NEWCASTLE MUNICIPALITY

ORGANISATIONAL SCORE-CARD 2018/19 - 2021/22

PRELIMINARY ASSESSMENT QUARTER 2/ MID YEAR ASSESSMENT 2018/19 : GOOD GOVERNANCE

OSC REF NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	GOAL/OBJECTIVES	STRATEGIES	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/19	QUARTER 1	QUARTER 1 ACTUAL	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	QUARTER 2	QUARTER 2 ACTUAL	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	MID-YEAR DASHBOARD	QUARTER 3	QUARTER 4	RESPONSIBLE DEPARTMENT	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	SDBIP REFERENCE NO.	ANNUAL TARGET YR3	ANNUAL TARGET YR4	ANNUAL TARGET YR5
OSCGG001	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	Good Governance	Good Governance	To ensure good governance through openness, transparency and accountability in the organization.	To develop and implement an optimal communication strategy and service charter by 2021	GG1.1.1	Monthly Progress reports on execution of resolutions for Manco, Exco, Council and MPAC	Output	Reports	11	11	2	3			3	3			TARGET NOT MET	3	3	Office of the Municipal Manager (Executive Support)	Quarterly	Minutes of Exco/Council / MPAC	MM001	11	11	11
OSCGG002	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To develop a system of delegation that will maximise administrative and operational efficiencies	GG1.2.1	Annual Review of Delegations Policy by 30 June 2019	Output	Council Minutes and Approved Delegation Policy	Approved Delegations on 30 June 2014	Annual Review of Delegations Policy by 30 June 2019	N/A	N/A			N/A	N/A			N/A	N/A	Annual Review of Delegations Policy by 30 June 2019	Office of the Municipal Manager (Executive Support)	Annual	Council Resolution and Approved Delegation Policy	MM008	Annual review of Delegations Policy	Annual review of Delegations Policy	Annual review of Delegations Policy
OSCGG003	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To strengthen executive support	GG1.3.1	Number of District IGR MM's forum meetings held and attended	Output	Number	New KPI	4	1				1				TARGET NOT MET	1	1	Office of the Municipal Manager (Executive Support)	Quarterly	Attendance registers, minutes and resolutions related to department implemented within specified timeframes	MM009	Annual review of IGR strategy	Annual review of IGR strategy	Annual review of IGR strategy
OSCGG004	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the organizational objectives and service delivery targets.	GG2.1.1	Annual review of Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by 30 June 2019	Output	Policy and Strategy	Existing Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy	Annual review of Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by 30 June 2019	N/A	N/A			N/A	N/A			N/A	N/A	Approval of Risk Management Policy and Strategy, Anti- Fraud & Corruption Policy and Strategy by 30 June 2019	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Annual	Council resolution and Approved Strategy and Policy	MM026	Reviewed Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by June 2020	Reviewed Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by June 2021	Reviewed Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by June 2022
OSCGG005	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the organizational objectives and service delivery targets.	GG2.1.2	Annual risk assessment report for 2019/20 as approved by Manco by 31 May 2019	Output	Minutes of Manco and Annual Risk Register	Risk Register 2017/18	Annual risk assessment report for 2019/20 as approved by Municipal Manager by 31 May 2019	N/A	N/A			N/A	N/A			N/A	N/A	Annual risk assessment report for 2019/20 as approved by Municipal Manager by 31 May 2019	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Annual	Manco Resolution / Attendance registers for risk assessment workshops and Annual Risk assessment report/ Risk assessment report , risk registers, and attendance registers for risk assessment workshops	MM027	Risk Register for 2019/20 financial year/ Annual Risk assessment report	Risk Register for 2020/21 financial year/ Annual Risk assessment report	Risk Register for 2021/22 financial year/ Annual Risk assessment report
OSCGG006	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the organizational objectives and service delivery targets.	GG2.1.3	Quarterly risk Management reports on implementation of risk management action plan submitted to Audit Committee	Output	Audit Committee Minutes and Progress Report on Risk Management	To specify last report submitted to AC	4	1	1			1				TARGET NOT MET	1	1	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Quarterly	Audit Committee Resolution and Quarterly risk Management reports	MM028	4	4	4
OSCGG007	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote and enhance good governance in the organization.	To provide compliance monitoring support towards ensuring that compliance risks are mitigated effectively resulting in the positive audit outcomes	GG2.2.1	Quarterly reports on AG and Internal Audit Action Plan	Output	Reports	New KPI	4	1	1			1				TARGET NOT MET	1	1	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Quarterly	Reports on AG and Internal Audit Action Plan /Minutes of Audit Committee	MM029	Reviewed Clean Audit strategy	Reviewed Clean Audit strategy	Reviewed Clean Audit strategy
OSCGG008	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote and enhance good governance in the organization.	To provide compliance monitoring support towards ensuring that compliance risks are mitigated effectively resulting in the positive audit outcomes	GG2.2.2	Bi-annual Compliance Monitoring report submitted to Audit Committee	Output	Reports	Current Compliance Monitoring reporting reports	2	N/A	N/A			1				TARGET NOT MET	N/A	1	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Bi-annual	Quarterly Compliance Monitoring reporting reports	MM030	4	4	4
OSCGG009	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To facilitate good governance by providing assurance to council on internal controls, risk management and governance processes.	Providing recommendations and advice to management to improve internal controls, risk management and governance processes.	GG3.1.1	%age of Projects implemented as per Internal Audit Plan	Outcome	Percentage	100%	100%	100%	100%			100%				TARGET MET	100%	100%	OFFICE OF THE MUNICIPAL MANAGER (INTERNAL AUDIT)	Quarterly	Progress report against approved Internal Audit Plan and Internal audit reports	MM031	100%	100%	100%
OSCGG010	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To facilitate good governance by providing assurance to council on internal controls, risk management and governance processes.	Providing recommendations and advice to management to improve internal controls, risk management and governance processes.	GG3.1.2	Council Approval of audit committee charter by March 2019	Output	Council resolution approving Audit Committee Charter	Approved Audit Committee Charter by Council in April 2018	Council Approval of audit committee charter by March 2019	N/A	N/A			N/A	N/A			N/A	Council Approval of audit committee charter by March 2019	N/A	OFFICE OF THE MUNICIPAL MANAGER (INTERNAL AUDIT)	Annual	Council resolution approving audit committee charter	MM032	Approved Audit Committee Charter by March 2020	Approved Audit Committee Charter by March 2021	Approved Audit Committee Charter by March 2022
OSCGG011	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	GG4.1.1	%age of contracts drafted and vetted as requested by departments	Output	Percentage	100%	100%	100%	100%			100%				TARGET NOT MET	100%	100%	OFFICE OF THE MUNICIPAL MANAGER (LEGAL SERVICES)	Quarterly	Registers of all contracts received with a date received and date finalised , and contracts vetted and drafted	MM034	100%	100%	100%
OSCGG012	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	GG4.1.2	Approved Contract Management Policy by June 2019	Output	Approved Contract Management Policy	New KPI	Approved Contract Management Policy by June 2019	N/A	N/A			N/A	N/A			N/A	N/A	Approved Contract Management Policy by June 2019	OFFICE OF THE MUNICIPAL MANAGER (LEGAL SERVICES)	Annual	Council Resolution and approved Contract Management Policy. Poe lbc based on quarterly targets	MM037	N/A	N/A	N/A
OSCGG013	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	GG4.1.3	%age of objections addressed within 60days as per SCM Regulations	Output	Percentage	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days			100% of objections resolved within 60days				TARGET NOT MET	100% of objections resolved within 60days	100% of objections resolved within 60days	OFFICE OF THE MUNICIPAL MANAGER (LEGAL SERVICES)	Quarterly	Quarter 1 - 4: Objections register with dates of objection received and resolved, Objections and communication to Objector and Calculation sheet	MM035	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days
OSCGG014	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	GG4.1.4	%age of bylaws published as prioritised by Manco	Output	Percentage	100%	100%	100%	100%			100%				TARGET NOT MET	100%	100%	OFFICE OF THE MUNICIPAL MANAGER (LEGAL SERVICES)	Annual	Proof of publication of bylaws	MM036	100%	100%	100%
OSCGG015	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	To improve both internal and external communication	GG5.1.1	Approval of Public Participation Strategy by June 2019	Output	Approved Public Participation	New KPI	Approved Public Participation Strategy by June 2019	Appointment of Service Provider	Draft Public Participation compiled , service provider appointed in previous financial year	The scm process proceeded swiftly since there was only one bid to adjudicate	To revise targets at Mid Year	Development of Draft Public Participation Strategy	Draft Public Participation Strategy has been finalised			TARGET MET	Consultation of relevant Stakeholders on Public Participation Strategy	Approval of Public Participation Strategy by June 2019	DPHS : IDP	Quarterly	Quarter 1: Advert of Bid, Appoint letter for Service Provider; Quarter 2: Draft Public Participation Strategy; Quarter 3: Attendance register /minutes for meeting, and Quarter 4: Council minutes	IDP1	Implementation of Public Participation Strategy	Implementation of Public Participation Strategy	Implementation of Public Participation Strategy
OSCGG016	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	To ensure the effective functionality of ward committees	GG6.1.1	Ward Committee Operational Plan policy review by June 2019	Output	Plan	New KPI	Review of Ward Committee Operational Plan by June 2019	N/A	N/A			Draft review of Ward Committee Operational Plan by June 2019	Operational Plan not reviewed	The operational plan was still being workshoped to the relevant stakeholders	Review processes will be undertaken during the 3rd quarter.	TARGET IN PROGRESS	N/A	Final review of Ward Committee Operational Plan by June 2019	DPHS : IDP	Quarterly	1. N/A Q2' Draft Ward Committee Operational Plan 3. N/A Q4: Final reviewed operational 2.EXCO MINUTES 3. Council minutes	IDP2	Review of Ward Committee Operational Plan by/ June 2020	Review of Ward Committee Operational Plan by/ June 2021	Review of Ward Committee Operational Plan by/ June 2022
OSCGG017	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep internal & external communities and stakeholders informed, empowered and involved by 2021	To develop and implement an optimal communication strategy	GG6.1.1	Approved Communication Strategy by March 2019	Output	Approved Communication strategy	Draft communication strategy	Approved Communication Strategy by March 2019	Submission of Draft Communication Strategy to Manco for comments and Exco for Adoption				Incorporate comments from Exco and Manco on the Draft Communication Strategy and Workshop of Councillors				TARGET NOT MET	Submission to Council for Approval and Approved Communication Strategy	N/A	Office of the Municipal Manager (Executive Support)	Quarterly	Q1 Manco & Exco minutes and attendance register Q2 Councillors Workshop and attendance register, Draft Communication Strategy with Exco & Manco comments/recommendations Q3 Council resolution and Approved Communication Strategy	MM010	Annual review of Communication strategy	Annual review of Communication strategy	Annual review of Communication strategy
OSCGG018	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To provide an enhanced internal and external communication service.	GG7.1.1	Number of Internal Communicators Forum meetings held	Output	Number	12	12	3				3				TARGET NOT MET	3	3	Office of the Municipal Manager (Executive Support)	Quarterly	ICF Minutes and attendance registers	MM011	12	12	12
OSCGG019	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure that the municipality has and maintains an accountable and standardised ICT system	To facilitate the annual implementation of good ICT governance processes	GG8.1.1	Number of ICT Steering Committee meetings	Output	Number	4	4	1	1			1				TARGET NOT MET	1	1	Corporate Services (IT)	Quarterly	Minutes Attendance Register	MM020	4	4	4
OSCGG020	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote ICT governance by ensuring alignment of ICT and organizational objectives	Review of ICT Strategy, ICT policies and procedures	GG8.1.1	Number of reviewed ICT Strategy / ICT policies / ICT procedures	Output	Number	1	1	N/A	N/A			N/A	N/A			N/A	N/A	1	Corporate Services (IT)	Annual	Council Resolution/ SED Approval for procedures	MM025	Reviewed ICT Strategy and ICT policies	Reviewed ICT Strategy and ICT policies	Reviewed ICT Strategy and ICT policies
OSCGG021	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote ICT governance by ensuring alignment of ICT and organizational objectives	To ensure that the ICT activities and investments are in alignment with organizational objectives and strategies	GG8.2.1	Approval of ICT Strategic Plan June by 2018	Output	Approved ICT Strategic Plan	New KPI	N/A	N/A	N/A			N/A	N/A			N/A	N/A	N/A	Corporate Services (IT)	N/A	N/A	N/A	Approved ICT Strategic Plan	Approved ICT Strategic Plan	Approved ICT Strategic Plan
OSCGG022	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To obtain a clean audit on the Audit of Performance Objectives by 2020	To facilitate the development, review and implementation of the PMS annually	GG9.1.1	Number of performance reports submitted to Audit Committee quarterly	Output	Number	3	4	1	1			1	1			TARGET MET	1	1	OFFICE OF THE MUNICIPAL MANAGER (PERFORMANCE MANAGEMENT)	Quarterly	Audit Committee resolution and Quarterly performance report	MM038	4	4	4
OSCGG023	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To obtain a clean audit on the Audit of Performance Objectives by 2020	To implement outreach and awareness workshops on PMS to departments and other role-players	GG9.1.1	Number of PMS workshops held quarterly	Output	Number	1	4	1	1			1	2	Newly appointed SED's facilitated more workshops to be convened, performance reports		TARGET MET	1	1	OFFICE OF THE MUNICIPAL MANAGER (PERFORMANCE MANAGEMENT)	Quarterly	Workshops attendance register	MM039	4	4	4

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OSCGG024	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote good governance through the Annual performance reporting process	To ensure compliance with Annual performance Reporting process	GG12.1.1	Annual Performance Report submitted to the Auditor-General by 31 August 2018	Output	Reports	Annual Performance report submitted to AG on the 31 August 2017	Annual Performance Report submitted to the Auditor-General by 31 August 2018	Annual Performance Report submitted to the Auditor-General by 31 August 2018	Annual Performance Report submitted to the Auditor-General by 31 August 2018			N/A				TARGET MET	N/A	N/A	OFFICE OF THE MUNICIPAL MANAGER (PERFORMANCE MANAGEMENT)	Annual	Acknowledgement of receipt from AG	MM040	Annual Performance Report submitted to the Auditor-General by 31 August 2019	Annual Performance Report submitted to the Auditor-General by 31 August 2020	Annual Performance Report submitted to the Auditor-General by 31 August 2021
OSCGG025	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote good governance through the Annual performance reporting process	To ensure compliance with Annual report process	GG13.1.1	Tabling of Annual Report to Council by 31 January 2019 and Approval of Annual Report by 31 March 2019	Output	Reports	Approved Annual Report by Council 31 March 2018	Tabling of Annual Report to Council by 31 January 2019 and Approval of Annual Report by 31 March 2019	N/A	N/A			N/A				N/A	Tabling of Annual Report to Council by 31 January 2019 and Approval of Annual Report by 31 March 2019	N/A	OFFICE OF THE MUNICIPAL MANAGER (PERFORMANCE MANAGEMENT)	Annual	Council Resolution and Approved Annual Report	MM041	Approval of Annual Report by 31 March 2019	Approval of Annual Report by 31 March 2019	Approval of Annual Report by 31 March 2019
OSCGG026	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure the development and the maintenance of credible IDP	To develop IDP in line with 4th generation guide packs / guidelines	GG14.1.1	Review and Adoption of IDP by 31 May 2019	OUTPUT	Adopted IDP	Adoption of IDP by 31 May 2019 for implementation on the next financial year.	Review and Adoption of IDP by 31 May 2019	Approved process plan by 31 August 2018	IDP/Budget/PMS process plan was approved on the 29 August 2018.			N/A	N/A	N/A	N/A	TARGET MET	Tabling of Draft IDP to Exco and Council by 31 March 2019	Review and Adoption of IDP by Exco and Council by 31 May 2019	DPHS : IDP	Quarterly	Q1 : Approved Process Plan , Q2 N/A, Q3 Draft IDP, Q4 Council Resolution	IDP4	Review and Adoption of IDP by 31 May 2020	Review and Adoption of IDP by 31 May 2021	Review and Adoption of IDP by 31 May 2022
OSCGG027	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure the development and the maintenance of credible IDP	To ensure that a Public Participation process is followed for the IDP review	GG14.2.1	Number of IDP RF meetings held	OUTPUT	Number	2	2	N/A	N/A			1	1	N/A	N/A	TARGET MET	N/A	1	DPHS : IDP	Bi-annual	Attendance Register and minutes	IDP5	2	2	2