

NEWCASTLE MUNICIPALITY  
TOP - LAYER SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN - 2023/2024 - 2026/2027

GOOD GOVERNANCE 2023-2024

TLDSDP REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	DIP PRIORITY	GOAL/OBJECTIVES	STRATEGIES	KPI No. LINKED TO DIP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	TARGET QUARTER ENDING 30 SEPTEMBER 2023	TARGET QUARTER ENDING 31 DECEMBER 2023	MID-TERM STANDARD/ACCUMULATIVE AVERAGE TARGET(S) (JULY 2023-31 DECEMBER 2023)	TARGET QUARTER ENDING 31 MARCH 2024	TARGET QUARTER ENDING 30 JUNE 2024	ANNUAL STANDARD ACCUMULATIVE AVERAGE TARGET (1 JULY 2023 - 30 JUNE 2024)	RESPONSIBLE DEPARTMENT	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	DRAFT BUDGET 2023/2024			LINK OF WARD LOCALITY TO KPI	ANNUAL STANDARD ACCUMULATIVE AVERAGE TARGET (1 JULY 2024 - 30 JUNE 2025)	ANNUAL STANDARD ACCUMULATIVE AVERAGE TARGET (1 JULY 2025 - 30 JUNE 2026)	ANNUAL STANDARD ACCUMULATIVE AVERAGE TARGET (1 JULY 2026 - 30 JUNE 2027)	
																					MEGA CONFIGURATION	VOTE DESCRIPTION	BUDGET AMOUNT					
TLSDBP-G0001	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	Implementation of resolutions taken by council committees to ensure good governance through openness, transparency and accountability.	G01.1.1	Submission of Quarterly Progress reports on execution of resolutions for Audit Committee - Exco, Council and MPAC.	Output	Percentage (%)	New KPI	Submission of Quarterly Progress reports on execution of resolutions for Audit Committee - Exco, Council and MPAC.	Submission of Quarterly Progress reports on execution of resolutions for Audit Committee - Exco, Council and MPAC.	Submission of Quarterly Progress reports on execution of resolutions for Audit Committee - Exco, Council and MPAC.	Submission of Quarterly Progress reports on execution of resolutions for Audit Committee - Exco, Council and MPAC.	Submission of Quarterly Progress reports on execution of resolutions for Audit Committee - Exco, Council and MPAC.	Submission of Quarterly Progress reports on execution of resolutions for Audit Committee - Exco, Council and MPAC.	Office of The Municipal Manager (Manager Executive Support)	Quarterly	Quarter 1 - 4 Quarterly Progress reports on the execution of resolutions for all council committees. Audit Committee Exco MPAC, Council attendance registers and minutes	10150010105	SALARIES	R23 011 283	Institutional	Submission of Quarterly Progress reports on execution of resolutions for Audit Committee - Exco, Council and MPAC.	Submission of Quarterly Progress reports on execution of resolutions for Audit Committee - Exco, Council and MPAC.	Submission of Quarterly Progress reports on execution of resolutions for Audit Committee - Exco, Council and MPAC.	
TLSDBP-G0002	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	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.	G02.1.1	Strategic and Fraud Risk Registers for 2023/24 approved by Audit Committee by 30 June 2024	Output	Minutes of Audit Committee meetings and Reports	N/A	N/A	N/A	Consultation with departments for inputs into the Draft Strategic and Fraud Risk Registers by 31 March 2024	Approval of Strategic and Fraud Risk Registers for 2023/24 by Audit Committee in June 2024	Approval of Strategic and Fraud Risk Registers for 2024/25 by Audit Committee in June 2024	Approval of Strategic and Fraud Risk Registers for 2025/26 by Audit Committee in June 2024	Approval of Strategic and Fraud Risk Registers for 2026/27 by Audit Committee in June 2024	Office of The Municipal Manager (Chief Risk Officer)	Quarterly	Quarter 3 Attendance register and email requests for input and draft Strategic and Fraud Risk Registers, Minutes of Audit Committee	10150010105	SALARIES	R23 011 283	Institutional	Approval of Strategic and Fraud Risk Registers for 2023/24 by Audit Committee in June 2025	Approval of Strategic and Fraud Risk Registers for 2024/25 by Audit Committee in June 2026	Approval of Strategic and Fraud Risk Registers for 2025/26 by Audit Committee in June 2027
TLSDBP-G0003	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	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.	G02.1.2	Quarterly monitoring of implementation of risk management action plans submitted to Audit Committee	Output	Number	4	1	1	2	1	1	4	Office of The Municipal Manager (Chief Risk Officer)	Bi-annual	Quarter 1 - 4 Quarterly progress report on implementation of management action plans and Minutes of Audit Committee	10150010105	SALARIES	R23 011 283	Institutional	4	4	4	
TLSDBP-G0004	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	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.	G02.1.3	Quarterly progress reports on implementation of management action plan for AG findings submitted to Audit Committee	Output	Number	4	1	1	2	1	1	4	Office of The Municipal Manager (Chief Risk Officer)	Quarterly	Quarter 1 - 4 Quarterly progress report on implementation of management action plans and Minutes of Audit Committee	10150010105	SALARIES	R23 011 283	Institutional	4	4	4	
TLSDBP-G0005	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	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.	G02.1.4	Quarterly compliance monitoring reports (checklist) submitted to Audit Committee	Output	Number	4	1	1	2	1	1	4	Office of The Municipal Manager (Chief Risk Officer)	Quarterly	Quarter 1 - 4 Compliance monitoring reports (checklist), Minutes of Audit Committee	10150010105	SALARIES	R23 011 283	Institutional	4	4	4	
TLSDBP-G0006	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	To facilitate good governance by providing assistance 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.	G03.1.1	Percentage of Projects implemented per Internal Audit Plan	Process	Percentage (%)	100% (number of implemented planned audit projects/number of planned audit projects x 100)	100% (number of implemented planned audit projects/number of planned audit projects x 100)	100% (number of implemented planned audit projects/number of planned audit projects x 100)	100% (number of implemented planned audit projects/number of planned audit projects x 100)	100% (number of implemented planned audit projects/number of planned audit projects x 100)	100% (number of implemented planned audit projects/number of planned audit projects x 100)	100% (number of implemented planned audit projects/number of planned audit projects x 100)	Office of The Municipal Manager (Chief Internal Auditor)	Quarterly	Quarter 1 - 4 Progress report against approved Internal Audit Plan	10150010105	SALARIES	R23 011 283	Institutional	100% (number of implemented planned audit projects/number of planned audit projects x 100)	100% (number of implemented planned audit projects/number of planned audit projects x 100)	100% (number of implemented planned audit projects/number of planned audit projects x 100)	
TLSDBP-G0007	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	To facilitate good governance by providing assistance 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.	G03.1.2	Number of Audit Committee meetings convened	Output	Number	4	1	1	2	1	1	4	Office of The Municipal Manager (Chief Internal Auditor)	Quarterly	Quarter 1 - 4 Audit committee minutes	10150010105	SALARIES	R23 011 283	Institutional	4	4	4	
TLSDBP-G0008	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	G03.1.3	Percentage of contracts drafted and vetted within 30 days/total number of contracts received within 30 days x 100	Output	Percentage (%)	100% (total number of contracts drafted and vetted within 30 days/total number of contracts received within 30 days x 100)	100% (total number of contracts drafted and vetted within 30 days/total number of contracts received within 30 days x 100)	100% (total number of contracts drafted and vetted within 30 days/total number of contracts received within 30 days x 100)	100% (total number of contracts drafted and vetted within 30 days/total number of contracts received within 30 days x 100)	100% (total number of contracts drafted and vetted within 30 days/total number of contracts received within 30 days x 100)	100% (total number of contracts drafted and vetted within 30 days/total number of contracts received within 30 days x 100)	100% (total number of contracts drafted and vetted within 30 days/total number of contracts received within 30 days x 100)	Office of The Municipal Manager	Quarterly	Quarter 1 - 4 Registers of all contracts received, contracts vetted with validation sheet and confirmation from the end user Department on contracts that Legal Services were requested to draft and vet.	10150010105	SALARIES	R23 011 283	Institutional	100% (total number of contracts drafted and vetted within 30 days/total number of contracts received within 30 days x 100)	100% (total number of contracts drafted and vetted within 30 days/total number of contracts received within 30 days x 100)	100% (total number of contracts drafted and vetted within 30 days/total number of contracts received within 30 days x 100)	
TLSDBP-G0009	Output 5: Deepen democracy through robust Ward Committee Model	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	To improve both internal and external communication	G04.1.1	Quarterly Ward Functionality Reports completed in preparation for COGA Assessment	Output	Number	3	1	1	2	1	1	4	Office of The Municipal Manager (Director KRP & SD)	Quarterly	Quarter 1 - 4 Internal assessment of the consolidated report signed off by Director KRP & PPU	10150010105	SALARIES	R23 011 283	Institutional	4	4	4	
TLSDBP-G0010	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	To obtain a clear audit on the Audit of Performance Objectives by 2027	To ensure good governance through openness, transparency and accountability in the organization.	G06.1.1	Quarterly performance reports submitted to Audit Committee (Quarter 1: APR Quarter 2: June 72 Mid-year Performance and the Quarter 3 Performance Report)	Output	Number	4	1	1	2	1	1	4	Office of The Municipal Manager	Quarterly	Quarter 1 - 4 Audit Committee Minutes	10150010105	SALARIES	R23 011 283	Institutional	4	4	4	
TLSDBP-G0011	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	To promote good governance through the Annual performance reporting process	To ensure compliance with Annual report process	G07.1.1	Approval of the Annual Report and Oversight Report by 31 March 2024	Output	Reports	N/A	N/A	N/A	Table of the Annual Report to Council by 31 January 2024 and Approval of Annual Report and Oversight Report by 31 March 2024	Table of the Annual Report to Council by 31 January 2024 and Approval of Annual Report and Oversight Report by 31 March 2024	Table of the Annual Report to Council by 31 January 2024 and Approval of Annual Report and Oversight Report by 31 March 2024	Table of the Annual Report to Council by 31 January 2024 and Approval of Annual Report and Oversight Report by 31 March 2024	Office of The Municipal Manager	Bi-annual	Quarter 3 Council Minutes for the tabling of the Annual Report to Council by 31 January 2024 and Council Minutes for the approval of the Annual Report and Oversight Report by 31 March 2024	10150010105	SALARIES	R23 011 283	Institutional	Table of the Annual Report to Council by 31 January 2025 and Approval of Annual Report and Oversight Report by 31 March 2025	Table of the Annual Report to Council by 31 January 2026 and Approval of Annual Report and Oversight Report by 31 March 2026	Table of the Annual Report to Council by 31 January 2027 and Approval of Annual Report and Oversight Report by 31 March 2027	
TLSDBP-G0012	Output 7: Single window of coordination	Good Governance and Public Participation	Putting people first	Accelerated Municipal Transformation and Corporate Development	To ensure the development and the maintenance of credible EDP	To develop EDP in line with 5th generation gate packs / guidelines	G08.1.1	Review and Adoption of EDP by 31 May 2023	Output	Reports	N/A	Approval of Process Plan by Council in August 2023	N/A	Approval of Process Plan by Council in August 2022	Table of Draft EDP in Exco and Council in March 2024	Review and Adoption of EDP in May 2024 by Council	Approval of Process Plan by Council in August 2024	Office of The Municipal Manager	Quarterly	Quarter 1 Council resolution, Quarter 2 N/A, Quarter 3 Council resolution, Quarter 4 Council Resolution	10150010105	SALARIES	R23 011 283	Institutional	Review and Adoption of EDP in May 2025 by Council	Review and Adoption of EDP in May 2026 by Council	Review and Adoption of EDP in May 2027 by Council	
TLSDBP-G0013	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	To keep internal & external stakeholders informed, empowered and involved	To develop and implement a Communications Policy	G09.1.1	Approval of the Communications Policy in June 2024 by Council	Output	Reports	New KPI	Drafting of Communications Policy	Workshop departments on the Draft Communications Policy	Drafting of Communications Policy	Submission of the Draft Communications Policy to Exco	Approval of Communications Policy in June 2024 by Council	Approval of Communications Policy in June 2024 by Council	Office of The Municipal Manager (Director Communications & Customer Relations)	Quarterly	Quarter 1 Draft Communications Policy - Quarter 2 Draft Communications Policy and Departmental Workshop attendance register and presentation Quarter 3 Exco Minutes Quarter 4 Communications Policy and Council Resolution	10150010105	SALARIES	R23 011 283	Institutional	Approval of Communication Strategy in June 2025 by Council	Approval of Communication Strategy in June 2026 by Council	Approval of Communication Strategy in June 2027 by Council	
TLSDBP-G0014	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	To strengthen engagement and interactions across social media for increased credibility of the Municipality	To develop and implement a Social Media Policy	G09.1.2	Approval of the Social Media Policy in June 2024 by Council	Output	Reports	New KPI	Drafting of Social Media Policy	Workshop departments on the Draft Social Media Policy	Drafting of Social Media Policy and Workshop departments on the Draft Social Media Policy	Submission of the Draft Social Media Policy to Exco	Approval of the Social Media Policy in June 2024 by Council	Approval of the Social Media Policy in June 2024 by Council	Office of The Municipal Manager (Director Communications & Customer Relations)	Quarterly	Quarter 1 Draft Social Media Policy Quarter 2 Draft Social Media Policy and Departmental Workshop attendance register and presentation Quarter 3 Draft Social Media Policy and Exco Minutes Quarter 4 Social Media Policy and Council Resolution	10150010105	SALARIES	R23 011 283	Institutional	Approval of the Social Media Policy in June 2025 by Council	Approval of the Social Media Policy in June 2026 by Council	Approval of the Social Media Policy in June 2027 by Council	
TLSDBP-G0015	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	To develop and implement a Customer Relations Strategy	To develop and implement a Customer Relations Strategy	G09.1.3	Approval of the Customer Relations Strategy in June 2024	Output	Reports	New KPI	Drafting of Customer Relations Strategy	Workshop departments on the Draft Customer Relations Strategy	Drafting of Customer Relations Strategy and Workshop departments on the Draft Customer Relations Strategy	Submission of the Draft Customer Relations Strategy to Exco	Approval of the Customer Relations Strategy in June 2024 by Council	Approval of the Customer Relations Strategy in June 2024 by Council	Office of The Municipal Manager (Director Communications & Customer Relations)	Quarterly	Quarter 1 Draft Customer Relations Strategy and Departmental Workshop attendance register and presentation Quarter 2 Draft Customer Relations Strategy and Exco Minutes Quarter 3 Customer Relations Strategy and Council Resolution	10150010105	SALARIES	R23 011 283	Institutional	Approval of the Customer Relations Strategy in June 2025 by Council	Approval of the Customer Relations Strategy in June 2026 by Council	Approval of the Customer Relations Strategy in June 2027 by Council	
TLSDBP-G0016	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	To provide a platform for sharing departmental programmes and complete, and coordinate the work of the Municipality and sharing ideas of best practices to resolve service delivery issues.	To facilitate the implementation of effective Communication & Customer Relations towards improving service delivery and ensuring the achievement of a credible and efficient municipality	G04.1.1	Number of Internal Communications and Customer Relations Forum held	Output	Reports	New KPI	1	1	2	1	1	4	Office of The Municipal Manager (Director Communications & Customer Relations)	Quarterly	Quarter 1 - 4 Minutes, and attendance register of the Internal Communications and Customer Relations Forum	10150010105	SALARIES	R23 011 283	Institutional	4	4	4	
TLSDBP-G0017	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	To enhance public participation in the affairs of the municipality	Implementation of public participation mechanisms in line with the Ward Committee Establishment and Operations Policy as adopted by Council	G011.1.1	Percentage of Ward visitors as per the Year Plan	Output	Percentage (%)	100% of ward visitors as per Year Plan	100% of ward visitors as per Year Plan	100% of ward visitors as per Year Plan	100% of ward visitors as per Year Plan	100% of ward visitors as per Year Plan	100% of ward visitors as per Year Plan	100% of ward visitors as per Year Plan	Office of The Municipal Manager (Director KRP & SD)	Quarterly	Quarter 1 - 4 Year Plan ward visitation, minutes, Attendance register and Progress Report	10150010105	SALARIES	R23 011 283	Institutional	100% of ward visitors as per Year Plan	100% of ward visitors as per Year Plan	100% of ward visitors as per Year Plan	
TLSDBP-G0018	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	To monitor and prevent potential protest action	To identify hotspots threatened by protest action	G012.1.1	Number of Municipal Rapid Response Meeting held	Input	Number	2	1	1	2	1	1	4	Office of The Municipal Manager (Director KRP & SD)	Quarterly	Quarter 1 - 4 Year Plan, MRRT minutes and Attendance register and MRRT report.	10150010105	SALARIES	R23 011 283	Institutional	100% of ward visitors as per Year Plan	100% of ward visitors as per Year Plan	100% of ward visitors as per Year Plan	
TLSDBP-G0019	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	Provide stable, robust and secure ICT infrastructure for Municipal users	To provide continuous IT solutions and support services	G015.1.1	Percentage of systems maintained	Outcome	Percentage (%)	New KPI	100%	100%	100%	100%	100%	100%	Office of The Municipal Manager (Director IT)	Quarterly	Quarter 1 - 4 System Uptime Report	10150010105	SALARIES	R23 011 283	Institutional	100%	100%	100%	
TLSDBP-G0020	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	Provide stable, robust and secure ICT infrastructure for Municipal users	To implement more effective ICT controls	G015.1.1	Number of ICT Security Audits	Output	Number (No)	New KPI	1	1	2	1	1	4	Office of The Municipal Manager (Director IT)	Quarterly	Quarter 1 - 4 Active Directory Audit Report	10150010105	SALARIES	R23 011 283	Institutional	4	4	4	
TLSDBP-G0021	Output 6: Administrative and financial capability	Good Governance and Public Participation	Good governance	Accelerated Municipal Transformation and Corporate Development	To ensure that the municipality has and maintains an accountable, transparent and standardized ICT systems	To provide ICT systems access to authorized users	G015.2.1	Frequency of user access review	Output	User access reviews	New KPI	1	1	2	1	1	4	Office of The Municipal Manager (Director IT)	Quarterly	Quarter 1 - 4 User Access Review Report	10150010105	SALARIES	R23 011 283	Institutional	4	4	4	