

Local Council

Business Plan

YEAR 2010 – YEAR 2012

Table of Contents

Introduction and Situation Analysis	1
Mission Statement and Values	2
Objectives, Expected Results and Strategies	3
Operations Analysis	5
Financial and Performance Forecasts	7
Capital Development	15

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

1.0 Introduction and Situation Analysis

During the financial year 2010, Marsaskala Local council picked up a momentum and thanks to the cooperation and collaboration of all councillors, subcommittee members, helpers and the administrative staff a lot of objectives were achieved for the benefit of the community. Marsaskala Local council will remain focused to achieve all the objectives stipulated within this business plan and any other objectives which might emerge during the course of works.

Mario Calleja
Mayor

Handwritten signature and initials in black ink.

2.0 Mission statement and Values

2.1 Mission Statement

To provide high quality service standards to residents and entrepreneurs within our locality in all areas which fall under the responsibility of local councils. These excellent standards can only be achieved if all individuals working with the local council contribute efficiently and effectively towards the organisations' main goals.

2.2 Values

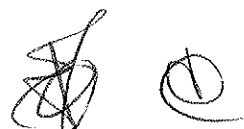
- To endeavour in applying for funds from central government and MEPA in order to be able to finance as many projects and events as possible.
- To respect the diversities in opinion and beliefs of all the members within our community
- To strive in achieving excellence in what we do and what we accomplish.
- To respect the environment and to take care of our cultural heritage.
- To strike the right balance between the needs of our residents and those of our business community.
- To participate and apply for any applicable EU projects with the help of MEUSAC or with the help of the EU consultant engaged by the council.

3.0 Objectives, Expected Results and Strategies**3.1 Short term objectives and expected results (Year 2010)**

Objectives	Expected Results
Initiation of the capital projects funded by UIF	<ul style="list-style-type: none"> ○ Conversion from a soft area into a public garden at Triq is-Sibbien ○ New playing field at Triq il-Qaliet ○ New pavement in part of Triq il-Blajjiet, Sdiri and Triq iz-Zonqor
Other capital projects	<ul style="list-style-type: none"> ✓ New pavement at Triq La Sengle ✓ New pavement at Triq Sant'Anna ✓ Devolution of playing field at primary school involving the necessary expenditure to create a proper 5 a side football pitch ✓ New benches at Pjazza Mifsud Bonnici ✓ New litter bins along the promenade ✓ New ornamental street lighting
To issue all the necessary tenders in order to be able to accomplish all the works by the council.	<ul style="list-style-type: none"> ✚ To issue tenders for accountancy services, repair and upkeep of pavements, patching and other infrastructural works, EU consultancy services, benches, litter bins etc
To apply for all the relevant schemes issued by central government and UIF funding by MEPA.	<ul style="list-style-type: none"> ❖ To try and win as many funds possible in order to reduce the expenditure from the annual government allocation.
To organise as many activities (sports, cultural) as possible for the benefit of the community through the help of the subcommittees.	<ul style="list-style-type: none"> ➤ Carnival, Good Friday, Arti Fil-Berah, Unita 2010, Cultural visits, Malta Science in the community, Jum Mskala and many other activities.
To apply for EU funds and to participate in EU funded activities within the Douzelage group.	<ul style="list-style-type: none"> ▪ Bellaggio – EU funded project which gave the opportunity for students to visit this magnificent town and gain a memorable experience ▪ Judenberg – EU Funded project enabling youngsters to a participate in a project concerning climate change. ▪ Citizens for Europe programme which enabled 25 youths to participate in carnival activities 2010 here in Malta hosted specifically by Marsaskala Local council.

3.2 Long Term objectives and expected results (Year 2011 – Year 2012):

Objectives	Expected Results
Completion of projects funded by UIF	New Public garden at Triq is-Sibbien and new playing field at Triq il-Qaliet
Resurfacing of roads through the Public Partnership scheme	The Local council will have to determine the amount of roads in line with the amount of budget allocated for such a scope.
To try to commence works on the construction of a new premises for Marsaskala Local Council.	Marsaskala Local council had allocated a sum specifically for such a purpose.

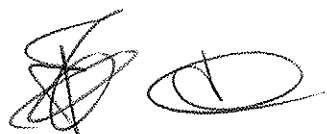


Objectives, expected results and strategies (cont.)

3.3 Strategies

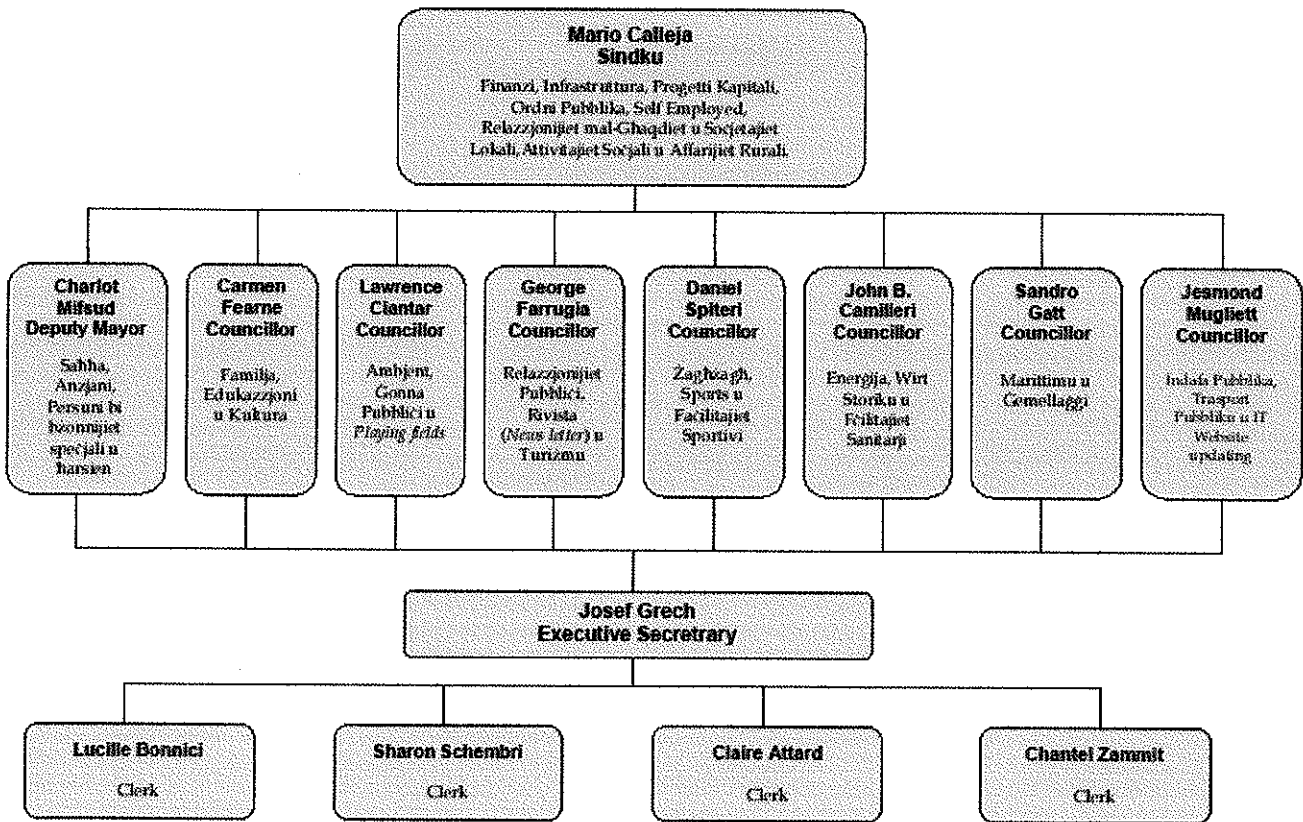
Marsaskala Local council will adopt best management practices in order to ensure that all the actions and decisions taken by the council are legitimate and in line with the Local Council's act, rules and regulations.

The Marsaskala Local council will endeavour to accomplish all the above-mentioned objectives within the shortest timeframe possible whilst ensuring that enough funds are retained for the construction of the new premises.

Two handwritten signatures are present at the bottom right of the page. The first signature is a complex, scribbled mark, and the second is a more circular, stylized mark.

4.0 Operations Analysis

4.1 Organisation Structure



Operations Analysis (cont.)

4.2 General Activities

This has been a very active year by Marsaskala Local council whereby all different sectors have been dynamic in their particular fields of responsibilities.

The sub-committees have also been very busy throughout the whole year. Various courses were held at the local council premises for different age groups and different needs. Numerous activities were also carried out externally. Twinning, international affairs and EU funded projects were also accomplished along with the Vice presidency for the Douzelage group.

Various capital projects were accomplished for the benefit of the Marsaskala community as can be seen in the short term objectives mentioned to give an added benefit and upgrade to the locality of Marsaskala.

These results were possible only through the dedication and commitment of all the local council members and staff. I can say with confidence that this is one of the most active local councils in Malta and Gozo.

Josef Grech
Executive Secretary

Two handwritten signatures in black ink, one larger and more complex than the other, located at the bottom right of the page.

5.0 Financial and Performance Forecasts**5.1 Three-Year Financial Forecast**

ACCT NO.	DESCRIPTION	BUDGET 2010 €	BUDGET 2011 €	BUDGET 2012 €	BUDGET 2010 - 2012 €
Income					
0000	Government	787,035.00	665,000.00	713,000.00	2,165,035.00
0020	Bye-Laws	64,000.00	17,000.00	20,000.00	101,000.00
0090	Investment	3,000.00	2,500.00	2,000.00	7,500.00
	TOTAL	854,035.00	684,500.00	735,000.00	2,273,535.00
Expenditure					
1000	Personal Emoluments	100,500.00	110,700.00	121,800.00	333,000.00
2000	Operations and maintenance	492,219.00	485,150.00	509,240.00	1,486,609.00
7000	Capital Expenditure	158,500.00	180,000.00	190,000.00	528,500.00
	TOTAL	751,219.00	775,850.00	821,040.00	2,348,109.00
	SURPLUS/DEFICIT	102,816.00	(91,350.00)	(86,040.00)	(74,574.00)
	BROUGHT FORWARD *	529,912.00	632,728.00	541,378.00	529,912.00
	CARRY FORWARD	632,728.00	541,378.00	455,338.00	455,338.00



Financial and Performance Forecasts (cont.)

5.3 Three Year Income Forecast

ACCT NO.	DESCRIPTION	Notes	BUDGET Revised 2010 €	BUDGET 2011 €	BUDGET 2012 €	BUDGET 2010 - 2012 €
Income						
0000	Government					
0001	Annual		628,849.00	635,000.00	673,000.00	1,936,849.00
0002	Supplementary	1	158,186.00	30,000.00	40,000.00	228,186.00
0003	Special needs					-
0004	Public/government entities					-
0015	Other					-
			787,035.00	665,000.00	713,000.00	2,165,035.00
0020	Bye-Laws					
0021	Community services					-
0036	Contravention of bye-laws	2	48,000.00	-	-	48,000.00
0056	Contributions and donations		4,000.00	4,000.00	4,000.00	12,000.00
0066	General services		12,000.00	13,000.00	16,000.00	41,000.00
			64,000.00	17,000.00	20,000.00	101,000.00
0090	Investment					
0091	Bank interest	3	3,000.00	2,500.00	2,000.00	7,500.00
0096	Government securities					-
			3,000.00	2,500.00	2,000.00	7,500.00
	TOTAL		854,035.00	684,500.00	735,000.00	2,273,535.00

Notes:

1 0002 Supplementary

The Original Budget included the approved Urban Improvement Funds income of € 49,935 only. Since the presentation of the Original Budget another amount was approved by MEPA in favour of the Council. The Urban Improvement Fund amounted to € 108,251. The revised amount is the sum of both agreements. The amounts featured for the years 2011 and 2012 is only a best estimate.

2 0036 Contravention of bye-laws

The Original Budgeted income from Law Enforcement System for the year 2010 was € 80,000. Following the recent amendments to the Local Councils Act, 1993 the Council is as yet not sure whether the income for the period July to December 2010 will accrue to the Council. In this light the amount for 2010 was scaled down to € 48,000. No budgeted income from this source has been made for the years 2011 and 2012.

3 0091 Investment

The Original Budget for 2010 included the amount of € 6,000. This was scaled down in line with current situation. The projected income for the years 2011 and 2012 is taking into consideration the capital expenditure envisaged to be made that will utilise the liquid funds in hand and thus attract less interest.

Financial and Performance Forecasts (cont.)

5.4 Three Year Expenditure Forecast

ACCT NO.	DESCRIPTION		BUDGET Revised 2010 €	BUDGET 2011 €	BUDGET 2012 €	BUDGET 2010 - 2012 €
1	Expenditure					
1000	Personal Emoluments					
1100	Mayor's allowance & Members	4	20,400.00	22,400.00	24,600.00	67,400.00
1200	Employee salaries and wages	5	61,000.00	67,100.00	73,800.00	201,900.00
1300	Bonuses	5	8,600.00	9,500.00	10,500.00	28,600.00
1400	Income supplements	5	1,700.00	1,900.00	2,100.00	5,700.00
1500	Social Security contributions	5	7,500.00	8,300.00	9,100.00	24,900.00
1600	Allowances	5	500.00	600.00	700.00	1,800.00
1700	Overtime	5	800.00	900.00	1,000.00	2,700.00
			100,500.00	110,700.00	121,800.00	333,000.00
2000	Operations and maintenance					
2100	Utilities	6	15,000.00	15,750.00	16,540.00	47,290.00
2200	Materials and supplies	7	10,000.00	10,500.00	11,030.00	31,530.00
2300	Repair and upkeep	8	55,000.00	57,750.00	60,640.00	173,390.00
2400	Rent		9,784.00	10,270.00	10,780.00	30,834.00
2500	International memberships		2,000.00	2,100.00	2,210.00	6,310.00
2600	Office services	9	20,000.00	21,000.00	22,050.00	63,050.00
2700	Transport		4,000.00	4,200.00	4,410.00	12,610.00
2800	Travel	10	8,000.00	8,400.00	8,820.00	25,220.00
2900	Information services		8,000.00	8,400.00	8,820.00	25,220.00
3000	Contractual services	11	270,935.00	284,480.00	298,700.00	854,115.00
3100	Professional services	12	28,000.00	29,400.00	30,870.00	88,270.00
3200	Training		4,000.00	4,200.00	4,410.00	12,610.00
3300	Community and hospitality	13	20,000.00	21,000.00	22,050.00	63,050.00
3400	Incidental expenses	14	4,000.00	4,200.00	4,410.00	12,610.00
3600	Law Enforcement System	15	30,000.00	-	-	30,000.00
3800	Twinning Project	16	3,500.00	3,500.00	3,500.00	10,500.00
			492,219.00	485,150.00	509,240.00	1,486,609.00
7000	Capital expenditure					
7001	Acquisition of property					-
7100	Construction	17	40,000.00	150,000.00	150,000.00	340,000.00
7200	Improvements	17	118,000.00	29,500.00	39,500.00	187,000.00
7300	Equipment		500.00	500.00	500.00	1,500.00
7500	Special programmes					-
			158,500.00	180,000.00	190,000.00	528,500.00
TOTAL			751,219.00	775,850.00	821,040.00	2,348,109.00



Financial and Performance Forecasts (cont.)Notes:

4 1100 Mayor's allowance & Members

The Original Budget for 2010 included the amount of € 9,600 for the Mayor's Honoraria only. In line with the recent amendments to the Local Councils' Act, 1993 the revised budget includes the Council Members' Allowance. The Allowance included in the Revised Budget was calculated at € 1,200 for 9 Members (including Mayor and Vice-Mayor).

5 1200 Employee salaries and wages

The Original Budget for 2010 included the amount of € 60,000 that has been revised to reflect:

- a) the increase in cost of living; and
- b) the increase in the number of staff (previously accounted for under professional services);
- c) change in work conditions.

6 2100 Utilities

The original budget was for € 20,000. This was scaled down as the Council intends to economise as much as possible on the use of utilities.

7 2200 Materials and supplies

The original budget was overstated by € 6,000, that is now corrected.

8 2300 Repair and upkeep

This cost heading was originally budgeted at € 80,000. In the light of the ring-fencing of the Government income the heading was scaled down by € 25,000.

9 2600 Office services

This cost heading was originally budgeted at € 36,000. In the light of the ring-fencing of the Government income the heading was scaled down by € 16,000.

10 2800 Travel

This cost heading was originally budgeted at € 16,000. In an effort to curtail expenditure, this expenditure heading was scaled down by 50%.

11 3000 Contractual services

The original budgeted expenditure under this heading was overstated at € 446,400. The expenditure was revised downwards by € 175,465.

12 3100 Professional services

The Budget for 2010 included the sum of € 8,000 for Secretarial Duties for the period May to Dec 10. This amount has now been deducted since the person involved is now included under personal emoluments.

13 3300 Community and hospitality

The Council decided to reduce this expenditure heading from € 30,000 to € 20,000.

14 3400 Incidental expenses

The original budget was overstated by 50% and has now been adjusted.

15 3600 Law Enforcement System

In line with note 2 above, similarly the expenditure was scaled down to € 30,000 from € 60,000.


16 3800 Twinning Project

The Original Budget for 2010 included the amount of € 10,000. This has been revised in line with LN 144 of 2009.

Financial and Performance Forecasts (cont.)

17 7000 Capital expenditure

The Council intends to finance the capital expenditure through the Urban Improvement Funds as well as its own accumulated funds.

Two handwritten signatures in black ink, one appearing to be a stylized 'S' and the other a 'D'.

Financial and Performance Forecasts (cont.)

6.1 Three Year Capital Development Forecasts

Acct. No.	Capital Expenditure	2010		2011		2012		2010 - 2012
		ITEM	PROJECT	ITEM	PROJECT	ITEM	PROJECT	ITEMS
Project No.	Project Description	€	€	€	€	€	€	€
7001	Acquisition of property	-		-		-		-
7100	Construction Playground fi Triq il-Qaliet Re-surfacing of Roads	39,004	39,004	150,000	150,000	150,000	150,000	339,004
7200	Improvements Embellishment ta Traffic Island f'gnien publiku fi Triq il-Hamrija u Triq is-Sibbien Playings Pavements	118,000	118,000	29,500	29,500	39,500	39,500	187,000
7300	Equipment Office Equipment	500	500	500	500	500	500	1,500
7500	Special programmes	-		-		-		-
TOTAL New Projects:		157,504		180,000		190,000		527,504