- Use the best management techniques.
- Involve community residents and business in the financing of capital and social projects to create a series of improvements for overall, long term benefit of our locality.

#### 4.0 Operation Analysis

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##### 4.1 Organisation

###### MAYOR AND COUNCIL

Mrs. Magda Magri Naudi  
Ms. Stephanie Cutajar  
Mr. Massimo Scerri  
Mr. Saviour Farrugia  
Ms. Lorraine Farrugia

###### EXECUTIVE SECRETARY

Mrs. Georgette Borg

###### ASSISTANT PRINCIPAL

Mrs. Dorianne Bonnici Bondin

###### FULL TIME EXECUTIVE OFFICER

Ms. Pamela Borg

###### PART-TIME CLERK

Mrs. Audrey Pace

###### COUNCIL WORKS UNIT

IPSL Workers

Mr. Michael Bedingfield  
Mr. Ronald Scicluna

*Operations Analysis (cont.)*

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**4.2 General Activities**

The core activities and progress in each area aim to improve various community services, such as cleaning of roads, waste collection, maintenance of public areas and particularly the work being carried out as part of the civic identity programme.

We shall continue to train our staff and councillors to enable them to apply the best possible management practice with respect to the council affairs and in order to increase our services to the community.

Since its setup the Hal Lija Local Council has formulated its targets with the aim to improve the existing services and introduce new facilities to the Hal Lija residents.

We look forward to this continuous challenge to serve better the residents of Hal Lija

Ms. Georgette Borg  
Executive Secretary

**5.0 Financial and Performance Forecasts****5.1 L-Estmi Konsolidati tad-Dhul u l-Infiq**

Nru. tal-Kont	Deskrizzjoni	ATTWALI 2017 €	ESTMI 2018 €	ESTMI 2019 €	ESTMI 2020 €	ESTMI 2018- 2020 €
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**2 Id-Dhul**

0000	Mill-Gvern	274,035.00	279,851.00	282,540.00	285,255.00	847,646.00
0020	Il-'Bye-laws'	27,886.00	19,000.00	19,190.00	19,381.00	57,571.00
0090	L-Investment	17.00	0.00	0.00	0.00	0.00
0100	Generali					
<b>TOTAL</b>		<b>301,938.00</b>	<b>298,851.00</b>	<b>301,730.00</b>	<b>304,636.00</b>	<b>905,217.00</b>

**1 L-Infiq**

1000	Is-Salarji	90,243.00	90,347.00	91,244.00	92,048.00	273,639.00
2000	Manutenzjoni u Xoghlijiet ohra	130,695.00	162,374.00	167,679.00	173,214.00	503,267.00
7000	L-Infiq Kapitali	0.00	11,000.00	11,000.00	12,000.00	34,000.00
<b>TOTAL</b>		<b>220,938.00</b>	<b>263,721.00</b>	<b>269,923.00</b>	<b>277,262.00</b>	<b>810,906.00</b>
<b>Bilanc</b>		<b>81,000.00</b>	<b>35,130.00</b>	<b>31,807.00</b>	<b>27,374.00</b>	<b>94,311.00</b>
<b>BROUGHT FORWARD</b>		<b>42,437.00</b>	<b>123,437.00</b>	<b>158,567.00</b>	<b>190,374.00</b>	<b>123,437.00</b>
<b>CARRIED FORWARD</b>		<b>123,437.00</b>	<b>158,567.00</b>	<b>190,374.00</b>	<b>217,748.00</b>	<b>217,748.00</b>

**Notes:****5.2 Notes and Assumptions****1 Income from January 2018 till December 2020**

The income for this period is expected to increase by approximately 1% per annum – year on year  
All other income is being assumed to remain the same.

**2 Expenditure from January 2018 till December 2020**

Salaries have been estimated to rise by 1% per annum based on the increase in the budgeted amounts over the actual salaries for last year.

Most of the operations and maintenance works are estimated to rise by an average of 2% per annum. In the case of contractual services these are being estimated at an increase of 5% per annum.

**6.0 Capital Development****5.3 L-Estmi tad-Dhul fid-dettall**

Nru. tal-Kont	Deskrizzjoni	B	C	c-a	c-b	
		ATTWALI	ESTMI	ESTMI	ESTMI	ESTMI
		2017	2018	2019	2020	2018 - 2020
		€	€	€	€	€
<b>2</b>	<b>Id-Dhul</b>					
<b>0000</b>	<b>Mill-Gvern</b>					
0001	Annwali	257,802.00	268,851.00	271,540.00	274,255.00	814,646.00
0002	Supplimentari	11,000.00	11,000.00	11,000.00	11,000.00	33,000.00
0003	Bzonnijiet Speċjali					
0004	Delegazzjonijiet Pubblici/Governattivi					
0015	Hwejjeg ohra	5,233.00	0.00	0.00	0.00	0.00
		<b>274,035.00</b>	<b>279,851.00</b>	<b>282,540.00</b>	<b>285,255.00</b>	<b>847,646.00</b>
<b>0020</b>	<b>Il-'Bye-laws'</b>					
0021	Servizzi Komunitarji	5,813.00	4,000.00	4,040.00	4,080.00	12,120.00
0036	Kontravvenzjonijiet	173.00				
0056	Kontribuzzjonijiet u donazzjonijiet	4,508.00	4,000.00	4,040.00	4,080.00	12,120.00
0070	Permessi	10,053.00	11,000.00	11,110.00	11,221.00	33,331.00
0066	Generali	7,339.00	0.00	0.00	0.00	0.00
		<b>27,886.00</b>	<b>19,000.00</b>	<b>19,190.00</b>	<b>19,381.00</b>	<b>57,571.00</b>
<b>0090</b>	<b>L-Investment</b>					
0091	Imghax tal-Bank	17.00	0.00	0.00	0.00	0.00
0096	Sigurtajiet tal-Gvern					
		<b>17.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>0100</b>	<b>Generali</b>					
0110	Donazzjonijiet					
0120	Kontribuzzjonijiet	0.00	0.00	0.00	0.00	0.00
		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>		<b>301,938.00</b>	<b>298,851.00</b>	<b>301,730.00</b>	<b>304,636.00</b>	<b>905,217.00</b>

**6.0 Capital Development****5.4 L-Estmi ta' l-Infiq fid-dettall :**

Nru. tal-Kont	Deskrizzjoni	B	C	a-c	b-c	
		ATTWALI	ESTMI	ESTMI	ESTMI	ESTMI
		2017	2018	2019	2020	2018 - 2020
		€	€	€	€	€
<b>1</b>	<b>L-Infiq</b>					
<b>1000</b>	<b>Is-Salarji</b>					
1100	L-Onorarju tas-Sindku	7,345.00	7,464.00	7,539.00	7,614.00	22,617.00
1110	Allowance tas-Sindku u Kunsilliera	6,400.00	6,400.00	6,400.00	6,400.00	19,200.00
1200	Pagi ta' l-Impjegati	63,875.00	64,252.00	64,959.00	65,572.00	136,319.00
1300	Bonus	5,743.00	5,729.00	5,787.00	5,845.00	17,361.00
1400	Dhul Supplimentari	792.00	786.00	786.00	786.00	2,358.00
1500	Kontribuzzjonijiet tas-Sigurtà Soċjali	5,708.00	5,716.00	5,773.00	5,831.00	17,320.00
1600	Koncessjonijiet ('Allowances')	380.00				
1700	Sahra	0.00	0.00	0.00	0.00	0.00
		<b>90,243.00</b>	<b>90,347.00</b>	<b>91,244.00</b>	<b>92,048.00</b>	<b>273,639.00</b>
<b>2000</b>	<b>Manutenzjoni u Xoghlijiet ohra</b>					
2100	Konsum tal-bzonn (dawl/ilma/tel. etc.)	3,156.00	3,150.00	3,182.00	3,214.00	9,546.00
2200	Xiri ta' Materjal u Fornimenti	1,142.00	3,460.00	3,532.00	3,561.00	10,553.00
2300	Tiswijiet u Manutenzjoni	14,800.00	32,600.00	33,252.00	33,917.00	99,769.00
2400	Kera	8,850.00	8,850.00	8,850.00	8,850.00	26,550.00
2500	Shubija f'ghaqdiet					
	Nazzjonali/Internazzjonali	445.00	500.00	505.00	510.00	1,515.00
2600	Spejjez ta' l-Ufficcju	4,622.00	6,032.00	6,100.00	6,153.00	18,285.00
2700	Trasport	1,281.00	2,780.00	2,808.00	2,836.00	8,424.00
2800	Safar u vjaggjar					
2900	Taghrif lill-Publiku	0.00	280.00	283.00	286.00	849.00
3000	Spejjez ta' Kuntratti	82,265.00	86,300.00	90,561.00	95,096.00	271,957.00
3100	Servizzi Professionali	12,318.00	14,072.00	14,212.00	14,354.00	42,638.00
3200	Tahrig					
3300	Ospitalità u Servizzi lill-Komunità	1,796.00	4,350.00	4,394.00	4,437.00	13,181.00
3600	Gwardjani Lokali	20.00				
3400	Spejjez ohra li jinqalghu					
		<b>130,695.00</b>	<b>162,374.00</b>	<b>167,679.00</b>	<b>173,214.00</b>	<b>503,267.00</b>
<b>7000</b>	<b>L-Infiq Kapitali</b>					
7001	Xiri ta' propjetà					
7100	Bini		5,000.00	5,000.00		10,000.00
7200	Titjib		5,000.00	5,000.00	10,000.00	20,000.00
7300	Makkinarju u Apparat		1,000.00	1,000.00	2,000.00	4,000.00
7500	Progetti Speċjali					
			<b>11,000.00</b>	<b>11,000.00</b>	<b>12,000.00</b>	<b>34,000.00</b>
<b>TOTAL</b>		<b>220,938.00</b>	<b>263,721.00</b>	<b>269,923.00</b>	<b>277,262.00</b>	<b>810,906.00</b>

**6.0 Capital Development****Notes:**

- The staff compliment is made up of an Executive Secretary, two full time employees and one part timer
- In these workings we are assuming that the Council will continue using the present premises at the present rate of Euro 700 per month.
- Depreciation is not taken into consideration in the working
- The payments due to the PPP supplier is to be taken from the remaining balance

**Estimi ta' Tlett Snin ta' progetti kapitali**

Nru. tal-Kont Nru. tal-Progett	Infieq Kapitali Deskrizzjoni tal-Progett	2018		2019		2020		2018-2020
		PROGETT	PROGETT	PROGETT	PROGETT	PROGETT	PROGETT	PROGETT
		Eur	Eur	Eur	Eur	Eur	Eur	Eur
7001	Xiri ta' Propjeta							
7100	Bini/Kostruzzjoni Resurfacing	5,000		10,000				15,000
7200	Titjib Titjib fil-lokalita	5,000		10,000		10,000		15,000
7300	Makkinarju u Apparat Apparat ghall-Ufficcju tal-Kunsill	1,000		1,000		2,000		4,000
7500	Progetti Specjali							
<b>Total Progetti Godda</b>		<b>11,000</b>		<b>11,000</b>		<b>12,000</b>		<b>34,000</b>

**6.2 Notes and Assumptions**

- All the equipment of the Council is fully depreciated however still in use. In the coming years the Council need to invest in new photocopier, printer and computers for administrative purposes
- Works on the Belveder Tower

Capital Development (cont.)

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6.3 Details of Capital Development Projects

Project

NUMBER

NUMBER

NUMBER