



# BUSINESS PLAN

2011 – 2013

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## 1.0 INTRODUCTION AND SITUATION ANALYSIS

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The main objective of our Council remains faithful to the principals expressed in our Mission Statement of Values which directly point out to the provision of the best possible services to the residents of Ghaxaq.

The main source of income of our Council remains Central Government. However additional funding has been provided to Councils thus enabling them to further rectify long standing problems in their respective locality.

The Council's crusade for better roads, however, must go on and once again topping the agenda for the coming twelve month period will be road resurfacing. Works are being carried out in collaboration with the Water Services Corporation which is responsible for the laying of new water mains in new streets. After pressure on authorities concerned drainage works are also to be carried out in Carmelo Rosario Dimech Street and in the area close to Ghaxaq football ground.

The Semaphore Tower situated in Ghaxaq by Pass has been devoluted to the Council and will be restored by the Council to be used as a hall for exhibitions and Cultural activites.

The Council will continue to support initiatives in the educational sector, by investing further in the lending library, holding SkolaSajf for kindergarten students and holding sports activities after school hours. The Council also offers facilities in its premises for educational courses to be held. Tackling the environmental issue in order that Ghaxaq will be a cleaner, greener and healthier place to live in will not cease.

However poor the allocation has been, the Council felt duty bound to enlist as top priority the call for tenders for those contracts which are directly concerned with public health such as the provision of Door-to-Door garbage collection, provision of Skips Services, collection of Bulky Refuse, Street Cleaning and Cleaning and Attendance of Public Convenience.

Contractual obligations will be honoured in the best interest of our residents and during the coming months we will intensify our efforts towards a better way to curtail illegal dumping and encourage separation of waste. Council has already embarked on a strategy to install energy savers in its offices and residents will be encouraged to do likewise. We will also tap new sources of funding through EU funds.

E.Vassallo  
Mayor

## 2.0 MISSION STATEMENTS AND VALUES

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### 2.1 Mission Statement

To establish itself as a model Council in Malta through the continuous development of the infrastructure to best meet the needs of the community.

### 2.2 Values

Ghaxaq Council Values:

Maximise the benefits to its community

Respect for the environment and cultural heritage of its community.

Respect the viewpoints and beliefs of all members of its community.

The just and open administration of Council business.

### 3.0 Objectives , Expected and Results and Strategies

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#### 3.1 Short term objectives and expected results

Objectives	Expected results
Maintain expenditure within the budget whilst ensuring the best "Value for Money" for the services we buy	Increase in the Government allocation and additional funds will ameliorate our financial situation and hasten our much desired infrastructural projects to be executed.
Program of upgrading the roads of the locality	Better roads and a reduction in environment related complaints.
Improve customer service	Increase use of information technology in the Council's administration.
Enhance literacy and services in the Locality	Educate the community to be more law abiding, environmentally conscious, and literate.

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## Objectives, Expected Results and Strategies ( Con.)

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### 3.2 Long term objective and expected results ( 2011-2013)

Objectives	Expected results
Long term plan for the continuation of the embellishment of the Village Core.	Increase community pride and appreciation of its cultural and historical heritage of the village.  To continue resurfacing of roads.

### 3.3 Strategies

These strategies are aimed to create openings for new opportunities and avoid situations which can threaten our success.

The strategies for 2011-2013 are therefore to encourage dialogue, respect and teamwork among the residents while increasing appreciation for the enhancement of the village through reduction of vandalism and embellishment of the village core.

## 4.0 Operations Analysis

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4.1 Organisation    The organisational structure below has enabled the Ghaxaq Local Council to effectively deal with its day-to-day business. With the coming into force of new provisions amending the Local Council Act, the Office is also being open on Saturday mornings for the needs and requirements of residents.

Mayor

Deputy Mayor

Councillors

Executive Secretary

Clerk

Part-time Clerk

Committee for Finance

Policy making is entrusted to the Council, but sub-committees are delegated to deal with or suggest initiatives on particular aspects being undertaken..

The role of the Executive Secretary continues to be of great importance to the Council as she, together with the Mayor, is responsible for the administration of the Council, the execution of its policies, as well as for the financial well-being of the Council.

## Operations Analysis ( Cont.)

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### 4.2 General activities

The main objectives of our Council remain faithful to the principles expressed in our Mission Statement and Values which directly point out to the provision of the best possible services to the residents of Ghaxaq. Our attention will continue to be the cleaning of streets and the maintenance and up keeping of public areas, particularly those subject to health hazards. New targets will be waste separation and energy saving.

The Roads Department took heed of several representations by the Council to improve the roads situation however not enough has been done and this leads to the Council carrying a comprehensive programme of extensive patching giving adequate facelift to the entire village core area. With the current programme of road resurfacing, less patching works will be required and thus our financial resources will be allocated to a more intensive programme of traffic management works and embellishment of the village. Construction of Phase 2 playing area of Hal Dmikki.

Notwithstanding the problems diversity and difficulties encountered in the execution of its day-to-day business, the Ghaxaq Local Council remains committed and faithful to its principals and values. Although the constraints are great, achieving the goals proclaimed for the attainment of a better standard of living to the community it represents, will remain the sole aim of the Council.

Therese Xuereb  
Executive Secretary

## 5.1 Three Year Financial Forecast

ACCT NO.	DESCRIPTION	a	b	c	c-b
		BUDGET 2011 €	BUDGET 2012 €	BUDGET 2013 €	BUDGET PERIOD €
<b>2</b>	<b>Income</b>				
0000	Government	355,104.56	364,497.61	351,572.53	<b>1,071,174.70</b>
0020	Bye-Laws	96,143.00	41,300.00	51,500.00	<b>188,943.00</b>
0090	Investment	200.00	200.00	200.00	<b>600.00</b>
oo100	General	0.00			
	<b>TOTAL</b>	<b>451,447.56</b>	<b>405,997.61</b>	<b>403,272.53</b>	<b>1,260,717.70</b>
<b>1</b>	<b>Expenditure</b>				
1000	Personal Emoluments	67,650.00	69,950.00	71,800.00	209,400.00
2000	Operations and maintenance	198,480.00	200,600.00	202,650.00	601,730.00
7000	Capital Expenditure	185,000.00	68,000.00	51,000.00	304,000.00
	<b>TOTAL</b>	<b>451,130.00</b>	<b>338,550.00</b>	<b>325,450.00</b>	<b>1,115,130.00</b>
	<b>SURPLUS/DEFICIT</b>	<b>317.56</b>	<b>67,447.61</b>	<b>77,822.53</b>	<b>145,587.70</b>
	<b>BROUGHT FORWARD</b>		317.56	67,765.17	0.00
	<b>CARRY FORWARD</b>	317.56	67,765.17	145,587.70	145,587.70

## 5.2 Notes

Income: Revenue from Central Government is being assumed to be more or less static.

Expenditure: Contractual obligations are not likely to change during the period under review  
Salary increases are anticipated to be minimally higher than 2011 during the subsequent two years.



Year

2011-2013

**5.3 Three Year Income Forecast**

ACCT NO.	DESCRIPTION	BUDGET 2011 €	BUDGET 2012 €	BUDGET 2013 €	BUDGET PERIOD €
<b>2</b>	<b>Income</b>				
0000	Government				
0001	Annual	293,687.00	302,497.61	311,572.53	907,757.14
0002	Supplementary	61,417.56	62,000.00	40,000.00	163,417.56
0003	Special needs				0.00
0004	Public/government entities				0.00
0015	Other				0.00
		<b>355,104.56</b>	<b>364,497.61</b>	<b>351,572.53</b>	<b>1,071,174.70</b>
0020	Bye-Laws				
0021	Community services				0.00
0036	Contravention of bye-laws	1,000.00	1,300.00	1,500.00	3,800.00
0056	Contributions and donations	80,143.00	30,000.00	40,000.00	150,143.00
0066	General services	15,000.00	10,000.00	10,000.00	35,000.00
		<b>96,143.00</b>	<b>41,300.00</b>	<b>51,500.00</b>	<b>188,943.00</b>
0090	Investment				
0091	Bank interest	200.00	200.00	200.00	600.00
0096	Government securities				0.00
		<b>200.00</b>	<b>200.00</b>	<b>200.00</b>	<b>600.00</b>
00100	General				
0110	Donations				0.00
0120	Contributions				0.00
					<b>0.00</b>
	<b>TOTAL</b>	<b>902,895.12</b>	<b>811,995.22</b>	<b>806,545.06</b>	<b>1,260,717.70</b>

## 5.4 Three Year Expenditure Forecast

ACCT NO.	DESCRIPTION	BUDGET 2011 €	BUDGET 2012 €	BUDGET 2013 €	BUDGET PERIOD €
<b>1</b>	<b>Expenditure</b>				
1000	Personal Emoluments				
1100	Mayor's allowance	6,000.00	6,500.00	6,550.00	19,050.00
1200	Employee salaries and wages	41,000.00	42,000.00	43,000.00	126,000.00
1300	Bonuses	5,000.00	5,000.00	5,000.00	15,000.00
1400	Income supplements	150.00	200.00	250.00	600.00
1500	Social Security contributions	7,500.00	8,000.00	8,500.00	24,000.00
1600	Allowances	8,000.00	8,250.00	8,500.00	24,750.00
1700	Overtime				0.00
		<b>67,650.00</b>	<b>69,950.00</b>	<b>71,800.00</b>	<b>209,400.00</b>
2000	Operations and maintenance				
2100	Utilities	4,000.00	5,000.00	6,000.00	15,000.00
2200	Materials and supplies	3,000.00	4,000.00	5,000.00	12,000.00
2300	Repair and upkeep	8,490.00	8,000.00	7,500.00	23,990.00
2330	Office Furniture and Equipment	2,000.00	1,500.00	1,000.00	4,500.00
2400	Rent	3,000.00	3,000.00	3,000.00	9,000.00
2500	International memberships	5,500.00	5,500.00	5,500.00	16,500.00
2600	Office services	2,700.00	2,750.00	2,800.00	8,250.00
2700	Transport	800.00	800.00	800.00	2,400.00
2800	Travel	300.00	400.00	500.00	1,200.00
2900	Information services	3,000.00	3,100.00	3,200.00	9,300.00
3000	Contractual services	152,190.00	152,300.00	152,350.00	456,840.00
3020	Lease of Equipment	300.00	300.00	300.00	900.00
3040	Bring-In-Sites				0.00
3060	Other Contractual Services	500.00	550.00	600.00	1,650.00
3100	Professional services	9,000.00	9,200.00	9,400.00	27,600.00
3200	Training	200.00	200.00	200.00	600.00
3300	Community and hospitality	2,000.00	2,000.00	2,000.00	6,000.00
3400	Incidental expenses	1,000.00	1,500.00	2,000.00	4,500.00
3600	Local Enforcement System	500.00	500.00	500.00	1,500.00
		<b>198,480.00</b>	<b>200,600.00</b>	<b>202,650.00</b>	<b>601,730.00</b>
7000	Capital expenditure				
7001	Acquisition of property				0.00
7100	Construction	181,000.00	60,000.00	40,000.00	281,000.00
7200	Improvements	1,000.00	1,500.00	2,000.00	4,500.00
7300	Equipment	1,000.00	1,500.00	2,000.00	4,500.00
7500	Special programmes	2,000.00	5,000.00	7,000.00	14,000.00
		<b>185,000.00</b>	<b>68,000.00</b>	<b>51,000.00</b>	<b>304,000.00</b>
<b>TOTAL</b>		<b>717,260.00</b>	<b>609,100.00</b>	<b>599,900.00</b>	<b>1,115,130.00</b>

YEAR	2011-2013							
Acct. No.	Capital Expenditure	2011		2012		2013		PERIOD
Project No.	Project Description	ITEM	PROJECT	ITEM	PROJECT	ITEM	PROJECT	ITEMS
7001	Acquisition of property	0.00		0.00		0.00		0.00
7100	Construction	181,000.00		60,000.00		40,000.00		281,000.00
			181,000.00		60,000.00		40,000.00	
7200	Improvements	1,000.00		1,500.00		2,000.00		4,500.00
			1,000.00		1,500.00		2,000.00	
7300	Equipment	1,000.00		1,500.00		2,000.00		4,500.00
			1,000.00		1,500.00		2,000.00	
7500	Special programmes	2,000.00		5,000.00		7,000.00		14,000.00
			2,000.00		5,000.00		7,000.00	
	<b>TOTAL New Projects:</b>	<b>185,000.00</b>		<b>68,000.00</b>		<b>51,000.00</b>		<b>304,000.00</b>

## 6.2 Details of Capital Development Projects

### Project

- 001 The Council, during the latter part of year under review, will resurface other Streets in the Locality.
- 002 Programme of pathways and walkways paving will continue.
- 003 Maintenance of pavements in various parts of Ghaxaq.
- 004 New electronic equipment to upgrade/replace existing apparatus will be undertaken.
- 005 Construction of Phase 2 playing area, Hal Dmikki.