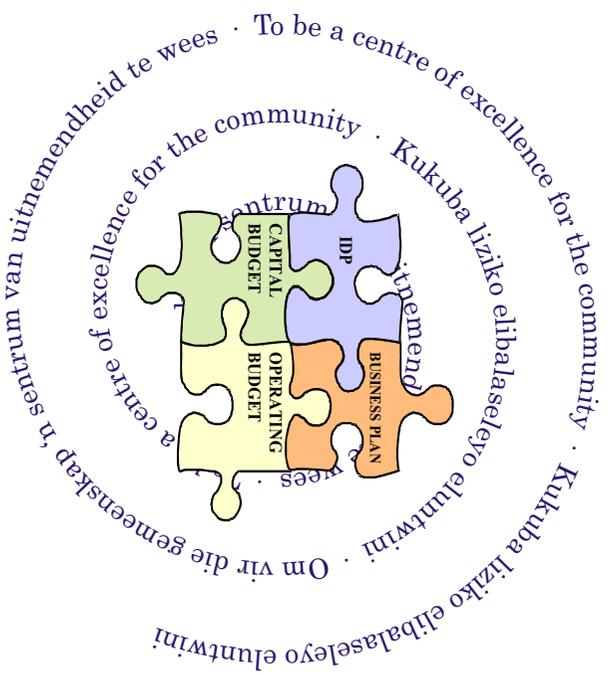




SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2009/2010



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THE 8 PRINCIPLES OF BATHO PELE

- **CONSULTATION** - The public should be consulted about the level and quality of the services they receive from us and, wherever possible, should be given a choice about the services that are offered
- **SERVICE STANDARDS** - The public should be told what level and quality of public services they will receive so that they are aware of what they can expect from us.
- **COURTESY** - The public should always be treated with courtesy and consideration.
- **ACCESS** - All members of the public should have equal access to the services they are entitled to.
- **INFORMATION** - The public should be given full, accurate information about the public services they are entitled to receive.
- **OPENNESS AND TRANSPARENCY** - The public should be told how national departments and provincial administrations are run, how much they cost, and who is in charge.
- **REDRESS** - If the promised standard of service is not delivered, the public should be offered an apology, a full explanation, and a speedy and effective remedy; and when complaints are made, the public should receive a sympathetic and positive response.
- **VALUE FOR MONEY** - Public services should be provided economically and efficiently, in order to give the public the best possible value for money.

ABBREVIATIONS USED IN THE SCORECARDS

AC	-	Audit Committee
AFS	-	Annual Financial Statements
AG	-	Auditor General
BCE	-	Basic Conditions of Employment
BCEA	-	Basic Conditions of Employment Act
BEE	-	Black Economic Empowerment
BP	-	Business Plan
Capex	-	Capital expenditure
CDW	-	Community Development Workers
CEO	-	Chief Executive Officer
CFO	-	Chief Financial Officer
CPF	-	Community Police Forum
CSR	-	Corporate Social Responsibility
DBSA	-	Development Bank of Southern Africa
DEADP	-	Western Cape Department of Environment, etc
DLGH	-	Department of Local Government and Housing
DMP	-	Disaster Management Plan
DOE	-	Department of Education
DOL	-	Department of Labour
DWAF	-	Department of Water Affairs and Forestry
EAP	-	Employee Assistance Programme
EE	-	Employment Equity
EF	-	Empowerment Fund
EIA	-	Environmental Impact Assessment
EM	-	Executive Mayor
EMIS	-	Engineering Management Information System
FBS	-	Free Basic Sanitation
FBW	-	Free Basic Water
FET	-	Further Education and Training
GAMAP	-	Generally Accepted Municipal Accounting Practice
GRAP	-	Generally Recognised Accounting Practice
HPP	-	Hermanus Public Protection
HR	-	Human Resources
HSRC	-	Human Sciences Research Council
IAU	-	Internal Audit Unit
ICASA	-	Independent Communications Authority of SA
ICT	-	Information Communication Technology
IDP	-	Integrated Development Plan
IEMP	-	Integrated Environmental Management Plan
IGR	-	Intergovernmental Relations
IT	-	Information Technology
ITSC	-	IT Steering Committee
IWMP	-	Integrated Waste Management Plan
JE	-	Joint Education Committee

KPI	-	Key Performance Indicator
LED	-	Local Economic Development
LLF	-	Local Labour Forum
Manco	-	Management Committee
MC	-	Mayoral Committee
MFMA	-	Municipal Finance Management Act
MM	-	Municipal Manager
MPCC	-	Multi-purpose Community Centre
MSA	-	Municipal Systems Act
MTEF	-	Medium Term Expenditure Framework
NAAP	-	National Arrive Alive Programme
NGO	-	Non-governmental Organisation
NPA	-	National Prosecuting Authority
NSF	-	National Skills Fund
NT	-	National Treasury
O&M	-	Operation and Maintenance
OHSA	-	Occupational Health and Safety Act
OLEDA	-	Overstrand Local Economic Development Agency
OMAF	-	Overstrand Municipal Advisory Forum
Opex	-	Operational expenditure
PAC	-	Performance Audit Committee
PAIA	-	Promotion of Access to Information Act
PC	-	Personal Computer/s
PEP	-	Project Execution Plan
PFC	-	Portfolio Committee
PMS	-	Performance Management System
PPE	-	Personal Protective Equipment
PRA	-	Property Rates Act
PT	-	Provincial Treasury
QR	-	Quarterly Report
RFN	-	Radio Frequency Network
SABS	-	SA Bureau of Standards
SALGBC	-	S A Local Government Bargaining Council
SANS	-	SA National Standards
SAPS	-	SA Police Service
SCM	-	Supply Chain Management
SDA	-	Service Delivery Agreement/s
SDBIP	-	Service Delivery Budget Implementation Plan
SDF	-	Skills Development Facilitator (as per context)
SDF	-	Spatial Development Framework (as per context)
SETA	-	Sector Education and Training Authority
SLA	-	Service Level Agreement (essentially the same as above)
SMMEs	-	Small, Medium and Micro Enterprises
SOW	-	Scope of Works
SP	-	Service Provider
SPU	-	Special Projects Unit

TOR	-	Terms of Reference
TP	-	Town Planning (as per context)
TP	-	Transportation Plan (as per context)
UFE	-	Unaccounted for Electricity
UFW	-	Unaccounted for Water
USAID	-	United States AID
WAC	-	Wards Aids Council
WC	-	Ward Committee
WPSP	-	Workplace Skills Plan
WSA	-	Water Services Authority
WSDP	-	Water Services Development Plan
WSP	-	Water Services Provider
WTW	-	Water Treatment Work/s
WWTW	-	Wastewater Treatment Work/s

1. INTRODUCTION

The service delivery of Council began when the Overstrand Municipal Council on 26 May 2009 unanimously approved the Budget and the Integrated Development Plan (IDP) for the 2009 / 2010 financial year.

The purpose of this submission is two-fold:

- To submit the Service Delivery and Budget Implementation Plan (SDBIP) for the 2009/10 financial year to the Executive Mayor for his consideration and approval as set out in section 53 of the Municipal Finance Management Act (MFMA), Act 56 of 2003.
- To provide a background to the submission of the SDBIP and to give a brief overview of the municipality's Performance Management System (PMS).

2. INTEGRATION OF THE IDP, BUDGET AND PMS

The Integrated Development Plan (IDP) outlines how the challenges of sustainable development in a municipality are to be met through strategic intervention and optimum service delivery over a five year period. The IDP is developed by a municipality in conjunction with its community, and a credible IDP must be supported by a realistic and sound budget.

The SDBIP is a dynamic tool that facilitates the integration between the IDP, the budget and the Performance Management System. The SDBIP must be informed by the budget and the IDP. It thus facilitates oversight over financial and non-financial performance of the municipality.

3. LEGISLATIVE IMPERATIVE

The basis for performance management is to be found in Chapter 6 of the Municipal Systems Act 32 of 2000. More specifically Section 38 which reads as follows:

"A municipality must –

- (a) *Establish a Performance Management System that is –*
 - (i) *commensurate with its resources;*
 - (ii) *best suited to its circumstances; and*
 - (iii) *in line with the priorities, objectives, indicators and targets contained in its integrated development plan; "*

Furthermore such a system must promote a culture of performance management in a municipality's political and administrative structures and facilitate the management of its affairs in an economical, efficient, effective and accountable manner.

To a large extent municipalities have the discretion to determine their own system and reporting frequencies.

The Overstrand Municipality developed a Performance Management Policy which was approved by council by the end of November 2009.

In terms of Section 53 (1) (c) (ii) of the MFMA, the SDBIP is defined as a detailed plan approved by the mayor of a municipality for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate the following:

- (a) projections for each month of -
 - (i) revenue to be collected, by source; and
 - (ii) operational and capital expenditure, by vote
- (b) service delivery targets and performance indicators for each quarter, and
- (c) any other matters prescribed

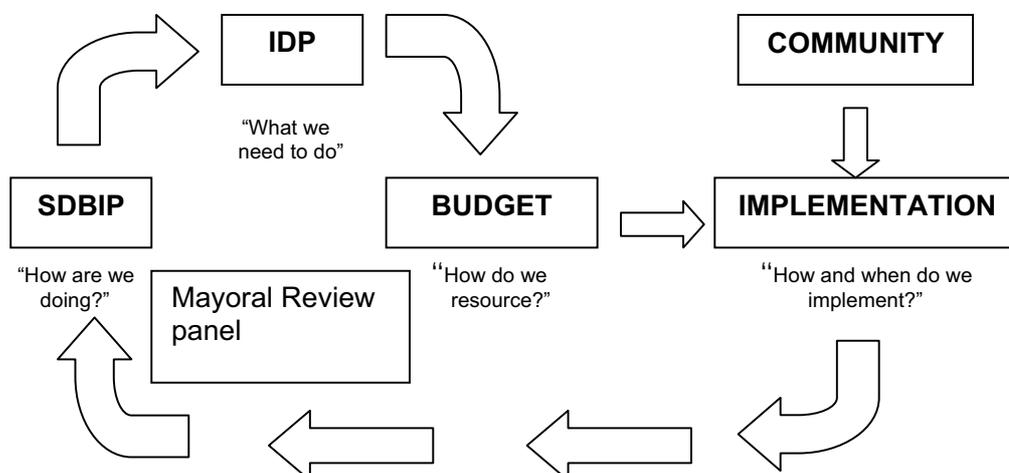
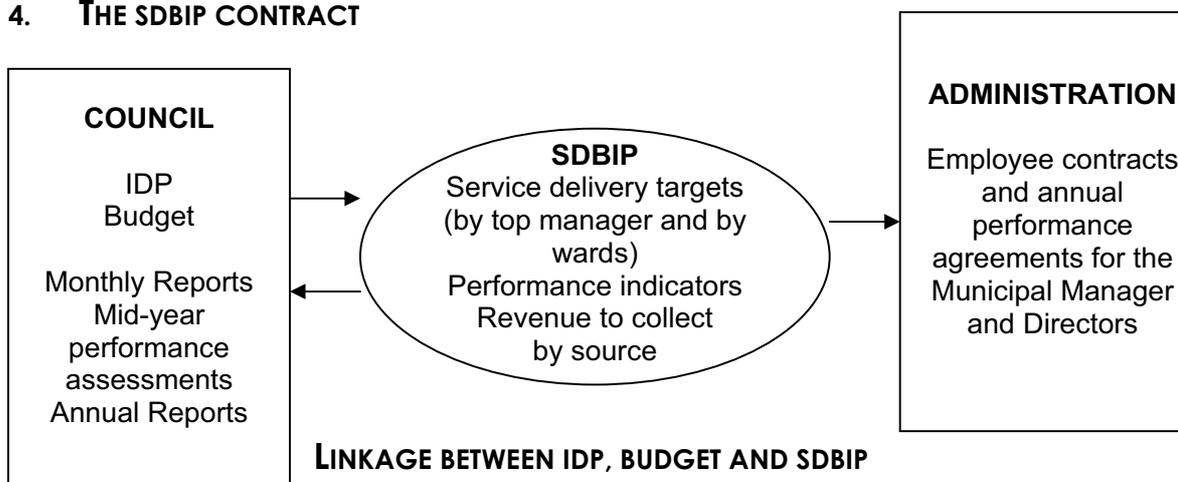
According to Section 53 of the MFMA, the Executive Mayor is expected to approve the SDBIP within 28 days after the approval of the budget. In addition, the Executive Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

With the implementation of the MFMA the frequency, method and type of reporting in respect of municipal affairs have been tightened up considerably. There has also been a clear allocation of responsibilities as well as accountability in respect of the Executive Mayor and the Municipal Manager (MM) (read Accounting Officer). Examples of such responsibilities are –

- | | |
|--------------------------------------|-------------------|
| ➤ Submission of draft SDBIP to Mayor | - MM |
| ➤ Approval of SDBIP | - Executive Mayor |
| ➤ Monthly budget statements | - MM |
| ➤ Quarterly report | - Executive Mayor |
| ➤ Mid year assessment | - MM to EM |
| ➤ Annual report | - MM |
| ➤ Annual IDP/Budget Review program | - Executive Mayor |

It is essential that the provisions of the Systems Act, its Regulations as well as the MFMA be read together when one looks at the broad arena of Local Government Performance Management.

4. THE SDBIP CONTRACT



6. CORPORATE KEY PERFORMANCE AREAS (KPAs)

The purpose of this component of the SDBIP is to lay down a set of corporate key performance areas as well as to identify lead projects which apply to all staff where applicable.

These are listed as follows:

➤ **Response to incoming mail**

The first response to all incoming mail to the municipality will be replied to within 14 days of receipt thereof. In cases where this is not possible reasons will be given and a further period of 21 days will be allowed.

➤ **Management of Staff**

All directors and managers are responsible for the management of their staff resources which include the conduct and work performance of the staff under their control. This aspect includes the supervision, control and where

appropriate, discipline of staff in line with relevant legislation as well as collective agreements. The appointment of staff can only be done in terms of delegated authority. It further includes the management of staff resources in respect of utilisation as well as control over working hours. Directors and Managers will maintain at least 95% level of employment of permanent staff.

➤ **Staff Training**

Overstrand Municipality endorses the need to combine skills challenges beyond legislative compliance by budgeting more than the 1% prescribed. It also takes on the broader skills demands of the IDP and economic development.

The Overstrand Municipality, like all other local authorities, must submit a Workplace Skills Plan to LGSETA in terms of the Skills Development Act, 1998 (Act 97 of 1998) and related legislation. It is the role and function of the Skills Development Facilitator to gather, facilitate and analyse information in relation to the Workplace Skills Plans which will meet the needs of the organization, individual learners, the sector and national skills priorities.

When compiling the Skills Plan cognizance is taken of the essential need to link the skills requirements to the Municipality's IDP as well as its strategic priorities and its service delivery focus areas.

➤ **Financial Management**

In this regard compliance to legislative and policy guidelines is as required by the MFMA. These include aspects such as exercising budgetary control over the capital and operating budgets by the relevant allocated budget holder under the supervision of the relevant director. Audit queries must be dealt with where applicable as well as seeking to minimise audit queries by ensuring that the correct procedures are followed and that the appropriate financial delegations are executed.

➤ **Capital project implementation**

In respect of approved capital projects the targets for spending of projects have been set as follows by the Executive Mayor:

- 30% by the end of December
- 60% by the end of March
- 100% by the end of June (financial year end)

➤ **Ward Committees**

The functionality and effectiveness of the Ward Committee system utilised by the Overstrand Municipality will continuously be reviewed for effectiveness. The system was re-affirmed and reviewed during May 2009. All ward committees were established and are functional. The relevant area managers must ensure a continuous working relationship with the ward committees which they administer.

➤ **Compliance with applicable legislation**

All sections of the Municipality have to comply with applicable legislation of a general and specific nature. It is required of all staff to comply with legislation applicable to their duties especially in cases of statutory appointments. It is furthermore expected of all staff to comply with the codes of conduct for municipal employees.

➤ **Access to information**

The administration of the provisions of the Access to Information Act rests with the Municipal Manager as information officer. He has appointed the Area Managers as well as the Director of Community Services and Manager: Administration as deputy information officers.

➤ **Customer Care/Batho Pele**

That the eight (8) principles of Batho Pele be used as a basis by all officials in dealing with customers. That an effective and efficient service be rendered by all helpdesks and front offices within the municipal area.

➤ **Risk Management**

In terms of Section 62 of MFMA, the Municipality must implement a risk management system. A Risk Analysis has recently been completed and the documented risks and their exposure have been presented to each Directorate. Managers now have the responsibility to manage these risks by improving the effectiveness of the controls, introducing new controls, ceasing non value added or excessive processes in the control, etc. As it is a mammoth task to address all the risks in a single year, the objective will be to address as many risks as possible within the year, commencing with those which present the largest exposure. Audits will be executed on the risks to determine whether the controls indicated are in place and to make recommendations where deficiencies are detected. Staff should provide full cooperation during the audit process. These reports will be submitted to the Audit Committee.

LEAD PROJECTS

There are four (4) projects under this heading listed as follows:

- MFMA change project
- Electronic Document Management System
- Engineering Management Information System
- Local Labour Promotion Projects (LLPP)
- Special Projects

➤ **MFMA CHANGE PROJECT**

This is a corporate project that aims to implement the requirements of the Municipal Finance Management Act (MFMA) into the Municipality. Activities undertaken are partly

grant funded by National Treasury. This project also enhances the financial capacity of the municipality.

The Project is inward-looking in that it is focused on changing internal practices and processes but the benefits of these changed processes will facilitate democratic and accountable governance and so will be of benefit to our residents. It is the duty of all sections to co-operate in compliance with new requirements to achieve the best possible audit.

➤ **ELECTRONIC DOCUMENT MANAGEMENT SYSTEM**

In order to reach the corporate objective of first reply to incoming mail within 14 days, an electronic system, Collaborator was acquired as a tool to reach the objective.

The system addresses the need for effective communication through a range of electronic functions that improve and monitor the communication processes within the organisation, regardless of where its members are located. It encapsulates Record, Workflow, Document, and Web Content Management processes into one comprehensive web-based solution.

The following actions will be proceeded with :

- Extensive training and support service to all users
- Rendering of an integrated service with the Engineering Management Information System (EMIS) at all customer care help desks
- Accurate recording of new information on the system
- Scanning/recording of archived information
- Continued evaluation and reporting of information and performance

➤ **ENGINEERING MANAGEMENT INFORMATION SYSTEM (EMIS)**

The system is concerned with the wider use of costing information for planning, control, and decision making purposes. The system is works orders / job cards driven (with elements of labour, material and time) in respect of basic service delivery, with regard to maintenance (re-active and pro-active), key performance indicators and benchmarking. Generated information by the system will provide vital decision making support information.

The system can provide job cards for service areas ie water, sewer, streets and storm water, electricity and parks. The following actions will be proceeded with to ensure effective usage of the system:

- Building of administrative capacity through additional appointments and proper training (also middle management)
- Accurate recording of information on the system.
- Developing of a Overstrand-wide network to render an effective service to all customers
- Development of modules for the following service areas:
 - Traffic and Law Enforcement
 - Fire and disaster management
 - Housing
 - Refuse removal
- Continued evaluation and reporting of information and performance

- Interfacing the financial management system with EMIS in order to do proper job costing.

➤ **LLPP**

The Local Labour Promotion Programme (LLPP) was developed to improve the socio-economic position of local residents through the recovery of outstanding municipal debt by the provision of job opportunities on municipal projects mainly for outstanding municipal account holders or their agents.

LLPP as a job creation/ labour intensive programme strives to develop infrastructure of quality through good workmanship and cost effectiveness.

The labour capacity will primarily be sourced from the database of municipal services account holders. The mentioned arrear municipal account holders must make a contribution towards the recovery of their debt from income earned by means of the employment opportunity.

The programme will furthermore strive to provide skills training/development of participants to support / sustain the future employment of participants in the broader labour force.

➤ **SPECIAL PROJECTS**

A number of projects e.g Working for Water, Umsobomvu, Greypower, etc resort under this heading and will be reported on by the responsible directors.

7. SDBIP

The production of an SDBIP is a requirement under the Municipal Finance Management Act (MFMA), Act 56 of 2003.

The SDBIP is defined in chapter 1 of the MFMA and reads as follows -
"a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

(a) projections for each month of-

- (i) revenue to be collected, by source; and*
- (ii) operational and capital expenditure, by vote;*

(b) service delivery targets and performance indicators for each quarter "

This plan serves as an input into the performance agreements of the Municipal Manager as well as the Directors. It also forms the basis for the monthly, quarterly, mid-year as well as annual performance assessment report for the 2009/10 financial year and the performance assessment of the Directors and Municipal Manager.

The SDBIP provides the vital link between the Executive Mayor, the Council and the Administration and facilitates the process of holding management

accountable for its performance. The SDBIP is a management, implementation, monitoring and performance monitoring tool that will assist and guide the Executive Mayor, Councillors, Municipal Manager, Senior Managers and the community.

The SDBIP is in essence the management and implementation tool which sets in-year information such as quarterly service delivery and monthly budget targets and links each service delivery output to the budget of the municipality. It further indicates the responsibilities and outputs for each of the senior managers and the top management team, the resources to be used and the deadlines set for the relevant activities.

The business plans reflect information relating to the relevant directorate, division, responsible person as well as the objectives and KPIs. Each director is responsible for the performance of as well as monitoring and reporting on his directorate in line with the deadlines for reporting to Council as set out below.

- Quarterly report (30 days after the end of each quarter)
- Mid-year assessment (by 25 January of each year)
- Annual report (to be tabled within 7 months after the end of the financial year)

Besides the above the finance directorate under the supervision of the Chief Financial Officer, also has a specific responsibility to report on financial matters on a monthly basis as part of its support to the Accounting Officer (MM).

7.1 Service Areas / Business and Capital Budget Implementation Plans

These plans are attached per directorate.

7.2 Reconciliation between IDP and Budget

This reconciliation has been done by detailing the budget expenditure per service area and linking that to one of the 5 strategic priorities as set out in the IDP, which council has adopted as part of its Corporate Strategy.

7.3 Monthly Projections of Revenue for each source

Monthly projections of revenue by source relate to the actual cash expected to be collected from various main sources as well as actual grant funding to be received over the 2009/10 fiscal year.

7.4 Monthly Projections of Revenue and Expenditure (Operating and Capital) for each vote

The monthly projections of how each directorate will spend its respective capital and operating budget per vote and how they intend collecting and/or generating revenue including how disbursements of grant funding will be received.

7.5 Ward information for Expenditure , Service Delivery and Capital Works

This section of the SDBIP provides service delivery information per area and ward and clearly indicates which projects will be undertaken in the different areas and ward of the Overstrand Municipality.

8 APPROVAL OF THE SDBIP

Being a management and implementation plan (not a policy proposal) the SDBIP is not required to be approved by the council. The approval of the SDBIP is a competency reserved for the Municipal Manager and the Executive Mayor in terms of section 53 of the MFMA. This section requires him to take all reasonable steps to ensure that the SDBIP is approved within 28 days of the final budget approval.

9. MONITORING OF THE IMPLEMENTATION OF THE SDBIP

Progress against the objectives set out in the SDBIP will be monitored and reported on a quarterly, mid-year and annual basis as set out in the MFMA and Systems Act.

Timeframes and responsibilities are as follows. (Sections referred to are out of the MFMA)

- Monthly budget statements (Section 71 - Accounting Officer)
- Quarterly reports (Section 52 - Executive Mayor)
- Mid-year budget and performance assessment (Section 72 - MM as accounting officer)
- Annual report (Section 121 - MM to Mayor and Council)

In addition to the above the Executive Mayor is also required to table a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget as well as the annual review of the IDP. (Section 21 of the MFMA)

10 CONCLUSION

The SDBIP complies with the legislative as well as policy guidelines issued by National Treasury. A SDBIP is however work in progress and will continue to be refined to improve the content and quality of information contained therein on a continued basis, even during the financial year.



 Adv W. Zybrands
 MUNICIPAL MANAGER


 Cnr TB Beyleveldt
 EXECUTIVE MAYOR



 Date


 Date

OVERSTRAND - MUNICIPAL MANAGER SCORECARD 2009-2010

VISION: To be a centre of excellence for the community / Om vir die gemeenskap 'n sentrum van uitnemendheid te wees / Kukuba liziko elibalaseleyo eluntwini.

MISSION: To deliver optimal services in support of sustainable economic, social and environmental goals / Om optimale dienste ter ondersteuning van volhoubare ekonomiese, sosiale -en omgewingsdoelwitte te lewer / Injongo zethu kuleminyaka emihlanu ezayo kukuba ngumasipala onikezela iinkonzo ngempumelelo kwinkxaso ngenjongo yezophuhliso, ezomphakathi nezendalo.

FUNCTIONAL / SERVICE AREA: MUNICIPAL MANAGER

RESPONSIBLE OFFICIAL: W ZYBRANDS

LINKAGE TO IDP: *Provision of democratic and accountable governance*

Promotion of Tourism and Economic development

Creation and maintenance of a safe and healthy environment

Management and conservation of the natural environment

Provision and maintenance of municipal services

*** First respondent responsible for reporting**

Key Performance Area	Related Goal/Program	Baseline	Inputs	Outputs	Outcome	Risks	Perf. Indicator/Target	Date	Resp.
1. Municipal Transformation and Institutional Development									
1.1 Organisational Design	<i>Staff Structure</i>	Current organisational structure to be reviewed in order to establish functional and logical alignment	MM, Directors, EM, MC, Council, LLF, Operational budget	Re-aligned structure	Improved service delivery	Obtaining Council approval. LLF resistance	Proposed amended structure	Aug-09	MM, Directors
							Finalised structure in operation	Sep-09	MM, Directors
1.2 Administration	<i>Administrative Management</i>	Attendance of Monthly meetings - PFC - 3, Mayco - 1, Council - 1, LLF - 1, Training - 1	MM, Directors	Preparation for and participation in the listed meetings	Knowledge based, sound decision-making	Unplanned events e.g illness, compulsory external meetings	Ongoing preparation and attendance of meetings with governance and related structures	Ongoing, Quarterly reports	MM, Directors

		MM delegated powers to Area Directors but overall responsibility	MM, Comm Serv	Overseeing effective administration of four areas	Management support	Unplanned events e.g illness, compulsory external meetings	Visit to and meetings with Area Directors, each one at least once per quarter	Ongoing, Quarterly reports	MM
1.3 Human Resources	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Directorates, Operational budget, MM	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Effective and holistic approach to training		Monitoring of training needs being sufficiently addressed by directorates and suggestions re induction course content based on experience	Sep-09	Directors, MM
	Learnerships	Implementation of the NSF	Man Serv, SDF, SPU, Service Providers, SETA, DOL, Learners	Learnerships and learners identified	Broadening skills base	Selection criteria Project Grey Power	Learners identified and enrolled in courses	QR	Man Serv, MM, Directors
	Mentoring (Project greypower)	Broad skills base of O/S residents not utilised	Man Serv, SDF, Operational budget, MM	Database of available skills in Community	Potential for mentoring unlocked	Initial establishment of any coaching/mentoring programmes to be properly structured	Establishment of available skills base and continuous updating thereof	Oct 2009 & ongoing	Man Serv
							Identify mentoring possibilities and processes, link skills to opportunities and packaging thereof in a proper TOR	Nov 2009 & ongoing	Man Serv, MM
							Continuous monitoring and quarterly progress reports once a programme underway	Ongoing & Quarterly reports	Man Serv, MM

1.6 Integrated Development Plan (IDP)	Governance	IDP reviewed on an annual basis	Man Serv, OMAF, Sectoral Depts, ODM, MM, Directors, Community, Operational budget	Reviewed IDP	Integrated management of IDP process	Non-co-operation of sector departments	OMAF Meetings	Quarterly reports	Man Serv, MM, Directors		
		Planning & process integration of IDP, PMS, SDBIP essential to reduce administrative load of reporting		IDP, PMS, Budget integration with focus on service delivery				Integrated processes enabling efficient, cost, energy effective administration		Timely co-operation of all directorates	IDP KPIs & Targets incl in PMS & SDBIP
1.7 Performance Management System - PMS	Governance Programme	Institutionalisation of PMS not done - institutionally or individually	Council, Manco, LLF, Service Provider, Operational budget	Approved, implemented PMS compliant with MSA and Performance Regulations, 2006	Improved service delivery, Legal compliance	New practices, procedures normally encounter practical problems	Performance agreements of MM and Directors completed in line with regulations and signed	Jul-09	Man Serv, MM		
		Lack of community consultation		PMS devolved to middle management level				Municipal Scorecard adopted by Council		Jul-09	Man Serv, MM
		Performance Regulations, 2006 to be implemented		Integration of PMS with SDBIP				Reviewed Policy documents adopted by Council and needed resolutions taken		Jul-09	Man Serv, MM
								Reporting on the Individual Scorecards		Sept & Dec 2009, Mar & June 2010	MM, Directors
								Quarterly performance evaluations		Sept & Dec 2009, Mar & June 2010	MM, Directors
								Institutional reporting processes followed		Sept & Dec 2009, Mar & June 2010	MM

				PMS further cemented and devolved to middle management level			Institutional & Individual PMS aligned with IDP, SDBIP with inclusion of MM, directors and next level of management	Jun-09	Man Serv, MM, Directors						
				Performance appraisal process for financial year completed			Annual performance appraisal process	Jun-09	MM, Directors						
1.8 ICT	IT	IT Steering Committees not taking place	Man Serv, MM, Directors, Operational budget	Regular ITSC meetings	Common knowledge base and buy-in to IT objectives	Lack of funding, expertise	Re-institutionalisation of ITSC meetings on a monthly basis	Jul-09	Man Serv, Directors, MM						
								Lack of updated H&S audit of municipal facilities, offices, etc. and lack of recorded H&S Plan compliant with legal requirements	Man Serv, MM, Operational budget	Legally compliant H&S Audit and Plan completed	Legal compliance	H&S shortcomings, and risks identified and prioritised	Report on immediate risks including cost analysis thereof to Council	Jul - Nov 2009 - quarterly report	Man Serv, MM
														Nov-09	Man Serv, MM
														Nov 2009 onwards, QR	Man Serv, MM
														Dec-09	Man Serv, MM
Jan-2010	Man Serv, MM														
1.11 Labour Relations	LLF	LLF attended regularly by EM, Councillors and functioning well	Man Serv, LLF, MM, Operational budget	LLF consulted re. all personnel related matters, e.g. PMS, EE, Task, Training & Development, etc.	Sound labour relations, employees' interests protected	Co-operation of role-players	Regular LLF Meetings and Minutes kept	Ongoing, QRs	Man Serv, MM						

1.12 HIV / Aids	National key priority	<i>Mainstreaming of HIV&AIDS by all the directorates</i>	Man Serv, Directorates, Operational budget	Each directorate to indicate how the HIV&AIDS is mainstreamed.	Knowledge base and implementation developed	Cooperation from the directorates.	Workshop on mainstreaming and further implementation thereof.	Aug 2009 QRs	Man Serv, Directors, MM
	HIV/Aids Day	<i>Observation of HIV&AIDS day</i>	Comm Serv, Man Serv, Operational budget	Effective involvement of all stakeholders and public support by municipality	Improved HIV&AIDS days observation with visible impact for the communities		To conduct a municipal display of support for World AIDS day.	Dec-09	Comm Serv, Man Serv, MM
2. Service Delivery & Infrastructure Development									
2.1 Capital Projects	Various projects and programmes - attached as Annexure 1 to the Scorecard of each director incl reference to grant / other funds received, project planning, projected cash flow management, scheduled site meetings	O/S has a large number of capital projects mostly iro community services and infrastructure and planning	Directors, SPs, Capital budget, grant funding	Effective project management of capital projects, including contract management of service providers, ensuring realisation of projected spending per quarter	Maximum development iro infrastructure and services	Inclement weather	12% spending iro capital budget with full quality, cost, time and health and safety control exercised	1st Quarter - QRs	MM, Directors
		Responsibility of MM to ensure capital spending is in line with the capital budget and the SDBIP. Current spending 91% of capital budget by June 2010	MM	Monthly and quarterly monitoring of targets as set	Effective management implementation performance monitoring	Inclement weather	40% spending iro capital budget with full quality, cost, time and health and safety control exercised	2nd Quarter - QRs	MM, Directors
							75% spending iro capital budget with full quality, cost, time and health and safety control exercised	3rd Quarter - QRs	MM, Directors

							98% spending iro capital budget with full quality, cost, time and health and safety control exercised	4th Quarter - QRs	MM, Directors
	Performance Ratings	Inadequate performance of consultants and contractors, e.g. project management, infrastructure construction and EIAs/RODs	MM, Directors, SPs	Performance rating system of consultants and contractors instituted and maintained	Enforcement of contract provisions and performance as targeted		Performance rating criteria and schedule established	Jul-09	MM, Directors
							All service providers rated and performance meetings held incl expected standards and provisions re poor performance Monitoring of performance of service providers and steps taken as dictated by performance	Jul-09 Jul 2009 ongoing, QRs	MM, Directors Directors
2.2 Maintenance Projects	Holistic planning	Lack of holistic maintenance needs analysis, policy and plan iro infrastructure	I&P, Comm Serv, MM	Infrastructure maintenance needs analysis done and a policy and plan operationalised	Focused, holistic and integrated maintenance - effective service delivery		Maintenance needs analysed and finalised	1st Quarter - QRs	MM, I&P, Comm Serv
							Maintenance policy developed	2nd Quarter - QRs	MM, I&P, Comm Serv
							Maintenance plan developed	3rd Quarter - QRs	MM, I&P, Comm Serv
							Maintenance plan implemented	4th Quarter - QRs	MM, I&P, Comm Serv

2.4 Water Services	WSA-WSP	Division of the WSA-WSP roles to be clearly defined in organisational structure	MM, I&P, Comm Serv, Operational budget	Clear differentiation between WSA & WSP obligations and roles	Legal compliance with Water Services Act		Role definition in line with amended organisational structure	Sep-09	MM, I&P, Comm Serv
2.6 Waste Services	Roles & Responsibilities	Division of the waste services planning & infrastructure vis-à-vis operational and maintenance obligations & roles to be clearly defined in organisational structure	MM, I&P, Comm Serv, Operational budget	Clear differentiation between I&P vis-à-vis Community Services role iro waste services delivery	Logical functional division		Role definition in line with amended organisational structure	Sep-09	MM, I&P, Comm Serv
2.7 Transport, Roads & Storm Water	Roles & Responsibilities	Division of the planning & infrastructure vis-à-vis operational and maintenance obligations & roles to be clearly defined in organisational structure	MM, I&P, Comm Serv, Operational budget	Clear differentiation between I&P vis-à-vis Community Services role iro roads and storm water services delivery	Logical functional division		Role definition in line with amended organisational structure	Sep-09	MM, I&P, Comm Serv
2.8 Environmental Management	Integrated management	Relatively new section thus fair amount of ground work to be done Building a holistic, integrated Environmental Management focus	I&P, MM, Operational budget	An Integrated Environmental Management Strategy and Policy An Integrated Environmental Management Plan (IEMP) for each municipal conservation area	Legal compliance Legal compliance Good management practices		Draft Environmental Management Strategy and Policy Final Environmental Management Strategy and Policy approved An Integrated Environmental Management Plan for three municipal conservation areas - 1 per quarter	Dec-09 Jun-09 Dec 2009, Mar 2010 and June 2010	I&P, MM I&P, MM I&P, MM

	Awareness	Environmental calendar used to build awareness	I&P, Operational budget, MM	Observation of the environmental calendar through public display of municipal commitment to the environment	Improved awareness of environmental related issues and their importance		Arbor day preparation and observation	Sep-09	I&P, MM
							Water week preparation & observation	Mar-2010	I&P, MM
							Environmental day preparation and observation thereof	Jun-2010	I&P, MM
2.9 Housing	Accreditation	Municipality not accredited to perform housing function	Comm Serv, MM, Operational budget	Accreditation to Dept of Housing applied for if feasible	Improved control over developments in area	Dependent on Prov Dept of Housing	Regular reporting on progress of application for accreditation if submitted	QRs	Comm Serv, MM
2.11 Building Services	Building Control	Claims against the municipality to be dealt with - less than 1/1000 plans	Man Serv, MM, I&P, Operational budget	Management of and dealing with claims against the municipality in the most effective and cost-efficient manner possible	Legal process compliance		Management of legal claims against the municipality and legal processes in respect thereof	QRs	Man Serv, MM, I&P
2.14 Disaster Management	DMP	Existing Disaster Management Plan	MM, Comm Serv, Operational budget	Fully updated DMP	Prepared for effective respons		When necessary updating of the DMP and annual review	QRs	MM, Protec Serv
		High level of preparedness essential and quick mobilisation		Discipline heads with command directives appointed	Preparedness, accountability		Discipline heads appointed as and when necessary	QRs	MM, Protec Serv
		Knowledge base of legislation and codes necessary		Interactive, holistic thinking and pro-active planning	Preparedness, accountability		Ongoing liaison with PAWC and ODM to ensure synergy of DMPs and quick mobility if need be	QRs	MM, Protect Serv
				Effective reporting	Accountability		Quarterly reports on disasters	QRs	MM, Protect Serv

	Social safety net	Humanitarian interventions needed in case of disaster/extreme human suffering, e.g. xenophobia	Man Serv, MM, Comm Serv, Operational budget	Successful interventions in times of disaster	Improvement of quality of life of persons affected		Care services as and when necessary	Quarterly reports	Man Serv, MM, Protect Serv
3. Local (incl Rural) Economic Development									
	Strategy & plan	Existing LED strategy, policy and 5-year plan	ED, MM, Operational budget	Reviewed strategy and new and updated information included	Valid and realistic economic development strategising and planning		Strategy, policy and 5-year plan reviewed and report to Council including risk/liabilities/constraints, e.g. electricity availability, not detailed in existing strategy	Review Jan 2009	ED, MM
	Tourism - DMO	Destination Marketing Organisation established	ED, MM, Operational budget, DMO	Legal status of DMO to be in accordance with municipal legislation and requirements	Dedicated tourism development	Co-operation from DMO	Clarify and finalise legal status of DMO	Aug-09	ED, MM
		Management and monitoring of DMO essential especially if funded by municipality	ED, MM, Operational budget, external funding to municipality	SLA entered into between Municipality and DMO	Sound management of municipal interests and funding	Co-operation from DMO	SDA with DMO finalised and implementation monitored	Oct-09	ED, MM
		Lack of specific tourism strategy	ED, MM, Operational budget	Tourism strategy approved and implementation started	Focused approach to guide future tourism development		Tourism development strategy approved	Dec-09	ED, MM
	Empowerment Fund	Concept of Empowerment Fund in which developers can make a social investment as a contribution to LED	ED, MM, Operational budget	Implemented concept provided all challenges successful addressed	CSR packaged on behalf of developers	Legal, administrative arrangements and acceptability of the concept	Legal implications of proposed Empowerment Fund clarified	Sep-09	ED, MM

	OLEDA	A dedicated local economic development agency can fast track LED projects, access/utilise more grant funding - trend in local government	MM, ED, IDC - R3m	SLA entered into between Municipality and OLEDA Fully functioning OLEDA	Dedicated tourism development		SDA with OLEDA finalised Monitor implementation of SDA and provide support Quarterly performance reports	Jul-09 Ongoing, QRs	MM, ED ED, MM
	Neighbourhood Development	Substantial funding available for neighbourhood development	ED, MM	Submit proposals with plans	Sustainable environmental development and quality of living improved	Not receiving any grants	Application for grant submitted Quarterly progress report	Jul-09	ED, MM
	Rural Study	Rural study finalised	ED, MM, Operational budget	Rural study recommendations adopted and implemented	Rural economic development stimulated		Recommendations of rural study adopted Progressive implementation of recommendations	Sep-09 Sept onwards - QRs	ED, MM ED, MM
	De Mond Caravan Park	Preferred bidder appointed	MM, I&P	Project implementation	Economic development, job creation, tourism		Project proceeding as development plan unfolds	Jan 2010 onwards, QRs	I&P, MM
	Corporate Projects	Lack of definition of the functions of the Corporate Projects Unit resulting in vague KPIs which are not measurable	Comm Serv, Operational budget	Functional areas, projects, activities, plans, programmes, etc. of Corporate Services clearly defined with definite KPIs and quarterly targets	Focused corporate projects		Corporate Project unit's functionality to be revised as per review of organisational structure	Jul - 09, ongoing, QRs	MM, Comm Serv

4. Municipal Financial Viability and financial management									
	AFS	AFS is GAMAP/GRAP compliant	CFO, MM, Directors, Operational budget,	Completed financial statements - S71 & 72 compliant			Financial statements submitted including performance information to AG	31-Aug-09	CFO, MM, Directors
	Compliance Management - AG Report	AG Report 2008/09	CFO, MM, Directors, Operational budget,	Action Plan to address AG Report 2008/09	Legal compliance		Action plan re AG Report	Dec-09	CFO, MM, Directors
							Management co-ordination	Jan-2010	CFO, MM, Directors
	Annual Report	Preparation of Annual Report for 2008/09	CFO, MM, Man Serv, Operational budget	Completed action plan	Legal compliance		Completion of Action Plan re Management Letter	Feb-2010	CFO, MM, Directors
							Report re Management Letter	Mar-2010	CFO, MM, Directors
	Budget	Budget 2010/11 approved	CFO, Operational budget	On date completion of budgetary processes	Sound financial management		Internal budgetary processes	From Aug 2009, QR in Dec 09	CFO, MM, Directors
							Adoption of Adjustments Budget	Jan-2010	CFO, MM
							Adoption of Draft MTEF Budget by Council	Mar-2010	CFO, MM
							Adoption of Final MTEF Budget by Council	May-2010	CFO, MM
	SDBIP	SDBIP & PMS largely integrated for 2010/11	CFO, Man Serv, Operational budget	Totally integrated SDBIP & PMS for 2009/2010	Energy & cost effective management processes and reporting systems		Progressive integration of PMS & SDBIP and compilation of necessary reports - quarterly, mid-year and annual	Jul 2009 - May 2010, Quarterly Reports	Man Serv, CFO, Directors, MM
			MM	Overall co-ordination and management of SDBIP implementation			Monthly and quarterly co-ordination of SDBIP	Ongoing, QRs	MM

			MM, Directors	SDBIP for 2009/10 in place and approved			Drafting of the SDBIP for 2010/11	May-2010	MM, Man Serv, CFO, Directors
							Finalisation and approval of the SDBIP for 2009/10	Jun- 09	MM, Man Serv, CFO, Directors
	Borrowing	Municipality to borrow R70m	CFO, MM, Operational budget	Money borrowed at best rate	Sound financial practices		Tender awarded	Sept 2009, Quarterly Report	CFO, MM
	Reporting	Prescribed reporting on a monthly, quarterly and half yearly basis ito s71 of MFMA	CFO, MM, Exec Mayor, Operational budget	Monthly, quarterly and half yearly financial reports submitted as required	Legal compliance		Monthly monitoring report to NT & PT	Monthly, QR	CFO,MM
Monthly report to EM, PFC, MC, Council iro budget performance								Monthly, QR	CFO,MM
	Parking	Parking meter system not effective	CFO, MM, Operational budget	Reviewed & refined parking meter system	Securing parking revenue		Parking meter system reviewed and report	Oct-09	CFO, MM
	Tariffs	Tariff structure to be market related	CFO, Manco, Operational budget	Affordable but market related tariff structure	Effective revenue management		Annual review of tariff structure	Sep-09	CFO, MM, Directors
	Expenditure Management	Management not yet a satisfactory knowledge of MFMA	CFO, Manco, Operational budget	Management with adequate knowledge to act in compliance with MFMA	Improvement of financial management		Workshop for management iro MFMA	Jul-09	CFO, MM
		Overtime exceeding BCEA stipulations & negative AG comments thereon	CFO, Manco, Operational budget	Overtime within acceptable parameters			Acting on monthly report with progressive compliance with BCEA and budget, 25% less overtime & 25% more within budget limits iro acting allowances by Sept, 50% of said by Dec 2009, 75% of said by Mar 2009 and 100%	July 2009, ongoing, QRs	CFO, MM, Directors

							compliance by June 2010		
	Salaries	Salary budget and payment processes in place	CFO, Manco, Operational budget	Salary budget in line with legal prescriptions and laid down timeframes	Personnel security		Draft salary budget	Mar-2010	CFO, MM, Directors
							Final salary budget	May-2010	CFO, MM, Directors
	Contract Management	Sound management structures/processes	CFO, SP, Operational budget	Collaborator operation module for contract management of a certain category of contracts	Legal compliance and quality control		Module operational	Aug-09	Man Serv CFO, MM,
		More complex contracts needs contract specific and legal compliance monitoring and management which is not in place iro all contracts and cannot be addressed by generic Collaborator module	Manco, operational budget	Monitoring matrix iro legal compliance matters agreed and implemented	Legal compliance, reducing accountability risks of Municipality	Co-operation of directorates	Monitoring of functionality of module	Jul - Aug 2009	Man Serv CFO, MM,
							All contracts on the system	Sep-09	Man Serv CFO, MM,
							Drafting of a generic contract management and monitoring matrix including legislative & other compliance matters applicable to all contracts, e.g. OHSA compliance	Aug-09	Man Serv, MM
							Performance review of all contracts submitted by directorates to MM	Dec-09	Directors, MM
							Consolidation of performance reviews for inclusion in annual report	Jan-2010	Directors, Man Serv, MM

5. Good Governance, Public Participation Accountability and Transparency									
	Legal Prosecutions	Law enforcement will be more effective if the municipality can prosecute offenders	MM, I&P, Man Serv, Operational budget	Approval obtained from the NPA and prosecutions being done	Effective and speedy law enforcement		Liaison with National Prosecuting Authority to obtain authority to s22(8)(b) of the NPA Act, 32/1998	Ongoing	MM, I&P, Man Serv
							Authority obtained and operations pursued	QR	MM, I&P, Man Serv
	Roles, responsibilities & delegations	Non-compliance with s.53 of the Systems Act	MM, Council, Directors	Completed s.53 MSA Report	Legal compliance, clarity of roles		Adoption of report on roles and responsibilities	Nov-09	MM
			MM, Council, Directors	Delegation system reviewed to ensure synergy	Legal compliance		Delegation system reviewed	Dec-09	MM
							Written delegations as per the revised register	Dec-09	MM
	Implementation of Council Resolutions	No delay in implementation of Council Resolutions	MM, Man Serv	Council Resolutions implemented promptly	Optimal functioning of Council		Report to Council on the implementation of Council Resolutions	Ongoing, QRs	MM
	SCOPA	No s.79 Oversight Committee	MM, Council	Oversight of annual budget established and completed	Investor confidence		Oversight report on annual report adopted	Jan-2010	MM
							Oversight report on annual report tabled to Council	31-Mar-2010	MM
	Internal Audit & risk management	Internal Audit unit and Audit Committee functional and acting in compliance with legislation	Man Serv, MM, Directors, Operational budget	Audit plan reviewed and communicated to AC and management	Risks determined and managed		Risk assessment workshops with Directorates	Oct-09	Man Serv, Directors, MM

		Audit plan to be continuously reviewed		Audit plan			Risk assessment results and revised audit plan communicated to Directorates for implementation MM to take necessary actions as per submitted IAU reports/audits Approved staff appointed	Dec-09	Man Serv, Directors, MM
		Audit resources currently insufficient	MM, Operational budget	Audit resources appropriate, sufficient and effectively deployed	Resources to give effect to audit plan			Ongoing, QR	MM
		Ethics and values are at the core of risk management	MM, Operational budget	A municipality with high regard for ethics and values	Effective risk management		Internal audit contractors appointed	Oct-09	MM
		Risk identification and evaluation an ongoing process	MM, Operational budget	New risks identified and evaluated	Continuously improved risk management and control		Daily communication and discussion sessions with staff from all directorates	Ongoing, QRs	MM
		Risk management to be continuously monitored and evaluated	MM, Operational budget	Updated risk progress register			Evaluation of incidents reported to or detected by IA Unit to establish risk exposure and conduct relevant audits Monitoring and evaluation of risk system and keeping an updated risk progress register	Oct 2009, Ongoing, QRs	MM
		Measures to be in place for management of fraud and corruption	MM, Operational budget	Advocate anti-corruption and fraud measure in targeted departments	Transparency, good administration		Meetings with departments to promote and assist with implementation of measures stated in Fraud Prevention Plan – one department per quarter	Sep-09	MM
		Functional Audit Committee in terms of Section 166 of MFMA	MM, Operational budget	Internal audit and AC processes to ensure effectiveness of IAU and AC			Scheduling of AC meetings – at least one every second month and writtend minutes kept	Ongoing, QR	MM, Directors

		Functional Performance Audit Committee in terms of Section 166 of MFMA section 45 , Systems Acr and GNR 796 of 2001	MM, Operational budget	Internal audit and PAC processes to monitor appropriate performance management in terms of municipality		Follow-up on issues raised by AC	Ongoing, QR	MM
						Submission of relevant financial and administrative information to AC	Ongoing QR	MM
						Audit reports submitted to AC	QR	MM
						MM to take necessary actions as per submitted IAU reports/audits	Ongoing QR	MM
						Scheduling of PAC meetings – at least two per annum and written minutes kept	Ongoing QR	MM
						Submission of relevant performance and other information to PAC	Ongoing QR	MM
						Draft the Performance Audit Committee Charter	Sept - 09	MM
						MM to take necessary actions as advised by PAC	Ongoing, QR	MM
		Management of risk dependent on adequate processes	MM, Operational budget	Internal and Audit processes to ensure effectiveness of IAU and AC	Effective controls	Scheduling of AC meetings - at least one every second month and written minutes kept	Ongoing, QRs	MM
						Follow up on issues raised by Audit Committee	Ongoing, QRs	MM

							Submission of relevant financial and administrative information to AC	Ongoing, QRs	MM
							Audit reports submitted to AC	Quarterly, QRs	MM
							MM to take necessary actions as per submitted IAU reports/audits	Ongoing, QR	MM
		Risk Management Framework	MM, Operational budget	Implementation of Enterprise Risk Management (ERM)			Launch of ERM for O/S	Sept - 09	MM
							Compilation of Risk Management Strategy. Policy and Implementation Plan Roles and Responsibility of respective role players communicated Risk Committee to become functional	Sept - 09	MM
	Intergovernmental relations	Implementation of the IGR Framework Act.	MM, Mayor	Full participation in the District IGR Forum	IGR Framework Act Implemented. Improved IGR	Lack of response from sector departments and guidance from ODM	Ongoing intergovernmental participation	July 2009, quarterly reports	MM
		IGR Clusters to be used for inter-governmental unity and support	Directors, Operational Budget	Attendance of District IGR Cluster meetings as applicable to each Directorate	Improved IGR	Lack of participation by the other LMs and Sector Departments	Full attendance of cluster meetings and feedback reports	Sept & Dec 2009, Mar & June 2009	Directors, MM
		Quarterly provincial questionnaire - municipal snapshot in Vuna format	Directors, MM	Full participation in Prov. Mun. snapshot	Preparation for Vuna participation	Full participation of all directorates needed	Provincial questionnaires to be completed within prescribed time frame	Oct 2009, Jan 2010, April 2010, June 2010, QRs	Man Serv, Directors, MM

	Vuna Awards	Wish to repeat success of 2005/06	Directors, MM	Participation in Vuna Awards		Must prepare in advance to avoid crisis management and ensure good entry	Collation and co-ordination of information for Vuna entry	Jul - Sept 2009	Man Serv, Directors, MM
	Communication	Ongoing need for administrative support to EM and fulltime councillors	Man Serv, Operational budget	Effective admin support to EM and full time councillors	Building the image of the responsive municipality		Language policy approved and implemented	Sep-09	Man Serv, MM
							Responding to media reports within 7 days	Ongoing, QRs	Man Serv, MM
							Draft / final policy on IGR	Nov 2009, Jan 2010	Man Serv, MM
	Community Consultation & Participation	Existing policy & schedule for 10 established ward committees - the latter ties in with PFC and Council meetings	Comm Serv, Man Serv, MM, Operational budget	Compliance with legally required community participation	Structured public participation, Informed and participative community,	In general, politicisation of WC to be guarded against	Scheduling of monthly ward committee meetings in synergy with PFC and Council meetings, agendas for WC meetings 7 days prior to meetings with previous minutes, quarterly advertising of meetings i to s.21 of MSA	Jul-09	Comm Serv, MM
		Well functioning O/S Municipal Advisory Forum (OMAF) for strategic matters (also refer to IDP) with 4 reps per ward	Man Serv, Comm Serv, MM, Operational budget	O/S community participation maintaining the best practice status and effective consultation on IDP, budget and other strategic issues	Adhering to legislation iro public participation, s.21 and Ch 4 of MSA	Often ward committee members aspiring to become councillors may result in other agendas being pursued	Agendas for bi-annual OMAF meetings 14 days prior to meetings, with previous minutes	Ongoing, QR	Man Serv, Comm Serv, MM

		Ward Councillors, area Directors and, where necessary other officials, full involvement with ward committees	Comm Serv, MM, Operational budget	Fully functioning and empowering ward committees	Improved communication with public, councillors' accountability to electorate, positive influence on attitude of officials	Obtaining / execution of mandate of constituency Impact of new legislation	Visual presentations to WC meetings iro municipal services and other relevant matters	Ongoing, QR	Comm Serv,, MM
			Comm Serv, MM, Operational budget	Ward committee policy evaluated and refined	Governance principles applied to WC	WC to maintain status of formal liaison bodies of communities	Evaluation of ward committee policy	Aug-09	Comm Serv, MM
			Comm Serv, MM, Operational budget	Communities fully up to date with Council decisions and reasons thereof	Transparency, accountability	Understanding and acceptance of Council decisions	Regular feedback to WC meetings re decisions taken by Council	Ongoing, QR	Comm Serv, MM

FUNCTIONAL/SERVICE AREA: INTERNAL AUDIT**RESPONSIBLE MANAGER: D KEARNEY**

DEFINITION OF FUNCTION: *To provide an internal audit service to the Municipality in line with the statutory requirements contained within the Municipal Finance Management Act (MFMA), 2003*

LINKAGE TO IDP: *Provision of democratic and accountable governance*

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR
	Customer Care	Responsive to residents' queries, requests	Response to all citizen complaints/enquiries within acceptable period	Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	QRs
1.5 Skills Development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Updated training audit	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Oct -09
5. Good Governance, Public Participation Accountability and Transparency					

	Internal Audit & risk management	Internal Audit unit and Audit Committee functional and acting in compliance with legislation Audit plan to be continuously reviewed	Management of IA Unit Audit plan reviewed and communicated to AC and management	Adding value and improving processes and operations Risk assessment workshops with Directorates Risk based audit plan revised based on results of risk assessments and in synergy with PMS & SDBIP Risk assessment results and revised audit plan communicated to Directorates for implementation	July 2009 ongoing, QRs Oct-09 Nov-09 Dec-09
		Audit resources currently insufficient	Audit resources appropriate, sufficient and effectively deployed	Approved staff appointed	Oct-09
		Ethics and values are at the core of risk management Risk identification and evaluation an ongoing process	A municipality with high regard for ethics and values New risks identified and evaluated	Internal audit contractors appointed Daily communication and discussion sessions with staff from all directorates Evaluation of incidents reported to or detected by IA Unit to establish risk exposure and conduct relevant audits	Aug-09 Ongoing, QRs Ongoing, QRs
		Risk management to be continuously monitored and evaluated	Updated risk progress register	Monitoring and evaluation of risk system and keeping an updated risk progress register	Oct 2009, Ongoing, QRs
		Measures to be in place for management of fraud and corruption	Fraud and corruption hotline implemented	Fraud and corruption hotline implemented	Sep-09
		Management of risk dependent on adequate processes	Internal audit and AC processes to ensure effectiveness of IAU and AC	Scheduling of AC meetings - at least one every second month and written minutes kept Follow up on issues raised by Audit Committee Submission of relevant financial and administrative information to AC	July 2009 ongoing, QRs July 2009 ongoing, QRs July 2009 ongoing, QRs

				Audit reports submitted to AC MM to take necessary actions as per submitted IAU reports/audits	Quarterly, QRs Ongoing, QR
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OVERSTRAND - DIRECTOR: MANAGEMENT SERVICES SCORECARD 2009-2010

VISION: To be a centre of excellence for the community / Om vir die gemeenskap 'n sentrum van uitnemendheid te wees / Kukuba liziko elibalaseleyo eluntwini.

MISSION: To deliver optimal services in support of sustainable economic, social and environmental goals / Om optimale dienste ter ondersteuning van volhoubare ekonomiese, sosiale -en omgewingsdoelwitte te lewer / Injongo zethu kuleminyaka emihlanu ezayo kukuba ngumasipala onikezela iinkonzo ngempumelelo kwinkxaso ngenjongo yezophuhliso, ezomphakathi nezendalo.

FUNCTIONAL/SERVICE AREA: MANAGEMENT SERVICES

RESPONSIBLE MANAGER: C GROENEWALD

* First respondent responsible for reporting

LINKAGE TO IDP: *Provision of democratic and accountable governance*

Key Performance Area	Related Goal/Program	Baseline	Inputs	Outputs	Outcome	Risks	Perf. Indicator/Target	Date	Resp.
1. Municipal Transformation and Institutional Development									
1.1 Organisational Design	<i>Staff Structure</i>	Current organisational structure to be reviewed in order to establish functional and logical alignment	MM, Directors, EM, MC, Council, LLF, Operational budget	Re-aligned structure	Improved service delivery	Obtaining Council approval. LLF resistance	Proposed amended structure	QR	MM, Directors
1.2 Administration	Administrative support	To ensure sustained administrative and secretarial support	Man Serv, Operational budget	Administrative support to ensure well functioning of Council, Mayoral Committee, Portfolio Committees, LLF, Training Committee, etc.	Timely and accurate documentation		Agendas: Council and MC 3 days prior to meetings, PFC - 8 working days prior to meetings	Ongoing, Quarterly reports	Man Serv
		Monthly meetings - PFC - 3, Mayco - 1, Council - 1, LLF - 1, Training - 1					Minutes of Council, MC, PFC, LLF, Oversight Committee, s. 79, Training Committee, s.62 Committee, EE committee within 72	Ongoing, Quarterly reports	Man Serv

							hours distributed		
		EE meetings - as & when necessary, s62 - 4 per Quarter					Tasks from the MC and Council typed and distributed to all HODs for implementation purposes within 7 days from decisions being taken Reports re implementation of Council Resolutions presented to the Standing Committees on a quarterly basis	Ongoing, Quarterly reports Ongoing, Quarterly reports	Man Serv Man Serv
	Administrative Management	Attendance of Monthly meetings - PFC - 3, Mayco - 1, Council - 1, LLF - 1, Training - 1	MM, Directors	Preparation for and participation in the listed meetings	Knowledge based, sound decision-making	Unplanned events e.g illness, compulsory external meetings	Ongoing preparation and attendance of meetings with governance and related structures	Ongoing, Quarterly reports	MM, Directors
	Contracts Management	Central management of contracts is essential	Man Serv, Operational budget	A database and filing system of all contracts including employment contracts, maintained	Proper contract management		Obtain copies of all contracts from Directorates Continuous updating of the database	Sep-09 Ongoing & Quarterly reports	Man Serv, MM, Directors Man Serv
	Record Management	Collaborator programme/module in place, helpdesk & control room memo's generated linked into the system	Comm Serv, Operational budget	Daily recording of incoming mail/requests on EDMS & EMIS	Cost-effective, time-effective sound administrative practices		Incoming mail at decentralised offices delivered to centralised registry office within 24 hours	Ongoing & Quarterly reports	Man Serv Directorates

				Effective mail/registration and reprographical service			Incoming mail at centralised office electronically or manually distributed to all administrations, directorates, divisions, officials within 24 hours of receipt thereof	Ongoing & Quarterly reports	Man Serv Directorates
				Effective monitoring of land line tel accounts on a monthly basis			All incoming mail on centralised record system and lodged with right persons to deal with it within 48 hours, irrespective of whether received at or having to be dealt with at central or decentralised offices	Ongoing & Quarterly reports	Man Serv Directorates
		Directorates managing records and IT to work together to ensure any system faults are detected and addressed	Man Serv, Comm Serv, Operational budget	Reliable record management system	Cost-effective, time-effective sound administrative practices		Ongoing monitoring by centralised and decentralised management	Ongoing & Quarterly reports	Man Serv
							Annual audit to ensure integrity of the system	QR	Man Serv, Comm Serv
	Archives & Filing Plan	Archives in place	Comm Serv, Operational budget	An established archive system	Compliance with national archives legislation		Ongoing management of archives, filing system	Ongoing, QRs	Man Serv
		An approved file plan		Continued updating of file plan/system		Back-up not up to date	Archives moving to new premises	Nov-09	Man Serv
		Collaborator accredited by National Archives	Comm Serv, Operational budget	3 yrs completed electronic record system			Back scanning of information into Collaborator	Aug 2009 - Mar 2010, QRs	Man Serv

1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Man Serv, Directors, Operational budget	Finalised job descriptions submitted to the Job Evaluation Committee	Sound HR and clear communication of Council objectives for each job	SALGBC delays	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	QR	Man Serv, Directors
							Follow up with the SALGBC and the JE Committee to have these job descriptions approved	QR	Man Serv, Directors
	EAP	Focused Employee Assistance Programme	Man Serv, operational budget, LLF	EAP Policy in place	Supportive workplace		Focused EAP Policy	Oct-09	Man Serv
							Ongoing implementation of policy	Quarterly reports	Man Serv
	Recruitment and Selection	Systematic recruitment and selection process optimises staff utilisation	Man Serv, operational budget	System in place for recruitment, selection and appointment processes	Good administration	Co-operation of Directorates	All vacancies on fixed establishment filled within 2 months after post became vacant	Quarterly reports	Man Serv
		Induction programme in place	Man Serv, operational budget	Ongoing induction programme	Workplace orientation		Present continuous induction programmes to new staff	Quarterly reports	Man Serv
		Practical guidance to staff re. Conditions of employment	Man Serv, operational budget	Practical explanation of provident, pension, medical aid, etc.	Empowerment of staff		Ongoing practical guidance to each new staff member/groups of new employees	Quarterly reports	Man Serv
				Efficient and effective processing of new appointments			Irrespective of date, no. of new employees - all administrative processes, i.e. medical, pension, provident, etc. completed by 15th day of month	Quarterly reports	Man Serv

	Personnel Administration	Administration of leave, pension, provident, medical etc., of all employees	Man Serv, operational budget	All leave and other record-keeping up to date in best interest of Council and employees	Legal compliance	Co-operation from finance	Ongoing	Quarterly reports	Man Serv
		Collaborator leave module in operation		Correct and up to date implementation of all conditions of service	Legal compliance		Ongoing	Nov-09	Man Serv
		Decentralised offices responsible for application of BCE iro own personnel	Comm Serv, Operational budget	Daily administration of all personnel matters	Good administration		Ongoing	Quarterly reports	Man Serv
				Daily management of leave, sick leave, training schedules, attendance at the decentralised offices	Good administration		Ongoing, information to central office for database capturing within 24 hours	Quarterly reports	Comm Serv, Man Serv
	HR Strategy	Lack of a human resource strategy and plan	Man Serv, Operational budget	An approved and implemented HR Strategy and Plan	Effective human resource planning	SALGA busy with national process	Developed TOR for a HR Strategy and Plan	QR	Man Serv
							Inclusion in IDP projects & budget for it	Dec-09	Man Serv

1.4 Employment Equity	Plan	EE Plan to be annually reviewed	Man Serv, LLF, Operational budget	A reviewed EEPlan encompassing of composition objectives, gender targets, identified intervention steps	Legal compliance	Achievement of goals often dependent on natural attrition	Review of EE Plan with inclusion of possible interventions and applicable policy decisions, if need be, to achieve objectives and goals, e.g. career development, succession planning, coaching & mentoring programmes, retention of staff	Sep-09	Man Serv
	Monitoring	EEPlan to be implemented and monitored					Revision of EE targets iro accepted demographics	Sep-09	Man Serv
	Gender	Existing gender committee	Man Serv, Operational budget	Gender equity iro all programmes promoted	Empowerment of women		Submit EEReports to DOL Implementation of EEPlan and Interventions monitored	Oct-09 Nov 2009 onwards, QR	Man Serv Man Serv
							Where applicable, ensuring gender equity iro all municipal programmes, activities	Quarterly reports	Man Serv
1.5 Skills Development	WPSP	Need for an updated Workplace Skills Audit, e.g. to include all new staff	Man Serv, SDF, LLF, Operational budget	Finalised skills audit	Targeted training of staff possible	Interdepartmental co-operation	Skills audit completed including all staff, training needed iro new tasks, i.e.all gaps identified	Jul-09	Man Serv
		Workplace Skills Plan outdated		Completed WPSP	Training and development needs addressed		WPSP completed with courses identified to address gaps incl. EE intervention training needs	Sep-09	Man Serv

		Local govt goals dictate a progressively multi-skilling approach to training EE Plan requires focus on training linked to career planning, succession planning, etc.		Seta Funds accessed - mandatory and discretionary grants	Broadening HR asset base Trained and developed staff, Legal compliance		WSPSP submitted to Seta Seta funds claimed Implementation of WSPSP	Oct-09 Oct-09 Quarterly reports	Man Serv Man Serv Man Serv
	Learnerships	Implementation of the NSF	Man Serv, SDF, SPU, Service Providers, SETA, DOL, Learners	Learnerships and learners identified	Broadening skills base	Selection criteria Project Grey Power	Learners identified and enrolled in courses	QR	Man Serv, MM, Directors
	Mentoring (Project greypower)	Broad skills base of O/S residents not utilised	Man Serv, SDF, Operational budget, MM	Database of available skills in Community	Potential for mentoring unlocked	Initial establishment of any coaching/mentoring programmes to be properly structured	Establishment of available skills base and continuous updating thereof Identify mentoring possibilities and processes, link skills to opportunities and packaging thereof in a proper TOR Continuous monitoring and quarterly progress reports once a programme underway	Oct 2009 & ongoing Nov 2009 & ongoing Ongoing & Quarterly reports	Man Serv Man Serv, MM Man Serv, MM
	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WSPSP submitted to the SETA and serving as the base document of courses' initiation	Directorates, Operational budget	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WSPSP	Effective and holistic approach to training		Inputs as required	Sep-09	Directors

1.6 Integrated Development Plan (IDP)	Governance	IDP reviewed on an annual basis	Man Serv, OMAF, Sectoral Depts, ODM, MM, Directors, Community, Operational budget	Reviewed IDP	Legal Compliance	Non-co-operation of sector departments	Approved IDP/Budget process plan	Aug-09	Man Serv
		Planning & process integration of IDP, PMS, SDBIP essential to reduce administrative load of reporting	Man Serv, OMAF, Sectoral Depts, ODM, MM, Directors, Community, Operational budget	IDP, PMS, Budget integration with focus on service delivery	Integrated management of IDP process Recording & prioritisation of community needs Integration of national, provincial and local planning Alignment with district IDP Legal compliance	Timely co-operation of all directorates	OMAF Meetings Ward Committee meetings Meetings with national and provincial sectoral departments Meetings with ODM IDP Rep Forum Final draft IDP	Quarterly reports Quarterly reports Quarterly reports Quarterly reports Mar-2010	Man Serv, MM, Directors Man Serv Man Serv Man Serv Man Serv
1.7 Performance Management System - PMS	Governance Programme	Institutionalisation of PMS not done - institutionally or individually	Council, Manco, LLF, Service Provider, Operational budget	Approved, implemented PMS compliant with MSA and Performance Regulations, 2006	Improved service delivery, Legal compliance	New practices, procedures normally encounter practical problems	Performance agreements of MM and Directors completed in line with regulations and signed	Jul-09	Man Serv, MM
		Performance Regulations, 2006 to be implemented		PMS devolved to middle management level			Municipal Scorecard adopted by Council	Jul-09	Man Serv, MM
				Performance Audit			Performance audit committee	QR	Man Serv

				Committee in place			established and to meet quarterly		
							Municipal Scorecard and performance agreements submitted to the Performance Audit Committee	Aug-09	Man Serv
							Reporting on the Individual Scorecards	Sept & Dec 2009, Mar & June 2010	MM, Directors
							Quarterly performance evaluations	Sept & Dec 2009, Mar & June 2010	MM, Directors
							Institutional reporting processes followed	Sept & Dec 2009, Mar & June 2010	MM
				Performance appraisal process for financial year completed			Annual performance appraisal process	Jun-09	MM, Directors
1.8 ICT	<i>IT</i>	Existing IT strategy	Man Serv, Operational budget	Updated IT strategy to manage the needs of the Municipality in synergy with available technology	Pro-active management of IT	Fast changing world of technology	Ongoing updating of IT Strategy	Quarterly reports	Man Serv
		Existing IT risk assessment, risk register, risk information system in place and risk mitigating measures identified some which are in process of implementation	Man Serv, Operational budget	Effective IT risk management	Ensuring the Municipality take note of and can budget to reduce IT risks		IT risk assessment, register and information system continuously updated	Quarterly reports	Man Serv
				Implementation of risk mitigating measures in sofar as funding and capacity allow	Risk reduction and protection of Municipal information systems	Support of all directorates and adequate funding	Upgrading of the IT network through implementation of risk mitigating actions	Ongoing, QRs	Man Serv

							Implementation of the Disaster Recovery Plan through implementation of the risk mitigating actions - all users signed	Ongoing, QRs	Man Serv
		Entrenchment of municipal rules	Man Serv, Operational budget	Controlled use of municipal IT infrastructure	Securing and protection of municipal infrastructure	Co-operation of all employees on the network	Daily control and monitoring	Ongoing, QRs	Man Serv
		Existing IT PC Inventory	Man Serv, Operational budget	Updated IT PC inventory	Control over municipal IT infrastructure	Co-operation of all employees with PCs	Regular inspection and monitoring	Ongoing, QRs	Man Serv
		Radio frequency network in process with 512k digitnet lines and new software installed	Man Serv, Operational budget	O/S RFN with voice implemented and functional	Image and service delivery of Municipality	Slow ICASA process	Infrastructure completed	Aug-09	Man Serv
		IT Steering Committees taking place	Man Serv, MM, Directors, Operational budget	Regular ITSC meetings	Common knowledge base and buy-in to IT objectives		Re-institutionalisation of ITSC meetings on a monthly basis	Jul-09	Man Serv, Directors, MM
	Information Access	Promotion of Access to Information Act, 2/2000 responsibilities to be adhered to	Man Serv, Operational budget	Continuous Updating of PAIA Manual and all relevant information as required by the PAIA on the website	Legal compliance, transparency, accountability		Updated PAIA Manual	QR	Man Serv
		All directorates handling complaints/queries/request regarding services linked to EMIS have the responsibility to capture the data required on a daily basis and report monthly thereon	Directorates, Operational budget	Daily and monthly inputs into the system and reporting thereon to identify performance, non-performance, trends and other essential management information	Effective management information system	Integrity of system depends on the accuracy, adequacy, timeous inputs thereto	Updated website with information required by PAIA, e.g. all by-laws, etc, and not yet adhered to. Daily inputs and monthly reporting ongoing	QR Monthly, QRs	Man Serv Directors

1.10 Occupational Health and Safety	OHS Committees & Staff	Established OHS committees	Man Serv, MM, Operational budget	Ensuring the municipality complies with all OHS requirements	Safer and healthier workplace		Safety representatives to meet monthly. Appointment of health and safety officer	QR Sept 09	Man Serv
		OHS currently presenting a considerable risk to the Municipality			Reduce the liability risks of the Municipality		Finalise schedule of H&S Officers responsibilities and training needs determined, included in WSPS and proceeded with	Quarterly reports	Man Serv
					Legal compliance		Health examinations of exposed personnel done and education on use of PPE completed	Sep-09	Man Serv
	OHS Policy	Lack of a Health and Safety Policy	Man Serv, MM, Operational budget	Health and Safety Policy adopted and implemented	Formalisation and structuring of approach to health and safety		Health and Safety Policy in place	Oct-09	Man Serv, MM
	OHS Audit and Plan	Lack of updated H&S audit of municipal facilities, offices, etc. and lack of recorded H&S Plan compliant with legal requirements	Man Serv, MM, Operational budget	Legally compliant H&S Audit and Plan completed	Legal compliance	Lack of funding, expertise	H&S Audit of all municipal buildings, facilities.	Annually Quarterly report	Man Serv, MM
Implementation of report							Nov 2009 onwards, QR	Man Serv, MM	
H&S Plan completed & inspection sheets implemented Updated risk profile of all directorates in line with H&S Audit and Plan							Dec-09	Man Serv, MM	
								Jan-2010	Man Serv, MM
1.11 Labour Relations	LLF	LLF attended regularly by EM, Councillors and functioning well	Man Serv, LLF, MM, Operational budget	LLF consulted re. all personnel related matters,	Sound labour relations, employees' interests	Co-operation of role-players	Regular LLF Meetings and Minutes kept	Ongoing, QRs	Man Serv, MM

				e.g. PMS, EE, Task, Training & Development, etc.	protected				
1.12 HIV / Aids	National key priority	<i>Mainstreaming of HIV&AIDS by all the directorates</i>	Man Serv, Directorates, Operational budget	Each directorate to indicate how the HIV&AIDS is mainstreamed.	Knowledge base and implementation developed	Cooperation from the directorates.	Workshop on mainstreaming and further implementation thereof.	Aug 2009 QRs	Man Serv, Directors, MM
		<i>Lack of an HIV/Aids policy</i>		HIV/Aids policy in operation	Focused HIV/Aids program development		HIV/Aids policy developed and adopted To have HIV&AIDS logo and message in appropriate documents To strengthen communication strategy of HIV & AIDS through ICT and Communication Monitoring and evaluation	Aug-09 Oct-09 Dec-09 Ongoing, QRs	Man Serv Man Serv Man Serv Man Serv
	HIV/Aids Day	<i>Observation of HIV&AIDS day</i>	Comm Serv, Man Serv, Operational budget	Effective involvement of all stakeholders and public support by municipality	Improved HIV&AIDS days observation with visible impact for the communities		To conduct a municipal display of support for World AIDS day.	Dec-09	Man Serv, MM
2. Service Delivery & Infrastructure Development									
2.1 - 2.10 Basic Services	Training	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Comm Serv, Man Serv, SETA, Operational budget	Well trained staff iro all basic and housing services	Empowerment of staff, effective maintenance of electrical		Related skills needs and courses identified and included in WPSP	Sep-09	Comm Serv, Man Serv

				delivery	networks, effective waste and other basic service delivery				
2.11 Building Services	Building Control	Claims against the municipality to be dealt with - less than 1/1000 plans	Man Serv, MM, I&P, Operational budget	Management of and dealing with claims against the municipality in the most effective and cost-efficient manner possible	Legal process compliance		Management of legal claims against the municipality and legal processes in respect thereof	QRs	Man Serv, MM, I&P
2.12 GIS	Training	Hard and software and resources in place but personnel not trained	I&P, Man Serv, Operational budget, SETA	Relevant personnel trained completed and ongoing	Knowledge base of staff expanded and multi-skilling pursued		GIS related skills needs and courses identified and included in WPSP	Sep-09	I&P, Man Serv
2.13 Protection Services: Law enforcement and traffic	Training	Training for protection services staff is essential	Comm Serv, Man Serv, Operational budget, SETA	Appropriately trained staff	Knowledge base of staff expanded and multi-skilling pursued		Related skills needs and courses identified and included in WPSP	Sep-09	Comm Serv, Man Serv
2.14 Disaster Management	Social safety net	Humanitarian interventions needed in case of disaster/extreme human suffering, e.g. xenophobia	Man Serv, MM, Comm Serv, Operational budget	Successful interventions in times of disaster	Improvement of quality of life of persons affected		Care services as and when necessary	Quarterly reports	Man Serv, MM, Comm Serv
	Liabilities & Training	Adequate, ongoing training of permanent personnel and volunteers essential	Comm Serv, Operational budget, SETA	Training courses accessed, completed with SETA monies	Safety of personnel, liability of volunteers for Council		Assess the legal implications of using volunteers to ensure council not encountering unwanted liabilities	Jul-09	Comm Serv, Man Serv
							Training courses for fire-fighters identified and further pursued through the WPSP	Sep-09	Comm Serv, Man Serv

4. Municipal Financial Viability and financial management									
	AFS	AFS is GAMAP/GRAP compliant	CFO, MM, Directors, Operational budget,	Completed financial statements - S71 & 72 compliant			Financial statements submitted including performance information to AG	Aug-09	CFO, MM, Directors
	Compliance Management - AG Report	AG Report	CFO, MM, Directors, Operational budget,	Action Plan to address AG Report 2008/09	Legal compliance		Action plan re AG Report	Dec-09	CFO, MM, Directors
								Jan-200	CFO, MM, Directors
	Annual Report	Preparation of Annual Report	CFO, MM, Man Serv, Operational budget	Completed annual report	Legal compliance		Annual report (including AG Audit Report, AFS & Council reply) tabled in Council	Jan-2010	Man Serv, CFO
								Feb-2010	CFO, MM, Directors
								Mar-2010	CFO, MM, Directors
	Budget	Budget 2010/11 approved	CFO, Operational budget	On date completion of budgetary processes	Sound financial management		Approved budget process plan incl. SDBIP	Aug-09	Man Serv, CFO
								From Aug 2009, QR in Dec 09	CFO, MM, Directors
	SDBIP	SDBIP & PMS largely integrated for 2009/09	CFO, Man Serv, Operational budget	Totally integrated SDBIP & PMS	Energy & cost effective management processes and reporting systems		Progressive integration of PMS & SDBIP and compilation of necessary reports - quarterly, mid-year and annual	Jul 2009 - May 2010, Quarterly Reports	Man Serv, CFO, Directors, MM
								May-2010	MM, Man Serv, CFO, Directors
								June-09	MM, Man Serv, CFO, Directors
			MM, Directors	SDBIP for 2009/10 in place and approved			Drafting of the SDBIP		
							Finalisation and approval of the SDBIP		

							Refining the integration of SDBIP & PMS for 2009/10	Jun-09	Man Serv, CFO (50/50), Directors
	Expenditure Management	Overtime exceeding BCEA stipulations & negative AG comments thereon	CFO, Manco, Operational budget	Overtime within acceptable parameters			Acting on monthly report with progressive compliance with BCEA and budget, 25% less overtime & 25% more within budget limits iro acting allowances by Sept, 50% of said by Dec 2009, 75% of said by Mar 2009 and 100% compliance by June 2009	July 2009, ongoing, QRs	CFO, MM, Directors
	Salaries	Salary budget and payment processes in place	CFO, Manco, Operational budget	Salary budget in line with legal prescriptions and laid down timeframes	Personnel security		Draft salary budget	Mar-2010	CFO, MM, Directors
							Final salary budget	May-2010	CFO, MM, Directors
	Contract Management	Sound contract management structures/processes	CFO, SP, Operational budget	Collaborator operation module for contract management of a certain category of contracts	Legal compliance and quality control		Module operational	Nov-09	Man Serv, CFO, MM,
							Monitoring of functionality of module	Nov - Dec 2009	Man Serv, CFO, MM
							All contracts on the system	Dec-09	Man Serv, CFO, MM
							Generic and contract-specific monitoring iro all projects implemented by all directorates	Dec-09	Directors

							Performance review of all contracts submitted by directorates to MM Consolidation of performance reviews for inclusion in annual report	Mrch-2010 Mrch-2010	Directors, MM Directors, Man Serv, MM
5. Good Governance, Public Participation Accountability and Transparency									
	Policies	Important policies to be reviewed.		Direct employee related policies referred to LLF Implementation of policies monitored in co-operation with the Performance Audit Committee		Co-operation of all Directors	Priority policies identified and timeframes determined, i.e. health & safety, training and development Already approved policies implemented	QR QR	Man Serv Man Serv
	By-laws	Number of outstanding by-laws Consistent enforcement of by-laws	Man Serv, MM, Directors, Operational budget	Implementation of gazetted by-laws In process by-laws approved, gazetted, implemented New by-laws approved, gazetted, implemented	Regulation of municipal services Enforcement of legislation Controlled environment leading to better accountability	Co-operation of role-players	Implementation of by-laws already gazetted Gap analysis iro legislative obligations vis-à-vis by-laws Priority by-laws for development identified and timeframes determined Water & Sanitation , Stormwater and Swimming Pool Markets & Signage	01-Jul-09 Jul-09 Jul-09 Aug-09 Nov-09	Man Serv Man Serv Man Serv Man Serv Man Serv

							Beaches & Amusement facilities & Local Amenities Municipal Parks , Traffic & Parking	Feb 2010 May 2010 Ongoing, quarterly reports	Man Serv Man Serv, Directors
	Legal Services	Need for a legal reference system Regular legal opinions Interpretation of contracts, by-laws, policies Legal opinion and Advise Legal Advise Labour disputes	Man Serv, Operational budget Man Serv, Operational budget Man Serv, Operational budget	Expanding law library Legal knowledge and enforcement base Legal knowlegde	Easy reference system Legally correct actions protect the Municipality		Expanding the law library and keeping an inventory of it Assistance to law enforcement officials Responses to legal enquiries Legal advise on a daily basis to different directorates Observe tender adjudication processe , two weekly Section 62 appeals – twice quarterly Represent council at arbitration & mediation on a case by case basis	Ongoing, QR Ongoing, QR Ongoing, QR QR QR QR	Man Serv Man Serv Man Serv Man Serv Man Serv Man Serv
	Legal Prosecutions	Law enforcement will be more effective if the municipality can prosecute offenders	MM, I&P, Man Serv, Operational budget	Approval obtained from the NPA and prosecutions being done	Effective and speedy law enforcement		Liaison with National Prosecuting Authority to obtain authority ito s22(8)(b) of the NPAAct, 32/1998	Ongoing	MM, I&P, Man Serv

			Man Serv, Operational budget	Institution of a municipal court			Authority obtained and operations pursued	Ors	MM, I&P, Man Serv
							Reegular liaison with the Justice department & National prosecution	QR	MM, Man Serv
	Internal Audit & risk management	Audit plan to be continuously reviewed	MM, Directors, Operational budget	Audit plan continuously reviewed and communicated to AC and management	Risks determined and managed		Risk based audit plan revised based on results of risk assessments and in synergy with PMS & SDBIP Risk assessment results and revised audit plan communicated to Directorates for implementation	Nov - 09 Dec-09	MM, Directors MM, Directors
	Intergovernmental relations	IGR Clusters to be used for inter-governmental unity and support	Directors, Operational Budget	Attendance of District IGR Cluster meetings as applicable to each Directorate	Improved IGR	Lack of participation by the other LMs and Sector Departments	Full attendance of cluster meetings and feedback reports	Sept & Dec 2009, Mar & June 2010	Directors,MM
		Quarterly provincial questionnaire - municipal snapshot in Vuna format	Directors, MM	Full participation in Prov. Mun. snapshot	Preparation for Vuna participation	Full participation of all directorates needed	Provincial questionnaires to be completed within prescribed time frame	Oct 2009, Jan 2010, April 2010, June 2010, QRs	Man Serv, Directors, MM
	Vuna Awards	Wish to repeat success of 2005/06	Directors, MM	Participation in Vuna Awards		Must prepare in advance to avoid crisis management and ensure good entry	Collation and co- ordination of information for Vuna entry	Jul - Sept 2009	Man Serv, Directors, MM
							Submission of entry	Oct-09	Man Serv
	Electoral Commission	Director: Management Services appointed as Municipal Electoral Officer and so approved by Council	Man Serv, Operational budget	Successful chairpersonship of party liaison committee	Good relations established and maintained between Elec. Comm, Mun & political parties	Only liaison obligations, not to get involved to deal with any identified problems outside scope of brief	Involvement in municipal elections and by-elections	QR	Man Serv

	Communication	Various external communication services in place and to be maintained	Man Serv, Operational budget	Effective management of external communication services	Improved image of municipality & service delivery		Monthly O/S Bulletin	Ongoing, QRs	Man Serv
							Bi-annual update of website	July 2009 & Jan 2010, QRs	Man Serv
							Municipal showcase	Oct 2009, QR	Man Serv
							Council Imbizo	Apr-09	Man Serv
							Written report to Council and DPLG on results achieved through the Imbizo	Two weeks after Imbizo and Quarterly reports	Man Serv
							Quarterly Media Liaison Report	July 09, Oct 09, Jan '10, April 10, QRs	Man Serv
							Information Board Management	Monthly ongoing, QRs	Man Serv
		Council branding, corporate advertising and sponsorships ongoing	Man Serv, Operational budget	Effective management of council's branding, corporate advertising and sponsorship programme	Improved image of municipality and its involvement		Annual Corporate identity manual update	31-Jul-09	Man Serv
							Ongoing implementation of 2009/09 advertising plan	Ongoing, QRs	Man Serv
							Ongoing implementation of 2009/09 sponsorship programme	Ongoing, QRs	Man Serv
		Council has special projects implemented on an annual basis	Man Serv, Operational budget	Effective management of Council's special projects	Recognition of community achievers		Plan for Mayor's achievers' recognition	Jul-09	Man Serv

		Internal communication processes essential	Man Serv, Operational budget	Effective management of internal communication processes	Empowerment of the youth		Junior Council inauguration	Jul-09	Man Serv
							Junior Council Orientation Tour	Sep-09	Man Serv
							Mayor's Environmental Award	Jun-10	Man Serv
							Internal newsletter	Ongoing, QRs	Man Serv
		Public opinion is important to the municipality	Man Serv, Operational budget	Effective monitoring of public opinion and news coverage	Improved municipal image		Internal communications team meetings	Aug & Nov 2009, Feb 2010, QRs	Man Serv
							Daily monitoring of news media	Ongoing, QRs	Man Serv
		Ongoing need for administrative support to EM and fulltime councillors	Man Serv, Operational budget	Effective admin support to EM and full time councillors	Building the image of the responsive municipality		Surveys when necessary	Ongoing, QRs	Man Serv
							Language policy approved and implemented	Sep-09	Man Serv, MM
							Responding to media reports within 7 days	Ongoing, QRs	Man Serv, MM
							Draft / final policy on IGR	Nov 2009, Jan 2009	Man Serv, MM
	Community Consultation & Participation	Well functioning O/S Municipal Advisory Forum (OMAF) for strategic matters (also refer to IDP) with 4 reps per ward	Man Serv, Comm Serv, MM, Operational budget	O/S community participation maintaining the best practice status and effective consultation on IDP, budget and other strategic issues	Adhering to legislation iro public participation, s.21 and Ch 4 of MSA	Often ward committee members aspiring to become councillors may result in other agendas being pursued	Agendas for bi-annual OMAF meetings 14 days prior to meetings, with previous minutes	Ongoing, QR	Man Serv, Comm Serv, MM

	Special projects	Savings on Mayoral Special Projects budget	Man Serv, SPU reserve funds	Completion of liaison, purchases, deliveries to target groups	Strengthening of social fabric of local society		Contact relevant organisations / institutions for needs proposal, i.e. focus on elderly, youth, disabled	May -10	Man Serv
							Needs and wishes analysed, prioritised, funding allocated	May-10	Man Serv
							Purchases, deliveries made	30-Jun-10	Man Serv

FUNCTIONAL/SERVICE AREA: STRATEGIC PLANNING**RESPONSIBLE MANAGER: DS ARRISON**

DEFINITION OF
FUNCTION:

Co-ordination of the annual IDP Process and reporting requirements to Council

LINKAGE TO IDP:

Provision of democratic and accountable governance

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR
	Training	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff, effective waste services delivery	Related skills needs and courses identified and included in WPSP	Sep-09
1.5 Skills Development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Updated training audits	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Oct-09
	Customer Care	Responsive to residents' queries, requests	Response to all citizen complaints/enquiries within acceptable period	Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	QRs

1.4 Employment Equity	Gender	Existing gender committee	Gender equity iro all programmes promoted	Where applicable, ensuring gender equity iro all municipal programmes, activities	Quarterly reports
1.6 Integrated Development Plan (IDP)	Governance	Reviewed IDP Planning & process integration of IDP, PMS, SDBIP essential to reduce administrative load of reporting	Reviewed IDP IDP, PMS, Budget integration with focus on service delivery	Approved IDP/Budget process plan OMAF Meetings Ward Committee meetings Meetings with national and provincial sectoral departments Meetings with ODM IDP Rep Forum Aligned to the Budget Planning Final draft IDP Approved IDP IDP KPIs & Targets incl in PMS & SDBIP	Aug-09 Quarterly reports Quarterly reports Quarterly reports Quarterly reports Sept 2009 onwards, QR Mar-2010 May-2010 Jun-09
1.7 Performance Management System - PMS	Governance Programme	Institutionalisation of PMS not done - institutionally or individually Lack of community consultation PMS to be cascaded to other staff levels	Approved, implemented PMS compliant with MSA and Performance Regulations, 2006 PMS devolved to middle management level Community consultation completed Performance Audit Committee in place	Performance agreements of MM and Directors completed in line with regulations and signed Municipal Scorecard adopted by Council Community consultation completed Municipal Scorecard and performance agreements submitted to the Performance Audit Committee	Jul-09 Jul-09 Aug-09 Aug-09

			PMS further cemented and devolved to middle management level	Reporting on the Individual Scorecards Quarterly performance evaluations Institutional reporting processes followed Institutional & Individual PMS aligned with IDP, SDBIP with inclusion of MM, directors and next level of management	Sept & Dec 2009, Mar & June 2010 Sept & Dec 2009, Mar & June 2010 Sept & Dec 2009, Mar & June 2010 Jun-09
			Performance appraisal process for financial year completed	Annual performance appraisal process	Jun-09
2. Service Delivery & Infrastructure					
2.14 Disaster Management	Social safety net	Humanitarian interventions needed in case of disaster/extreme human suffering, e.g. xenophobia Quarterly provincial questionnaire - municipal snapshot in Vuna format	Successful interventions in times of disaster Full participation in Prov. Mun. snapshot	Care services as and when necessary Provincial questionnaires to be completed within prescribed time frame	Quarterly reports Oct 2009, Jan 2010, April 2010, June 2010, QRs
4. Municipal Financial Viability and financial management					
	Budget	Budget 2009/10 approved	On date completion of budgetary processes	Approved budget process plan incl. SDBIP	Aug-09
	SDBIP	SDBIP & PMS largely integrated for 2009/10	Totally integrated SDBIP & PMS for 2009/2010	Progressive integration of PMS & SDBIP and compilation of necessary reports - quarterly, mid-year and annual Refining the integration of SDBIP & PMS for 2010/11	Jul 2009 - May 2010 Quarterly Reports Jun-2010
	Annual Report	Preparation of Annual Report for 2008/09	Completed annual report for 2008/09	Annual report (including AG Audit Report, AFS & Council reply) for 2008/09 tabled in Council	Jan-2010

5. Good Governance, Public Participation Accountability and Transparency					
	Vuna Awards	Wish to repeat successes of previous years	Participation in Vuna Awards	Collation and co-ordination of information for Vuna entry	Jul - Sept 2009
	Special projects	Well functioning O/S Municipal Advisory Forum (OMAF) for strategic matters (also refer to IDP) with 4 reps per ward	O/S community participation maintaining the best practice status and effective consultation on IDP, budget and other strategic issues	Agendas for bi-annual OMAF meetings 14 days prior to meetings, with previous minutes	Ongoing, QR
		Savings on Mayoral Special Projects budget	Completion of liaison, purchases, deliveries to target groups	Contact relevant organisations / institutions for needs proposal, i.e. focus on elderly, youth, disabled	May-2010
				Needs and wishes analysed, prioritised, funding allocated	May-2010
				Purchases, deliveries made	Jun-2010

FUNCTIONAL/SERVICE AREA: HUMAN RESOURCES**RESPONSIBLE MANAGER: L Bucchianeri****DEFINITION OF FUNCTION:**

To guide, advise and assist management to determine and acquire the right quantity of employees, and to ensure the optimal utilisation of employees through proper human resource administration.

LINKAGE TO IDP:

*Provision of democratic and accountable governance
Provision and maintenance of Municipal Services
Promotion of a Safe & Healthy Environment*

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	QR
	Customer Care	Responsive to residents' queries, requests	Response to all citizen complaints/enquiries within acceptable period	Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	QRs
	EAP	Focused Employee Assistance Programme	EAP Policy in place	Focused EAP Policy Ongoing implementation of policy	Oct-09 Quarterly reports
	Recruitment and Selection	Systematic recruitment and selection process optimises staff utilization Induction programme in place	System in place for recruitment, selection and appointment processes Ongoing induction programme	All vacancies on fixed establishment filled within 2 months after post became vacant Present continuous induction programmes to new staff	Quarterly reports Quarterly reports

		Practical guidance to staff re. Conditions of employment	Practical explanation of provident, pension, medical aid, etc. Efficient and effective processing of new appointments	Ongoing practical guidance to each new staff member/groups of new employees Irrespective of date, no. of new employees - all administrative processes, i.e. medical, pension, provident, etc. completed by 15th day of month	Quarterly reports Quarterly reports
	Personnel Administration	Administration of leave, pension, provident, medical etc., of all employees Collaborator leave module in operation Decentralised offices responsible for application of BCE iro own personnel	All leave and other record-keeping up to date in best interest of Council and employees Correct and up to date implementation of all conditions of service Daily administration of all personnel matters Daily management of leave, sick leave, training schedules, attendance at the decentralised offices	Ongoing Ongoing Ongoing Ongoing, information to central office for database capturing within 24 hours	Jul 2009 & Quarterly reports Nov-09 Quarterly reports Quarterly reports
	HR Strategy	Lack of a human resource strategy and plan	An approved and implemented HR Strategy and Plan	Developed TOR for a HR Strategy and Plan Inclusion in IDP projects & budget for it	Nov-09 Dec-09
1.4 Employment Equity	Plan	EE Plan to be annually reviewed	A reviewed EEPlan encompassing of composition objectives, gender targets, identified intervention steps	Review of EE Plan with inclusion of possible interventions and applicable policy decisions, if need be, to achieve objectives and goals, e.g. career development, succession planning, coaching & mentoring programmes, retention of staff Revision of EE targets to accepted demographics	Sep-09 Sep-09
	Policy	Interim policy on EE	Approved and implemented EE Policy	Approved EE Policy	Sep-09

	Interventions	Intervention strategies, policies and plans to ensure objectives achieved might be necessary	Progressive implementation of identified actions	Finalised and Council approved EE Report & Plan	Sep-09
				Interventions approved and starting with implementation	Oct-09
	Monitoring	EEPlan to be implemented and monitored		Submit EEReports to DOL	Oct-09
1.5 Skills Development	WPSP	Need for an updated Workplace Skills Audit, e.g. to include all new staff Workplace Skills Plan outdated Local govt goals dictate a progressively multi-skilling approach to training EE Plan requires focus on training linked to career planning, succession planning, etc.	Finalised skills audit Completed WPSP Seta Funds accessed - mandatory and discretionary grants	Skills audit completed including all staff, training needed iro new tasks, i.e.all gaps identified WPSP completed with courses identified to address gaps incl. EE intervention training needs WPSP submitted to Seta Seta funds claimed Implementation of WPSP - at least 2 Seta funded courses presented per quarter, i.e. GIS training urgent	Jul-09 Sep-09 Oct-09 Oct-09 Quarterly reports
	Learnerships	Implementation of the NSF	Learnerships and learners identified Learners training and gaining practical experience	Learners identified and enrolled in courses Learners training and placed in projects for practical experience	Nov-09 Jan-2010
	Mentoring (Project Greypower)	Broad skills base of O/S residents not utilised	Database of available skills in Community	Establishment of available skills base and continuous updating thereof Identify mentoring possibilities and processes, link skills to opportunities and packaging thereof in a proper TOR	Oct 2009 & ongoing Nov 2009 & ongoing

				Continuous monitoring and quarterly progress reports once a programme underway	Ongoing & Quarterly reports
	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Inputs as required	Sept 09
1.10 Occupational Health and Safety	OHSA Committees & Staff	Established OHS committees OHS currently presenting a considerable risk to the Municipality	Ensuring the municipality complies with all OHS requirements	Finalise schedule of H&S Officers responsibilities and training needs determined, included in WPSP and proceeded with Health examinations of exposed personnel done and education on use of PPE completed	Ongoing, quarterly reports Sep-09
	OHSA Audit and Plan	Lack of updated H&S audit of municipal facilities, offices, etc. and lack of recorded H&S Plan compliant with legal requirements	Legally compliant H&S Audit and Plan completed Immediate risks satisfactorily addressed	H&S Audit of all municipal buildings, facilities, PPE of staff completed by an inspection authority as per OHSA and in synergy with existing risk profiles Report on immediate risks including cost analysis thereof to Council Implementation of report H&S Plan completed & inspection sheets implemented Updated risk profile of all directorates in line with H&S Audit and Plan	Jul - Nov 2009 - quarterly report Nov-09 Nov 2009 onwards, QR Dec-09 Jan-2010

1.11 Labour Relations	LLF	LLF attended regularly by EM, Councillors and functioning well	LLF consulted re. all personnel related matters, e.g. PMS, EE, Task, Training & Development, etc.	Regular LLF Meetings and Minutes kept	Ongoing, QRs
1.12 HIV / Aids	National key priority	<i>Mainstreaming of HIV&AIDS by all the directorates Lack of an HIV/Aids policy</i>	Each directorate to indicate how the HIV&AIDS is mainstreamed. HIV/Aids policy in operation	Workshop on mainstreaming. HIV/Aids policy developed and adopted To have HIV&AIDS logo and message in appropriate documents To strengthen communication strategy of HIV & AIDS through ICT and Communication	Aug-09 Sep-09 Oct -09 Dec-09
	HIV/Aids Day	<i>Observation of HIV&AIDS day</i>	Effective involvement of all stakeholders and public support by municipality	Monitoring and evaluation To conduct a municipal display of support for World AIDS day.	Ongoing, QRs Dec-09

FUNCTIONAL/SERVICE AREA: COMMUNICATIONS / OFFICE OF THE MAYOR**RESPONSIBLE MANAGER: F KRIGE****DEFINITION OF
FUNCTION:**

To maintain/improve the public image of the O/S Municipality and to ensure the effective running of the office of the mayor and full-time councillors.

LINKAGE TO IDP:

*Provision of democratic and accountable governance
Promotion of Tourism and local economic development
Provision and maintenance of municipal services
Promotion of a Safe & Healthy Environment
Promotion of Tourism, Rural and Economic Development*

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR
	Customer Care	Responsive to residents' queries, requests	Response to all citizen complaints/enquiries within acceptable period	Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	QRs
1.5 Skills Development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Updated training audits	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Oct-09

5. Good Governance, Public Participation Accountability and Transparency	Communication	Various external communication services in place and to be maintained	Effective management of external communication services	Monthly O/S Bulletin	Ongoing, QRs	
				Bi-annual update of website	July 2009 & Jan 2010, QRs	
				Municipal showcase Council Imbizo	Oct 09, QR Apr-2010	
				Written report to Council and DPLG on results achieved through the Imbizo	Two weeks after Imbizo and Quarterly reports	
				Quarterly Media Liaison Report	July 09, Oct 09, Jan '2010, April 2010, QRs	
				Special projects i.e Kaleidoscope profile		
				Information Board Management	Monthly ongoing, QRs	
			Council branding, corporate advertising and sponsorships ongoing	Effective management of council's branding, corporate advertising and sponsorship programme	Annual Corporate identity manual update	Jul- 09
			Council has special projects implemented on an annual basis	Effective management of Council's special projects	Plan for Mayor's achievers' recognition	Oct-09
			Internal communication processes essential	Effective management of internal communication processes	Junior Council inauguration Junior Council Orientation Tour Mayor's Environmental Award Internal newsletter	Jul-09 Sep-09 Jun-09 Ongoing, QRs

		Public opinion is important to the municipality	Effective monitoring of public opinion and news coverage	Internal communications team meetings Website, Bulletin boards Daily monitoring of news media Surveys when necessary	Aug & Nov 2009, Feb 2010, QRs Ongoing, QRs Ongoing, QRs
		Relationship building is important in the execution of provincial and national programmes Ongoing need for administrative support to EM and fulltime councillors	Effective admin support to EM and full time councillors	Language policy approved and implemented Responding to media reports within 7 days Draft / final policy on IGR	Oct-09 Ongoing, QRs Nov 2009, Jan 2010

FUNCTIONAL/SERVICE AREA: INFORMATION TECHNOLOGY**RESPONSIBLE MANAGER: J WALKER**

DEFINITION OF FUNCTION: *The provision of professional IT service to management and council*

LINKAGE TO IDP: *Provision of democratic and accountable governance*
Provision and maintenance of municipal services

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR
	Customer Care	Responsive to residents' queries, requests	Response to all citizen complaints/enquiries within acceptable period	Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	QRs
1.5 Skills Development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Updated audit	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Oct-09

1.8 ICT	IT	Existing IT strategy Existing IT risk assessment, risk register, risk information system in place and risk mitigating measures identified some which are in process of implementation	Updated IT strategy to manage the needs of the Municipality in synergy with available technology Effective IT risk management Implementation of risk mitigating measures insofar as funding and capacity allow Controlled use of municipal IT infrastructure in terms of the Rules of use signed by all users Updated IT PC inventory O/S RF Network with voice over IP implemented and functional	Ongoing updating of IT Strategy IT risk assessment, register and information system continuously updated Stabilization & upgrading of the IT network and IT service through implementation of risk mitigating actions Implementation of the IT Disaster Recovery Plan through implementation of the relevant risk mitigating actions and operation of all DRP servers Daily control and monitoring Regular inspection and monitoring Phase one and two Infrastructure completed ICASA approval obtained and RFN operational Implementation of secondary systems securing establishment and full operation of IT Help desk	Quarterly reports Quarterly reports Ongoing, QRs Ongoing, QRs Ongoing, QRs Ongoing, QRs 09-Aug Oct - 09 Ongoing, QRs
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		IT Training facility established with secondary actions in process	IT Training Facility fully operative	Second phase of training facility in process – determination of user training requirements by HR and appointment of service provider by IT	Ongoing, QRs
		IT Steering Committees not taking place	Regular ITSC meetings	HR to include IT training & IT access requirements in induction courses	09-Aug
				Re-institutionalisation of ITSC meetings on a monthly basis	QR

FUNCTIONAL/SERVICE AREA: LEGAL SERVICES**RESPONSIBLE MANAGER: DJ LAKEY**

DEFINITION OF FUNCTION: *Assist Council in the drafting of legislation and the Municipal Manager in the rendering of a variety of legal services and matters incidental thereto*

LINKAGE TO IDP: *Provision of democratic and accountable governance
Provision and maintenance of municipal services
Creation and maintenance of a safe and healthy environment*

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR
	Customer Care	Responsive to residents' queries, requests	Response to all citizen complaints/enquiries within acceptable period	Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	QRs
1.5 Skills Development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Updated audit	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Oct 09

5. Good Governance, Public Participation Accountability and Transparency					
	Policies	Inadequate or lack of policies - some in draft form, others approved but not implemented, others still to be developed, e.g. health and safety policy, training & development policy, etc. Important policies to be reviewed.	All policies developed, approved and implemented Only direct employee related policies referred to LLF Implementation of policies monitored in co-operation with the Performance Audit Committee	Gap analysis - legislation vis-à-vis existing, in draft, in process policies to determine status quo of policy structure and needs Priority policies identified and timeframes determined, i.e. health & safety, EE, training and development Already approved policies implemented Stormwater, water services, signage policies approved and implemented 3 - 5 (depending on complexity) policies per quarter submitted to Council for approval All prioritized policies adopted by Council and implemented All policies developed, approved, implemented Once approved, directors to report on how policies relevant to their directorates are implemented	Jul-09 QR QR Sep-09 Dec 2009 - June 2009, QRs Dec-09 Jun-09 Ongoing, quarterly reports
	By-laws	Number of outstanding by-laws Consistent enforcement of by-laws	Implementation of gazetted by-laws In process by-laws approved, gazetted, implemented New by-laws approved, gazetted, implemented	Implementation of by-laws already gazetted, i.e. property rates, dogs&cats, community fire safety Gap analysis iro legislative obligations vis-à-vis by-laws Priority by-laws for development identified and timeframes determined Water & Sanitationh Stormwater and swimming pool	01-Jul-09 Jul-09 Jul-09 Aug-09

	Legal Services	Need for a legal reference system Regular legal opinions	Expanding law library Legal knowledge and enforcement base	Markets & Signage Beaches & Amusement facilities Local amenities, Municipal Parks, Traffic & Parking Once promulgated, directors to report on how by-laws relevant to their directorates are enforced Expanding the law library and keeping an inventory of it Assistance to law enforcement officials	Nov-09 Feb 2010 May 2010 Ongoing, quarterly reports Ongoing, QR Ongoing, QR
	Legal Prosecutions	Interpretation of contracts, by-laws, policies Legal opinion and advise Law enforcement will be more effective if the municipality can prosecute offenders	Legal knowledge Approval obtained from the NPA and prosecutions being done	Responses to legal enquiries Legal advise on a daily basis to different directorates Liaison with National Prosecuting Authority to obtain authority to s22(8)(b) of the NPA Act, 32/1998	Ongoing, QR QR Ongoing

FUNCTIONAL/SERVICE AREA: RECORDS MANAGEMENT & SECRETARIAT RESPONSIBLE OFFICER: H VAN TONDER

DEFINITION OF
 FUNCTION: *To render a comprehensive administrative support service*
 LINKAGE TO IDP: *Provision of democratic and accountable governance*
Provision and maintenance of municipal services

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.2 Administration	Administrative support	To ensure sustained administrative and secretarial support Monthly meetings - PFC - 3, Mayco - 1, Council - 1, LLF - 1, Training - 1 EE meetings - as & when necessary, s62 - 4 per Quarter	Administrative support to ensure well functioning of Council, Mayoral Committee, Portfolio Committees, LLF, Training Committee, etc.	Agendas: Council and MC 3 days prior to meetings, PFC - 8 working days prior to meetings Minutes of Council, MC, PFC, LLF, Training Committee, s.62 Committee, EE committee within 72 hours distributed Tasks from the MC and Council typed and distributed to all HODs for implementation purposes within 7 days from decisions being taken Reports re implementation of Council Resolutions presented to the Standing Committees on a quarterly basis	Ongoing, Quarterly reports Ongoing, Quarterly reports Ongoing, Quarterly reports Ongoing, Quarterly reports
	Administrative Management	Attendance of Monthly meetings - PFC - 3, Mayco - 1, Council - 1, LLF - 1, Training - 1	Preparation for and participation in the listed meetings	Ongoing preparation and attendance of meetings with governance and related structures	Ongoing, Quarterly reports
	Contracts Management	Central management of contracts is essential	A database and filing system of all contracts including employment contracts, maintained	Obtain copies of all contracts from Directorates Continuous updating of the database	Sep-09 Ongoing & Quarterly reports

	Record Management	<p>Collaborator programme/module in place, helpdesk & control room memo's generated linked into the system</p> <p>Directorates managing records and IT to work together to ensure any system faults are detected and addressed</p>	<p>Daily recording of incoming mail/requests on EDMS & EMIS</p> <p>Effective mail/registration and reprographical service</p> <p>Effective monitoring of land line tel accounts on a monthly basis</p> <p>Reliable record management system</p>	<p>Incoming mail at decentralised offices delivered to centralised registry office within 24 hours</p> <p>Incoming mail at centralised office electronically or manually distributed to all administrations, directorates, divisions, officials within 24 hours of receipt thereof</p> <p>All incoming mail on centralised record system and lodged with right persons to deal with it within 48 hours, irrespective of whether received at or having to be dealt with at central or decentralised offices</p> <p>Ongoing monitoring by centralised and decentralised management</p> <p>Annual audit to ensure integrity of the system</p>	<p>Ongoing & Quarterly reports</p> <p>Ongoing & Quarterly reports</p> <p>Ongoing & Quarterly reports</p> <p>Ongoing & Quarterly reports Jun-09</p>
	Archives & Filing Plan	<p>Archives in place</p> <p>An approved file plan</p> <p>Collaborator accredited by National Archives</p>	<p>An established archive system</p> <p>Continued updating of file plan/system</p> <p>3 yrs completed electronic record system</p>	<p>Ongoing management of archives, filing system</p> <p>Archives moving to new premises</p> <p>Back scanning of information into Collaborator</p>	<p>Ongoing, QRs</p> <p>Nov-09</p> <p>Aug 2009 - Mar 2010, QRs</p>
	Information Access	<p>Promotion of Access to Information Act, 2/2000 responsibilities to be adhered to</p>	<p>Updating of PAIA Manual and all relevant information as required by the PAIA on the website</p>	<p>Gap analysis to establish if all requirements to PAIA are met and an SOW or PEP to address the gaps</p>	<p>Aug-09</p>

				Updated PAIA Manual Updated website with information required by PAIA, e.g. all by-laws, etc, and not yet adhered to.	Sep-09 Jul 2009, ongoing, QRs
1.3 Human Resources	<i>TASK Job Descriptions</i> <i>Customer Care</i>	Job descriptions 95% finalised - new appointees outstanding Responsive to residents' queries, requests	Finalised job descriptions submitted to the Job Evaluation Committee Response to all citizen complaints/enquiries within acceptable period	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	Sept 2009 QR QRs
1.5 Skills Development	<i>Needs Analysis</i>	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Updated training audit	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Oct 09

OVERSTRAND - CFO SCORECARD 2009-2010

VISION: To be a centre of excellence for the community / Om vir die gemeenskap 'n sentrum van uitnemendheid te wees / Kukuba liziko elibalaseleyo eluntwini.

MISSION: To deliver optimal services in support of sustainable economic, social and environmental goals / Om optimale dienste ter ondersteuning van volhoubare ekonomiese, sosiale -en omgewingsdoelwitte te lewer / Injongo zethu kuleminyaka emihlanu ezayo kukuba ngumasipala onikezela iinkonzo ngempumelelo kwinkxaso ngenjongo yezophuhliso, ezomphakathi nezendalo.

FUNCTIONAL/SERVICE AREA: FINANCE

RESPONSIBLE DIRECTOR: H KLEINLOOG

DEFINITION OF

FUNCTION: The provision of professional financial services to the management and Council

LINKAGE TO IDP: Provision of democratic and accountable governance

*** First respondent responsible for reporting**

Key Performance Area	Related Goal/Program	Baseline	Inputs	Outputs	Outcome	Risks	Perf. Indicator/Target	Date	Resp.
1. Municipal Transformation and Institutional Development									
1.1 Organisational Design	Staff Structure	Current organisational structure to be reviewed in order to establish functional and logical alignment	MM, Directors, EM, MC, Council, LLF, Operational budget	Re-aligned structure	Improved service delivery	Obtaining Council approval. LLF résistance	Proposed amended structure	Aug-09	MM, Directors
							Finalised structure in operation	Sep-09	MM, Directors
1.2 Administration	Administrative Management	Attendance of Monthly meetings - PFC - 3, Mayco - 1, Council - 1, LLF - 1, Training - 1	MM, Directors	Preparation for and participation in the listed meetings	Knowledge based, sound decision-making	Unplanned events e.g. illness, compulsory external meetings	Ongoing preparation and attendance of meetings with governance and related structures	Ongoing, Quarterly reports	MM, Directors
	Council Fleet	Annually vehicles are identified to be auctioned	Comm. Serv, CFO, Operational budget, PS	Identified vehicles auctioned			Annual auctioning of identified vehicles	Sep-09	Comm. Serv, CFO

1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Man Serv, Directors, Operational budget	Finalised job descriptions submitted to the Job Evaluation Committee	Sound HR and clear communication of Council objectives for each job	SALGBC delays	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR	Man Serv, Directors
							Follow up with the SALGBC and the JE Committee to have these job descriptions approved	March 2010 Quarterly reports	Man Serv, Directors
1.5 Skills Development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Directorates, Operational budget	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Effective and holistic approach to training		Inputs as required	Sep-09	Directors
	Compliance with the Municipal Regulations on Minimum Competency Levels as prescribed in Government Gazette 29967 of 15 June 2007.	All financial officials as defined in the regulations must meet the minimum competency requirements for their level as prescribed.	MM, Directors	Qualified, competent and experienced financial officials.	Legal compliance	Not all officials will meet the minimum competency requirements by the due date.	Certificate of competence issued to financial officials accredited by the South African Qualifications Authority.	Dec-12	MM, Directors
				Performance of competency assessments for all financial officials.		Completion of competency assessment	Jun-2010	MM, Directors	

				Report the consolidated information in respect of the municipality and its entities in the prescribed format to National and Provincial Treasury and in the Annual Report.			Submission of a return form to National and Provincial Treasury.	Bi-Annually	MM, Directors
				Existing financial and supply chain management officials not meeting the minimum competency levels must attain the required higher education qualification and the required minimum competency level in the required unit standards for each competency area before 1 January 2013.			Certificate of competence for each unit standard.	Dec-12	MM, Directors
				Provide assistance to financial or supply chain management officials who do not meet the minimum competency levels, to attain those competency levels before 1 January 2013, by providing resources or opportunities for the training of that official.			Approval of special leave for the attendance of classes.	Ongoing	MM, Directors

				Monitoring compliance with the prescribed minimum competency levels for financial and supply chain management officials by 1 January 2013.			Identification of financial officials who must attain the minimum competency requirements. Execution of necessary steps to ensure that financial officials attain the minimum competency requirements by 1 January 2013.	Ongoing	MM, Directors	
				Appointment of financial officials before 1 January 2013, who do not meet the minimum competency requirements.			Include clause in employment contract that official must attain minimum competency levels as prescribed by 1 January 2013.	Upon appointment	MM, Directors	
1.6 Integrated Development Plan (IDP)	Governance	IDP reviewed on an annual basis	Man Serv, OMAF, Sectoral Depts., ODM, MM, Directors, Community, Operational budget	Reviewed IDP	Integrated management of IDP process	Non-co-operation of sector departments	OMAF Meetings	Quarterly reports	Man Serv, MM, Directors	
		Planning & process integration of IDP, PMS, SDBIP essential to reduce administrative load of reporting		IDP, PMS, Budget integration with focus on service delivery			Alignment of planning and resources	Aligned to the Budget Planning	Sept 2009 onwards, QR	Man Serv, CFO
							Integrated processes enabling efficient, cost, energy effective administration		Timely co-operation of all directorates	IDP KPIs & Targets incl. in PMS & SDBIP

1.7 Performance Management System - PMS	Governance Programme	Institutionalisation of PMS not done - institutionally or individually	Council, Manco, LLF, Service Provider, Operational budget	Approved, implemented PMS compliant with MSA and Performance Regulations, 2006	Improved service delivery, Legal compliance	New practices, procedures Normally encounter practical problems	Reporting on the Individual Scorecards	Sept & Dec 2009, Mar & June 2010	MM, Directors
				PMS further cemented and devolved to middle management level			Quarterly performance evaluations	Sept & Dec 2009, Mar & June 2010 Jun-09	MM, Directors
							Performance appraisal process for financial year completed	Institutional & Individual PMS aligned with IDP, SDBIP with inclusion of MM, directors and next level of management	Jul-09
				Annual performance appraisal process				MM, Directors	
1.8 ICT	IT	IT Steering Committees not taking place	Man Serv, MM, Directors, Operational budget	Regular ITSC meetings	Common knowledge base and buy-in to IT objectives		Re-institutionalisation of ITSC meetings on a monthly basis	Jul-09	Man Serv, Directors, MM
1.9 Municipal Buildings	Security	Cash in transit must be secured	CFO, Comm. Serv, Operational budget	Safe daily cash in transit arrangements	Safe transport of monies		Daily handling of cash in transit	Ongoing, QRs	CFO
1.12 HIV / Aids	National key priority	<i>Mainstreaming of HIV AIDS by all the directorates</i>	Man Serv, Directorates, Operational budget	Each directorate to indicate how the HIV AIDS is mainstreamed.	Knowledge base and implementation developed	Cooperation from the directorates.	Workshop on mainstreaming and further implementation thereof.	Aug 2009 QRs	Man Serv, Directors, MM

2. Service Delivery & Infrastructure Development									
.1 Capital Projects	<i>Various projects and pro-grammes - attached as Annexure 1 to the Scorecard of each director incl. reference to grant / other funds received, project planning, projected cash flow management, scheduled site meetings</i>	O/S has a large number of capital projects mostly iro community services and infrastructure and planning	Directors, SPs, Capital budget, grant funding	Effective project management of capital projects, including contract management of service providers, ensuring realisation of projected spending per quarter	Maximum development iro infrastructure and services	Inclement weather	12% spending iro capital budget with full quality, cost, time and health and safety control exercised	1st Quarter - QRs	MM, Directors
		Responsibility of MM to ensure capital spending is in line with the capital budget and the SDBIP. Current spending 91% of capital budget by June 2009	MM	Monthly and quarterly monitoring of targets as set	Effective management implementation performance monitoring	Inclement weather	40% spending iro capital budget with full quality, cost, time and health and safety control exercised	2nd Quarter - QRs	MM, Directors
							75% spending iro capital budget with full quality, cost, time and health and safety control exercised	3rd Quarter - QRs	MM, Directors
							98% spending iro capital budget with full quality, cost, time and health and safety control exercised	4th Quarter - QRs	MM, Directors
	Performance Ratings	Inadequate performance of consultants and contractors, e.g. project management, infrastructure construction and EIAs/RODs	MM, Directors, S.p.s.	Performance rating system of consultants and contractors instituted and maintained	Enforcement of contract provisions and performance as targeted		Performance rating criteria and schedule established	Jul-09	MM, Directors

							All service providers rated and performance meetings held incl expected standards and provisions re poor performance	Jul-09	MM, Directors
							Monitoring of performance of service providers and steps taken as dictated by performance	Jul 2009 ongoing, QRs	Directors
2.4 Water Services	Free Basic Services	Ensuring access to water is a WSA obligation	I&P, CFO, Operational budget	Free basic services (FBW & FBS) provided in line with indigent policy and basic services component of equitable share correctly allocated	Legal compliance - access to water, standard of living of poor improved		Ongoing implementation of FBW & FBS	QRs	I&P, CFO
2.5 Electricity	Unaccounted for Electricity	Illegal connections and network losses	I&P, CFO, Operational budget	Action plan to reduce losses to less than 10% in process	Reduced loss of revenue		Provision of accurate data from financial system	Aug 2009, QRs	I&P, CFO
4. Municipal Financial Viability and financial management									
	GRAP	High capacity - on schedule with GRAP	CFO, operational budget	Completion of implementation plan Ongoing clarification of problem areas with Ag,	Legal compliance Sound financial management system, e.g. smoothing out of leases		Following actions/time frames set out in the implementation plan Ongoing liaison with the AG Office	Quarterly reports	CFO CFO
	AFS	AFS is GRAP compliant	CFO, MM, Directors, Operational budget,	Completed financial statements - S71 & 72 compliant			Financial statements submitted including performance	Aug-09	CFO, MM, Directors

							information to AG,		
				Completion of audit process with AG Office			Assistance to AG Office with audit process	Aug - Oct 2009	CFO
							Management letter received from AG	Approx. Sep 09	CFO
							Municipality's response to above	Nov-09	CFO
	Compliance Management - AG Report	AG Report 2008/09	CFO, MM, Directors, Operational budget,	Action Plan to address AG Report 2008/09	Legal compliance		AG Report	Nov-09	CFO
							Action plan re AG Report	Dec-09	CFO, MM, Directors
							Management co-ordination	Jan-2010	CFO, MM, Directors
	Annual Report	Preparation of Annual Report for 2008/09	CFO, MM, Man Serv, Operational budget	Completed annual report for 2008/09	Legal compliance		Annual report (including AG Audit Report, AFS & Council reply) for 2008/09 tabled in Council	Jan-2010	CFO, Man Serv
				Completed action plan	Legal compliance		Completion of Action Plan re Management Letter	Feb-2010	CFO, MM, Directors
							Report re Management Letter	Mar-2010	CFO, MM, Directors

	Budget	Budget 2010/11 approved	CFO, Operational budget	On date completion of budgetary processes	Sound financial management		Approved budget process plan incl. SDBIP Internal budgetary processes Adoption of Adjustments Budget Adoption of Draft MTEF Budget by Council Adoption of Final MTEF Budget by Council	Aug-09 From Aug 2009, QR in Dec 09 Feb-2010 Mar-2010 May-2010	Man Serv, CFO CFO, MM, Directors CFO, MM CFO, MM CFO, MM
	SDBIP	SDBIP & PMS largely integrated for 2009/10	CFO, Man Serv, Operational budget MM, Directors	Totally integrated SDBIP & PMS for 2009/2010 SDBIP for 2009/10 in place and approved	Energy & cost effective management Processes and reporting systems		Progressive integration of PMS & SDBIP and compilation of necessary reports - quarterly, mid-year and annual Drafting of the SDBIP for 2009/10 Finalisation and approval of the SDBIP for 2009/10 Refining the integration of SDBIP & PMS for 2009/10	Jul 2009 - May 2010, Quarterly Reports May-09 Jun 09 Jun-09	Man Serv, CFO, Directors, MM MM, Man Serv, CFO, Directors MM, Man Serv, CFO, Directors Man Serv, CFO (50/50), Directors

	Investments	Existing investment policy	CFO, Operational budget	Revised policy in line with Local Government Laws Amendment Bill when enacted Effective management of funds	Legal compliance Hands-on investment management		Revised investment policy approved by Council Weekly monitoring of surplus funds and appropriate weekly investments	Jun – 09 Quarterly reports Quarterly reports	CFO MM CFO
	Borrowing	Borrowing plan in place Municipality to borrow R70m	CFO, Operational budget CFO, MM, Operational budget	Updated borrowing plan Money borrowed at best rate	Accountable financial management Sound financial practices		Borrowing plan updated Advertisement Public participation Tenders out Tender awarded	Quarterly reports Jul-09 Jul-09 Aug-09 Sept 2009, Quarterly Report	CFO CFO CFO CFO, MM
	Insurance	Insurance portfolio in place and regularly reviewed	CFO, Operational budget	Revised insurance portfolio and updated insurance information	Legal compliance Securing Council liabilities		Insurance information continuously up-dated and portfolio annually reviewed and revised Finalise 95% of insurance claims within 1 month	Sept 2009 Quarterly report Quarterly reports	CFO CFO

	Bank services	Compulsory tender for every 5 year term as per MFMA not strictly complied to	CFO, Operational budget	Banking services for the following five year secured	Legal compliance		Tender out	Aug - 2009	CFO
							Adjudication process completed	Oct 2009	CFO
							Service provider appointed	Nov - 09	CFO
	Reporting	Prescribed reporting on a monthly, quarterly and half yearly basis ito s71 of MFMA	CFO, MM, Exec Mayor, Operational budget	Monthly, quarterly and half yearly financial reports submitted as required	Legal compliance		Monthly monitoring report to NT & PT	Ongoing, QRs	CFO,MM
					Financial management information system		Monthly report to EM, PFC, MC, Council iro budget performance	Monthly, QR	CFO,MM
	Revenue	Meter reading contracted out - 1/09/06 - 31/09/09 New tenders called for July 09	CFO, External SP	Effective meter reading, variance management, verification, corrections	Revenue collection		100% meter reading by 25th, billing by 30th, annual bills 30/07 - ongoing monitoring	Quarterly reports	CFO
	Indigents	Indigent policy and register in place		Continuously updated and well administrated indigent register	Rightful share of equitable share obtained		Evaluation and auditing of indigent households and updating of indigent register with monthly statistics produced	Ongoing, QR	CFO
		Annual review of policy			Reviewed policy			Jun - 2010	CFO

	Credit control & debt collection	Debt collection contracted out - 1/10/07 - 30/09/10 Contract monitoring in place Annual review of policy	CFO, Operational budget, R230 per action	85% of all current outstanding debts collected within 90 days Irrecoverable debt based on indigency written off	Effective debt management Effective revenue enhancement Reviewed policy		Monthly contract monitoring reports to PFC and Council Irrecoverable debt written off on a quarterly basis Data cleansing of debtors information	Ongoing, QR QRs Ongoing, QR Jun - 2010	CFO CFO CFO CFO
	Parking	Parking meter system not effective	CFO, MM, PS, Operational budget	Reviewed & refined parking meter system	Securing parking revenue		Parking meter system reviewed and report	Oct-09	CFO, MM, Dir PS
	Tariffs	Tariff structure to be market related Annual review of policy	CFO, Manco, Operational budget	Affordable but market related tariff structure	Effective revenue management Reviewed policy		Annual review of tariff in synergy with IDP/Budget process timetable Council approval of tariff structure	Feb-2010 May-2010 Jun - 2010	CFO, MM, Directors CFO CFO
	Expenditure Management	Management has satisfactory knowledge of MFMA Acting allowances in all directorates within budgetary provisions	CFO, Manco, Operational budget CFO, Manco, Operational budget	Management with adequate knowledge to act in compliance with MFMA Full adherence to legal parameters and budget provisions	Improvement of financial management Legal compliance, more effective financial and administrative management		Workshop for management iro MFMA Monthly report	Jul-09 July 2009, ongoing, QRs	CFO, MM CFO
		Overtime exceeding BCEA stipulations & negative AG comments thereon	CFO, Manco, Operational budget	Overtime within acceptable parameters			Acting on monthly report with progressive	July 2009, ongoing, QRs	CFO, MM, Directors

							compliance with BCEA and budget, 25% less overtime & 25% more within budget limits iro acting allowances by Sept, 50% of said by Dec 2009, 75% of said by Mar 2009 and 100% compliance by June 2009		
	Asset Management	Asset register completely compliant with MFMA and its regulations, e.g. .62(1) and AG comments and inventories up to date	CFO, operational and capital budget	Two asset clerks appointed to update register	GRAP 17 compliance		Progressive updating of asset descriptions including photos where appropriate	Quarterly reports	CFO
		Asset management policy approved	CFO, I&P, Operational budget	Totally compliant and up to date Fixed Asset Register	Control over movement of assets and inventories Identification and disposal of damaged, obsolete and redundant assets		Asset register complete and regularly updated	QRs	CFO
				Implemented asset management policy inter alia to govern the disposal of municipal assets	Compliance with s14 of the MFMA		Revised asset management policy and procedures submitted to Council and adopted	Jun-09	CFO, I&P

	Salaries	Salary budget and payment processes in place	CFO, Operational budget	Salary budget in line with legal prescriptions and laid down timeframes	Personnel security		All salaries and related payments done as per conditions of employment and payment of 3rd parties strictly as stipulated	Quarterly reports	CFO
				Salaries paid as per conditions of employment		Co-operation of directorates		Quarterly reports	CFO
			CFO, Manco, Operational budget				Revised salary budget process & time table	Feb-2010	CFO
							Draft salary budget	Mar-2010	CFO, MM, Directors
							Final salary budget	May-2010	CFO, MM, Directors
	Creditors						90% (queries excl) invoices paid within 30 days, 100% contractor payments within 30 days of payment certification	Monthly / quarterly reports	CFO
	Supply Chain Management	SCM Policy revised	CFO, Operational budget	SCM Policy approved and implemented			SCM Policy implemented	Jul-09	CFO
		Annual revision of SCM policy	CFO, Operational budget	Revised policy			Revised SCM policy	Jun - 2010	CFO
		Creditors' database completed/adequate	CFO, Operational budget	Completed creditors' database in use			Creditors' database completed	Jul-09	CFO
		Supplier database lacking	CFO, Operational budget	Supplier database completed and operational			Supplier database completed	Sep-09	CFO

		SCM Process - good practice to ensure optimal functionality	CFO, Directors, Operational budget	Reviewed SCM process for 2009/10 and time table in place SCM policy and processes effectively communicated and implemented	Legal compliance and quality control		Review SCM Process to ensure optimally functional, possible problem areas addressed Training of internal management and officials to ensure all on-board with policy and processes Consideration of tenders within 14 days after receipt of report from requesting Directorate 100% finalisation of contracts within 45 days incl. 10 working days objection period	Jul-09 Jul-09 Ongoing, QR Ongoing, QR	CFO CFO CFO
		No contract management		Contract monitoring & management implemented	Legal compliance		Monthly reporting to MM and Council re tenders awarded Implementation of specific contract monitoring principles based on legal compliance	Ongoing, QR Sept 2009, Quarterly Reports	CFO CFO

	Contract Management	Sound contract management structures/ processes	CFO, SP, Operational budget	Collaborator operation module for contract management of a certain category of contracts	Legal compliance and quality control		Module operational	Nov-09	Man Serv, MM, Direcors
							Monitoring of functionality of module	Nov - Dec 2009	CFO, MM, Man Serv
							All contracts on the system	Dec-09	CFO, MM, Man Serv
							Generic and contract-specific monitoring iro all projects implemented by all directorates	Dec - 09	Directors
							Performance review of all contracts submitted by directorates to MM	March 2010	Directors, MM
							Consolidation of performance reviews for inclusion in annual report	March-2010	Directors, Man Serv, MM
	Stores	Service delivery level of stores must meet demands of Municipality	CFO, Operational budget	Optimal level of service delivery of all stores	Optimum service delivery		Review service delivery levels of stores for optimal functionality	Sep-09	CFO
		Audits to be done	CFO, Operational budget	Bi-annual audit of stores completed	Management control		Implement revised objectives and goals	Ongoing QR	CFO
							Stores audit in Nov and June	QR in Dec 2009 & June 2010	CFO

	Valuations	Property rates policy, register and by-law in place	I&P, Operational budget, SP, MM, CFO	Annual revision of the property rates policy -	Legal compliance with the Property Rates Act	Current, updated valuation roll operational and financial systems in place	Jul-09	CFO
		Prepared to deal with the legal processes of appeals, etc.				Finalisation of objections by valuers	Jul-09	CFO
						Provision of supplementary valuation roll to valuers	Nov-09	CFO
						Inclusion of records audit results in the supplementary roll	Nov-09	CFO
						Finalisation of supplementary valuation roll by valuers	Feb-2010	CFO
						Finalisation of appeals process iro supplementary roll	Jun-2010	CFO
					I&P, Operational budget, SP, CFO	Annual updating of Parts A & B of the properties register, valuation roll in compliance with all relevant sections of the PRA and linked to GIS		Policy and register updated and open to the public

				Appointment and monitoring of valuers iro all legal compliance matters, liaison, maintaining the integrity of methods followed, data used, confidentiality where necessary and copyright of data			Ongoing monitoring, liaison and other legally required actions concerning the municipal valuers	QRs	CFO
		Communication requirements iro the PRA adhered to	I&P, Operational budget	Required notices to residents, maintaining and updating of the website, handling of queries within stipulated time frames and effectively			Annual notices to residents, re. rebates, website updating and maintenance for subscribers, queries dealt with, within 7 days and other communication, liaison matters as required	QRs	CFO
		Strict scrutiny of valuation processes by the auditors & AG Office	I&P, CFO, Operational budget	Strict adherence to all legal prescriptions	Legal compliance, sound financial management		Assistance to the auditors and the AG office	Aug - Nov 2009	CFO
5. Good Governance, Public Participation Accountability and Transparency									
	Policies	Inadequate or lack of policies - some in draft form, others approved but not implemented, others still to be developed, e.g. health and safety policy, training & development policy, etc.	Man Serv, LLF, MM, Directors, Operational budget	All policies developed, approved and implemented	Legal compliance, sound administration	Co-operation of all Directors	Once approved, directors to report on how policies relevant to their directorates are implemented	Ongoing, quarterly reports	Man Serv, Directors
	By-laws	Number of outstanding by-laws	Man Serv, MM, Directors, Operational budget	Implementation of gazetted by-laws	Regulation of municipal services	Co-operation of role-players	Once promulgated, directors to report on how by-laws relevant to their directorates	Ongoing, quarterly reports	Man Serv, Directors

							are enforced		
	Internal Audit & risk management	Internal Audit unit and Audit Committee functional and acting in compliance with legislation	Man Serv, MM, Directors, Operational budget	Audit plan reviewed and communicated to AC and management	Risks determined and managed		Risk assessment workshops with Directorates	Oct-09	Man Serv, Directors, MM
		Audit plan to be continuously reviewed					Risk assessment results and revised audit plan communicated to Directorates for implementation	Dec-09	Man Serv, Directors, MM
	Intergovernmental relations	IGR Clusters to be used for inter-governmental unity and support	Directors, Operational Budget	Attendance of District IGR Cluster meetings as applicable to each Directorate	Improved IGR	Lack of participation by the other LMs and Sector Departments	Full attendance of cluster meetings and feedback reports	Sept & Dec 2009, Mar & June 2010	Directors,MM
		Quarterly provincial questionnaire - municipal snapshot in Vuna format	Directors, MM	Full participation in Prov. Mun. snapshot	Preparation for Vuna participation	Full participation of all directorates needed	Provincial questionnaires to be completed within prescribed time frame	Oct 2009, Jan 2010, April 2010, June 2010, QRs	Man Serv, Directors, MM
	Vuna Awards	Wish to repeat success of 2005/06	Directors, MM	Participation in Vuna Awards		Must prepare in advance to avoid crisis management and ensure good entry	Collation and co-ordination of information for Vuna entry	Jul - Sept 2009	Man Serv, Directors, MM

FUNCTIONAL / SERVICE AREA: VALUATIONS

RESPONSIBLE MANAGER: K BAUERMEISTER

DEFINITION OF FUNCTION:

LINKAGE TO IDP: *Democratic and accountable governance*

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR
	Customer Care	Responsive to residents' queries, requests	Response to all citizen complaints/enquiries within acceptable period	Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	QRs
1.5 Skills Development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WSPS submitted to the SETA and serving as the base document of courses' initiation	Updated audit	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WSPS	Oct -09
4. Municipal Financial Viability and financial management					
	Valuations	Property rates policy, register and by-law in place Prepared to deal with the legal processes of appeals, etc.	Annual revision of the property rates policy	Current, updated valuation roll operational and financial systems in place Finalisation of objections by valuers	01-Jul-09 31-Jul-09

		Valuers appointed and monitored		Dealing with and finalisation of appeals Provision of supplementary valuation roll to valuers	Aug - Nov 2009
				Inclusion of records audit results in the supplementary roll	Nov-09
				Finalisation of supplementary valuation roll by valuers	Feb-2010
				Finalisation of appeals process iro supplementary roll	Jun-09
			Annual updating of Parts A & B of the properties register, valuation roll in compliance with all relevant sections of the PRA and linked to GIS	Policy and register updated and open to the public	Jun-2010
		Communication requirements iro the PRA adhered to	Appointment and monitoring of valuers iro all legal compliance matters, liaison, maintaining the integrity of methods followed, data used, confidentiality where necessary and copyright of data Required notices to residents, maintaining and updating of the website, handling of queries within stipulated time frames and effectively	Ongoing monitoring, liaison and other legally required actions concerning the municipal valuers Annual notices to residents, re. rebates, website updating and maintenance for subscribers, queries dealt with, within 7 days and other communication, liaison matters as required	QRs QRs
		Strict scrutiny of valuation processes by the auditors & AG Office	Strict adherence to all legal prescriptions	Assistance to the auditors and the AG office	Aug - Nov 2010

FUNCTIONAL / SERVICE AREA: INCOME**RESPONSIBLE MANAGER: ELMARIE HOONENBERG**

DEFINITION OF FUNCTION: *The levying of service charges and rates and the collection of all income owing to the Municipality.*

LINKAGE TO IDP: *Provision and maintenance of municipal services
Provision of democratic and accountable governance*

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR
	Customer Care	Responsive to residents' queries, requests	Response to all citizen complaints/enquiries within acceptable period	Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	QRs
1.5 Skills Development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Updated audit	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Oct 09
4. Municipal Financial Viability and financial management					
	Revenue	Cash in transit must be secured Meter reading contracted out - 1/09/06 - 31/09/09	Safe daily cash in transit arrangements Effective meter reading, variance management, verification, corrections	Daily handling of cash in transit 100% meter reading by 25th, billing by 30th, annual bills 30/07 - ongoing monitoring	Ongoing, QRs Quarterly reports

		No contract management	Contract monitoring & management implemented	Implementation of specific contract monitoring principles based on legal compliance	Sept 2009, Quarterly Reports
	Indigents	Indigent register in place Annual review of policy	Continuously updated indigent register	Evaluation and auditing of indigent households and updating of indigent register Reviewed policy	Ongoing, QR Jun- 2010
	Credit control & debt collection	Debt collection contracted out - 1/10/07 - 30/09/10 Contract monitoring in place	Max. debt collection Irrecoverable debt based on indigency written off	Monthly contract monitoring reports to PFC and Council Irrecoverable debt written off Data cleansing of debtors information	Ongoing, QR Apr 2009 and QRs Ongoing, QR
	Parking	Parking meter system not effective	Reviewed & refined parking meter system	Parking meter system reviewed and report	Oct-09
	Tariffs	Tariff structure to be market related Annual review of policy	Affordable but market related tariff structure	Annual review of tariff structure Council approval of tariff structure Reviewed policy	Feb - 2010 May - 2010 Jun- 2010

FUNCTIONAL / SERVICE AREA: ACCOUNTING SERVICES**RESPONSIBLE MANAGER: B KING**

DEFINITION OF FUNCTION: *The provision of professional financial services to the management, Council, and various external bodies in respect of year-end and in-year financial reporting, financial management, the operational and capital budget, and the implementation of the Municipal Finance Management Act (MFMA).*

LINKAGE TO IDP: *Provision and maintenance of municipal services
Provision of democratic and accountable governance*

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR
	Customer Care	Responsive to residents' queries, requests	Response to all citizen complaints/enquiries within acceptable period	Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	QRs
1.5 Skills Development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP		
4. Municipal Financial Viability and financial management					
	Budget	Budget 2010/11 approved	On date completion of budgetary processes	Approved budget process plan incl. SDBIP Internal budgetary processes Adoption of Adjustments Budget	Aug-09 From Aug 2009, QR in Dec 09 Feb-2010

				Adoption of Draft MTEF Budget by Council Adoption of Final MTEF Budget by Council	Mar-2010 May-2010
	AFS	AFS is GRAP compliant	Completed financial statements - S71 & 72 compliant Completion of audit process with AG Office	Financial statements submitted including performance information to AG Assistance to AG Office with audit process Management letter received from AG Municipality's response to above	Aug-09 Aug - Oct 2009 Approx. Sep 2009 Nov-09
	SDBIP	SDBIP & PMS largely integrated for 2010/2011	Totally integrated SDBIP & PMS for 2010/2011 SDBIP for 2010/11 in place and approved	Progressive integration of PMS & SDBIP and compilation of necessary reports - quarterly, mid-year and annual Finalisation and approval of the SDBIP for 2010/11 Refining the integration of SDBIP & PMS for 2010/11	Jul 2009 - May 2010, Quarterly Reports M Jun-2010
	Investments Borrowing	Existing investment policy Borrowing plan in place Municipality to borrow R70m	Revised policy in line with Local Government Laws Amendment Bill when enacted Effective management of funds Updated borrowing plan Money borrowed at best rate	Revised investment policy approved by Council Weekly monitoring of surplus funds and appropriate weekly investments Borrowing plan updated Advertisement Public participation Tenders out Tender awarded	Quarterly reports Quarterly reports Quarterly reports Jul-09 Jul-09 Aug-09 Sept 2009, Quarterly Report
	Bank services	Compulsory tender for every 5 year term as per MFMA not strictly complied to	Banking services for the following five year secured	Tender out Adjudication process completed Service provider appointed	mid July 2009 mid Aug 2009 30-Sep-09

	Reporting	Prescribed reporting on a monthly, quarterly and half yearly basis ito s71 of MFMA	Monthly, quarterly and half yearly financial reports submitted as required	Monthly monitoring report to NT & PT Monthly report to EM, PFC, MC, Council iro budget performance	30-Sep-07 Monthly, QR
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FUNCTIONAL / SERVICE AREA: EXPENDITURE AND ASSET MANAGEMENT**RESPONSIBLE MANAGER: S Reyneke**

DEFINITION OF FUNCTION: *The provision of professional financial services to management and Council in respect of the salary budget process, salary & wage administration, creditor administration and asset management.*

LINKAGE TO IDP: *Provision and maintenance of municipal services*
Provision of democratic and accountable governance

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liase and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR
1.5 Skills Development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Updated audit	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Oct -09
	Customer Care	Responsive to residents' queries, requests	Response to all citizen complaints/enquiries within acceptable period	Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	QRs
4. Municipal Financial Viability and financial management					
	Expenditure Management	Management not yet a satisfactory knowledge of MFMA	Management with adequate knowledge to act in compliance with MFMA	Workshop for management iro MFMA	Jul-09

		Acting allowances in all directorates exceeding budgetary provisions Overtime exceeding BCEA stipulations & negative AG comments thereon	Full adherence to legal parameters and budget provisions	Monthly report Acting on monthly report with progressive compliance with BCEA and budget, 25% less overtime & 25% more within budget limits iro acting allowances by Sept, 50% of said by Dec 2009, 75% of said by Mar 2010 and 100% compliance by June 2010	QR QR Ongoing
	Asset Management	Asset register not completely compliant with MFMA regulations and AG comments but inventories up to date Asset management policy in final stage	Two asset clerks appointed to update register Totally compliant asset register Implemented asset management policy inter alia to govern the disposal of municipal assets	Progressive updating of asset descriptions including photos where appropriate Asset register complete and regularly updated Asset management policy completed	Quarterly reports QR Jul-09
	Salaries	Salary budget and payment processes in place	Salary budget in line with legal prescriptions and laid down timeframes Salaries paid as per conditions of employment	All salaries and related payments done as per conditions of employment and payment of 3rd parties strictly as stipulated 90% (queries excl) invoices paid within 30 days, 100% contractor payments within 30 days of payment certification Revised salary budget process & time table Draft salary budget Final salary budget	Quarterly reports Quarterly reports Feb-2010 Mar-2010 May-2010
	Insurance	Insurance portfolio in place and to be reviewed every 3 years	Reviewed portfolio	Portfolio reviewed Finalise 95% of insurance claims within 1 month	Sept 2009 Quarterly report Quarterly reports

FUNCTIONAL / SERVICE AREA: SUPPLY CHAIN MANAGEMENT**RESPONSIBLE MANAGER: R LA COCK**

DEFINITION OF FUNCTION: *The provision of professional financial services to management and Council in respect of the supply chain management process and procurement.*

LINKAGE TO IDP: *Provision and maintenance of municipal services*
Provision of democratic and accountable governance

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liase and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR
1.5 Skills Development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Updated audit	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Oct - 09
	Customer Care	Responsive to residents' queries, requests	Response to all citizen complaints/enquiries within acceptable period	Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	QRs
4. Municipal Financial Viability and financial management					
	Supply Chain Management	SCM Policy being drafted Creditors' database not complete/adequate Supplier database lacking	SCM Policy approved and implemented Completed creditors' database in use Supplier database completed and operational	SCM Policy implemented Creditors' database completed Supplier database completed	Jul-09 Jul-09 Sep-09

		Annual revision of SCM policy SCM Process - good practice to ensure optimal functionality	Revised policy Reviewed SCM process for 2009/10 and time table in place SCM policy and processes effectively communicated and implemented	Revised policy approved Review SCM Process to ensure optimally functional, possible problem areas addressed Training of internal management and officials to ensure all on-board with policy and processes Consideration of tenders within 14 days after receipt of report from requesting Directorate 100% finalisation of contracts within 45 days incl. 21 days objection period Monthly reporting to MM and Council re tenders awarded All contracts on the system	Jun - 2010 Jul-09 Jul-09 Ongoing, QR Ongoing, QR Ongoing, QR Sep-09
	Stores	Service delivery level of stores must meet demands of Municipality Audits to be don	Optimal level of service delivery of all stores Management control	Review service delivery levels of stores for optimal functionality Implement revised objectives and goals Stores audit in Nove and June	Sep-09 Ongoing QR QR in Dec and June

OVERSTRAND - DIRECTOR: PROTECTION SERVICES SCORECARD 2009-2010

VISION: To be a centre of excellence for the community / Om vir die gemeenskap 'n sentrum van uitnemendheid te wees / Kukuba liziko elibalaseleyo eluntwini.

MISSION: To deliver optimal services in support of sustainable economic, social and environmental goals / Om optimale dienste ter ondersteuning van volhoubare ekonomiese, sosiale -en omgewingsdoelwitte te lewer / Injongo zethu kuleminyaka emihlanu ezayo kukuba ngumasipala onikezela iinkonzo ngempumelelo kwinkxaso ngenjongo yezophuhliso, ezomphakathi nezendalo.

FUNCTIONAL / SERVICE AREA: PROTECTION SERVICES

RESPONSIBLE DIRECTOR: NEVILLE MICHAELS

Definition of Function: Planning and execution of a sustainable programme of Road Traffic, By-law Enforcement, Fire and Disaster Management

OBJECTIVES OF THE SERVICE AREA:

- To promote and vigorously enforce traffic offences in order to reduce the number of accidents
- To promote and enforce petty offences i.e. wearing of seatbelts as well as illegal use of cellphones by all vehicle occupants
- To increase the awareness level regarding the dangers of moving violation and to vigorously enforce this critical issue
- To promote and enforce municipal by-laws as well as the relevant municipal legislation i.e. Land Use Planning and Building Control
- To promote and ensure that fire fighting services are readily available
- To ensure that disaster management plans are updated and resources are optimally utilized

Linkage to IDP: Provision of democratic and accountable governance
Creation and maintenance of a safe and healthy environment

Key Performance Area	Related Goal/Program	Baseline	Inputs	Outputs	Outcome	Risks	Perf. Indicator/Target	Date	Resp.
1. Municipal Transformation and Institutional Development									
1.1 Organisational Design	Staff Structure	Current organisational structure to be reviewed in order to establish functional and logical alignment	MM, Directors, EM, MC, Council, LLF, Operational budget	Re-aligned structure	Improved service delivery	Obtaining Council approval. LLF resistance	Proposed amended structure	Aug-09	MM, Directors
							Finalised structure in operation	Sep-09	MM, Directors
1.2 Administration	Administrative Management	Attendance of Monthly meetings - PFC - 3, Mayco - 1, Council - 1, LLF - 1, Training - 1	MM, Directors	Preparation for and participation in the listed meetings	Knowledge based, sound decision-making	Unplanned events e.g. illness, compulsory external meetings	Ongoing preparation and attendance of meetings with governance and related structures	Ongoing, Quarterly reports	MM, Directors

	Record Management	Collaborator programme/module in place, helpdesk & control room memo's generated linked into the system	Comm Serv, Operational budget	Daily recording of incoming mail/requests on EDMS & EMIS	Cost-effective, time-effective sound administrative practices		Incoming mail at decentralised offices delivered to centralised registry office within 24 hours	Ongoing & Quarterly reports	Man Serv, Directorates
				Effective mail/registration and reprographical service			Incoming mail at centralised office electronically or manually distributed to all administrations, directorates, divisions, officials within 24 hours of receipt thereof	Ongoing & Quarterly reports	Man Serv, Directorates
				Effective monitoring of land line tel accounts on a monthly basis			All incoming mail on centralised record system and lodged with right persons to deal with it within 48 hours, irrespective of whether received at or having to be dealt with at central or decentralised offices	Ongoing & Quarterly reports	Man Serv, Directorates
	Council Fleet	Netstar software in place for tracking		Strict adherence to policy iro inspections, services, assessment and auctioning	Enforcing sound maintenance practices		24/7 monitoring - working hours by fleet mangement and a/h by control room	Nov-09	Comm Serv; Protect Serv
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Man Serv, Directors, Operaotnal budget	Finalised job descriptions submitted to the Job Evaluation Committee	Sound HR and clear communication of Council objectives for each job	SALGBC delays	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee Follow up with the SALGBC and the JE Committee to have these job descriptions approved	Sept 2009 QR March 2010 Quarterly reports	Man Serv, Directors Man Serv, Directors

1.5 Skill development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Directorates, Operational budget	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Effective and holistic approach to training		Inputs as required	Sep-09	Directors
1.6 Integrated Development Plan (IDP)	Governance	IDP reviewed on an annual basis	Man Serv, OMAF, Sectoral Depts, ODM, MM, Directors, Community, Operational budget	Reviewed IDP	Integrated management of IDP process	Non-co-operation of sector departments	OMAF Meetings	Quarterly reports	Man Serv, MM, Directors
		Planning & process integration of IDP, PMS, SDBIP essential to reduce administrative load of reporting		IDP, PMS, Budget integration with focus on service delivery	Integrated processes enabling efficient, cost, energy effective administration	Timely co-operation of all directorates	IDP KPIs & Targets incl in PMS & SDBIP	Jun-09	Man Serv, MM, Directors
1.7 Performance Management System - PMS	Governance Programme	Institutionalisation of PMS not done - institutionally or individually	Council, Manco, LLF, Service Provider, Operational budget	Approved, implemented PMS compliant with MSA and Performance Regulations, 2006	Improved service delivery, Legal compliance	New practices, procedures normally encounter practical problems	Reporting on the Individual Scorecards	Sept & Dec 2009, Mar & June 2010	MM, Directors
							Quarterly performance evaluations	Sept & Dec 2009, Mar & June 2010	MM, Directors
							Institutional & Individual PMS aligned with IDP, SDBIP with inclusion of MM, directors and next level of management	Jun-09	Man Serv, MM, Directors
				Performance appraisal process for financial year completed			Annual performance appraisal process	Jul-09	MM, Directors

1.8 ICT	IT	IT Steering Committees not taking place	Man Serv, MM, Directors, Operational budget	Regular ITSC meetings	Common knowledge base and buy-in to IT objectives		Re-institutionalisation of ITSC meetings on a monthly basis	Jul-09	Man Serv, Directors, MM
	Engineering Management Information System	All directorates handling complaints/queries/request regarding services linked to EMIS have the responsibility to capture the data required on a daily basis and report monthly thereon	Directorates, Operational budget	Daily and monthly inputs into the system and reporting thereon to identify performance, non-performance, trends and other essential management information	Effective management information system	Integrity of system depends on the accuracy, adequacy, timeous inputs thereto	Daily inputs and monthly reporting ongoing	Monthly, QRs	Directors
1.9 Municipal Buildings	Security	Access control to be completed at , Kleinmond admin buildings and rates hall, Hermanus High premium placed on all facets of security at centralised and decentralised buildings, service contracts of 3yrs in line with new security tender requirements	Protect Serv, Operational budget Protect Serv, SPs, Operational budget	Access control completed Access control services a/h at main building where a/h control room located Management and monitoring of various service providers rendering security services at municipal buildings	Safety of municipal employees and assets Safety of municipal employees and assets		Prioritisation of remaining buildings iro access control Access control completed at remaining buildings - one building per quarter Bi-annual meetings replaced by Quarterly meetings with service providers	Oct -09 Quarterly reports Quarterly reports	Protect Serv Protect Serv Protect Serv
							Ongoing monitoring of adherence to contract conditions by the service providers Law enforcement support for cash in transit	Ongoing, QRs Ongoing, QRs	Protect Serv Protect Serv

1.12 HIV / Aids	National key priority	<i>Mainstreaming of HIV&AIDS by all the directorates</i>	Man Serv, Directorates, Operational budget	Each directorate to indicate how the HIV&AIDS is mainstreamed.	Knowledge base and implementation developed	Cooperation from the directorates.	Workshop on mainstreaming and further implementation thereof.	Aug 2009 QRs	Man Serv, Directors, MM
	HIV/Aids Day	<i>Observation of HIV&AIDS day</i>	Comm Serv, Man Serv, Operational budget	Effective involvement of all stakeholders and public support by municipality	Improved HIV&AIDS days observation with visible impact for the communities		To conduct a municipal display of support for World AIDS day.	Dec-09	Comm Serv, Man Serv, MM, Protect Serv
2. Service Delivery & Infrastructure Development									
2.1 Capital Projects	Performance Ratings	Inadequate performance of consultants and contractors, e.g. project management, infrastructure construction and EIAs/RODs	MM, Directors, SPs	Performance rating system of consultants and contractors instituted and maintained	Enforcement of contract provisions and performance as targeted		Performance rating criteria and schedule established	Jul-09	MM, Directors
							All service providers rated and performance meetings held incl expected standards and provisions re poor performance	Jul-09	MM, Directors
							Monitoring of performance of service providers and steps taken as dictated by performance	Jul 2009 ongoing, QRs	Directors
2.9 Housing	Informal Settlements	Illegal squatting to be managed through daily monitoring and community consultation	Protect Serv, SP, Operational budget	Effective management of informal settlements in line with PIE legislation	Law enforcement , Pro-active and re-active basis		Monitoring and contract management of the service provider managing the informal settlements	Monthly, QRs	Comm Serv Protect Serv

2.13 Protection Services: Law enforcement and traffic	Database	Recordkeeping in place	Protect Serv, Operational budget	Effective management of traffic and law enforcement, e.g. through knowledge of trends	Timeous response	Legal challenges	Daily recording of incoming traffic and law enforcement related incidents/requests on EDMS, EMIS and reports	Monthly, QRs	Protect Serv
	Awareness	Schools programme followed annually National key priority		Maximise no of school visits Full participation in NAAP	Improve youth awareness of traffic safety Involvement in national key priority		Visit at least 8 schools per annum - 2 per quarter Participate in annual National Arrive Alive Programme	Monthly, QRs Monthly, QRs	Protect Serv Protect Serv
	Revenue	Current level of payment set at above 50%		Increased level of payments for fines and licenses	Revenue collection		Maintain payments of fines and licenses above 60%	Monthly, QRs	Protect Serv
	Licensing and Roadworthy processes	Processes are effective and legally compliant. Introduce new facilities at Kleinmond and Gansbaai administration	Protect Serv, Operational Budget	Effective card licence process Effective driver's and learners' classes Effective management of licensing and registration of vehicles Roadworthy testing of vehicles as per legislation and SABS Codes Strict application of driver and learners' licence testing	Quick service delivery Quick service delivery Legal compliance ito Natis and DOT requirements Legal compliance Legal compliance with DOT requirements and HSRC manuals		Weekly processing of licence applications Daily processing – Ongoing Daily process - ongoing Daily process - ongoing Daily process - ongoing	Monthly, QRs Nov - 09 Monthly, QRs Monthly, QRs Monthly, QRs	Protect Serv Protect Serv Protect Serv Protect Serv
	Law enforcement	Responses within the limit set		Strict enforcement of applicable legislation and by-laws	Legal compliance and law enforcement		Respond to at least 90% of queries/complaints / requests in 14 days	Monthly, QRs	Protect Serv

		Introduce new fine book		Fines approved by magistrate	Legal compliance and law enforcement		Involvement in other relevant stakeholder meetings, e.g. SAPS forums By law court hearings forthnighly on a Friday	QRs QR'S	Protect Serv Protect Serv
	Records	Collaborator modules in place and working well		Full compliance with record management system requirements	Effective administration		Daily compliance to registry requirements and response on own queries within 14 days	Monthly, QRs	Protect Serv
	MIS	Statistics and reports form basis of MIS		Building a management information system	Pro-active handling of trends		Monthly traffic and law enforcement reports	Monthly, QRs	Protect Serv
	Planning & Budgeting	All projects to flow from IDP		Planning and budgeting to optimise service delivery	Legal compliance		Inclusion of traffic projects in draft IDP based on masterplan Inclusion of traffic projects in final approved IDP IDP KPIs & Targets incl in PMS & SDBIP	Mar-10 May-10 Jun-09	Protect Serv Protect Serv Protect Serv
	Equipment	Equipment well maintained		Maintenance of equipment	Reduce possible disputes and protect validity of actions		Bi-annual testing, calibration of equipment	Sept, Feb, QRs	Protect Serv
	Training	Training for protection services staff is essential	Protect Serv, Man Serv, Operational budget, SETA	Appropriately trained staff	Knowledge base of staff expanded and multi-skilling pursued		Related skills needs and courses identified and included in WPSP	Sep-09	Protect Serv Man Serv
2.14 Disaster Management	DMP	Existing Disaster Management Plan	MM, Protect Serv, Operational budget	Fully updated DMP	Prepared for effective respons		When necessary updating of the DMP and annual review	QRs	MM, Protect Serv
		High level of preparedness essential and quick mobilisation Knowledge base of legislation and codes necessary		Discipline heads with command directives appointed Interactive, holistic thinking and pro-active planning Effective reporting	Preparedness, accountability Preparedness, accountability Accountability		Discipline heads appointed as and when necessary Ongoing liaison with PAWC and ODM to ensure synergy of DMPs and quick mobility if need be Quarterly reports on disasters	QRs QRs QRs	MM, Protect Serv MM, Protect Serv MM, Protect Serv

	Social safety net	Humanitarian interventions needed in case of disaster/extreme human suffering, e.g. xenophobia	Man Serv, MM, Protect Serv Comm Serv, Operational budget	Successful interventions in times of disaster	Improvement of quality of life of persons affected		Care services as and when necessary	Quarterly reports	Man Serv, MM, Protect Serv; Comm Serv
	Fire Management	In O/S it is essential that the public has a workable knowledge of fire prevention and handling	Protect Serv, MM, Operational budget	Scheduled education and information sessions for public	Improved knowledge base, general safety of communities increased	Legal challenges	24 visits to institutions per annum for public	Quarterly reports	Protect Serv Man Serv
Fleet and equipment in accordance with SANS Code 10090 and NFPA codes		Continued compliance of fleet and equipment with codes and full spending of budget capacity		Legal compliance, improved service delivery	Legal and financial spending obligations adhered to		Quarterly reports	Protect Serv Man Serv	
Fire management not linked to EMIS, must link to province's system		Link into province's information system			Link up with province's information system		QRs	Protect Serv Man Serv	
	Liabilities & Training	Adequate, ongoing training of permanent personnel and volunteers essential	Protect Serv, Operational budget, SETA	Training courses accessed, completed with SETA monies	Safety of personnel, liability of volunteers for Council		Assess the legal implications of using volunteers to ensure council not encountering unwanted liabilities Training courses for fire-fighters identified and further pursued through the WPSP	Jul-09	Protect Serv Man Serv
								Sep-09	Protect Serv Man Serv
							Ongoing improvement of fire-fighting procedures	QRs	Protect Serv
		Expansion of staff component	Protect Serv, Operational Budget	Effective management of volunteers and preparedness	Legal compliance		Ongoing improvement of fire-fighting services	Nov - 09	Protect Serv
4. Municipal Financial Viability and financial management									
	AFS	AFS is GAMAP/GRAP compliant	CFO, MM, Directors, Operational budget,	Completed financial statements - S71 & 72 compliant			Financial statements submitted including performance information to AG	Aug-09	CFO, MM, Directors

	Compliance Management - AG Report	AG Report 2007/09	CFO, MM, Directors, Operational budget,	Action Plan to address AG Report 2008/09	Legal compliance		Action plan re AG Report	Dec-09	CFO, MM, Directors
	Annual Report	Preparation of Annual Report for 2007/09	CFO, MM, Man Serv, Operational budget	Completed action plan	Legal compliance		Management co-ordination	Jan-2010	CFO, MM, Directors
							Completion of Action Plan re Management Letter	Feb-2010	CFO, MM, Directors
							Report re Management Letter	Mar-2010	CFO, MM, Directors
	Budget	Budget 2009/09 approved	CFO, Operational budget	On date completion of budgetary processes	Sound financial management		Internal budgetary processes	From Aug 2009, QR in Dec 09	CFO, MM, Directors
	SDBIP	SDBIP & PMS largely integrated for 2009/10	CFO, Man Serv, Operational budget	Totally integrated SDBIP & PMS for 2009/2010	Energy & cost effective management processes and reporting systems		Progressive integration of PMS & SDBIP and compilation of necessary reports - quarterly, mid-year and annual	Jul 2009 - May 2010, Quarterly Reports	Man Serv, CFO, Directors, MM
			MM, Directors	SDBIP for 2009/10 in place and approved			Drafting of the SDBIP for 2010/11	May-2010	MM, Man Serv, CFO, Directors
							Finalisation and approval of the SDBIP for 2010/11	Jun - 2010	MM, Man Serv, CFO, Directors
							Refining the integration of SDBIP & PMS for 2009/10	Jun-09	Man Serv, CFO (50/50), Directors
	Tariffs	Tariff structure to be market related	CFO, Manco, Operational budget	Affordable but market related tariff structure	Effective revenue management		Annual review of tariff structure	Sep-09	CFO, MM, Directors
	Expenditure Management	Overtime exceeding BCEA stipulations & negative AG comments thereon	CFO, Manco, Operational budget	Overtime within acceptable parameters			Acting on monthly report with progressive compliance with BCEA and budget, 25% less overtime & 25% more within budget limits iro acting allowances by Sept, 50% of said by Dec 2009, 75% of said by Mar 2010 and 100%	July 2009, ongoing, QRs	CFO, MM, Directors

							compliance by June 2010		
	Salaries	Salary budget and payment processes in place	CFO, Manco, Operational budget	Salary budget in line with legal prescriptions and laid down timeframes	Personnel security		Draft salary budget	Mar-2010	CFO, MM, Directors
							Final salary budget	May-2010	CFO, MM, Directors
	Contract Management	More complex contracts needs contract specific and legal compliance monitoring and management which is not in place iro all contracts and cannot be addressed by generic Collaborator module	Manco, operational budget	Monitoring matrix iro legal compliance matters agreed and implemented	Legal compliance, reducing accountability risks of Municipality	Co-operation of directorates	Workshop for management re implementation of generic contract monitoring matrix	Aug-09	Man Serv, MM, Directors
							Generic and contract-specific monitoring iro all projects implemented by all directorates	Sep-09	Directors
							Performance review of all contracts submitted by directorates to MM	Dec-09	Directors, MM
							Consolidation of performance reviews for inclusion in annual report	Jan-2010	Directors, Man Serv, MM
5. Good Governance, Public Participation Accountability and Transparency									
	Policies	Inadequate or lack of policies - some in draft form, others approved but not implemented, others still to be developed, e.g. health and safety policy, training & development policy, etc.	Man Serv, LLF, MM, Directors, Operational budget	All policies developed, approved and implemented	Legal compliance, sound administration	Co-operation of all Directors	Once approved, directors to report on how policies relevant to their directorates are implemented	Ongoing, quarterly reports	Man Serv, Directors
	By-laws	Number of outstanding by-laws	Man Serv, MM, Directors, Operational budget	Implementation of gazetted by-laws	Regulation of municipal services	Co-operation of role-players	Once promulgated, directors to report on how by-laws relevant to their directorates are	Ongoing, quarterly reports	Man Serv, Directors

							enforced		
	Internal Audit & risk management	Internal Audit unit and Audit Committee functional and acting in compliance with legislation Audit plan to be continuously reviewed	Man Serv, MM, Directors, Operational budget	Audit plan reviewed and communicated to AC and management	Risks determined and managed		Risk assessment workshops with Directorates	Oct-09	Man Serv, Directors, MM
							Risk assessment results and revised audit plan communicated to Directorates for implementation	Dec-09	Man Serv, Directors, MM
	Intergovernmental relations	IGR Clusters to be used for inter-governmental unity and support Quarterly provincial questionnaire - municipal snapshot in Vuna format	Directors, Operational Budget Directors, MM	Attendance of District IGR Cluster meetings as applicable to each Directorate Full participation in Prov. Mun. snapshot	Improved IGR Preparation for Vuna participation	Lack of participation by the other LMs and Sector Departments Full participation of all directorates needed	Full attendance of cluster meetings and feedback reports Provincial questionnaires to be completed within prescribed time frame	Sept & Dec 2009, Mar & June 2010 Oct 2009, Jan 2010, April 2010, June 2010, QRs	Directors,MM Man Serv, Directors, MM
	Vuna Awards	Wish to repeat success of 2005/06	Directors, MM	Participation in Vuna Awards		Must prepare in advance to avoid crisis management and ensure good entry	Collation and co-ordination of information for Vuna entry	Jul - Sept 2009	Man Serv, Directors, MM
	Community Consultation & Participation	Ward Councillors, area Directors and, where necessary other officials, full involvement with ward committees	Comm Serv, MM, Operational budget	Fully functioning and empowering ward committees	Improved communication with public, councillors' accountability to electorate, positive influence on attitude of officials	Obtaining / execution of mandate of constituency	Visual presentations to WC meetings iro municipal services and other relevant matters	Ongoing, QR	Comm Serv., MM, Directors

**FUNCTIONAL/SERVICE AREA: PROTECTION SERVICES
FIRE MANAGEMENT**

RESPONSIBLE MANAGER: R JACOBS

DEFINITION OF
FUNCTION:

The provision, execution and planning of an effective and pro-active fire fighting and disaster management service

LINKAGE TO IDP:

*Creation and maintenance of a safe and healthy environment
Democratic and accountable governance*

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	Training TASK Job Descriptions	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff, effective waste services delivery	Related skills needs and courses identified and included in WPSP	Sep-09
		Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee Follow up with the SALGBC and the JE Committee to have these job descriptions approved	Sept 2009 QR March 2010 Quarterly reports
		Decentralised offices responsible for application of BCE iro own personnel	Daily management of leave, sick leave, training schedules, attendance at the decentralised offices	Ongoing, information to central office for database capturing within 24 hours	Quarterly reports
2. Service Delivery & Infrastructure Development					
2.14 Disaster Management	Fire Management	In O/S it is essential that the public has a workable knowledge of fire prevention and handling	Scheduled education and information sessions for public	24 visits to institutions per annum for public	Quarterly reports
		Fleet and equipment in accordance with SANS Code 10090 and NFPA codes	Continued compliance of fleet and equipment with codes and full spending of budget capacity	Legal and financial spending obligations adhered to	Quarterly reports

		Fire management not linked to EMIS, must link to province's system	Link into province's information system	Link up with province's information system	QRs
	DMP	Existing Disaster Management Plan	Fully updated DMP	When necessary updating of DMP and annual review	QR
	Liabilities & Training	Adequate, ongoing training of permanent personnel and volunteers essential	Training courses accessed, completed with SETA monies	Assess the legal implications of using volunteers to ensure council not encountering unwanted liabilities	Jul-09
		Expansion of staff component	Effective management of volunteers and preparedness	Training courses for fire-fighters identified and further pursued through the WPSP Ongoing improvement of fire-fighting procedures	Oct-09 QRs
2.21 Customer Care		Customer care services via help desks linked to EDMS and EMIS at municipal offices in all towns	Community satisfying, 24/7 customer care services decentralised during working hours and centralised a/h emergency services linked to radio communication	Immediate response of Protec Serv and work scheduled	Ongoing, QRs

FUNCTIONAL AREA: LAW ENFORCEMENT AND SECURITY SERVICES**POSSIBLE MANAGERS: M HENDRICKS**

DEFINITION OF FUNCTION: *The provision and implementation of appropriate law enforcement management strategies as well as the execution of enforcement plans in order to promote public safety*

LINKAGE TO IDP: *Creation and maintenance of a safe and healthy environment
Democratic and accountable governance*

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR
	Training	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff, effective waste services delivery	Related skills needs and courses identified and included in WPSP	Sep-09
	Customer Care	Training for protection services staff is essential Responsive to residents' queries, requests	Appropriately trained staff Response to all citizen complaints/enquiries within acceptable period	Related skills needs and courses identified and included in WPSP Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	Sep-09 QRs
1.8 ICT	Engineering Management Information System	Sewer, road maintenance, water incl new meters, buildings and parks already on	Expansion of EMIS completed	System administrator ongoing	1 July 2009, QRs

		All directorates handling complaints/queries/request regarding services linked to EMIS have the responsibility to capture the data required on a daily basis and report monthly thereon	Daily and monthly inputs into the system and reporting thereon to identify performance, non-performance, trends and other essential management information	Daily inputs and monthly reporting ongoing	Monthly, QRs
1.9 Municipal Buildings	Security	Access control to be completed at Kleinmond admin buildings as well as Rates hall , Hermanus High premium placed on all facets of security at centralised and decentralised buildings, service contracts of 3yrs with SPs	Access control completed Access control services a/h at main building where a/h control room located Management and monitoring of various service providers rendering security services at municipal buildings	Prioritisation of remaining buildings iro access control Access control completed at remaining buildings - one building per quarter Bi-annual meetings replaced by Quarterly meetings with service providers Ongoing monitoring of adherence to contract conditions by the service providers Law enforcement support for cash in transit	Oct-09 Quarterly reports Quarterly reports Ongoing, QRs Ongoing, QRs
2. Service Delivery & Infrastructure Development					
2.9 Housing	<i>Informal Settlements</i>	Illegal squatting to be managed through daily monitoring and community consultation	Law Enforcement, proactive and re-active basis	Monitoring and management of the informal settlements	QR
2.13 Protection Services: Law enforcement	Database Law enforcement	Recordkeeping in place Responses within the limit set	Effective management of traffic and law enforcement, e.g.through knowledge of trends Strict enforcement of applicable legislation and by-laws	Daily recording of incoming traffic and law enforcement related incidents/requests on EDMS, EMIS and reports Respond to at least 90% of queries/complaints / requests in 14 days Involvement in other relevant stakeholder meetings, e.g. SAPS forums	Monthly, QRs Monthly, QRs QRs

	Records	Collaborator modules in place and working well	Full compliance with record management system requirements	Daily compliance to registry requirements and response on own queries within 14 days	Monthly, QRs
	EMIS	Statistics and reports form basis of EMIS	Building a management information system	Monthly law enforcement reports	Monthly, QRs
	Planning & Budgeting	All projects to flow from IDP	Planning and budgeting to optimise service delivery	Inclusion of Law Enforcement projects in draft IDP based on masterplan	Mar-09
				Inclusion of Law Enforcement projects in final approved IDP	May-09

FUNCTIONAL AREA: TRAFFIC SERVICES RESPONSIBLE MANAGERS: R FRASER

DEFINITION OF FUNCTION: *The provision and implementation of appropriate traffic management strategies as well as enforcement plans in order to promote orderly traffic and road traffic safety*

LINKAGE TO IDP: *Creation and maintenance of a safe and healthy environment
Democratic and accountable governance*

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR
	Training	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff, effective waste services delivery	Related skills needs and courses identified and included in WPSP	Sep-09
	Customer Care	Training for protection services staff is essential Responsive to residents' queries, requests	Appropriately trained staff Response to all citizen complaints/enquiries within acceptable period	Related skills needs and courses identified and included in WPSP Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	Sep-09 QRs
2. Service Delivery & Infrastructure Development					
2.13 Protection Services: Traffic	Database	Recordkeeping in place	Effective management of traffic enforcement, e.g. through knowledge of trends	Daily recording of incoming traffic related incidents/requests on ENATIS and EMIS reports	Monthly, QRs

	Awareness	Schools programme followed annually	Maximise no of school visits	Visit at least 8 schools per annum - 2 per quarter	Monthly, QRs
	Revenue	National key priority	Full participation in NAAP	Participate in annual National Arrive Alive Programme	Monthly, QRs
	Records	Current level of payment set at above 50%	Increased level of payments for fines and licenses	Maintain payments of fines and licenses above 60%	Monthly, QRs
	EMIS	Collaborator modules in place and working well	Full compliance with record management system requirements	Daily compliance to registry requirements and response on own queries within 14 days	Monthly, QRs
	EMIS	Statistics and reports form basis of EMIS	Building a management information system	Monthly traffic and law enforcement reports	Monthly, QRs
	Planning & Budgeting	All projects to flow from IDP	Planning and budgeting to optimise service delivery	Inclusion of Traffic Services projects in draft IDP based on masterplan	Mar-2010
				Inclusion of Traffic Services projects in final approved IDP	May-2010
2.14 Disaster Management	Fire Management	In O/S it is essential that the public has a workable knowledge of fire prevention and handling	Scheduled education and information sessions for public	24 visits to institutions per annum for public	Quarterly reports
		Fleet and equipment in accordance with SANS Code 10090 and NFPA codes	Continued compliance of fleet and equipment with codes and full spending of budget capacity	Legal and financial spending obligations adhered to	Quarterly reports
		Fire management not linked to EMIS, must link to province's system	Link into province's information system	Link up with province's information system	QRs
	DMP	Existing Disaster Management Plan	Fully updated DMP	When necessary updating of DMP and annual review	QR

	<i>Liabilities & Training</i>	Adequate, ongoing training of permanent personnel and volunteers essential	Training courses accessed, completed with SETA monies	Assess the legal implications of using volunteers to ensure council not encountering unwanted liabilities	Jul-09
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OVERSTRAND - DIRECTOR: COMMUNITY SERVICES SCORECARD 2009-2010

VISION: To be a centre of excellence for the community / Om vir die gemeenskap 'n sentrum van uitnemendheid te wees / Kukuba liziko elibalaseleyo eluntwini.

MISSION: To deliver optimal services in support of sustainable economic, social and environmental goals / Om optimale dienste ter ondersteuning van volhoubare ekonomiese, sosiale -en omgewingsdoelwitte te lewer / Injongo zethu kuleminyaka emihlanu ezayo kukuba ngumasipala onikezela iinkonzo ngempumelelo kwinkxaso ngenjongo yezophuhliso, ezomphakathi nezendalo.

FUNCTIONAL / SERVICE AREA: COMMUNITY SERVICES

RESPONSIBLE DIRECTOR: R WILLIAMS

LINKAGE TO IDP:

Provision and maintenance of municipal services

Provision of democratic and accountable governance

Management and conservation of the Natural Environment

Provision and maintenance of a safe and healthy environment

* First respondent responsible for reporting

Key Performance Area	Related Goal/Program	Baseline	Inputs	Outputs	Outcome	Risks	Perf. Indicator/Target	Date	Resp.
1. Municipal Transformation and Institutional Development									
1.1 Organisational Design	Staff Structure	Current organisational structure to be reviewed in order to establish functional and logical alignment	MM, Directors, EM, MC, Council, LLF, Operational budget	Re-aligned structure	Improved service delivery	Obtaining Council approval. LLF resistance	Proposed amended structure	Aug-09	MM, Directors
1.2 Administration	Administrative Management	Attendance of Monthly meetings - PFC - 3, Mayco - 1, Council - 1, LLF - 1, Training - 1	MM, Directors	Preparation for and participation in the listed meetings	Knowledge based, sound decision-making	Unplanned events e.g illness, compulsory external meetings	Ongoing preparation and attendance of meetings with governance and related structures	Ongoing, Quarterly reports	MM, Directors
	Record Management	Collaborator programme/module in place, helpdesk & control room memo's generated linked into the system	Comm Serv, Operational budget	Daily recording of incoming mail/requests on EDMS & EMIS	Cost-effective, time-effective sound administrative practices	Incoming mail at decentralised offices delivered to centralised registry office within 24 hours	Ongoing & Quarterly reports	Comm Serv, Directorates	

				Effective monitoring of land line tel accounts on a monthly basis			Ongoing monitoring by centralised and decentralised management	Ongoing & Quarterly reports	Comm Serv, Directorates
	Control Room	In place is an emergency control room service record wrt disasters, a/h disruptions of service delivery	Comm Serv, Operational budget	Effective emergency control room service	Community safety & service delivery a high priority		Daily capturing of all attainable requests/complaints from public on EMIS and other registers 100% effective communication with disaster management and standby personnel	Monthly & QRs	Comm Serv
							90% completion of generated work (except disasters) within 24 hours	Monthly & QRs	Comm Serv
							Daily monitoring of municipal vehicles with tracking devices and reporting on irregularities	Monthly & QRs	Comm Serv
							A/h access control to main buildings in Hermanus	Monthly & QRs	Comm Serv
							Daily monitoring of CCTV and reporting on irregularities	Monthly & QRs	Comm Serv
							Communication via voice message system to communities wrt disasters/disruption of services	Monthly & QRs	Comm Serv
	Council Fleet	Netstar software in place for tracking		Strict adherence to policy iro inspections, services, assessment and auctioning	Enforcing sound maintenance practices		24/7 monitoring - working hours by fleet management and a/h by control room	Nov-09	Comm Serv; PS
		Fleet management policy in place		Staff awareness of content of fleet management policy			SCM adhered to	Ongoing, QRs	Comm Serv

		FNB auto system installed for technical detail where relevant		FNB system enables expanded management of vehicles			Asset register updated	Ongoing, QRs	Comm Serv
							Verification of drivers' licences when issued	Ongoing, QRs	Comm Serv
							Quarterly inspections scheduled with 7 days' notice	Ongoing, QRs	Comm Serv
							Services scheduled in consultation with fleet management	Ongoing, QRs	Comm Serv
		Annually vehicles are identified to be auctioned	Comm Serv, CFO, Operational budget	Identified vehicles auctioned			Annual assessment of all vehicles wrt condition and lifespan	Jun-2010	Comm Serv
		Training of specialised drivers iro vehicles and all staff with vehicles iro policy	Comm Serv, Man Serv, SETA, Operational budget	Well trained staff	Empowerment of staff		Annual auctioning of identified vehicles	Jun-2010	CFO, Comm Ser
							Training of drivers iro specialised vehicles	July – Dec 2010, QRs	Comm Serv
1.3 Human Resources	<i>TASK Job Descriptions</i>	Job descriptions 95% finalised - new appointees outstanding	Man Serv, Directors, Operaotnal budget	Finalised job descriptions submitted to the Job Evaluation Committee	Sound HR and clear communication of Council objectives for each job	SALGBC delays	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR	Man Serv, Directors
							Follow up with the SALGBC and the JE Committee to have these job descriptions approved	March 2010 Quarterly reports	Man Serv, Directors

	Personnel Administration	Decentralised offices responsible for application of BCE iro own personnel	Comm Serv, Operational budget	Daily management of leave, sick leave, training schedules, attendance at the decentralised offices	Good administration		Ongoing, information to central office for database capturing within 24 hours	Quarterly reports	Comm Serv, Man Serv
1.5 Skill development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Directorates, Operational budget	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Effective and holistic approach to training		Inputs as required	Sep-09	Directors
1.6 Integrated Development Plan (IDP)	Governance	IDP reviewed on an annual basis Planning & process integration of IDP, PMS, SDBIP essential to reduce administrative load of reporting	Man Serv, OMAF, Sectoral Depts, ODM, MM, Directors, Community, Operational budget	Reviewed IDP IDP, PMS, Budget integration with focus on service delivery	Integrated management of IDP process Integrated processes enabling efficient, cost, energy effective administration	Non-co-operation of sector departments Timely co-operation of all directorates	OMAF Meetings IDP KPIs & Targets incl in PMS & SDBIP	Quarterly reports Jun-09	Man Serv, MM, Directors Man Serv, MM, Directors
1.7 Performance Management System - PMS	Governance Programme	Institutionalisation of PMS not done - institutionally or individually	Council, Manco, LLF, Service Provider, Operational budget	Approved, implemented PMS compliant with MSA and Performance Regulations, 2006	Improved service delivery, Legal compliance	New practices, procedures normally encounter practical problems	Reporting on the Individual scorecards Quarterly performance evaluations Institutional reporting processes followed	Sept & Dec 2009, Mar & June 2010 Sept & Dec 2009, Mar & June 2010 Sept & Dec 2009, Mar & June 2010	MM, Directors MM, Directors MM

				PMS further cemented and devolved to middle management level			Institutional & Individual PMS aligned with IDP, SDBIP with inclusion of MM, directors and next level of management	Jun-09	Man Serv, MM, Directors
				Performance appraisal process for financial year completed			Annual performance appraisal process	Jul-09	MM, Directors
1.8 ICT	IT	IT Steering Committees not taking place	Man Serv, MM, Directors, Operational budget	Regular ITSC meetings	Common knowledge base and buy-in to IT objectives		Re-institutionalisation of ITSC meetings on a monthly basis	Aug-09	Man Serv, Directors, MM
	Engineering Management Information System	Sewer, road maintenance, water incl new meters, buildings and parks already on	Man Serv, R0,5m, Comm Serv	Expansion of EMIS completed	Effective administration & service delivery		System administrator ongoing	July 09, QRs	Comm Serv
		All directorates handling complaints/queries/request regarding services linked to EMIS have the responsibility to capture the data required on a daily basis and report monthly thereon	Directorates, Operational budget	Daily and monthly inputs into the system and reporting thereon to identify performance, non-performance, trends and other essential management information	Effective management information system	Integrity of system depends on the accuracy, adequacy, timeous inputs thereto	Daily inputs and monthly reporting ongoing	Monthly, QRs	Directors
			Comm Serv, Operational budget	Data of personnel and vehicles up to date	Effective and efficient execution of works orders		Daily updating of database	Ongoing	Comm Serv
							Daily monitoring of performance	Monthly, QRs	Comm Serv
1.9 Municipal Buildings	Maintenance	Ongoing maintenance of municipal buildings	Comm Serv, Operational budget	Effective maintenance to keep municipal buildings in a good condition	Municipal image, health and safety liability reduced, preservation of council assets		Ongoing maintenance and renovations as budgeted for the financial year	Ongoing, QRs	Comm Serv
							Contractors appointed on strict application of SCM	Ongoing, QRs	Comm Serv

1.12 HIV / Aids	National key priority	<i>Mainstreaming of HIV&AIDS by all the directorates</i>	Man Serv, Directorates, Operational budget	Each directorate to indicate how the HIV&AIDS is mainstreamed.	Knowledge base and implementation developed	Cooperation from the directorates.	Workshop on mainstreaming and further implementation thereof.	Aug 2009 QRs	Man Serv, Directors
2. Service Delivery & Infrastructure Development Development									
2.1 Capital Projects	Various projects and programmes - attached as Annexure 1 to the Scorecard of each director incl reference to grant / other funds received, project planning, projected cash flow management, scheduled site meetings	O/S has a large number of capital projects mostly iro community services and infrastructure and planning	Directors, SPs, Capital budget, grant funding	Effective project management of capital projects, including contract management of service providers, ensuring realisation of projected spending per quarter	Maximum development iro infrastructure and services	Inclement weather	12% spending iro capital budget with full quality, cost, time and health and safety control exercised	1st Quarter - QRs	MM, Directors
		Responsibility of MM to ensure capital spending is in line with the capital budget and the SDBIP. Current spending 91% of capital budget by June 2009	MM	Monthly and quarterly monitoring of targets as set	Effective management implementation performance monitoring	Inclement weather	40% spending iro capital budget with full quality, cost, time and health and safety control exercised	2nd Quarter - QRs	MM, Directors
							75% spending iro capital budget with full quality, cost, time and health and safety control exercised	3rd Quarter - QRs	MM, Directors
							98% spending iro capital budget with full quality, cost, time and health and safety control exercised	4th Quarter - QRs	MM, Directors
	Performance Ratings	Inadequate performance of consultants and contractors, e.g. project management, infrastructure construction and EIAs/RODs	MM, Directors, SPs	Performance rating system of consultants and contractors instituted and maintained	Enforcement of contract provisions and performance as targeted		Performance rating criteria and schedule established	Jul-09	MM, Directors

							All service providers rated and performance meetings held incl expected standards and provisions re poor performance Monitoring of performance of service providers and steps taken as dictated by performance	Jul-09 Jul 2009 ongoing, QRs	MM, Directors Directors
2.2 Maintenance Projects	Holistic planning	Lack of holistic maintenance needs analysis, policy and plan into infrastructure	I&P, Comm Serv, MM	Infrastructure maintenance needs analysis done and a policy and plan operationalised	Focused, holistic and integrated maintenance - effective service delivery		Maintenance needs analysed and finalised Maintenance policy developed	1st Quarter - QRs 2nd Quarter - QRs	MM, I&P, Comm Serv MM, I&P, Comm Serv
	O & M Information System	All maintenance projects and routine maintenance linked to EMIS	Comm Serv, Operational budget	All requests, complaints, etc. daily captured on EMIS and EMIS used to measure performance and trends	Effective service delivery linked to a good EMIS		Daily capturing	Ongoing, QRs	Comm Serv
2.3 New Developments	O & M Information System	All maintenance projects and routine maintenance linked to EMIS	Comm Serv, Operational budget	All requests, complaints, etc. daily captured on EMIS and EMIS used to measure performance and trends	Effective service delivery linked to a good EMIS		Daily capturing	Ongoing, QRs	Comm Serv
2.4 Water Services	WSA-WSP	Division of the WSA-WSP roles to be clearly defined in organisational structure	MM, I&P, Comm Serv, Operational budget	Clear differentiation between WSA & WSP obligations and roles	Legal compliance with Water Services Act			Sep-09	MM, I&P, Comm Serv
	Water Quality	Clean potable water provided	Comm Serv, Operational budget	Water quality compliant with SANS 241	Legal compliance		Water quality sampling regime maintained and laboratory results reported on	Ongoing, QRs	I & P; Comm Serv
	Effluent Quality	Permit conditions to be adhered to	Comm Serv, Operational budget	Effluent quality compliant with permit conditions and Govt Notice No. 9225 (18/05/1984)	Legal compliance		Effluent quality sampling regime maintained and laboratory results reported on	Ongoing, QRs	I & P, Comm Serv

	Water Demand & Water Conservation - Loss Management	Introduce water conservation, demand, management, loss management and awareness programmes	I&P, Operational budget, DWAF	Various programmes to enable water demand and loss management		Funding from DWAF not finalised	Consumer meter replacement programme - focus areas identified and work scheduled	Dec-09	I & P Comm Serv
2.6 Waste Services	Sustainable Water	Water catchment agency established	I&P, Operational budget	Full participation in water catchment area management	Sustainable water provision		Ongoing involvement	QRs	I & P
	Roles & Responsibilities	Division of the waste services planning & infrastructure vis-à-vis operational and maintenance obligations & roles to be clearly defined in organisational structure	MM, I&P, Comm Serv, Operational budget	Clear differentiation between I&P vis-à-vis Community Services role iro waste services delivery	Logical functional division			Sep-09	MM, I&P, Comm Serv
	IWMP & Related strategies	IWMP developed and comments received from DEADP	Comm Serv, Operational budget, SP	Completed, approved IWMP	Holistic, integrated planning of waste services		Completed IWMP approved by Council	Nov-09	Comm Serv, I&P
	Removal services	Waste removal services in all formal towns but lack of services in certain neighbourhoods	Comm Serv, Operational budget	Effective waste removal services & monthly record keeping thereof	Waste minimisation, reducing carbon footprint		Waste minimisation strategies, i.e. recycling at source and awareness programs developed in accordance with IWMP and extended to Gansbaai and Stanford	Dec-09	Comm Serv, I&P
		Refuse removal services at parks, open spaces	Comm Serv, Operational budget	Effective services in place of municipal ownership	Improved service delivery		Ongoing removal services, monthly monitored and database kept updated. 90% of works orders (including routine maintenance) completed in 30 days. 5% re-scheduling of waste removal times	Monthly, QRs	Comm Serv
							Routine removal once per week and municipal grounds at least once per quarter	Quarterly, QRs	Comm Serv

	Adherence to legislation	All landfill sites must be permitted and operated in compliance with the permit conditions Solid waste by-laws in place	I&P, Operational budget	Permit conditions strictly adhered to iro all landfill sites By-laws iro solid waste enforced			Audit of landfill sites to ensure permit validation and permit conditions complied with By-laws iro solid waste enforced specifically wrt usage of baboon proof bins in affected areas	Quarterly, QRs Ongoing, QRs	Infrastr Infrastr
	Training	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Comm Serv, Man Serv, SETA, Operational budget	Well trained staff, effective waste services delivery	Empowerment of staff		Related skills needs and courses identified and included in WPSP	Sep-09	Comm Serv, Man Serv
	Cleansing	Clean up operations	Comm Serv, Operational budget, SPs	Clean residential areas	Appearance of towns, image of municipality		Appointment of contractors through compliance with SCM Weekly evaluation of contractor performance & corrective action if need be	QRs QRs	Comm Serv Comm Serv
2.7 Transport, Roads & Storm Water	Roles & Responsibilities	Division of the planning & infrastructure vis-à-vis operational and maintenance obligations & roles to be clearly defined in organisational structure	MM, I&P, Comm Serv, Operational budget	Clear differentiation between I&P vis-à-vis Community Services role iro roads and storm water services delivery	Logical functional division		Role definition in line with amended organisational structure	Sep-09	MM, I&P, Comm Serv
	Road Maintenance	Road repair services in all formal towns	Comm Serv, Operational budget	Effective road repair services & monthly record keeping thereof	Improved service delivery, safe and well maintained roads		Ongoing road repair services, monthly monitored and database kept updated. 90% of works orders (including routine maintenance) completed in 30 days. Bi-annual grading of all unpaved main roads	Monthly, QRs	Comm Serv
		Roads for maintenance identified					Reseal programme for roads as per the Pavement Management System and approved work schedule	Oct 2009, March 2010	Comm Serv
		Service provider appointed	Comm Serv, Operational budget, SP					Ongoing, QRs	Comm Serv

	Storm water Network	Storm water network to be well maintained	Comm Serv, Operational budget	Effective storm water maintenance & monthly record keeping thereof	Improved service delivery, well maintained storm water network		Ongoing maintenance services, monthly monitored and database kept updated. 90% of works orders (including routine maintenance) completed in 30 days. Bi-annual maintenance of all catch pits and open storm water system	Monthly, QRs Nov 2009, May 2010	Comm Serv Comm Serv
2.9 Housing	Housing plan	Housing sector plan to form part of the IDP, inclusive of all needs and financial projections	Comm Serv, Operational budget	Housing plan as part of the reviewed IDP incl. reference to innovative thinking around cost and environmentally friendly alternatives.	Legal compliance	Unfunded mandate, co-operation to be sourced from DLGH	Secure assistance from DLGH (Dependent on DPLG)	Aug-09	Comm Serv
							Housing sector plan as part of final draft IDP	Annually	Comm Serv
							Housing sector plan as part of approved IDP and linked to budget	Mar-2010	Comm Serv
							Housing KPIs & Targets incl in PMS & SDBIP	Jun-09	Comm Serv
	Accreditation	Municipality not accredited to perform housing function	Comm Serv, MM, Operational budget	Accreditation to Dept of Housing applied for if feasible	Improved control over developments in area	Dependent on Prov Dept of Housing	Regular reporting on progress of application for accreditation if submitted	QRs	Comm Serv, MM
	New housing developments	Administration, public participation and liaison processes iro new developments	Comm Serv, Operational budget	Successful handling of new projects iro all legal processes from application to completion	Social upliftment & improved quality of life	Dependent on Prov Dept of Housing	Annual submission of project applications to provincial dept	QRs	Comm Serv

							Social compact per project within 30 days of request, monthly meetings incl agendas and minutes until completion Daily recording of applications on electronic database	QRs	Comm Serv
	Applications	Handle administration and verification of applications	Comm Serv, Operational budget	Effective administration of applications and operational verification processes				QRs	Comm Serv
	Further Development	Upon request from nat/prov govt, assistance with initiatives to stimulate further development	Comm Serv, Operational budget	Effective participation in and/or completion of campaigns, surveys, etc.	Working towards LED	Unfunded mandate, co-operation from DLGH	Handling of campaigns, surveys, programmes, compilation of business plans as requested and within affordable limits or funding provided	QRs	Comm Serv; PS
	Informal Settlements	Illegal squatting to be managed through daily monitoring and community consultation	Comm Serv, SP, Operational budget	Effective management of informal settlements	Law enforcement		Monitoring and contract management of the service provider managing the informal settlements	Monthly, QRs	Comm Serv
							Monthly consultation with committees of the 8 informal settlements	Monthly, QRs	Comm Serv
	Rental Stock	The deadline for transfer of stock must be extended given the problems experienced, e.g. ±200 houses of which costs exceed the subsidy	Comm Serv, Operational budget	Effective management of rental stock and transfer process completed by Dec 2009	Home ownership for tenants		Up to date record-keeping of residents and structures Systematic transfer of ownership to be completed	Monthly, QRs Dec-09	Comm Serv Comm Serv
	Customer Care	Responsive to residents' queries, requests	Comm Serv, Operational budget	Response to all citizen complaints/enquiries within acceptable period	Effective service delivery	Overload and limited resources	Wrapping up of transfer processes Daily recording of enquiries/requests on EMIS, incoming mail within 24 hours to central registry & response to consumer/public	March-2010 QRs	Comm Serv Comm Serv

							enquiries/requests with 14 days		
	Training	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Comm Serv, Man Serv, SETA, Operational budget	Well trained staff, effective service at housing offices	Empowerment of staff, effective administration		Related skills needs and courses identified and included in WPSP	Sep-09	Comm Serv, Man Serv
2.14 Disaster Management	DMP	Existing Disaster Management Plan	MM, Comm Serv, Operational budget	Fully updated DMP	Prepared for effective respons		When necessary updating of the DMP and annual review	QRs	MM, PS
		High level of preparedness essential and quick mobilisation		Discipline heads with command directives appointed	Preparedness, accountability		Discipline heads appointed as and when necessary	QRs	MM, PS
		Knowledge base of legislation and codes necessary		Interactive, holistic thinking and proactive planning	Preparedness, accountability		Ongoing liaison with PAWC and ODM to ensure synergy of DMPs and quick mobility if need be	QRs	MM, PS
		Humanitarian interventions needed in case of disaster/extreme human suffering, e.g. xenophobia	Man Serv, MM, Comm Serv, Operational budget	Effective reporting	Accountability		Quarterly reports on disasters	QRs	MM, PS
	Social safety net			Successful interventions in times of disaster	Improvement of quality of life of persons affected		Care services as and when necessary	Quarterly reports	Man Serv, MM, Comm Serv
2.15 Cemeteries		Cemeteries are in a good condition - linked to EMIS	Comm Serv, Operational budget	Effective management of the cemeteries	Service delivery to customers' satisfaction		Accurate information iro grave sites and wall of remembrance spaces	Monthly & QRs	Comm Serv
							Daily accurate record-keeping of graveyard registers	Monthly & QRs	Comm Serv
							General cleanliness of graveyards maintained	Monthly & QRs	Comm Serv
2.16 Libraries		SLA with province for the 8 libraries	Comm Serv, R504 000 grant funding	Effective management of the libraries and reliable service delivery	Literacy & empowerment of communities	Contract personnel for one year	Jul-09	Comm Serv	

				Daily services to communities except Betty's Bay and Stanford)			Electronic and manual updating of database - book circulation and membership Annual stock taking in co-operation with province and report to Council Literacy campaigns during library week and once per quarter in one of the towns	QRs Jun-09 QRs	Comm Serv Comm Serv Comm Serv
2.17 Caravan Parks		4 caravan parks under municipal ownership	Comm Serv, Operational budget	Effective management and maintenance of the caravan parks	Promotion of tourism, revenue base		Daily management and monitoring of bookings, maintenance, contracts, financial matters Bi-annual inspection and evaluation of service standards and based thereon scheduled maintenance	Monthly, QRs Oct 2009 & March 2010	Comm Serv Comm Serv
2.18 Boat Launching Facilities		Number of boat launching facilities under control of municipality	Comm Serv, Operational budget	Effective management and monitoring of the launching facilities	Facilitation of safety, revenue base		Financial management and monitoring of safe use Quarterly meetings with governing bodies	Monthly, QRs QRs	Comm Serv Comm Serv
2.19 Community Facilities		Administration of community halls, auditorium, banquet hall, Thusong SC (MPCC)	Comm Serv, Operational budget	Effective management of bookings, usage of halls	Reliable, controlled utilisation of halls		Bookings for facilities handled by area of locality through an integrated electronic booking system by helpdesk/ admin personnel Strict application of deposit deadline and repayment thereof at latest by May 2010 after usage of hall	July 2009 ongoing, QRs July 2009 ongoing, QRs	Comm Serv Comm Serv

		Maintenance of facilities	Comm Serv, Operational budget	Cost-effective, reliable maintenance of municipal halls, public ablutions, sportsgrounds	Well looked after municipal assets		Bi-annual inspections of halls, public ablutions, taxi ranks, sportsgrounds and scheduled maintenance based thereon	Sept 2009, Feb 2010	Comm Serv
		Buildings is a module of the EMIS					Ongoing reaction to complaints within 14 days of receipt thereof	July 2009 ongoing, QRs	Comm Serv
2.20 Sport & Recreation	Beaches	Beaches to be well maintained	Comm Serv, Operational budget	Effective beach maintenance programme & monthly record keeping thereof	Improved service delivery, well maintained beaches		Ongoing, monthly monitored and database kept updated. 90% of works orders (including routine maintenance) completed in 30 days. Compliance with blue flag stds and status	Monthly, QRs	Comm Serv
							During season blue flag compliance per checklist	Nov-09	Comm Serv
							Maintain swimming beach facilities	Dec - Jan 2010	Comm Serv
								Nov 2009, Mar 2010	Comm Serv
2.21 Customer Care		Customer care services via help desks linked to EDMS and EMIS at municipal offices in all towns	Comm Serv, Operational budget	Community satisfying, 24/7 customer care services decentralised during working hours and centralised a/h emergency services linked to radio communication			Immediate response of Comm Serv and work scheduled	Ongoing, QRs	Comm Serv
							90% of work completed within 24 hours	Ongoing, QRs	Comm Serv
2.22 Local Labour Promotion Projects	Job Creation & Debt Collection	Local Labour Promotion Project concept in place for delivery of projects	Comm Serv, Operational budget	List of identified projects	Job Creation		Identification of projects from capital/operational budget	May-2010	Comm Serv
				Signed contracts	Debt collection		Appointment of contract personnel with reference to project manager and project team leaders	Aug-09	Comm Serv

		Debtors database from DB4 financial system		Database per project Reduced outstanding debt per contracted account holder Business plans and physical infrastructure New infrastructure Reporting on payments of municipal services accounts	Positive impact on lifestyle dignity of individuals concerned		Identification of workers per project from municipal account holders Processing of salaries including deductions per municipal account holders Effective management of projects as per timeframes set in individual project business plans 100% Completion of projects	Ongoing, QRs Ongoing, QRs Ongoing, QRs Jun-2010 QR	Comm Serv Comm Serv Comm Serv Comm Serv
3. Local (incl Rural) Economic Development									
	Community Development	Community development to be promoted through social upliftment, tourism, LED, youth and sport development	Comm Serv, Operational budget	Facilitation of community development	Social upliftment, job creation, youth empowerment		Ongoing liaison with relevant bodies, youth forums, e.g. junior council, sport bodies Support of and participation in social upliftment programs as required Involvement in LLPP through identification and monitoring of projects Involvement in the operationalisation of corporate projects, e.g. identify and manage people iro job creation projects	Ongoing, QR Ongoing, QR Ongoing, QR Ongoing, QR	Comm Serv Comm Serv Comm Serv Comm Serv

4. Municipal Financial Viability and financial management									
	AFS	AFS is GAMAP/GRAP compliant	CFO, MM, Directors, Operational budget,	Completed financial statements - S71 & 72 compliant			Financial statements submitted including performance information to AG	31-Aug-09	CFO, MM, Directors
	Compliance Management - AG Report	AG Report 2008/09	CFO, MM, Directors, Operational budget,	Action Plan to address AG Report 2007/09	Legal compliance		Action plan re AG Report	Dec-09	CFO, MM, Directors
							Management co-ordination	Jan-2010	CFO, MM, Directors
	Annual Report	Preparation of Annual Report for 2008/09	CFO, MM, Man Serv, Operational budget	Completed action plan	Legal compliance		Completion of Action Plan re Management Letter	Feb-2010	CFO, MM, Directors
							Report re Management Letter	Mar-2010	CFO, MM, Directors
	Budget	Budget 2008/09 approved	CFO, Operational budget	On date completion of budgetary processes	Sound financial management		Internal budgetary processes	From Aug 2009, QR in Dec 09	CFO, MM, Directors
	SDBIP	SDBIP & PMS largely integrated for 2009/10	CFO, Man Serv, Operational budget	Totally integrated SDBIP & PMS for 2009/2010	Energy & cost effective management processes and reporting systems		Progressive integration of PMS & SDBIP and compilation of necessary reports - quarterly, mid-year and annual	Jul 2009 - May 2010, Quarterly Reports	Man Serv, CFO, Directors, MM
			MM, Directors				Drafting of the SDBIP for 2010/11	May-10	MM, Man Serv, CFO, Directors
				SDBIP for 2009/10 in place and approved			Finalisation and approval of the SDBIP for 2009/10	Jun - 09	MM, Man Serv, CFO, Directors
							Refining the integration of SDBIP & PMS for 2009/10	Jun-09	Man Serv, CFO (50/50), Directors
	Tariffs	Tariff structure to be market related	CFO, Manco, Operational budget	Affordable but market related tariff structure	Effective revenue management		Annual review of tariff structure	Sep-09	CFO, MM, Directors

	Expenditure Management	Overtime exceeding BCEA stipulations & negative AG comments thereon	CFO, Manco, Operational budget	Overtime within acceptable parameters			Acting on monthly report with progressive compliance with BCEA and budget, 25% less overtime & 25% more within budget limits iro acting allowances by Sept, 50% of said by Dec 2009, 75% of said by Mar 2010 and 100% compliance by June 2010	July 2010, ongoing, QRs	CFO, MM, Directors
	Salaries	Salary budget and payment processes in place	CFO, Manco, Operational budget	Salary budget in line with legal prescriptions and laid down timeframes	Personnel security		Draft salary budget	Mar-2010	CFO, MM, Directors
							Final salary budget	May-2010	CFO, MM, Directors
	Contract Management	More complex contracts needs contract specific and legal compliance monitoring and management which is not in place iro all contracts and cannot be addressed by generic Collaborator module	Manco, operational budget	Monitoring matrix iro legal compliance matters agreed and implemented	Legal compliance, reducing accountability risks of Municipality	Co-operation of directorates	Workshop for management re implementation of generic contract monitoring matrix	Aug-09	Man Serv, MM, Directors
							Generic and contract-specific monitoring iro all projects implemented by all directorates	Sep-09	Directors
							Performance review of all contracts submitted by directorates to MM	Dec-09	Directors, MM
							Consolidation of performance reviews for inclusion in annual report	Jan-2010	Directors, Man Serv, MM

5. Good Governance, Public Participation Accountability and Transparency

	Policies	Inadequate or lack of policies - some in draft form, others approved but not implemented, others still to be developed, e.g. health and safety policy, training & development policy, etc.	Man Serv, LLF, MM, Directors, Operational budget	All policies developed, approved and implemented	Legal compliance, sound administration	Co-operation of all Directors	Once approved, directors to report on how policies relevant to their directorates are implemented	Ongoing, quarterly reports	Man Serv, Directors
	By-laws	Number of outstanding by-laws	Man Serv, MM, Directors, Operational budget	Implementation of gazetted by-laws	Regulation of municipal services	Co-operation of role-players	Once promulgated, directors to report on how by-laws relevant to their directorates are enforced	Ongoing, quarterly reports	Man Serv, Directors
	Internal Audit & risk management	Internal Audit unit and Audit Committee functional and acting in compliance with legislation	MM, Directors, Operational budget	Audit plan reviewed and communicated to AC and management	Risks determined and managed		Risk assessment workshops with Directorates	Oct-09	MM, Directors
		Audit plan to be continuously reviewed					Risk assessment results and revised audit plan communicated to Directorates for implementation	Dec-09	MM, Directors
	Intergovernmental relations	IGR Clusters to be used for inter-governmental unity and support	Directors, Operational Budget	Attendance of District IGR Cluster meetings as applicable to each Directorate	Improved IGR	Lack of participation by the other LMs and Sector Departments	Full attendance of cluster meetings and feedback reports	Sept & Dec 2009, Mar & June 2010	Directors,MM
		Quarterly provincial questionnaire - municipal snapshot in Vuna format	Directors, MM	Full participation in Prov. Mun. snapshot	Preparation for Vuna participation	Full participation of all directorates needed	Provincial questionnaires to be completed within prescribed time frame	Oct 2009, Jan 2010, April 2010, June 2010, QRs	Man Serv, Directors, MM
	Vuna Awards	Wish to repeat success of 2005/06	Directors, MM	Participation in Vuna Awards		Must prepare in advance to avoid crisis management and ensure good entry	Collation and co-ordination of information for Vuna entry	Jul - Sept 2009	Man Serv, Directors, MM

Community Consultation & Participation	Existing policy & schedule for 10 established ward committees - the latter ties in with PFC and Council meetings	Comm Serv, Man Serv, MM, Operational budget	Compliance with legally required community participation	Structured public participation, Informed and participative community,	In general, politicisation of WC to be guarded against	Scheduling of monthly ward committee meetings in synergy with PFC and Council meetings, agendas for WC meetings 7 days prior to meetings with previous minutes, quarterly advertising of meetings iro s.21 of MSA	01-Jul-09	Comm Serv
	Well functioning O/S Municipal Advisory Forum (OMAF) for strategic matters (also refer to IDP) with 4 reps per ward	Man Serv, Comm Serv, MM, Operational budget	O/S community participation maintaining the best practice status and effective consultation on IDP, budget and other strategic issues	Adhering to legislation iro public participation, s.21 and Ch 4 of MSA	Often ward committee members aspiring to become councillors may result in other agendas being pursued	Agendas for bi-annual OMAF meetings 14 days prior to meetings, with previous minutes	Ongoing, QR	Man Serv, Comm Serv, MM
	Ward Councillors, area Directors and, where necessary other officials, full involvement with ward committees	Comm Serv, MM, Operational budget	Fully functioning and empowering ward committees	Improved communication with public, councillors' accountability to electorate, positive influence on attitude of officials	Obtaining / execution of mandate of constituency	Visual presentations to WC meetings iro municipal services and other relevant matters	Ongoing, QR	Comm Serv
		Comm Serv, MM, Operational budget	Ward committee policy evaluated and refined	Governance principles applied to WC	WC to maintain status of formal liaison bodies of communities	Evaluation of ward committee policy	Annually	Comm Serv, MM
		Comm Serv, MM, Operational budget	Communities fully up to date with Council decisions and reasons thereof	Transparency, accountability	Understanding and acceptance of Council decisions	Regular feedback to WC meetings re decisions taken by Council	Ongoing, QR	Comm Serv
						Execution of attainable WC request within 30 days	Ongoing, QR	Comm Serv

			Comm Serv, Opex	Effective liaison with bodies representing community matters other than WCs	Relating with community matters, crime prevention		Liaison with and attendance of meetings of CPF and other NGOs and community organisations representing the communities	Ongoing, QR	Comm Serv
	CDWs	CDWs not directly part of municipal structures but fall under the Premier's Office	Comm Serv, Operational budget R72 000	Administering of CDW affairs in liaison with regional co-ordinator	Support of CDWs		Ongoing liaison with regional co-ordinator of CDWs	Ongoing, QR	Comm Serv

FUNCTIONAL / SERVICE AREA: AREA MANAGEMENT**MANAGER: C JONKHEID - HANGKLIP/KLEINMOND ADMIN ; D VAN VUUREN – HERMANUS ADMINISTRASIE;****P FERREIRA – STANFORD ADMINISTRASIE; F MYBURGH – GANSBAAI ADMINISTRASIE**

Ensuring the provision of democratic and accountable governance in respect of the various towns/communities in the O/S area, and to ensure the provision of services to these communities in an integrated sustainable manner.

DEFINITION OF FUNCTION:

LINKAGE TO IDP:

*Provision of democratic and accountable governance**Promotion of Tourism and Economic development**Creation and maintenance of a safe and healthy environment**Management and conservation of the natural environment**Provision and maintenance of municipal services*

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.2 Administration	Record Management	Collaborator programme/module in place, helpdesk & control room memo's generated linked into the system	Cost-effective, time effective sound administrative practices	Incoming mail at decentralised offices delivered to centralised registry office within 24hrs Ongoing monitoring by centralised and decentralised management	Ongoing & QR Ongoing & QR
1.3 Human Resources	Training	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff, effective waste services delivery	Related skills needs and courses identified and included in WPSP	Sep-09
	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR

1.9 Municipal Buildings	Maintenance	Ongoing maintenance of municipal buildings	Effective maintenance to keep municipal buildings in a good condition	Ongoing maintenance and renovations as budgeted for the financial year Contractors appointed on strict application of SCM	Ongoing, QRs
2. Service Delivery & Infrastructure Development					
2.1 Capital Projects	Various projects and programmes - attached as Annexure 1 to the Scorecard of each director incl reference to grant / other funds received, project planning, projected cash flow management, scheduled site meetings	O/S has a large number of capital projects mostly iro community services and infrastructure and planning Responsibility of MM to ensure capital spending is in line with the capital budget and the SDBIP. Current spending 91% of capital budget by June 2010	Effective project management of capital projects, including contract management of service providers, ensuring realisation of projected spending per quarter Monthly and quarterly monitoring of targets as set	12% spending iro capital budget with full quality, cost, time and health and safety control exercised 40% spending iro capital budget with full quality, cost, time and health and safety control exercised 75% spending iro capital budget with full quality, cost, time and health and safety control exercised 98% spending iro capital budget with full quality, cost, time and health and safety control exercised	1st Quarter - QRs 2nd Quarter - QRs 3rd Quarter - QRs 4th Quarter - QRs
2.9 Housing	Rental stock	The deadline for transfer of stock must be exented given the problems experienced	Effective management of rental stock and transfer process completed by Dec 09	Wrappig up of transfer processes	March - 10
2.15 Cemeteries		Cemeteries are in a good condition - linked to EMIS	Effective management of the cemeteries	Accurate information iro grave sites and wall of remembrance spaces	Monthly & QRs

				Daily accurate record-keeping of graveyard registers	Monthly & QRs
				General cleanliness of graveyards maintained	Monthly & QRs
2.16 Libraries		SLA with province for the 7 libraries	Effective management of the libraries and reliable service delivery Daily services to communities except Betty's Bay and Stanford)	Contract personnel for one year Electronic and manual updating of database - book circulation and membership Annual stock taking in co-operation with province and report to Council Literacy campaigns during library week and once per quarter in one of the towns	Jul-09 QRs Jun-09 QRs
2.17 Caravan Parks		4 caravan parks under municipal ownership	Effective management and maintenance of the caravan parks	Daily management and monitoring of bookings, maintenance, contracts, financial matters Bi-annual inspection and evaluation of service standards and based thereon scheduled maintenance	Monthly, QRs Oct 2009 & April 2010
2.18 Boat Launching Facilities		Number of boat launching facilities under control of municipality	Effective management and monitoring of the launching facilities	Financial management and monitoring of safe use Quarterly meetings with governing bodies	Monthly, QRs QRs

2.19 Community Facilities		Administration of community halls, auditorium, banquet hall, Thusong SC (MPCC) Maintenance of facilities Buildings is a module of the EMIS	Effective management of bookings, usage of halls Effective hiring and booking system iro auditorium and banquet hall Cost-effective, reliable maintenance of municipal halls, public ablutions, sportsgrounds	Bookings for facilities handled by area of locality through an integrated electronic booking system by helpdesk, admin personnel Strict application of deposit deadline and repayment thereof within 7 days after usage of hall Hiring and booking system for auditorium and banquet hall Bi-annual inspections of halls, public ablutions, taxi ranks, sportsgrounds and scheduled maintenance based thereon Ongoing reaction to complaints within 14 days of receipt thereof	July 2009 ongoing, QRs July 2009 ongoing, QRs July 2009 ongoing, QRs Sept 2009, Mar 2010
2.21 Customer Care		Customer care services via help desks linked to EDMS and EMIS at municipal offices in all towns	Community satisfying, 24/7 customer care services decentralised during working hours and centralised a/h emergency services linked to radio communication	Immediate response of Comm Serv and work scheduled	Ongoing, QRs
3. Local (incl Rural) Economic Development					
	Community Development	Community development to be promoted through social upliftment, tourism, LED, youth and sport development	Facilitation of community development	Ongoing liaison with relevant bodies, youth forums, e.g. junior council, sport bodies	Ongoing, QR
				Support of and participation in social upliftment programs as required	Ongoing, QR

				Involvement in LLPP through identification and monitoring of projects	Ongoing, QR
				Involvement in the operationalisation of corporate projects, e.g. identify and manage people iro job creation projects	Ongoing, QR
5. Good Governance, Public Participation Accountability and Transparency					
	Community Consultation & Participation	Existing policy & schedule for 10 established ward committees - the latter ties in with PFC and Council meetings	Compliance with legally required community participation	Scheduling of monthly ward committee meetings in synergy with PFC and Council meetings, agendas for WC meetings 7 days prior to meetings with previous minutes, quarterly advertising of meetings iro s.21 of MSA	01-Jul-09
		Ward Councillors, area Directors and, where necessary other officials, full involvement with ward committees	Fully functioning and empowering ward committees	Visual presentations to WC meetings iro municipal services and other relevant matters	Ongoing, QR
			Communities fully up to date with Council decisions and reasons thereof	Regular feedback to WC meetings re decisions taken by Council	Ongoing, QR
				Execution of attainable WC request within 30 days	Ongoing, QR
			Effective liaison with bodies representing community matters other than WCs	Liaison with and attendance of meetings of CPF and other NGOs and community organisations representing the communities	Ongoing, QR

FUNCTIONAL / SERVICE AREA: MAINTENANCE OF MUNICIPAL SERVICES/OPERATIONAL MANAGEMENT
RESPONSIBLE MANAGER: M BARTMAN - HANGKLIP/KLEINMOND; D CRAFFORD GANSBAAI; P BURGER – HERMANUS
& F BRAND - STANFORD
ROADS, STORMWATER
SANITATION, PARKS
SPORT GROUNDS, BEACHES

DEFINITION OF FUNCTION: *Extension, upgrading and maintenance of infrastructure*

LINKAGE TO IDP: *Provision and maintenance of Municipal services*
Provision of democratic and accountable governance
Promotion of Safe and Healthy environment

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee Follow up with the SALGBC and the JE Committee to have these job descriptions approved	Sept 2009 QR March 2010 Quarterly reports
	Training	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff, effective waste services delivery	Related skills needs and courses identified and included in WPSP	Sep-09
	Customer Care	Responsive to residents' queries, requests	Response to all citizen complaints/enquiries within acceptable period	Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	QRs

1.8 ICT	Engineering Management Information System	Expansion of system to fill caps	Effective administration & Service delivery	System administration is ongoing	QR
2. Service Delivery & Infrastructure Development					
2.1 Capital Projects	Various projects and programmes - attached as Annexure 1 to the Scorecard of each director incl reference to grant / other funds received, project planning, projected cash flow management, scheduled site meetings	O/S has a large number of capital projects mostly iro community services and infrastructure and planning Responsibility of MM to ensure capital spending is in line with the capital budget and the SDBIP. Current spending 91% of capital budget by June 2010	Effective project management of capital projects, including contract management of service providers, ensuring realisation of projected spending per quarter Monthly and quarterly monitoring of targets as set	12% spending iro capital budget with full quality, cost, time and health and safety control exercised 40% spending iro capital budget with full quality, cost, time and health and safety control exercised 75% spending iro capital budget with full quality, cost, time and health and safety control exercised 98% spending iro capital budget with full quality, cost, time and health and safety control exercised	1st Quarter - QRs 2nd Quarter - QRs 3rd Quarter - QRs 4th Quarter - QRs
2.2 Maintenance Projects	O & M Information System	All maintenance projects and routine maintenance linked to EMIS	All requests, complaints, etc. daily captured on EMIS and EMIS used to measure performance and trends	Daily capturing	Ongoing, QRs
2.4 Water Services	Water Quality Effluent Quality	Clean potable water provided Permit conditions to be adhered to	Water quality compliant with SANS 241 Effluent quality compliant with permit conditions and Govt Notice No. 9225 (18/05/1984)	Water quality sampling regime maintained and laboratory results reported on Effluent quality sampling regime maintained and laboratory results reported on	Ongoing, QRs Ongoing, QRs

	Water Supply Provision	Limited services interruption	Water interruptions minimised	Prolonged (12 hours) water supply interruptions fewer than 3 times per annum and at least 90% of works orders completed within 21 days of receipt (including routine maintenance)	Ongoing, QRs
	Sanitation Services	Minimum interruptions due to sewer blockages and related problems	Sewerage blockages and other interruptions minimised	At least 90% of works orders completed within 21 days of receipt (including routine maintenance)	Ongoing, QRs
2.6 Waste Services	Removal services	Waste removal services in all formal towns but lack of services in certain neighbourhoods	Effective waste removal services & monthly record keeping thereof	Ongoing removal services, monthly monitored and database kept updated. 90% of works orders (including routine maintenance) completed in 21 days. 5% re-scheduling of waste removal times	Monthly, QRs
		Refuse removal services at parks, open spaces	Effective services in place of municipal ownership	Routine removal once per week and municipal grounds at least once per quarter	Quarterly, QRs
		Refuse removal services at parks, open spaces	Effective services in place of municipal ownership	Routine removal once per week and municipal grounds at least once per quarter	Quarterly, QRs
2.7 Transport, Roads & Stromwater	Road Maintenance	Road repair services in all formal towns	Effective road repair services & monthly record keeping thereof	Ongoing road repair services, monthly monitored and database kept updated. 90% of works orders (including routine maintenance) completed in 21 days. Bi-annual grading of all unpaved main roads	Monthly, QRs
		Roads for maintenance identified			Oct 2009, March 2010
		Service provider appointed		Reseal programme for roads as per the Pavement Management System and approved work schedule	Ongoing, QRs

	Storm water Network	Storm water network to be well maintained	Effective storm water maintenance & monthly record keeping thereof	Ongoing maintenance services, monthly monitored and database kept updated. 90% of works orders (including routine maintenance) completed in 21 days. Bi-annual maintenance of all catch pits and open storm water system	Monthly, QRs Nov 2009, May 2009
2.20 Sport & Recreation	Beaches	Beaches to be well maintained	Effective beach maintenance programme & monthly record keeping thereof	Ongoing, monthly monitored and database kept updated. 90% of works orders (including routine maintenance) completed in 21 days. Compliance with blue flag stds and status During season blue flag compliance per checklist Maintain swimming beach facilities	Monthly, QRs Nov-09 Dec - Jan 2010 Nov 2009, Mar 2010

FUNCTIONAL / SERVICE AREA: HOUSING AND SOCIAL UPLIFTMENT RESPONSIBLE MANAGER: B VON DURING

DEFINITION OF FUNCTION: *To facilitate and maintain sustainable low cost housing development in the O/S and do develop and enabling environment for social housing opportunities within our IDP*

LINKAGE TO IDP: *Promotion of tourism and economic development
Provision of democratic and accountable governance*

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	Training	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff, effective waste services delivery	Related skills needs and courses identified and included in WPSP	Sep-09
	Customer Care	Responsive to residents' queries, requests	Response to all citizen complaints/enquiries within acceptable period	Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	QRs
	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee Follow up with the SALGBC and the JE Committee to have these job descriptions approved	Sept 2009 QR March 2010 Quarterly reports

1.8 ICT	Engineering Management Information System	All directorates handling complaints/queries/request regarding services linked to EMIS have the responsibility to capture the data required on a daily basis and report monthly thereon	Daily and monthly inputs into the system and reporting thereon to identify performance, non-performance, trends and other essential management information	Daily inputs and monthly reporting ongoing	Monthly, QRs
2. Service Delivery & Infrastructure Development					
2.1 Capital Projects	Various projects and programmes - attached as Annexure 1 to the Scorecard of each director incl reference to grant / other funds received, project planning, projected cash flow management, scheduled site meetings	O/S has a large number of capital projects mostly iro community services and infrastructure and planning Responsibility of MM to ensure capital spending is in line with the capital budget and the SDBIP. Current spending 91% of capital budget by June 2010	Effective project management of capital projects, including contract management of service providers, ensuring realisation of projected spending per quarter Monthly and quarterly monitoring of targets as set	12% spending iro capital budget with full quality, cost, time and health and safety control exercised 40% spending iro capital budget with full quality, cost, time and health and safety control exercised 75% spending iro capital budget with full quality, cost, time and health and safety control exercised 98% spending iro capital budget with full quality, cost, time and health and safety control exercised	1st Quarter - QRs 2nd Quarter - QRs 3rd Quarter - QRs 4th Quarter - QRs
2.9 Housing	Housing plan	Housing sector plan to form part of the IDP, inclusive of all needs and financial projections	Housing plan as part of the reviewed IDP incl. reference to innovative thinking around cost and environmentally friendly alternatives.	Secure assistance from DLGH Housing sector plan as part of final draft IDP Housing sector plan as part of approved IDP and linked to budget	Aug-09 Mar-2010 May-2010

Housing KPIs & Targets incl in PMS & SDBIP					Jun-09
	Accreditation	Municipality not accredited to perform housing function	Accreditation to Dept of Housing applied for	Regular reporting on progress	QRs
	New housing developments	Administration, public participation and liaison processes iro new developments	Successful handling of new projects iro all legal processes from application to completion	Bi-annual submission of project applications to provincial dept	QRs
	Applications	Handle administration and verification of applications	Effective administration of applications and operational verification processes	Social compact per project within 30 days of request, monthly meetings incl agendas and minutes until completion	QRs
				Daily recording of applications and verification of waiting list applicants annually by Sept	QRs
	Further Development	Upon request from nat/prov govt, assistance with initiatives to stimulate further development	Effective participation in and/or completion of campaigns, surveys, etc.	Handling of campaigns, surveys, programmes, compilation of business plans as requested and within affordable limits or funding provided	QRs
	Informal Settlements	Illegal squatting to be managed through daily monitoring and community consultation	Effective management of informal settlements	Monitoring and contract management of the service provider managing the informal settlements	Monthly, QRs
	Rental Stock	The deadline for transfer of stock must be extended given the problems experienced, e.g. ±200 houses of which costs exceed the subsidy	Effective management of rental stock and transfer process completed by Dec 2009	Monthly consultation with committees of the 8 informal settlements	Monthly, QRs
				Up to date record-keeping of residents and structures Introduce an incentive for tenants to take over ownership and to mitigate the loss of rates and taxes	Monthly, QRs Aug-09

FUNCTIONAL / SERVICE AREA: SPECIAL PROJECTS**RESPONSIBLE MANAGER: K ARENDSE**

DEFINITION OF FUNCTION:

LINKAGE TO IDP:

Provision and maintenance of municipal services
Creation and maintenance of a safe and healthy environment
Provision of democratic and accountable governance

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	Training TASK Job Descriptions	Ongoing training of personnel essential including multi-skilling to fill in for absentees Job descriptions 95% finalised - new appointees outstanding	Well trained staff, effective waste services delivery Finalised job descriptions submitted to the Job Evaluation Committee	Related skills needs and courses identified and included in WSPSP Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee Follow up with the SALGBC and the JE Committee to have these job descriptions approved	Sep-09 Sept 2009 QR March 2010 Quarterly reports
1.5 Skills Development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WSPSP submitted to the SETA and serving as the base document of courses' initiation	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WSPSP	Annual audit to ensure integrity of the system	Jun-09
1.8 ICT		All directorates handling complaints/queries/request regarding services linked to EMIS have the responsibility to capture the data required on a daily basis and report monthly thereon	Daily and monthly inputs into the system and reporting thereon to identify performance, non-performance, trends and other essential management information	Daily inputs and monthly reporting ongoing	Monthly, QRs

				Daily updating of database Daily monitoring of performance	Ongoing Monthly, QRs
1.2 Administration	Control Room	In place is an emergency control room service record wrt disasters, a/h disruptions of service delivery	Effective emergency control room service	Daily capturing of all attainable requests/complaints from public on EMIS and other registers 100% effective communication with disaster management and standby personnel 90% completion of generated work (except disasters) within 24 hours Daily monitoring of municipal vehicles with tracking devices and reporting on irregularities A/h access control to main buildings in Hermanus Daily monitoring of CCTV and reporting on irregularities Communication via voice message system to communities wrt disasters/disruption of services	Monthly & QRs Monthly & QRs Monthly & QRs Monthly & QRs Monthly & QRs Monthly & QRs
	Council Fleet	Netstar software in place for tracking Fleet management policy in place FNB auto system installed for technical detail where relevant Annually vehicles are identified to be auctioned	Strict adherence to policy iro inspections, services, assessment and auctioning Staff awareness of content of fleet management policy FNB system enables expanded management of vehicles Identified vehicles auctioned	24/7 monitoring - working hours by fleet mangement and a/h by control room SCM adhered to Asset register updated Verification of drivers' licences when issued Quarterly inspections scheduled with 7 days' notice Services scheduled in consultation with fleet management Annual assessment of all vehicles wrt condition and lifespan Annual auctioning of identified vehicles	Nov-09 Ongoing, QRs Ongoing, QRs Ongoing, QRs Ongoing, QRs Ongoing, QRs Jun-2010 Jun-2010

		Training of specialised drivers iro vehicles and all staff with vehicles ito policy	Well trained staff	Training of drivers iro specialised vehicles	July – Dec 2010, QRs
2. Service Delivery & Infrastructure Development					
2.1 Capital Projects	<i>Various projects and programmes - attached as Annexure 1 to the Scorecard of each director incl reference to grant / other funds received, project planning, projected cash flow management, scheduled site meetings</i>	O/S has a large number of capital projects mostly iro community services and infrastructure and planning Responsibility of MM to ensure capital spending is in line with the capital budget and the SDBIP. Current spending 91% of capital budget by June 2010	Effective project management of capital projects, including contract management of service providers, ensuring realisation of projected spending per quarter Monthly and quarterly monitoring of targets as set	12% spending iro capital budget with full quality, cost, time and health and safety control exercised 40% spending iro capital budget with full quality, cost, time and health and safety control exercised 75% spending iro capital budget with full quality, cost, time and health and safety control exercised 98% spending iro capital budget with full quality, cost, time and health and safety control exercised	1st Quarter - QRs 2nd Quarter - QRs 3rd Quarter - QRs 4th Quarter - QRs
2.22 Local Labour Promotion Projects	LLPP	Local Labour Promotion Project concept in place for delivery of projects Debtors database from DB4 financial system	List of identified projects Signed contracts Database per project Reduced outstanding debt per contracted account holder	Identification projects from capital/operational budget Appointment of contract personnel with reference to project manager and project team leaders Identification of workers per project from municipal account holders Processing of salaries including deductions per municipal account holders	May-09 Aug-09 Ongoing Ongoing

		LLPP Concept LLPP Concept	Business plans and physical infrastructure New infrastructure	Effective management of projects as per timeframes set in individual project business plans 100% Completion of projects	Ongoing 30-Jun-09
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OVERSTRAND - DIRECTOR: INFRASTRUCTURE & PLANNING SCORECARD 2009-2010

VISION: To be a centre of excellence for the community / Om vir die gemeenskap 'n sentrum van uitnemendheid te wees / Kukuba liziko elibalaseleyo eluntwini.

MISSION: To deliver optimal services in support of sustainable economic, social and environmental goals / Om optimale dienste ter ondersteuning van volhoubare ekonomiese, sosiale -en omgewingsdoelwitte te lewer / Injongo zethu kuleminyaka emihlanu ezayo kukuba ngumasipala onikezela iinkonzo ngempumelelo kwinkxaso ngenjongo yezophuhliso, ezomphakathi nezendalo.

FUNCTIONAL / SERVICE AREA: INFRASTRUCTURE & PLANNING

RESPONSIBLE DIRECTOR: S MULLER

LINKAGE TO IDP: *Provision of democratic and accountable governance*
Promotion of Tourism and Economic development
Creation and maintenance of a safe and healthy environment
Management and conservation of the natural environment
Provision and maintenance of municipal services

* First respondent responsible for reporting

Key Performance Area	Related Goal/Program	Baseline	Inputs	Outputs	Outcome	Risks	Perf. Indicator/Target	Date	Resp.
1. Municipal Transformation and Institutional Development									
1.1 Organisational Design	<i>Staff Structure</i>	Current organisational structure to be reviewed in order to establish functional and logical alignment	MM, Directors, EM, MC, Council, LLF, Operational budget	Re-aligned structure	Improved service delivery	Obtaining Council approval. LLF resistance	Proposed amended structure	Aug-09	MM, Directors
							Finalised structure in operation	Sep-09	MM, Directors
1.2 Administration	<i>Administrative Management</i>	Attendance of Monthly meetings - PFC - 3, Mayco - 1, Council - 1 & ITSC	MM, Directors	Preparation for and participation in the listed meetings	Knowledge based, sound decision-making	Unplanned events e.g illness, compulsory external meetings	Ongoing preparation and attendance of meetings with governance and related structures	Ongoing, Quarterly reports	MM, Directors

1.3 Human Resources	<i>Staff Management</i>	Directors responsible for optimum functioning of staff, motivation of staff and promoting good relations amongst staff	Directors, Operational budget	Well functioning staff establishment	Good, sound administration		Ongoing management of staff based on job descriptions and where in place also performance targets	Monthly, QRs	Directors, MM
1.5 Skills development	<i>Needs Analysis</i>	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WSPSP submitted to the SETA and serving as the base document of courses' initiation	Directorates, Operational budget	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WSPSP	Effective and holistic approach to training		Inputs as required	Sep-09	Directors
1.6 Integrated Development Plan (IDP)	<i>Governance</i>	IDP reviewed on an annual basis	Man Serv, OMAF, Sectoral Depts, ODM, MM, Directors, Community, Operational budget	Reviewed IDP	Integrated management of IDP process	Non-co-operation of sector departments	OMAF Meetings	Quarterly reports	Man Serv, MM, Directors
		Planning & process integration of IDP, PMS, SDBIP essential to reduce administrative load of reporting		IDP, PMS, Budget integration with focus on service delivery	Integrated processes enabling efficient, cost, energy effective administration	Timely co-operation of all directorates	IDP KPIs & Targets incl in PMS & SDBIP	Jun-09	Man Serv, MM, Directors
1.7 Performance Management System - PMS	<i>Governance Programme</i>	Institutionalisation of PMS	Council, Manco, LLF, Operational budget	Approved, implemented PMS compliant with MSA and Performance Regulations, 2006	Improved service delivery, Legal compliance		Reporting on the Individual Scorecards	Sept & Dec 2009, Mar & June 2010	MM, Directors
				PMS further cemented and devolved to middle management level			Institutional & Individual PMS aligned with IDP, SDBIP with inclusion of MM, directors and next level of management	Jun-09	Man Serv, MM, Directors
				Performance appraisal process for financial year completed			Annual performance appraisal process	Jun-09	MM, Directors

1.8 ICT	<i>Engineering Management Information System</i>	All directorates handling complaints/queries/request regarding services linked to EMIS have the responsibility to capture the data required on a daily basis and report monthly thereon	Directorates, Operational budget	Daily and monthly inputs into the system and reporting thereon to identify performance, non-performance, trends and other essential management information	Effective management information system	Integrity of system depends on the accuracy, adequacy, timeous inputs thereto	Daily inputs and monthly reporting ongoing	Monthly, QRs	Directors
1.12 HIV / Aids	<i>National key priority</i>	<i>Mainstreaming of HIV&AIDS by all the directorates</i>	Man Serv, Directorates, Operational budget	Each directorate to indicate how the HIV&AIDS is mainstreamed.	Knowledge base and implementation developed	Cooperation from the directorates.	Workshop on mainstreaming and further implementation thereof.	Aug 2009 QRs	Man Serv, Directors, MM
2. Service Delivery & Infrastructure Development									
2.1 Capital Projects	<i>Various projects and programmes - attached as Annexure 1 to the Scorecard of each director incl reference to grant / other funds received, project planning, projected cash flow management, scheduled site meetings</i>	O/S has a large number of capital projects mostly iro community services and infrastructure and planning Responsibility of MM to ensure capital spending is in line with the capital budget and the SDBIP. Current spending 91% of capital budget by June 2010	Directors, SPs, Capital budget, grant funding MM	Effective project management of capital projects, including contract management of service providers, ensuring realisation of projected spending per quarter Monthly and quarterly monitoring of targets as set	Maximum development iro infrastructure and services Effective management implementation performance monitoring	Inclement weather Inclement weather	12% spending iro capital budget with full quality, cost, time and health and safety control exercised 30% spending iro capital budget with full quality, cost, time and health and safety control exercised 60% spending iro capital budget with full quality, cost, time and health and safety control exercised	1st Quarter - QRs 2nd Quarter - QRs 3rd Quarter - QRs	MM, Directors MM, Directors MM, Directors

							98% spending iro capital budget with full quality, cost, time and health and safety control exercised	4th Quarter - QRs	MM, Directors
	Performance Ratings	Inadequate performance of consultants and contractors, e.g. project management, infrastructure construction and EIAs/RODs	MM, Directors, SPs	Performance rating system of consultants and contractors instituted and maintained	Enforcement of contract provisions and performance as targeted		Performance rating criteria and schedule established	Jul-09	MM, Directors
							All service providers rated and performance meetings held incl expected standards and provisions re poor performance	Jul-09	MM, Directors
							Monitoring of performance of service providers and steps taken as dictated by performance	Jul 2010 ongoing, QRs	Directors
2.3 New Developments	Engineering Approval	Design approval & comments on TP applications	I&P, Operational budget	Design drawing approvals within 21 days	Safe and environmentally sensitive designs		Engineering design approvals within 21 days	Ongoing, QRs	I&P
				SDA entered into with developers			Conclusion of SDAs	Ongoing, QRs	I&P
				Comments on TP applications within 25 days	Services planned for		Comments provided on TP applications within 25 days	Ongoing, QRs	I&P
2.4 Water Services	Licenses	4 WTW & 5 WWTW of which the licenses are in various stages of non-compliance, i.e. some already expired and other about to expire	I&P, Operational budget	Licenses of all the WTW and WWTW revised to current volumes treated and renewed	Legal compliance		Liaise with DWAF to revise volumes and renew licenses	Ongoing, QRs	I&P
	WSDP	WSDP approved	I&P	Updated WSDP	Legal compliance & holistic, integrated planning		WSDP Audit	Dec-09	I&P

	Masterplan	Water and sanitation masterplan in place	I&P, Capital budget, SP	Updated water and sanitation master plan	Holistic, integrated planning		WSDP revised	Jun - 2010	I&P
	Water Quality	Water Services Authority regulation	I&P, Operation Budget	Monitoring of water quality compliance	Regulatory obligation compliance		Ongoing updating of water and sanitation master plan	Ongoing, QRs	I&P
	Effluent Quality	Water Services Authority regulation	I&P, Operation Budget	Monitoring of effluent quality compliance	Regulatory obligation compliance		Ongoing monitoring of laboratory results	Ongoing, QR	I&P
	Water Quality	Clean potable water provided	Comm Serv, Operational budget	Water quality compliant with SANS 241	Legal compliance		Review of water sampling regime	Oct - 09	I&P
	Effluent Quality	Permit conditions to be adhered to	Comm Serv, Operational budget	Effluent quality compliant with permit conditions and Govt Notice No. 9225 (18/05/1984)	Legal compliance		Ongoing monitoring of laboratory results	Ongoing, QR	I&P
	Water Demand & Water Conservation - Loss Management	Introduce water conservation, demand, management, loss management and awareness programmes	I&P, Operational budget, DWAF	Various programmes to enable water demand and loss management		Funding from DWAF not finalised	Review of effluent sampling regime Water quality sampling regime maintained and laboratory results reported on	Nov - 09	I&P
	Sustainable Water	Water catchment agency established	I&P, Operational budget	Full participation in water catchment area management	Sustainable water provision		Effluent quality sampling regime maintained and laboratory results reported on	Ongoing, QRs	I & P, Comm Serv
	Water Resource Development	Water resources development essential	I&P, Operational budget	Planning for sustainable water resource development and management	Sustainable water provision		Consumer meter replacement programme - focus areas identified and work scheduled	Dec-09	I & P Comm Serv
							Ongoing involvement	QRs	I & P
							Ongoing preliminary feasibility studies	QRs	I&P
2.5 Electricity	Planning & Infrastructure	Electrical master plan a living document	I&P, SP, Capex, Operational budget	Updated master plan and project identification per IDP and budget deadlines	Legal compliance		Inclusion of electricity projects in draft IDP based on masterplan	Mar-2010	I&P

							Inclusion of electricity projects in final approved IDP	May-2010	I&P
							IDP KPIs & Targets incl in PMS & SDBIP	Jun-09	I&P
		Informal settlements without electricity but investigations done and projects identified	I&P, SP, Capex, Operational budget	All identified projects completed	Quality of life for the residents		Projects completed	Jul-09	I&P
	Installations	Installation of monitoring equipment	I&P, Capex - external funding	Completion of installation of monitoring and new equipment up to spending of at least 90% of budgeted amount Compliance with specific service levels set by NRS 048	Effective management	Spending is dependent on progress of externally controlled projects	Ongoing as per capital programme	QRs	I&P
							Submission of annual report to NER	Jun-09	I&P
	Maintenance & Repairs	Maintenance of existing infrastructure	I&P, Operational budget	Completion of annual maintenance plan with 100% spending of budget on inspection and repair of equipment Effective maintenance practices in compliance with time indicators set by NRS 047	Effective management		90% completion of work orders (incl routine maintenance) within 30 days	Monthly, QRs	I&P
									I&P
	Unaccounted for Electricity	Illegal connections and network losses	I&P, CFO, Operational budget	Action plan to reduce losses to less than 10% in process	Reduced loss of revenue		Ongoing audit of illegal connections	Monthly, QRs	I&P
							Provision of accurate data from financial system	Aug 2009, QRs	I&P, CFO

	<i>Customer Care</i>	Respond timeously to residents' queries, complaints re service disruptions	I&P, Operational budget	Response to all citizen complaints/enquiries within acceptable period	Effective service delivery	Overload and limited resources	Effective measurement of losses TOR for minimisation action plan Implementation of fundable actions Budgeted for identified projects Daily capturing of enquiries/complaints on EDMS/EIMS, incoming mail within 24 hours to central registry	Sep-09 Oct-09 Oct 2009 - June 2010 May-2010 Monthly, QRs	I&P I&P I&P I&P
	<i>Training</i>	Ongoing training of personnel essential	I&P, Man Serv, SETA, Operational budget	Well trained staff, effective maintenance of networks	Empowerment of staff, OHS compliance		Timeous response to consumer/public enquiries/complaints, i.e. within 2 hours, repaired within 6 hours in crisis situation and within 12 hours in other cases Related skills needs and courses identified and included in WPSP	Monthly, QRs Sep-09	I&P I&P, Man Serv
2.6 Waste Services Planning	<i>IWMP & Related strategies</i>	IWMP developed and comments received from DEADP	Comm Serv, Operational budget, SP	Completed, approved IWMP Strategies developed based on current best practices and in accordance with the IWMP	Holistic, integrated planning of waste services Innovative service delivery		Implement and update IWMP Innovative waste removal strategies developed at businesses in Kleinmond, Gansbaai and Stanford following the practices in Hermanus	Ongoing Ongoing, Completion Oct 2009, QRs	Comm Serv, I&P Comm Serv, I&P

					Waste minimisation, reducing carbon footprint		Waste minimisation strategies, i.e. recycling at source and awareness programs developed in accordance with IWMP and extended to Gansbaai and Stanford	Dec-09	Comm Serv, I&P
	Capital projects	Drop-off facilities in Zwellihle in progress	Comm Serv, Capex, Operational budget, LLPP	Full completion of capital projects			Provision of 4 informal drop-off facilities in Zwellihle Expansion of Hermanus MRF Install new mechanical equipment at Hermanus MRF Drop off satellite stations at Stanford provided	Jul-09 Sep-09 Jun-10 Sep-09	I&P I&P I&P I&P
2.7 Transport, Roads & Storm Water Planning	Provincial Roads	Various provincial roads projects in planning phase	I&P, Operational budget	Lobbying of provincial dept	Visibility to motivate mobility and action of prov		Regular lobbying of provincial dept	Ongoing, QRs	I&P
	Storm water Masterplan	Partly in place with updating taking place	I&P, Capital budget, SP	Storm water masterplan updated by adding Pringle Bay and Gansbaai	Holistic, integrated planning	Global warming impact risk	Updating with Pringle Bay and Gansbaai being added during financial year	Ongoing, QRs	I&P
	Transportation Plan	ITP required	I&P, Capital budget, SP	Updated ITP	Proper planning of transport		Develop ITP with ODM	Dec -09	I&P
	Traffic Planning	Congestion of traffic in and around Hermanus especially during holidays	I&P, Operational budget	Innovative solutions to current traffic problems		Traffic problems having a negative impact on tourism	Ongoing	QRs	I&P
2.8 Environmental Management	Integrated management	Building a holistic, integrated Environmental Management focus	I&P, MM, Operational budget	An Integrated Environmental Management Plan (IEMP) for each municipal conservation area	Good management practices		Implement the Integrated Environmental Management Plan for each of the three municipal conservation areas -	QR	I&P, MM

	<i>Liaison</i>	Sound environmental management must involve all role players including the public	I&P, Operational budget	Effective liaison with public, donors, conservation related govt depts and NGOs	Inclusive approach to environmental management		Ongoing liaison with all relevant role-players	Ongoing, QRs	I&P
	<i>Awareness</i>	Environmental calendar used to build awareness	I&P, Operational budget, MM	Observation of the environmental calendar through public display of municipal commitment to the environment	Improved awareness of environmental related issues and their importance		Arbor day preparation and observation	Sep-09	I&P, MM
							Water week preparation & observation	Mar-2010	I&P, MM
							Environmental day preparation and observation thereof	Jun-2010	I&P, MM
2.10 Town Planning and Related Functions	<i>TP Application process</i>		I&P, Operational budget	Approximately 40 applications dealt with on a monthly basis at PFC and on average 2-3 land transactions to Council - monthly statistics kept Strict compliance to legislation iro citizen inclusiveness	Ensuring all development takes place on a sustainable and balanced manner Legal compliance	Co-operation of all role-players, stakeholders	Number of applications processed Monitor backlog	QRs	I&P
							Notification to applicants of any objections within 14 days after closing of 30 day period	QRs	
							Submission of application reports to PFC with delegated powers and Council on a monthly basis	QRs	I&P
							Notification to applicants / I&A parties of Council decision within 14 days	QRs	I&P

	Tracking & monitoring processes	Proper tracking system used to ensure service delivery targets are met	I&P, Operational budget, SP - R100 000	Tracking system used and maintained	Improved internal control and external responsiveness		Tracking system operational	QR	I&P
	Complaints/Enquiries	Citizen inclusiveness adhered to	I&P, Operational budget	Response to all citizen complaints/enquiries within acceptable period	Effective service delivery	Overload and limited resources	Response to consumer/public enquiries/complaints with 14 days	QRs	I&P
	SDF	Completed SDF - annual revision	I&P, SP, external funding	Revised SDF	Structured spatial development planning		Various SDF Projects taken to completion	QRs	I&P
	Scheme regulations	Towns still have own scheme regulations	I&P, SP, external funding	Consolidated scheme regulations	Uniform town planning		Consolidated scheme regulations operational	Dec-09	I&P
	Tariffs	Annual revision of tariffs	I&P, Operational budget	Completion of annual tariff related process	Sustainable service delivery		Annual tariff revision completed	Mar-2010	I&P
	Compliance	Currently in reaction to complaints	I&P, Operational budget	Systematic approach to ensure compliance	Enforcement of compliance		Database of records to enable more systematic law enforcement	5% per quarter with 100% database June 2010, QRs	I&P
							Schedule of legal compliance inspections as per database	QRs	I&P
	Property Administration	Citizen inclusiveness adhered to	I&P, Operational budget	Strict compliance to legislation iro citizen inclusiveness	Legal compliance		Applications assessed within 14 days	QRs	I&P
							Within 14 days advertisement of compliant applications, notification of I&A parties, external and internal comments - 30 day period provided for finalisation of commenting	QRs	I&P

							Notification to applicants of any objections within 14 days after closing of 30 day period	QRs	I&P
							Submission of application reports to PFC with delegated powers and Council on a monthly basis	QRs	
		Adequate management of resources and data	I&P, Operational budget	Updated fixed asset register	Effective administration of Council assets		Accurate and comprehensive fixed assets register with annual report to Council	Jun-09	I&P
				Updated tariffs re encroachment fees implemented			Annual update of encroachment fees	Sept 2009 - May 2010, QR	I&P
				Up to date monitoring of applications			Tracking system to monitor applications implemented and managed	Monthly, QRs	I&P
				Up to date property register			Register of leases, sales, transfer deeds, etc. implemented and reported on bi-annually to Council	QRs	I&P
				Management of special planning projects			Annual report on special planning projects for Asset Management Policy	Jun-09	I&P
				Reporting system to update, renew and cancel leases and encroachments developed and implemented			Reporting system developed and implemented	Monthly, QRs	I&P
		Various properties identified by EMT	I&P, Operational budget	Project Implementation	Property developed/leased/alienated	Public opposition	Development agreements finalised	QRs	I&P

2.11 Building Services	<i>Civic buildings</i>	Manage capital and building maintenance projects obo the municipality, i.e. civic buildings	I&P, Capital budget	Manage municipal projects from start to finish up to 100% completion thereof	Financial, quality, risk management		Daily management of capital projects, weekly meetings with Dir I&P, 3 monthly budget review meetings with Dir I&P and EM	QRs	I&P
	<i>Building plans</i>	On average 150 building plan applications received per month	I&P, Operational budget	Effective processes of consideration, decision-making, communication with applicants	Client satisfaction, adequate service delivery, no obstacle to development pace		Compliant building plans with no complexities, i.e. approx. 80%, processed within 21 days of receipt	QRs	I&P
							All building plans except a few with major non-compliance problems not rectified by applicant processed within 21 days of receipt	QRs	I&P
							Weekly building plan meetings with relevant staff in all 4 areas, i.e. 4 meetings per week - 16 per month	QRs	I&P
	<i>Building control</i>	Building inspections per application approx. 3 X for normal residential and more as complexity increases	I&P, Operational budget	Effective building inspection processes to ensure compliance and std of construction not compromised	Enforcement of legal compliance		Inspect buildings within 48 hours of request through lifespan of construction	QRs	I&P
		Claims against the municipality to be dealt with - less than 1/1000 plans	Man Serv, MM, I&P, Operational budget	Management of and dealing with claims against the municipality in the most effective and cost-efficient manner possible	Legal process compliance		Management of legal claims against the municipality and legal processes in respect thereof	QRs	Man Serv, MM, I&P

	Conservation areas & heritage resources	To protect conservation areas and buildings of 60+ yrs	I&P, Operational budget	Effective control over building projects affecting the heritage of O/S	Legal compliance with the Heritage Resources Act		Screening of new applications weekly and monthly meetings of Heritage Committee	QRs	I&P
	Training	Training for building services staff	I&P, Man Serv, Operational budget, SETA	Appropriately trained staff	Knowledge base of staff expanded and multi-skilling pursued		Number of Heritage Committee meetings, no of cases referred to HC Related skills needs and courses identified and reported to HR	QRs Sep-09	I&P I&P, Man Serv
	Complaints/Enquiries	Citizen inclusiveness adhered to	I&P, Operational budget	Response to all citizen complaints/enquiries within acceptable period	Effective service delivery	Overload and limited resources	Response to consumer/public enquiries/complaints with 14 days	QRs	I&P
	Statistics & reporting	An updated database of all building services	I&P, Operational budget	Monthly consolidated electronic report of activities	Management Information System		Daily, weekly, monthly monitoring and updating of statistics iro of all building services Monthly, provision of statistics to Stats SA	QRs QRs	I&P I&P
2.12 GIS	Management Information Resource	Data structure in place and being populated on an ongoing basis	I&P, Operational budget, SG, Deeds Office, SP, Operational Managers	Database 100% functional and ongoing updating thereof	Orderly and holistic planning	Co-operation of role-players may cause delays	Add electrical infrastructure to GIS	Jun-2010	I&P
4. Municipal Financial Viability and financial management									
	AFS	AFS is GAMAP/GRAP compliant	CFO, MM, Directors, Operational budget,	Completed financial statements - S71 & 72 compliant			Financial statements submitted including performance information to AG	31-Aug-09	CFO, MM, Directors
	Compliance Management - AG Report	AG Report 2008/09	CFO, MM, Directors, Operational budget,	Action Plan to address AG Report 2008/09	Legal compliance		Action plan re AG Report	Dec-09	CFO, MM, Directors

	Annual Report	Preparation of Annual Report for 2009/10	CFO, MM, Man Serv, Operational budget	Completed action plan	Legal compliance		Management co-ordination	Jan-2010	CFO, MM, Directors
							Completion of Action Plan re Management Letter	Feb-2010	CFO, MM, Directors
							Report re Management Letter	Mar-2010	CFO, MM, Directors
	Budget	Budget 2009/10 approved	CFO, Operational budget	On date completion of budgetary processes	Sound financial management		Internal budgetary processes	From Aug 2009, QR in Dec 09	CFO, MM, Directors
	SDBIP	SDBIP & PMS largely integrated for 2009/10	CFO, Man Serv, Operational budget	Totally integrated SDBIP & PMS for 2009/2010	Energy & cost effective management processes and reporting systems		Progressive integration of PMS & SDBIP and compilation of necessary reports - quarterly, mid-year and annual	Jul 2009 - May 2010, Quarterly Reports	Man Serv, CFO, Directors, MM
			MM, Directors	SDBIP for 2009/10 in place and approved			Drafting of the SDBIP for 2009/10	May-09	MM, Man Serv, CFO, Directors
							Finalisation and approval of the SDBIP for 2009/10	Jun - 09	MM, Man Serv, CFO, Directors
							Refining the integration of SDBIP & PMS for 2009/10	Jun-09	Man Serv, CFO (50/50), Directors
	Tariffs	Tariff structure to be market related	CFO, Manco, Operational budget	Affordable but market related tariff structure	Effective revenue management		Annual review of tariff structure	Sep-09	CFO, MM, Directors
	Expenditure Management	Overtime exceeding BCEA stipulations & negative AG comments thereon	CFO, Manco, Operational budget	Overtime within acceptable parameters			Acting on monthly report with progressive compliance with BCEA and budget, 25% less overtime & 25% more within budget limits iro acting allowances by Sept, 50% of said by Dec 2009, 75% of said by Mar 2010 and 100% compliance by June 2010	July 2009, ongoing, QRs	CFO, MM, Directors

	Asset Management	Asset management policy in final stage Inadequate asset management software	CFO, I&P, Operational budget	Implemented asset management policy inter alia to govern the disposal of municipal assets Asset management software updated	Compliance with s14 of the MFMA Effective administration		Revised asset management policy and procedures submitted to Council and adopted Asset management software implemented	Dec-09 Dec-09	CFO, I&P CFO, I&P
	Salaries	Salary budget and payment processes in place	CFO, Manco, Operational budget	Salary budget in line with legal prescriptions and laid down timeframes	Personnel security		Draft salary budget Final salary budget	Mar-2010 May-2010	CFO, MM, Directors CFO, MM, Directors
	Contract Management	More complex contracts needs contract specific and legal compliance monitoring and management which is not in place iro all contracts and cannot be addressed by generic Collaborator module	Manco, operational budget	Monitoring matrix iro legal compliance matters agreed and implemented	Legal compliance, reducing accountability risks of Municipality	Co-operation of directorates	Workshop for management re implementation of generic contract monitoring matrix Generic and contract-specific monitoring iro all projects implemented by all directorates Performance review of all contracts submitted by directorates to MM Consolidation of performance reviews for inclusion in annual report	Aug-09 Sep-09 Dec-09 Jan-2010	Man Serv, MM, Directors Directors Directors, MM Directors, Man Serv, MM

5. Good Governance, Public Participation Accountability and Transparency									
	Policies	Inadequate or lack of policies - some in draft form, others approved but not implemented, others still to be developed, e.g. health and safety policy, training & development policy, etc.	Man Serv, LLF, MM, Directors, Operational budget	All policies developed, approved and implemented	Legal compliance, sound administration	Co-operation of all Directors	Once approved, directors to report on how policies relevant to their directorates are implemented	Ongoing, quarterly reports	Man Serv, Directors
	By-laws	Number of outstanding by-laws	Man Serv, MM, Directors, Operational budget	Implementation of gazetted by-laws	Regulation of municipal services	Co-operation of role-players	Once promulgated, directors to report on how by-laws relevant to their directorates are enforced	Ongoing, quarterly reports	Man Serv, Directors
	Legal Prosecutions	Law enforcement will be more effective if the municipality can prosecute offenders	MM, I&P, Man Serv, Operational budget	Approval obtained from the NPA and prosecutions being done	Effective and speedy law enforcement		Liaison with National Prosecuting Authority to obtain authority ito s22(8)(b) of the NPAAct, 32/1998 Authority obtained and operations pursued	Ongoing QR	MM, I&P, Man Serv MM, I&P, Man Serv
	Internal Audit & risk management	Internal Audit unit and Audit Committee functional and acting in compliance with legislation Audit plan to be continuously reviewed	Man Serv, MM, Directors, Operational budget	Audit plan reviewed and communicated to AC and management	Risks determined and managed		Risk assessment workshops with Directorates Risk assessment results and revised audit plan communicated to Directorates for implementation	Oct-09 Dec-09	Man Serv, Directors, MM Man Serv, Directors, MM
	Intergovernmental relations	IGR Clusters to be used for inter-governmental unity and support	Directors, Operational Budget	Attendance of District IGR Cluster meetings as applicable to each Directorate	Improved IGR	Lack of participation by the other LMs and Sector Departments	Full attendance of cluster meetings and feedback reports	Sept & Dec 2009, Mar & June 2010	Directors, MM

		Quarterly provincial questionnaire - municipal snapshot in Vuna format	Directors, MM	Full participation in Prov. Mun. snapshot	Preparation for Vuna participation	Full participation of all directorates needed	Provincial questionnaires to be completed within prescribed time frame	Oct 2009, Jan 2010, April 2010, June 2010, QRs	Man Serv, Directors, MM
	<i>Vuna Awards</i>	Wish to repeat success of 2005/06	Directors, MM	Participation in Vuna Awards		Must prepare in advance to avoid crisis management and ensure good entry	Collation and co-ordination of information for Vuna entry	Jul - Sept 2009	Man Serv, Directors, MM

OPERATIONAL BUDGET	
Salaries & Wages	1 825 060
General Expenses	174 830
Repairs & maintenance	0
Capital costs	2 680
EXPENDITURE	902 570

FUNCTIONAL / SERVICE AREA: TOWN PLANNING, SPATIAL DEVELOPMENT & PROPERTY ADMIN
RESPONSIBLE MANAGER: R KUCHAR

DEFINITION OF FUNCTION: *Ensure a safe, healthy and sustainable environment for inhabitants of O/S through proper town planning*

LINKAGE TO IDP: *Provision of democratic and accountable governance*

Promotion of Tourism and Economic development

Creation and maintenance of a safe and healthy environment

Management and conservation of the natural environment

Provision and maintenance of municipal services

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR
	Training	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff, effective waste services delivery	Related skills needs and courses identified and included in WPSP	Sep 09
	Customer Care	Responsive to residents' queries, requests	Response to all citizen complaints/enquiries within acceptable period	Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	QRs
1.5 Skills Development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Updated audit	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Oct -09

2. Service Delivery & Infrastructure Development					
2.10 Town Planning	TP Application process	30 Backlogs from 2008/09	Approximately 40 applications dealt with on a monthly basis at PFC and on average 2-3 land transactions to Council - monthly statistics kept	Number of applications processed	QRs
			Finalisation of amnesty applications - monthly statistics kept	Within 14 days advertisement of compliant applications, notification of I&A parties, external and internal comments - 30 day period provided for finalisation of commenting	QRs
				Submission of application reports to PFC with delegated powers and Council on a monthly basis	QRs
				Notification to applicants / I&A parties of Council decision within 14 days	QRs
	Tracking & monitoring processes	Proper tracking system needed to ensure service delivery targets are met	Tracking system used and maintained	Tracking system operational	QR
			Web-based progress report	Progress report developed and linked to internet	Oct - 09
	Complaints/Enquiries	Citizen inclusiveness adhered to	Response to all citizen complaints/enquiries within acceptable period	Response to consumer/public enquiries/complaints with 14 days	QRs
	SDF	Completed SDF - annual revision	Revised SDF	Various SDF Projects taken to completion	QRs
	Scheme regulations	Towns still have own scheme regulations	Consolidated scheme regulations	Consolidated scheme regulations operational	Dec - 09
	Tariffs	Annual revision of tariffs	Completion of annual tariff related process	Annual tariff revision completed	Mar - 2010
Law enforcement	Currently in reaction to complaints	Systematic approach to ensure compliance	Database of records to enable more systematic law enforcement	25% per quarter with 100% database June 2010, QRs	
			Schedule of legal compliance inspections as per database	QRs	

	Land use management	Land Use Management Bill in consultation process - will require land use policy guidelines, land use management plan, land reform settlement plan. Incremental implementation when passed.	Monitoring the legislative process to ensure prepared for implementation	Quarterly monitoring item	QRs
	Property Administration	Citizen inclusiveness adhered to	Strict compliance to legislation iro citizen inclusiveness	Applications assessed within 14 days	QR
				Within 14 days advertisement of compliant applications, notification of I&A parties, external and internal comments - 30 day period provided for finalisation of commenting	QRs
				Notification to applicants of any objections within 14 days after closing of 30 day period	QRs
				Submission of application reports to PFC with delegated powers and Council on a monthly basis	QRs
		Adequate management of resources and data		Accurate and comprehensive fixed assets register with annual report to Council	Jun-09
				Annual update of encroachment fees	Sept 2009 - May 2010, QR
				Tracking system to monitor applications implemented and managed	Monthly, QRs
				Register of leases, sales, transfer deeds, etc. implemented and reported on bi-annually to Council	QRs
				Annual report on special planning projects for Asset Management Policy	Jun-09
				Reporting system developed and implemented	Monthly, QRs
		Various properties identified by EMT		Development agreements finalized	QRs

FUNCTIONAL / SERVICE AREA: GIS

RESPONSIBLE OFFICIAL: L RAUCH

DEFINITION OF
FUNCTION:

Corporate GIS and Spatial Data Management

LINKAGE TO IDP:

Provision and maintenance of municipal services

Creation and maintenance of a safe and healthy environment

Provision of democratic and accountable governance

Key Performance Area	Related Goal/Program	Baseline	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development				
1.3 Human Resources	Customer Care	Responsive to residents' queries, requests	Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	QRs
2. Service Delivery & Infrastructure Development				
2.12 GIS	Management Information Resource	Hard and software and resources in place but latter not trained	Changing of the cadastral maps to populate GIS with current water, sanitation and storm water data - cadastral database 100% clean and functional	Jul-09
		Cadastral database 80% in place	Obtain data of police, schools, etc from province	Sep-09
		Data structure in place	Photos in process	Ongoing, QRs
			Satellite images forming part of soil monitoring also to be used	Ongoing, QRs
			GIS related skills needs and courses identified and included in WPSP	Sep-09

FUNCTIONAL / SERVICE AREA: BUILDING SERVICE RESPONSIBLE MANAGER: J SIMSON

DEFINITION OF FUNCTION: *Control of all building works in the O/S*
 LINKAGE TO IDP: *Promotion of Tourism and Economic development*
Creation and maintenance of a safe and healthy environment
Provision of democratic and accountable governance

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR
	Training	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff, effective waste services delivery	Related skills needs and courses identified and included in WPSP	Sep 09
	Customer Care	Responsive to residents' queries, requests	Response to all citizen complaints/enquiries within acceptable period	Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	QRs
1.5 Skills Development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Updated audit	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Oct -09

2. Service Delivery & Infrastructure Development					
2.11 Building Services	Civic buildings	Manage capital and building maintenance projects obo the municipality, i.e. civic buildings	Manage municipal projects from start to finish up to 100% completion thereof	Daily management of capital projects, weekly meetings with Dir I&P, 3 monthly budget review meetings with Dir I&P and EM	QRs
	Building plans	On average 150 building plan applications received per annum	Effective processes of consideration, decision-making, communication with applicants	All building plans except a few with major non-compliance problems not rectified by applicant processed within 21 days of receipt	QRs
	Building control	Building inspections per application approx. 3 X for normal residential and more as complexity increases	Effective building inspection processes to ensure compliance and std of construction not compromised	Weekly building plan meetings with relevant staff in all 4 areas, i.e. 4 meetings per week - 16 per month	QRs
		Claims against the municipality to be dealt with - less than 1/1000 plans	Management of and dealing with claims against the municipality in the most effective and cost-efficient manner possible	Inspect buildings within 48 hours of request through lifespan of construction	QRs
	Conservation areas & heritage resources	To protect conservation areas and buildings of 60+ yrs	Effective control over building projects affecting the heritage of O/S	Management of legal claims against the municipality and legal processes in respect thereof	QRs
	Complaints/Enquiries	Citizen inclusiveness adhered to	Response to all citizen complaints/enquiries within acceptable period	Monitoring of successful claims against the municipality	QRs
	Statistics & reporting	An updated database of all building services	Monthly consolidated electronic report of activities	Screening of new applications weekly and monthly meetings of Heritage Committee	QRs
				If building projects concern or impact on heritage buildings strict application of conditions and monitoring compliance with it	QRs
			Response to consumer/public enquiries/complaints with 14 days	QRs	
			Daily, weekly, monthly monitoring and updating of statistics iro of all building services	QRs	
			Monthly, provision of statistics to Stats SA	QRs	

FUNCTIONAL / SERVICE AREA: WASTE SERVICES

RESPONSIBLE MANAGERS: J V TAAK

DEFINITION OF

FUNCTION: *Waste Management Planning function*

LINKAGE TO

IDP: *Provision and maintenance of municipal services*

Creation and maintenance of a safe and healthy environment

Provision of democratic and accountable governance

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2008 QR
	Training	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff, effective waste services delivery	Related skills needs and courses identified and included in WPSP	Sep-08
	Customer Care	Responsive to residents' queries, requests	Response to all citizen complaints/enquiries within acceptable period	Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	QRs
1.5 Skills Development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Updated audit	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP	Oct - 09

2. Service Delivery & Infrastructure Development					
2.1 Capital Projects	Various projects and programmes - attached as Annexure 1 to the Scorecard of each director incl reference to grant / other funds received, project planning, projected cash flow management, scheduled site meetings	O/S has a large number of capital projects mostly iro community services and infrastructure and planning	Effective project management of capital projects, including contract management of service providers, ensuring realisation of projected spending per quarter	12% spending iro capital budget with full quality, cost, time and health and safety control exercised	1st Quarter - QRs
		Responsibility of MM to ensure capital spending is in line with the capital budget and the SDBIP. Current spending 91% of capital budget by June 2010	Monthly and quarterly monitoring of targets as set	40% spending iro capital budget with full quality, cost, time and health and safety control exercised	2nd Quarter - QRs
				75% spending iro capital budget with full quality, cost, time and health and safety control exercised	3rd Quarter - QRs
				98% spending iro capital budget with full quality, cost, time and health and safety control exercised	4th Quarter - QRs
2.6 Waste Services	Roles & Responsibilities	Division of the waste services planning & infrastructure vis-à-vis operational and maintenance obligations & roles to be clearly defined in organisational structure	Clear differentiation between I&P vis-à-vis Community Services role iro waste services delivery	Role definition in line with amended organisational structure	Sep-08

	<i>IWMP & Related strategies</i>	IWMP developed and comments received from DEADP	Strategies developed based on current best practices and in accordance with the IWMP	<p>Innovative waste removal strategies developed at businesses in Kleinmond, Gansbaai and Stanford following the practices in Hermanus</p> <p>Waste minimisation strategies, i.e. recycling at source and awareness programs developed in accordance with IWMP and extended to Gansbaai and Stanford</p>	<p>Dec - 09</p> <p>Dec - 09</p>
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FUNCTIONAL / SERVICE AREA: ELECTRICITY DISTRIBUTION & STREETLIGHTING
RESPONSIBLE MANAGERS: D MAREE - GANSBAAI & STANFORD; K DU PLESSIS – HERMANUS & HANGKLIP/KLEINMOND

DEFINITION OF

FUNCTION:

To supply reliable, affordable and cost-effective electricity

LINKAGE TO IDP:

Provision and maintenance of municipal services

Creation and maintenance of a safe and healthy environment

Provision of democratic and accountable governance

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	Training	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff, effective waste services delivery	Related skills needs and courses identified and included in WPSP	Sep 2009
	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR
	Staff Management	Directors responsible for optimum functioning of staff, motivation of staff and promoting good relations amongst staff	Well functioning staff establishment	Follow up with the SALGBC and the JE Committee to have these job descriptions approved Ongoing management of staff	March 2010 Quarterly reports Monthly, QRs

2. Service Delivery & Infrastructure Development					
2.1 Capital Projects	<i>Various projects and programmes - attached as Annexure 1 to the Scorecard of each director incl reference to grant / other funds received, project planning, projected cash flow management, scheduled site meetings</i>	O/S has a large number of capital projects mostly iro community services and infrastructure and planning	Effective project management of capital projects, including contract management of service providers, ensuring realisation of projected spending per quarter	12% spending iro capital budget with full quality, cost, time and health and safety control exercised	1st Quarter - QRs
		Responsibility of MM to ensure capital spending is in line with the capital budget and the SDBIP. Current spending 91% of capital budget by June 2010	Monthly and quarterly monitoring of targets as set	40% spending iro capital budget with full quality, cost, time and health and safety control exercised	2nd Quarter - QRs
				75% spending iro capital budget with full quality, cost, time and health and safety control exercised	3rd Quarter - QRs
				98% spending iro capital budget with full quality, cost, time and health and safety control exercised	4th Quarter - QRs
	<i>Installations</i>	Informal settlements without electricity but investigations done and projects identified Installation of monitoring equipment	All identified projects completed Completion of installation of monitoring and new equipment up to spending of at least 90% of budgeted amount	Inclusion of electricity projects in final approved IDP IDP KPIs & Targets incl in PMS & SDBIP Projects completed Ongoing as per capital programme	09-May 09-Jun 10-Jul QRs

			Compliance with specific service levels set by NRS 048	Submission of annual report to NER	01-Jun-09
	Maintenance & Repairs	Maintenance of existing infrastructure	Completion of annual maintenance plan with 100% spending of budget on inspection and repair of equipment Effective maintenance practices in compliance with time indicators set by NRS 047	90% completion of work orders (incl routine maintenance) within 30 days	Monthly, QRs
	Unaccounted for Electricity	Illegal connections and network losses	Action plan to reduce losses to less than 10% in process	Ongoing audit of illegal connections Provision of accurate data from financial system Effective measurement of losses TOR for minimisation action plan Implementation of fundable actions	Monthly, QRs Aug 2009, QRs Sep-09 Oct-09 Oct - 09 - June 2010
	Customer Care	Respond timeously to residents' queries, complaints re service disruptions	Response to all citizen complaints/enquiries within acceptable period	Daily capturing of enquiries/complaints on EDMS/EIMS, incoming mail within 24 hours to central registry Timeous response to consumer/public enquiries/complaints, i.e. within 2 hours, repaired within 6 hours in crisis situation and within 12 hours in other cases	Monthly, QRs Monthly, QRs

FUNCTIONAL / SERVICE AREA: WATER SERVICES, TRANSPORTATION SERVICES, PROJECT MANAGEMENT AND DEVELOPMENT CONTROL

RESPONSIBLE MANAGERS: D HENDRICKS AND H BLIGNAUT

DEFINITION OF
FUNCTION:

LINKAGE TO IDP: *Provision and maintenance of municipal services*

Creation and maintenance of a safe and healthy environment

Provision of democratic and accountable governance

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	Staff Management	Directors responsible for optimum functioning of staff, motivation of staff and promoting good relations amongst staff	Well functioning staff establishment	Ongoing management of staff	Monthly, QRs
	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR
	Training	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff, effective waste services delivery	Related skills needs and courses identified and included in WPSP	Sep - 09
	Customer Care	Responsive to residents' queries, requests	Response to all citizen complaints/enquiries within acceptable period	Daily recording of enquiries/requests on EDMS/EIMS, incoming mail within 24 hours to central registry & response to consumer/public enquiries/requests with 14 days	QRs

1.5 Skills Development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WPSP submitted to the SETA and serving as the base document of courses' initiation	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WPSP		
2. Service Delivery & Infrastructure Development					
2.1 Capital Projects	Various projects and programmes - attached as Annexure 1 to the Scorecard of each director incl reference to grant / other funds received, project planning, projected cash flow management, scheduled site meetings	O/S has a large number of capital projects mostly iro community services and infrastructure and planning Responsibility of MM to ensure capital spending is in line with the capital budget and the SDBIP. Current spending 91% of capital budget by June 2010	Effective project management of capital projects, including contract management of service providers, ensuring realisation of projected spending per quarter Monthly and quarterly monitoring of targets as set	12% spending iro capital budget with full quality, cost, time and health and safety control exercised 40% spending iro capital budget with full quality, cost, time and health and safety control exercised 75% spending iro capital budget with full quality, cost, time and health and safety control exercised 98% spending iro capital budget with full quality, cost, time and health and safety control exercised	1st Quarter - QRs 2nd Quarter - QRs 3rd Quarter - QRs 4th Quarter - QRs
2.3 New Developments	Engineering Approval	Design approval & comments on TP applications	Design drawings approvals within 21 days	Engineering design approvals within 21 days	QR

			SDA entered into with developers	Conclusion of SDAs	Ongoing QR
			Comments on TP applications within 25 days	Comments provided on TP applications within 25 days	Ongoing QR
2.4 Water Services	WSA-WSP	Division of the WSA-WSP roles to be clearly defined in organisational structure	Clear differentiation between WSA & WSP obligations and roles	Role definition in line with amended organisational structure	Sep - 09
	WSDP	Approved WSDP	Updated WSDP	WSDP audit	Dec 09
	Water Quality	Water services authority regulation	Monitoring of water quality compliance	Ongoing monitoring of laboratory results	Ongoing QR
	Licenses	4 WTW & 5 WWTW of which the licenses are in various stages of non-compliance, i.e. some already expired and other about to expire	Licenses of all the WTW and WWTW revised to current volumes treated and renewed	Liaise with DWAF to revise volumes and renew licenses	Ongoing, QRs
	Masterplan	Water and sanitation masterplan in place	Updated water and sanitation master plan	Ongoing updating of water and sanitation master plan	Ongoing, QRs
		Authority regulation	Monitoring of water quality compliance	Ongoing monitoring of laboratory results Review of water quality sampling regime	Ongoing, QRs Oct - 09
		Authority regulation	Monitoring of effluent quality compliance	Ongoing monitoring of laboratory results Review of effluent quality sampling regime	Ongoing, QRs Nov -09

	<p>Water Demand & Water Conservation - Loss Management</p>	<p>Introduce water conservation, demand, management, loss management and awareness programmes</p> <p>Water losses on average not excessively high but substantial difference in water losses from town to town</p> <p>Customer wastage must be addressed</p>	<p>Various programmes to enable water demand and loss management</p> <p>Reduce water losses to 20% through pipe replacement, pipeline maintenance and leak detection programme on which pressure management will follow</p> <p>Various programmes to be implemented, i.e. high, low, zero consumption follow-up, large users, high consumption and leaks in poor areas, awareness programme, schools programme, retrofitting, debt management</p>	<p>Consumer meter replacement programme - focus areas identified and work scheduled</p> <p>Progressive replacement of meters and installation of telemetry</p> <p>Statistics and reports to DWAF</p> <p>Contractor on site - monitoring of project</p> <p>Red flag management and replacement of meters in whre identified, education on waterwise gardening, pamphlets, education at schools, etc.</p> <p>Monitoring of municipal usage - parks and buildings</p>	<p>Aug - 09</p> <p>Oct -09</p> <p>Ongoing, QRs</p> <p>July 2009- June 2010, QRs</p> <p>July 2009 - June 2010, QRs</p> <p>July 2009 - June 2010, QRs</p>
	<p>Sustainable Water</p>	<p>Water catchment agency established</p> <p>Water resources development essential</p>	<p>Full participation in water catchment area management</p> <p>Planning for sustainable water resource development and management</p>	<p>Ongoing involvement</p> <p>Ongoing preliminary feasibility studies</p>	<p>QRs</p> <p>QRs</p>

2.7 Transport, Roads & Storm Water	<i>Roles & Responsibilities</i>	Division of the planning & infrastructure vis-à-vis operational and maintenance obligations & roles to be clearly defined in organisational structure	Clear differentiation between I&P vis-à-vis Community Services role iro roads and storm water services delivery	Role definition in line with amended organisational structure	Sep - 09
	<i>Provincial Roads</i>	Various provincial road projects in planning phase	Lobbying of provincial dept	Monthly lobbying of provincial dept	Ongoing, QRs
	<i>Storm water Masterplan</i>	Partly in place with updating taking place	Storm water masterplan updated by adding Pringle Bay and further consolidated	Updating with Pringle Bay being added during financial year	Ongoing, QRs
	<i>Transportation Plan</i>	Hermanus Transportation Plan	Updated TP	Service provider appointed Monitoring of service provider Finalised update of TP	Aug - 09 QRs Mar - 2010
	<i>Traffic Planning</i>	Congestion of traffic in and around Hermanus especially during holidays	Innovative solutions to current traffic problems	Ongoing	QRs

FUNCTIONAL / SERVICE AREA: ENVIRONMENTAL SERVICES
RESPONSIBLE MANAGER: L STEYN

DEFINITION OF

FUNCTION:

LINKAGE TO IDP:

Provision and maintenance of municipal services

Creation and maintenance of a safe and healthy environment

Provision of democratic and accountable governance

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	Training	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff, effective waste services delivery	Related skills needs and courses identified and included in WPSP	Sep 2009
	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR
	Staff Management	Directors responsible for optimum functioning of staff, motivation of staff and promoting good relations amongst staff	Well functioning staff establishment	Follow up with the SALGBC and the JE Committee to have these job descriptions approved Ongoing management of staff	March 2010 Quarterly reports Monthly, QRs

2. Service Delivery & Infrastructure Development						
2.1 Capital Projects	<i>Various projects and programmes - attached as Annexure 1 to the Scorecard of each director incl reference to grant / other funds received, project planning, projected cash flow management, scheduled site meetings</i>	O/S has a large number of capital projects mostly iro community services and infrastructure and planning	Effective project management of capital projects, including contract management of service providers, ensuring realisation of projected spending per quarter	12% spending iro capital budget with full quality, cost, time and health and safety control exercised	1st Quarter - QRs	
		Responsibility of MM to ensure capital spending is in line with the capital budget and the SDBIP. Current spending 91% of capital budget by June 2010	Monthly and quarterly monitoring of targets as set	40% spending iro capital budget with full quality, cost, time and health and safety control exercised	2nd Quarter - QRs	
				75% spending iro capital budget with full quality, cost, time and health and safety control exercised	3rd Quarter - QRs	
				98% spending iro capital budget with full quality, cost, time and health and safety control exercised	4th Quarter - QRs	
2.8 Environmental Management	<i>Integrated management</i>	Building a holistic, integrated Environmental Management focus	An Integrated Environmental Management Plan (IEMP) for each municipal conservation area	Implement the Integrated Environmental Management Plan for each of the three municipal conservation areas	QR	
		<i>Liaison</i>	Sound environmental management must involve all role players including the public	Effective liaison with public, donors, conservation related govt depts and NGOs	Ongoing liaison with all relevant role-players	Ongoing, QRs
		<i>Awareness</i>	Environmental calendar used to build awareness	Observation of the environmental calendar through public display of municipal commitment to the environment	Arbor day preparation and observation	Sep-09
				Water week preparation & observation	Mar-2010	
		Environmental day preparation and observation thereof	Jun-2010			

OVERSTRAND - DIRECTOR: ECONOMIC DEVELOPMENT SCORECARD 2009-2010

VISION: To be a centre of excellence for the community / Om vir die gemeenskap 'n sentrum van uitnemendheid te wees / Kukuba liziko elibalaseleyo eluntwini.

MISSION: To deliver optimal services in support of sustainable economic, social and environmental goals / Om optimale dienste ter ondersteuning van volhoubare ekonomiese, sosiale -en omgewingsdoelwitte te lewer / Injongo zethu kuleminyaka emihlanu ezayo kukuba ngumasipala onikezela iinkonzo ngempumelelo kwinkxaso ngenjongo yezophuhliso, ezomphakathi nezendalo.

FUNCTIONAL / SERVICE AREA: ECONOMIC DEVELOPMENT

RESPONSIBLE MANAGER: S MADIKANE

DEFINITION OF
FUNCTION:

Promotion of economic development initiatives, tourism, ensure sustainable job creation and poverty reduction

Shared growth that integrates and connects the municipality, its people and its natural resources

**** First respondent responsible for reporting**

LINKAGE TO IDP:

Promotion of Tourism and Economic Development

Provision of democratic and accountable governance

Key Performance Area	Related Goal/Program	Baseline	Inputs	Outputs	Outcome	Risks	Perf. Indicator/Target	Date	Resp.
1. Municipal Transformation and Institutional Development									
1.1 Organisational Design	Staff Structure	Current organisational structure to be reviewed in order to establish functional and logical alignment	MM, Directors, EM, MC, Council, LLF, Operational budget	Re-aligned structure	Improved service delivery	Obtaining Council approval. LLF resistance	Proposed amended structure	Aug-09	MM, Directors
							Finalised structure in operation	Sep-09	MM, Directors
1.2 Administration	Administrative Management	Attendance of Monthly meetings - PFC - 3, Mayco - 1, Council - 1, LLF - 1, Training - 1	MM, Directors	Preparation for and participation in the listed meetings	Knowledge based, sound decision-making	Unplanned events e.g illness, compulsory external meetings	Ongoing preparation and attendance of meetings with governance and related structures	Ongoing, Quarterly reports	MM, Directors
1.3 Human Resources	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Man Serv, Directors, Operational budget	Finalised job descriptions submitted to the Job Evaluation Committee	Sound HR and clear communication of Council objectives for each job	SALGBC delays	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR	Man Serv, Directors

	Staff Management	Directors responsible for optimum functioning of staff, motivation of staff and promoting good relations amongst staff	Directors, Operational budget	Well functioning staff establishment	Good, sound administration		Follow up with the SALGBC and the JE Committee to have these job descriptions approved Ongoing management of staff based on job descriptions and where in place also performance targets	March 2009 Quarterly reports Monthly, QRs	Man Serv, Directors Directors, MM
1.5 Skills Development	Needs Analysis	All directorates must identify the training needs of their staff and provide such to Management Services to include on an annual basis in the WSPSP submitted to the SETA and serving as the base document of courses' initiation	Directorates, Operational budget	Participation in training audit updates, using performance management as an identifying factor of training needs and making inputs as required into the WSPSP	Effective and holistic approach to training		Inputs as required	Sep-09	Directors
1.6 Integrated Development Plan (IDP)	Governance	IDP reviewed on an annual basis	Man Serv, OMAF, Sectoral Depts, ODM, MM, Directors, Community, Operational budget	Reviewed IDP	Integrated management of IDP process	Non-co-operation of sector departments	OMAF Meetings	Quarterly reports	Man Serv, MM, Directors
		Planning & process integration of IDP, PMS, SDBIP essential to reduce administrative load of reporting		IDP, PMS, Budget integration with focus on service delivery			Integrated processes enabling efficient, cost, energy effective administration	Timely co-operation of all directorates	IDP KPIs & Targets incl in PMS & SDBIP
1.7 Performance Management System - PMS	Governance Programme	Institutionalisation of PMS not done - institutionally or individually	Council, Manco, LLF, Service Provider, Operational budget	Approved, implemented PMS compliant with MSA and Performance Regulations, 2006	Improved service delivery, Legal compliance	New practices, procedures normally encounter practical problems	Reporting on the Individual Scorecards	Sept & Dec 2009, Mar & June 2010	MM, Directors
							Quarterly performance evaluations	Sept & Dec 2009, Mar & June 2010	MM, Directors
				PMS further cemented and devolved to middle			Institutional & Individual PMS aligned with IDP, SDBIP with inclusion of	Jun-09	Man Serv, MM, Directors

				management level			MM, directors and next level of management		
				Performance appraisal process for financial year completed			Annual performance appraisal process	Jun-09	MM, Directors
1.8 ICT	IT	IT Steering Committees not taking place	Man Serv, MM, Directors, Operational budget	Regular ITSC meetings	Common knowledge base and buy-in to IT objectives		Re-institutionalisation of ITSC meetings on a monthly basis	Jul-09	Man Serv, Directors, MM
1.12 HIV / Aids	National key priority	Mainstreaming of HIV&AIDS by all the directorates	Man Serv, Directorates, Operational budget	Each directorate to indicate how the HIV&AIDS is mainstreamed.	Knowledge base and implementation developed	Cooperation from the directorates.	Workshop on mainstreaming and further implementation thereof.	Aug 2009 QRs	Man Serv, Directors, MM
2. Service Delivery & Infrastructure Development									
2.1 Capital Projects	Various projects and programmes - attached as Annexure 1 to the Scorecard of each director incl reference to grant / other funds received, project planning, projected cash flow management, scheduled site meetings	O/S has a large number of capital projects mostly iro community services and infrastructure and planning Responsibility of MM to ensure capital spending is in line with the capital budget and the SDBIP. Current spending 91% of capital budget by June 2010	Directors, SPs, Capital budget, grant funding	Effective project management of capital projects, including contract management of service providers, ensuring realisation of projected spending per quarter	Maximum development iro infrastructure and services	Inclement weather	12% spending iro capital budget with full quality, cost, time and health and safety control exercised	1st Quarter - QRs	MM, Directors
			MM	Monthly and quarterly monitoring of targets as set	Effective management implementation performance monitoring	Inclement weather	40% spending iro capital budget with full quality, cost, time and health and safety control exercised	2nd Quarter - QRs	MM, Directors
							75% spending iro capital budget with full quality, cost, time and health and safety control exercised	3rd Quarter - QRs	MM, Directors

							98% spending iro capital budget with full quality, cost, time and health and safety control exercised	4th Quarter - QRs	MM, Directors
	Performance Ratings	Inadequate performance of consultants and contractors, e.g. project management, infrastructure construction and EIAs/RODs	MM, Directors, SPs	Performance rating system of consultants and contractors instituted and maintained	Enforcement of contract provisions and performance as targeted		Performance rating criteria and schedule established	Jul-09	MM, Directors
							All service providers rated and performance meetings held incl expected standards and provisions re poor performance	Jul-09	MM, Directors
							Monitoring of performance of service providers and steps taken as dictated by performance	Jul 2009 ongoing, QRs	Directors
3. Local (incl Rural) Economic Development									
	Strategy & plan Review	Existing LED strategy, policy and 5-year plan	ED, MM, Operational budget	Reviewed strategy and new and updated information included	Valid and realistic economic development strategising and planning		Strategy, policy and 5-year plan reviewed and report to Council including risk/liabilities/constraints, e.g. electricity availability, not detailed in existing strategy	Review Jan 2010	ED, MM
	Tourism - DMO	Destination Marketing Organisation established	ED, MM, Operational budget, DMO		Dedicated tourism development Approach	Co-operation from DMO	Clarify and finalise legal status of DMO	Aug-09	ED, MM
		Management and monitoring of DMO essential especially if funded by municipality	ED, MM, Operational budget, external funding to municipality	Programme design and implementation	Sound management of municipal interests and funding	Co-operation from DMO	SDA with DMO finalised and implementation monitored	Oct-09	ED, MM
		Lack of specific tourism strategy	ED, MM, Operational budget	Marketing Strategy	Focused approach to guide future tourism development.		Working procurement strategy	Ongoing, QRs	ED
					Developmental programmes in place		Set of guidelines for destination marketing		

							Tourism development strategy approved	Dec-09	ED, MM
	Marketing	Tourism a large contributor to per capita income	ED, Operational budget	Successful marketing of O/S	Job creation, revenue generation for businesses		Video material of area compiled, distributed through relevant avenues	Ongoing, QRs	ED
							Articles in magazines Indaba	Ongoing, QRs May-10	ED ED
	2010	O/S to get a share of the tourism market during 2010	ED, Operational budget	Establishment of a marketing niche(s) for 2010	Combined efforts to interlink local, regional and provincial marketing efforts Strategic focus with political support		Participation in provincial and district tourism forums (by invitation)	Ongoing, QRs	ED
							Identify relevant partners and areas of co-operation	Ongoing, QRs 2010	ED
							Monthly meetings with local tourism forum and private sector stakeholders	Ongoing, QRs 2010	ED
	Empowerment Fund	Concept of Empowerment Fund in which developers can make a social investment as a contribution to LED	ED, MM, Operational budget	Implemented concept provided all challenges successful addressed	CSR packaged on behalf of developers	Legal, administrative arrangements and acceptability of the concept	Empowerment Fund concept approved by Council	Oct-09	ED
							Legal implications of proposed Empowerment Fund clarified	Sep-09	ED, MM
							Public consultation process	Sep - Jan 2010, QRs	ED
							Implementation of EF	Feb 2010, QRs	ED
	Youth Enterprise Desk	There is a need to assist the youth to be better equipped with education, training, info, well being, career planning, etc. to make informed, responsible decisions	ED, R300 000 / 3yrs - Umsobomvu Youth Fund, SP	Youth desk established and successfully administered and managed	Empowerment of youth		Establishment of youth desk in process	QRs, ongoing	ED

	OLEDA	A dedicated local economic development agency can fast track LED projects, access/utilise more grant funding - trend in local government	MM, ED, IDC - R3m ED, MM	SDA entered into between Municipality and OLEDA Institutional / office arrangements finalised Fully functioning OLEDA	Dedicated tourism development		SDA with OLEDA finalised Office establishment, institutional and operational arrangements finalised Monitor implementation of SDA and provide support	Jul-09 Sep-09 Ongoing, QRs	MM, ED ED, MM ED, MM
	Stony Point	Municipality involved in facilitation and land use and zoning issues Heritage EIA in process	ED, DEAT funding, operational budget	Ensuring stakeholders are on-board and progress monitored Support iro of land use and zoning issues	Additional attraction, broadening economic ownership		Monthly consultation with stakeholders Regular progress updates	Quarterly reports Quarterly reports	ED ED
	Skills Development	Further education and training possibilities for communities	ED, SP, external funding, DOE, NGOs	Skills development Approach Business plan iro FET	Empowerment of community, job creation, skills enhancement		Final report of SP iro assessment of HR capital and business needs & skills gap analysis Facilitate establishment of task group of NGOs and other stakeholders using SP report as departure point Involve DOE Business plan Liaison with local business forum	Jul 2009, QR Sept 2009 QR Oct-09 Dec 2009, Mar & June 2010 QRs QRs	ED ED ED ED ED
	SMMEs	Need for Small Business support	ED, I&P	Completion of beehive facilities through NDPG Project	Structured SMME development and Database		Identify land for beehives Finalised designs by DPLG Tender for construction	Aug-09 Sep-09 Oct-09	ED, I&P ED ED

		No database of economic enterprises in different municipal areas	ED, I&P, Operational budget	Formalisation of a % of enterprises	Empowerment of informal enterprises to a new level of business operation		Construction period	Jan-June 2010, QRs	ED
		Informal businesses where no proper zoning for it		Rezoning completed			Tender for construction	Oct-09	ED
							Construction period	Jan-June 2010, QRs	ED
							Database of economic enterprises established	Aug-09	ED
							Proposed rezoning of open spaces for informal business purposes	Sept & Dec 2009 QR	ED, I&P
	Neighbourhood Development	Substantial funding available for neighbourhood development	ED, MM Capital Grant – R2,5m Technical Assistance – R1,5m ED, I&P	Submit proposals with plans Funds for neighbourhood development obtained Integrated and holistic planning for optimal use of grant Site plans and Public participation	Sustainable environmental development and quality of living improved Improved District and renewal projects			Jul-09	ED, MM
							Regular follow-up of application	Sept & Dec 2009, QRs	ED
							Internal planning for holistic, integrated and sustainable neighbourhood development, e.g. linking up with beehive development, and report to Council	Mar-10	ED, I&P
							Tender out for SP(s)	Apr-10	ED, I&P
							SP(s) appointed	May-10	ED, I&P
							Project monitoring and progress reporting	July 2009, QRs	ED
							Task team established	Aug-09	ED
							Liaison with Social Services wrt available grants	Sep-09	ED
							Business plan developed	Oct-09	ED
							Business plan and funding proposal submitted	Oct 2009, QR	ED
							Monitoring of business plan, funding progress	QRs	ED

	Rural Study	Rural study finalised	ED, MM, Operational budget	Rural study recommendations adopted and implemented	Rural economic development stimulated		Recommendations of rural study adopted	Aug-09	ED, MM
							Progressive implementation of recommendations	Sept onwards - QRs	ED, MM
	Socio – Economic Profile	Detailed study to be conducted on the current state of the O/S socio – economic climate	ED, Statagic Services (SS), MM, Operational budget	Alignment of projects and initiatives to local based economic situation	Sustainable Community Based Initiatives Proper Local Resouce Mangement	Obtaining Council approval Funding	Adopted Profile Implementations of recommendtions	Jun-2010	ED., SS
32 Special Projects	National Youth Services(NYS)	The establishment of income generating and environmental conservation projects through recruitment and placement of 400 young people to provide community services	Masifundise, DEAT, ED	Technical Skills Training. Personal development. SMME development.	Hospitality Training. Environmental Management. Tourism. Waste Management.	Buy –in from all stakeholders	Formal Employment Created. Self Employment FET Owning agencies	Oct –09	ED
	Youth Advisory Centers(YACs)	YACs are walk in centres that provide and disseminate relevant and up to date information that can assist young people in making informed decisions about their livelihoods – they provide outreach activities in order to cover a broad spectrum of young people even in remote areas.	Umsobomvu, ED.	Providing outreach services to communities that can't get to the centres, by taking career info, skills development and entrepreneurial advice to local schools in Mobile YACs	Business skills like computer training. Giving business support. Career guidance. CV writing.	M&E of Centers Facilities & Marketing	Established YAC centers	Jun - 10	ED
	Emerging Service Provider Empowerment Programme (ESPEP)	Programme aimed at developing the capacity and enhancing potential of emerging enterprises ans SMMEs to conduct and operate own businesses effectively and efficiently.	ED.	Facilitation of business partnerships Specific and targeted capacity enhancement. Mentoring and Support with Private Sector.	Increased number of Capacitated SMMEs. Job Creation. Improved Service Provision. Access to business opportunities.		Establishment of capacitated SMME's	Ongoig	ED

4. Municipal Financial Viability and financial management									
	AFS	AFS is GRAP compliant	CFO, MM, Directors, Operational budget,	Completed financial statements - S71 & 72 compliant			Financial statements submitted including performance information to AG	31-Aug-09	CFO, MM, Directors
	Compliance Management - AG Report	AG Report 2008/09	CFO, MM, Directors, Operational budget,	Action Plan to address AG Report 2008/09	Legal compliance		Action plan re AG Report	Dec-09	CFO, MM, Directors
							Management co-ordination	Jan-2010	CFO, MM, Directors
	Annual Report	Preparation of Annual Report for 2008/09	CFO, MM, Man Serv, Operational budget	Completed action plan	Legal compliance		Completion of Action Plan re Management Letter	Feb-2010	CFO, MM, Directors
							Report re Management Letter	Mar-2010	CFO, MM, Directors
	Budget	Budget 2009/10 approved	CFO, Operational budget	On date completion of budgetary processes	Sound financial management		Internal budgetary processes	From Aug 2009, QR in Dec 09	CFO, MM, Directors
	SDBIP	SDBIP & PMS largely integrated for 2009/10	CFO, Man Serv, Operational budget	Totally integrated SDBIP & PMS for 2009/2010	Energy & cost effective management processes and reporting systems		Progressive integration of PMS & SDBIP and compilation of necessary reports - quarterly, mid-year and annual	Jul 2009 - May 2010, Quarterly Reports	Man Serv, CFO, Directors, MM
			MM, Directors				Drafting of the SDBIP for 2009/10	May-10	MM, Man Serv, CFO, Directors
				SDBIP for 2009/10 in place and approved			Finalisation and approval of the SDBIP for 2009/10	Jun - 09	MM, Man Serv, CFO, Directors
							Refining the integration of SDBIP & PMS for 2009/10	Jun-09	Man Serv, CFO (50/50), Directors
	Tariffs	Tariff structure to be market related	CFO, Manco, Operational budget	Affordable but market related tariff structure	Effective revenue management		Annual review of tariff structure	Sep-09	CFO, MM, Directors
	Expenditure Management	Overtime exceeding BCEA stipulations & negative AG comments thereon	CFO, Manco, Operational budget	Overtime within acceptable parameters			Acting on monthly report with progressive compliance with BCEA and budget, 25% less overtime & 25% more within budget limits iro acting allowances by Sept, 50% of said by Dec 2009, 75% of said by	July 2009, ongoing, QRs	CFO, MM, Directors

							Mar 2010 and 100% compliance by June 2010		
	Salaries	Salary budget and payment processes in place	CFO, Manco, Operational budget	Salary budget in line with legal prescriptions and laid down timeframes	Personnel security		Draft salary budget	Mar-10	CFO, MM, Directors
							Final salary budget	May-10	CFO, MM, Directors
	Contract Management	More complex contracts needs contract specific and legal compliance monitoring and management which is not in place iro all contracts and cannot be addressed by generic Collaborator module	Manco, operational budget	Monitoring matrix iro legal compliance matters agreed and implemented	Legal compliance, reducing accountability risks of Municipality	Co-operation of directorates	Workshop for management re implementation of generic contract monitoring matrix	Aug-09	Man Serv, MM, Directors
							Generic and contract-specific monitoring iro all projects implemented by all directorates	Sep-09	Directors
							Performance review of all contracts submitted by directorates to MM	Dec-09	Directors, MM
							Consolidation of performance reviews for inclusion in annual report	Jan-10	Directors, Man Serv, MM
5. Good Governance, Public Participation Accountability and Transparency									
	Policies	Inadequate or lack of policies - some in draft form, others approved but not implemented, others still to be developed, e.g. health and safety policy, training & development policy, etc.	Man Serv, LLF, MM, Directors, Operational budget	All policies developed, approved and implemented	Legal compliance, sound administration	Co-operation of all Directors	Once approved, directors to report on how policies relevant to their directorates are implemented	Ongoing, quarterly reports	Man Serv, Directors
	By-laws	Number of outstanding by-laws	Man Serv, MM, Directors, Operational budget	Implementation of gazetted by-laws	Regulation of municipal services	Co-operation of role-players	Once promulgated, directors to report on how by-laws relevant to their directorates are enforced	Ongoing, quarterly reports	Man Serv, Directors

	Internal Audit & risk management	Internal Audit unit and Audit Committee functional and acting in compliance with legislation Audit plan to be continuously reviewed	Man Serv, MM, Directors, Operational budget	Audit plan reviewed and communicated to AC and management	Risks determined and managed		Risk assessment workshops with Directorates Risk assessment results and revised audit plan communicated to Directorates for implementation	Oct-09 Dec-09	Man Serv, Directors, MM Man Serv, Directors, MM
	Intergovernmental relations	IGR Clusters to be used for inter-governmental unity and support Quarterly provincial questionnaire - municipal snapshot in Vuna format	Directors, Operational Budget Directors, MM	Attendance of District IGR Cluster meetings as applicable to each Directorate Full participation in Prov. Mun. snapshot	Improved IGR Preparation for Vuna participation	Lack of participation by the other LMs and Sector Departments Full participation of all directorates needed	Full attendance of cluster meetings and feedback reports Provincial questionnaires to be completed within prescribed time frame	Sept & Dec 2009, Mar & June 2010 Oct 2009, Jan 2010, April 2010, June 2010, QRs	Directors,MM Man Serv, Directors, MM
	Vuna Awards	Wish to repeat success of 2005/06	Directors, MM	Participation in Vuna Awards		Must prepare in advance to avoid crisis management and ensure good entry	Collation and co-ordination of information for Vuna entry	Jul - Sept 2009	Man Serv, Directors, MM

FUNCTIONAL / SERVICE AREA: LOCAL ECONOMIC DEVELOPMENT**RESPONSIBLE MANAGER: S MOSES**

DEFINITION OF
FUNCTION:
LINKAGE TO IDP:

Promotion of economic development initiatives, tourism, ensure sustainable job creation and poverty reduction

Shared growth that integrates and connects the municipality, its people and its natural resources

*Promotion of Tourism and Economic Development
Provision of democratic and accountable governance*

Key Performance Area	Related Goal/Program	Baseline	Outputs	Perf. Indicator/Target	Date
1. Municipal Transformation and Institutional Development					
1.3 Human Resources	Training	Ongoing training of personnel essential including multi-skilling to fill in for absentees	Well trained staff, effective waste services delivery	Related skills needs and courses identified and included in WPSP	Sep 2009
	TASK Job Descriptions	Job descriptions 95% finalised - new appointees outstanding	Finalised job descriptions submitted to the Job Evaluation Committee	Liaise and work with Directors to finalise and submit outstanding job descriptions to the JE Committee	Sept 2009 QR
3. Local Economic Development					
	Youth Enterprise Desk	There is a need to assist the youth to be better equipped with education, training, info, well being, career planning, etc. to make informed, responsible decisions	Youth desk established and successfully administered and managed	Public Consultation process Implementation of EF Establishment of youth desk in process	Sep 09 – Jan 10; QR Feb 2010 QR QR; ongoing
	Skills Development	Further education and training possibilities for the community	Skills development approach	Report of SP iro assessment of HR capital and business needs & skills gap analysis	Aug - 09

			Business plan iro FET	Facilitate establishment of task group of NGO's and other stakeholders using SP report as departure point Finalisation of business plan Liaison with local business forum	Sept - 09 Mar – 2010 QR
	SMME's	Need for small business support	Completion of beehive facilities through NDPG project	Tender for construction Construction period	Nov - 09 Jan – Jun 2010
3.2 Special Projects	National Youth Services (NYS)	The establishment of income generating and environmental conservation projects through recruitment and placement of 400 young people to provide community services	Technical skills, training, personal development and SMME development	Formal employment created	Oct - 09
	Youth Advisory Centers(YACs)	YACs are walk in centres that provide and disseminate relevant and up to date information that can assist young people in making informed decisions about their livelihoods – they provide outreach activities in order to cover a broad spectrum of young people even in remote areas.	Providing outreach services to communities that can't get to the centres, by taking career info, skills development and entrepreneurial advice to local schools in Mobile YACs	Established YAC centers	Jun - 10
	Emerging Service Provider Empowerment Programme (ESPEP)	Programme aimed at developing the capacity and enhancing potential of emerging enterprises and SMMEs to conduct and operate own businesses effectively and efficiently.	Facilitation of business partnerships Specific and targeted capacity enhancement. Mentoring and Support with Private Sector.	Establishment of capacitated SMME's	Ongoing

Reconciliation of 2009/10 Budget to IDP				
Strategic Objectives	Action Plans	Capital Expenditure	Operating Expenditure	Income
Management and conservation of the natural environment	Environmental Conservation	0	5 471 833	154 400
	TOTAL	0	5 471 833	154 400
Creation and Maintenance of a safe and healthy environment	Traffic & Law enforcement	560 000	18 608 988	10 650 000
	Fire Fighting	195 000	5 289 852	0
	Disaster management	0	220 000	0
	Plot Clearing	0	300 000	550 000
	Health	0	0	0
	TOTAL	755 000	24 418 840	11 200 000
Promotion of Tourism and Economic Development	Economic Development	2 500 000	3 775 503	0
	Town Planning		6 234 613	695 500
	Tourism		2 500 000	2 500 000
	TOTAL	2 500 000	12 510 116	3 195 500
Provision of Democratic and Accountable Governance	Council		21 649 130	22 249 090
	Mayor's Office		232 490	
	Municipal Manager		6 397 250	
	Area Managers		3 380 043	7 900
	Finance	2 064 700	48 935 260	144 534 675
	Fleet Management	1 946 000	1 014 770	700
	Information & Communications Technology	1 000 000	4 130 825	
	Human Resources		1 059 228	523 780
	Municipal Property Services	10 185 000		
	Strategic Services		564 523	
	Infrastructure & Planning		7 711 340	3 145 000
	Other		62 894 000	4 624 000
	TOTAL	15 195 700	157 968 859	175 085 145
	Provision and Maintenance of Municipal Services	Library Services		4 563 730
Building: Civic & Other			6 626 613	38 000
Cemeteries		60 000	585 830	74 300
	Sport & Recreation	2 625 000	12 293 910	6 647 500
	Cleansing Services	5 000 000	36 815	34 408 000
	Sewerage	10 310 000	29 266 000	37 003 000
	Stormwater	9 690 000	3 422 770	
	Streets	26 971 000	47 601 000	
	Water	16 300 000	55 289 000	71 306 000
	Electricity	36 683 000	130 214 000	151 038 000
	Housing	26 338 000	6 792 669	145 000
	TOTAL	133 977 000	296 692 337	300 810 200
	GRAND TOTAL	152 427 700	497 061 985	490 445 245

COMPONENT 1 - MONTHLY PROJECTIONS OF REVENUE FOR EACH SOURCE	July 2009 R'000	August 2009 R'000	September 2009 R'000	October 2009 R'000	November 2009 R'000	December 2009 R'000	January 2009 R'000	February 2009 R'000	March 2009 R'000	April 2009 R'000	May 2009 R'000	June 2009 R'000	Total
Property rates	7 826	7 826	8 500	7 826	7 826	7 826	7 826	7 826	7 826	7 826	7 826	7 826	94 588
Property rates - penalties imposed													
and collection charges	7,5	7,5	7,5	7,5	7,5	7,5	7,5	7,5	7,5	7,5	7,5	7,5	90,0
Service charges - electricity	13 593	13 593	11 554	11 554	11 479	11 554	15 859	11 554	11 554	13 593	11 554	13 593	151 038
Service charges - water	4 813	4 813	6 061	6 061	6 952	6 952	6 953	6 952	6 062	6 061	4 635	4 991	71 306
Service charges - sanitation	2 923	2 923	2 923	2 923	2 923	2 923	4 255	2 923	2 923	3 515	2 923	2 923	37 003
Service charges - refuse	2 867	2 867	2 867	2 867	2 867	2 867	2 867	2 867	2 867	2 867	2 867	2 867	34 408
Service charges - other	714	714	714	714	714	714	714	714	714	714	714	714	8 567
Rental of facilities and equipment	368	368	736	368	368	1 472	368	368	368	368	368	368	5 888
Interest earned - external investments	668	668	668	668	9 768	668	668	668	668	668	668	668	17 110
Interest earned - outstanding debtors	305	235	235	305	235	235	235	235	235	235	235	235	2 960
Dividends received	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	581	581	581	581	581	581	581	799	581	581	654	581	7 263
Licenses and permits	280	280	280	280	280	280	280	280	280	280	280	280	3 365
Income for agency services	417	417	417	417	417	417	417	417	417	417	417	417	5 000
Government grants and public donations	11 408	5 073	4 673	4 673	10 619	4 673	4 673	15 146	4 938	4 673	4 673	0	75 223
Total Revenue By Source	46 772	40 366	40 217	39 245	55 037	41 170	45 704	50 757	39 441	41 806	37 822	35 471	513 809

CAPITAL BUDGET 2009/2010

Area	Local Area	Ward	Project Description	Project	Funding Source	COUNCIL APPROVED	AD-HOC GRANTS	TOTAL	Vote
INFO & COMMUNICATION TECHNOLOGY						500 000	0	500 000	
Overstrand	Overstrand	Overstrand	SOLAR POWER BACKUP FOR RADIO	J Walker	CRR	500 000		500 000	5 01 0502 201 1
PROPERTY SERVICES						7 500 000	0	7 500 000	
Hermanus	Hermanus	Ward 4	UPGRADE OF MARKET SQUARE	S Muller	EFF	4 000 000		4 000 000	5 01 0501 058 1
Hermanus	Hermanus	Ward 4	UPGRADE OF MARKET SQUARE	S Muller	PUB-PKDEV	2 000 000		2 000 000	5 01 0501 058 1
Kleinmond	Kleinmond	Ward 9	KLEINMOND YARD MOVING	J Simson	EFF	1 500 000		1 500 000	5 01 0502 208 1
LOCAL ECONOMIC DEVELOPMENT						0	2 000 000	2 000 000	
Overstrand	Overstrand	Overstrand	NDPG - DEVELOPING ECONOMIC SPA	S Madikane	GG-NDPG		2 000 000	2 000 000	5 01 0502 210 1
HOUSING						0	21 237 120	21 237 120	
Kleinmond	Kleinmond	Ward 9	KLEINMOND PROVINCIAL GRANT	B Von During	PROV		13 037 120	13 037 120	5 01 0502 800 1
Kleinmond	Kleinmond	Ward 9	KLEINMOND HOUSING (CSIR GRANT)	B Von During	G-CSIR		8 200 000	8 200 000	5 01 0502 801 1
SPORT & RECREATION						25 000	0	25 000	
Gansbaai	Blompark	Ward 1	SPORTSFIELD - SHELTERS - WARD SI	F Myburgh	CRR	25 000		25 000	5 01 0502 219 1
WASTE MANAGEMENT						5 000 000	0	5 000 000	
Gansbaai	Gansbaai	Ward 1	MRF AT GANSBAAI LANDFILL SITE	J van Taak	EFF	200 000		200 000	5 01 0502 220 1
Gansbaai	Gansbaai	Ward 1	FENCE AT GANSBAAI LANDFILL SITE	J van Taak	CRR	130 000		130 000	5 01 0502 221 1
Gansbaai	Pearly Beach	Ward 2	DROP-OFF AT PEARLY BEACH	J van Taak	EFF	2 000 000		2 000 000	5 01 0502 222 1
Hermanus	Voelklip	Ward 3	DROP-OFF AT VOELKLIP	J van Taak	EFF	100 000		100 000	5 01 0502 223 1
Hermanus	Voelklip	Ward 3	OFFICE AT VOELKLIP TRANSFER STA	J van Taak	EFF	150 000		150 000	5 01 0502 224 1
Stanford	Stanford	Ward 3	DROP OFF FACILITIES	J van Taak	EFF	330 000		330 000	5 01 0502 225 1
Hermanus	Hermanus	Ward 4	MRF AT HERMANUS TRANSFER STAT	J van Taak	EFF	2 090 000		2 090 000	5 01 0502 226 1
SEWERAGE						7 040 000	2 000 000	9 040 000	
Gansbaai	Gansbaai	Ward 1	SEWERAGE NETWORK IMPLEMENTA	H Bignaut	PUB-SEW	1 200 000		1 200 000	5 01 0502 227 1
Gansbaai	Gansbaai	Ward 1	WWTW - COMPLIANCE WITH EMP	H Bignaut	EFF	990 000		990 000	5 01 0502 228 1
Stanford	Stanford	Ward 3	WWTW UPGRADING (SSI REPORT)	F Brand	PUB-SEW	900 000		900 000	5 01 0502 229 1
Hermanus	Hermanus	Ward 4	HOOFRIOLLYN OPGRADERING	D Van Vuuren	EFF	1 500 000		1 500 000	5 01 0502 230 1
Hermanus	Hermanus	Ward 4	WWTW UPGRADING (SSI REPORT)	H Bignaut	MIG		2 000 000	2 000 000	5 01 0502 231 1
Hermanus	Hawston	Ward 8	WWTW UPGRADING (SSI REPORT)	H Bignaut	PUB-SEW	1 800 000		1 800 000	5 01 0502 233 1
Hermanus	Fisherhaven	Ward 8	SEWERAGE	P Burger	PUB-SEW	300 000		300 000	5 01 0502 234 1
Kleinmond	Kleinmond	Ward 9	WWTW UPGRADING (SSI REPORT)	H Bignaut	EFF	350 000		350 000	5 01 0502 235 1

Area	Local Area	Ward	Project Description	Project	Funding Source	COUNCIL APPROVED	AD-HOC GRANTS	TOTAL	Vote
STORMWATER						4 040 000	1 800 000	5 840 000	
Hermanus	Hermanus	Ward 4	KERK STR STORMWATER	P Burger	CRR	250 000		250 000	5 01 0502 240 1
Hermanus	Hermanus	Ward 4	FERNKLOOF STORMWATER	P Burger	CRR	250 000		250 000	5 01 0502 241 1
Hermanus	Zwelihle	Ward 5	INFORMAL SETTLEMENTS STORMWA	P Burger	MIG		1 500 000	1 500 000	5 01 0502 242 1
Hermanus	Zwelihle	Ward 6	DEURGANGSKAMP - OPGRADERING	P Burger	MIG		300 000	300 000	5 01 0502 243 1
Hermanus	Onrus	Ward 7	STORMWATER	P Burger	CRR	300 000		300 000	5 01 0502 244 1
Hermanus	Hawston	Ward 8	PADDAVLEI	D Hendriks	EFF	2 000 000		2 000 000	5 01 0500 595 1
Kleinmond	Kleinmond	Ward 9	STORMWATER (9TH STREET)	M Bartman	CRR	240 000		240 000	5 01 0502 246 1
Kleinmond	Betty's Bay	Ward 10	STORMWATER PLAN IMPLEMENTATIO	M Bartman	CRR	500 000		500 000	5 01 0502 247 1
Kleinmond	Pringle Bay	Ward 10	STORMWATER PLAN IMPLEMENTATIO	M Bartman	CRR	500 000		500 000	5 01 0502 248 1
ROADS						19 900 000	1 073 000	20 973 000	
Gansbaai	Gansbaai	Ward 2	NEW TAR ROADS	D Crafford	CRR	150 000		150 000	5 01 0502 250 1
Gansbaai	Gansbaai	Ward 2	SIDEWALK GB NEW HIGH SCHOOL	D Hendriks	MIG		500 000	500 000	5 01 0502 253 1
Hermanus	Hermanus	Ward 4	HERMANUS VERBY PAD	S Muller	EFF	17 000 000		17 000 000	5 05 0500 865 1
Hermanus	Sandbaai	Ward 7	TARRING OF STREETS	P Burger	CRR	1 000 000		1 000 000	5 01 0502 258 1
Hermanus	Hawston	Ward 8	TEER VAN STRATE	P Burger	MIG		573 000	573 000	5 01 0502 262 1
Hermanus	Fisherhaven	Ward 8	TARRING OF ROADS	P Burger	CRR	500 000		500 000	5 01 0502 263 1
Hermanus	Fisherhaven	Ward 8	SIDEWALKS	P Burger	CRR	250 000		250 000	5 01 0502 264 1
Hermanus	Hawston	Ward 8	SYPAADJIES	P Burger	CRR	250 000		250 000	5 01 0502 265 1
Kleinmond	Betty's Bay	Ward 10	TARRING ROADS-AGAPANTHUS	M Bartman	CRR	250 000		250 000	5 01 0502 268 1
Kleinmond	Rooteels	Ward 10	PAVING (HARVEYA RD)	M Bartman	CRR	500 000		500 000	5 01 0502 269 1
WATER						14 170 000	2 130 000	16 300 000	
Gansbaai	Gansbaai	Ward 1	SLUDGE PUMP (WATER DISTRIBUTIO	D Crafford	CRR	20 000		20 000	5 01 0502 271 1
Gansbaai	Gansbaai	Ward 1	WTW - INVESTIGATION INTO DISINFE	H Blignaut	EFF	350 000		350 000	5 01 0502 272 1
Gansbaai	Buffeljags	Ward 2	RESERVOIR CAPACITY (NEW RESERV	H Blignaut	EFF	500 000		500 000	5 01 0502 273 1
Hermanus	Voelklip	Ward 3	PIPE REPLACEMENT	P Burger	EFF	1 500 000		1 500 000	5 01 0502 274 1
Stanford	Stanford	Ward 3	STANFORD RESERVOIR	D Hendriks	PUB-W	1 800 000		1 800 000	5 01 0500 940 1
Stanford	Stanford	Ward 3	STANFORD AQUIFER DEVELOPMENT	H Blignaut	EFF	930 000		930 000	5 01 0502 275 1
Overstrand	Overstrand	Ward 4	PREEKSTOEL WTW UPGRADE	H Blignaut	EFF	500 000		500 000	5 01 0502 276 1
Overstrand	Overstrand	Ward 4	GATEWAY WELLFIELD DEVELOPMEN	H Blignaut	PUB-W	1 000 000		1 000 000	5 01 0502 277 1
Overstrand	Overstrand	Ward 4	PREEKSTOEL WTW LIME DOSING EQ	H Blignaut	EFF	820 000		820 000	5 01 0502 278 1
Overstrand	Overstrand	Ward 4	PREEKSTOEL WTW LIME DOSING EQ	H Blignaut	MIG		1 230 000	1 230 000	5 01 0502 278 1
Overstrand	Overstrand	Ward 4	PREEKSTOEL WTW REPLACE MAIN C	H Blignaut	EFF	600 000		600 000	5 01 0502 279 1
Overstrand	Overstrand	Ward 4	PREEKSTOEL WTW REPLACE MAIN C	H Blignaut	MIG		900 000	900 000	5 01 0502 279 1
Hermanus	Fisherhaven	Ward 8	PIPE REPLACEMENT	P Burger	PUB-W	1 500 000		1 500 000	5 01 0502 280 1
Kleinmond	Hangklip	Ward 9	ROOF OVER SETTLING TANK (BUFFE	H Blignaut	CRR	150 000		150 000	5 01 0502 281 1
Kleinmond	BB + KM	Ward 10	PIPE REPLACEMENT (TO REDUCE WA	H Blignaut	EFF	2 000 000		2 000 000	5 01 0502 282 1
Overstrand	Overstrand	Overstran	GROUNDWATER SOURCE DEVELOPM	H Blignaut	EFF	2 000 000		2 000 000	5 01 0502 283 1
Overstrand	Overstrand	Overstran	UPGRADE OVERSTRAND TELEMETRY	H Blignaut	PUB-W	500 000		500 000	5 01 0502 284 1

Area	Local Area	Ward	Project Description	Project	Funding Source	COUNCIL APPROVED	AD-HOC GRANTS	TOTAL	Vote
ELECTRICITY						30 579 800	1 922 000	32 501 800	
Gansbaai	Masakhane	Ward 1	DK UPGRADING OF EXTERNAL MEDIUM	D Maree	EFF	1 200 000		1 200 000	5 01 0502 285 1
Gansbaai	Gansbaai	Ward 1	GB UPGRADING OF KO-OP 11 KV SW	D Maree	EFF	1 300 000		1 300 000	5 01 0502 286 1
Gansbaai	Kleinbaai	Ward 1	KB UPGRADING OF APIE LE ROUX SU	D Maree	EFF	450 000		450 000	5 01 0502 287 1
Gansbaai	Masakhane	Ward 1	MASAKHANE ORGANISED INFORMAL	D Maree	INEP	0	951500	951 500	5 01 0502 288 1
Gansbaai	De Kelders	Ward 2	DK UPGRADING OF INTERNAL MEDIUM	D Maree	EFF	2 161 100		2 161 100	5 01 0502 289 1
Gansbaai	De Kelders	Ward 2	DK UPGRADING OF LOW VOLTAGE NE	D Maree	EFF	1 582 600		1 582 600	5 01 0502 290 1
Gansbaai	Beverly Hills	Ward 2	BEVERLY HILLS ELECTRICITY SUPPLY	D Maree	INEP	0	70500	70 500	5 01 0502 291 1
Gansbaai	Beverly Hills	Ward 2	BEVERLY HILLS ORGANISED HOUSING	D Maree	INEP	0	900000	900 000	5 01 0502 292 1
Stanford	Stanford	Ward 3	ST UPGRADING OF LOW VOLTAGE NE	D Maree	EFF	2 000 000		2 000 000	5 01 0502 293 1
Hermanus	Hermanus	Ward 4	BUYING BACK SPARE CAPACITY	K du Plessis	EFF	400 000		400 000	5 01 0502 294 1
Hermanus	Hermanus	Ward 4	INSTALL 3RD INDUSTRIAL STILL STRE	K du Plessis	PUB-E	2 000 000		2 000 000	5 01 0502 297 1
Hermanus	Hermanus	Ward 4	INSTALL 2ND 120MM CU CABLE FROM	K du Plessis	EFF	2 400 000		2 400 000	5 01 0502 298 1
Hermanus	Hermanus	Ward 4	EXTENSION OF INDUSTRIAL SUBSTA	K du Plessis	EFF	4 000 000		4 000 000	5 01 0502 299 1
Hermanus	Hermanus	Ward 4	LV UPGRADING/REPLACEMENT AND I	K du Plessis	EFF	3 000 000		3 000 000	5 01 0502 300 1
Hermanus	Sandbaai	Ward 7	INSTALL 2ND 185MM CU CABLE FROM	K du Plessis	EFF	2 600 000		2 600 000	5 01 0502 302 1
Hermanus	Sandbaai	Ward 7	SANDBAAI REPLACEMENT OF OVERH	K du Plessis	EFF	1 050 000		1 050 000	5 01 0502 303 1
Hermanus	Hawston	Ward 8	REPLACE 16MM CU OVERHEAD LINE	K du Plessis	EFF	1 250 000		1 250 000	5 01 0502 304 1
Hermanus	Hawston	Ward 8	CREATE PROPER 3-LEGGED RINGFE	K du Plessis	EFF	1 050 000		1 050 000	5 01 0502 305 1
Kleinmond	Kleinmond	Ward 9	UPGRADE LV NETWORK+ REPLACE C	K du Plessis	EFF	3 500 000		3 500 000	5 01 0502 307 1
Kleinmond	Kleinmond	Ward 9	MV NETWORK UPGRADE	K du Plessis	EFF	636 100		636 100	5 01 0502 309 1
MINOR ASSETS						1 035 000	0	1 035 000	
Gansbaai	Gansbaai	Ward 1	MINOR ASSETS - WARD SPECIFIC - A	F Myburgh	CRR	10 000		10 000	5 01 0503 002 1
Gansbaai	Blompark	Ward 1	MINOR ASSETS - WARD SPECIFIC - F	F Myburgh	CRR	50 000		50 000	5 01 0503 003 1
Gansbaai	B'Bos	Ward 2	MINOR ASSETS - WARD SPECIFIC - C	F Myburgh	CRR	15 000		15 000	5 01 0503 004 1
Stanford	Stanford	Ward 3	MINOR ASSETS - WARD SPECIFIC - F	P Ferreira	CRR	400 000		400 000	5 01 0503 005 1
Overstrand	Overstrand	Overstran	MINOR ASSETS		CRR	560 000		560 000	5 01 0503 500 1
GRAND TOTAL						89 789 800	32 162 120	121 951 920	

SDBIP Quarterly Targets : Final CAPITAL BUDGET 2009/2010

Area	Local Area	Ward	Service	Project Description	Project Manager		TOTAL	Sept. 12%	Dec 40%	March 75%	June 98%
Kleinmond	Kleinmond	9	Stormwater	STORMWATER (9th street)	Bartman M		240 000	28 800	96 000	180 000	235 200
Kleinmond	Betty's Bay	10	Stormwater	STORMWATER PLAN IMPLEMENTATION PHASE 2	Bartman M		500 000	60 000	200 000	375 000	490 000
Kleinmond	Pringle Bay	10	Stormwater	STORMWATER PLAN IMPLEMENTATION PHASE 2	Bartman M		500 000	60 000	200 000	375 000	490 000
Kleinmond	Betty's Bay	10	Roads	TARRING ROADS (Agapanthus & Highlevel)	Bartman M		250 000	30 000	100 000	187 500	245 000
Kleinmond	Rooiels	10	Roads	PAVING (Harveyard)	Bartman M		500 000	60 000	200 000	375 000	490 000
Sub Total							1 990 000	238 800	796 000	1 492 500	1 950 200
Sub Total							900 000	108 000	360 000	675 000	882 000
Stanford	Stanford	3	Sewerage	WWTW Upgrading (SSI Report)	Brand F		900 000	108 000	360 000	675 000	882 000
Hermanus	Fisherhaven	8	Sewerage	Sewerage	Burger P		300 000	36 000	120 000	225 000	294 000
Hermanus	Hermanus	4	Storm water	KERK STR STORM WATER	Burger P		250 000	30 000	100 000	187 500	245 000
Hermanus	Hermanus	4	Storm water	FERNKLOOF STORM WATER	Burger P		250 000	30 000	100 000	187 500	245 000
Hermanus	Zwelihle	5	Storm water	INFORMAL SETTLEMENTS STORM WATER	Burger P		1 500 000	180 000	600 000	1 125 000	1 470 000
Hermanus	Zwelihle	6	Storm water	DEURGANGSKAMP - opgradering	Burger P		300 000	36 000	120 000	225 000	294 000
Hermanus	Onrus	7	Storm water	STORM WATER	Burger P		300 000	36 000	120 000	225 000	294 000
Hermanus	Sandbaai	7	Roads	TARRING OF STREETS	Burger P		1 000 000	120 000	400 000	750 000	980 000
Hermanus	Hawston	8	Roads	TEER VAN STRATE	Burger P		573 000	68 760	229 200	429 750	561 540
Hermanus	Fisherhaven	8	Roads	TARRING OF ROADS	Burger P		500 000	60 000	200 000	375 000	490 000
Hermanus	Fisherhaven	8	Roads	SIDEWALKS	Burger P		250 000	30 000	100 000	187 500	245 000
Hermanus	Hawston	8	Roads	SYPAADJIES	Burger P		250 000	30 000	100 000	187 500	245 000
Hermanus	Voelklip	3	Water	Pipe Replacement	Burger P		1 500 000	180 000	600 000	1 125 000	1 470 000
Hermanus	Fisherhaven	8	Water	Pipe Replacement	Burger P		1 500 000	180 000	600 000	1 125 000	1 470 000
Sub Total							8 473 000	1 016 760	3 389 200	6 354 750	8 303 540

Gansbaai	Gansbaai	1	Water	Sludge Pump (Water Distribution) Replacement	Crafford D		20 000	2 400	8 000	15 000	19 600
Gansbaai	Gansbaai	2	Roads	New Tar Roads	Crafford D		150 000	18 000	60 000	112 500	147 000
						Sub Total	170 000	20 400	68 000	127 500	166 600
Stanford	Stanford	3	Inventory	Inventory - Ward Specific - Furniture & Equipment - Community Hall	Ferreira P		400 000	48 000	160 000	300 000	392 000
Gansbaai	Blompark	1	Sport & Recreation	Sportsfield - Shelters - Ward Specific	Myburgh F		25 000	3 000	10 000	18 750	24 500
Gansbaai	Gansbaai	1	Inventory	Inventory - Ward Specific - Air-conditioner - Tourism Info Centre	Myburgh F		10 000	1 200	4 000	7 500	9 800
Gansbaai	Blompark	1	Inventory	Inventory - Ward Specific - Furniture for new community hall	Myburgh F		50 000	6 000	20 000	37 500	49 000
Gansbaai	B'Bos	2	Inventory	Inventory - Ward Specific - Community Centre - Furniture and Equipment	Myburgh F		15 000	1 800	6 000	11 250	14 700
						Sub Total	100 000	12 000	40 000	75 000	98 000
Hermanus	Hermanus	4	Sewerage	Hoofrioollyn Opgradering	Van Vuuren D		1 500 000	180 000	600 000	1 125 000	1 470 000
Kleinmond	Kleinmond	9	Housing	KLEINMOND PROVINCIAL GRANT	Von During B		13 037 120	1 564 454	5 214 848	9 777 840	12 776 378
Kleinmond	Kleinmond	9	Housing	KLEINMOND HOUSING (CSIR GRANT)	Von During B		8 200 000	984 000	3 280 000	6 150 000	8 036 000
						Sub Total	21 237 120	2 548 454	8 494 848	15 927 840	20 812 378
O/S	O/S	O/S	Libraries	Minor assets : Libraries	Williams R		89 700	10 764	35 880	67 275	87 906
						Sub Total	89 700	10 764	35 880	67 275	87 906
						TOTAL	34 859 820	4 183 178	13 943 928	26 144 865	34 162 624

SDBIP Quarterly Targets : FINAL CAPITAL BUDGET 2009/2010

Area	Local Area	Ward	Service	Project Description	Project Manager	TOTAL	Sept. 12%	Dec 40%	March 75%	Jun. 98%
Kleinmond	Kleinmond	9	Sewerage	WWTW Upgrading (SSI Report)	Blignaut H	350 000	42 000	140 000	262 500	343 000
Gansbaai	Gansbaai	1	Sewerage	Sewerage Network implementation <i>CBD Phase</i>	Blignaut H	1 200 000	144 000	480 000	900 000	1 176 000
Gansbaai	Gansbaai	1	Sewerage	WWTW - <i>Compliance with EMP</i>	Blignaut H	990 000	118 800	396 000	742 500	970 200
Hermanus	Hermanus	4	Sewerage	WWTW Upgrading (SSI Report)	Blignaut H	2 000 000	240 000	800 000	1 500 000	1 960 000
Hermanus	Hawston	8	Sewerage	WWTW Upgrading (SSI Report)	Blignaut H	1 800 000	216 000	720 000	1 350 000	1 764 000
Kleinmond	Hangklip	9	Water	Roof Over Settling Tank (Buffelsriver wtw)	Blignaut H	150 000	18 000	60 000	112 500	147 000
Kleinmond	Betty's B + Kleinmond	10	Water	Pipe Replacement (to reduce water losses)	Blignaut H	2 000 000	240 000	800 000	1 500 000	1 960 000
O/S	O/S	O/S	Water	Groundwater Source Development and Mgmt. (SRK)	Blignaut H	2 000 000	240 000	800 000	1 500 000	1 960 000
O/S	O/S	O/S	Water	Upgrade O/S Telemetry System	Blignaut H	500 000	60 000	200 000	375 000	490 000
Gansbaai	Gansbaai	1	Water	WTW - Investigation into Disinfection at all raw water stations to comply to latest Safety Standards <i>Klipgat, De Kelders Caves, Stanfordsbaai, Perlemoenbaai, Klipfonteyn, B'Bos, Buffeljags</i>	Blignaut H	350 000	42 000	140 000	262 500	343 000
Gansbaai	Buffeljags	2	Water	Reservoir Capacity (New reservoir) Investigate water treatment options, complete implementation of measures for filtration, disinfection & telemetry	Blignaut H	500 000	60 000	200 000	375 000	490 000
Stanford	Stanford	3	Water	Stanford Aquifer Development (Umvoto)	Blignaut H	930 000	111 600	372 000	697 500	911 400
O/S	O/S	4	Water	Gateway Wellfield Development (Umvoto)	Blignaut H	1 000 000	120 000	400 000	750 000	980 000
O/S	O/S	4	Water	Preekstoel WTW lime dosing equipment upgrade	Blignaut H	820 000	98 400	328 000	615 000	803 600
O/S	O/S	4	Water	Preekstoel WTW lime dosing equipment upgrade	Blignaut H	1 230 000	147 600	492 000	922 500	1 205 400
O/S	O/S	4	Water	Preekstoel WTW replace main control panel	Blignaut H	600 000	72 000	240 000	450 000	588 000
O/S	O/S	4	Water	Preekstoel WTW replace main control panel	Blignaut H	900 000	108 000	360 000	675 000	882 000

O/S	O/S	4	Water	Preekstoel WTW upgrade	Blignaut H		500 000	60 000	200 000	375 000	490 000
						Sub Total	17820000	2138400	7128000	13365000	17463600
Hermanus	Hermanus	4	Electricity	Buying back spare capacity	Du Plessis K		400 000	48 000	160 000	300 000	392 000
Hermanus	Hermanus	4	Electricity	Install 3rd Industrial Still Street Feeder	Du Plessis K		2 000 000	240 000	800 000	1 500 000	1 960 000
				Install 2nd 120mm Cu cable from Still Street substation to Church Street							
				Extension RMU and replace 70mm Cu cable with 120mm Cu cable between							
Hermanus	Hermanus	4	Electricity	Extension RMU and Tobago bay	Du Plessis K		2 400 000	288 000	960 000	1 800 000	2 352 000
				Extension of Industrial Substation to accommodate new Still Street and							
				Sandbaai Feeders							
Hermanus	Hermanus	4	Electricity	LV Upgrading/Replacement and Minisub	Du Plessis K		4 000 000	480 000	1 600 000	3 000 000	3 920 000
Hermanus	Hermanus	4	Electricity	Replacements	Du Plessis K		3 000 000	360 000	1 200 000	2 250 000	2 940 000
				Install 2nd 185mm Cu cable from Industrial							
				substation to Sandbaai Substation							
Hermanus	Sandbaai	7	Electricity	Sandbaai replacement of Overhead Line	Du Plessis K		2 600 000	312 000	1 040 000	1 950 000	2 548 000
				from Business Park to Trf 1							
Hermanus	Sandbaai	7	Electricity	Replace 16mm CU Overhead line in	Du Plessis K		1 050 000	126 000	420 000	787 500	1 029 000
				Church Street (Hawston) from Strand							
				Street Mini up to Marine Drive 1							
Hermanus	Hawston	8	Electricity	Create Proper 3-legged ringfeed in	Du Plessis K		1 250 000	150 000	500 000	937 500	1 225 000
				Hawston by installing 70mm Cu cable from							
				Seaview M/s to Arsenal							
Hermanus	Hawston	8	Electricity	Upgrade LV network+ Replace overhead	Du Plessis K		1 050 000	126 000	420 000	787 500	1 029 000
				LV cables							
Kleinmond	Kleinmond	9	Electricity	MV NETWORK UPGRADE	Du Plessis K		3 500 000	420 000	1 400 000	2 625 000	3 430 000
Kleinmond	Kleinmond	9	Electricity		Du Plessis K		636 100	76 332	254 440	477 075	623 378
						Sub Total	21 886 100	2 626 332	8 754 440	16 414 575	21 448 378
Hermanus	Hawston	8	Storm water	Paddavlei	Hendriks D		2 000 000	240 000	800 000	1 500 000	1 960 000
			Sport & Recreation								
Hermanus	Hermanus	4	Recreation	Swimming Pool	Hendriks D		1 100 000	132 000	440 000	825 000	1 078 000
Gansbaai	Gansbaai	2	Roads	SIDEWALK GB NEW HIGH SCHOOL	Hendriks D		500 000	60 000	200 000	375 000	490 000
Stanford	Stanford	3	Water	Stanford Reservoir	Hendriks D		1 800 000	216 000	720 000	1 350 000	1 764 000
						Sub	5 400 000	648 000	2 160 000	4 050 000	5 292 000

						Total					
Gansbaai	Masakhane	1	Electricity	DK Upgrading of external medium voltage network Phase 3	Maree D	1 200 000	144 000	480 000	900 000	1 176 000	
Gansbaai	Gansbaai	1	Electricity	GB Upgrading of Ko-op 11 kV Switching Station	Maree D	1 300 000	156 000	520 000	975 000	1 274 000	
Gansbaai	Kleinbaai	1	Electricity	KB Upgrading of Apie Le Roux substation	Maree D	450 000	54 000	180 000	337 500	441 000	
Gansbaai	Masakhane	1	Electricity	Masakhane Organised Informal Housing project Phase 3 (173 connections)	Maree D	951 500	114 180	380 600	713 625	932 470	
Gansbaai	De Kelders	2	Electricity	DK Upgrading of internal medium voltage network Phase 3	Maree D	2 161 100	259 332	864 440	1 620 825	2 117 878	
Gansbaai	De Kelders	2	Electricity	DK Upgrading of low voltage network - Cliffstr/Vyfer Phase 3	Maree D	1 582 600	189 912	633 040	1 186 950	1 550 948	
Gansbaai	Beverly Hills	2	Electricity	Beverly Hills Electricity Supply to Organised informal 150 house holds	Maree D	70 500	8 460	28 200	52 875	69 090	
Stanford	Stanford	3	Electricity	ST Upgrading of Low Voltage Network Phase 6	Maree D	2 000 000	240 000	800 000	1 500 000	1 960 000	
Gansbaai	Beverly Hills	2	Electricity	Beverly Hills Organised Housing project Bulk Supply	Maree D	900 000	108 000	360 000	675 000	882 000	
						Sub Total	10 615 700	1 273 884	4 246 280	7 961 775	10 403 386
Hermanus	Hermanus	4	Property Services	Upgrade of Market Square	Muller S	4 000 000	480 000	1 600 000	3 000 000	3 920 000	
Hermanus	Hermanus	4	Property Services	Upgrade of Market Square	Muller S	2 000 000	240 000	800 000	1 500 000	1 960 000	
Hermanus	Hermanus	4	Roads	HERMANUS VERBY PAD	Muller S	17 000 000	2 040 000	6 800 000	12 750 000	16 660 000	
						Sub Total	23 000 000	2 760 000	9 200 000	17 250 000	22 540 000
Kleinmond	Kleinmond	9	Property Services	Kleinmond Yard moving	Simson J	1 500 000	180 000	600 000	1 125 000	1 470 000	
Hermanus	Voelklip	3	Waste	Drop-off at Voelklip	Van Taak J	100 000	12 000	40 000	75 000	98 000	
Hermanus	Voelklip	3	Waste	Office at Voelklip Transfer station	Van Taak J	150 000	18 000	60 000	112 500	147 000	
Stanford	Stanford	3	Waste	Drop off facilities	Van Taak J	330 000	39 600	132 000	247 500	323 400	
Gansbaai	Gansbaai	1	Waste	Mrf at Gansbaai Landfill site	Van Taak J	200 000	24 000	80 000	150 000	196 000	
Gansbaai	Gansbaai	1	Waste	Fence at Gansbaai Landfill site	Van Taak J	130 000	15 600	52 000	97 500	127 400	

Gansbaai	Pearly Beach	2	Waste	Drop-off at Pearly Beach	Van Taak J	2 000 000	240 000	800 000	1 500 000	1 960 000	
Hermanus	Hermanus	4	Waste	Mrf at Hermanus Transfer station	Van Taak J	2 090 000	250 800	836 000	1 567 500	2 048 200	
						Sub Total	5 000 000	600 000	2 000 000	3 750 000	4 900 000
						TOTAL	85 221 800	10 226 616	34 088 720	63 916 350	83 517 364

SDBIP OPEX SUMMARY PER FUNCTIONAL AREA	SALARIES , WAGES & ALLOWA NCES	GENERAL EXPENSES	REPAIRS & MAINTENANCE	CAPITAL CHARGES	CONTRIBUTION TO PROVISIONS	RECHARGES	Nett Expend.	Income	Nett Surplus/ Deficit
EXECUTIVE & COUNCIL									
COUNCIL'S GENERAL	4 468 830	17 600 080		59 950	5 650 000	-10 982 710	16 796 150	-22 249 500	-5 453 350
MAYORS OFFICE	598 860	1 026 600				-794 110	831 350		831 350
PENSIONERS & CONTINUED MEMBERS	5 460						5 460		5 460
MUNICIPAL MANAGER	1 344 170	6 218 500				-1 056 160	6 506 510		6 506 510
AREA MANAGER: KLEINMOND	1 930 870	313 630	973 290	24 310		-2 003 150	1 238 950	-1 800	1 237 150
AREA MANAGER: HERMANUS	1 647 940	94 060	4 076 270	45 730		-2 276 100	3 587 900	-100	3 587 800
AREA MANAGER: STANFORD	524 560	36 700	263 700			-517 430	307 530		307 530
AREA MANAGER: GANSBAAI	1 561 950	170 000	834 100	69 330		-1 532 360	1 103 020	-6 000	1 097 020
Fund Total :	12 082 640	25 459 570	6 147 360	199 320	5 650 000	-19 162 020	30 376 870	-22 257 400	8 119 470
FINANCE & ADMIN									
COMMUNICATION	1 276 260	777 000				-1 033 740	1 019 520		1 019 520
DIRECTOR: MANAGEMENT SERVICES	1 515 050	1 577 010	2 000			-1 029 470	2 064 590		2 064 590
LEGAL SERVICES	615 520	64 000				-436 820	242 700		242 700
INTERNAL AUDIT	696 320	3 700	1 000			-541 480	159 540		159 540
FINANCE: DIRECTOR	1 788 770	136 530				-1 016 500	908 800		908 800
FINANCE: ACCOUNTI	2 240 900	4 031 350	54 000	9 214 105		-5 072 950	10 467 405	-17 882 175	-7 414 770
FINANCE: EXPENDIT	3 702 130	4 378 360	12 000	4 460		-4 367 740	3 729 210	-100	3 729 110
FINANCE: INCOME	8 611 540	6 106 280	48 170			-14 590 370	175 620	-6 552 500	-6 376 880
MANAGER: SUPPLY CHAIN	1 971 820	438 200				-1 314 040	1 095 980	-120 000	975 980
DATA CONTROL	253 810						253 810		253 810
ASSESSMENT RATES		32 528 570					32 528 570	-120 829 900	-88 301 330
STORES: KLEINMOND	214 670	25 780				-240 450	0		0
STORES: HERMANUS	819 040	30 720	28 200			-877 960	0		0
STORES: GANSBAAI	264 570	78 920	17 220	33 590		-394 300	0		0
DIRECTOR: COMMUNITY	1 229 380	773 310	1 000	270 740		-1 434 610	839 820	-1 052 000	-212 180
COUNCIL SUPPORT SE							0		0
FLEET MANAGEMENT	1 295 180	1 020 730	68 340	807 230		-2 318 170	873 310	-700	872 610
MANAGER: CORPORATE	1 160 650	7 503 430	5 000				8 669 080	-5 000 000	3 669 080

HUMAN RESOURCES	2 852 720	1 871 570	2 740		-3 819 940	907 090	-523 780	383 310
INFO & COMMUNICATION TECH	2 351 600	6 789 430	3 750 000		-9 357 440	3 533 590		3 533 590
COUNCIL SUPPORT SERVICES	1 413 770	280 800	4 000		-1 382 910	315 660	-100	315 560
OPERATIONAL MANAGER: KM	1 377 430	21 600	405 000	6 700	-1 410 730	400 000		400 000
OPERATIONAL MANAGER :HM	2 138 290	20 520			-2 158 810	0		0
OPERATIONAL MANAGE: ST	771 390				-771 390	0		0
OPERATIONAL MANAGE: GB	1 151 600	5 400	549 500	5 800	-1 263 300	449 000		449 000
OFFICE BUILDINGS KM		62 000	131 540	88 790	-213 020	69 310	-215 000	-145 690
OFFICE BUILDINGS HM		383 780	594 310	634 230	-972 550	639 770	-80 000	559 770
OFFICE BUILDINGS ST	84 550	3 700	20 500	38 200	-47 760	99 190	-7 200	91 990
OFFICE BUILDINGS GB		114 920	140 000	104 430	-209 680	149 670	-110 000	39 670
CORPORATE BUILDING	139 160				-139 160	0		0
Fund Total :	39 936 120	69 027 610	5 834 520	11 208 275	0	69 591 235	-152 373 455	-82 782 220

PLANNING & DEVELOPMENT

STRATEGIC SERVICES	854 480	38 000		3 070	-331 250	564 300		564 300
DIRECTOR:ECON.DEVELOPMENT	1 335 630	2 249 450	12 850	19 990	-959 220	2 658 700	-15 000 000	-12 341 300
DIRECTOR:INFRASTRUCTURE & PLAN	1 825 060	174 830		2 680	-1 100 000	902 570		902 570
PROJECT MANAGEMNT&DEVELOM	807 960	14 100			-627 720	194 340		194 340
TOWN PLANNING & PROPERTY ADMIN	4 387 880	1 469 310				5 857 190	-695 500	5 161 690
ASS.DIRECTOR:WATER	974 530	2 937 300			-1 906 300	2 005 530	-1 100 000	905 530
GEOGRAPHICAL INFO SYSTEM	536 360	151 070				687 430		687 430
BUILDING SERVICES	2 745 560	1 104 550	13 320	58 960		3 922 390	-2 045 000	1 877 390
Fund Total :	13 467 460	8 138 610	26 170	84 700	0	16 792 450	-18 840 500	-2 048 050

LIBRARY: KLEINMON	643 160	199 330	30 000	4 770		877 260	-31 500	845 760
LIBRARY: HAWSTON	422 600	129 050	5 000	3 230		559 880	-9 000	550 880
LIBRARY: MOUNT PL	271 450	100 560	5 000			377 010	-5 300	371 710
LIBRARY: ZWELIHLE	354 540	101 270	5 000			460 810	-3 600	457 210
LIBRARY: HERMANUS	924 830	264 080	5 000	153 090		1 347 000	-68 300	1 278 700
LIBRARY: STANFORD	100 740	31 360	5 000	1 040		138 140	-2 500	135 640
LIBRARY: GANSBAAI	412 160	164 880	5 000	92 150		674 190	-30 200	643 990
POST OFFICE AGENCY	142 580	81 760		580		224 920	-39 600	185 320
PARKS & TOWNLANDS	2 207 300	782 940	197 330	46 760		3 234 330	-7 000	3 227 330
PARKS & TOWNLANDS	3 150 290	1 525 320	421 650	139 630		5 236 890	-324 000	4 912 890
PARKS & TOWNLANDS	190 810	154 650	147 130	9 780		502 370	-54 000	448 370

PARKS & TOWNLANDS	3 018 720	1 608 690	460 020	104 590			5 192 020	-21 000	5 171 020
MULTI-PURPOSE CENT	273 250	108 920	35 000				417 170		417 170
COMMUNITY BUILDING	387 240	124 800	122 000	151 560			785 600		785 600
COMMUNITY BUILDING	1 423 750	931 030	598 000	394 330			3 347 110		3 347 110
COMMUNITY BUILDING		265 980	57 330	10 630			333 940		333 940
COMMUNITY BUILDING	352 360	434 740	183 400	52 160			1 022 660	-12 000	1 010 660
AUDITORIUM & BANQU		90 860	56 000				146 860	-24 000	122 860
COMMUNITY HALLS (HM)	158 250	63 820	56 500				278 570	-2 000	276 570
CEMETRIES: KLEINMOND		13 210	5 000	33 370			51 580	-15 000	36 580
CEMETRIES: HERMANUS	203 740	91 900	11 000	110 130			416 770	-33 300	383 470
CEMETRIES: STANFORD		6 270	20 500	6 850			33 620	-14 000	19 620
CEMETRIES: GANSBAAI	10 000	11 320	21 200	25 830			68 350	-12 000	56 350
Fund Total :	14 647 770	7 286 740	2 452 060	1 340 480	0	0	25 727 050	-708 300	25 018 750

HOUSING

HOUSING & SOCIAL U	2 002 590	25 188 190	77 110	972 550			28 240 440	-42 738 000	-14 497 560
HOUSING ALL SCHEME		10 710					10 710	-145 000	-134 290
Fund Total :	2 002 590	25 198 900	77 110	972 550	0	0	28 251 150	-42 883 000	-14 631 850

PUBLIC SAFETY

CONTROL ROOM	671 930	258 420					930 350		930 350
TRAFFIC	6 575 860	3 921 690	269 770	87 340			10 854 660	-10 650 000	204 660
LAW ENFORCEMENT	2 713 160	4 958 670	111 110	111 940			7 894 880	-651 900	7 242 980
VEHICLE TESTING	320 010	359 360	5 000	7 040			691 410		691 410
CONTROL ROOM							0		0
FIRE BRIGADE/DISASTER									
MANAGEMENT	2 848 280	2 023 760	1 009 360	407 050			6 288 450		6 288 450
DIRECTOR: PROTECTION SERVICES	834 270	698 600					1 532 870		1 532 870
Fund Total :	13 963 510	12 220 500	1 395 240	613 370	0	0	28 192 620	-11 301 900	16 890 720

SPORTS & RECREATION

SPORTS & RECREATIO	286 090	260 500	3 000				549 590		549 590
BEACHES: KLEINMON	284 310	265 950	40 000	49 960			640 220		640 220
BEACHES: HERMANUS	729 270	462 030	151 640	21 660			1 364 600	-204 000	1 160 600
BEACHES: GANSBAAI		117 370	21 500				138 870		138 870
SWIMMING POOL: HAW		4 000	342 000				346 000		346 000

SPORTSGROUNDS: KL		77 760	148 400	228 920		455 080		455 080
SPORTSGROUNDS: HER	532 010	688 270	57 300	155 500		1 433 080	-500	1 432 580
SPORTSGROUNDS: STA	72 730	49 070	43 700	42 090		207 590		207 590
SPORTSGROUNDS: GAN		444 200	250 000	173 280		867 480	-240 000	627 480
SWIMMING POOL: HER	72 000	120 410	232 000			424 410	-1 110 000	-685 590
SLIPWAY (KLEINBAAI	205 260	63 920	41 000			310 180	-260 000	50 180
STONY POINT (BETTY		391 160	86 000			477 160	-360 000	117 160
KLEINMOND HARBOUR		50 620	12 300			62 920	-60 000	2 920
CARAVAN PARK: PAL	414 610	430 500	109 970	76 960		1 032 040	-875 000	157 040
CARAVANPARK: KLEI	281 170	255 690	52 600	102 610		692 070	-420 000	272 070
CAMPING SITE: HAWS	198 930	409 540	135 900	49 730		794 100	-121 000	673 100
CARAVAN PARK: ONR	734 060	1 214 700	319 080	104 380		2 372 220	-2 753 500	-381 280
LAKEVIEW CHALETS		104 510		7 710		112 220		112 220
CARAVAN PARK: DE M		1 150		6 180		7 330	-800 000	-792 670
CARAVAN PARK: GAN	73 240	175 070	30 000	11 950		290 260	-483 500	-193 240
Fund Total :	3 883 680	5 586 420	2 076 390	1 030 930	0	12 577 420	-7 687 500	4 889 920

ENVIRONMENTAL PROECTION

NATURE CONSERVATIO	1 625 010	1 660 560	874 210	81 100	1 000 000		5 240 880	-156 400	5 084 480
Fund Total :	1 625 010	1 660 560	874 210	81 100	1 000 000	0	5 240 880	-156 400	5 084 480

WASTE MANAGEMENT

SOLID WASTE ADMINISTRATION	370 660	1 184 170	50 000		945 000		2 549 830	-40 000	2 509 830
REFUSE REMOVAL: KLEINMOND	992 490	671 720	642 190	27 310			2 333 710		2 333 710
REFUSE REMOVAL: HERMANUS	5 733 950	3 312 200	1 199 040	247 000			10 492 190	-110 600	10 381 590
REFUSE REMOVAL: STANFORD	465 950	233 730	236 730	142 970			1 079 380		1 079 380
REFUSE REMOVAL: GANSBAAI	2 415 700	911 830	237 350	53 720			3 618 600		3 618 600
SOLID WASTE DISPOSAL: B/BAY	90 970	97 760	10 800				199 530		199 530
SOLID WASTE DISPOSAL: HAWSTON	78 060	58 470	8 000				144 530		144 530
SOLID WASTE DISPOSAL: V/KLIP	84 020	43 030	1 500	28 380			156 930		156 930
SOLID WASTE DISPOSAL: STANFORD	56 940	99 850	20 000				176 790		176 790
REFUSE DISPOSAL:P/B	61 870	55 200					117 070		117 070
REFUSE DISPOSAL:GB RURAL		34 670					34 670		34 670
SOLID WASTE DISPOSAL: KLEINMOND	160 570	445 610	216 500	226 390			1 049 070	-30 000	1 019 070
SOLID WASTE DISPOSAL: HERMANUS	523 470	1 040 130	251 000	224 240			2 038 840	-270 000	1 768 840
WASTE DIPOSAL: GANSBAAI	281 780	274 510	60 650	195 030			811 970		811 970
WASTE MANAGEMENT:GB LANDFILL		499 830		770 090			1 269 920		1 269 920

SOLID WASTE DISPOSAL: OVERSTRAND		7 265 000					7 265 000		7 265 000
REFUSE INCOME							0	-34 105 000	-34 105 000
Fund Total :	11 316 430	16 227 710	2 933 760	1 915 130	945 000	0	33 338 030	-34 555 600	-1 217 570

WASTE WATER MANAGEMENT									
STORMWATER: KLEINMOND	1 060 070	187 530	144 000	267 440			1 659 040		1 659 040
STORMWATER: HERMANUS		335 300	403 000	1 132 760			1 871 060	-1 800 000	71 060
STORMWATER: STANFORD	307 280	128 330		155 720			591 330		591 330
STORMWATER: GANSBAAI		37 610	95 000	88 050			220 660		220 660
PUBLIC TOILETS (HERMANUS)	187 700	155 660					343 360		343 360
SEWERAGE (DISTRIBUTION) KLEINMOND	302 230	324 000	201 480	709 920			1 537 630		1 537 630
SEWERAGE (DISTRIBUTION) HERMANUS	713 880	2 914 540	855 740	3 585 940			8 070 100	-2 000 000	6 070 100
SEWERAGE (DISTRIBUTION) STANFORD	194 220	51 580	20 500	30 590			296 890		296 890
SEWERAGE (DISTRIBUTION) GANSBAAI	436 780	203 840	97 530	54 230			792 380		792 380
SEWERAGE (SERV/CON) HERMANUS		160 580		88 750			249 330	-160 000	89 330
SEWERAGE (SERV/CON) STANFORD		6 760					6 760		6 760
SEWERAGE (SERV/CON) GANSBAAI				50 340			50 340		50 340
SEWERAGE (TANKERS): KLEINMOND	1 376 470	1 745 650	672 260	297 970			4 092 350		4 092 350
SEWERAGE (TANKERS): HERMANUS	1 054 570	808 600	177 450	281 250			2 321 870		2 321 870
SEWERAGE (TANKERS): STANFORD	439 280	26 860					466 140		466 140
SEWERAGE (TANKERS): GANSBAAI	1 613 400	1 161 510	471 620	253 200			3 499 730		3 499 730
SEWERAGE (TREATMENT) KLEINMOND	152 410	203 440	59 500	98 320			513 670		513 670
SEWERAGE (TREATMENT) HAWSTON	294 960	73 720	103 600	960			473 240		473 240
SEWERAGE (TREATMENT) HERMANUS	898 260	582 050	763 310	275 050			2 518 670		2 518 670
SEWERAGE (TREATMENT) STANFORD	148 440	378 150	197 060	287 050			1 010 700		1 010 700
SEWERAGE (TREATMENT) GANSBAAI	488 730	836 830	195 000	5 273 470			6 794 030		6 794 030
SEWERAGE INCOME							0	-36 842 700	-36 842 700
Fund Total :	9 668 680	10 322 540	4 457 050	12 931 010	0	0	37 379 280	-40 802 700	-3 423 420

ROAD TRANSPORT									
STREETS: PROVINC		3 210	10 000				13 210	-30 000	-16 790
STREETS: KLEINMON	3 040 790	2 385 770	1 484 730	1 734 170			8 645 460		8 645 460
STREETS: HERMANUS	4 031 970	5 976 490	16 747 320	2 541 790			29 297 570	-573 000	28 724 570
STREETS: STANFORD	298 700	138 310	218 000	186 300			841 310		841 310

STREETS: GANSBAAI	2 818 260	1 986 940	1 074 610	398 250			6 278 060	-500 000	5 778 060
Fund Total :	10 189 720	10 490 720	19 534 660	4 860 510	0	0	45 075 610	-1 103 000	43 972 610

WATER									
WATER: ADMINISTRATION		5 710					5 710		5 710
WATER DEMAND MANAGEMENT		2 213 610					2 213 610		2 213 610
WATER (TREAT): KLEINMOND	1 052 040	6 483 510	111 030	297 550			7 944 130		7 944 130
WATER (TREAT): DE BOS /PREEKSTOEL	1 890 580	9 728 300	510 330	910 210			13 039 420	-2 130 000	10 909 420
WATER (TREAT): GANSBAAI/FRANSKRAAL	808 230	4 385 110	240 950	6 197 670			11 631 960		11 631 960
WATER (DISTRIBUTION) KLEINMOND	819 930	4 258 330	537 680	535 340			6 151 280		6 151 280
WATER (DISTRIBUTION) HERMANUS	2 134 560	1 428 150	53 400	1 598 330			5 214 440		5 214 440
WATER (DISTRIBUTION) STANFORD	228 290	2 719 840	139 520	97 960			3 185 610		3 185 610
WATER (DISTRIBUTION) GANSBAAI	1 229 990	215 560	276 000	1 543 800			3 265 350		3 265 350
WATER INCOME							0	-70 808 000	-70 808 000
WATER (SERV & CON) KLEINMOND		210 930		16 080			227 010	-132 500	94 510
WATER (SERV & CON) HERMANUS		148 900					148 900	-263 000	-114 100
WATER (SERV & CON) STANFORD		23 780					23 780	-10 000	13 780
WATER (SERV & CON) GANSBAAI	569 240	562 820	20 790				1 152 850	-89 000	1 063 850
WATER (RAW WAT DAM0 GANSBAAI		366 450	65 000	355 790			787 240		787 240
Fund Total :	8 732 860	32 751 000	1 954 700	11 552 730	0	0	54 991 290	-73 432 500	-18 441 210

ELECTRICITY									
ELECTRICITY (ADMIN) HM/KM	1 102 510	608 660	312 000	6 650			2 029 820		2 029 820
ELECTRICITY(ADMIN) GB/ST	780 130	181 340					961 470	-1 922 000	-960 530
ELECTRICITY (DISTR) KLEINMOND	1 360 400	798 610	923 920	450 500			3 533 430		3 533 430
ELECTRICITY (DISTR) HERMANUS	3 150 310	2 898 690	1 370 080	7 134 190			14 553 270		14 553 270
ELECTRICITY (DISTR) STANFORD	364 840	253 280	228 400	137 790			984 310		984 310
ELECTRICITY (DISTR) GANSBAAI	2 013 940	1 723 080	1 475 510	3 065 100			8 277 630		8 277 630
ELECT (PURCH/SALES) KLEINMOND		10 235 280					10 235 280		10 235 280
ELECT (PURCH/SALES) HERMANUS		58 059 810					58 059 810		58 059 810
ELECT (PURCH/SALES)STANFORD		4 667 100					4 667 100		4 667 100
ELECT (PURCH/SALES)GANSBAAI		22 353 870					22 353 870		22 353 870

ELECTRICITY INCOME								0	-150 226 300	-150 226 300
ELECT (SERV & CON) KLEINMOND		6 770		33 270				40 040	-105 090	-65 050
ELECT (SERV & CON) HERMANUS	385 150	125 100	1 500	6 920				518 670	-510 720	7 950
ELECT (SERV & CON) STANFORD		32 800						32 800	-28 150	4 650
ELECT (SERV & CON) GANSBAAI	307 580	345 720	20 310					673 610	-143 730	529 880
ELEC (METERING SER	2 011 970	853 600	1 022 300					3 887 870		3 887 870
Fund Total :	11 476 830	103 143 710	5 354 020	10 834 420	0	0	130 808 980	-152 935 990	-22 127 010	

CONTINGENCY

APPROPRIATIONS-BEL		1 000 000						1 000 000		40 395 380
Fund Total :	1 000 000	0	0	0	0	0	1 000 000	0	40 395 380	

153 993 300	327 514 590	53 117 250	57 624 525	7 595 000	-80 501 800	519 342 865	-559 038 245	-300 000
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