

PORTFOLIO COMMITTEE :

COMMUNITY SERVICES

Chairperson :

Cllr R Nutt

Committee Members :

**Ald K Brice, Cllrs S Williams,
K Ngqandana and B Nombula**

COMMUNITY SERVICES PORTFOLIO COMMITTEE

2 October 2024

I N D E X

ITEM

PAGE
NUMBER

OPENING

APPLICATIONS FOR LEAVE OF ABSENCE

CONFIRMATION OF MINUTES

STATEMENTS AND COMMUNICATIONS BROUGHT FORWARD BY THE
CHAIRPERSON

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| 2. | PERFORMANCE REPORT: BASIC SERVICE DELIVERY WITHIN THE
DIRECTORATE: COMMUNITY SERVICES FOR THE PERIOD OF 1 JULY
2023 TO 30 JUNE 2024 | 15 |

**AGENDA of the
Portfolio Committee: Community Services
02 October 2024
(Also, the agenda for the Mayoral Committee Meeting: 16 October 2024)**

**1.
PRODUCTIVITY OF THE OPERATIONAL TEAMS IN KLEINMOND ADMINISTRATION**

S Swartz

Director: Community Services

13 September 2024

(028) 313-8029

1. Executive Summary

The purpose of the report is to provide the findings of the investigation that was done into the productivity of the employees and the solutions to address the under performance of the staff.

2. Service Delivery and Budget Implementation Plan - IGNITE

Directorate: Community Services

3. Compliance with Strategic Priorities

Provision of democratic, accountable and ethical governance
Provision and maintenance of municipal services

4. Delegated Authority

Executive Mayor

5. Legal Requirements

Constitution of South Africa, 1996
Local Government: Municipal Systems Act 32 of 2000
Local Government: Municipal Finance Management Act 56 of 2003
Occupational Health and Safety Act

6. Background/Discussion/Evaluation/Conclusion

Background

See the attached report.

Discussion

That the Portfolio Committee take note of the report.

7. Financial Implications

N/A

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8. Staff Implications

N/A

9. Comments from other Departments, Divisions and Administrations

N/A

10. Annexures

Annexure A: Productivity of the Operational Teams in Kleinmond Administration.

RECOMMENDATION:

that the report **be noted**.

RESPONSIBLE OFFICIAL :

S SWARTZ

TARGET DATE FOR IMPLEMENTATION :

ONGOING

**AGENDA of the
Portfolio Committee: Community Services
2 October 2024
(Also the agenda for the Mayoral Committee Meeting: 16 October 2024)**

**1.
PRODUCTIVITY OF THE OPERATIONAL TEAMS IN KLEINMOND
ADMINISTRATION**

**S Swartz
13 September 2024**

Director: Community Services

(028) 313-8029

**THIS MATTER SERVED BEFORE THE COMMUNITY SERVICES PORTFOLIO
COMMITTEE ON 2 OCTOBER 2024, WHICH COMMITTEE RECOMMENDED AS
FOLLOWS:**

RECOMMENDATION:

1. that the report **be noted**; and
2. that a follow-up report be submitted to the next Portfolio Committee meeting to see what remedial actions were implemented and any increase in productivity had occurred.

RESPONSIBLE OFFICIAL :

S SWARTZ

TARGET DATE FOR IMPLEMENTATION :

ONGOING



ANNEXURE
A/1
/12



PRODUCTIVITY REPORT

04/2024

This report contains a summary of the findings of an investigation done on the productivity of community services staff in Kleinmond

By
SJ Swartz



INTRODUCTION

ABOUT US

Community Services is responsible for providing the following services:

Roads and Stormwater
 Water Distribution
 Sewerage services
 Refuse Removal
 Parks and Beaches
 Sport grounds and Cemeteries
 Holiday resorts
 Building Maintenance
 Libraries
 Municipal Halls,
 within Overstrand.

After the appointment of Director Swartz, it has become clear that productivity of the directorate and overtime spend need to be investigated to determine the cause of the low production rate and the high amounts spend on overtime in the Directorate.

WHAT WE DO

Vision:

To be a centre of excellence for the community

Mission:

Creation of sustainable communities by delivering optimal services to support economic, social and environmental goals in a politically stable environment as an Overstrand for all.

- **C strategic interventions-**
- **Communication,**
- **Crime Prevention & Law Enforcement**
- **Cost and Ease of doing business**



Scope of investigation and objective

3/12



- In response to a recent directive from the Municipal Manager (MM), the Mayor, and the Members of the Mayoral Committee (Mayco),
- I have been tasked with undertaking a comprehensive investigation into the productivity of our employees. This initiative stems from a collective recognition of the vital role that efficiency and effectiveness play in delivering quality public services.
- By evaluating current productivity levels, identifying potential challenges, and exploring opportunities for improvement, we aim to foster a work environment that enables our employees to thrive while better serving our community's needs.
- This report will outline the findings of my investigation and present actionable recommendations to enhance overall productivity within our workforce.
- Our recent observations have raised several significant concerns regarding operational efficiencies and workplace conditions within our facility. The following findings have been documented:



Employee Inactivity

4
12



- Teams of employees, including up to 30 employees with supervisor drivers, are frequently found sitting in the yard during working hours.
- Employees within the organization are disengaged, unproductive or lack of motivation to perform their tasks.
- This can stem from various factors,
 - lack of leadership,
 - lack of commitment,
 - availability of vehicles



Low Job Card Completion Rate ^{5/12}



During normal working hours, only 2 to 3 job cards are being completed, indicating a severe slowdown in productivity.

Teams are dependent on each other to complete job cards because of the availability of vehicles.

27%



Job cards complete within working hours

73%



Job cards complete during overtime hours

6
/
12

Overreliance on Overtime



The majority of job cards are being completed during overtime hours, leading to escalated labour cost across all sections.

Overtime are being paid to routine work and only a small percentage are be paid for emergency work.

High Overtime Expenses

Our analysis of expenses reveals that overtime costs are alarmingly high, further straining our budget.



84%

Overtime paid for routine work



16%

Overtime for emergency work



Unsatisfactory Yard Conditions

7
12



Housekeeping in the yard is not meeting acceptable standards, with old materials and debris posing safety hazards



After Management intervention

Inadequate Sanitation Facilities $\frac{8}{12}$



Toilets

The cleanliness and functionality of toilet facilities are concerning, with both male and female employees utilizing the same unsanitary toilets.

Occupational Hazards

Accumulated old materials in the yard present an occupational hazard that jeopardizes employee safety.



After Management intervention

Fleet Maintenance Issues

9
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12

- A significant reason for teams being inactive is the lack of available vehicles; repair times for vehicles take up to two months, and we have serious concerns regarding the age and condition of our fleet, which needs urgent replacement.

Availability of
fleet

50-60%

Teams without a
vehicles

40- 50 %



Management Solutions

To address these findings and improve overall productivity and safety, we propose the following management solutions:

VEHICLE ASSESSMENT AND REPLACEMENT	<ul style="list-style-type: none"> • Conduct a thorough assessment of the vehicle fleet's condition. Prioritize the replacement of vehicles that are beyond repair, and develop a maintenance schedule to ensure that all vehicles are kept in usable condition to minimize downtime. • Use available fleet for more than one team during working hours • Discipline drivers that mis used the vehicles • weekly inspection on vehicles by Supertintendent
OPERATIONAL EFFICIENCY REVIEW	<ul style="list-style-type: none"> • Implement a comprehensive review and redesign of operational protocols to ensure teams are effectively engaged during working hours, potentially reallocating tasks or redistributing teams based on demand. • Use the organization re-structuring to review daily operations
INCENTIVIZING JOB CARD COMPLETION	<ul style="list-style-type: none"> • Introduce incentives for teams that achieve high completion rates of job cards during regular hours, thereby encouraging productivity without relying heavily on overtime. • Ensure that supervisor is responsible for the completion of the job cards
IMPROVING YARD CONDITIONS	<ol style="list-style-type: none"> 1. Initiate a cleanup and organizational effort within the yard to address housekeeping issues and remove old materials, ensuring a safer working environment.

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UPGRADES TO SANITATION FACILITIES	<ul style="list-style-type: none"> • Allocate budget resources to upgrade toilet facilities to separate male and female use and ensure that they meet health standards. Regular maintenance schedules should be established for cleanliness
OVERTIME MONITORING	<ul style="list-style-type: none"> • Implement stricter monitoring of overtime hours to identify patterns and causes, allowing management to address workload distribution issues proactively. • Reduce the number of personnel working overtime to complete a job
TRAINING AND DEVELOPMENT	<ul style="list-style-type: none"> • Offer training to employees focused on time management and productivity optimization to encourage better use of working hours. • Provide training to the Supervisor /Drivers in effective supervision. • Usage of tools and equipment.
EFFECTIVE CARE FOR EQUIPMENT	<ul style="list-style-type: none"> • Supervisor to ensure that all equipment are being used to improved productivity • Weekly checklist of all the vehicles and equipment. • ensure that when a vehicle License expired that the vehicle is sent to the workshop timeously to get it ready for roadworthy and license.

Conclusion & Closing



Conclusion

By executing these solutions, we can enhance employee productivity, improve workplace conditions, and reduce operational costs related to overtime expenses. It is crucial that we act promptly to rectify these findings and create a more efficient and safer work environment.