



Business Plan

2014-2016

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Attachments:

Council Projects:

- **Road Resurfacing programme under the PPP Scheme**
- **Garden of Serenity – Renovation Project**
- **Construction of water reservoir in Triq il-Gnien**
- **Construction of Community Centre**
- **Alternative Energy projects**
- **Resurfacing of the Jogging track with a synthetic surface**

1.0 Introduction and Situation Analysis

The Santa Luċija Local Council is presenting an updated version of the previous Business Plan to cover a three year plan for the period 2014-2016. This business plan will give a detailed review of the Council's operations, projects and finances and provide a framework for the Council's annual budgets.

This is the final year of the three year term of the present Council of Santa Lucija. During this term this Council managed to implement various major projects as set in the three year Business Plan 2013-2015.

The Project for the Renovation of the Garden of Serenity is now in its final stages. The infrastructural works are now complete. Landscaping works amounting to €120,000 are expected to be ready by completion date that is around mid-March 2014. The total cost of this renovation project is around 4.5 million euro which is being financed through the protocol between Malta and China. It is expected that in May 2014 the Council will be given the handover of this project and the garden will be officially re-opened for the public.

In its commitment to carry out road resurfacing works under the PPP scheme the Council has already implemented 69% of the works covering a surface area of 4,878 square meters. This year the Council will carry out resurfacing works in Triq il-Gnien which is the last of three major roads to be resurfaced under the PPP Scheme. However before proceeding with these works the Council is committed to implement the project for the construction of an underground water reservoir to address the problem of rain water flooding in Triq il-Gnien. This project will be partially funded under a Government Scheme.

This year the Council will be reviewing the projected plans and estimate of the project for the Construction of a Community Centre in Santa Lucija. This modification is necessary in view of the recommendations set by Mepa in the Sanction Letter regarding building height. The Council will continue to discuss the financing and implementation of this project with the Central Government. 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 is committed to continue to be proactive and well prepared with its plans and projects and source additional funds to finance its projects through various government schemes and EU calls for funding. The Council will be focusing on various ambitious projects related to renewable energy and upgrading of sports facilities.

The Council is also committed to focus on the social aspect within the locality. While striving to maintain the good practices already in place for the delivery of services within the community, the Council will

continue to be innovative by introducing new initiatives regarding various aspects which affect the well-being of the whole community.

Caroline Silvio
Executive Secretary

Frederick Cutajar
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

<p>Maintenance of Government Housing Blocks</p>	<p>The Council will continue to co-ordinate with the Housing Authority regarding the maintenance of the common parts in Government Housing Blocks. This Scheme was launched in the year 2011 and since then works on 27 Blocks have been completed. The Council is confident that within the three year period the common parts of government 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>Public Library and IT Centre</p>	<p>The Council will continue to furnish the public library with books of various topics and for all age groups. The Santa Lučija Public Library is linked, on line, with the National Library and this will enhance its potential when it comes to book search and research.</p> <p>This year the Council is planning to introduce a new service related to the public library. In fact we will be extending the service to house bound residents. This initiative will be carried out in partnership with the Parish Church and its volunteers. The success of this service depends mainly on reliable and trustworthy volunteers</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 similar initiatives organised recently was very encouraging.</p>
<p>Participation in an EU funded programme with the Project REACTION.</p>	<p>The Council is currently participating as a partner in an EU programme with the project - Reaction. The Council was attracted by the main three topics of this project being the Citizens, the Local Resources and Europe as a Resource. The Council feels that the outcome from this project may be beneficial to us as a local government and provide us with guidelines when formulating our policies and goals for the well being of our community</p>
<p>Focus on the social aspect within the locality in the fields of Education, Culture, Sports, Youth and the Elderly</p>	<p>The Council will continue to:</p> <p>Give its support to schools and clubs.</p> <p>Organise cultural and social activities</p> <p>Give support to all organisations who work with youths including the Santa Lučija Football Nursery. Exploit EU funds by participating in EU Youth Support Programmes and co-ordinate Youth Exchange Activities.</p> <p>Address issues regarding the safety and needs of the elderly with particular attention to persons with special needs</p>

3 Council Objectives, expected results and strategies

3.2 Long Term Objectives and expected results

<p>Greener Living: taken from Santa Lucija Plan and Environmental Programme by Heritage Enterprise</p>	<p>Santa Lucija was developed as a Garden Town in the 1950s and has maintained and consolidated the concept of Greener Living by promoting green spaces and developing the annular garden system.</p> <p>The Santa Lučija Local Council took up the challenge in signing the Covenant of Mayors in favour of sustainable energy and to commit voluntarily to increasing energy efficiency and use of renewable energy sources on their territories. Through this commitment, Santa Lučija as one of the signatories aims to meet and exceed the European Union 20% CO2 reduction objective by 2020.</p> <p>The Local Council in this commitment went a step further in devising a Sustainable Energy Action Plan (SEAP) in May 2010 and devising projects with tangible results promoting Energy Efficiency as in the case of the new lighting system installed with the collaboration of the Housing Authority in 2011 for the trim trail.</p> <p>This Action Plan and Environmental Programme take stock of these objectives and goes beyond the SEAP. This Action Plan and Environmental Programme also refers to the EU Programmes and funding opportunities to target earmarked areas in the urban and rural areas of Santa Lučija and develop sustainable and eco-friendly projects. Cross-cutting measures and soft regeneration interventions intended to spur further social well-being even through a better environment. Living Green Living is our driving vision to create a healthier society based on five main pillars; Conservation; Local Jobs for Local People through Green Skills; Transition in Transit; Energy Efficiency and Renewable Energy; Better Living and Climate Change.</p> <p>Santa Lučija is unique as a green town and garden town and should as it did in the past set an example in innovative development and eco-friendly living.</p>
<p>Proposals for projects to promote alternative energy in public places.</p>	<p>The Council is studying the possibility of utilising design and space readily available in housing areas and neighbourhoods to promote alternative energy for public areas.</p> <p>The three main proposals as per Action Plan are:</p> <ol style="list-style-type: none"> (1) Solar Farm on the perimeter of the Santa Lucia promenade where an area with a gradient will be rehabilitated to receive solar panels to generate power offsetting public area lighting; (2) A soft intervention included (a) the installation of solar panels for the benefit of those living in common housing systems and the use of panels as a design element over the elevations of point blocks; and (b) the use and adaptive re-use of common areas as covered parking with shelters made up of solar panels with the possibility of green charging points. (3) The other ancillary project included the application and installation of helical systems/turbines over the Tal-Barrani extent to exploit prevailing wind and convection currents from through-traffic.

Construction of a Community Centre	The Council is determined to continue to source funds for the financing of the Community Centre in Santa Luċija. The plans for this project will be revised and re-submitted to Mepa, The Council's first priority on this project is to obtain the Mepa Permit. The Council is also having talks with the central government regarding the implementation of this project.
Constuction of a Water Reservoir in Triq il-Gnien	The Council will be constructing a water reservoir in Triq il-Gnien to address the rain water flooding in this area. This project will be carried out in the year 2014 prior to the resurfacing of the road which is included in the Resurfacing Programme under the PPP Scheme. The Council managed to obtain a 20,000.00 euro grant for this project.
Resurfacing of Roads under the PPP Scheme	The resurfacing programme under the PPP scheme included three major roads. Works are expected to be complete in the year 2014. The Council can than focus on other roads within the locality which need to be resurfaced.
Resurfacing of the Jogging track with a synthetic surface	The Council feels the need to upgrade the Jogging track by resurfacing it with a synthetic surface, ideal for such a facility. This will enhance this track turning it into a professional sports facility. The Council has recently installed an LED lighting system with forty six lamp poles around the track. The resurfacing of the track is considered as the final phase of this project.
Traffic Management - Exit from Santa Luċija on Xintill Roundabout	The exit from Santa Luċija from Vjal Oleandri will continue to be one of the Council's greatest concerns. The discussions on this hazardous situation with the authorities responsible for traffic management are ongoing. The Council is determined to continue to be the voice of the residents on this major issue.

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.

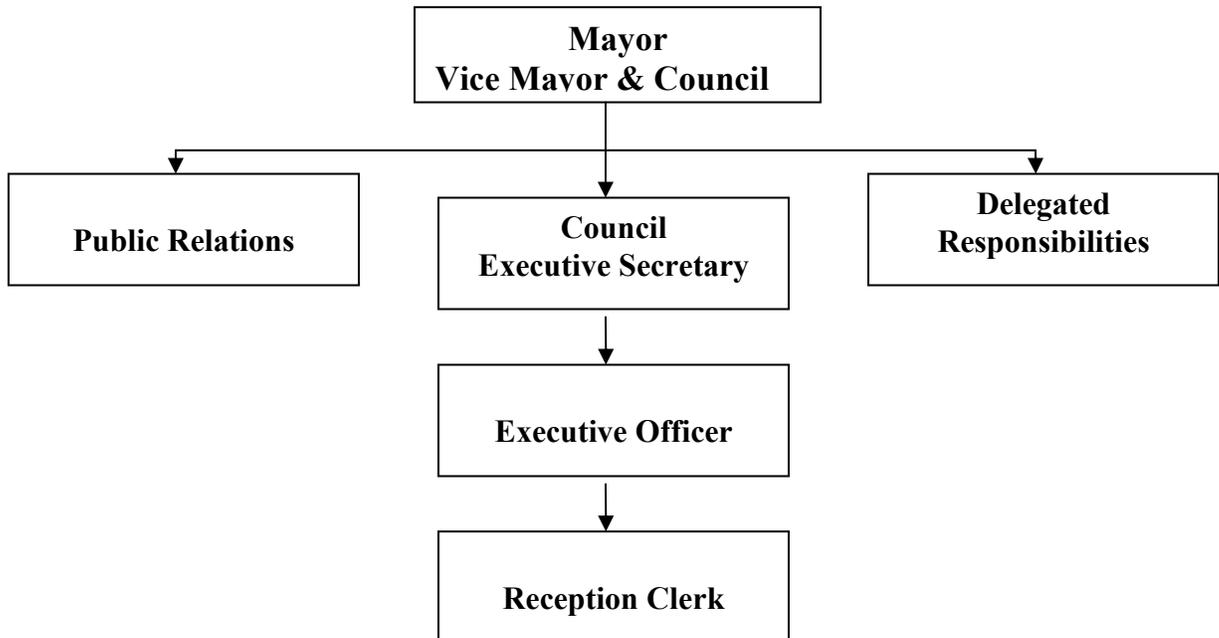
The strategies are:

- 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 March election of 2013 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. This service has now been extended to Saturdays as the Council's office is also open on Saturday from 8.00a.m to 11.30a.m.

The Council also provides e-government service through this office. Two computers with internet service were made available 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 continuously updated by the Council's administrative staff. 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. Lately the Council has constructed 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.

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 2014 Euro	FORECAST 2015 Euro	FORECAST 2016 Euro	FORECAST 2014 - 2016 Euro
2	Income				
0000	Government	364,345.00	310,736.95	351,272.74	1,026,354.69
0020	Bye-Laws	5,000.00	5,500.00	6,000.00	16,500.00
0090	Investment	1,300.00	1,000.00	1,000.00	3,300.00
0100	General	500.00	5,000.00	8,000.00	13,500.00
	TOTAL	371,145.00	322,236.95	366,272.74	1,059,654.69
1	Expenditure				
1000	Personal Emoluments	80,190.38	82,654.00	84,822.00	247,666.38
2000	Operations and maintenance	199,180.00	195,972.00	197,097.08	592,249.08
7000	Capital Expenditure	90,997.00	35,997.00	90,498.50	217,492.50
	TOTAL	370,367.38	314,623.00	372,417.58	1,057,407.96
	SURPLUS/DEFICIT	777.62	7,613.95	(6,144.84)	2,246.73
	BROUGHT FORWARD	90,437.00	91,214.62	98,828.57	90,437.00
	CARRY FORWARD	91,214.62	98,828.57	92,683.73	92,683.73

5.0 Financial and Performance Forecast (cont.)**5.3 Three Year Income Forecast**

ACCT NO.	DESCRIPTION	FORECAST	FORECAST	FORECAST	FORECAST
		2014 Euro	2015 Euro	2016 Euro	2014 - 2016 Euro
2	Income				
0000	Government				
0001	Annual	295,939.00	310,736.95	326,272.74	932,948.69
0002	Supplementary	66,426.00			66,426.00
0003	Special needs				
0004	Public/government delegations				
0015	Other	1,980.00		25,000.00	26,980.00
		364,345.00	310,736.95	351,272.74	1,026,354.69
0020	Bye-Laws				
0021	Community services	2,000.00	2,000.00	2,000.00	6,000.00
0036	Contravention of bye-laws	2,000.00	2,500.00	3,000.00	7,500.00
0056	Sponsorships				
0066	General services	1,000.00	1,000.00	1,000.00	3,000.00
		5,000.00	5,500.00	6,000.00	16,500.00
0090	Investment				
0091	Bank interest	1,300.00	1,000.00	1,000.00	3,300.00
0096	Government securities				
		1,300.00	1,000.00	1,000.00	3,300.00
0100	General				
0110	Donations				
0120	Contributions	500.00	5,000.00	8,000.00	13,500.00
		500.00	5,000.00	8,000.00	13,500.00
TOTAL		371,145.00	322,236.95	366,272.74	1,059,654.69

5.4 Three Year Expenditure Forecast

ACCT NO.	DESCRIPTION	FORECAST	FORECAST	FORECAST	FORECAST
		2014 Euro	2015 Euro	2016 Euro	2014 - 2016 Euro
1	Expenditure				
1000	Personal Emoluments				
1100	Mayor's allowance	6,868.00	7,074.00	7,286.00	21,228.00
1200	Employee salaries and wages	53,482.00	55,087.00	56,739.00	165,308.00
1300	Bonuses	4,980.00	5,129.00	5,283.00	15,392.00
1400	Income supplements	726.78	727.00	727.00	2,180.78
1500	Social Security contributions	4,534.60	5,038.00	5,188.00	14,760.60
1600	Allowances	7,099.00	7,099.00	7,099.00	21,297.00
1700	Overtime	2,500.00	2,500.00	2,500.00	7,500.00
		80,190.38	82,654.00	84,822.00	247,666.38
2000	Operations and maintenance				
2100	Utilities	6,300.00	6,300.00	6,300.00	18,900.00
2200	Materials and supplies	3,500.00	3,605.00	3,713.00	10,818.00
2300	Repair and upkeep	26,200.00	26,986.00	27,796.00	80,982.00
2400	Rent	5,662.00	5,662.00	5,662.08	16,986.08
2500	National / International memberships	1,300.00	1,300.00	1,300.00	3,900.00
2600	Office services	6,700.00	6,901.00	7,108.00	20,709.00
2700	Transport	1,100.00	1,100.00	1,100.00	3,300.00
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	123,618.00	123,618.00	123,618.00	370,854.00
3100	Professional services	11,800.00	11,000.00	11,000.00	33,800.00
3200	Training				
3300	Community and hospitality	6,000.00	4,000.00	4,000.00	14,000.00
3400	Incidental expenses				
		199,180.00	195,972.00	197,097.08	592,249.08
7000	Capital expenditure				
7001	Acquisition of property				
7100	Construction	26,703.00		75,000.00	101,703.00
7200	Improvements		3,000.00		3,000.00
7300	Equipment	2,300.00	2,000.00		4,300.00
7500	Special programmes	61,994.00	30,997.00	15,498.50	108,489.50
		90,997.00	35,997.00	90,498.50	217,492.50
TOTAL		370,367.38	314,623.00	372,417.58	1,057,407.96

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

Income 2014	<ul style="list-style-type: none"> • (A/C 0001) Government allocation is the actual amount for the year 2014. • (A/C 0015) this income is calculated as follows: PPP: €41526,45 (upon completion of works) Memo 87/2011 – Scheme for Special Projects: €20000.00 (for the construction of a water reservoir in Triq il-Gnien) Memo 17/13 – €3300 For live streaming Equipment and maintenance for one year Memo 49/12 - €1600 Scheme for Sports Activities (A/C 0015) Urban Improvement Fund (UIF) - The amount available for the locality of Santa Luċija as at end of 2013 was €1980.00 • (A/C 0021) is the income from tender document fees, permits for skips, hi-ups etc, • (A/C 0036) is the income from LES Administration fees • (A/C 0067) is income from Tender fees • (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 Luċija booklets etc.
Income 2015	<ul style="list-style-type: none"> • (A/C 0001) We are assuming an increase of 5% in the Government allocation. • (A/C 0021) is the income from tender document fees, permits for skips, hi-ups etc, • (A/C 0036) is the income from LES Administration fees • (A/C 0067) is income from Tender fees • (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 Luċija booklets etc. The Council is assuming an increase in income from the hire of the Garden of Serenity as a venue for Wedding Ceremonies and the possibility of the Lease of the Tea Room

Income 2016	<ul style="list-style-type: none"> • (A/C 0001) We are assuming an increase of 5% in the Government allocation. • (A/C 0015) The Council will apply for funds under Govt. Schemes for the partially financing of the project for the resurfacing of the Jogging Track • (A/C 0021) is the income from tender document fees, permits for skips, hi-ups etc, • (A/C 0036) is the income from LES Administration fees • (A/C 0067) is income from Tender fees • (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. The Council is assuming an increase in income from the hire of the Garden of Serenity as a venue for Wedding Ceremonies and the possibility of the Lease of the Tea Room
Expenditure 2014	<ul style="list-style-type: none"> • Personnel Emoluments are the actual as per salary scales for 2014 • Operations and Maintenance are same as actual of previous year
Expenditure 2015	<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. • Operations and Maintenance include an average provision of 3% increase on most operations. • A provision of €3,500 is being made for travel for each consecutive year in view of the possibility of activities related to town twinnings or participation as partners in EU projects • Contractual Services also include the loan repayments for the purchase of the Council Premises.
Expenditure 2016	<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. • Operations and Maintenance include an average provision of 3% increase on most operations. • A provision of €3,500 is being made for travel for each consecutive year in view of the possibility of activities related to town twinnings or participation as partners in EU projects • Contractual Services also include the loan repayments for the purchase of the Council Premises.
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

YEAR		2014						
Account No.	Capital Expenditure	2014		2015		2016		2014 - 2016
Project No.	Project Description	Account	Project	Account	Project	Account	Project	Account Total
		Lm	Lm	Lm	Lm	Lm	Lm	Lm
7001	Acquisition of property							
7100	Construction	26,703.00				75,000.00		101,703.00
	Reservoir in Triq il-Gnien		26,703.00					
	Resurfacing of Jogging Track						75,000.00	
7200	Improvements			3,000.00				3,000.00
	LED Information Boards				3,000.00			
7300	Equipment							
		2,300.00						4,300.00
7320	Live Streaming Equip		2,300.00					
	Computer E/O and TV			2,000.00				
					2000			
7500	Special programmes	61,994.00		30,997.00		15,498.50		108,489.50
7506	Road Resurfacing under the PPP Scheme		61,994.00		30,997.00		15,498.50	
	TOTAL New Projects:	90,997.00		35,997.00		90,498.50		217,492.50

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 since the schemes do not always fully finance the project. 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 some of these projects is being attached to this Business Plan.

6.1 Details of Capital Development Projects

Projects	Account	
	7100	<ul style="list-style-type: none"> • Construction of underground water reservoir in Triq il-Gnien • Resurfacing of Jogging Track with synthetic material
	7240	<ul style="list-style-type: none"> • Improvements include a provision for an electrical information panel in Pjazza 7 ta' Lulju
	7300	<ul style="list-style-type: none"> • A provision is also being made for the purchase of Live Streaming Equipment and the replacements of or purchase of additional, office equipment.
	7500	<ul style="list-style-type: none"> • Resurfacing of Triq Inez Soler, Triq il-Ġnien and Triq Ġuljetta Lopez under the PPP Scheme