



NADUR LOCAL COUNCIL

BUSINESS PLAN

2015-2017



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1. INTRODUCTORY REMARKS AND SITUATION ANALYSIS

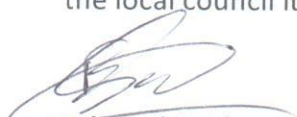
The Nadur Local Council is hereunder presenting a business plan for the next three years, following the elections held during April 2015, in which three councillors were re-elected and the Mayor and another councillor now form part of the new Council for the first time. This will surely assist the Local Council in securing continuation, have an element of experience, and bring in new ideas. The council will now serve for at least four years.

Undoubtedly, throughout the whole legislature, the Nadur Local Council will have to continue making payments in respect of the Public Private Partnership (PPP) Scheme for the resurfacing of roads. The council started off this scheme back in 2011, whereby eight major roads were resurfaced in Nadur. Naturally, this much needed capital project required substantial amount of financing, which spreads over eight years.

The new Local Council will have to place a focus on its capital expenditure related to the embellishment of St. Peter and St. Paul Square. This project has been started and planned for by the previous Council. This capital project will be mainly financed through Measure 313 and Measure 413.4 of the Leader Programme (EU), co-financing and national government schemes, and also through a Local Council financial contribution. This important project for our village is also taken into account in this business plan.

Over the course of the next three years, the Council will ensure continuation of road maintenance and proper upkeep of roads, public gardens, public toilets, Dahlet Qorrot and San Blas Bay, and soft areas. The day-to-day waste collection and bulky refuse will remain a priority. The Council will strive to offer the best service possible to the residents, especially to try and find optimal solutions to small complaints and requests, in the most efficient and cost-effective way possible. Our employees are committed to assist the residents in their various enquiries and necessities.

Last but not least, the Council will give due importance to the various activities throughout the years. The success behind such activities depends on the financial support from various government and private entities, together with the financial and human resource input from the local council itself, and resident volunteers.



Edward Said
Mayor



2. MISSION STATEMENT AND VALUES

Mission Statement:

The newly elected Nadur Local Council will base its work in the upcoming three years on two main pillars. The first pillar is that of ensuring continuation. This requires time, energy and financial resources for the various endeavours which were created and sustained by previous administrations, including refuse collection, road and street cleaning, Carnival, Wine Festival, Mnarja Feast and services relating to education, children and the elderly.

Notwithstanding this, the Local Council will strive to base its work on a second pillar, that of being innovative. The latter will require new ideas, more discussions at different levels, wise and sometimes difficult decisions. However, the new Local Council will ensure that efforts are placed in re-organisation of the way it operates, both through its staff and persons who were awarded contracts. There will also be re-structuring of the different committees that will assist the Council in being original and more cost-effective.

Values:

The Nadur Local Council will undertake its activity based on these values:

- Equal and just service to all residents of our locality.
- Do the utmost to fulfil any contractual obligations.
- Preservation and restoration of the environment and cultural heritage.
- Enhance respect to diverse opinions.
- Provide a platform for discussion and generation of ideas.
- Improve efficiency and effectiveness of methods of work.
- Better value for money, sound financial management and accountability.
- Putting public good before any individual interests.



3. OBJECTIVES, EXPECTED RESULTS AND STRATEGY

3.1 Short-Term Objectives and Expected Results

- Continuation of the second part of the embellishment of St. Peter and St. Paul Square in Nadur, under Measure 413.4 of the Leader Programme (EU).
 - This entails working within tight deadlines due to the timeframes set by the programme and also due to the Mnarja Feast. The project will be mainly financed by the programme and co-financing, but a substantial financial contribution will have to be provided by the Local Council. An inauguration of the project is expected in coming months.
- Ensuring continuation of the main activities in the first year of administration, including activities during the Mnarja Feast (which will demand huge efforts in the first two months of new Council), Wine Festival, activities related to Jum il-Kunsill and Christmas, and surely anything related to the Carnival in early 2016.
 - This surely demands huge administrative efforts, as well as financial input by the Local Council. Thinking and discussions will intend to lead to innovations in these activities and to ensure cost effectiveness.
- Re-structuring of the Nadur Youth Council, and the creation of several sub-committees with specific areas to focus upon. This in parallel to new methods of work at the local council itself.
 - This is expected to improve the organisation and openness of the Local Council, the manner in which decisions are taken, enhance accountability and efficiency.

3.2 Long-Term Objectives and Expected Results

- Resurfacing of roads/streets in Nadur which have not yet been resurfaced, with a special emphasis on Ramla Road.
 - This is a one of the longest roads under the responsibility of the Local Council that surely cannot be resurfaced at one go. The council will analyse the situation in the coming months and design a plan to start addressing this concern.



- Dealing with the flooding problem at the upper part of San Blas Street, which creates a lot of inconveniences to residents during winter season.
 - This is a large capital project for which the council will also seek for assistance and co-financing, as it entails new systems and resurfacing.
- Creating new activities, in particular those relating to Sports and Summer Fest. Sports activities intend to be spread over a number of months, while the Summer Fest will involve several activities on a particular weekend in the month of July.
 - These new activities will, amongst others, be directed to children and youths, for which the council will also seek for financial and manning assistance.

3.3 Strategy

The Nadur Local Council is creating this business plan, including the long-term objectives, based on the financial allocation by the Central Government, whilst also hoping that in the future, this allocation will increase in order to serve better the Nadur community. Through the annual financial allocation together with the tapping of other schemes and sources of funding, the Local Council intends to adhere to its objectives. For instance, cultural schemes and sponsorships allow the Local Council to come up with a diverse calendar of activities during the year. The same applies in the case of various restoration and embellishment schemes from which the council has benefited along the years.

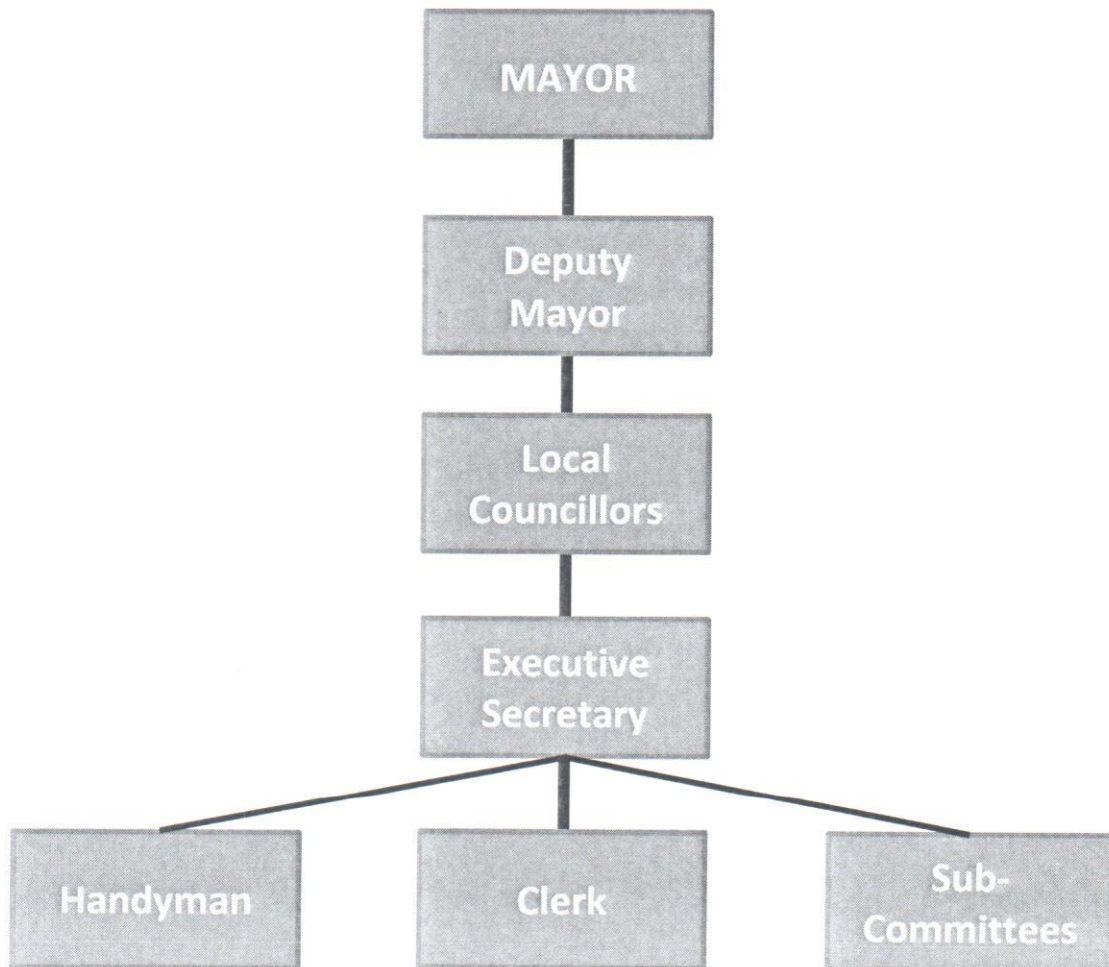
Notwithstanding this, a great effort and emphasis will be put into better financial and administrative planning by this Council, to ensure that despite the financial challenges presented, continuation will blend with new initiatives. Any endeavour by the Nadur Local Council will forever rely on the participation of the residents, which so far has always been very encouraging.



4. OPERATIONS ANALYSIS

4.1 The Organisation

The Nadur Local Council is structured in this manner:



It should be noted that at the moment of presenting this report, the Executive Secretary is only serving an Acting Role and the Local Council will be doing a call for applications at the appropriate time. Moreover, the Council has services of another handyman and another junior clerk which together ensure smooth operations and better service from the local council. Several sub-committees will be re-created during summer 2015.



4.2 General Activities

The following are some of the myriad activities and undertakings by the Nadur Local Council along the calendar year:

- Carnival (organised and spontaneous);
- Agricultural Fair;
- Children's Mnarja Activity;
- Horse Races;
- Participation in Traditional Maltese Dinner, Youth's Event, Band Concert (Mnarja);
- Wine Festival (in collaboration with Delicata);
- Activities related to Jum il-Kunsill;
- Christmas Concert and/or Market;
- Exhibitions at the Local Council Hall;

It is worth mentioning that a substantial portion of the Local Council's financial allocation is directed towards refuse collection, bulky refuse collection, open skips, road and street cleaning contracts of service, cleaning and maintenance of public conveniences, cleaning and up keeping of parks, gardens and playing fields, and other undertakings.

Joseph Azzopardi

Acting Executive Secretary



5. FINANCIAL FORECAST (2015-2017)

5.1 Three-Year Financial Forecast

ACCT NO.	DESCRIPTION	BUDGET 2015 €	BUDGET 2016 €	BUDGET 2017 €	BUDGET 2015-2017 €
2	Income				
0000	Government	556,845.00	616,000.00	476,000.00	1,648,845.00
0020	Bye-Laws	48,600.00	48,600.00	48,600.00	145,800.00
0090	Investment	500.00	500.00	500.00	1,500.00
	TOTAL	605,945.00	665,100.00	525,100.00	1,796,145.00
1	Expenditure				
1000	Personal Emoluments	76,298.00	78,188.00	79,638.00	234,124.00
2000	Operations and maintenance	301,935.00	310,935.00	323,435.00	936,305.00
7000	Capital Expenditure		250,000.00		250,000.00
	TOTAL	378,233.00	639,123.00	403,073.00	1,420,429.00
	SURPLUS/DEFICIT	227,712.00	25,977.00	122,027.00	375,716.00
	BROUGHT FORWARD	-365,000.00	(137,288.00)	(111,311.00)	(365,000.00)
	CARRY FORWARD	(137,288.00)	(111,311.00)	10,716.00	10,716.00



5.2 Three-Year Expenditure Forecast

ACCT NO.	DESCRIPTION	BUDGET 2015 €	BUDGET 2016 €	BUDGET 2017 €	BUDGET 2014-2016 €
1	Expenditure				
1000	Personal Emoluments				
1100/1150	Mayor's and Councillors allowance	13,300.00	13,550.00	13,700.00	40,550.00
1200	Employee salaries and wages	52,500.00	54,000.00	55,000.00	161,500.00
1300	Bonuses	3,100.00	3,100.00	3,100.00	9,300.00
1400	Income supplements	810.00	810.00	910.00	2,530.00
1500	Social Security contributions	4,860.00	5,000.00	5,200.00	15,060.00
1600	Allowances	728.00	728.00	728.00	2,184.00
1700	Overtime	1,000.00	1,000.00	1,000.00	3,000.00
		76,298.00	78,188.00	79,638.00	234,124.00
2000	Operations and maintenance				
2100	Utilities	15,000.00	15,000.00	15,000.00	45,000.00
2200	Materials and supplies	12,000.00	13,000.00	13,500.00	38,500.00
2300	Repair and upkeep	40,000.00	42,000.00	43,000.00	125,000.00
2400	Rent	2,500.00	3,000.00	3,500.00	9,000.00
2500	International memberships	1,500.00	2,000.00	2,500.00	6,000.00
2600	Office services	6,000.00	6,000.00	6,000.00	18,000.00
2700	Transport	3,000.00	3,000.00	3,000.00	9,000.00
2800	Travel	2,000.00	2,000.00	2,000.00	6,000.00
2900	Information services	25,000.00	25,000.00	25,000.00	75,000.00
3000	Contractual services	150,000.00	155,000.00	165,000.00	470,000.00
3100	Professional services	15,000.00	15,000.00	15,000.00	45,000.00
3200	Training	100.00	100.00	100.00	300.00



3300	Community and hospitality	20,000.00	20,000.00	20,000.00	60,000.00
3600	Local Enforcement Expenses	35.00	35.00	35.00	105.00
	Loan Repayment	9,500.00	9,500.00	9,500.00	28,500.00
3400	Incidental expenses	300.00	300.00	300.00	900.00
		301,935.00	310,935.00	323,435.00	936,305.00
7000	Capital expenditure				
7001	Acquisition of property				
7100	Construction		250,000.00		250,000.00
7200	Improvements				
7300	Equipment				
7500	Special programmes				
			250,000.00		250,000.00
	TOTAL	378,233.00	639,123.00	403,073.00	1,420,429.00



5.3 Three-Year Income Forecast

ACCT NO.	DESCRIPTION	BUDGET 2015 €	BUDGET 2016 €	BUDGET 2017 €	BUDGET 2014-2016 €
2	Income				
0000	Government				
0001	Annual	420,845.00	430,000.00	440,000.00	1,290,845.00
0002	Supplementary	8,000.00	8,000.00	8,000.00	24,000.00
0003	Special needs	5,000.00	5,000.00	5,000.00	15,000.00
0004	Public/government entities	23,000.00	23,000.00	23,000.00	69,000.00
0015	Other	100,000.00	150,000.00		250,000.00
		556,845.00	616,000.00	476,000.00	1,648,845.00
0020	Bye-Laws				
0021	Community services	20,000.00	20,000.00	20,000.00	60,000.00
0036	Contravention of bye-laws	18,000.00	18,000.00	18,000.00	54,000.00
0056	Contributions and donations	8,000.00	8,000.00	8,000.00	24,000.00
0066	General services	2,600.00	2,600.00	2,600.00	7,800.00
		48,600.00	48,600.00	48,600.00	145,800.00
0090	Investment				
0091	Bank interest	500.00	500.00	500.00	1,500.00
0096	Government securities				
		500.00	500.00	500.00	1,500.00
	TOTAL	605,945.00	665,100.00	525,100.00	1,796,145.00