

NEWCASTLE MUNICIPALITY
ORGANISATIONAL SCORECARD 2016/17

KEY PERFORMANCE AREA : BASIC SERVICE DELIVERY

BACK TO BASICS PROGRAMME - DELIVERING BASIC SERVICES

IDP								2014/15		2016/17							
Outcome 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	BASELINE	SOURCE OF EVIDENCE	KPI No.:	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	TARGET (2015/16)	TARGET (2016/17)	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	Responsible Department/Vote	SDBIP REF NO:
Output 2: Improving access to basic services.	ID24	To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	ID24.1	To ensure that the water and sanitation service is rendered in an efficient and affordable manner.	77817 (92%)	Annual progress reports signed by the SED/director	ID24.1.1	Number (as well as percentage) of households with access to potable (drinkable) water.	79344 (94%)	82692(98%)	80463 (95,5%)	N/A	N/A	N/A	80463 (95,5%)	SED: Technical Services	WSA1
					62405 (74%)	Annual progress reports signed by the SED/director	ID24.1.2	Number (as well as percentage) of households with access to sanitation.	63415	62405 (74%)	73375 (75,2%)	N/A	N/A	N/A	73375(75,2%)	SED: Technical Services	WSA2
						n/a		ID24.1.3	Appointment of service provider to develop a strategy to take over of UTW functions.	N/A	N/A	N/A	N/A	N/A	N/A	Municipal Manager	N/A
		To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	ID24.2	To promote water conservation and environmental awareness.	Annual review of the WSDP 2016	Quarter 2: minutes of PSC meeting. Quarter 3: Council minutes approving the WSDP	ID24.2.1	Annual review of WSDP by 31 January 2015.	Approved WSDP Review by 31 January 2016	Approved WSDP Review by 31 January 2016.	Approved WSDP Review by 31 January 2017	N/A	N/A	Approved WSDP Review by 31 January 2017	N/A	SED: Technical Services	WSA4
					33	registers/minutes/press releases/articles/publications	ID24.2.2	Number of awareness campaigns to promote water conservation and environmental awareness.	10	24	40	10	10	10	10	SED: Technical Services	WCS1
					44%	Water balance scorecard	ID24.2.3	Reduction of water loss by 2% per anum for NRW	43%	43%	42%	44%	44%	43%	42%	SED: Technical Services	WCDM
					n/a		ID24.2.4	Approved Business Plans for rural areas and urban areas.	n/a	N/A	25% New Water and sanitation infrastructure for peri-urban and rural areas	N/A	N/A	N/A	N/A	SED: Technical Services	N/A
		To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	ID24.3	To develop the Capital Investment Program.	100	Expenditure Reports	ID24.3.1	% Spent of capital budget as per approved cash flows (DWA Funding)	90%	90%	100%	10%	40%	60%	100%	SED: Technical Services	WPMU
					Asset register 2013/14	Signed plan by SED	ID24.3.2	% completion of asset replacement plan	Draft asset replacement plan(pipes, pump stations)	Draft asset replacement plan(pipes, pump stations)	Approved asset replacement plan and proof of implementation	Proof of implementation	Approved asset replacement plan.	Proof of implementation	Proof of implementation	Proof of implementation	SED: Technical Services

Outcome 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	BASELINE	SOURCE OF EVIDENCE	KPI No.:	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	TARGET (2015/16)	TARGET (2016/17)	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	Responsible Department/Vote	SDBIP REF NO:
Output 2: Improving access to basic services.	ID25	To ensure the provision and maintenance of safe roads and effective stormwater infrastructure.	ID25.1	Maintenance of Council Buildings in an acceptable condition	90%	Report and Complaints Register	ID25.1.1	% of municipal building maintenance plan implemented	90%	90%	90%	90%	90%	90%	90%	SED: Technical Services	RS2
			ID25.2	To provide streets beautification and pavements.	2067m2	Progress reports signed by the SED/ Director	ID25.2.1	m² of sidewalks paved.	2000m2	3340m²	7898m²	N/A	N/A	7898m²	N/A	SED: Technical Services	PMU5
			ID25.3	To develop and implement the Roads and Storm water Infrastructure Plan.	2067m2	Progress reports signed by the SED/ Director	ID25.3.1	m² of sidewalks paved.	2000m2	3340m²	7898m²	N/A	N/A	7898m²	N/A	SED: Technical Services	PMU5
				To develop and implement the Roads and Storm water Infrastructure Plan.	5,3KM	Bi-annual Reports signed by the Director	ID25.3.2	Km's of roads resealed.	7KM	9 km	4,7KM	2,2KM	2,5KM	N/A	N/A	SED: Technical Services	RS1
Output 2: Improving access to basic services.	ID26	To ensure access to electricity and other forms of energy where applicable.	ID26.1	To provide electricity within the Newcastle Municipality Licensed Areas.	65263	Invoices and DOE Monthly reporting	ID26.1.2	Number of households with access to electricity connection in the Eskom Licensed Area.	66263	66963	N/A	N/A	N/A	N/A	N/A	SED: Electrical and Mechanical Services	N/A
			ID26.2	To facilitate the supply of electricity outside the areas licensed with Eskom.	Updated network analysis	Records/ Minutes of approved ESDP	ID26.2.1	Approved ESDP by 30 June 2016	Completed network analysis plan for the Newcastle Electrical network by 30 Jan 2015.	Approved ESDP by 30 June 2016	N/A	N/A	N/A	N/A	N/A	SED: Electrical and Mechanical Services	N/A
					80485 (95,5%)	Progress reports signed by the SED and Invoices	ID26.2.2	Number as well as percentage of households with access to electricity-new connections.	80485 (95.5%)	81185 (96.6%)	81685	N/A	N/A	N/A	81685	SED: Electrical and Mechanical Services	EL8
			ID26.3	To improve the electricity network in the Newcastle Municipality Licensed Areas.	100%	Report against maintenance plan	ID26.3.1	% of Maintenance Plan implemented.	100%	100%	100%	100%	100%	100%	100%	SED: Electrical and Mechanical Services	EL4
			ID26.4	To engage Eskom regarding the transfer of license in Eskom Licensed Areas.	4423	Progress reports signed by the SED and Invoices	ID26.4.1	. Backlog of electricity connections to consumer units (ESKOM AREA)	4423 (364)	3723 (700hh)	350	N/A	N/A	200hh	350hh	SED: Electrical and Mechanical Services	EL9
			ID27.1	To keep the Newcastle Municipal area clean.	100%	Communication plan and Presentations/registers/publications/photos/ minutes of meeting	ID27.1.1	% of Communication Plan implemented	100%	100%	100%	100%	100%	100%	100%	SED: Community Services	CS9
					0	Sector Plans	ID27.2.1	Master Plan for Community Services finalised by 31 March 2014.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	SED: Community Services	N/A

Outcome 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	BASELINE	SOURCE OF EVIDENCE	KPI No.:	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	TARGET (2015/16)	TARGET (2016/17)	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	Responsible Department/Vote	SDBIP REF NO:
Output 2: Improving access to basic services.	ID27	To provide and ensure a safe and healthy environment.	ID27.2	Implementation of the Waste Management Strategy in line with the relevant legislation.		Records	ID27.2.2	% of backlogs addressed	Reduce backlogs by 10%	3%	N/A	N/A	N/A	N/A	N/A	SED: Community Services	N/A
					61212 (72%)	Stats SA Census Information	ID27.2.3	Number as well as % of households serviced (Refuse)	70181(82%)	72680 (85%)	72680 (85%)	N/A	N/A	N/A	72680 (85%)	SED: Community Services	CS10
							ID27.2.4	Landfill site compliance as per DEA requirements	1	N/A	1	N/A	N/A	N/A	1	SED: Community Services	CS11
							ID27.2.5	New site identified within a 25km radius of Newcastle.	1	N/A	N/A	N/A	N/A	N/A	N/A	SED: Community Services	N/A
							ID27.2.6	Number of Draft Bylaws to be completed by each section.	N/A	N/A	NA	N/A	N/A	N/A	N/A	SED: Community Services	N/A
					100%	High Level Summary of Complaints register	ID27.2.7	% of complaints addressed within 24hrs.	100%	100%	100%	100%	100%	100%	100%	SED: Community Services	CS12
							ID27.2.8	Progress made with the closure of the existing site.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	SED: Community Services	N/A

NEWCASTLE MUNICIPALITY																
ORGANISATIONAL SCORECARD 2016/17																
KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND SUSTAINABILITY																
BACK TO BASICS PROGRAMME - SOUND FINANCIAL MANAGEMENT																
	IDP															
OUTCOME 9	Objective No	Strategic Objective	Strategy No	Strategy	Baseline	Source of Evidence	KPI No.:	KEY PERFORMANCE INDICATOR	2014/15	2015/16	2016/17	Responsible Department/Vote	SDBIP REF NO			
									ANNUAL TARGET							
Output 6: Administrative and Financial Capability	FV10	To ensure sound financial and fiscal management and good governance.	FV10.1	To ensure compliance with financial reporting in terms of the relevant legislative requirements.	100%	National Treasury Compliance Report	FV10.1.1	Compliance with MFMA reporting obligations as per MFMA calender	100%	100%	100%	SED : Budget & Treasury Office	BTO007			
			FV10.2	To ensure an effective and efficient Supply Chain Management System	Turnaround time for bids is 119 days and for quotations is 69 days (Tender/Quotations)	register certified by CFO	FV10.2.1	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations).	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations).	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	SED: Budget & Treasury Office	BTO030			
					Approved SCM Policy by March 2015	Register certified by CFO	FV10.2.2	Review of Draft SCM Policy by 31 March 2015 and be approved on the 31st May 2015	Review of Draft SCM Policy by 31 March 2015 and be approved on the 31st May 2015	Review of SCM Policy by 31st March 2015 and be Approved by the 31st May 2016	Review of Draft SCM Policy by 31 March 2015 and be approved on the 31st May 2017	SED: Budget & Treasury Office	BTO028			
			FV10.3	To ensure a sound Asset Management System	Approved Asset Management Policy by 31 May 2015	Asset Management Plan & Policy	FV10.3.1	Review & approval of Asset Management Policy by 31 May 2015	Review & approval of Asset Management Policy by 31 May 2015	Review & Approval of Asset Management Policy by 31 May 2016	Maintenance of management plan and review of policy	SED: Budget & Treasury Office	BTO033			
			FV10.4	To ensure compliance with budget planning and implementation	2015`16 Budget approved in May 2015. Adjustment budget approved on 28 February 2015	Proof of submission to the Mayor; National and Provincial Treasuries and Council Resolution	FV10.4.1	Approved Annual Budget by 31 May 2015 and adjustment budget by 28 February 2015.	Approved adjustment budget by 28 February 2014 and Approved budget by 31 May	Approved adjustment budget by 31 March 2016 and Approved budget by 31 May 2016	Approved adjustment budget by 31 March and Approved budget by 31 May	SED: Budget & Treasury Office	BTO18 + BTO020			
							FV10.4.2	% of Municipal Capital budget actually spent as per approved cashflows	90%	90%	90%	Municipal Manager	BTO006			
						FV11.1	Improve the payment factor by 2% basis points by June 2014			FV11.1.1	Increase of payment factor by 2 percentage basis point by 30 June 2016	76%	75%	83%	SED: Budget & Treasury Office	BTO038
									DBSA Invoices and Section 71 Cash Flow Reports	FV11.1.2	Financial viability in terms of debt coverage.	45%	15%	1:82	SED: Budget & Treasury Office	BTO012
	Bank Statement and Investment Schedule and Section 71 Reports	FV11.1.3						Financial viability in terms of cost coverage.	3months	2months	1:5.3	SED: Budget & Treasury Office	BTO013			

[illegible]

Outcome 5	Objective No.	Objective	Strategy No.	Strategy	Baseline	Source of Evidence	Ref No.	Key Performance Indicator	Target (2014/15)	2015/16	2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Department/Vote	SPUR Ref No.
			GP5.2	To develop the communication policy.	Nil	Council Resolutions	GP5.2.1	Approved Communication Policy and Communication Strategy	Approved Communication Policy/Strategy by JUNE 2015	Approved Communication Policy/Strategy by June 2016	Approved Communication Policy and Communication Strategy					Municipal Manager	MM006
					N/A	N/A	GP5.2.2	Draft Citizens Charter.	N/A	Implementation and monitoring of Citizens Charter.	N/A	N/A	N/A	N/A	N/A	Municipal Manager	N/A
					N/A	Reviewed policy	GP6.1.1	Annual review of PMS Policy by 31 May 2013.	N/A	Annual review of PMS Policy by 31 May 2016	N/A	N/A	N/A	N/A	N/A	Municipal Manager	N/A

Outcome 3	Objective No.	Objective	Strategy No.	Strategy	Baseline	Source of Evidence	KPI No.	KPI Performance Indicator	Target (2014/15)	2015/16	2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Department/Vote	MM Ref No.
Output 6	GP6	To ensure good governance through openness, transparency and accountability in the organization.	GP6.1	To develop and implement an effective Performance Management System.	4	Confirmation of receipt of the reports by internal audit/email	GP6.1.2	Quarterly performance reports submitted to Internal Audit within 25 working days of end of quarter	4	4	4	1	1	1	1	Municipal Manager	MM062
					0%	Assessment records / Attendance Register	GP6.1.3	%age of section 54 / 57 Managers assessed	100%	100%	100%	N/A	100%	N/A	100%	Municipal Manager	MM067
					31-08-2014	Confirmation of receipt from the Auditor General	GP6.1.4	Annual Performance Report submitted to the Auditor-General by 31 August 2016	Annual Performance Report submitted to the Auditor General by 31 August 2014.	Annual Performance Report submitted to the Auditor-General by 31 August 2015	Annual Performance Report submitted to the Auditor-General by 31 August 2016	Annual Performance Report submitted to the Auditor-General by 31 August 2016	N/A	N/A	N/A	Municipal Manager	MM064
					31-03-2015	Minutes	GP6.1.5	Approval of Oversight Report and adoption of Annual Report by 31 March 2017	Approval of Oversight Report and adoption of Annual Report by 31 March 2015.	Approval of Oversight Report and adoption of Annual Report by 31 March 2016	Approval of Oversight Report and adoption of Annual Report by 31 March 2017	Draft Annual Report submitted to AG by 31 August 2016	Draft Annual Report submitted to AG by 31 August 2016	Approval of Oversight Report and adoption of Annual Report by 31 March 2017	N/A	Municipal Manager	MM066
Output 6	GP7	To ensure good governance through openness, transparency and accountability in the organization.	GP7.1	To maintain and implement an effective Risk Management System.	Reviewed risk management policy, as well as Fraud and corruption policy	Minutes approving policies and strategies	GP7.1.1	Reviewed risk management policy and strategy, as well as Fraud and corruption policy and strategy	4	Reviewed risk management policy and strategy, as well as Fraud and corruption policy and strategy by 30 June 2016	Reviewed risk management policy and strategy, as well as Fraud and corruption policy and strategy by 30 June 2017	N/A	N/A	N/A	Reviewed risk management policy and strategy, as well as Fraud and corruption policy and strategy by 30 June 2017	Municipal Manager	MM011
					4	Reports/Minutes of Audit Committee	GP7.1.2	Quarterly reports on implementation of risk management action plan.	4	4	4	1	1	1	1	Municipal Manager	MM010
					2	Attendance registers for anti-fraud and corruption	GP7.1.3	Number of anti-fraud and corruption workshops facilitated.	1	1	1	N/A	N/A	N/A	1	Municipal Manager	MM013
					Risk Register for 2012/13	Risk assessment report , risk registers, and attendance registers for risk assessment workshops	GP7.1.4	Finalised risk assessment of compilation and risk register by 31 May 2017	Finalised risk assessment of compilation of risk register by 31 May 2015	Finalised risk assessment of compilation of risk register by 31 May 2016	Finalized risk assessment and compilation of risk register by 31 May 2017	N/A	N/A	N/A	Finalized risk assessment and compilation of risk register by 31 May 2017	Municipal Manager	MM012
					4	Reports/Minutes of Audit Committee	GP7.1.5	Quarterly Progress reports on implementation of AG Action Plan to Audit Committee	4	4	4	1	1	1	1	Municipal Manager	MM009
						Reports/Minutes of Audit Committee	GP7.1.6	Quarterly reports on compliance with legislation submitted to Audit Committee	4	4	4	1	1	1	1	Municipal Manager	MM008
Output 6	GP8	To ensure an effective internal audit function.	GP8.1	To provide Independent Objective Assurance and Consulting Services that add value and improve operations of the municipality.	2014 - Dec	Minutes approving Audit Charters	GP8.1.1	Annual review of audit charters by May 2017	Annual review of audit charters by August 2014.	Annual review of audit charters by May 2016	Annual review of Audit Charters by May 2017	N/A	N/A	N/A	Annual review of Audit Charters by May 2017	Municipal Manager	MM043
					6	Minutes of meetings and attendance registers	GP8.1.2	Number of audit committee meetings facilitated	6	6	7	2	1	2	2	Municipal Manager	MM044
					100%	Internal Audit Plan / progress report to Audit Committee and Minutes	GP8.1.3	%age completion of projects against internal audit plan per quarter	100%	100%	100%	100%	100%	100%	100%	Municipal Manager	MM045
					2	Council Minutes	GP8.1.4	Number of Audit committee reports to Council	4	4	3	N/A	1	1	1	Municipal Manager	MM042
		To ensure good			100%	Register on the number of opinions received and finalized	GP9.1.1	%age of legal opinions finalised as requested	100%	100%	100%	100%	100%	100%	100%	Municipal Manager	MM046
					Consultation with IT	Records/ Database print out	GP9.1.2	Development and maintenance of applicable legislation database.	Development of database	Development of database	N/A	N/A	N/A	N/A	N/A	Municipal Manager	N/A

Outcome 9	Objective No.	Objective	Strategy No.	Strategy	Baseline	Source of Evidence	Key No.	Key Performance Indicator	Target (2024/25)	2023/24	2022/23	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Department/Vote	Score Ref No.
Output 6	GP9	To ensure good governance through openness, transparency and accountability in the organization.	GP9.1	To provide effective and efficient legal support services.	8	Council Minutes	GP9.1.3	Number of Council bylaws, policies and procedures reviewed.	8	8	8	N/A	N/A	N/A	8	Municipal Manager	MM053
					60 days	Objections register	GP9.1.4	Turnaround time for addressing objections.	60 days.	60 days	60 days	60 days	60 days	60 days	60 days	Municipal Manager	MM051
					3Months	Register of the disciplinary matters received addressed	GP9.1.5	Turnaround time for addressing disciplinary matters.	3 months.	3 months	3 months	3 months	3 months	3 months	3 months	Municipal Manager	CORP 27

NEWCASTLE MUNICIPALITY
ORGANISATIONAL SCORECARD 2016/17

KEY PERFORMANCE AREA : INSTITUTIONAL TRANSFORMATION AND CORPORATE DEVELOPMENT.

BACK TO BASICS PROGRAMME - BUILDING INSTITUTIONAL CAPACITY

OUTCOME 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source of Evidence	KPI No.:	KEY PERFORMANCE INDICATOR	2014'15	2015/16	2016/17	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	Responsible Department/Vote	SDBIP REF NO.		
OUTPUT6: Administration and Financial Capability	IT1	To ensure the optimal institutional structure to render effective and efficient services aligned to the IDP.	IT1.1	To provide efficient and effective general administrative support services.	14 days	Summary report signed of by SED/ Director	IT1.1.1	Average turnaround time for the filling of a vacancy.	42 DAYS	54 DAYS	42 DAYS	42 DAYS	42 DAYS	42 DAYS	42 DAYS	SED: Corporate Services	CORP019		
			IT1.2	Implementation and review of the organogram with adequate capacity.	100%	EAP Register	IT1.2.1	% of employees assisted/consulted as requested.	100%	100%	100%	100%	100%	100%	100%	100%	SED: Corporate Services	CORP014	
					NIL	Placement Register & Report/ Minutes of Placement Committee meetings	IT1.2.2	%age completion of Placements as per revised Organisational structure	100%	100%	100%	N/A	N/A	N/A	100%	SED: Corporate Services	CORP025		
					0	Job Description File	IT1.2.3	Percentage of job descriptions compiled and evaluated	7	7	100%	100%	100%	100%	100%	100%	SED: Corporate Services	CORP015	
					100%	Appointment letters	IT1.2.4	% of critical posts filled as identified and approved by Municipal Manager (as budgeted).	100%	100%	100%	N/A	N/A	N/A	N/A	N/A	SED: Corporate Services	N/A	
					1579	Payroll Register as at 30 June 2016 & Approved listing of budgeted posts as at 1 July 2015	IT1.2.5	Number of posts filled as budgeted	1678	1678	1678	N/A	N/A	N/A	N/A	1678	SED: Corporate Services	CORP018	
					45%	Budget Printouts	IT1.2.6	% of Municipal budget actually spent on implementing its workplace skills plan.	(7 878 640)100%	100%	100%	25%	50%	75%	100%	SED: Corporate Services	CORP022		
					Submitted EEP by 01 October	Acknowledgement of receipt from Department of Labour	IT1.2.7	Compliance with submission of Employment Equity Report by 01 October	Compliance with submission of Employment Equity Report by 01 October	Submission of Employment Equity Report by 01 October 2015	Submission of EEP Report by 01 October 2016	N/A	Submission of EEP Report by 01 October 2016	N/A	N/A	N/A	SED: Corporate Services	CORP020	
					20	Appointment letters	IT1.2.8	Number of people from employment equity target groups employed in the three highest levels of management	23	23	23	N/A	N/A	N/A	N/A	23	SED: Corporate Services	CORP021	
			IT1.3	To develop, plan and participate in knowledge sharing with other municipalities.	1per department	Attendance registers/ minutes of meetings/invitations	IT1.3.1	Number of knowledge sharing meetings arranged/ attended	2	6	6	N/A	N/A	N/A	6	SED: Corporate Services	8TO010, CORP010, DPHS10, EM010, TECH11, MM058		
			IT2	To ensure productive and competent human capital	IT2.1	To facilitate human resource development.	WSP submitted to LGSETA on the 30 April 2015	Receipt of Postage to LGSETA / Acknowledgment from LGSETA of WSP and ATR	IT2.1.1	Successful submission of the WSP to LGSETA by 30 April	Submit WSP to LGSETA by 30 April 2015	Submit WSP to LGSETA by 30 April 2016	Submission of WSP to LGSETA by 30 April 2017	N/A	N/A	N/A	Submission of WSP to LGSETA	SED: Corporate Services	CORP024
							1	Attendance Registers/Minutes	IT2.1.2	Number of departmental teambuilding sessions held	1	1	1	N/A	1	N/A	N/A	N/A	SED: Corporate Services
	883	Attendance Registers/Communicatio sent to departments					IT2.1.3	Number of training interventions arranged for workplace skills development	720	460	460	115	115	115	115	SED: Corporate Services	CORP023		

ORGANISATIONAL SCORECARD 2016/17

KEY PERFORMANCE AREA : INSTITUTIONAL TRANSFORMATION AND CORPORATE DEVELOPMENT.

BACK TO BASICS PROGRAMME - BUILDING INSTITUTIONAL CAPACITY

IDP

OUTCOME 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source of Evidence	KPI No.:	KEY PERFORMANCE INDICATOR	2014'15	2015/16	2016/17	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	Responsible Department/Vote	SDBIP REF NO.		
					0	Council minutes	IT2.1.4	Number of policies reviewed and developed.	2	2	1	N/A	N/A	N/A	1	SED: Corporate Services	CORP009		
	IT3	To ensure the planning, monitoring and evaluation of ICT in the municipality	IT3.1	To provide efficient and effective IT support services and systems.	4	Minutes/Attendance Register	IT3.1.1	Number of ICT Steering Committee meetings.	4	4	4	1	1	1	1	Municipal Manager	MM035		
					0	ICT Strategy Implementation Report	IT3.1.2	% of the ICT Strategic Plan Implemented	33.30%	33.3%	96.0%	N/A	N/A	N/A	96.0%	Municipal Manager	MM036		
		To ensure effective and efficient administrative support services.			96%	System Uptime Report	IT3.1.3	% of uptime maintained	96%	96%	96%	96%	96%	96%	96%	Municipal Manager	MM037		
					1	Disaster recovery test report	IT3.1.4	Number of Disaster Recovery Tests conducted	2	2	1	N/A	N/A	N/A	1	Municipal Manager	MM038		
					4	Active Directory Audit Report	IT3.1.5	Number of ICT Security Audits	4	4	4	1	1	1	1	Municipal Manager	MM039		
					4	Document Version Control Register	IT3.1.6	Number of ICT policies/procedures reviewed	95%	4	4	N/A	2	N/A	2	Municipal Manager	MM040		

NEWCASTLE MUNICIPALITY																	
ORGANISATIONAL SCORECARD 2016/17																	
KEY PERFORMANCE AREA : LOCAL ECONOMIC DEVELOPMENT																	
BACK TO BASICS PROGRAMME - PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST																	
	IDP																
OUTCOME 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source	KPI No.:	KEY PERFORMANCE AREA	2014/15	2015/16	2016/17	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	Responsible Department/ Vote	SDBIP REF NO.
									ANNUAL TARGET								
Output 1: Implementation of a differentiate approach to municipal planning and support	ED34	To facilitate economic development that will result in sustainable job creation.	ED34.1	To facilitate investment promotion by local and foreign businesses.	4	PSCM Minutes	ED34.1.1	Quarterly reports on meetings held with foreign and local investors.	4	4 Quarterly reports to Portfolio Committee	4	1	1	1	1	SED: DP&HS	ED9
			ED34.2	Business Retention and Expansion (BNR).	2	PSCM Minutes	ED34.2.1	Quarterly reports on meetings with chambers and Newcastle businesses	4	4 Quarterly reports to Portfolio Committee	4 Quarterly report to Portfolio Committee	Quarterly report to Portfolio Committee	Quarterly report to Portfolio Committee	Quarterly report to Portfolio Committee	Quarterly report to Portfolio Committee	SED: DP&HS	ED1
Output 1: Implementation of a differentiate approach to municipal planning and support	ED35	To facilitate economic development that will result in sustainable job creation.	ED35.1	Provision of internal guidance for investment and infrastructure expenditure.	3	Minutes and register	ED35.1.1	Number of meetings held (ICC)	4	4	4	1	1	1	1	SED: DP&HS	DPHS9
					4	PSCM Minutes	ED35.1.2	Bi-annual reports on meetings held with sector government departments, NGO and potential funders.	2	4 Quarterly reports to Portfolio Committee	4 Quarterly reports to Portfolio Committee	Quarterly report to Portfolio Committee	Quarterly report to Portfolio Committee	Quarterly report to Portfolio Committee	Quarterly report to Portfolio Committee	SED: DP&HS	ED2
					1	Copies of complete Economic Studies	ED35.1.3	Number of economic studies completed and submitted to Portfolio Committee.	2	2	N/A	N/A	N/A	N/A	N/A	SED: DP&HS	N/A
Output 1: Implementation of a differentiate approach to municipal planning and support	SD36	To facilitate economic development that will result in sustainable job creation.	ED36.1	To facilitate the development of key infrastructure to help facilitate the growth of the economy.	0	Report on infrastructural needs that drive and unlock the local economy in Newcastle	ED36.1.1	Study/survey to identify key infrastructural needs that drive and unlock the local economy.	N/A	Study to identify key infrastructural needs that drive and unlock the local economy Newcastle	Study to identify key infrastructural needs that drive and unlock the local economy Newcastle	N/A	N/A	N/A	Study to identify key infrastructural needs that drive and unlock the local economy Newcastle	SED: DP&HS	ED3
Output 1: Implementation of a differentiate approach to municipal planning and support	SD37	To facilitate economic development that will result in sustainable job creation.	ED37.1	Regulation of the Informal Economy.	Status quo report on Informal traders	Resolutions/Reports	ED37.1.1	Develop policy for informal trading and review of the bylaws.	Approval of Informal Trading Policy and Bylaws	N/A	N/A	N/A	N/A	N/A	N/A	SED: DP&HS	N/A
Output 1: Implementation of a differentiate approach to municipal planning and support	SD38	To facilitate economic development that will result in sustainable job creation.	ED38.1	Promotion of SMME and entrepreneurial development.	1	Reports to Portfolio Committee	ED37.1.1	Number of reports on events supported	4	2	2	N/A	1	N/A	1	SED: DP&HS	ED8
					15	Structures built and completion certificates	ED38.1.2	Number of Hawker Stands built.	20	N/A	N/A	N/A	N/A	N/A	N/A	SED: DP&HS	N/A
							ED38.1.3	Development of a business plan for Business Incubator.	N/A	N/A	N/A	N/A	N/A	N/A	SED: DP&HS	N/A	
					40	SMME Register	ED38.1.4	Number of SMMEs assisted.	50	50	50	N/A	N/A	N/A	50	SED: DP&HS	ED4
			ED38.2	Key sector development.	2	Business Plans Developed	ED38.2.1	Number of Business Plans Developed	2	N/A		N/A	N/A	N/A	N/A	SED: DP&HS	N/A
					Approved Tourism Development and Marketing Strategy and provision for implementation		ED39.1.1	Approved Tourism Development and Marketing Strategy and provision for implementation plan on 2015/16 budget.	N/A	N/A	N/A	N/A	N/A	N/A	SED: DP&HS	N/A	

OUTCOME 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source	KPI No.:	KEY PERFORMANCE AREA	2014/15	2015/16	2016/17	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	Responsible Department/ Vote	SDBIP REF NO.
									ANNUAL TARGET								
Output 1: Implementation of a differentiate approach to municipal planning and support	SD39	To facilitate economic development that will result in sustainable job creation.	ED39.1	To facilitate a conducive environment for tourism business to grow.	Completed BID specification for the fencing as per CAA Requirements	Q2 - Inspection reports from CAA : Q4 - Scheduled of flights	ED39.1.2	Introduction of scheduled flights in Newcastle by 30 June 2016	Implementation of Scheduled Flight	Introduction of scheduled flights in Newcastle by 30 June 2016	Introduction of scheduled flights in Newcastle by 30 June 2017	N/A	Compliance with CAA requirements	N/A	Introduction of scheduled flights in Newcastle by 30 June 2017	SED: DP&HS	ED5
					4	Bi-annual progress reports to PSC / minutes on the trade shows	ED39.1.3	Report on number of tourism trade show attended and the outcome/impact to the Municipality.	4	4	4	N/A	2	N/A	2	SED: DP&HS	ED7
					4	Minutes of CTO	ED39.1.4	Number of meetings with CTO	4	4	4	1	1	1	1	SED: DP&HS	ED6
			ED39.2	Marketing and branding of Newcastle.			ED39.2.1	Approved Tourism Development and Marketing Strategy and provision for Implementation Plan on 2014/15 budget.	n/a	N/A	N/A	N/A	N/A	N/A	N/A	SED: DP&HS	N/A
					Approved Tourism Development and Marketing Strategy and provision for implementation plan on 2015/16 budget.	Draft corporate image for Newcastle	ED39.2.1	Develop the Newcastle Brand by 30 June 2016	Develop the Newcastle Brand.	Development of Newcastle Brand by 30 June 2016	N/A	N/A	N/A	N/A	N/A	N/A	SED: DP&HS
Output 1: Implementation of a differentiate approach to municipal planning and support	S40	To facilitate economic development that will result in sustainable job creation.	ED40.1	To provide economic data.	630	Reports on job creation	ED40.1.1	Number of work opportunities created through LED development initiatives including Capital Projects.		1709	1734	N/A	N/A	N/A	1734	SED: DP&HS	ED14+TECH9+EM009
					Updated directory and web based directory in 2014/15	2015/16 Final Updated Directory	ED40.1.2	Publishing of the 2015/16 business directory on the website	N/A	Publishing of the 2015/16 business directory on the website	Publishing of the 2016/16 business directory on the website	N/A	N/A	N/A	Publishing of the 2016/16 business directory on the website	SED: DP&HS	ED10

NEWCASTLE MUNICIPALITY																	
ORGANISATIONAL SCORECARD 2015/16																	
KEY PERFORMANCE AREA- MUNICIPAL PLANNING																	
BACK TO BASICS PROGRAMME - DELIVERING BASIC SERVICES / PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST																	
OUTCOME 9	IDP															Responsible Department/Vote	SDBIP REF NO
	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source of Evidence	KPI No.:	KEY PERFORMANCE AREA	2014/15 ANNUAL TARGET	2015/16	2016/17	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4		
Output 4	MP12	To ensure the development and maintenance of a credible IDP	MP12.1	To develop the IDP Process Plan in line with the legislation.	2	Minutes and Attendance registers	MP12.1.1	Number of IDP RF meetings held.	2	2	2	N/A	1	N/A	1	Municipal Manager	MM026
					3	Attendance Registers and documents itself	MP12.1.2	Number of sector plans co-ordinated and/or reviewed.	4	2	4	N/A	N/A	N/A	4	Municipal Manager	MM025
			MP12.2	To develop the IDP in line the 3 rd Generation IDP Guidelines.	Adopted IDP 31 May 2016	Council Minutes	MP12.2.1	Reviewed & Adopted IDP by 31 May 2017	Reviewed IDP by 31 May 2015.	Reviewed IDP by 31 May 2016.	Adoption of IDP by 31 May 2017 for implantation on the next financial year.	Approved process plan by 31 August 2016	N/A	Tabling of Draft IDP by 31 March 2017	Adoption of IDP by 31 May 2017 for implementation for the next financial year based on the requirements of the new term of Council.	Municipal Manager	MM024
Output 4	MP13	To develop an efficient and effective land use management system so as to promote a rational and harmonious land use activity system.	MP13.1	To undertake efficient and effective planning enforcement.	80%	Register / Notices issued	MP13.1.1	%age of reported / identified cases of land use contraventions responded to	80%	90%	100%	100%	100%	100%	100%	SED: DP&HS	TP2
			MP13.2	Preparation of the Land Use Scheme covering the entire municipal area in terms of SPLUMA	Approved Wall to Wall Planning Scheme (Phase 1)	Council Minutes	MP13.2.1	Preparation of the Land Use Scheme covering the entire municipal area in terms of SPLUMA	Submission of second draft on phase 2 Wall-to-Wall Scheme	Finalise Land Use Scheme covering the entire municipal area in terms of SPLUMA	N/A	N/A	N/A	N/A	N/A	SED: DP&HS	N/A
			MP13.3	Administration of the Town Planning Scheme.	Applications Registers	Q1 - Q4 PDA Application register, Minutes of Portfolio Standing Committee /EXCO Minutes	MP13.3.1	%age compliance to prescribed timeframes and requirements for inputs from all relevant parties.	100% Compliance	100% Compliance	100% compliance to prescribed timeframes and requirements for inputs from all relevant parties.	100%	100%	100%	100%	SED: DP&HS	TP3
			MP13.4	Develop policies and bylaws for planning.	0	Council Minutes	MP13.4.1	Number of policies and bylaws formed and reviewed.	N/A	1	1	N/A	N/A	N/A	1	SED: DP&HS	DPHS11
			MP13.5	To undertake efficient and effective building controls.	10 days for residential, and 18 days for commercial and industrial buildings	Progress Reports	MP13.5.1	Average turnaround time for the approval of building Plans	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	SED: DP&HS	TP7
					100%	Register	MP13.5.2	% of illegal buildings addressed as identified and reported	100%	100%	100%	100%	100%	100%	100%	SED: DP&HS	TP8
Output 4	MP14	To ensure an effective and integrated Geographic Information Management System.	MP14.1	Upgrading of the GIS System.	N/A	N/A	MP14.1.1	Purchased hardware.	N/A	N/A	100%	N/A	N/A	N/A	N/A	SED: DP&HS	N/A
					N/A	N/A	MP14.1.2	Purchased CAD software.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	SED: DP&HS	N/A
			MP14.1	GIS Data Management.	100%	GIS Register	MP14.1.1	%age of Updated data received from municipal and sector departments	Capturing of 32310 properties for land use and zoning information	100% updated data i.r.t data received in the specific quarter	100%	100%	100%	100%	100%	SED: DP&HS	TP4
			MP14.3	GIS System integration with other municipal systems.	Upgrading of GIS Website		MP14.3.1	Mapping of Infrastructure projects on GIS	N/A	N/A	TBA	N/A	N/A	N/A	N/A	SED: DP&HS	N/A
			MP14.4	Maintenance of the current GIS System.	2		MP14.4.1	Number of staff trained	N/A	N/A	N/A	N/A	N/A	N/A	N/A	SED : DPHS	
Output 4	MP15	To create human settlements that are economically viable, aesthetically pleasant, habitable and vibrant.	MP15.1	Uplifting of communities socially, economically and environmentally, including infrastructure development.	SDF Designated JBC Node, approved commercial centres, informal housing and community facilities	Quarter 1 & 2: Progress reports submitted to PSCM Quarter 3: Advert for Notice of consultation/registers Quarter4: Minutes approving the JBC Urban Hub Precinct Plan	MP15.1.1	Planning application for JBC Urban Hub Precinct Plan by 30 June 2017	Implementation of projects approved to create the necessary preconditions in MBO areas for mobilising public and private investment	Approved JBC Urban Hub Precinct Plan by 30 June 2016	Final JBC Project Concept Plans and Consolidated Report for approval by EXCO	Final Concept Development Plan and comments	Final JBC Urban Hub Precinct Plan	Final Precinct Delivery Plan including comments	Final JBC Project Concept Plans and Consolidated Report for approval by EXCO	SED : DPHS	URP1
			MP15.2	To promote focussed Urban Renewal in the Madadeni, Blaaubosch (including Cavan and Johnstown) and Osizweni areas including the Greater Newcastle Area	Underdeveloped township conditions	Progress Reports/minutes of meetings	MP15.2.1	Finalisation and submission of Business Plans for funding	Finalisation and submission of Business Plans for funding	Preparation of Project Concept Plans for approved Business Plans	Preparation and submission of 2 Business Plans for approval	N/A	Compilation and submission of 1 Business Plans for funding	N/A	Compilation and submission of 1 Business Plans for funding	SED : DPHS	URP2

OUTCOME 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source of Evidence	KPI No.:	KEY PERFORMANCE AREA	2014/15	2015/16	2016/17	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	Responsible Department/Vote	SDBIP REF NO
									ANNUAL TARGET								
			MP15.3	To provide enablers for local communities towards an improved quality of their lives.	MBO Forum established	Minutes of meetings and registers	MP15.3.1	Number of MBO Forum Meetings held	Establishment of Forum	4	4	1	1	1	1	SED : DPHS	URP3
Output 4	MP16	To promote spatial restructuring and integration	MP16.1	To produce plans, policies and strategies to guide and manage development	Newcastle SDF	Approve SDF as part of the IDP - Council Resolution	MP16.1.1	Approved Spatial Development Framework by 30 June 2017	Approved Spatial Development Framework by 30 June 2015	Approved Spatial Development Framework by 30 June 2016	Approved Spatial Development Framework by 30 June 2017	N/A	N/A	N/A	Approved Spatial Development Framework by 30 June 2017	SED: DP&HS	TP6
					1	PSCM Minutes or Council Minutes	MP16.1.2	Approval of one Local Area Plan / Precinct Plan by 30 June 2017	Approved Soul City Local area Development Plan by 30 June 2015	Approval of one Local Area Plan by 30 June 2016	Approval of one Local Area Plan by 30 June 2017	N/A	N/A	N/A	Approval of one Local Area Plan by 30 June 2017	SED: DP&HS	TP5
					SDF Designated JBC Node, approved commercial centres, informal housing and community facilities	Progress Reports/minutes of meetings	MP16.1.2	Planning application for JBC Urban Hub Precinct Plan by 30 June 2017	Implementation of projects approved to create the necessary preconditions in MBO areas for mobilising public and private investment	Approved JBC Urban Hub Precinct Plan by 30 June 2016	Final JBC Project Concept Plans and Consolidated Report for approval by EXCO	Final Concept Development Plan and comments	Final JBC Urban Hub Precinct Plan	Final Precinct Delivery Plan including comments	Final JBC Project Concept Plans and Consolidated Report for approval by EXCO	SED : DPHS	URP1
Output 4	MP17	To promote sustainable development and environmental awareness	MP17.1	To provide a framework for Environmental Management.	N/A	N/A	MP17.1.1	Approved structure inclusive of the Environmental Management Unit.	N/A	N/A	0	N/A	N/A	N/A	N/A	SED: DP&HS	N/A
			MP17.2	To ensure compliance with environmental legislation and regulations.	Desired State of Environment Report	Records	MP17.2.1	Approved Environmental Management Framework (EMF) by 30 June 2015	Approved Environmental Management Framework (EMF) by 30 June 2015	N/A	N/A	N/A	N/A	N/A	N/A	SED: DP&HS	N/A
			MP17.3	To improve environmental awareness.	100%	Communication plan and Presentations/registers/publications/photos/ minutes of meeting	MP17.3.1	% of Communication Plan implemented	100%	100%	100%	N/A	N/A	N/A	100%	SED: DP&HS	DPHS9
Output 4	MP18	To facilitate the provision of housing in line with the national and provincial norms and standards.	MP18.1	To reduce housing backlogs to meet the provincial and national targets.	656	Status Quo Reports/Progress reports	MP18.1.1	Number of houses built.	860 UNITS	700	402	N/A	N/A	N/A	402	SED: DP&HS	HL1+HL2+HL4+HL7+HL10
				To reduce housing backlogs to meet the provincial and national targets.	N/A	Status Quo Reports/Progress reports	MP18.1.2	Number of Service Sites for Human Settlements projects	100	380	310	N/A	N/A	N/A	310	SED: DP&HS	HL2+HL8
			MP18.2	Development and implementation of a Housing Sector Plan.	Approved of Reviewed housing sector plan by June 2014	Council Minutes	MP18.2.1	Revised Housing Sector Plan	Annual Review of Housing Sector Plan approved as part of the IDP	Annual Revision of Housing Sector Plan.	Annual Review of Housing Sector Plan approved as part of the IDP	N/A	N/A	N/A	Annual Review of Housing Sector Plan approved as part of the IDP	SED: DP&HS	HL15
			MP18.3	Promotion of a variety of housing typologies and densities in and around nodal points.	2	Progress report on application / document	MP18.3.1	Number of applications for funding submitted to the Human Settlement	4	2	2	N/A	N/A	N/A	2	SED: DP&HS	HL16
			MP18.3		Initiated of in-situ upgrade of H39 & Siyahlala	Progress report on initiation of in-situ upgrade of Stafford Hill & Roypoint (Vezukuhle)	MP18.3.2	Number of informal settlements upgraded	2(Initiate In-situ Upgrading of H39 and Siyahlala)	Initiate In-situ Upgrading of Stafford Hill & Roypoint (Vezukuhle)	Finalise land acquisition for Stafford Hill. Submission of Stage 1 application for Roypoint (Vezukuhle)	N/A	N/A	N/A	Finalise land acquisition for Stafford Hill. Submission of Stage 1 application for Roypoint (Vezukuhle)	SED: DP&HS	HL9
Output 4	MP19	To promote sustainable human settlements in rural areas (Land Reform areas).	MP19.1	Liaison with the Dept. of Human Settlements and Rural Development.	15	Adverts, Deed of sale, supply chain records/ deed of transfer.	MP19.1.1	Number of Sites released for disposal	N/A	15	15	N/A	N/A	N/A	15	SED: DP&HS	HL14
			MP19.2	To develop and maintain a reliable Housing Waiting List database.	78%	Progress report on housing database, print screen from the system	MP19.2.1	% of housing database updated.	100%	100%	100%	N/A	N/A	N/A	100%	SED: DP&HS	HL12
			MP19.3	Promotion of Security of Tenure.	40	Copies of Title Deeds	MP19.3.1	Number of houses transferred	40	40	40	N/A	N/A	N/A	40	SED: DP&HS	HL13
Output 4	MP20	Efficient management of the municipal real estate.	MP20.1	To create a Municipal Land Bank.	10	Signed deeds of sale	MP20.1.1	Number of pieces of land acquired for development.	10	5	N/A	N/A	N/A	N/A	N/A	SED: DP&HS	N/A
			MP20.2	To review the Municipal Land Disposal Policy.	Draft Land Disposal Policy	Minutes	MP20.2.1	Reviewed Land Disposal Policy by 31 December 2014	Review of the Land Disposal Policy.	N/A	n/a	N/A	N/A	N/A	N/A	SED: DP&HS	n/a

OUTCOME 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source of Evidence	KPI No.:	KEY PERFORMANCE AREA	2014/15	2015/16	2016/17	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	Responsible Department/Vote	SDBIP REF NO
									ANNUAL TARGET								
			MP20.3	To conduct a Municipal Land Audit.	Land Asset Register	Quarter 2: Advertisement, Letter Of Appointment Quarter 4: Status Quo Report	MP20.2.1	Land Register and Final Report by 30 June 2016	N/A	Land Register and Final Report by 30 June 2016	N/A	N/A	N/A	N/A	Land Register and Final Report by 30 June 2017	SED: DP&HS	N/A
Output 4	MP21	Management of municipal housing.	MP21.1	To keep municipal housing stock in good condition.	2	Occupational Certificates	MP21.1.1	Number of flood victims houses built	2	2	2	N/A	N/A	N/A	2	SED: DP&HS	HL10
Output 4	MP22	Promoting the development of integrated human settlements.	MP22.1	Prepare the Rural Development Strategy.	N/A	Progress Reports and Invoices	MP22.1.1	Finalise the Rural Development Strategy.	Finalise the Rural Development Strategy	N/A	N/A	N/A	N/A	N/A	N/A	SED: DP&HS	N/A
Output 4	MP23	Provision of cemetery services in accordance with the relevant legislation.	MP23.1	Manage maintenance and operations of cemeteries.	PDA Process initiated	Q2 and Q4 - Progress Reports and SCM communication where necessary	MP23.1.1	Detailed geotechnical and hydrological investigation	Initiate PDA process for proposed Riversmeet Cemetery site by 30 June 2015	Finalise geotechnical and hydrological investigation for Cemetery Sites by 30 June 2016	N/A	N/A	N/A	N/A	N/A	SED: DP&HS	N/A
					100%	Register	MP23.1.2	% of complaints addressed.	100%	100%	100%					SED: COMMUNITY SERVICES	CS31
					100%	Register	MP23.1.3	% of new entries with regards to burials captured electronically.	100%	100%	100%					SED: COMMUNITY SERVICES	CS32

**NEWCASTLE MUNICIPALITY
ORGANISATIONAL SCORECARD 2016/17**

KEY PERFORMANCE AREA : SOCIAL DEVELOPMENT

BACK TO BASICS PROGRAMME - PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST

IDP

OUTCOME 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source of Evidence	KPI No.:	KEY PERFORMANCE INDICATOR	Target (2014/15). ANNUAL TARGET	2015/16	2016/17	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	Responsible Department/Vote	SDBIP REF NO.
Output 3: Implementati on of the Community Work Programme	SD28	To respond to the needs of the vulnerable groups.	SD28.1	Aged and disabled programs.	12	Register/Minutes	SD28.1.1	Number of Special programs events facilitated/implemented	12	12	12	3	3	3	3	Municipal Manager	MM069
			SD28.2	Participate in the Provincial initiatives and programs.	11	Events register	SD28.2.1	Number of programs invited to participate in.	2	2	2	N/A	N/A	N/A	2	Municipal Manager	MM072
					37	Events register	SD28.2.2	Number of engagements with external stakeholders	24	24	24	6	6	6	6	Municipal Manager	MM073
			SD28.3	Participate in District games.	12	Minutes, attendance registers and OSS program	SD28.3.1	Monthly Operation Sukuma Sakhe programmes facilitated/implemented	12	12	12	3	3	3	3	Municipal Manager	MM074
Output 3: Implementati on of the Community Work Programme	SD29	Youth development and women empowerment.	SD29.1	Implementation of Youth Development Projects.	15	Register/ Minutes /Report	SD29.1.1	Number of workshops facilitated	2	2	2	N/A	1	N/A	1	Municipal Manager	MM071
			SD29.2.1	Gender programs.	6	Forum meeting register	SD29.2.1	Number of functional Special Programmes FORA	8	8	8	8	8	8	8	Municipal Manager	MM070
			SD29.3	Participate in the KWANALOGA games.	Annual Kwanaloga games	Invitation and program	SD29.3.1	Number of programs invited to participate in.	Participate annually in Kwanaloga games	Participate annually in Kwanaloga games	1	N/A	N/A	N/A	1	SED : Community Services	MM075
Output 3: Implementati on of the Community Work Programme	SD30	To manage the effect of HIV/Aids within the Newcastle jurisdictional area.	SD30.1	Development and implementation of a Workplace HIV/Aids management program.	6	Register/Minutes/Repo rt/agenda	SD30.1.1	Number of fora established/functional	8	8	N/A					Municipal Manager	N/A
			SD30.2	HIV/Aids awareness campaigns.	11	LAC Attendance Register	SD30.2.1	Number of HIV/AIDS program /events implemented	11	11	11	3	3	2	3	Municipal Manager	MM068
Output 3: Implementati on of the Community Work Programme	SD31	To improve access to basic services.	SD31.1	Free basic services.	12	Monthly summary of movements	SD31.1.1	Monthly registrations and deregistrations	12	12	12					SED: Budget & Treasury Office	BTO039
			SD31.2	Rates rebates and breaks.	100%	Printout of rates tariff on account	SD31.2.1	Compliance with the update of Financial System with pensioners rates tariff	Pensioners account updated with new tariff in compliance with approved application form	Pensioners account updated with new tariff in compliance with approved application form	Pensioners account updated with new tariff in compliance with approved application form					SED: Budget & Treasury Office	BTO41
			SD31.3	Social security grants.	16.63% (18809)	Monthly income summary together with monthly summary of movement	SD31.3.1	% of households earning less than R1100.00 per month with access to free basic services (R3000 as per the Indigent Policy for Newcastle).	19%(20500)	17.17% (19829)	19%					SED: Budget & Treasury Office	BTO40

ORGANISATIONAL SCORECARD 2016/17

KEY PERFORMANCE AREA : SOCIAL DEVELOPMENT

BACK TO BASICS PROGRAMME - PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST

IDP

OUTCOME 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source of Evidence	KPI No.:	KEY PERFORMANCE INDICATOR	Target (2014/15).	2015/16	2016/17	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	Responsible Department/Vote	SDBIP REF NO.
									ANNUAL TARGET								
Output 3: Implementati on of the Community Work Programme	SD32	To improve safety and security	SD32.1	Licensing.			SD32.1.1		N/A	N/A	N/A					SED : Community Services	N/A
			SD32.2	Traffic management.	Recommendations to MM	Appointment letter & Progress report to PSCM/ Council Minutes / Completion Certificate	SD32.2.1	Appointment and installation of parking meters	Appoint and install parking meters by December 2014	Appoint service provider and install parking meters by 30 June 2016	Appoint service provider and install parking meters by 30 June 2017	N/A	N/A	N/A	Appoint service provider and install parking meters by 30 June 2017	SED : Community Services	CS16
					24	Roadblocks Stats	SD32.2.2	Number of roadblocks conducted	24	24	24	6	6	6	6	SED : Community Services	CS15
			SD32.3	Participation on road safety awareness campaigns	100%	Communication plan and Presentations/registers /publications/photos/ minutes of meeting	SD32.3.1	% of Communication Plan implemented	100%	100%	100%	100%	100%	100%	100%	SED : Community Services	CS9
			SD32.4	Establishment of the Disaster Management Forum	4	Report & Minutes of Portfolio Committee	SD32.4.1	Quarterly report on Disaster Management Forum to Portfolio Committee	4	4	4	1	1	1	1	SED : Community Services	CS20
					0	Sector Plans, Council minutes	SD32.4.2	Number of Sector Plans for all sections in Community Services finalised by June 2014.	2	N/A	N/A	N/A	N/A	N/A	N/A	SED : Community Services	N/A
			SD32.5	To improve the fire-fighting services.	200	Fire inspection records	SD32.5.1	Number of Fire inspections conducted	200	200	200	50	50	50	50	SED : Community Services	CS17
					1min	Occurrence Book	SD32.5.2	Average dispatch time	1m	1m	1m	1m	1m	1m	1m	SED : Community Services	CS18
					24hrs	Incident reports	SD32.5.3	Average time taken to respond to victims	24hrs	24hrs	24hrs	24hrs	24hrs	24hrs	24hrs	SED : Community Services	CS19
Output 3: Implementati on of the Community Work Programme	SD33	To ensure efficient use and management of community facilities.	SD33.1	Environmental health services.	100%	High Level Summary of Complaints register	SD33.1.1	% of complaints addressed within 24 hours	100%	100%	100%	100%	100%	100%	100%	SED : Community Services	CS12
			SD33.2	Sports, parks and recreation.	0		SD33.2.1	Number of new play parks established	2	4	N/A	N/A	N/A	N/A	N/A	SED : Community Services	N/A
					100%	Register	SD33.2.2	% of cutting cycle plan implemented quarterly.	100%	100%	100%	N/A	100%	100%	100%	SED : Community Services	CS34
			SD33.3	Improvement of community access to facilities (halls, pools, libraries and amenities).	8	Exhibitions/events/invitations/programmes/vi sitors book/newspaper article	SD33.3.1	Number of exhibitions or events facilitated.	8	8	8	8	2	2	2	SED : Community Services	CS25

NEWCASTLE MUNICIPALITY																				
SDBIP 2016/17																				
BUDGET AND TREASURY OFFICE																				
SDBIP REF NO	B2B ALIGNMENT	IDP/ORG REF No.	OUTCOME 9	IDP PRIORITY	SERVICE/FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2016/17	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
BTO001	SOUND FINANCIAL MANAGEMENT	GP7.1.5	Output6: Administrative and Financial Capability					To ensure that good governance principles are implemented	BTO	Implementation of AG (AG Report and management report), and risk management Action (Strategic and Operational) plans	%age of actions on AG Action Plan (AG Report and management report) addressed as assessed by CRO quarterly	Quarterly								SED: BUDGET AND TREASURY
BTO002	SOUND FINANCIAL MANAGEMENT	GP8.1.4	Output6: Administrative and Financial Capability					To ensure that good governance principles are implemented	BTO	Implementation of AG (AG Report and management report), and risk management Action (Strategic and Operational) plans	%age of actions on Risk management Action Plan (Strategic and Operational) addressed as assessed by CRO quarterly	Quarterly								SED: BUDGET AND TREASURY
BTO003	SOUND FINANCIAL MANAGEMENT	GP7.1.2	Output6: Administrative and Financial Capability					To ensure that good governance principles are implemented	BTO	Monthly reports on compliance with legislation submitted to CRO	%age compliance with legislation as assessed by CRO quarterly	Quarterly								SED: BUDGET AND TREASURY
BTO004	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability	Good Governance	Administration			To ensure that good governance principles are implemented	BTO	Monthly meetings to monitor performance Information	Monthly meetings to monitor performance Information	Quarterly								
BTO005	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability	Good Governance	Administration			To ensure that good governance principles are implemented	BTO	Implement resolutions of Manco/EXCO/Council/MPAC	%age of resolutions as per resolution register executed	Quarterly								
BTO006	SOUND FINANCIAL MANAGEMENT	FV10.4.2	Output6: Administrative and Financial Capability	Financial Viability	Administration			To ensure implementation of capital programme	BTO	Implementation of capital programme	%age of capital budget spent as per approved cash flows	Annual								
BTO007	SOUND FINANCIAL MANAGEMENT	FV10.1.1	Output6: Administrative and Financial Capability	Financial Management	Administration			To ensure sound financial and fiscal management and good governance	BTO	To ensure compliance with financial reporting in terms of the relevant legislative requirements.	%age compliance with MFMA reporting obligations as per MFMA calendar	Quarterly								Director: Budget & Financial Reporting
BTO008	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability	Good Governance	Administration			To improve both internal and external communication.	BTO	To implement Public Participation & Communication Strategy	% of Communication Plan implemented	Annual								
BTO009	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability	Organizational / Institutional Development	BTO - Safety			To promote zero fatality and ensure a health and safe working environment	BTO	To comply with health and safety legislation	Number of safety committee meetings held	Quarterly								
BTO010	SOUND FINANCIAL MANAGEMENT	IT1.3.1	Output 6: Administrative and financial capability	Administration Skills & Development				To develop and participate in knowledge sharing with other municipalities	BTO	To facilitate knowledge sharing activities with other municipalities	Number of knowledge sharing meetings arranged	Annual								

SDBIP REF NO	B2B ALIGNMENT	IDP/ORG REF No.	OUTCOME 9	IDP PRIORITY	SERVICE/FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2016/17	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
BTO011	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability	Financial Management	Financial Reporting			To ensure sound financial and fiscal management and good governance	Budget	Preparation of Annual Financial Statemenets	Submission of Annual Financial Statements to Auditor-General on or before 31 August 2016	Annual	AFS submitted 30 August 2015	Proof of submission from Auditor-General	Submission of Annual Financial Statements to Auditor-General on or before 31 August 2016	Submission of Annual Financial Statements to Auditor-General on or before 31 August 2016	N/A	N/A	N/A	Director: Budget & Financial Reporting
BTO012	SOUND FINANCIAL MANAGEMENT	FV11.1.2	Output6: Administrative and Financial Capability	Financial Viability	Financial Reporting			To ensure sound financial and fiscal management and good governance	Budget	Financial Reporting	Financial viability in terms of debt coverage	Quarterly	65%	Loan statements and Section 71 Reports	60%	15%	25%	30%	60%	Director: Budget & Financial Reporting
BTO013	SOUND FINANCIAL MANAGEMENT	FV11.1.3	Output6: Administrative and Financial Capability	Financial Viability	Financial Reporting			To ensure sound financial and fiscal management and good governance	Budget	Financial Reporting	Financial viability in terms of cost coverage	Quarterly	1 months	Bank Statement and Investment Schedule and Section 71 Reports	1 Months	3months	2months	1months	1months	Director: Budget & Financial Reporting
BTO014	SOUND FINANCIAL MANAGEMENT	FV11.1.4	Output6: Administrative and Financial Capability	Financial Viability	Financial Reporting			To ensure sound financial and fiscal management and good governance	Budget	Financial Reporting	Financial viability in terms of outstanding service debtors	Annual	125%	Calculation sheet	146%	N/A	N/A	N/A	146%	Director : Budget & Financial Reforms
BTO015	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability	Financial Viability	Revenue Enhancement Strategy			To facilitate processes to enhance revenue	Revenue Enhancement	Revise Revenue Enhancement Strategy.	Updated Revenue Enhancement Strategy by March 2017	Annual	Approved Revenue Enhancement Strategy	Council Minutes	Updated Revenue Enhancement Strategy by March 2017	N/A	N/A	Updated Revenue Enhancement Strategy by March 2017	N/A	Director : Revenue Enhancement
BTO016	SOUND FINANCIAL MANAGEMENT	FV11.2.1	Output6: Administrative and Financial Capability	Financial Viability	Revenue Enhancement Strategy			To facilitate processes to enhance revenue	Revenue Enhancement	Mainstream and intergrate Revenue Enhancement throughout the value chain of the organisation.	Number of Revenue Enhancement Meetings facilitated	Quarterly	17	Minutes and registers	4	1	1	1	1	Director : Revenue Enhancement
BTO017	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability	Financial Viability	Revenue Enhancement Strategy			To facilitate processes to enhance revenue	Revenue Enhancement	Analyze and assess reports of various departments as well as reports generated from the financial system and utilizing information/ reports/statistics/ reports on progress made with the implementation of the Revenue Enhancement Strategy.	Quarterly Reports on implementation of the Revenue Enhancement Strategy to Finance Standing Portfolio Committee	Quarterly	2	Minutes FPSC	4	1	1	1	1	Director : Revenue Enhancement
BTO018	SOUND FINANCIAL MANAGEMENT	FV10.4.1	Output6: Administrative and Financial Capability	Financial Management	Budget Management			To ensure budget planning and implementation	Budget & Reporting	Preparation of the annual budget	Approval of Annual Budget for 2017'18 by the 31 May 2017	Annual	2015'16 Budget approved in May 2016	Council Resolution	Approved Budget by 31 May 2017	N/A	N/A	N/A	Approved Budget by 31 May 2017	Director: Budget & Financial Reporting
BTO019	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability	Financial Management	Budget Management			To ensure sound financial and fiscal management and good governance	Budget & Reporting	Preparation of the Mid-year Review (section 72)	Submission of the Mid-year Review to the Mayor, National and Provincial Treasuries by 25 January 2017	Annual	Submitted Section 72 by 25 January 2017	Proof of submission to the Mayor; National and Provincial Treasuries	Submission of the Mid-year Review to the Mayor, National and Provincial Treasuries by 25 January 2017	N/A	N/A	Submission of the Mid-year Review to the Mayor, National and Provincial Treasuries by 25 January 2017	N/A	Director: Budget & Financial Reporting
BTO020	SOUND FINANCIAL MANAGEMENT	FV10.4.1	Output6: Administrative and Financial Capability	Financial Management	Budget Management			To ensure budget planning and implementation	Budget & Reporting	Preparation of adjustment budget	Approval of Adjustment Budget by 28 February 2017	Annual	Adjustment Budget by 28 Feb 2017	Council Resolution/ Proof of submission to the Mayor	Approved Adjustment Budget by 28 February 2017	N/A	N/A	Approved Adjustment Budget by 28 February 2017	N/A	Director: Budget & Financial Reporting
BTO021	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability	Financial Management	Financial Reporting			To ensure sound financial and fiscal management and good governance	Budget & Reporting	Preparation of section 52 and 71 reports	Monthly Section 71 reports to the Mayor, National and Provincial Treasuries within 10 working days of each month.	Quarterly	12	Proof of submission to the Mayor	12	3	3	3	3	Director: Budget & Financial Reporting
BTO022	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability	Financial Management	Investment and Expenditure Management			To ensure sound financial and fiscal management and good governance	Expenditure & Financial Accounting	Preparation of Quarterly reports on External Loans; Investments; Withdrawals and Staff Benefits	Submission of Quarterly reports on External Loans	Quarterly	4	Exco Minutes	4	1	1	1	1	Director: Budget & Financial Reporting
BTO023	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability								Submission of Quarterly reports on Investments	Quarterly	4	Exco Minutes	4	1	1	1	1	Director: Budget & Financial Reporting
BTO024	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability								Submission of Quarterly reports on Withdrawals	Quarterly	4	Exco Minutes	4	1	1	1	1	Director: Budget & Financial Reporting
BTO025	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability								Submission of Quarterly Reports on Conditional Grants	Quarterly	4	Exco Minutes	1	1	1	1	1	Director: Budget & Financial Reporting
BTO026	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability								Submission of reports on Staff Benefits to Council	Quarterly	4	Exco Minutes	2	1	1	1	1	Director: Budget & Financial Reporting
BTO027	SOUND FINANCIAL MANAGEMENT	FV11.3.1	Output6: Administrative and Financial Capability	Financial Viability				To ensure sound financial and fiscal management and good governance	Expenditure & Financial Accounting	To implement sound cash management practices	Compilation of monthly banks reconciliations within 10 working days of each month	Quarterly	12	Bank Reconciliations	12	3	3	3	3	Director: Budget & Financial Reporting
BTO028	SOUND FINANCIAL MANAGEMENT	FV10.2.2	Output6: Administrative and Financial Capability	Financial Management	Supply Chain Management			To ensure sound financial and fiscal management and good governance	Supply Chain Management Unit	To review and approve SCM Policy	Review of Draft SCM Policy by 31 March 2016 and approval by the 31st May 2017	Bi-annually	Approved SCM Policy by March 2016	council minutes	Review of SCM Policy by 31st March 2016 and be Approved by the 31st May 2017	N/A	N/A	Draft SCM Policy submitted to Council by 31 March 2017	Approval of SCM Policy by the 31st May 2017	Director : SCM
BTO029	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability	Financial Management	Supply Chain Management			To ensure sound financial and fiscal management and good governance	Supply Chain Management Unit	Preparation of Quarterly report on the implementation of the SCM Policy to Council	Quarterly Report on the Implementation of the SCM Policy	Quarterly	0	Council resolution	4	1	1	1	1	Director : SCM

SDBIP REF NO	B2B ALIGNMENT	IDP/ORG REF No.	OUTCOME 9	IDP PRIORITY	SERVICE/FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2016/17	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
BTO030	SOUND FINANCIAL MANAGEMENT	FV10.2.1	Output6: Administrative and Financial Capability	Financial Management	Supply Chain Management			To ensure sound financial and fiscal management and good governance	Supply Chain Management Unit	Maintain and monitor a register for bids and quotations	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	Quarterly	Turnaround time for bids is 119 days and for quotations is 69 days (Tender/Quotations)	register certified by CFO	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	Director : SCM
BTO031	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability	Financial Management	Supply Chain Management-Logistics			To ensure sound financial and fiscal management and good governance	Supply Chain Management Unit	Conduct annual stock take	Annual Stock take by 30 June 2017	Annual	Annual Stock take by 30 June 2016	Stock Certificate	Annual Stock take by 30 June 2017	N/A	N/A	N/A	Annual Stock take by 30 June 2016	Director : SCM
BTO032	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability	Financial Management	Asset Management			To ensure sound asset management system	Asset and Liability Management	Maintenance of an asset register	Quarterly Updating of asset register	Quarterly		4 Dated system report	4	1	1	1	1	Director: Budget & Financial Reporting
BTO033	SOUND FINANCIAL MANAGEMENT	FV10.3.1	Output6: Administrative and Financial Capability	Financial Management	Asset Management			To ensure sound asset management system.	Asset and Liability Management	Review and approve Asset Management Plan & Policy	Review & Approval of Asset Management Policy by 31 May 2016	Annual	Approved Asset Management Policy by 31 May 2015	Council Resolution	Approval of Asset Management Policy by 31 May 2016	N/A	N/A	N/A	Approval of Asset Management Policy by 31 May 2017	Director: Budget & Financial Reporting
BTO034	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability	Financial Management	Asset Management			To ensure sound asset management system.	Asset and Liability Management	To ensure integrity of asset information	Quarterly Reports on reconciliation between asset register and general ledger	Quarterly	4	Monthly asset reconciliation	4	1	1	1	1	Director: Budget & Financial Reporting
BTO035	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability	Financial Management	Asset Management			To ensure sound asset management system.	Asset and Liability Management	To verify all movable assets using a scanner	Physical verification of assets on a yearly basis	Annual	1	Physical Verification Report	1	N/A	N/A	N/A	1	Director : Budget & Financial Reforms
BTO036	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability	Financial Management	Asset Management			To ensure sound asset management system.	Asset and Liability Management	Updating of Asset Register and Annual Financial Statements	Quarterly Scrutinizing of additions of assets	Quarterly	4	Quarterly additions Reports	4	1	1	1	1	Director : Budget & Financial Reforms
BTO037	SOUND FINANCIAL MANAGEMENT		Output6: Administrative and Financial Capability	Financial Management	Asset Management			To ensure sound asset management system.	Asset and Liability Management	Disposal of assets	Annual disposal of assets by 30 June 2017	Annual	0	Council resolution for asset disposal and asset register of assets disposed	Annual disposal of assets by 30 June 2017	N/A	N/A	N/A	Annual disposal of assets by 30 June 2017	Director : Budget & Financial Reforms
BTO038	SOUND FINANCIAL MANAGEMENT	FV11.1.1	Output6: Administrative and Financial Capability	Financial Viability	Credit Control			To ensure a financially viable municipality	Income	Review and update credit control process plan in terms of the policy	Increase of payment factor by 2 percentage basis point by 30 June 2017	Annual	75%	Financial Reports	77%	75.0%	76%	76.0%	77%	Director : Revenue Valuations and Debt Management
BTO039	SOUND FINANCIAL MANAGEMENT	SD31.1.1	Output6: Administrative and Financial Capability	Financial Viability	Indigent Management			To ensure sound financial and fiscal management and good governance	Income	Maintain Indigent register for the Municipality	Monthly registrations and deregistrations	Quarterly	12	Monthly summary of movement	12	3	3	3	3	Director : Revenue Valuations and Debt Management
BTO040	SOUND FINANCIAL MANAGEMENT	SD31.3.1	Output6: Administrative and Financial Capability	Social Development	Indigent Support System			To improve access to basic services	Income	Ensure that the indigent support is processed for the month (Social security grants)	Percentage of households earning less than R1100 per month with access to free basic services (R3500 as per indigent policy)	Quarterly	16.90% (19 487/115323)	Monthly income summary together with monthly summary of movement	17.25% (20 000)	16,98 % (19612/115493)	17,06% (19737/115663)	17,14% (19862/115833)	17,25% (20000/116000)	Director : Revenue Valuations and Debt Management
BTO041	SOUND FINANCIAL MANAGEMENT	SD31.2.1	Output6: Administrative and Financial Capability	Social Development	Indigent Support System			To improve access to basic services	Income	To comply with rates policy iro of rebates for pensioners	Compliance with the update of Financial System with pensioners rates tariff	Annual	100%	Printout of rates tariff on account	Pensioners account updated with new tariff in compliance with approved application form	Pensioners account updated with new tariff in compliance with approved application form	NA	N/A	N/A	Director : Revenue Valuations and Debt Management
BTO042	SOUND FINANCIAL MANAGEMENT	B2B22	Output6: Administrative and Financial Capability	Financial Viability	Indigent Support System			To improve access to basic services	Income	To implement Indigent Policy	% spend of the Municipality's operating budget on free basic services per quarter. Formula: actual spent on free basic services/allocation in terms of the equitable share formula.	Quarterly	88.10%	Financial Reports	88.10%	88.10%	88.10%	88.10%	88.10%	Director : Revenue Valuations and Debt Management

NEWCASTLE MUNICIPALITY																					
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COMMUNITY SERVICES																					
SDBIP'S REF NO	B2B ALIGNMENT	IDP/ORG REF	OUTCOME 9	IDP PRIORITY	SERVICE/ FUNCTION	BUDGET	OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2016/17	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
CS1	GOOD GOVERNANCE	GP7.1.5	Output 6: Administrative and Financial Capability	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration				To ensure that good governance principles are implemented	Community Services	Implementation of AG (AG Report and management report), and risk management Action (Strategic and Operational) plans	%age of actions on AG Action Plan (AG Report and management report) addressed as assessed by CRO quarterly	Quarterly	100%	Quarterly Progress report by CRO	100%	100%	100%	100%	100%	SED : Community Services
CS2	GOOD GOVERNANCE	GP8.1.4	Output 6: Administrative and Financial Capability	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration				To ensure that good governance principles are implemented	Community Services	Implementation of AG (AG Report and management report), and risk management Action (Strategic and Operational) plans	%age of actions on Risk management Action Plan (Strategic and Operational) addressed as assessed by CRO quarterly	Quarterly	100%	Quarterly Progress report by CRO	100%	100%	100%	100%	100%	SED : Community Services
CS3	GOOD GOVERNANCE	GP7.1.2	Output 6: Administrative and Financial Capability	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration				To ensure that good governance principles are implemented	Community Services	Monthly reports on compliance with legislation submitted to CRO	%age compliance with legislation as assessed by CRO quarterly	Quarterly	100%	Quarterly Compliance assessment report by CRO	100%	100%	100%	100%	100%	SED : Community Services
CS4	GOOD GOVERNANCE		Output 6: Administrative and Financial Capability	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration				To ensure that good governance principles are implemented	Community Services	Monthly meetings to monitor performance information	Monthly meetings to monitor performance information	Quarterly	12	Minutes and registers	12	3	3	3	3	SED : Community Services
CS5	GOOD GOVERNANCE		Output 6: Administrative and Financial Capability	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration				To ensure that good governance principles are implemented	Community Services	Execution of resolutions of Manco/EXCO/Council/ Mpac	%age of resolutions as per resolution register executed	Quarterly	100%	Monthly Execution of Resolutions as reported to relevant executive structures/ minutes of relevant executive structures	100%	100%	100%	100%	100%	SED : Community Services
CS6	SOUND FINANCIAL MANAGEMENT		Output 6: Administrative and Financial Capability	FINANCIAL VIABILITY	Administration				To ensure implementation of capital programme	Community Services	Implementation of capital programme	%age of capital budget spent as per approved cash flows	Quarterly	90%	Budget Reports	90%	17%	37%	39%	90%	SED : Community Services
CS8			Output 6: Administrative and Financial Capability	Organizational / Institutional Development	Community Services- Safety				To promote zero fatality and ensure a health and safe working environment	Community Services	To comply with health and safety legislation	Number of safety committee meetings held	Quarterly	12	Minutes and registers	12	3	3	3	3	SED : Community Services
CS9		ID27.1.1	Output 6: Administrative and Financial Capability	Good Governance	Administration				To improve both internal and external communication.	Community Services	Compilation and implementation of Departmental Communication Plan	% of Communication Plan implemented	Quarterly	100%	Communication plan and Presentations/registers/publications/photos/ minutes of meeting	100%	100%	100%	100%	100%	SED : Community Services
CS10		ID27.2.3	Output 2: Improving Access to Basic Services	Refuse Removal & Waste Management	Waste				To develop and implement Waste management strategy in line with the relevant legislation.	Waste mgmt	Provision of Waste Management Service	Number as well as % of households serviced (Refuse)	Annually	61212(73%)	Stats SA census information	61212(73%)	N/A	N/A	N/A	61212(73%)	Manager Waste
CS11		ID27.2.4	Output 2: Improving Access to Basic Services	Refuse Removal & Waste Management	Waste				To develop and implement Waste management strategy in line with the relevant legislation.	Waste mgmt	Compliance with Waste Management Act	Landfill site compliance as per DEA requirements	Annually	0	Compliance certificate	1	N/A	N/A	N/A	1	Manager waste
CS12		SD33.1.1 & ID27.2.7	Output 2: Improving Access to Basic Services	Environmental Planning & Management	Health				Render and effective and efficient Environmental Health Services	Environmental Health	To comply with the relevant legislation in respect of Environmental Health and Bylaws	%age complaints addressed within 24hrs	Quarterly	100%	High Level Summary of Complaints register	100%	100%	100%	100%	100%	Chief Health
CS13			Output 2: Improving Access to Basic Services	Environmental Planning & Management	Health				Render and effective and efficient Environmental Health Services	Environmental Health	Enforcement of food safety related legislation (FCD ACT)	Number of food inspections conducted	Quarterly	120	Inspection/ Reports/ Notices	120	30	30	30	30	Chief Health
CS14			Output 2: Improving Access to Basic Services	Environmental Planning & Management	Health				Render and effective and efficient Environmental Health Services	Environmental Health	Enforcement of the Health Act, Funeral Undertakers Regulations	Number of Funeral Undertaker inspections conducted	Bi-annual	30	Inspection/ Reports/ Notices	30	N/A	15	N/A	15	Chief Health
CS15		SD32.2.2	Output 3: Implementation of the Community Work Programme	Traffic & Road Safety	Traffic Control				Ensure an efficient and effective traffic management services	Traffic Control	Enforcement of Road Traffic Act	Number of roadblocks conducted	Quarterly	24	Roadblock Stats	24	6	6	6	6	Chief Traffic
CS16		SD32.2.1	Output 3: Implementation of the Community Work Programme	Traffic & Road Safety	Traffic Control				Ensure effective Traffic flow through parking services	Parking Services	Finalise the appointment of a service provider to Parking meters	Appointment of service provider and installation of Parking Meters by 30 June 2017	Annual		Recommendation to Municipal Manager	Appoint service provider and install parking meters by 30 June 2017	N/A	N/A	N/A	Appoint service provider and install parking meters by 30 June 2017	Chief Traffic
CS17		SD32.5.1	Output 3: Implementation of the Community Work Programme	Public Safety	Fire and Disaster Management				To provide an and maintain efficient and adequate fire management services	Fire and Disaster Management	To identify any possible threats, harm or defect and make the necessary recommendations in writing	Number of fire inspections conducted	Quarterly	200	Fire inspection records	200	50	50	50	50	Chief Fire

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CS18		SD32.5.2	Output 3: Implementation dispatch the Community Work Programme	Public Safety	Fire and Disaster Management				To provide an and maintain efficient and adequate fire management services	Fire and Disaster Management	To upgrade emergency call centre and providing adequate staff	Average dispatch time	Quarterly	1min	Occurrence Book	1 min	1 min	1 min	1 min	1 min	Chief Fire
CS19		SD32.5.3	Output 3: Implementation time the Community Work Programme	Public Safety	Fire and Disaster Management				To provide an and maintain efficient and adequate fire management services	Fire and Disaster Management	Provide disaster relief	Average time taken to respond to victims	Quarterly	24hrs	Incident reports	24hrs	24hrs	24hrs	24hrs	24hrs	Chief Fire
CS20		SD32.4.1	Output 3: Implementation on the Community Work Programme	Public Safety	Fire and Disaster Management				To improve safety & security	Fire and Disaster Management	Establish the Disaster Management Forum	Quarterly report on Disaster Management Forum to Portfolio Committee	Quarterly	4	Report & Minutes of Portfolio Committee	4	1	1	1	1	Chief Fire
CS21			Output 3: Implementing of the Community Work Programme	Cultural Heritage	Libraries				To provide an efficient and effective information service to the community	Culture & Amenities	Conduct educational and recreational programmes.	Number of programmes conducted.	Quarterly	313	Attendance Registers/librarian's report	280	60	80	80	60	Director: Arts, Culture & Amenities
CS23			Output 3: Implementing of the Community Work Programme	Cultural Heritage	Museums				To promote appreciation of art and heritage to meet the needs of the whole community.	Culture & Amenities	Conduct Research articles	Number of research articles	Quarterly	18	Paper clippings/written article/presentations	18	5	4	5	4	Director: Arts, Culture & Amenities
CS24			Output 3: Implementing of the Community Work Programme	Cultural Heritage	Museums				To promote appreciation of art and heritage to meet the needs of the whole community.	Culture & Amenities	Educational programmes or activities	Educational programmes or activities conducted	Quarterly	110	Group visit forms/newspaper articles/attendance registers	110	20	40	25	25	Director: Arts, Culture & Amenities
CS25		SD33.3.1	Output 3: Implementing of the Community Work Programme	Cultural Heritage	Museums				To promote appreciation of art and heritage to meet the needs of the whole community.	Culture & Amenities	Facilitate Exhibitions and events	Number of exhibitions/events facilitated	Quarterly	8	Exhibitions/events/invitations/programmes/visitors book/newspaper article	8	2	2	2	2	Director: Arts, Culture & Amenities
CS26			Output 3: Implementing of the Community Work Programme	Cultural Heritage	Museums				To promote appreciation of art and heritage to meet the needs of the whole community.	Culture & Amenities	To implement museum projects	Number of projects implemented	Annually	1	Project booklet/paper	1	N/A	N/A	N/A	1	Director: Arts, Culture & Amenities
CS27			Output 6: Administrative and Financial Capability	Cultural Heritage	Art Gallery				To promote appreciation of art and heritage to meet the needs of the whole community.	Culture and Amenities	To verify assets at the gallery	Annual asset stock take by 30 June 2017	Annually	1	Inventory Report	Annual asset stock take by 30 June 2017	N/A	N/A	N/A	Annual asset stock take by 30 June 2017	Director: Arts, Culture & Amenities
CS28			Output 3: Implementation of the Community Work Programme	Cultural Heritage	Art Gallery				To promote appreciation of art and heritage to meet the needs of the whole community.	Culture and Amenities	Craft development	Number of workshops on craft development conducted	Quarterly	9	Attendance registers	6	2	2	1	1	Director: Arts, Culture & Amenities
CS29			Output 3: Implementation of the Community Work Programme	Cultural Heritage	Museum & Art Gallery				To promote museum facilities to the community	Culture and Amenities	Promotion of the Fort Amiel Museum and Carnegie Art Gallery	Number of advertisements	Quarterly	20	Copy of advertisements/pamphlet s/posters/publications	30	7	8	8	7	Director: Arts, Culture & Amenities
CS30			Output 3: Implementation of the Community Work Programme	Cultural Heritage	Libraries, Halls, Museum & Art Gallery				To determine gaps and services and to improve services	Culture and Amenities	Compile/distribute & evaluate surveys	Number of surveys conducted	Annually	4	Survey Report	4	N/A	N/A	N/A	4	Director: Arts, Culture & Amenities
CS31		MP23.1.2	Output 3: Implementation of the Community Work Programme	Cemetery Services	Parks (Cemeteries)				To ensure maintenance of Parks and open spaces.	Community services	Provide sufficient equipment and machinery for cemeteries	Percentage of complaints addressed	Quarterly	100%	Register	100%	100%	100%	100%	100%	Director : Parks
CS32		MP23.1.3	Output 6: Administrative and Financial Capability	Cemetery Services	Parks				To ensure maintenance of Parks and open spaces.	Community services	Maintain electronic burials database	%age of new entries with regard to burials captured electronically	Quarterly	100%	Register	100%	100%	100%	100%	100%	Director : Parks
CS34		SD33.2.2	Output 2: Improving Access to Basic Services	Parks, Rec, Cemeteries	Parks				To ensure maintenance of Parks and open spaces.	Community services	Maintenance of Parks and open spaces	%age of cutting cycle plan implemented quarterly	Quarterly	100%	Register and cutting cycle plan	100%	N/A	100%	100%	100%	Director : Parks
CS35			Output 2: Improving Access to Basic Services	Parks, Rec, Cemeteries	Parks				To ensure maintenance of Parks and open spaces.	Community services	Establishment of sports fields and stadia	Number of sports fields and stadia developed	Annually	3	Completion Certificate	4	0	0	0	4	Director:Parks
CS37			Output 7: Single Window of Coordination	Public Safety	Security				To render an efficient and effective security services to Council	Community Services	Install security devices to prevent any security breaches, incidents or occurrences like biometric system and adequately capacitate the section in terms of staffing and equipment	Reduction of security breach incidents by atleast 10% per annum	Annual	8	Security breach registers	7	N/A	N/A	N/A	7	Chief: Security Officer
TOTAL BUDGET																					

NEWCASTLE MUNICIPALITY																				
DRAFT SDBIP 2016'17																				
CORPORATE SERVICES																				
SDBIP REF NO	B2B ALIGNMENT	IDP/ ORG REF NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2016/17	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
CORP001	GOOD GOVERNANCE	GP7.1.5	Output 6: Administrative and financial capability	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration			To ensure that good governance principles are implemented	Corporate Services	Implementation of AG (AG Report and management report), and risk management Action (Strategic and Operational) plans	%age of actions on AG Action Plan (AG Report and management report) addressed as assessed by CRO quarterly	Quarterly	100%	Quarterly Progress report by CRO	100%	100%	100%	100%	100%	SED : CORPORATE SERVICES
CORP002	GOOD GOVERNANCE	GP8.1.4	Output 6: Administrative and financial capability	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration			To ensure that good governance principles are implemented	Corporate Services	Implementation of AG (AG Report and management report), and risk management Action (Strategic and Operational) plans	%age of actions on Risk management Action Plan (Strategic and Operational) addressed as assessed by CRO quarterly	Quarterly	100%	Quarterly Progress report by CRO	100%	100%	100%	100%	100%	SED : CORPORATE SERVICES
CORP003	GOOD GOVERNANCE	GP7.1.2	Output 6: Administrative and financial capability	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration			To ensure that good governance principles are implemented	Corporate Services	Monthly reports on compliance with legislation submitted to CRO	%age compliance with legislation as assessed by CRO quarterly	Quarterly	100%	Quarterly Compliance assessment report by CRO	100%	100%	100%	100%	100%	SED : CORPORATE SERVICES
CORP004	GOOD GOVERNANCE		Output 6: Administrative and financial capability	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration			To ensure that good governance principles are implemented	Corporate Services	Monthly meetings to monitor performance Information	Monthly meetings to monitor performance Information	Quarterly	12	Minutes and registers	12	3	3	3	3	SED : CORPORATE SERVICES
CORP005	GOOD GOVERNANCE		Output 6: Administrative and financial capability	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration			To ensure that good governance principles are implemented	Corporate Services	Implement resolutions of Manco/EXCO/Council/ Mpac	%age of resolutions as per resolution register executed	Quarterly	100%	Monthly Execution of Resolutions as reported to relevant executive structures/ minutes of relevant executive structures	100%	100%	100%	100%	100%	SED : CORPORATE SERVICES
CORP006	SOUND FINANCIAL MANAGEMENT		Output 6: Administrative and financial capability	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration			To ensure implementation of capital programme	Corporate Services	Implementation of capital programme	%age of capital budget spent as per approved cash flows	Quarterly	90%	Budget Reports	90%	42%	59%	75%	90%	SED : CORPORATE SERVICES
CORP007	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST		Output 6: Administrative and financial capability	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration			To improve both internal and external communication.	Corporate Services	To implement Public Participation & Communication Strategy	% of Communication Plan implemented	Annual	40%	Communication plan and Presentations/registers/publications/photos/ minutes of meeting	100%	N/A	N/A	N/A	100%	SED : CORPORATE SERVICES
CORP008	BUILDING INSTITUTIONAL CAPACITY		Output 6: Administrative and financial capability	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Administration			To review and implement organogram with adequate capacity	Corporate Services	To encourage team spirit and organizational strategy focus	Number of departmental teambuilding sessions held	Annual	1	Attendance Registers/ Minutes	1	N/A	1	N/A	N/A	SED : CORPORATE SERVICES
CORP009	GOOD GOVERNANCE	IT2.1.4	Output 6: Administrative and financial capability	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration			To ensure compliance and proper implementation of policies and procedures	Corporate Services	Develop and review policies and procedures related to Corporate Services	Number of policies reviewed and developed	Annually	0	Council Minutes	1	N/A	N/A	N/A	1	SED : CORPORATE SERVICES
CORP010	BUILDING INSTITUTIONAL CAPACITY	IT1.3.1	Output 6: Administrative and financial capability	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Administration			To develop and participate in knowledge sharing with other municipalities	Corporate Services	To facilitate knowledge sharing activities with other municipalities	Number of knowledge sharing meetings arranged	Bi-annual	2	Attendance registers & invitation / minutes of meetings & invitations	1	N/A	N/A	N/A	1	SED : CORPORATE SERVICES
CORP011	GOOD GOVERNANCE		Output 6: Administrative and financial capability	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration			To provide efficient and effective general administrative support services	Administration	To have efficient and effective support to organization	Number of scheduled meetings as per year planner finalised	Quarterly	121	Report and minutes	125	33	26	33	33	Director : Administration
CORP012	GOOD GOVERNANCE		Output 6: Administrative and financial capability	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration			To provide efficient and effective general administrative support services as per gazette		To have efficient and effective support to organization	Number of Traditional Leadership participating in Council meetings	Quarterly	nil	Attendance register of council/minutes of the meeting	2	2	2	2	2	Director : Administration

NEWCASTLE MUNICIPALITY																				
DRAFT SDBIP 2016'17																				
CORPORATE SERVICES																				
SDBIP REF NO	B2B ALIGNMENT	IDP/ ORG REF NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE INDICATOR	SERVICE/ FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2016/17	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
CORP013	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST		Output 6: Administrative and financial capability	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration			Develop cleaning programme for municipal building	Administration	Cleaning programme for municipal buildings	%age of Cleaning roster implemented	Quarterly	100%	Cleaning Roster as signed off by Supervisor	100%	100%	100%	100%	100%	Director: Administration
CORP014	BUILDING INSTITUTIONAL CAPACITY	IT1.2.1	Output 6: Administrative and financial capability	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Employee Assistance Program			To review and implement organogram with adequate capacity	Human Resources - EAP	To encourage team spirit and organizational strategy focus	%age of employees assisted /consulted as requested	Quarterly	100%	EAP Register	100%	100%	100%	100%	100%	Director: HR
CORP015	BUILDING INSTITUTIONAL CAPACITY	IT1.2.3	Output 6: Administrative and financial capability	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Human resources -work-study			To provide adequate human capital	Human Resources - Work-study	To facilitate compilation and evaluation of job descriptions	Percentage of job descriptions compiled and evaluated	Quarterly	100%	Job description file	100%	100%	100%	100%	100%	Director: HRD
CORP016	BUILDING INSTITUTIONAL CAPACITY		Output 6: Administrative and financial capability	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Human resources - work-study			To provide adequate human capital	Human Resources - Work-study	Investigate matters related to Work study	Number of investigation done	Annual	4	Investigation report	4	1	1	1	1	Act Director : HRD/WS/LR
CORP017	BUILDING INSTITUTIONAL CAPACITY	IT1.2.4	Output 6: Administrative and financial capability	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Human Resource Management			To provide adequate human capital	Human Resource Management	To ensure all Senior Managers positions are filled in the municipality	Percentage of senior manager positions filled reporting to the MM (section 56 and 54 managers)	Quarterly	63%	Appointment Letters	100%	63%	63%	100%	100%	Director: HRM
CORP018	BUILDING INSTITUTIONAL CAPACITY	IT1.2.5	Output 6: Administrative and financial capability	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Human Resource Management			To provide adequate human capital	Human Resources - HRM	To ensure that budgeted posts are filled	Vacancy rate (15% of budgeted and filled posts)	Annual	19%	Payroll Register as at 30 June 2016 & Approved listing of budgeted posts as at 1 July 2015	15%	0%	0%	0%	15%	Director: HR
CORP019	BUILDING INSTITUTIONAL CAPACITY	IT1.1.1	Output 6: Administrative and financial capability	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Human Resource Management			To provide an efficient and effective HR support service	Human Resources - HRM	To render a recruitment and selection service to the municipality	Average turnaround time for filling of a vacancy	Quarterly	42 Days	Summary report signed off by SED/Director	42 Days	42 Days	42 Days	42 Days	42 Days	Director : HR
CORP020	BUILDING INSTITUTIONAL CAPACITY	IT1.2.7	Output 6: Administrative and financial capability	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Human Resource Management			To comply with legislation and fast track transformation	Human Resources - HRM	To develop and implement the Employment Equity Plan by 01 October 2013	Compliance with submission of Employment Equity Report by 01 October 2016	Annual	Submitted EEP by 01 October	Acknowledgement of receipt from Department of Labour	Submission of EEP Report by 01 October 2016	N/A	Submission of EEP Report by 01 October 2016	N/A	N/A	Director : HR
CORP021	BUILDING INSTITUTIONAL CAPACITY	IT1.2.8	Output 6: Administrative and financial capability	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Human Resource Management			To comply with legislation and fast track transformation	Human Resources - HRM	Promote gender equality in the workplace	Number of people from employment equity target groups employed in the three highest levels of management	Annual	20	Appointment letters	23	N/A	N/A	N/A	23	Director : HR
CORP022	BUILDING INSTITUTIONAL CAPACITY	IT1.2.6	Output 6: Administrative and financial capability	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Human Resource Management			To provide adequate human capital	Human Resources - HRM	To implement Workplace Skills Plan	%age of municipal budget actually spent on implementing its workplace skills plan	Quarterly	45%	Budget Printouts	100%	25%	50%	75%	100%	DivHead : HRD
CORP023	BUILDING INSTITUTIONAL CAPACITY	IT2.1.3	Output 6: Administrative and financial capability	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Human Resource Development			To implement the Workplace Skills plan for a productive and motivated workforce	HRD	To implement Workplace Skills Plan	Number of training interventions arranged for workplace skills development	Quarterly	883	Attendance Registers/Communication sent to departments	460	115	115	115	115	DivHead : HRD
CORP024	BUILDING INSTITUTIONAL CAPACITY	IT2.1.1	Output 6: Administrative and financial capability	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Human Resource Development			To ensure that the Workplace Skills Plan is a product of consultation of all stakeholders in the identification of planned training interventions	HRD	Execution of the WPSP	Submission of WPSP to LGSETA by 30 April 2017	Annually	WSP submitted to LGSETA on the 30 APRIL 2016	Receipt of Postage to LGSETA/Acknowledgement from LGSETA of WSP and ATP	Submission of WPSP to LGSETA by 30 April 2017	N/A	N/A	N/A	Submission of WPSP to LGSETA by 30 April 2017	DivHead : HRD
CORP025	BUILDING INSTITUTIONAL CAPACITY	IT1.2.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Organisational and Institutional Development	Chief of Operations			To effect placement in line with placement policy and approved organizational structure	Municipal Manager	Finalization of placement process	%age completion of Placements as per revised Organisational structure	Annual	NIL	Placement Register & Report/ Minutes of Placement Committee meetings	100%	N/A	N/A	N/A	100%	Act Director : HRD/WS/LR
CORP026	BUILDING INSTITUTIONAL CAPACITY	GP4.1.1	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Organisational and Institutional Development	Labour Relations			To ensure effective functioning of the organization to fulfil service delivery obligations	Municipal Manager	To facilitate operational interventions	%age of Grievances addressed	Quarterly	100%	Register on the number of grievances received and addressed.	100%	100%	100%	100%	100%	Act Director : HRD/WS/LR
CORP027	BUILDING INSTITUTIONAL CAPACITY	GP9.1.5	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Labour Relations			To provide an effective legal support service	LR	To address disciplinary matters referred to the Unit in line with Collective agreement	Turnaround time for addressing disciplinary matters	Quarterly	3 months	Register of the disciplinary matters received and addressed	3months	3Months	3months	3months	3months	Act Director : HRD/WS/LR

NEWCASTLE MUNICIPALITY																				
DRAFT SDBIP 2016`17																				
CORPORATE SERVICES																				
SDBIP REF NO	B2B ALIGNMENT	IDP/ ORG REF NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE	SERVICE/ FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2016/17	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
TOTAL BUDGET FOR CORPORATE SERVICES																				

NEWCASTLE MUNICIPALITY																										
DRAFT SDBIP 2016`17																										
DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS																										
SDBIP REF NO	B2B ALIGNMENT	IDP/ORG REF NO	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET	OPEX	BUDGET	CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2016/17	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER				
DPHS1	GOOD GOVERNANCE	GP7.1.5	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration					To ensure that good governance principles are implemented	DP & HS	Implementation of AG (AG Report and management report), and risk management Action (Strategic and Operational) plans	%age of actions on AG Action Plan (AG Report and management report) addressed as assessed by CRO quarterly	Quarterly	100%	Quarterly Progress report by CRO	100%	100%	100%	100%	100%	SED: DP & HS				
DPHS2	GOOD GOVERNANCE	GP8.1.4	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration					To ensure that good governance principles are implemented	DP & HS	Implementation of AG (AG Report and management report), and risk management Action (Strategic and Operational) plans	%age of actions on Risk management Action Plan (Strategic and Operational) addressed as assessed by CRO quarterly	Quarterly	100%	Quarterly Progress report by CRO	100%	100%	100%	100%	100%	100%	100%	100%	SED: DP & HS	
DPHS3	GOOD GOVERNANCE	GP7.1.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration					To ensure that good governance principles are implemented	DP & HS	Monthly reports on compliance with legislation submitted to CRO	%age compliance with legislation as assessed by CRO quarterly	Quarterly	100%	Quarterly Compliance assessment report by CRO	100%	100%	100%	100%	100%	100%	100%	100%	SED: DP & HS	
DPHS4	GOOD GOVERNANCE		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration					To ensure that good governance principles are implemented	DP & HS	Monthly meetings to monitor performance Information	Monthly meetings to monitor performance Information	Quarterly	12	Minutes	12	3	3	3	3	3	3	3	SED: DP & HS	
DPHS5	GOOD GOVERNANCE		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration					To ensure that good governance principles are implemented	DP & HS	Execution of resolutions of Manco/EXCO/Council/ Mpac	%age of resolutions as per resolution register executed	Quarterly	100%	Monthly Execution of Resolutions as reported to relevant executive structures/ minutes of relevant executive structures	100%	100%	100%	100%	100%	100%	100%	100%	SED: DP & HS	
DPHS6	SOUND FINANCIAL MANAGEMENT	FV10.4.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	FINANCIAL VIABILITY	Administration					To ensure implementation of capital programme	DP & HS	Implementation of capital programme	%age of capital budget spent as per approved cash flows	Quarterly	90%	Budget Reports	90%	21%	47%	74%	90%					SED: DP & HS
DPHS7	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	MP17.3.1	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	DPHS					To improve both internal and external communication.	DP & HS	To improve both internal and external communication.	% of communication plan implemented	Annual	100%	Communication plan and Presentations/registers/pu blications/photos/ minutes of meeting	100%	N/A	N/A	N/A	100%					SED: DP & HS
DPHS8	BUILDING INSTITUTIONAL CAPACITY		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	DPHS					To promote zero fatalities and ensure a healthy and safe working environment	DP & HS	To comply with Health and Safety legislation.	Number of safety meetings	Quarterly	12	Minutes and register	12	3	3	3	3	3	3	3	3	SED: DP & HS
DPHS9	BUILDING INSTITUTIONAL CAPACITY	ED35.1.1	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Local Economic Development					Provision of internal guidance for investment and infrastructure expenditure	SED	Facilitate interdepartmental co- ordinating meetings	Number of meetings held (ICC)	Quarterly	4	Minutes and register	4	1	1	1	1	SED: DP & HS				
DPHS10	BUILDING INSTITUTIONAL CAPACITY	IT1.3.1	Output 6: Administrative and financial capability	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						To develop and participate in knowledge sharing with other municipalities	DP & HS	To facilitate knowledge sharing activities with other municipalities	Number of knowledge sharing meetings arranged	Annual	1	Attendance registers/ minutes of meetings/invitations	1	N/A	N/A	N/A	1				SED: DP & HS	
DPHS11	GOOD GOVERNANCE	MP13.4.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Development Planning and Human Settlements					Develop an efficient and effective land use management system so as to promote harmonious land development	DP & HS	Develop policies and bylaws for department	Number of policies/bylaws formed and reviewed	Annual	0	Council Minutes	1	N/A	N/A	N/A	1				1	SED: DP & HS
TP1	GOOD GOVERNANCE	MP13.2.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Land Use Management					Develop an efficient and effective land use management system so as to promote harmonious land development	Town Planning	Subdivision of Council land for various purposes	Subdivision application finalised	Annual	6%	Planning reports	Finalise subdivision of at least 10 sites	N/A	N/A	N/A	Finalise subdivision of at least 10 sites	Manager : Land Use Management				

NEWCASTLE MUNICIPALITY																						
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DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS																						
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TP2	GOOD GOVERNANCE	MP13.1.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Land Use Management					To undertake efficient and effective planning enforcement	Town Planning	Respond to at least 90% of reported / identified cases of land use contraventions	%age of reported / identified cases of land use contraventions responded to	Quarterly	90%	Register / Notices issued	100%	100%	100%	100%	100%	Manager: Land Use Management
TP3	GOOD GOVERNANCE	MP13.3.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Town Planning					Develop an efficient and effective development facilitation system to promote City growth, sustainable and harmonious land development	Town Planning	Administration of the Town Planning Scheme.	%age of compliance to prescribed timeframes.	Quarterly	100%	Planning reports or MPT reports\ EXCO Minutes/portfolio minutes	100% compliance	100%	100%	100%	100%	Manager : Land Use Management
TP4	DELIVERING BASIC SERVICES	MP14.1.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Geographic Information Systems					To ensure an efficient and effective integrated Geographic Information Management System	Town Planning	GIS data management	%age of Updated data received from municipal and sector departments	Quarterly	100%	GIS Register	100% updated data i.r.t data received in the specific quarter	100%	100%	100%	100%	Manager : GIS
TP5	DELIVERING BASIC SERVICES	MP16.1.2	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Spatial Planning					Formulate local area plans to stimulate economic and social development of an area	Town Planning	Preparation of at least one Local Area Plan / Precinct Plan annually	Approval of one Local Area Plan / Precinct Plan by 30 June 2017	Annual	1	Planning report / PSC /Exco minutes	Approval of one Local Area Plan by 30 June 2017	N/A	N/A	N/A	Approval of one Local Area Plan by 30 June 2017	Manager: Spatial Planning
TP6	DELIVERING BASIC SERVICES	MP16.1.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Spatial Planning					To promote spatial restructuring and integration	Town Planning	Review of SDF as part of IDP	Approved Spatial Development Framework by 30 June 2017	Annual	Newcastle SDF	Approve SDF as part of the IDP - Council Resolution	Approved Spatial Development Framework by 30 June 2017	N/A	N/A	N/A	Approved Spatial Development Framework by 30 June 2017	Manager: Spatial Planning
TP7	DELIVERING BASIC SERVICES	MP13.5.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Building Inspectorate					To undertake effective building control services	Town Planning	To process building plans without delay to homeowners and developers	Average turnaround time for the approval of building Plans	Quarterly	10 days for residential, and 18 days for commercial and industrial buildings	Progress Reports	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	Director: Town Planning
TP8	GOOD GOVERNANCE	MP13.5.2	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Building Inspectorate					To undertake effective building control services	Town Planning	Building Controls enforcement	% of notices issued to transgressors	Quarterly	100%	Progress Reports	100%	100%	100%	100%	100%	Director: Town Planning
TP9	DELIVERING BASIC SERVICES		OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Land Use Management					To undertake efficient and effective planning	Town Planning	Management of the process of naming or renaming of places	Implementation of Place Naming Policy	Annual	An approved Place naming policy	Minutes of the committee/ PSC/ Exco/ Council	Approval of proposed names of places and streets	N/A	N/A	N/A	Approval of proposed names of places and streets	Director: Town Planning
TP10	DELIVERING BASIC SERVICES		OUTPUT1: IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL PLANNING, PLANNING AND SUPPORT	MUNICIPAL PLANNING	Land Use Management					Formulate local area plans to stimulate economic and social development of an area	Town Planning	Initiate the process of acquiring the UDZ status	Submission of UDZ application to National Treasury	bi-annual	Terms of Reference for procurement purposes	Planning Reports/ PSC/ Exco	Submission of UDZ application to National Treasury	Appointment of consultant to package an application	N/A	N/A	Submission of UDZ application to National Treasury	Manager: Spatial Planning
URP1	DELIVERING BASIC SERVICES	MP15.1.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Urban Renewal and Special Projects					Upliftment of communities, socially, economically, environmentally including infrastructure development	Urban Renewal and Special Projects	Prepare JBC Urban Hub Precinct Plan	Planning application for JBC Urban Hub Precinct Plan by 30 June 2017	Quarterly	Draft JBC Urban Hub Precinct Plan finalised	Final Reports as submitted by service provider / Progress Reports/minutes of meetings	Final JBC Project Concept Plans and Consolidated Report for approval by EXCO	Final Concept Development Plan and comments	Final JBC Urban Hub Precinct Plan	Final Precinct Delivery Plan including comments	Final JBC Project Concept Plans and Consolidated Report for approval by EXCO	Director: Urban Renewal & Special Projects
URP2	DELIVERING BASIC SERVICES	MP15.2.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Urban Renewal and Special Projects					To promote focussed Urban Renewal in the Madadeni, Blaaubosch (including Cavan and Johnstown) and Osizweni areas including the Greater Newcastle Area	Urban Renewal and Special Projects	Create the necessary preconditions in MBO areas for mobilising public and private investment	Finalisation and submission of Business Plans for funding	Bi-annual	Underdeveloped township conditions	Progress Reports/minutes of meetings	Preparation and submission of 2 Business Plans for approval	N/A	Compilation and submission of 1 Business Plans for funding	N/A	Compilation and submission of 1 Business Plans for funding	Director: Urban Renewal & Special Projects

NEWCASTLE MUNICIPALITY																						
DRAFT SDBIP 2016'17																						
DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS																						
SDBIP REF NO	B2B ALIGNMENT	IDP/ORG REF NO	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET	OPEX	BUDGET	CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2016/17	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
URP3	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	MP15.3.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Urban Renewal and Special Projects					Upliftment of communities, socially, economically, environmentally including infrastructure development	Urban Renewal and Special Projects	Integration, coordination and synergising the development mandates/activities of line function departments, national and provincial departments, private sector, NGOs etc. in the MBO area by ensuring a functional URP Co- ordination Forum for MBO	Number of MBO Forum Meetings held	Quarterly	MBO Forum established	Minutes of meetings and registers	4	1	1	1	1	Manager: Urban Renewal & Special Projects
ED1	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	ED34.2.1	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	LOCAL ECONOMIC DEVELOPMENT	Local Economic Development					To promote economic development that will result in sustainable job creation	Economic Developme nt	Business retention and expansion (BNR)	Quarterly reports on meetings with chambers and Newcastle businesses	Quarterly	2	PSCM minutes	4 Quarterly report to Portfolio Committee	Quarterly report to Portfolio Committee	Quarterly report to Portfolio Committee	Quarterly report to Portfolio Committee	Quarterly report to Portfolio Committee	Director: ED
ED2	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	ED35.1.2	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	LOCAL ECONOMIC DEVELOPMENT	Local Economic Development					To promote economic development that will result in sustainable job creation	Economic Developme nt	To forge strategic partnerships with sector departments to source funding for LED programmes and projects.	Quarterly reports on meetings held with sector government departments, NGO and potential funders.	Quarterly	4	PSCM minutes	4 Quarterly reports to Portfolio Committee	Quarterly report to Portfolio Committee	Quarterly report to Portfolio Committee	Quarterly report to Portfolio Committee	Director: ED	Director: ED
ED3	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	ED36.1.1	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	LOCAL ECONOMIC DEVELOPMENT	Infrastructure development					To promote economic development that will result in sustainable job creation	Economic Developme nt	To facilitate the development of key infrastructure that will grow the economy.	Study to identify key infrastructural needs that drive and unlock the local economy	Annually	0	Report on infrastructural needs that drive and unlock the local economy in Newcastle	Study to identify key infrastructural needs that drive and unlock the local economy Newcastle	N/A	N/A	N/A	Study to identify key infrastructural needs that drive and unlock the local economy Newcastle	Director: ED
ED4	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	ED38.1.4	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	LOCAL ECONOMIC DEVELOPMENT	Local Economic Development					To promote economic development that will result in sustainable job creation	Economic Developme nt	Promote value-chain opportunities in manufacturing, agriculture and tourism	Number of SMME 's assisted	Annual	40	SMME Register	50	n/a	n/a	n/a	50	Manager: LED
ED5	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	ED39.1.2	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	LOCAL ECONOMIC DEVELOPMENT	Local Economic Development					To facilitate a conducive environment for tourism business to grow	Economic Developme nt	Facilitate development of the Airport from Category 2 to 3	Introduction of scheduled flights in Newcastle by 30 June 2017	Bi-annual	Completed BID specification for the fencing as per CAA requirements	Q2 - Inspection reports from CAA : Q4 - Schedule of flights	Introduction of scheduled flights in Newcastle by 30 June 2017	N/A	Compliance with CAA requirements	N/A	Introduction of scheduled flights in Newcastle by 30 June 2017	Manager: Tourism
ED6	GOOD GOVERNANCE	ED39.1.4	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	LOCAL ECONOMIC DEVELOPMENT	Local Economic Development					To promote economic development that will result in sustainable job creation	Economic Developme nt	Provide legislative support to Community Tourism Organisation (CTO)	Number of meetings held with CTO	Quarterly	4	Minutes of CTO meeting	4	1	1	1	1	Manager: Tourism
ED7	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	ED39.1.3	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	LOCAL ECONOMIC DEVELOPMENT	Local Economic Development					To promote economic development that will result in sustainable job creation	Economic Developme nt	Promotion and facilitation of tourism development	Number of tourism trade shows attended and the outcome/impact to the Municipality.	Bi-annual	4	Bi-annual Progress reports to Portfolio Committee and minutes on the trade shows.	4 Tourism Trade shows attended	N/A	2	n/a	2	Manager: Tourism
ED8	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	ED37.1.1	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	LOCAL ECONOMIC DEVELOPMENT	Local Economic Development					To promote economic development that will result in sustainable job creation	Economic Developme nt	Facilitation of tourism & marketing	Number of reports on events supported	Bi-annual	0	Reports to Portfolio Committee	2	N/A	1	N/A	1	Manager: Tourism & Marketing
ED9	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	ED34.1.1	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	LOCAL ECONOMIC DEVELOPMENT	Local Economic Development					To promote economic development that will result in sustainable job creation	Economic Developme nt	To facilitate investment promotion (by foreign & local business)	Quarterly reports on meetings held with foreign & local investors	Quarterly	4	Quarterly reports to Portfolio Committee	4 Quarterly reports to Portfolio Committee	1	1	1	1	Director: Economic Development
ED10	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	ED40.1.1	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	LOCAL ECONOMIC DEVELOPMENT	Local Economic Development					To promote economic development that will result in sustainable job creation	Economic Developme nt	Updating of the existing business directory and development of a web based directory	Publishing of the 2016/16 business directory on the website	Annual	2014/15 Updated Directory	2016/16 Final Updated Directory	Publishing of the 2016/16 business directory on the website	N/A	N/A	N/A	Publishing of the 2016/16 business directory on the website	Manager: Market Research
ED11	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	ED40.1.2	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	LOCAL ECONOMIC DEVELOPMENT	Local Economic Development					To promote economic development that will result in sustainable job creation	Economic Developme nt	Provide economic data	Number of work opportunities created through Municipal Programmes	Annual	nil	Reports on job creation	700	N/A	N/A	N/A	700	Manager: Market Research

NEWCASTLE MUNICIPALITY																						
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DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS																						
SDBIP REF NO	B2B ALIGNMENT	IDP/ORG REF NO	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET	OPEX	BUDGET	CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2016/17	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
HL1	DELIVERING BASIC SERVICES	MP18.1.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Housing Development					To reduce housing backlogs to meet the provincial and national targets		Monitoring implementation of Housing Project for Osizweni E Phase III - 634 Units	Number of housing units constructed for Osizweni E Phase III	Annually	21	Status Quo Progress Reports/progress reports	100	N/A	N/A	N/A	100	Manager: Urban Housing Development
HL2	DELIVERING BASIC SERVICES	MP18.1.2	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Housing Development					To reduce housing backlogs to meet the provincial and national targets	Housing and Land	Monitoring implementation of Housing Project for Siyahlala-la - 1200 Units	Number of houses completed for Siyahlala- la Housing project	Annually	Completion of internal services for Phase 1	Status Quo Progress Reports/progress reports	20 Serviced sites and 40 Units	N/A	N/A	N/A	20 Serviced sites and 40 Units	Manager: Urban Housing Development
HL3	DELIVERING BASIC SERVICES	MP18.1.2	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Housing Development					To reduce housing backlogs to meet the provincial and national targets	Housing and Land	Monitoring implementation of Housing Project for H39 - 897 Units	Number of houses completed for Housing Project for H39	Annually	70% of internal services completed	Status Quo Progress Reports/progress reports	Complete 150 serviced sites	N/A	N/A	N/A	150 serviced sites	Manager: Urban Housing Development
HL4	DELIVERING BASIC SERVICES	MP18.1.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Housing Development					To reduce housing backlogs to meet the provincial and national targets	Housing and Land	Monitoring implementation of Housing Project for Khathide Phase II - 2000 Units	Number of houses completed for Khathide Phase II	Annually	818 units	Status Quo Progress Reports and Approved D6 forms	Completion of 180 houses	N/A	N/A	N/A	180 houses completed	Manager: Rural Development
HL5	DELIVERING BASIC SERVICES		OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Housing Development					To reduce housing backlogs to meet the provincial and national targets	Housing and Land	Monitoring implementation of Housing Project for JBC Phase 1	Initiate Stage 2 (internal services) for JBC housing project.	Annual	Approval of Trench 1 Application	Status Qou Progress Reports/Progress reports	Preparation and submission of Stage 2 application	N/A	N/A	N/A	Completion and submission of Stage 2 application	Manager: Urban Housing Development
HL6	DELIVERING BASIC SERVICES			BASIC SERVICE DELIVERY	Housing Development					To reduce housing backlogs to meet the provincial and national targets	Housing and Land	Monitoring implementation of Housing Project for Drycut Rural	Progress made with the implementation of the Drycut Rural Housing Project	Annual	Initiated Stage 1 application	Status Qou Progress Reports/Progress reports	Completion of Stage 1 Application	N/A	N/A	N/A	Completion and submission of Stage 1 Application	Manager: Rural Development
HL7	DELIVERING BASIC SERVICES	MP18.1.2	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Housing Development					To reduce housing backlogs to meet the provincial and national targets	Housing and Land	Monitoring implementation of Housing Project for Emawozeni 100 Units	Progress made with the implementation of Emozweni Greenfield project 100 units	Annual	100% completion of internal services	Status Quo Progress Reports/progress reports	Completion 80 units	N/A	N/A	N/A	Completion of 80 units	Manager: Urban Housing Development
HL8	DELIVERING BASIC SERVICES		OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Housing Development					To reduce housing backlogs to meet the provincial and national targets	Housing and Land	Monitoring implementation of Housing Project for Charlestown 1500 Units	Progress made with the implementation of Charlestown Housing project	Annual	Approval of Trench 2 (for Provision of Internal Infrastructure)	Tripatriite agreement	140 serviced sites	N/A	N/A	N/A	140 serviced sites	Manager: Rural Development
HL9	DELIVERING BASIC SERVICES	MP. 18.3.2	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Infrastructure and Services					To facilitate the upgrading of informal settlement	Housing and Land	Slums clearance/eradication of informal settlements	Number of informal settlements upgraded	Annual	Initiated of in-situ upgrade of H39 & Siyahlala	Progress report on initiation of in-situ upgrade of Stafford Hill & Roypoint (Vezukuhle)	Finalise land acquisition for Stafford Hill. Submission of Stage 1 application for Roypoint (Vezukuhle)	N/A	N/A	N/A	Finalise land acquisition for Stafford Hill. Submission of Stage 1 application for Roypoint (Vezukuhle)	Director: Rural Development
HL10	DELIVERING BASIC SERVICES	MP21.1.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Housing Administration and Customer Care					Promotion of Sustainable Human Settlements	Housing and Land	To identify and Complete the building of the Flood Victims House	Number of flood victim houses built	Annual	2 houses	Occupational Certificates	2 houses	N/A	N/A	N/A	1 houses	Director : Human Settlements
HL11	DELIVERING BASIC SERVICES	MP19.3.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Housing Administration and Customer Care					To promote security of tenure	Housing and Land	Housing transfer through Enhanced Extended Discount Benefit Scheme (EEDBS)	Number of houses transferred	Annual	40	Copies of Title Deeds	40	n/a	n/a	n/a	40	Manager: Real Estate
HL12	DELIVERING BASIC SERVICES	MP19.2.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Housing Administration and Customer Care					To facilitate the provision housing in line with the national and provincial norms and standards.	Housing and Land	To develop and maintain a reliable Housing Waiting List database	% Of housing database updated	Annual	78%	Progress report on housing database and print screen from the system	100%	N/A	N/A	N/A	100%	Director: Housing and Land

NEWCASTLE MUNICIPALITY																						
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DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS																						
SDBIP REF NO	B2B ALIGNMENT	IDP/ORG REF NO	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET	OPEX	BUDGET	CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2016/17	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
HL13	DELIVERING BASIC SERVICES		OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Real Estate					To facilitate land disposal for housing, commercial and industrial development	Housing and Land	Disposal of land for Development Purposes - Business and Industrial	Number of Sites released for disposal for business/industrial	Annual	10	Adverts, Deed of sale, supply chain records/ deed of transfer.	5	N/A	N/A	n/a	5	Manager: Real Estate
HL14	DELIVERING BASIC SERVICES	MP 19.1.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Real Estate					To facilitate land disposal for housing, commercial and industrial development	Housing and Land	Disposal of land for Development Purposes - Residential Properties	Number of Residential Sites released for disposal	Annual	15	Adverts, Deed of sale, supply chain records/ deed of transfer.	15	N/A	N/A	N/A	15	Manager: Real Estate
HL15	DELIVERING BASIC SERVICES	MP18.2.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Housing Development					Development and implementation of a Housing Sector Plan	Housing and Land	Development and implementation of a Housing Sector Plan	Annual Review of Housing Sector Plan to inform the IDP Housing Chapter	Annual	Approved of Reviewed housing sector plan as part of IDP	Council Minutes	Annual Review of Housing Sector Plan approved as part of the IDP	N/A	N/A	N/A	Annual Review of Housing Sector Plan approved as part of the IDP	Director: Housing and Land
HL16	DELIVERING BASIC SERVICES	MP18.3.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Housing Development					To facilitate the provision housing in line with the national and provincial norms and standards.	Housing and Land	Promotion of a variety of housing typologies and densities in and around nodal points	Number of application for funding submitted to the Department of Human Settlement	Annual	2	Progress report on application / document	2	N/A	N/A	N/A	2	Director: Housing and Land
Total Budget Development Planning and Human Settlements																						

NEWCASTLE MUNICIPALITY																				
ELECTRICAL AND MECHANICAL SERVICES																				
SDBIP REF NO.	B2B ALIGNMENT	IDP/ ORG REF NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2016/17	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
EM001	GOOD GOVERNANCE	GP7.15	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration			To ensure that good governance principles are implemented	Infrastructural Services (Electricity)	Implementation of AG (AG Report and management report), and risk management Action (Strategic and Operational) plans	%age of actions on AG Action Plan (AG Report and management report) addressed as assessed by CRO quarterly	Quarterly	100%	Quarterly Progress report by CRO	100%	100%	100%	100%	100%	SED: ELECTRICAL AND MECHANICAL
EM002	GOOD GOVERNANCE	GP8.1.4	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration			To ensure that good governance principles are implemented	Infrastructural Services (Electricity)	Implementation of AG (AG Report and management report), and risk management Action (Strategic and Operational) plans	%age of actions on Risk management Action Plan (Strategic and Operational) addressed as assessed by CRO quarterly	Quarterly	100%	Quarterly Progress report by CRO	100%	100%	100%	100%	100%	SED: ELECTRICAL AND MECHANICAL
EM003	GOOD GOVERNANCE	GP7.1.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration			To ensure that good governance principles are implemented	Infrastructural Services (Electricity)	Monthly reports on compliance with legislation submitted to CRO	%age compliance with legislation as assessed by CRO quarterly	Quarterly	100%	Quarterly Compliance assessment report by CRO	100%	100%	100%	100%	100%	SED: ELECTRICAL AND MECHANICAL
EM004	GOOD GOVERNANCE		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration			To ensure that good governance principles are implemented	Infrastructural Services (Electricity)	Monthly meetings to monitor performance Information	Monthly meetings to monitor performance Information	Quarterly	12	Minutes and registers	12	3	3	3	3	SED: ELECTRICAL AND MECHANICAL
EM005	GOOD GOVERNANCE		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration			To ensure that good governance principles are implemented	Infrastructural Services (Electricity)	Execution of resolutions of Manco/EXCO/Council/ Mpac	%age of resolutions as per resolution register executed	Quarterly	100%	Monthly Execution of Resolutions as reported to relevant executive structures/ minutes of relevant executive structures	100%	100%	100%	100%	100%	SED: ELECTRICAL AND MECHANICAL
EM006	SOUND FINANCIAL MANAGEMENT		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	Financial Viability	Administration			To ensure implementation of capital programme	Infrastructural Services (Electricity)	Implementation of capital programme	%age of capital budget spent as per approved cash flows	Quarterly	90%	Budget Reports	90%	24%	54%	80%	90%	SED: ELECTRICAL AND MECHANICAL
EM007	GOOD GOVERNANCE		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Technical Service			To improve both internal and external communication.	Infrastructural Services (Electricity)	To improve both internal and external communication.	% of communication plan implemented	Annual	100%	Communication plan and Presentations/regist ers/publications/ph otos/ minutes of meeting	100%	100%	100%	100%	100%	SED: ELECTRICAL AND MECHANICAL
EM008	BUILDING INSTITUTIONAL CAPACITY		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Technical Service			To promote zero fatalities and ensure a healthy and safe working environment	Infrastructural Services (Electricity)	To comply with Health and Safety legislation.	Number of safety meetings	Quarterly	12	Minutes and register	12	3	3	3	3	SED: ELECTRICAL AND MECHANICAL
EM009	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	SD40.1.1	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	Local Economic Development	Electricity			To create job opportunities	Electrical	To create job opportunities for operational and capital programme	Number of jobs created	Annual	65	Employment contract/ Appointment letters	65	N/A	N/A	N/A	65	SED: ELECTRICAL AND MECHANICAL
EM010	BUILDING INSTITUTIONAL CAPACITY	IT1.3.1	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Electricity			To ensure the optimal institutional structure to render effective and efficient services aligned to the IDP	Electrical	To develop, plan and participate in knowledge sharing with other municipalities	Number of knowledge sharing meetings arranged/ attended	Annual	1	Attendance registers/ minutes of meetings/invitations	1	N/A	N/A	N/A	1	SED: ELECTRICAL AND MECHANICAL

SDBP REF NO.	B2B ALIGNMENT	IDP/ ORG REF NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2016/17	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
EL 1	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	Electricity			To provide and maintain street lighting for Newcastle	Infrastructural Services (Electricity) & Dev & Planning	To provide and maintain street lighting for Newcastle	Average turnaround time to address streetlight repairs	Quarterly	6.5 DAYS	Street lights complaint list with reports	6,5 DAYS	6,5 DAYS	6,5 DAYS	6,5 DAYS	6,5 DAYS	Director: Electrical
EL 2	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	Electricity			To render a mechanical services to municipal fleet	Infrastructural Services (Electricity) & Dev & Planning	To ensure that all municipal vehicles are maintained in a roadworthy condition.	% of vehicles repaired as per maintenance plan	Quarterly	94% of vehicles repaired	Vehicle Complaint list and signed job cards	94%	94%	94%	94%	94%	Director: Electrical
EL 3	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	Electricity			To promote zero fatalities and ensure a healthy and safe working environment	Infrastructural Services (Electricity) & Dev & Planning	To comply with Health and Safety legislation.	% of safety issues resolved	Quarterly	100%	Safety Register with signed reports per incidents	100%	100%	100%	100%	100%	Director: Electrical
EL 4	DELIVERING BASIC SERVICES	ID26.31	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	Electricity			To provide & maintain the electricity distribution network within Newcastle Licence area	Infrastructural Services (Electricity) & Dev & Planning	Repair faults, maintain electrical equipment, conduct inspections, improve reliability of supply	% age of maintenance plan implemented	Quarterly	100%	Report with Maintenance Plan	100%	100%	100%	100%	100%	Director: Electrical
EL 5	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	Electricity			To ensure that all new applications for service connections are addressed timeously	Infrastructural Services (Electricity)	To ensure that all new applications for service connections are satisfied	Average turnaround time to address new applications	Quarterly	18days	Register showing completed vs outstanding no. of connections with completion forms	18 DAYS	18 DAYS	18 DAYS	18 DAYS	18 DAYS	Director: Electrical
EL 6	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	Mechanical			To improve the management of council fleet	Infrastructural Services (Mechanical)	To monitor the implementation of the fleet management policy	%age compliance to the fleet management policy	Monthly	80%	Log Sheets Pre-authorization forms Trip Authorization forms, calculation sheet	80% Completed Log Sheets, Completed Pre-Authorization Forms and completed Trip Authorization forms	50% Completed Log Sheets, Completed Pre- Authorization Forms and completed Trip Authorization forms	60% Completed Log Sheets, Completed Pre- Authorization Forms and completed Trip Authorization forms	70% Completed Log Sheets, Completed Pre- Authorization Forms and completed Trip Authorization forms	80% Completed Log Sheets, Completed Pre- Authorization Forms and completed Trip Authorization forms	SED: ELECTRICAL AND MECHANICAL AND DIRECTOR: ELECTRICAL
EL 7	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	Electricity			To comply with NERSA set standard	Infrastructural Services (Electricity)	To consult with and inform ESDP of ESKOM priorities	Maintain electricity losses within 0-12% of total usage	Quarterly	0-12% of total usage	Report as endorsed by SED	0-12% of total usage	0-12% of total usage	0-12% of total usage	0-12% of total usage	0-12% of total usage	Director: Electrical
EL 8	DELIVERING BASIC SERVICES	ID 26.2.1	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	Electricity			To ensure access to electricity in areas identified (??-areas to be specified)	Infrastructural Services (Electricity)	Support Eskom electrification program	Number (as well as percentage) of households with access to electricity	ANNUAL	81185 (96%)	Progress reports signed by the SED and invoices	81685 (97%)	N/A	N/A	N/A	81685 (97%)	Director: Electrical
EL 9	DELIVERING BASIC SERVICES	ID 26.4.1	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	Electricity			To address Backlog for electrification in Eskom Licence Area	Infrastructural Services (Electricity)	To support backlog eradication in Eskom Licence area.	Number of Backlog of electricity connections to consumer units (ESKOM AREA)	Annual	3723	Progress reports signed by the SED and invoices	350hh	N/A	N/A	200hh	350hh	SED:ELECTRICAL AND MECHANICAL

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NEWCASTLE MUNICIPALITY																						
DRAFT SDBIP 2016'17																						
OFFICE OF MUNICIPAL MANAGER																						
SDBIP REF NO.	B2B ALIGNMENT	IDP/ ORG REF NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET	OPEX	BUDGET	CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2016/17	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
MM001	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Communications					To improve both internal and external communication.	Municipal Manager	To improve both internal and external communication.	Development and Approval of a Communication Plan	Annual	Annual Departmental Communication Plans	Consolidated Departmental Communication Plans and EXCO Minutes or Council Minutes	Development and Approval of a Communication Plan by 30 June 2017	N/A	N/A	N/A	Development and Approval of a Communication Plan by 30 June 2017	Manager Communications
MM002	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	GP5.1.5	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Communications						Municipal Manager	To address issues raised by the Public	% of customer complaints submitted and addressed	Quarterly	100%	Register of complaints and responses to complaints	100%	100%	100%	100%	100%	Manager: Communications
MM003	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	GP5.1.6	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Good Governance	Communications						Municipal Manager	To ensure good relations with the media houses	% of media enquiries addressed	Quarterly	100%	Media Enquiries Register	100%	100%	100%	100%	100%	Manager: Communications
MM004	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	GP5.1.4	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Good Governance	Communications						Municipal Manager	Publication of Quarterly External Newsletter	Number of External Newsletters Published and distributed	Quarterly	4	Publication	4	1	1	1	1	Manager: Communications
MM005	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST		OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Good Governance	Communications						Municipal Manager	Publication of monthly internal newsletter	Number of monthly internal newsletters published	Quarterly	11	Newsletter and email communication	11	3	2	3	3	Manager: Communications
MM006	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	GP5.2.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME		Communications						Municipal Manager	Develop communication policy and strategy	Approved Communication Policy and Communication Strategy by 30 June 2017	Annual	Nil	Council Resolutions	Approved Communication Policy and Communication Strategy by 30 June 2017	N/A	N/A	N/A	Approved Communication Policy and Communication Strategy by 30 June 2017	Manager: Communications
MM007	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST		OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Good Governance	Communications						Municipal Manager	To ensure that municipal officials adhere to Batho Pele Principles	Annual Customer Satisfaction Survey Conducted by 31 January 2017	Annual	Nil	Customer Satisfaction Survey Report/minutes of Exco, Council	Annual Customer Satisfaction Survey Conducted by 31 January 2017	N/A	N/A	Annual Customer Satisfaction Survey Conducted by 31 January 2017	N/A	Manager : Communications
MM008	GOOD GOVERNANCE	GP7.1.6	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Enterprise Risk Management					To ensure that good governance principles are implemented	Municipal Manager	Quarterly reports on compliance with legislation, implementation of AG, Internal audit and risk management Action plans	Quarterly reports on compliance with legislation submitted to Audit Committee	Quarterly	4	Reports /Minutes of Audit Committee	4	1	1	1	1	Chief Risk Officer
MM009	GOOD GOVERNANCE	GP7.1.5	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Enterprise Risk Management					To ensure that good governance principles are implemented	Municipal Manager	Quarterly reports on compliance with legislation, implementation of AG, Internal audit and risk management Action plans	Quarterly Progress reports on implementation of AG Action Plan to Audit Committee (AG report and AG management Report)	Quarterly	4	Reports/Minutes of Audit Committee	4	1	1	1	1	Chief Risk Officer
MM010	GOOD GOVERNANCE	GP7.1.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Enterprise Risk Management					To ensure that good governance principles are implemented	Municipal Manager	Quarterly reports on compliance with legislation, implementation of AG, Internal audit and risk management Action plans	Quarterly reports on implementation of risk management action plan submitted to Audit Committee (Strategic and Operational)	Quarterly	4	Reports/Minutes of Audit Committee	4	1	1	1	1	Chief Risk Officer
MM011	GOOD GOVERNANCE	GP7.1.1	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Enterprise Risk Management					To implement and maintain effective enterprise-wide risk management system.	Municipal Manager	To review and facilitate approval of risk management policies and strategies.	Reviewed risk management policy and strategy, as well as Fraud and corruption policy and strategy by 30 June 2017	Annual	Reviewed risk management policy, as well as Fraud and corruption policy	Minutes approving policies and strategies	Reviewed risk management policy and strategy, as well as Fraud and corruption policy and strategy by 30 June 2017	N/A	N/A	N/A	Reviewed risk management policy and strategy, as well as Fraud and corruption policy and strategy by 30 June 2017	Chief Risk Officer
MM012	GOOD GOVERNANCE	GP7.1.4	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Enterprise Risk Management					To implement and maintain effective enterprise-wide risk management system.	Municipal Manager	To facilitate the annual risk assessment and compilation of the risk register	Finalised risk assessment and compilation of risk register by 31 May 2017	Annual	Risk Register for 2014/15	Risk assessment report , risk registers, and attendance registers for risk assessment workshops	Finalized risk assessment and compilation of risk register by 31 May 2017	N/A	N/A	N/A	Finalised risk assessment of compilation of risk register by 31 May 2017	Chief Risk Officer
MM013	GOOD GOVERNANCE	GP7.1.3	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Enterprise Risk Management					To implement and maintain effective enterprise-wide risk management system.	Municipal Manager	Facilitation of anti-fraud and corruption workshop	Number of Anti-fraud and corruption workshops facilitated	Annual	1	Attendance registers for anti-fraud and corruption workshops	1	N/A	N/A	N/A	1	Chief Risk Officer
MM014	GOOD GOVERNANCE		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Enterprise Risk Management					To facilitate process towards achieving clean audit by 2014	Municipal Manager	Strengthening of management and decision making committees.	Number of Audit Steering Committee meetings / Operation clean audit steering committee Meetings	Quarterly	12	Minutes with Attendance Registers/progress reports	12	3	3	3	3	Chief Risk Officer
MM015	BUILDING INSTITUTIONAL CAPACITY	GP4.1.4	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Executive Support					To strengthen executive support services.	Municipal Manager	Approve delegations systems	Annual Review of Delegations systems by 30 June 2017	Annual	Approved Delegations on 30 June 2014	Council Minutes	Delegations of authority reviewed by 30 June 2017	N/A	N/A	N/A	Delegations of authority reviewed by 30 June 2017	Manager : Executive Support
MM016	BUILDING INSTITUTIONAL CAPACITY	GP4.1.3	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Executive Support					To strengthen executive support services.	Municipal Manager	Strengthening of management and decision making committees.	Number of Manco meetings convened	Quarterly	12	Minutes with Attendance registers	12	3	3	3	3	Manager : Executive Support
MM017	BUILDING INSTITUTIONAL CAPACITY	GP4.1.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Executive Support					To strengthen executive support services.	Municipal Manager	To ensure efficient record keeping in the Office of the Municipal Manager	Compliance with Record keeping Checklist	Quarterly	100%	Detailed incoming register inclusive of date filed.	100%	100%	100%	100%	100%	Municipal Manager (Executive Support)
MM018	GOOD GOVERNANCE		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Executive Support					To ensure that good governance principles are implemented	Municipal Manager	Monthly meetings to monitor performance information	Number of meetings to monitor performance information	Quarterly	12	Attendance register/Minutes	12	3	3	3	3	Municipal Manager
MM019	GOOD GOVERNANCE		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Executive Support					To ensure that good governance principles are implemented	Municipal Manager	Develop a system to monitor the implementation of Manco, Council, EXCO and MPAC resolutions	Progress reports on execution of resolutions to Manco, Exco, Council and MPAC submitted to relevant executive strcutres	Quarterly	11	Minutes of Exco/Council / MPAC	11	3	3	2	3	Manager Executive Support

MM020	BUILDING INSTITUTIONAL CAPACITY		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Organisational and Institutional Development	Executive Support			To ensure that good governance principles are implemented	Municipal Manager	To facilitate a spirit of change management and team building	Number of team building events facilitated	Bi-annual	nil	Registers/ Minutes/ Reports	1	N/A	N/A	N/A	1	Manager Executive Support
MM021	GOOD GOVERNANCE		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Executive Support			To promote good governance	Municipal Manager	Develop IGR Framework	Approved IGR Framework by December 2016	Annually	nil	Adopted IGR Framework	Approved IGR Framework by December 2016	N/A	Approved IGR Framework by December 2016	N/A	N/A	Manager Executive Support
MM022	GOOD GOVERNANCE		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Executive Support			To promote good governance	Municipal Manager	Quarterly IGR forum meetings with Distict municipality	Number of IGR forum meetings held	Quarterly	4	Attendance registers and minutes of the meeting	4	1	1	1	1	Manager Executive Support
MM023	GOOD GOVERNANCE		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Executive Support			To ensure that good governance principles are implemented	Municipal Manager	Meetings between Mayor, Speaker, Chief Whip and Municipal Manager to deal with municipal matters	Number of meetings convened to deal with municipal matters	Quarterly	nil	Attendance registers /minutes of the meeting	4	1	1	1	1	Manager : Mayor's office
MM024	GOOD GOVERNANCE	GP4.1.6/MP12.2.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Good Governance	IDP			To ensure the development and the maintenance of a credible IDP	Municipal Manager	To develop IDP in line with 3rd generation Guidepacks/Guidelines	Reviewed & Adopted IDP by 31 May 2017	Quarterly	Adopted IDP 31 May 2016	Council Minutes	Adoption of IDP by 31 May 2017 for implantation on the next financial year.	Approved process plan by 31 August 2016	N/A	Tabling of Draft IDP by 31 March 2017	Adoption of IDP by 31 May 2017 for implmentation for the next financial year based on the requirements of the new term of Council.	Director: IDP
MM025	GOOD GOVERNANCE	MP12.1.2	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Good Governance	IDP			To ensure the development and the maintenance of a credible IDP	Municipal Manager	Preparation of sector Plans	Number of sector plans co-ordinated and/or reviewed	Annually	3	Attendance Registers and documents itself	4	N/A	N/A	N/A	4	Director: IDP
MM026	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST		OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Good Governance	IDP			To ensure the development and the maintenance of a credible IDP	Municipal Manager	Public Participation for IDP	Number of IDP RF meetings held.	Bi- Annual	2	Minutes and Attendance registers	2	N/A	1	N/A	1	Director: IDP
MM027	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	GP5.1.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Good Governance	Public Participation			To keep the communities and stakeholders informed and involved in the affairs of the municipality	Municipal Manager	Annual review and implementation of Policies relating to Public Participation	Annual review of Public Participation Policy by 30 June 2017	Annually	Awaiting for National Department of COGTA Guidelines on Public participation Policy	Council Minutes	Annual review of Public Participation Policy by 30 June 2017	N/A	N/A	N/A	Annual review of Public Participation Policy by 30 June 2017	Director: IDP
MM028	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST		OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Good Governance	Public Participation			To keep the communities and stakeholders informed and involved in the affairs of the municipality	Municipal Manager	To ensure the effective functioning of ward committees.	Quarterly reports submitted to Council on issues raised by ward committees	Quarterly	4	Council Minutes	4	1	1	1	1	Director: IDP
MM029	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	GP5.1.2	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Good Governance	Public Participation			To keep the communities and stakeholders informed and involved in the affairs of the municipality	Municipal Manager	Capacitation of ward committees through training	Number of training interventions for ward committees members by March 2017	Annually	1	Attendance registers and Close-out report	1	N/A	N/A	1	N/A	Director: IDP
MM030	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	GP5.1.3	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Good Governance	Public Participation			To keep the communities and stakeholders informed and involved in the affairs of the municipality	Municipal Manager	Conduct Mayoral IDP/Budget/PMS Roadshows	Annual Mayoral IDP/Budget/PMS Roadshows	Annually	1	Attendance registers and public submissions	1	N/A	N/A	N/A	1	Director: IDP
MM031	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST		OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Good Governance	Public Participation			To keep the communities and stakeholders informed and involved in the affairs of the municipality	Municipal Manager	To ensure the effective functioning of ward committees.	Quarterly reports on ward committee meetings submitted to Cogta	Quarterly	4	Quarterly Performance Calculator and submission to Cogta / acknowledgement of receipt by Cogta	4	1	1	1	1	Director IDP
MM032	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	B2B	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME		Public Participation			To keep the communities and stakeholders informed and involved in the affairs of the municipality	Municipal Manager	Implementation of Back to basics Programme	%age functionality of ward Committees (quarterly ward meetings per ward)	Quarterly	100%	Attendance Registers and Calculation Sheet on functionality	100%	100%	100%	100%	100%	Director: IDP
MM033	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	B2B	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME		Public Participation			To keep the communities and stakeholders informed and involved in the affairs of the municipality	Municipal Manager	Implementation of Back to basics Programme	Number of community report back meetings	Annual	1	Attendance Registers/Adverts/ reports on community feedback	1	N/A	N/A	1	0	Director: IDP
MM034	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	B2B	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME		Public Participation			To keep the communities and stakeholders informed and involved in the affairs of the municipality	Municipal Manager	Implementation of Back to basics Programme	Number of public participation reports submitted to Council	Annual	1	Council minutes	1	N/A	N/A	N/A	1	Director: IDP
MM035	BUILDING INSTITUTIONAL CAPACITY	IT3.1.1	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Organisational and Institutional Development	Information Technology			To provide efficient and effective general administrative support services	IT	To review and implement policies and strategies	Number of ICT Steering Committee meetings	Quarterly	4	Minutes/ Attendance Register	4	1	1	a	1	Director: IT
MM036	BUILDING INSTITUTIONAL CAPACITY	IT3.1.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Organisational and Institutional Development	Information Technology			To provide efficient and effective general administrative support services	IT	To review and implement policies and strategies	% of the ICT Strategic Plan Implemented	Annual	1	ICT Strategy Implementation Report	96.0%	N/A	N/A	N/A	96.0%	Director: IT
MM037	BUILDING INSTITUTIONAL CAPACITY	IT3.1.3	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Organisational and Institutional Development	Information Technology			To ensure effective and efficient IT support services and systems	IT	To provide continuous IT solutions and support services	% of uptime maintained	Quarterly	96%	System Uptime Report	96%	96%	96%	96%	96%	Director: IT
MM038	BUILDING INSTITUTIONAL CAPACITY	IT3.1.4	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Organisational and Institutional Development	Information Technology			To ensure effective and efficient IT support services and systems	IT	To provide continuous IT solutions and support services	Number of Disaster Recovery Tests conducted	Annually	1	Disaster recovery test report	1	N/A	N/A	N/A	1	Director: IT

MM039	BUILDING INSTITUTIONAL CAPACITY	IT3.1.5	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Organisational and Institutional Development	Information Technology			To ensure effective and efficient IT support services and systems	IT	To implement more effective ICT controls	Number of ICT Security Audits	Quarterly	4	Active Directory Audit Report	4	1	1	1	1	Director: IT
MM040	BUILDING INSTITUTIONAL CAPACITY		OUTPUT 7: SINGLE WINDOW OF COORDINATION	Organisational and Institutional Development	Information Technology			To ensure effective and efficient IT support services and systems	IT	To provide ICT systems access to authorized users	Frequency of user access reviews	Quarterly	4	User Access Review Report	4	1	1	1	1	Director: IT
MM041	BUILDING INSTITUTIONAL CAPACITY	IT3.1.6	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Organisational and Institutional Development	Information Technology			To ensure that good governance principles are implemented	IT	To review and implement policies and strategies	Number of ICT policies/procedures reviewed	Bi-Annually	4	Document Version Control Register/ minutes of Council meetings	4	N/A	2	N/A	2	Director: IT
MM042	GOOD GOVERNANCE	GP8.1.4	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Internal Audit			To ensure that good governance principles are implemented	Municipal Manager	To ensure that Audit Committee submit the reports to Council	Number of Audit committee reports to Council	Quarterly	2	Council Minutes	3	N/A	1	1	1	Chief Audit Executive
MM043	GOOD GOVERNANCE	GP8.1.1	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Internal Audit			To provide an independent internal audit activity that add value to the organization, and providing consulting services	Municipal Manager	To review and update internal audit and audit committees charters annually.	Annual review of audit charters by May 2017	Annual	Dec-14	Minutes approving Audit Charters	Annual review of Audit Charters by May 2017	N/A	N/A	N/A	Annual review of Audit Charters by May 2017	Chief Audit Executive
MM044	GOOD GOVERNANCE	GP8.1.2	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Internal Audit			To provide an independent internal audit activity that add value to the organization, and providing consulting services	Municipal Manager	To develop and implement risk-based internal audit plans in compliance with IIA standards and other applicable prescripts	Number of audit committee meetings facilitated	Quarterly	6	Minutes of meetings and attendance registers	7	2	1	2	2	Chief Audit Executive
MM045	GOOD GOVERNANCE	GP8.1.3	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Internal Audit			To provide an independent internal audit activity that add value to the organization, and providing consulting services	Municipal Manager	To ensure full implementation of internal audit annual plan.	%age completion of projects against internal audit plan per quarter	Quarterly	100%	Internal Audit Plan / progress report to Audit Committee and Minutes	100%	100%	100%	100%	100%	Chief Audit Executive
MM046	GOOD GOVERNANCE	GP9.1.1	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Legal services			To provide an effective legal support service	Municipal Manager	Preparation and submission of legal opinions to Council, management and staff	%age of legal opinions finalised as requested	Quarterly	100%	Register on the number of opinions received and finalized	100%	100%	100%	100%	100%	Executive Manager : Legal Services
MM047	GOOD GOVERNANCE	GP9.1.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Legal services			To provide an effective legal support service	Municipal Manager	To support the municipality to Comply with : (i)JSCM - Objections (ii) Gatherings Act (iii) Legal Education (iv) PAIA (v) PAJA (vi) Policies & By-laws (vii) Other relevant legislation	%age of compliance requests addressed as instructed/requested	Quarterly	100%	Register of all matters received and attended	100%	100%	100%	100%	100%	Executive Manager : Legal Services
MM048	GOOD GOVERNANCE			Good Governance	Legal services			To provide an effective legal support service	Municipal Manager	To support the municipality on Litigation : (i) Matters against the Municipality (ii) Matters in favour of the Municipality by (i)Liaise with all internal and external stakeholders around legal matters against or in favour of the municipality (ii) Preparing briefs and instuctions for legal practitioners appointed to represent the municipality in any legal issue.	Turnaround time to address Litigation matters against or in favor of the Municipality	Quarterly	30days	Reports	30 days	30 days	30 days	30 days	30 days	Executive Manager : Legal Services
MM049	GOOD GOVERNANCE			Good Governance	Legal services			To provide an effective legal support service	Municipal Manager	To ensure implementation of Contract Management within the municipality	Turnaround time for the Drafting and vetting of contracts	Quarterly	NIL	Register	30 days	30 days	30 days	30 days	30 days	Executive Manager : Legal Services
MM050	GOOD GOVERNANCE			Good Governance	Legal services			To provide an effective legal support service	Municipal Manager	In respect of Property Law - Preparation of matters to conveyancers as and when instructed to do so by the relevant department	Turnaround time for the preparation of matters to conveyancers as instructed by departments	Quarterly	NIL	Register	30 days	30 days	30 days	30 days	30 days	Executive Manager : Legal Services
MM051	GOOD GOVERNANCE	GP9.1.4	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Legal services			To provide an effective legal support service	Municipal Manager	To handle objections received in respect of SCM processes	Turnaround time for addressing objections	Quarterly	60 days	Objections register	60days	60days	60days	60days	60days	Executive Manager : Legal Services
MM052	GOOD GOVERNANCE	GP9.1.3	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Legal services			To provide an effective legal support service	Municipal Manager	To compile a Municipal Code	Number of Council bylaws, policies and procedures reviewed	Annual	8	Council Minutes	8	N/A	N/A	N/A	8	Executive Manager : Legal Services
MM053	GOOD GOVERNANCE	GP9.1.3	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Legal services			To provide an effective legal support service	Municipal Manager	To compile a Municipal Code	Number of Council bylaws, policies and procedures reviewed	Annual	8	Council Minutes	8	N/A	N/A	N/A	8	Executive Manager : Legal Services
MM054	GOOD GOVERNANCE		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Legal services			To provide an effective legal support service	Municipal Manager	Attend to civil matters relating to section 65 application in Magistrates court	% of court appearances attended	Quarterly	N/A	1. Return of service from sheriffs Office; 2. Offer of arrangement to repay debt; 3. Copy of judgment;	100%	100%	100%	100%	100%	Executive Manager : Legal Services

MM055	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Mayors office			To strengthen executive support services.	Municipal Manager	Manage programs in the office of the Mayor	%age implementation of Mayoral Programme	Quarterly	100%	Mayoral Program indicating progress achieved, Press releases (where applicable), invoices (where applicable), press articles.	100%	100%	100%	100%	100%	Mayor's Office
MM056	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	B28	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Mayors office			To strengthen executive support services.	Municipal Manager	Reduce Service Delivery Protests	Number of Service Delivery Protests	Quarterly	0	Reports to MM/ Mayor / EXCO/ Council	0	0	0	0	0	Mayor's Office
MM057	BUILDING INSTITUTIONAL CAPACITY	IT1.3.1.	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Institutional Development	Municipal Manager			To ensure optimal institutional structure to render	Municipal Manager	To develop, plan and participate in knowledge sharing with other municipalities	Number of knowledge sharing meetings arranged/ attended	Annual	0	Attendance register	1	N/A	N/A	N/A	1	Municipal Manager
MM058	SOUND FINANCIAL MANAGEMENT	FV10.4.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Financial Viability	Municipal Manager			To ensure implementation of capital programme	Municipal Manager	Implementation of capital programme (Organisational)	%age of capital budget spent as per approved cash flows	Quarterly	90% of projected cashflows	Budget Reports as per financial system	90%	0%	0%	0%	90%	Municipal Manager
MM059	GOOD GOVERNANCE		OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Performance Management			To develop and implement an effective Performance Management System.	Municipal Manager	Development and implementation of PMS.	Approved SDBIP within 28days of approval of budget	Annual	Approved SDBIP within 28days of approval of budget	Minutes of Exco	Approved SDBIP within 28days of approval of budget	N/A	N/A	N/A	Approved SDBIP within 28days of approval of budget	Performance Manager
MM060	GOOD GOVERNANCE	GP6.1.2	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Performance Management			To develop and implement an effective Performance Management System.	Municipal Manager	Development and implementation of PMS.	Quarterly performance reports submitted to Internal Audit within 25 working days of end of quarter	Quarterly	4	Confirmation of receipt of the reports by internal audit/email	4	1	1	1	1	Performance Manager
MM061	GOOD GOVERNANCE	BZB12	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Performance Management			To develop and implement an effective Performance Management System.	Municipal Manager	Development and implementation of PMS.	SDBIP quarterly progress report Submitted to Council	Quarterly	4	Council resolution	4	1	1	1	1	Performance Manager
MM062	GOOD GOVERNANCE	GP6.1.4	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Performance Management			To develop and implement an effective Performance Management System.	Municipal Manager	Development and implementation of PMS.	Annual Performance Report submitted to the Auditor-General by 31 August 2016	Annual	31-08-2014	Confirmation of receipt from the Auditor General	Annual Performance Report submitted to the Auditor-General by 31 August 2016	Annual Performance Report submitted to the Auditor-General by 31 August 2016	N/A	N/A	N/A	Performance Manager
MM063	GOOD GOVERNANCE		OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Performance Management			To develop and implement an effective Performance Management System.	Municipal Manager	Development and implementation of PMS.	Mid Year Performance Assessment submitted to EXCO by 25th January 2017	Annual	25-01-2016	EXCO Minutes	Mid Year Performance assessment submitted to EXCO by 25th January 2017	N/A	N/A	Mid Year Performance assessment submitted to EXCO by 25th January 2017	N/A	Performance Manager
MM064	GOOD GOVERNANCE	GP6.1.5	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Performance Management			To develop and implement an effective Performance Management System.	Municipal Manager	Development and implementation of PMS.	Approval of Oversight Report and adoption of Annual Report by 31 March 2017	Quarterly	31-03-2016	Council Minutes	Approval of Oversight Report and adoption of Annual Report by 31 March 2017	Draft Annual Report submitted to AG by 31 August 2016	N/A	Approval of Oversight Report and adoption of Annual Report by 31 March 2017	N/A	Performance Manager
MM065	GOOD GOVERNANCE	GP6.1.3 / B28 33	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Performance Management			To develop and implement an effective Performance Management System.	Municipal Manager	Development and implementation of PMS.	%age of section 54 / 57 Managers assessed	Quarterly	8-annual	Assessment records / Attendance Register	100%	100%	100%	100%	100%	Performance Manager
MM066	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	SD30.2.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	SOCIAL DEVELOPMENT	Special Programs			To manage the effect of HIV/Aids within the Newcastle Jurisdictional area	Municipal Manager	To host/facilitate/co-ordinate awareness campaigns. To monitor HIV/AIDS related statistics	Number of HIV/AIDS program /events implemented	Quarterly	11	LAC Attendance Register	11	3	3	2	3	Manager : Special Programmes
MM067	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	SD28.1.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	SOCIAL DEVELOPMENT	Special Programs			To respond to the needs of vulnerable groups	Municipal Manager	To host/facilitate/co-ordinate human rights activities affecting the target groups	Number of Special programs events facilitated/implemented	Quarterly	12	Register/Minutes	12	3	3	3	3	Manager : Special Programmes
MM068	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	SD29.2.1/SD30.1.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	SOCIAL DEVELOPMENT	Special Programs			To respond to the needs of vulnerable groups	Municipal Manager	Monitor functionality of special for a	Number of functional Special Programmes FORA	Quarterly	6	Forum meeting register	8	8	8	8	8	Manager : Special Programmes
MM069	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	SD29.1.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	SOCIAL DEVELOPMENT	Special Programs			To respond to the needs of vulnerable groups	Municipal Manager	Implementation of youth development projects	Number of workshops facilitated	Bi- annually	15	Register/Minutes/Report	2	N/A	1	N/A	1	Manager : Special Programmes
MM070	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	SD28.2.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	SOCIAL DEVELOPMENT	Special Programs			To respond to the needs of vulnerable groups	Municipal Manager	To participate in the provincial initiatives and programs	Number of programmes invited to participate in	Annually	11	Events register	2	N/A	N/A	N/A	2	Manager : Special Programmes
MM071	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	SD28.2.2	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	SOCIAL DEVELOPMENT	Special Programs			To respond to the needs of vulnerable groups	Municipal Manager	To establish and maintain strategic partners	Number of engagements with external stakeholders	Quarterly	37	Events register	24	6	6	6	6	Manager : Special Programmes
MM072	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	SD28.3.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	SOCIAL DEVELOPMENT	Special Programs			To respond to the needs of vulnerable groups	Municipal Manager	Participate in ward level activities. To refer cases to the relevant stakeholder for intervention.	%age of Operation Sukuma Sakhe issues addressed/referred to relevant stakeholders for intervention	Quarterly	100%	Register of issues referred to relevant stakeholders	100%	100%	100%	100%	100%	Manager : Special Programmes

MM073	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	SD29.3.1	Output 3: Implementation of the Community Work Programme.	SOCIAL DEVELOPMENT	Special Programms - Sports			Youth development and women empowerment.	Municipal Manager	Participate in the KWANALOGA games.	Number of programmes invited to participate in.	Annually	1	Invitation and program	1	N/A	N/A	N/A	1	Manager : Special Programmes
TOTAL OFFICE OF MUNICIPAL MANAGER																				

TECHNICAL SERVICES																										
SDBIP REF NO	B2B ALIGNMENT	IDP/ ORG REF NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET	OPEX	BUDGET	CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2016/7	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER				
TECH1	GOOD GOVERNANCE	GP7.1.5	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration					To ensure that good governance principles are implemented	Technical Services	Implementation of AG (AG Report and management report), and risk management Action (Strategic and Operational) plans	%age of actions on AG Action Plan (AG Report and management report) addressed as assessed by CRO quarterly	Quarterly		Quarterly Progress report by CRO	100%	100%	100%	100%	100%	SED: Technical Service				
TECH2	GOOD GOVERNANCE	GP8.1.4	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration					To ensure that good governance principles are implemented	Technical Services	Implementation of AG (AG Report and management report), and risk management Action (Strategic and Operational) plans	%age of actions on Risk management Action Plan (Strategic and Operational) addressed as assessed by CRO quarterly	Quarterly		Quarterly Progress report by CRO	100%	100%	100%	100%	100%	100%	100%	100%	SED: Technical Service	
TECH3	GOOD GOVERNANCE	GP7.1.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration					To ensure that good governance principles are implemented	Technical Services	Monthly reports on compliance with legislation submitted to CRO	%age compliance with legislation as assessed by CRO quarterly	Quarterly		Quarterly Compliance assessment report by CRO	100%	100%	100%	100%	100%	100%	100%	100%	SED: Technical Service	
TECH4	GOOD GOVERNANCE		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration					To ensure that good governance principles are implemented	Technical Services	Monthly meetings to monitor performance Information	Monthly meetings to monitor performance Information	Quarterly	12	Minutes and registers	12	3	3	3	3	3	3	3	SED: Technical Service	
TECH5	GOOD GOVERNANCE		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration					To ensure that good governance principles are implemented	Technical Services	Execution of resolutions of Manco/EXCO/Council/ Mpac	%age of resolutions as per resolution register executed	Quarterly	100%	Resolutions as reported to relevant executive structures/ minutes of relevant	100%	100%	100%	100%	100%	100%	100%	100%	SED: Technical Service	
TECH6	SOUND FINANCIAL MANAGEMENT	FV10.4.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	FINANCIAL VIABILITY	Administration					To ensure implementation of capital programme	Technical Services	Implementation of capital programme	%age of capital budget spent as per approved cash flows	Quarterly	90%	Budget Reports	90%	27%	54%	79%	90%					SED: Technical Service
TECH7	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Technical Service					To improve both internal and external communication.	Technical Services	To improve both internal and external communication.	% of communication plan implemented	Annual	100%	Communication plan and Registers/minutes/press releases/articles/publications	100%	n/a	n/a	n/a	100%					SED: Technical Service
TECH8	BUILDING INSTITUTIONAL CAPACITY		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration					To promote zero fatalities and ensure a healthy and safe working environment	Technical Services	To comply with Health and Safety legislation.	Monthly safety meetings held	Quarterly	12	Minutes and register	12	3	3	3	3	3	3	3	SED: Technical Service	
TECH9	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	ED40.1.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	LOCAL ECONOMIC DEVELOPMENT	Technical Service					To create job opportunities through operational and capital programs.	Infrastructural Services	To create job opportunities through operational and capital programs.	Number of jobs created	Annual	562	EPWP report as submitted to Public Works	969	n/a	n/a	n/a	969					SED: Technical Service
TECH10	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST		OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	LOCAL ECONOMIC DEVELOPMENT	Technical Service					To create job opportunities through operational and capital programs.	Infrastructural Services	To create job opportunities through operational and capital programs.	Total Rand value of EPWP jobs created	Quarterly	R 197,900.00	EPWP Financial Report	R 3,286,000.00	R 821,500.00	R 821,500.00	R 821,500.00	R 821,500.00					SED: Technical Service
TECH11	BUILDING INSTITUTIONAL CAPACITY	IT1.3.1	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Administration					To ensure the optimal institutional structure to render effective and efficient services aligned to the IDP.	Technical Services	To develop, plan and participate in knowledge sharing with other municipalities	Number of knowledge sharing meetings arranged/ attended	Annual	1	Attendance registers/ minutes of meetings/invitations	1	n/a	n/a	n/a	1					SED: Technical Service
RS1	DELIVERING BASIC SERVICES	ID25.3.2	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	ROADS & STORM WATER					To keep the municipal roads and storm water drainage in an acceptable condition.	Technical Services (Civil)	Maintenance of Municipal roads	Km of Roads resealed	Bi-annual	5,3km	Reports signed by the Director and confirmed by Ward Councillor	4.7	2.2	2.5	0	0	DIRECTOR: CIVILS				
RS2	SOUND FINANCIAL MANAGEMENT	ID25.1.1	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	FINANCIAL VIABILITY	ROADS & STORM WATER					To manage the repairs and maintenance of all Municipal buildings.	Infrastructural Services (Civil)	Maintenance of Council Buildings in an acceptable condition	%age of maintenance complaints addressed as received	Bi-annual	90%	Maintenance Register and report (summary and calculations)	90%	90%	90%	90%	90%	90%	90%	DIRECTOR: CIVILS		
RS3	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	ROADS & STORM WATER					To ensure the maintenance of industrial sidings.	Infrastructural Services (Civil)	Maintenance of municipal rail infrastructure in an acceptable condition.	Certification for railway/industrial sidings bi-annually	Annual	1	Industrial/Railway Sidings Permit	1	n/a	1	n/a	n/a	n/a	n/a	DIRECTOR: CIVILS		
RS4	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	ROADS & STORM WATER					To keep the municipal roads and storm water drainage in an acceptable condition.	Infrastructural Services (Civil)	Maintenance of Municipal roads	km's of roads gravelled	Quarterly	8,5km	Progress reports signed by the SED/ Director , and ward councillor	8	3	5	0	0				DIRECTOR: CIVILS	
RS 5	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	ROADS & STORM WATER					To manage the repairs and maintenance of all Municipal roads (Potholes)	Infrastructural Services (Civil)	Maintenance of Municipal roads (Potholes)	m2 of repairs to potholes on municipal tarred roads as a % of planned m2	Quarterly	90%	Maintenance Register and report (summary and calculations)	90%	90%	90%	90%	90%	DIRECTOR: CIVILS				
PMU1	DELIVERING BASIC SERVICES		OUTPUT 1: IMPLEMENTATION OF A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, LANNING AND SUPPORT	BASIC SERVICE DELIVERY	PMU					To effectively and efficiently co-ordinate and manage MIG Capital works for the Newcastle Municipalty	Infrastructural Services (Civil)	To effectively and efficiently co-ordinate and manage MIG Capital works for the Newcastle Municipality	%age of budget spent (MIG)	Quarterly	100%	Financial Expenditure	100%	10%	40%	60%	100%	DIRECTOR: CIVILS				
PMU2	DELIVERING BASIC SERVICES		OUTPUT 1: IMPLEMENTATION OF A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, LANNING AND SUPPORT	BASIC SERVICE DELIVERY	PMU					To effectively and efficiently co-ordinate and manage Newcastle funded Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	To effectively and efficiently co-ordinate and manage Internal Capital works for the Newcastle Municipality	%age of budget spent (Municipal Funding)	Quarterly	65%	Financial Expenditure	90%	10%	40%	60%	90%				DIRECTOR: CIVILS	

SDBIP REF NO	B2B ALIGNMENT	IDP/ ORG REF NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET	OPEX	BUDGET	CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASILINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2016/7	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
PMU 3	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	PMU					To keep the municipal roads and storm water drainage in an acceptable condition.	Infrastructural Services (Civil)	Maintenance of Municipal roads	km's of roads surfaced/rehabilitated	Annual	4,044km	Progress reports signed by the SED/Director	9,903km	N/A	n/a	n/a	9,903km	DIRECTOR: CIVILS
PMU5	DELIVERING BASIC SERVICES	ID 25.2.1 & ID 25.2.2	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	PMU					To provide beautification and pavements	Infrastructural Services (Civil)	Paving of sidewalks	m² of sidewalk paved	Annual	2067m²	Progress reports signed by the SED/ Director	7898m²	n/a	n/a	7898m²	n/a	DIRECTOR: CIVILS
WOP1	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To ensure that Water and Sanitation Service is rendered in an efficient and affordable manner	Infrastructural Services (WSA)	To keep the VIP toilets(Madadeni and Osizweni) in a state that is essential for dignity, health and wellbeing for everyone, and to support good hygiene and healthy environment	Number of VIP's desludged	Quarterly	60302	WSA Reports	30000 Households	7500	7500	7500	7500	DIRECTOR: WSA
WOP2	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To ensure that Water and Sanitation Service is rendered in an efficient and affordable manner	Infrastructural Services (WSA)	To ensure a safe and healthy environment and prevent pollution.	Average time taken to fix spillages during the Quarter	Quarterly	24 hours	Water Management Systems Report signed by Water Services Director	24 hours	24 hours	24 hours	24 hours	24 hours	DIRECTOR: WSA
WOP3	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To ensure that Water and Sanitation Service is rendered in an efficient and affordable manner	Infrastructural Services (WSA)	To ensure a safe and healthy environment and prevent pollution.	Average time taken to fix water stoppages during the Quarter	Quarterly	24 hours	Water Management Systems Report signed by Water Services Director	24 hours	24 hours	24 hours	24 hours	24 hours	DIRECTOR: WSA
WCDM	SOUND FINANCIAL MANAGEMENT	ID24.2.3	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To promote water conservation and environmental awareness.	Infrastructural Services (Civil)	To implement water conservation management program by accounting for water used	Reduction of water loss by 2% per annum for NRW	Annual	44%	Water balance scorecard	42%	44%	44%	43%	42%	DIRECTOR: WSA
WCS1	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	ID24.2.2	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To promote water conservation and environmental awareness.	Infrastructural Services (Civil)	To develop and run a programme and educational campaign about water quality, water conservation	Number of campaigns facilitated	Quarterly	33	Registers/minutes/pr ess releases/articles/publi cations	40	10	10	10	10	DIRECTOR: WSA
WPMU1	DELIVERING BASIC SERVICES	ID24.3.1	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To ensure that Water and Sanitation Service is rendered in an efficient and affordable manner	Infrastructural Services (WSA)	To develop the capital investment program	% of Capital budget spent as per approved cash flows (DWA Funding)	Quarterly	100%	Expenditure Reports	100%	10%	40%	60%	100%	DIRECTOR: WSA
WSA1	DELIVERING BASIC SERVICES	ID24.1.1	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality.	Infrastructural Services (Civil)	Access to water and sanitation to RDP Standards.	Number(as well as percentage) of households with access to potable (drinkable) water	Annual	77817 (92%)	Annual progress reports signed by the SED/director	80463 (95.5%)	N/A	N/A	N/A	80463 (95.5%)	DIRECTOR: WSA
WSA2	DELIVERING BASIC SERVICES	ID24.1.2	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To ensure that Water and Sanitation Service is rendered in an efficient and affordable manner	Infrastructural Services (Civil)	Access to water and sanitation to RDP Standards.	Number (as well as percentage) of households with access to sanitation	Annual	62405 (74%)	Annual progress reports signed by the SED/director	73375(75.2)	N/A	N/A	N/A	73375(75.2)	DIRECTOR: WSA
WSA3	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To ensure that Water and Sanitation Service is rendered in an efficient and affordable manner	Infrastructural Services (Civil)	To maintain blue drop status	To maintain blue drop certification by maintaining water quality results in terms SANS 241	Quarterly	90%	UTW monthly reports figures for SANS 241- 2015 STANDARDS	95% for all 6 parameters as defined in SANS 241-2015	95% for all 6 parameters as defined in SANS 241-2015	95% for all 6 parameters as defined in SANS 241-2015	95% for all 6 parameters as defined in SANS 241-2015	95% for all 6 parameters as defined in SANS 241-2015	DIRECTOR: WSA
WSA4	DELIVERING BASIC SERVICES	ID24.2.1	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To ensure that Water and Sanitation Service is rendered in an efficient and affordable manner	Infrastructural Services (Civil)	Update of water and sanitation backlog information (Review of the WSDP)	Updated (backlog information) and Approved WSDP Review by 31 January 2017.	Bi-annual	Approved WSDP Review in January 2016	Quarter 2: Council minutes approving the WSDP Module 1 Quarter 3: Confirmation letter from DWS	Approved WSDP Module 1 Review by 31 January 2017.	n/a	Approved WSDP Module 1 Review by 31 January 2017.	DWS confirmation letter	n/a	DIRECTOR: WSA
WSA5	DELIVERING BASIC SERVICES	ID24.3.2	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To ensure that Water and Sanitation Service is rendered in an efficient and affordable manner	Infrastructural Services (Civil)	Completion of asset replacement plan and maintenance plan To upgrade/ rehabilitate existing infrastructure to address water leakages/losses and to develop and implement a Maintenance Plan.	1. Completion of asset replacement plan by 31st Decr 2016 2. Quarterly progress report to Portfolio Committee on implementation of Maintenance Plan	quarterly	Draft asset replacement plan	Plan signed by SED/Director /minutes approving Assets replacement Plan by Council	Approved asset replacement plan and proof of implementation	n/a	1. Approved asset replacement plan. 2. Quarterly progress report to Portfolio Committee on implementation of Maintenance Plan	Quarterly progress report to Portfolio Committee on implementation of Maintenance Plan	Quarterly progress report to Portfolio Committee on implementation of Maintenance Plan	DIRECTOR: WSA
WSA6	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To ensure that waste Water quality and sanitation services is rendered in an efficient and affordable manner	Infrastructural Services (Civil)	To achieve a Green Drop status	To achieve a Green Drop status	Annual	77%	Reports to DWA	90%	n/a	n/a	n/a	90%	DIRECTOR: WSA
WSA7	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	Infrastructural Services (WSA)	To ensure that the total demand of formal domestic customers have access to water	Number of formal domestic customers receiving water services	Annual	75598	Annual progress reports signed by the SED/director	80463 (95.5%)	N/A	N/A	N/A	80463 (95.5%)	DIRECTOR: WSA
WSA8	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	Infrastructural Services (WSA)	To ensure that dwellers within a 200m radius in informal settlements have access to water	Number of water service points installed for informal settlement dwellers within a 200m radius	Annual	7134	Annual progress reports signed by the SED/director	7134	N/A	N/A	N/A	7134	DIRECTOR: WSA
WSA9	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	Infrastructural Services (WSA)	To ensure the provision of appropriate basic level of potable water above RDP Standards	Backlog of consumer units provided with a basic level of potable water above RDP standards (tap in yard/within 200m radius)	Annual	42192	Annual progress reports signed by the SED/director	42252	N/A	N/A	N/A	42252	DIRECTOR: WSA

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WSA10	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	Infrastructural Services (WSA)	To ensure access of free water within a 200m of a standpipe	Number of consumer units provided with access to a free basic level of potable water, by means of an individual HH supply or in informal areas by means of a standpipe within 200m	Annual	38368	Annual progress reports signed by the SED/director	38576	n/a	n/a	n/a	38576	DIRECTOR: WSA
WSA11	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	Infrastructural Services (WSA)	To ensure the provision of appropriate sanitation and free potable water to all households in Newcastle Municipality's jurisdictional area.	Decrease of Backlog in the number of consumer units with access to a free basic level of potable water (borehole/communal standpipe/ water tanker service/ jojo tanks)	Annual	1252	Annual progress reports signed by the SED/director	0	na	na	na	0	DIRECTOR: WSA
WSA12	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	Infrastructural Services (WSA)	To ensure that the total demand of all formal domestic customers have access to sewerage services	Number of formal domestic customers receiving sewerage services	Annual	62508	Annual progress reports signed by the SED/director	65505	na	na	na	65505	DIRECTOR: WSA
WSA13	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	Infrastructural Services (WSA)	To ensure the provision of appropriate service points in the informal settlements	Number of sanitation service points (toilets) installed for informal settlement dwellers	Annual	0	Annual progress reports signed by the SED/director	0	na	na	na	0	DIRECTOR: WSA
WSA14	DELIVERING BASIC SERVICES		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	WATER SERVICE AUTHORITY					To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	Infrastructural Services (WSA)	To ensure that the total demand of households in the Newcastle Municipality jurisdiction has access to appropriate basic sanitation services above RDP standards	Backlog in the provision of basic sanitation services (above RDP standards)	Annual	21064	Annual progress reports signed by the SED/director	0	na	na	na	0	DIRECTOR: WSA
TOTAL BUDGET																						

	DRAFT CAPITAL BUDGET 2016/17 - 2018/19																			
REFERENCE NUMBER	DIRECTORATE DESCRIPTION	FINANCE SOURCE DESCRIPTION	PROJECTS DESCRIPTION	IDP PRIORITY	PROJECT TYPE	WARD LOCALITY (PLEASE USE WARD NUMBER)	IF MULTI WARD (PLEASE SPECIFY)	DRAFT 2016/17	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
	CAPITAL BUDGET PER PROJECTS																			
ISTOP1	ITO	EXTERNAL LOANS	UPGRADING OF STORES	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	LAND AND BUILDINGS	2		500,000	-						100,000	200,000	100,000	100,000		
	GRAND TOTAL							500,000	-	-	-	-	-	-	100,000	200,000	100,000	100,000	-	-

PROJECT IMPLEMENTATION PLAN :2016/2017 FINANCIAL YEAR														
ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :		UPGRADING OF STORES			RESPONSIBLE DEPARTMENT			BTO						
VOTE/PROJECT NO.					RESPONSIBLE MANAGER			Director : SCM						
COST OF PROJECT(AS APPROVED)		R500000			WARD LOCALITY			2						
PROJECT OBJECTIVE :		Expansion of stores												
PERFORMANCE TARGET:		Upgraded stores by January 2017												
ACTION PLAN														
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME											
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Submission of specifications to BSC														
BEC and BAC														
Service provider appointed														
Construction									100,000	200,000	100,000	100,000		

DRAFT CAPITAL BUDGET 2016/17 - 2018/19

[illegible]

PROJECT IMPLEMENTATION PLAN :2016/2017 FINANCIAL YEAR														
ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :	Fire Air Conditioners		RESPONSIBLE DEPARTMENT			Community Services, Fire section								
VOTE/PROJECT NO.			RESPONSIBLE MANAGER			Stef Botha								
COST OF PROJECT(AS APPROVED)	150000		WARD LOCALITY			Multi wards								
PROJECT OBJECTIVE :	Installation & Replacement of Aircons													
PERFORMANCE TARGET:	Installation & Replacement of Aircons													
ACTION PLAN														
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME											
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Obtain 3 quotes from SCM		0												
Generate Requisition and await orders														
Receive order from SCM, issue order to service provider and await delivery														
Continuation and completion of installation														
Pay supplier														
			</											

PROJECT IMPLEMENTATION PLAN :2015/2016 FINANCIAL YEAR														
ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :	FERNWOOD INDOOR CRICKET	FERNWOOD INDOOR CRICKET	RESPONSIBLE DEPARTMENT	Community Services, Parks Section										
VOTE/PROJECT NO.			RESPONSIBLE MANAGER	Vish										
COST OF PROJECT(AS APPROVED)	R750000		WARD LOCALITY	3										
PROJECT OBJECTIVE :														
PERFORMANCE TARGET:														
ACTION PLAN														
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME											
			JULY	AUG	SEP	OCT	NOV	DEC	JAN	Feb	Mar	Apr	May	Jun
1. Inception		0												
2. Concept and Viability (Concept design)		0												
3. Design development		0												
4. Documentation and Procurement		0												
5. Construction (Consultance fees)		0												
i. Mobilization and site hand over		0												
ii. Setting out and surface preparations		0												
iii. Excavations		0												
iv. Pouring of concrete		0												
v. Steel work, concrete slab and Roof covering		416,667	416,667											
vi. Brick work		250,000		250,000										
6. Close out report		83,333					83,333							
7. Final Account														
TOTAL		750,000	416,667	250,000	0	0	83,333	0	0	0	0		0	0
REPORTING														
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
ACTUAL (non financial)														
Actual (financial)														
Reason for Variance														
No. of Jobs Created	0													
No. of Persons Trained	0													
COMMENTS														
FERNWOOD INDOOR CRICKET														

PROJECT IMPLEMENTATION PLAN :2016/2017 FINANCIAL YEAR														
ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :	Generators: Halls					RESPONSIBLE DEPARTMENT			Community Services: Culture and Amenities					
VOTE/PROJECT NO.						RESPONSIBLE MANAGER			Pearl Niemand					
COST OF PROJECT(AS APPROVED)	300000					WARD LOCALITY			Madadeni,Osizweni and Ingagane halls					
PROJECT OBJECTIVE :	Provision of eletrical power for those 3 halls as and when required													
PERFORMANCE TARGET:														
ACTION PLAN														
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME											
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE

PROJECT IMPLEMENTATION PLAN :2016/2017 FINANCIAL YEAR														
ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :		Machinery and Equipment			RESPONSIBLE DEPARTMENT		Community Services, Parks section							
VOTE/PROJECT NO.					RESPONSIBLE MANAGER		Vish							
COST OF PROJECT(AS APPROVED)		100000			WARD LOCALITY		all							
PROJECT OBJECTIVE :		Purchasing and replacement of machinery & Equipment												
PERFORMANCE TARGET:		efficient grass cutting												
ACTION PLAN														
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME											
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
1. prepare specifications		0												
2. Advertise 7 day bid														
3. Award bid														
Payment processed		100,000												
TOTAL		100,000	0	0	0	0	0	0	0	0	0	0		
REPORTING														
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
ACTUAL (non financial)														
Actual (financial)			0		150000									
Reason for Variance														
No. of Jobs Created	0													
No. of Persons Trained	0													
COMMENTS														
Purchase of trailers for grass cutting														

PROJECT IMPLEMENTATION PLAN :2016/2017 FINANCIAL YEAR														
ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :	Litter Bins					RESPONSIBLE DEPARTMENT			Community Services, Waste Management					
VOTE/PROJECT NO.						RESPONSIBLE MANAGER			Nick Swanepoel & Thava Kelly					
COST OF PROJECT(AS APPROVED)	150000					WARD LOCALITY			all					
PROJECT OBJECTIVE :	purchasing of litter bins													
PERFORMANCE TARGET:	Cleansing of the town													
ACTION PLAN														
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME											
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Use Active Bid and request for quotations		0												
Generate requisition and acquire orders														
Issue order to service provider and await delivery														
Receive and distribute bins														
Payment														

PROJECT IMPLEMENTATION PLAN :2016/2017 FINANCIAL YEAR														
ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :	Bulk Containers		RESPONSIBLE DEPARTMENT			Community Services, Waste Management								
VOTE/PROJECT NO.			RESPONSIBLE MANAGER			Nick Swanepoel & Thava Kelly								
COST OF PROJECT(AS APPROVED)	500000		WARD LOCALITY			Multi wards								
PROJECT OBJECTIVE :	Purchasing and replacement of bulk containers													
PERFORMANCE TARGET:	Cleansing of the town													
ACTION PLAN														
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME											
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Use Active Bid and request for quotations		0												
Generate requisition and acquire orders														
Issue order to service provider and await delivery														
Receive and distribute bins														
Payment		500,000												
TOTAL		500,000	0	0	0	0	0	0	0	0	0	0		
REPORTING														
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
ACTUAL (non financial)														
Actual (financial)			0		150000									
Reason for Variance														
No. of Jobs Created	0													
No. of Persons Trained	0													
COMMENTS														
Purchase of trailers for grass cutting														

PROJECT IMPLEMENTATION PLAN :2016/2017 FINANCIAL YEAR														
ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :	Railway Station					RESPONSIBLE DEPARTMENT	Community Services, Culture and Amenities							
VOTE/PROJECT NO.						RESPONSIBLE MANAGER	Pearl Niemand							
COST OF PROJECT(AS APPROVED)	114500					WARD LOCALITY	4							
PROJECT OBJECTIVE :	Establishment of a railway station at Fort Amiel Museum													
PERFORMANCE TARGET:														
ACTION PLAN														
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME											
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
1. prepare specifications & BSC (June-July)		0												
2. BSC														
3. Advertising														
4. BEC														
5. BAC														
Construction														
Payment														
TOTAL		114,500	0	0	0	0	0	0	0	0	0	0		
REPORTING														
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
ACTUAL (non financial)														
Actual (financial)			0		150000									
Reason for Variance														
No. of Jobs Created	0													
No. of Persons Trained	0													
COMMENTS														
Purchase of trailers for grass cutting														

ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :	Refurbishment of NN Library					RESPONSIBLE DEPARTMENT			Community Services, Culture & amenities					
VOTE/PROJECT NO.						RESPONSIBLE MANAGER			Pearl Niemand					
COST OF PROJECT(AS APPROVED)	2000000					WARD LOCALITY			1					
PROJECT OBJECTIVE :														
PERFORMANCE TARGET:														
ACTION PLAN														
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME											
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
		0												
TOTAL		150,000	0	0	0	0	0	0	0	0	0	0		
REPORTING														
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
ACTUAL (non financial)														
Actual (financial)			0		150000									
Reason for Variance														
No. of Jobs Created	0													
No. of Persons Trained	0													
COMMENTS														
Purchase of trailers for grass cutting														

	CAPITAL BUDGET 2016/17 Cash flow projections																			
REFERENCE NUMBER	DIRECTORATE DESCRIPTION	FINANCE SOURCE DESCRIPTION	PROJECTS DESCRIPTION	IDP PRIORITY	PROJECT TYPE	(PLEASE USE WARD NUMBER)	IF MULTI WARD (PLEASE SPECIFY)	DRAFT 2016/17	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
	CAPITAL BUDGET PER PROJECTS																			
CORP 1	CORPORATE SERVICES	EXTERNAL LOANS	Records management system	OTHER	INFORMATION TECHNOLOGY	2		2 500 000	875 631	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	70 626	70 624	283 119
	GRAND TOTAL							2 500 000	875 631	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	70 626	70 624	283 119

NEWCASTLE MUNICIPALITY CAPITAL 2016`17 DEVELOPMENT PLANNING & HUMAN SETTLEMENT																				
CAP REFERENCE NO.	DEPARTMENT	FUNDING SOURCE	VOTE DESCRIPTION	IDP PRIORITY	PROJECT TYPE	WARD LOCALITY (PLEASE USE WARD NUMBER)	IF MULTI WARD (PLEASE SPECIFY)	DRAFT 2016/17	CASHFLOW PROJECTIONS											
									Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
DPHS PIP1	DPHS	NDPG	JBC to Osizweni Secondary Link Road (Phase1)					17,464,298.00			1,964,733.52	1,964,733.52	1,964,733.52	1,964,733.52	1,964,733.52	1,964,733.52	1,964,733.52	2,837,948.46		873,214.90
DPHS PIP2	DPHS	NDPG	JBC to Osizweni Secondary Link Road (Phase2)					7,045,702.00					1,761,425.50	1,761,425.50	1,761,425.50	1,761,425.50				
DPHS PIP3	DPHS	NDPG	JBC Urban Hub Walkways and Traffic Lights					5,490,000	1647000	1647000	R 1,268,281.30									927718.7
DPHS PIP4	DPHS	INTERNAL	GIS					250,000										250,000		
DPHS PIP5	DPHS	INTERNAL	Lenville Sites	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	LAND AND BUILDINGS	2		2,000,000			170,000	80,000	50,000	80,000	50,000	290,000	100,000	300,000	480,000	400,000
DPHS PIP6	DPHS	INTERNAL	Provision of Infrastructure-new services					1,000,000	300,000	300,000	400,000									
			GRAND TOTAL					33,250,000.00	1,947,000.00	1,947,000.00	3,803,014.82	2,044,733.52	3,776,159.02	3,806,159.02	3,776,159.02	4,016,159.02	2,064,733.52	3,387,948.46	480,000.00	2,200,933.60

DRAFT CAPITAL BUDGET 2016/17 - HIGH LEVEL PROJECT IMPLEMENTATION PLAN

PROPOSED SOURCE OF EVIDENCE (Examples of Source of evidence is specified for Audit purposes. Departments may review this based on specific project needs)

PROJECT IMPLEMENTATION PLAN :2016/2017 FINANCIAL YEAR		
ACTION PLAN & PERFORMANCE REPORTING		
PROJECT NAME :		DPHS/TECHNICAL/ JBC-Osizweni Secondary Link Road aPhase 1 SERVICES
VOTE/PROJECT NO.		
COST OF PROJECT(AS APPROVED)		R 17,464,29811,17,18,30
PROJECT OBJECTIVE :		Nodal linkage and improvement in pedestrian movement and safety
PERFORMANCE TARGET:		New link road, Walkways, associated street furniture, traffic lights ar

ACTION PLAN															
				2015/16		2016/17									
Estimate Construction Costs				MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR
Available in municipal Budget															
R 17,464,298															
JBC-Osizweni Secondary Link Road and Osizweni CBD Roads															
Inception: (Stage 1)															
Topographic Survey															
Concept viability : Stage 2 - (Preliminary Design)															
Design Development : Stage 3 -(Detailed Design)															
Prof fees on tender docs				R 111,425.42											
New Bid Specification to BSC															
New bid advert to award															
Construction								1,964,733.52	1,964,733.52	1,964,733.52	1,964,733.52	1,964,733.52	1,964,733.52	1,964,733.52	2,837,948.46
SUB TOTAL				R 111,425.42											873,214.90

REPORTING	
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INPUT INDICATOR:
OUTPUT INDICATOR (Actual at the end of project)
OUTCOME INDICATOR : PAVED SURFACE
No. of Jobs Created
No. of Persons Trained
COMMENTS - PROJECT PROGRESS

Progress is as follows:			
Stage 1: Inception Stage	0%		
Stage 2: Specialist Services	0%		
Stage 3: Concept Development	0%		
Stage 4: Detailed Design			
Stage 5: Tender Documentation compilation	0%		
Stage 6: Procurement			
Stage 7: Construction administration and construction supervision			
Stage 6: Project Close-out	0%		

PROJECT IMPLEMENTATION PLAN :2016/2017 FINANCIAL YEAR		
ACTION PLAN & PERFORMANCE REPORTING		
PROJECT NAME :		JBC-Osizweni Secondary Link Road Phase 2
VOTE/PROJECT NO.		
COST OF PROJECT(AS APPROVED)		R 7,045,702
PROJECT OBJECTIVE :		Nodal linkage and improvement in pedestrian movement and safety
PERFORMANCE TARGET:		New link road, Walkways, associated street furniture, traffic lights and Osizweni CBD roads upgrade

ACTION PLAN														
Estimate Construction Costs				2016/17										
				JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
Available in municipal Budget				R 7,045,702										
JBC-Osizweni Secondary Link Road and Osizweni CBD Roads														
Inception: (Stage 1)														
Topographic Survey														
Concept viability : Stage 2 - (Preliminary Design)														
Design Development : Stage 3 -(Detailed Design)														
Prof fees on tender docs														
Relocation of houses														
New Bid Specification to BSC														
New bid advert to award														
Construction														
SUB TOTAL							1,761,425.50	1,761,425.50	1,761,425.50	1,761,425.50				

REPORTING

INPUT INDICATOR:
OUTPUT INDICATOR (Actual at the end of project)
OUTCOME INDICATOR : PAVED SURFACE
No. of Jobs Created
Temporary
Permanent
No. of Persons Trained
COMMENTS - PROJECT PROGRESS

Progress is as follows:			
Stage 1: Inception Stage	0%		
Stage 2: Specialist Services	0%		
Stage 3: Concept Development	0%		
Stage 4: Detailed Design			
Stage 5: Tender Documentation compilation	0%		
Stage 6: Procurement			
Stage 7: Construction administration and construction supervision			
Stage 6: Project Close-out	0%		

PROJECT IMPLEMENTATION PLAN :2016/2017 FINANCIAL YEAR		
ACTION PLAN & PERFORMANCE REPORTING		
PROJECT NAME :		JBC Urban Hub Walkways and Traffic Lights
VOTE/PROJECT NO.		
COST OF PROJECT(AS APPROVED)		R 5,490,000
PROJECT OBJECTIVE :		Improvement in pedestrian movement and safety including vehicular traffic movement
PERFORMANCE TARGET:		Walkways, associated street furniture

ACTION PLAN

KEY ACTIVITIES (AS PER SDBIP)		Construction Costs n Professional	2016/17 FINANCIAL YEAR												2017/18 financi
			JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
JBC Urban Hub Walkways and Traffic Lights															
Total approved budget by NDPG															
Adjustment Budget 2015/16															
Available in municipal Budget 2016/17		R 5,490,000													
Inception: (Stage 1)															
Topographic Survey															
Specialist Services(survey, geotech, environmental assessment)															
Concept viability : Stage 2 - (Preliminary Design)															
Design Development : Stage 3 -(Detailed Design)															
Tender Document compilation : Stage 4.1															
Procurement - Stage 4.2															
Construction Costs - Stage 5 - Electrical and Civil works			R 1,647,000.00	R 1,647,000.00											
Project closeout - Stage 6 and Practical Completion					R 1,268,281.30										
Final Retention (5%)															927718.7
SUB TOTAL		14016000	R 1,647,000.00	R 1,647,000.00	R 1,268,281.30										927718.7

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PROJECT IMPLEMENTATION PLAN :2016/2017 FINANCIAL YEAR															
ACTION PLAN & PERFORMANCE REPORTING															
PROJECT NAME :	Lenvile Sites	Lenvile Sites	RESPONSIBLE DEPARTMENT		DPHS										
VOTE/PROJECT NO.		DPHS1	RESPONSIBLE MANAGER		P Mkhize and H N Ncube(Pr Tech Eng 201670069)										
COST OF PROJECT(AS APPROVED)	2000000	R 2,000,000	WARD LOCALITY		25										
PROJECT OBJECTIVE :	To install engineering services to the Lenville site	To install engineering services to the Lenville site													
PERFORMANCE TARGET:	Install Engineering services and 100% expenditure by 30/06/2017	Install Engineering services and 100% expenditure by 30/06/2017													
ACTION PLAN															
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME												COMMENT
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE	
Consultant appointment	Appointment letter	0	0									0	0	0	
EIA Scoping Report & Detail Design Approved	Engineers design report	280,000			50,000	50,000	50,000	80,000	50,000	0	0	0	0	0	
Supply Chain Processes	Contractor appointment letter	0	0	0	0	0	0	0	0	0	0	0	0	0	
Site Establishment	Engineers monthly report	0	0	0	0	0	0	0	0	0	0	0	0	0	
Health and safety	Safety file	40,000	0	0	0	0	0	0	0	40,000	0		0	0	
Site Setting out	Progress report	100,000	0	0	0	0	0	0	0	100,000	0	0	0	0	
Site clearance	Progress report	250,000	0	0	0	0	0	0	0	150,000	100,000	0	0	0	
Excavation	Progress report	300,000	0	0	120,000	30,000	0	0	0	0	0	150,000	0	0	
Stormwater	Progress report	230,000	0	0	0	0	0	0	0	0	0	0	230,000	0	
Road layerworks and surfacing	Progress report	650,000	0	0	0	0	0	0	0	0	0	150,000	250,000	250,000	
Ancillary works	Progress report	150,000	0	0	0	0	0	0	0	0	0	0	0	150,000	
handover	Completion certificate	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL		2,000,000	0	0	170,000	80,000	50,000	80,000	50,000	290,000	100,000	300,000	480,000	400,000	
REPORTING															
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			
ACTUAL (non financial)															
Actual (financial)			0												
Reason for Variance															
No. of Jobs Created															
No. of Persons Trained															
COMMENTS															

[illegible]

RESPONSIBLE DEPARTMENT	DEVELOPMENT PLANNING
RESPONSIBLE MANAGER	G PHIRI
WARD LOCALITY	

Aug-16

[illegible]

DRAFT CAPITAL BUDGET 2016/17 - 2018/19

REFERENCE NUMBER	DIRECTORATE DESCRIPTION	FINANCE SOURCE DESCRIPTION	PROJECTS DESCRIPTION	IDP PRIORITY	PROJECT TYPE	WARD LOCALITY (PLEASE USE WARD NUMBER)	IF MULTI WARD (PLEASE SPECIFY)	DRAFT 2016/17	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
CAPITAL BUDGET PER PROJECTS																				
ELECP1P1	ELECTRICAL DEPARTMENT	EXTERNAL LOANS	132KV Links Signal Hill	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE		3	2,000,000	0.00	500,000.00	500,000.00	500,000.00	500,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ELECP1P2	ELECTRICAL DEPARTMENT	GRANTS	Building Energy Efficiency	OTHER	LAND AND BUILDINGS		3	2,000,000	0.00	0.00	0.00	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00
ELECP1P3	ELECTRICAL DEPARTMENT	EXTERNAL LOANS	Gyver load Control J186-K201Upgrade	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE		2,3,4,25	550,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	200,000.00	200,000.00	50,000.00	100,000.00
ELECP1P4	ELECTRICAL DEPARTMENT	EXTERNAL LOANS	Network refurbishment	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE		2,3,4,25	5,000,000	625,000.00	625,000.00	625,000.00	625,000.00	625,000.00	0.00	625,000.00	625,000.00	625,000.00	0.00	0.00	0.00
ELECP1P5	ELECTRICAL DEPARTMENT	GRANTS	Rural Electrification	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE		1,6,26	8,500,000	1,062,500.00	1,062,500.00	1,062,500.00	1,062,500.00	1,062,500.00	0.00	1,062,500.00	1,062,500.00	1,062,500.00	0.00	0.00	0.00
ELECP1P6	ELECTRICAL DEPARTMENT	EXTERNAL LOANS	Service connections	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE		2,3,4,25	4,000,000	363,636.36	363,636.36	363,636.36	363,636.36	363,636.36	0.00	363,636.36	363,636.36	363,636.36	363,636.36	363,636.36	363,636.40
ELECP1P7	ELECTRICAL DEPARTMENT	EXTERNAL LOANS	Siyahlala Upgrade	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE		25	6,000,000	200,000.00	500,000.00	1,300,000.00	2,500,000.00	500,000.00	300,000.00	250,000.00	0.00	0.00	0.00	0.00	450,000.00
ELECP1P8	ELECTRICAL DEPARTMENT	GRANTS	Street Light LED Retrofit	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE		2,3,4,25	5,000,000	0.00	0.00	0.00	625,000.00	625,000.00	625,000.00	625,000.00	625,000.00	625,000.00	625,000.00	625,000.00	0.00
ELECP1P9	ELECTRICAL DEPARTMENT	GRANTS	Waste Water/Pumpstation Plant Energy Efficiency Pum	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE		20,2,3,25	1,000,000	0.00	0.00	0.00	125,000.00	125,000.00	125,000.00	125,000.00	125,000.00	125,000.00	125,000.00	125,000.00	0.00
GRAND TOTAL								34,050,000	2,251,136	3,051,136	3,851,136	6,051,136	4,051,136	1,300,000	3,301,136	3,051,136	3,251,136	1,563,636	1,413,636	913,636

INSERT DATES

[illegible]

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PROJECT IMPLEMENTATION PLAN :2016/2017 FINANCIAL YEAR															
ACTION PLAN & PERFORMANCE REPORTING															
PROJECT NAME :	Office Equipment					RESPONSIBLE DEPARTMENT	Office of the Municipal Manager								
VOTE/PROJECT NO.						RESPONSIBLE MANAGER	Director: IT								
COST OF PROJECT(AS APPROVED)		500000					WARD LOCALITY								
PROJECT OBJECTIVE :	Procurement of IT equipment as and when required														
PERFORMANCE TARGET:	Procurement of IT equipment														
ACTION PLAN															
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME												
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE	
Procurement of IT equipment as and when required by departments	IT Asset Register	500,000													500,000

PROJECT IMPLEMENTATION PLAN :2016/2017 FINANCIAL YEAR														
ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :	Civic Centre Network Design and Cabling		RESPONSIBLE DEPARTMENT			Office of the Municipal Manager								
VOTE/PROJECT NO.			RESPONSIBLE MANAGER			Director IT								
COST OF PROJECT(AS APPROVED)		2400000	WARD LOCALITY											
PROJECT OBJECTIVE :	connecting all remote sites to the Civic													
PERFORMANCE TARGET:	MPLS network implementation													
ACTION PLAN														
			TIME FRAME											
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Implementation of MPLS network connecting all remote sites to the Civic Centre	Project Plan	2,400,000												2,400,000

	DRAFT CAPITAL BUDGET 2016/17 - 2018/19																				
REFERENCE NUMBER	FINANCE SOURCE DESCRIPTION			IDP PRIORITY	PROJECT TYPE	WARD LOCALITY (PLEASE USE	IF MULTI WARD	DRAFT 2016/17	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	
	CAPITAL BUDGET PER PROJECTS																				
CIVPIP1	TECHNICAL SERVICES	EXTERNAL LOANS	Construction of Watt Street	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	4		1,900,000	R 450,000.00	R 500,000.00	R 450,000.00	R 500,000.00									
CIVPIP2	TECHNICAL SERVICES	EXTERNAL LOANS	Harthorn Extensiom	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	3		700,000	R 250,000.00	R 200,000.00	R 250,000.00										
CIVPIP3	TECHNICAL SERVICES	EXTERNAL LOANS	Panorama Stormwater	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	3		3,500,000		R 400,000.00	R 550,000.00	R 400,000.00	R 550,000.00	R 400,000.00	R 400,000.00	R 500,000.00	R 300,000.00				
CIVPIP4	TECHNICAL SERVICES	GRANTS	Charlestown - Nek road	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	1		3,500,000	R 450,000.00	R 400,000.00	R 650,000.00	R 850,000.00	R 660,000.00	R 490,000.00							
CIVPIP5	TECHNICAL SERVICES	GRANTS	Construction of Kwa-Mathukuza Road	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	20		1,345,614	R 450,000.00	R 450,000.00	R 445,613.94										
CIVPIP6	TECHNICAL SERVICES	GRANTS	Construction of OC 23	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE			3,500,000	R 900,000.00	R 350,000.00	R 450,000.00	R 300,000.00	R 450,000.00	R 250,000.00	R 400,000.00	R 400,000.00					
CIVPIP7	TECHNICAL SERVICES	GRANTS	OB7, OB13, OB45	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	MULTI WARDS	13; 18 AND 30	6,500,000	R 630,000.00	R 740,000.00	R 870,000.00	R 730,000.00	R 680,000.00	R 480,000.00	R 620,000.00	R 890,000.00	R 860,000.00				
CIVPIP8	TECHNICAL SERVICES	GRANTS	MA40, MA45	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	22		4,205,468	R 900,000.00	R 560,000.00	R 480,000.00	R 540,000.00	R 450,000.00	R 480,000.00	R 320,000.00	R 475,468.01					
CIVPIP9	TECHNICAL SERVICES	GRANTS	MC18	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	20		945,004	R 200,000.00	R 250,000.00	R 350,000.00	R 145,003.99									
CIVPIP10	TECHNICAL SERVICES	GRANTS	MD 55	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	26		1,831,202	R 350,000.00	R 400,000.00	R 600,000.00	R 481,201.52									
CIVPIP11	TECHNICAL SERVICES	GRANTS	MD11	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	26		4,336,316	R 620,000.00	R 590,000.00	R 720,000.00	R 390,000.00	R 660,000.00	R 690,000.00	R 450,000.00	R 216,316.49					
CIVPIP12	TECHNICAL SERVICES	GRANTS	MD20, MD22, MD24, MD34	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	24		6,165,883	R 700,000.00	R 850,000.00	R 900,000.00	R 1,300,000.00	R 1,500,000.00	R 915,883.01							
CIVPIP13	TECHNICAL SERVICES	GRANTS	ME30,ME33	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	28		5,982,358	R 380,000.00	R 470,000.00	R 680,000.00	R 940,000.00	R 830,000.00	R 490,000.00	R 740,000.00	R 820,000.00	R 632,358.09				
CIVPIP14	TECHNICAL SERVICES	GRANTS	MP 9	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	14		2,025,751	R 450,000.00	R 400,000.00	R 450,000.00	R 370,000.00	R 355,751.26								
CIVPIP15	TECHNICAL SERVICES	GRANTS	OA17	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	11		1,142,985	R 250,000.00	R 392,985.20	R 240,000.00	R 260,000.00									
CIVPIP16	TECHNICAL SERVICES	GRANTS	OB3, OB1, OB8	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	18		2,084,989	R 200,000.00	R 400,000.00	R 442,494.40	R 442,494.40	R 400,000.00	R 200,000.00							
CIVPIP17	TECHNICAL SERVICES	GRANTS	Sesiyabonga road extension	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	13		2,514,914	R 150,000.00	R 250,000.00	R 450,000.00	R 500,000.00	R 650,000.00	R 514,914.09							
CIVPIP18	TECHNICAL SERVICES	GRANTS	Widening of Asiphephe Road and Rehabilitation of Asiphephe D	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	20		10,971,003	R 1,800,000.00	R 2,200,000.00	R 1,970,000.00	R 2,560,000.00	R 2,441,003.00								
WSPIP1	TECHNICAL SERVICES	EXTERNAL LOANS	AC pipe replacement phase 1	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	MULTI WARDS	3, 4, 25	15,000,000	0	680000	0	0	880000	3400000	1460000	1640000	2360000	1520000	1506000	1554000	
WSPIP2	TECHNICAL SERVICES	EXTERNAL LOANS	VIP Toilets (Ward 31, 30,8)	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	MULTI WARDS	31, 30, 8	650,000	0	0	0	0	0	70000	420000	80000	80000	0	0	0	
WSPIP3	TECHNICAL SERVICES	EXTERNAL LOANS	WATER STORAGE TANKS	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	MULTI WARDS	All	400,000	80000	50000	60000	70000	80000	60000	0	0	0	0	0	0	
WSPIP4	TECHNICAL SERVICES	EXTERNAL LOANS	Bulk Sewer Reticulation Siyahlala	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	25		7,000,000	0	0	1500000	0	1800000	0	0	1950000	0	1750000	0	0	
WSPIP5	TECHNICAL SERVICES	EXTERNAL LOANS	Portable tools & equipment	OTHER	PLANT & EQUIPMENT	INSTITUTIONAL		200,000	0	0	0	0	100000	100000	0	0	0	0	0	0	
WSPIP6	TECHNICAL SERVICES	GRANTS	Staffordhill Sewer pump station phase 5	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	MULTI WARDS	14, 18	2,864,513	0	440000	260000	330000	480000	320000	160000	160000	399513	315000	0	0	
WSPIP7	TECHNICAL SERVICES	GRANTS	Blaauwbosch Bulk Water Project	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	21		8,000,000	1800000	0	0	480000	0	0	680000	1840000	1400000	800000	1000000		
WSPIP8	TECHNICAL SERVICES	GRANTS	Bulk services Siyahlala	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	25		20,000,000	2300000	2850000	0	2650000	0	2400000	2650000	0	2500000	0	2800000	1850000	
WSPIP9	TECHNICAL SERVICES	GRANTS	JBC Sanitation Ward 12	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	12		700,000	0	0	0	0	0	70000	420000	90000	120000	0	0	0	
WSPIP10	TECHNICAL SERVICES	GRANTS	JBC Sanitation Ward 13	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	13		700,000	0	0	0	0	0	70000	420000	90000	120000	0	0	0	
WSPIP11	TECHNICAL SERVICES	GRANTS	JBC Sanitation Ward 15	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	15		700,000	0	0	0	0	0	70000	420000	90000	120000	0	0	0	
WSPIP12	TECHNICAL SERVICES	GRANTS	JBC Sanitation Ward 16	Infrastructure Backlogs – Upgrading and expansion of existing infrastructure	INFRASTRUCTURE	16		700,000	0	0	0	0	0	70000	420000	90000	120000	0	0		

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DRAFT CAPITAL BUDGET 2015/16 - HIGH LEVEL PROJECT IMPLEMENTATION PLAN

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CAP REFERENCE NO.	DEPARTMENT	FUNDING SOURCE	VOYE DESCRIPTION	15/16 TOTAL BUDGET (\$MM)	Consultant Appointment (to start with design)	EIA Scoping Report & Detail Design Approval	Bid Specification Committee	Advertisd	Tender Closing Date	Bid Evaluation Committee	Bid Adjudication Committee	Contractual Obligation	Project Inception / Site Establishment	Commencement Commence Date	Month 1 Site Meeting / PSC meeting	Month 2 Site Meeting / PSC meeting	Month 3 Site Meeting / PSC meeting	Month 4 Site Meeting / PSC meeting	Month 5 Site Meeting / PSC meeting	Month 6 Site Meeting / PSC meeting	Month 7 Site Meeting / PSC meeting	Month 8 Site Meeting / PSC meeting	Month 9 Site Meeting / PSC meeting	Month 10 Site Meeting / PSC meeting	Month 11 Site Meeting / PSC meeting	Month 12 Site Meeting / PSC meeting	Project Completion Date	Project Duration (Number of Months for completion)	SIP PMS Comments	
WS20	TECHNICAL SERVICES	GRANTS	Provision of Basic Sanitation services to Normandien	700,000.00	N/A	N/A	26/05/2016	30/06/2016	28/07/2016	14/08/2016	29/09/2016	07/11/2016	14/11/2016	14/11/2016	16/12/2016	24/01/2017	24/02/2017	27/03/2017	28/04/2017	project complete	project complete	project complete	project complete	project complete	project complete	project complete	28/04/2017	5	MULTI-YEAR PROJECT - REVISE DATES TO BE THE LAST WORKING DAY OF THE MONTH	
WS21	TECHNICAL SERVICES	GRANTS	Upgrade of Ngazun WWTP Phase1	10,000,000.00	Completed	Completed	07/07/2016	05/08/2016	08/09/2016	20/10/2016	04/11/2016	23/11/2016	12/12/2016	16/01/2017	16/01/2017	14/02/2017	14/03/2017	18/04/2017	17/05/2017	28/06/2017	N/A	N/A	N/A	N/A	N/A	N/A	28/06/2017	6	MULTI-YEAR PROJECT - REVISE DATES TO BE THE LAST WORKING DAY OF THE MONTH	
WS22	TECHNICAL SERVICES	GRANTS	WCDM Modulator	1,000,000.00	N/A	N/A	07/07/2016	05/08/2016	09/09/2016	20/10/2016	04/11/2016	05/12/2016	12/12/2016	16/01/2017	16/01/2017	14/02/2017	14/03/2017	18/04/2017	17/05/2017	28/06/2017	project complete	project complete	project complete	project complete	project complete	project complete	28/06/2017	6	ALLOW MORE TIME BETWEEN SAC AND CONTRACTUAL AGREEMENT	
WS23	TECHNICAL SERVICES	GRANTS	WCDM Outflow	11,613,000.00	N/A	N/A	Completed in 15/04	Completed in 15/06	Completed in 15/06	Completed in 15/06	Completed in 15/06	Completed in 15/06	Completed in 15/06	05/07/2016	05/07/2016	03/08/2016	03/09/2016	06/09/2016	04/10/2016	08/10/2016	06/12/2016	08/01/2017	08/02/2017	15/03/2017	19/04/2017	17/05/2017	09/06/2017	30/06/2017	11	REVISE DATES TO BE THE LAST DAY OF THE RELEVANT MONTH
CUPP1	TECHNICAL	EXTERNAL LOANS	Construction of Wall Street	3,500,000			0-Nov-15	4-Dec-15	14-Dec-15	11-Feb-16	10-Feb-16	6-Apr-16	12-Apr-16	4/05/2016	5/01/2016	6/05/2016	7/25/2016	8/15/2016	9/05/2016							9/05/2016	5 months			
CUPP2	Technical	EXTERNAL LOANS	Harbours Extension	700,000			0-Nov-15	4-Dec-15	14-Dec-15	11-Feb-16	10-Feb-16	20-Mar-16	8-Apr-16	4/05/2016	5/01/2016	6/05/2016	6/25/2016	7/20/2016	8/12/2016	9/05/2016							8/05/2016	5 months		
CUPP3	TECHNICAL	EXTERNAL LOANS	Panorama Stormwater	3,500,000			0-Nov-15	22-Apr-16	16-May-16	1-Jun-16	15-Jun-16	3-Jul-16	18-Sep-16	7/05/2016	8/15/2016	9/05/2016	10/28/2016	11/20/2016	12/05/2016							1/10/2017	8 months			
CUPP4	TECHNICAL	GRANTS	Charlotten Neck road	3,500,000			0-Nov-15	4-Dec-15	14-Dec-15	4-Feb-16	4-Mar-16	6-Apr-16	12-Apr-16	4/05/2016	5/01/2016	6/05/2016	7/25/2016	8/15/2016	9/05/2016	10/28/2016	11/20/2016					11/20/2016	7 months			
CUPP5	TECHNICAL	GRANTS	Construction of Bwa Mathabwa Road	1,885,644			0-Nov-15	2-Apr-16	28-Apr-16	11-Jun-16	26-Jun-16	31-Jul-16	21-Sep-16	11/07/2016	1/09/2016	3/07/2016	2/11/2016	8/20/2016	5/01/2016								6/06/2016	5 months		
CUPP6	TECHNICAL	GRANTS	Construction of DC 23	3,500,000									1-Jun-16	6/05/2016	7/25/2016	8/15/2016	9/05/2016	10/28/2016	11/20/2016	12/05/2016	1/10/2017	2/08/2017				9/05/2017	10 months			
CUPP7	TECHNICAL	GRANTS	SBP, DB13, DB45	6,500,000			0-Nov-15	4-Dec-15	14-Dec-15	15-Feb-16	4-Mar-16	6-Apr-16	13-Apr-16	4/05/2016	5/01/2016	6/05/2016	7/25/2016	8/15/2016	9/05/2016	10/28/2016	11/20/2016					12/11/2016	8 months			
CUPP8	Technical	GRANTS	MA48, MA45	4,205,468			0-Nov-15	4-Dec-15	14-Dec-15	4-Feb-16	10-Feb-16	24-Mar-16	15-Apr-16	4/05/2016	5/01/2016	6/05/2016	7/25/2016	8/15/2016	9/05/2016	10/21/2016							11/20/2016	7 months		
CUPP9	Technical	GRANTS	MC18	945,004			0-Nov-15	4-Dec-15	14-Dec-15	15-Feb-16	4-Mar-16	20-Mar-16	1-Jun-16	6/05/2016	7/25/2016	8/15/2016	9/05/2016	10/21/2016	11/20/2016	12/15/2016	1/10/2017						2/24/2017	6 months		
CUPP10	Technical	GRANTS	MD16	1,811,200			0-Nov-15	4-Dec-15	14-Dec-15	15-Feb-16	4-Mar-16	20-Mar-16	1-Jun-16	6/05/2016	7/25/2016	8/15/2016	9/05/2016	10/21/2016	11/20/2016	12/15/2016	1/10/2017						2/24/2017	6 months		
CUPP11	TECHNICAL	GRANTS	MD11	4,316,716			0-Nov-15	4-Dec-15	14-Dec-15	11-Feb-16	10-Feb-16	24-Mar-16	15-Apr-16	4/05/2016	5/01/2016	6/05/2016	7/25/2016	8/15/2016	9/05/2016	10/21/2016	11/20/2016	12/15/2016	1/10/2017				2/24/2017	6 months		
CUPP12	TECHNICAL	GRANTS	MD01, MD22, MD24, MD34	6,165,883			0-Nov-15	4-Dec-15	14-Dec-15	25-Feb-16	29-Mar-16	19-Apr-16	1-Jun-16	6/05/2016	7/25/2016	8/15/2016	9/05/2016	10/28/2016	11/20/2016	12/15/2016	1/10/2017	2/08/2017	3/01/2017				4/28/2017	12 months		
CUPP13	TECHNICAL	GRANTS	ME30,ME33	5,982,336			0-Nov-15	4-Dec-15	14-Dec-15	11-Feb-16	10-Feb-16	24-Mar-16	21-Apr-16	4/05/2016	5/06/2016	6/05/2016	7/25/2016	8/15/2016	9/05/2016	10/28/2016							10/28/2016	6 months		
CUPP14	TECHNICAL	GRANTS	MP 9	2,021,711			0-Nov-15	4-Dec-15	14-Dec-15	4-Feb-16	10-Feb-16	24-Mar-16	15-Apr-16	4/05/2016	5/01/2016	6/05/2016	7/25/2016	8/15/2016	9/05/2016	10/28/2016							10/28/2016	6 months		
CUPP15	TECHNICAL	GRANTS	DB17	1,181,980			0-Nov-15	4-Dec-15	14-Dec-15	10-Feb-16	6-Mar-16	6-Apr-16	13-Apr-16	4/05/2016	5/01/2016	6/05/2016	7/25/2016	8/15/2016	9/05/2016	10/21/2016	11/20/2016						10/28/2016	6 months		
CUPP16	TECHNICAL	GRANTS	DB1, DB1, DB8	2,084,980			0-Nov-15	4-Dec-15	14-Dec-15	10-Feb-16	4-Mar-16	6-Apr-16	13-Apr-16	4/05/2016	5/01/2016	6/05/2016	7/25/2016	8/15/2016	9/05/2016	10/28/2016	11/20/2016						12/11/2016	8 months		

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PROJECT IMPLEMENTATION PLAN :2016/2017 FINANCIAL YEAR														
ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :	Portable tools & equipment		RESPONSIBLE DEPARTMENT			Technical Services: Water and Sanitation								
VOTE/PROJECT NO.	WSS PIP		RESPONSIBLE MANAGER			Zenzele Ndlovu								
COST OF PROJECT(AS APPROVED)	200000		WARD LOCALITY			Multi-Wards								
PROJECT OBJECTIVE :	Alternative supply of portable water as and when required													
PERFORMANCE TARGET:	Institutional development													
ACTION PLAN														
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME											
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Specifications	Copy of specifications													
Submit specification to SCM to advertise	SCM Delivery note													
Advertised	Web and municipal notice board advert													
Close advert	Web advert													
Evaluate quotations	SCM Delivery note													
Award contract	Award Letter													
Order material	Order													
Receive delivery	Delivery note													
Process invoice	Copy of signed invoice													
							100,000	100,000						
TOTAL		0	0	0	0	0	100,000	100,000	0	0	0			
REPORTING														
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
ACTUAL (non financial)														
Actual (financial)		0												
Reason for Variance														
No. of Jobs Created														
No. of Persons Trained														
COMMENTS														

2016/17

NEWCASTLE MUNICIPALITY FRAMEWORK FOR PERFORMANCE MANAGEMENT



Contents

1	Background	2
2	Introduction	3
3	Rationale Of Performance Management	3
4	The Process of Managing Organizational Performance	16
5	Performance Management Cycle	19
6	Reporting.....	40
7	Employee Performance Management.....	53
8	Conclusion	63

1 Background

The White Paper on Local Government (1998) proposed the introduction of performance management systems to local government, as a tool to monitor service delivery progress at local government. It concludes that the integrated development planning, budgeting and performance management are powerful tools which can assist municipalities to develop an integrated perspective on development in their area. It will enable them to focus on priorities within an increasingly complex and diverse set of demands and to direct resources allocations and institutional systems to a new set of development objectives.

Chapters 6 of the Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000), requires local government to:

- Develop a performance management system.
- Set targets, monitor and review performance based on indicators linked to the Integrated Development Plan (IDP).
- Publish an annual report on performance management for the councillors, staff, the public and other spheres of government.
- Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for local government.
- Conduct an internal audit on performance report audited by the Auditor-General.
- Involve the community in setting indicators and targets and reviewing municipal performance.

2 Introduction

The purpose of this document is to, according to the requirements of the Municipal Systems Act, (2000) develop a performance management framework for the Newcastle Municipality. This framework caters for the development, implementation and roll-out of performance management with the Newcastle Municipality. This includes the alignment of the PMS process to that of the IDP and budget as is required in terms of the Municipal Finance Management Act (2003)

3 Rationale Of Performance Management

3.1. Policy and Legal Context for PMS

- The White Paper on Local Government (1998)
- Batho Pele (1998)
- The Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
- The Local Government: Municipal Systems Act, (32/2000): Municipal Planning and Performance Management Regulations (2001) , Chapter 3, by the Department Cooperative Governance.
- Guide on Performance Agreements Workshop, 2001, by the South African Local Government Associations (referred to as SALGA Guidelines in short)
- DPLG, 2001, PMS Training Manuals (referred to as PMS Training Manuals in short)
- Municipal Finance Management Act (2003)
- Municipal Performance Management Regulations (2006)

3.2. Objectives of Performance Management System

- Facilitate increased accountability
- Facilitate learning and improvement
- Provide early warning signals
- Facilitate decision-making

3.3 Benefits of Performance Management

3.4 Principles that will guide the development and implementation of the Performance Management System

- Simplicity
- Politically driven
- Incremental implementation
- Transparency and accountability
- Integration
- Objectivity

3.5 Newcastle Municipality Performance Management Systems (PMS) Model

- What is a performance Measurement Model
- The value of a Performance Measurement Model
- Criteria of a Good Performance Model
- The revised Municipal Scorecard Model
- Why Newcastle Municipality will adopt the Revised Municipal Scorecard Model

3.5.1 What is a Performance Measurement Model?

Performance management is defined as a strategic process to management (or system of management), which equips leaders, managers, employees and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of indicators and targets for efficiency, effectiveness and impact. Regulation 7 of the 2001 Performance Regulations requires that every municipality develop a performance management system (PMS) which consists of a performance framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, and must set out the roles and responsibilities of the different stakeholders. The regulations further provide in Regulation 13 that a municipality must, after consultation with the community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of performance in respect of the key performance indicators and targets set by it.

Performance measurement involves determining the extent to which objectives are being achieved through developing indicators and linking them to targets and related standards. Review of performance against set targets is undertaken on a regular basis. A performance measurement framework is a practical plan for the municipality to collect, process, organise, analyse, audit, reflect on and report performance information.

A performance measurement model is the system that is used to monitor, measure and review performance indicators within the above performance management framework. It is a choice about what aspects or dimensions of performance will be measured. It implies the grouping together of indicators into logical categories or groups, called **perspectives**, as a means to enhance the ability of an organization to manage and analyze its performance.

3.5.2 The Value of a Performance Measurement Model

The value of performance measurement models can be summarized as follows:

- Models simplify otherwise long lists of indicators by organizing them into perspectives which will sufficiently represent effective performance;
- Different models differ enormously on what is viewed as key aspects of performance (Key Performance Areas) and can help organizations make their own decisions on a model that fits their context;
- Models help in aligning the relationship between areas of performance when planning, evaluating and reporting;
- Models help align strategic planning and performance management by directly linking Key Performance Areas to priority areas in the strategic plan.
- Building an own model allows municipalities to agree on what areas of performance should be integrated, managed and measured and what values should inform indicators and standards of achievement.

3.5.3 Criteria of a Good Performance Model

The following characteristics should guide the choice of a performance model:

- a) It must be simple to develop and its implementation must be able to be cascaded to the lower levels with ease.

- b) The model must ensure that there is a balance in the set of indicators being compiled.
- c) The balance created by the model must encompass all relevant and priority areas of performance.
- d) The perspectives must be aligned to the IDP objectives.
- e) The model must be able to timeously diagnose blockages in the system.
- f) It must be easy to replicate to all other levels.
- g) It must be easy to integrate with other municipal systems and processes.

3.5.4 The Revised Municipal Scorecard Model

A Municipal Scorecard Model is a municipal scorecard adapted for measuring key performance on developmental areas that are relevant to municipal service delivery and the public sector. There are five KPA's that municipalities are required to align their strategic planning on and these cut across every functional area of a municipality. The municipal scorecard measures a municipality's performance through these five perspective as listed below. :

- a) The Municipal Economic Development Perspective
- b) The Service Delivery Perspective
- c) The Institutional Development Perspective
- d) The Financial Management Perspective, and
- e) Governance Process Perspective

3.5.5 Why The Newcastle Municipality will adopt the Revised Municipal Scorecard Model?

With recent developments through the adoption by national cabinet of the 5-Year Local Government Strategic Agenda, that aligns local government with the national programme of action, it became imperative to review the above municipal scorecard model and to align it with the 5 Key Performance Areas (KPA's) for local government.

The Newcastle Municipality, having adopted the Municipal Scorecard Performance Model, will align this framework to the revised Municipal Scorecard Model and its performance will be grouped accordingly. Furthermore, legislation required that the PMS also align to the IDP. The Newcastle Municipality IDP adopted by Council have adopted 2 additional KPA's/ perspectives as follows :

- a) Social Development
- b) Municipal Planning and Environment

The Newcastle Municipality PMS will therefore report on all 7 perspectives.

3.5.6.1 *The Municipal Economic Development Perspective*

In this perspective the municipality will assess whether the desired development indicators around the performance area of social and economic development is achieved.

3.5.6.2 *The Service Delivery Perspective*

This perspective will assess the municipality's performance in the overall delivery of basic and infrastructural services and products.

3.5.6.3 *The Financial Management Perspective*

This perspective will measure the municipality's performance with respect to the management of its finances.

3.5.6.3 *The Institutional Development Perspective*

This perspective relates to input indicators that measure the functioning of the municipality under areas such as human resources, strategic planning and implementation, performance management and all other indicators that seek to develop and manage the municipal institution.

3.5.6.4 *The Governance Process Perspective*

This perspective will measure the municipality's performance in relation to its engagement with its stakeholders in the process of governance, established and functioning governance structures, and good municipal governance processes.

3.6 *Implementation of the Revised Municipal Scorecard in The Newcastle Municipality*

The Newcastle Municipality, had adopted a two-level approach of implementing the scorecard. The levels were:

- The Strategic or Organizational Scorecard Level – reflecting the strategic priorities of the municipality
- The Service Scorecard Level – which captured the municipality's performance in each defined service, provided a comprehensive picture of the performance of a particular service and consisted of objectives, indicators and targets derived from the service delivery budget implementation plan (SDBIP) and service strategies.

This scorecard will also inform the individual scorecards of the Section 54/57 Managers.

The two levels of scorecards will then become the organizational performance management system (PMS) of The Newcastle Municipality. All reporting on the municipality's performance will be informed by information derived from the two-level scorecard and reflect the municipality's performance on the five perspectives.

Developing the Organizational Scorecard and Outlining the Scorecard Concepts

During the IDP process a corporate vision and mission were formulated for The Newcastle Municipality, together with broad key performance areas (KPA's), development objectives and key performance indicators (KPIs) which feed into the vision and mission. It is now necessary to take this process further into the performance management system, by developing an organizational or strategic scorecard that will encompass all the relevant areas or concepts that will allow measurement of the performance of the organization using this scorecard. This will be done by using relevant concepts to populate the organizational and service scorecards of The Newcastle Municipality. This process of developing the organizational and service/departmental scorecards will be followed every year after adoption of the IDP and the budget and after evaluation of the previous year's scorecard or municipal performance. An illustration of the components of an organizational or strategic scorecard is reflected in figure 1 below.

Figure 1: Organisational Scorecard Concepts

Step 1	Outline the National Key Performance Areas (KPA's) and IDP alignment (2 additional KPA's)
Step 2	Define Strategic Focus Areas (SFA's) that fall under each KPA
Step 3	Formulate appropriate development objectives (IDP Objectives) for each SFA
Step 4	Develop suitable Key Performance Indicators (KPIs)
Step 5	Indicate the types of Key Performance Indicators

Step 6	Provide baseline information
Step 7	Set annual targets for each KPI over the 5 year period to be reviewed annually
Step 8	Indicate quarterly targets to be met arising out of the each of the set annual targets based on the budget for the year under review which will cascade into the SDBIP
Step 9	Allocate responsibility to departments for execution of actions
Step 10	Provide frequency of reporting on progress
Step 11	Specify the source of evidence to be used for verification and auditing purposes

In the following paragraphs are explanatory notes expanding on each of the component concepts set out in the above illustrative scorecard.

Step 1: Setting out National Key Performance Areas (KPA's)

Outlining Key Performance Areas is the first step in the performance management process. According to the 5-Year Local Government Strategic Agenda, all municipalities are required to cluster their priority issues identified during the IDP development and review processes around the following KPA's:

- Service delivery;
- Local economic development;
- Institutional transformation;
- Democracy and governance; and
- Financial viability.

Step 2: Defining Strategic Focus Areas (SFA's) that fall under each KPA

In its IDP The Newcastle Municipality will clustered the elements within each of the broad KPA's under Strategic Focus Areas.

An example: Under the Service Delivery KPA there will be several Strategic Focus Areas such as water and sanitation, electricity, etc.

Step 3: Formulating Appropriate Development Objectives

As a third step the municipality will design high level objectives per SFA. An objective is a measurable statement of intent, measurable either quantitatively or qualitatively. It's a series of elements of the vision or mission broken down into manageable quantities.

There is no hard-and-fast rule about how many objectives to set, but it is important to make it manageable and realistic and it is therefore advisable to limit the number.

An example: Under the KPA of *Service Delivery* and the SFA of *Waste Management*, the municipality can formulate an objective that goes along these lines:

“To provide every dwelling with a weekly door-to-door refuse collection service by July 2010”

Step 4: Developing Suitable Key Performance Indicators (KPIs)

As a fourth step it is necessary to determine KPIs, which define what needs to be measured in order to gauge progress towards achieving the development objectives discussed in the previous step. KPIs must be measurable, relevant, simple and precise. They simply define how performance will be measured along a scale or dimension (**example:** “number of houses to be built”). The White Paper on Local Government stresses the need for involving communities, officials and organised labour in the development of KPIs.

KPIs can also be used to:

- Communicate the achievements and results of the municipality.
- Determine whether a municipality is delivering on its developmental mandate.
- Indicate whether the organisational structure of a municipality is aligned to deliver on its development objectives.
- Promote accountability by the council to its electorate.

Step 5: Indicate the Types of Indicators (KPIs)

Input Indicators: These indicators are typically cost related. As the name suggests, they literally measure what inputs have been made towards achieving the objective and they are most relevant to the day-to day operations of a municipality. Examples of input indicators include costs, equipment, human resources, time, etc.

Process indicators: These indicators describe how well municipalities use their resources in producing services. They cover the activities and operations that convert inputs into outputs. They are essentially internal types of indicators.

Output indicators: These indicators refer to “products” produced by processing inputs (i.e. the end point of an activity), for example the number of houses built or the number of electricity connections made. Output indicators should only be used for those functions for which the municipality is directly responsible.

Outcome indicators: These indicators measure the extent to which strategic goals or outcomes are being met. Outcomes are usually based on the results of different variables acting together (for example increased economic activity as a result of improved water supply). They measure the effect that the goals and objectives are having on the community and they are important diagnostic tools. Based on many variables, they tend to lag behind output indicators because they can only be measured after the outputs have been produced. They are also more difficult to measure and are usually influenced by factors external to the municipality's control, so it cannot necessarily be said that a municipality is solely responsible for performance in this regard.

Before the KPIs are set, municipalities are expected to identify the KPA's that require performance measuring and improvement. Once this is done, a municipality will develop KPIs and performance targets with regard to each KPA and development objective.

A KPI has to be consistent with the principles of:

- Measurability;
- Relevance;
- Simplicity; and
- Precision.

In terms of Regulation 10 of the Municipal Planning and Performance Management Regulations, 2001, all municipalities must report on general national KPIs by the end of the financial year. The reasons why it is important to incorporate the national KPIs into the municipality's set of measures is to:

- Ensure accountability.
- Direct municipalities to focus on national goals and priorities.
- Measure the impact of municipalities on national transformation, development and service delivery programmes.
- Enable benchmarking and create the basis for performance comparison across municipalities.

- Bring some uniformity in the system by ensuring that there is commonality of measures in performance evaluation across municipalities.

The seven (7) general KPIs are provided for in Regulation 10 of the 2001 Municipal Planning and Performance Regulations and are listed below:

- a. the percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- b. the percentage of households earning less than R1100 per month with access to free basic services;
- c. the percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- d. the number of jobs created through the municipality's local, economic development initiatives including capital projects;
- e. the number of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan;
- f. the percentage of the municipality's budget actually spent on implementing its workplace skills plan; and
- g. the municipality's financial viability as expressed by the ratios for debt coverage, outstanding service debtors to revenue and cost coverage.

Step 6: Provide Baseline Information for each KPI

The next step is to determine the baseline indicator for each set KPI. A baseline indicator is the value (or status quo) of the indicator prior to the period over which performance is to be monitored and reviewed.

Step 7: Set Annual Targets for each KPI

In this step annual performance targets must be set for each identified KPI. Performance targets should comply with the SMART principles (Specific, Measurable, Achievable, Realistic and Time related). It is important to guard against setting too many performance targets.

Target dates for the completion of actions should be set in conjunction with those Departments responsible for their achievement. It is important to be realistic in the setting of target. If

realistic targets are not set the municipality will create false expectations and also set its employees up for failure.

Step 8: Outline Quarterly Targets

This step is about unpacking each of the annual targets and dividing them into quarterly targets. Provision must be made in the organizational scorecards for targets to be met in respect of the first, second, third or fourth quarter, which must be aligned to the cash flow projections planned in terms of the budget. It is important that in this instance, the output targets are aligned to the input targets of the budget.

Step 9: Allocating Responsibility

It is also necessary to decide who takes responsibility for what actions. In the case of the organisational scorecard responsibility would be allocated to a Department. In regard to departmental and other lower level scorecards a name/designation must be placed alongside each action described above. This is also a way of cascading the responsibility from the strategic level down to the operational level and from the organisational goals right down to individual employee performance. In this way individual employees can also see exactly what their roles are in achieving the strategic objectives.

Step 10: Deciding on Frequency of Reporting

In this column the frequency of reporting must be inserted which could be :

- ✓ Quarterly
- ✓ Bi-Annually or
- ✓ Annually

Whilst KPI's may be designed in such a way so as to action strategies monthly or more frequently, for the purpose of performance reporting, this will be consolidated for at least annual reporting, and/or at most quarterly reporting.

Step 11: Specify the Portfolio of Evidence

This is necessary to ensure that the actual reported on, and/or the reasons to be specified should a target not be achieved is evidenced. This will allow for credible reporting through the evaluation and auditing processes.

This step must allow the relevant structures that is mandated to play an oversight or executive role or to manage that particular performance area and the structure that will receive the reports on that KPA and SFA.

A template of the Organizational Scorecard with all the above concepts is illustrated below as **Figure 2**.

Figure2: Organizational Scorecard Template

STRATEGIC FOCUS AREAS (SFA'S)/KPA'S	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS (KPI'S)	FREQUENCY OF REPORTING	SOURCE OF EVIDENCE	BASE LINE	ANNUAL TARGETS	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT
							Q1	Q2	Q3	Q4	
Water services	To improve access to water to households in the informal settlements	1. Unit costs for purchasing water pipes to connect to single households	Monthly	Invoices	R10 000	R80 000	R20 000	R20 000	R20 000	R20 000	Infrastructure Dept
		2. No. of households connected in one year	Monthly	Reports/recordss	100	1 000 house holds	250	250	250	250	Infrastructure Dept

4 The Process of Managing Organizational Performance

The Municipal Systems Act (2000) places the responsibility on the Council to adopt a PMS, while holding The Mayor responsible for the development and management of the system. The Mayor of Newcastle Municipality delegates the responsibility for the development and management of the PMS to the Municipal Manager. The development of the system is a once-off activity and the Municipal Manager submits the system to The Mayor through the Executive Committee, who in turn forwards it to the full council for approval. The responsibility of implementation and management of the system remains with the Municipal Manager as part of his/her core functions as provided in Section 55(1) of the Municipal Systems Act of 2000.

4.1 Co-ordination

Co-ordination involves the overall responsibility of and carrying out the function of, and being the custodian of The Newcastle Municipality's performance management system and managing the system on behalf of the Municipal Manager. This is a strategic function which resides in the Office of the Municipal Manager.

The co-ordination of the implementation phases of the PMS will be the function of the PMS Unit which will be responsible for the following core activities:

- Responsible for the co-ordination of the development and implementation activities of the organisational PMS, through interaction with all relevant stakeholders;
- Ensuring and overseeing the implementation of this Performance Policy Framework and compliance to all performance legislative requirements in respect of the implementation of the PMS through the development of a Performance Process Plan;
- Facilitating inputs for the review and further development and refinement of the PMS;
- Providing regular support and capacity to the different departments in developing service/departmental scorecards;
- Continuously providing technical support to the Municipal Manager and the executive management team with implementation, assessment, review, monitoring and information management;

- Providing capacity for analysing organizational performance information submitted by Executive Managers on a quarterly, mid-term and annual basis in preparation for reporting;
- Responsible for co-ordination and compiling the annual Section 46 performance report;
- Ensuring that all quarterly, mid-term and annual organizational performance reports are submitted to all stakeholders timeously, e.g quarterly reports to Executive Committee; mid-term report to council and annual reports to Auditor General, MEC and the public;
- Work closely with the IDP, Budget and Audit Offices to co-ordinate performance activities according to Newcastle Municipality Performance Process Plan; and;
- Co-ordinate capacity building activities on municipal performance management for all stakeholders.
- Co-ordinate and facilitate the evaluation of all section 56/7 managers and maintaining proper record thereof

4.2 Implementing the Performance Management System

Having identified the preferred performance model to be the Revised Municipal Scorecard, and having agreed to measure its performance against the five perspectives, The Newcastle Municipality will adopt a process plan for implementing its performance management system. The PMS implementation and management process will be carried out within the following phases:

- | | |
|----------|--|
| Phase 1: | Planning for Performance |
| Phase 2: | Performance Monitoring and Managing
Performance Information |
| Phase 3: | Performance Measurement and Analysis |
| Phase 4: | Performance Review and Improvement |
| Phase 5: | Performance Reporting |

The cycle of performance that will be adopted is shown **in figure 5** below.

Each phase is outlined in detail and this includes the actual step-by-step guide on what each phase entails and how each one will evolve. Templates that will be used in each phase are illustrated figuratively in the document.

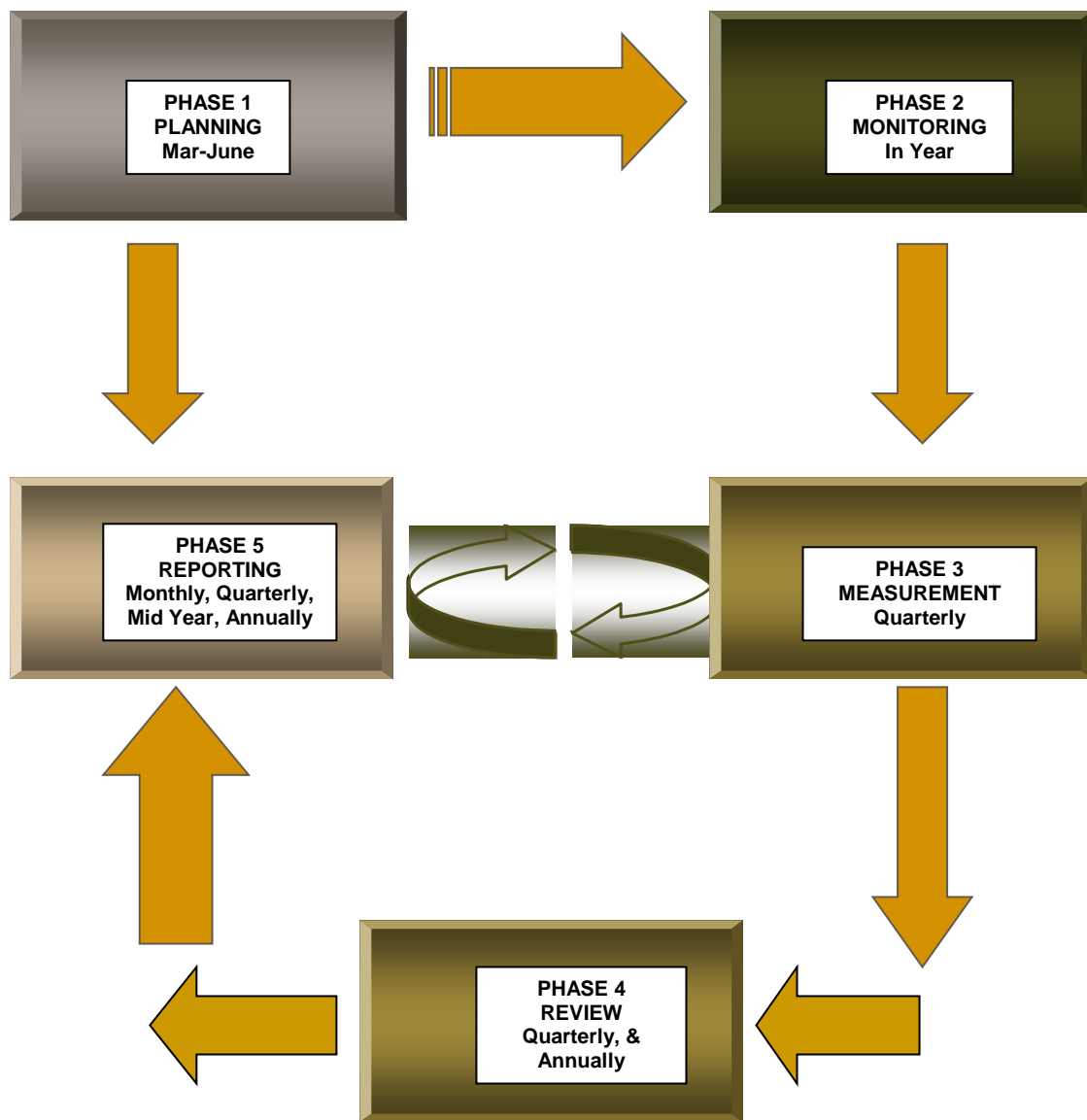


Figure 5: The Performance Management Cycle

5 Performance Management Cycle

5.1 Phase 1: Planning

Planning for performance simply means developing and reviewing the IDP annually in preparation for continuous implementation. Municipal performance planning is part of the IDP strategic planning processes. The IDP process and the performance management process are seamlessly integrated. Integrated development planning fulfils the planning phase of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process. The performance planning phase will be undertaken in three steps.

Step 1: Integrated Development Planning, Priority Setting, Identifying Key Performance Areas, Setting Objectives and Developing Key Performance Indicators and Performance Targets

Integrated development planning, as defined by the Municipal Systems Act, is a process by which municipalities prepare a 5 year strategic plan that is reviewed annually in consultation with communities and stakeholders. This strategic plan adopts an implementation approach and seeks to promote integration. By balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation and by coordinating actions across sectors and spheres of government. The IDP delivers a number of products that translate to the formulation of the municipal budget, the development of an annual Service Delivery and Budget Implementation Plan and an organizational performance scorecard for the municipality. In a nutshell, the IDP process should deliver the following products in relation to performance management:

- An assessment of development in the municipal area, identifying development challenges, marginalised and vulnerable citizens and communities;
- A long term development vision for the municipal area that overcomes its development challenges;
- A set of delivery priorities and objectives, based on identified needs, achievable in the current term of office, that would

contribute significantly to the achievement of the development vision for the area;

- A set of internal transformation strategies, priorities and objectives, whose achievement would enable the delivery and the realisation of the development vision;
- Programmes and projects identified which contribute to the achievement of the above objectives;
- High level Key Performance Indicators and Performance targets that will be used to measure progress on implementation of projects and progress towards attainment of the objectives and the vision; and
- A financial plan and medium term income and expenditure framework that is aligned with the priorities of the municipality;

The municipality must have established structures for consultation, oversight and management of integrated development planning. These include the:

- The IDP Management Committee
- The IDP Technical Committee
- The IDP Representative Forum
- The Ward Councillors and Ward Committees, and
- IDP Izimbizo

The IDP of the municipality contains the above features. The municipality has clustered its delivery priorities in the IDP under the following 5 Key Performance Areas (KPA's):

- Municipal Transformation and Institutional Development
- Good Governance
- Municipal Financial Viability
- Service Delivery and Infrastructure Development; and
- Local Economic Development

The IDP planning process has resulted in the formation of the above key performance areas, and these have been translated into objectives, and Key Performance Indicators and performance targets have been set for each key performance area. Every year the above elements are reviewed within the period of July and March which occurs simultaneously with the implementation of the IDP.

Step 2: Developing and Adoption of the Service Delivery and Budget Implementation Plan ("the SDBIP")

The above results of the 5 year IDP and the annual reviews result in the development of the Service Delivery and Budget

Implementation Plans (SDBIP) on an annual basis. The SDBIP gives effect to the Integrated Development Plan (IDP) and the budget of the municipality and is effective if the IDP and budget are fully aligned with each other, as required by the Municipal Finance Management Act. The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a “contract” between the administration, council and the community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end of year targets and implementing the budget.

The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, Municipal Manager, senior managers and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the Municipal Manager to monitor the performance of senior managers, the mayor to monitor the performance of the Municipal Manager, and for the community to monitor the performance of the municipality. The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the Municipal Manager and the Municipal Manager and senior managers determined at the start of every financial year and approved by the mayor. It must also be consistent with outsourced service delivery agreements such as municipal entities, public-private partnerships, service contracts and the like.

The SDBIP is essentially 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, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used. The SDBIP indicates the responsibilities and outputs for each of the senior managers in the top management team, the inputs to be used, and the time deadlines for each output. The SDBIP will therefore determine the performance agreements of the Municipal Manager and senior managers, including the outputs and deadlines for which they will be held

responsible. The SDBIP should also provide all expenditure information (for capital projects and services) per municipal ward, so that each output can be broken down per ward, where this is possible, to support ward councillors in service delivery information.

The SDBIP is also a vital monitoring tool for the mayor and council to monitor in-year performance of the Municipal Manager and for the Municipal Manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.

The SDBIP is a layered plan, with the top layer of the plan dealing with consolidated service delivery targets and in-year deadlines, and linking such targets to top management.

Being a management and implementation plan (and not a policy proposal), the SDBIP is not required to be approved by the council – it is however tabled before council and made public for information and for purposes of monitoring. The SDBIP should be seen as a dynamic document that may (at lower layers of the plan) be continually revised by the Municipal Manager and other top managers, as actual performance after each month or quarter is taken into account. However, the top-layer of the SDBIP and its targets cannot be revised without notifying the council, and if there is to be changes in service delivery targets and performance indicators, this must be with the approval of the council, following approval of an adjustments budget (section 54(1)(c) of MFMA). This council approval is necessary to ensure that the mayor or Municipal Manager do not revise service delivery targets downwards in the event where there is poor performance.

The Municipal Manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the council (around end-May or early-June). However, the Municipal Manager should start the process to prepare the top-layer of the SDBIP no later than the tabling of the budget (around 1 March or earlier) and preferably submit a draft SDBIP to the mayor by 1 May (for initial approval). Once the budget is approved by the Council, the Municipal Manager should merely revise the approved draft SDBIP, and

submit for final approval within 14 days of the approval of the budget. Draft performance agreements should also be submitted with the draft SDBIP by 1 May, and then submitted for approval with the revised SDBIP within 14 days after the approval of the budget. The mayor should therefore approve the final SDBIP and performance agreements simultaneously, and then make the SDBIP and performance agreement of the Municipal Manager public within 14 days, preferably before 1 July.

The SDBIP requires a detail of five necessary components are:

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years.

Newcastle Municipality organizational scorecard will group its indicators and targets under five perspectives and will monitor and measure its performance against achievements and improvement within the 5 perspectives. This is the difference between the SDBIP and the organizational scorecard. The components of the organizational scorecards will differ from those of the SDBIP and will be made up of eleven (11) components as outlined in paragraph 3.8 above under: Developing the Organizational Scorecard and Outlining the Scorecard Concepts and as illustrated in Figure 4 above.

Step 3: Development and Approval of the Organizational Scorecard and Service/Departmental Scorecards

It is clear from the above exploratory detail on the SDBIP and its components that there is an overlap between the SDBIP and the municipal performance scorecard as described in **paragraph 3.8** above. This overlap usually creates confusion to municipalities as to which performance planning tool to subscribe to and usually it is the SDBIP that is adopted and regarded as the scorecard of the municipality. However, this causes problems because the SDBIP remains a top level document and is not cascaded to, and aligned to the performance scorecards of individual managers. Moreover, because the components of the SDBIP are mainly along monitoring budget implementation, the other non-financial functional areas of the municipality end up being not monitored

and reported on as vigorously as the financial functional area. Furthermore, this vigorousness is also concentrated on spending of the budget on time, not necessarily looking at the whole financial viability and management of the municipality

In addressing the concerns raised in the above argument, Newcastle Municipality will adopt the Revised Municipal Scorecard Performance model to utilize it as the tool to monitor and measure both the financial and non-financial performance of the municipality. The SDBIP will form part of the performance management tools.

Since the SDBIP monitors the budget performance, it will form part of the overall performance management processes of the municipality and component 3 of the SDBIP (**Quarterly projections of service delivery targets and performance indicators for each vote**) will have similar information as the one that appears on components 5 and 7 of the organizational scorecard.

The organizational scorecard of Newcastle Municipality will be laid out in a simple spreadsheet as indicated in **Figure 4** above. The organizational scorecard of Newcastle Municipality will be made up of layers of spreadsheets consisting of information on each of the components as stated above within each of the 5 Key Performance Areas (Municipal Transformation and Institutional Development; Good Governance; Local Economic Development; Municipal Financial Viability; and Service Delivery and Infrastructure Development). Additional KPA's viz. Social Development and Municipal Planning will also be included to align to the IDP.

The organizational scorecard will inform departmental scorecards and departmental business plans. These in turn will inform the individual scorecards for the Section 57 Managers and other employees. Drafting of these scorecards should happen simultaneously with the other documents, and submitted to The Mayor for approval and submission to the full council.

Step 4: Attending to Governance and Compliance Issues

Upon approval of all the strategic documents, The Mayor and the Municipal Manager must sign the Municipal Manager's Performance Agreement before 31 July of every year. The Municipal Manager must do the same and sign Performance Agreements with all the Managers directly accountable to her before 31 July of every year. These agreements will be discussed in detail below under employee performance management.

The Mayor will also publicize the SDBIP, the organizational scorecard and the Municipal Manager's Performance Agreement as per the provisions of Section 53(3) of the Municipal Finance Management Act.

Newcastle Municipality will use the following publicity platforms to publicize the above documents:

- Pamphlets
- Local newspapers

The Mayor will also submit copies of the SDBIP, the Organizational Scorecard and all the Section 57 Managers to the MEC for Local Government in the Kwazulu-Natal province.

The whole planning process for performance management will be done once per year within the months of March to June, in preparation for implementation in the following year, starting in July. By the beginning of a new financial year, all planning will be complete, compliance issues attended to and resources allocated accordingly.

5.2 Phase 2: Monitoring

Monitoring of performance will be an ongoing process throughout the year and will run parallel to the implementation of the IDP. Monitoring will be conducted within each department. Newcastle Municipality will use a paper-based and report-based monitoring mechanism. Different role players are allocated tasks to monitor and gather information that would assist the municipality to detect early indications of under-performance and take corrective measures on time. Information management plays a central role during this phase.

Newcastle Municipality's monitoring system places responsibility on each Department, Division/Section and Individual employee to collect relevant data and information to support the monitoring process. Evidence of performance will be gathered, stored by each department and presented to substantiate claims of meeting (or not meeting) performance standards. This evidence is stored on files (both manual filing and digital filing, where possible).

The Heads of the Departments must allocate responsibility in their offices for information management, as these performance information files must be separate from normal registry filing. Even

though registry will have all the data and file it as per their filing system, the performance information will be filed according to key performance area and key performance indicators. These files will be regarded as **portfolio of evidence** and must be kept for purposes of performance measurement, performance review and audit in the other phases.

The roles and responsibilities for monitoring are allocated as follows:

- I. **Section Managers** – Each section manager will be responsible for monitoring and reporting on each indicator in their departmental scorecards. They will monitor performance of their direct reports under their functional areas and report as per the indicator that has been set to measure that functional area. This monitoring occurs on a daily basis, with report being submitted to section managers by direct reports on a weekly basis. The section manager is responsible for compiling section reports on each indicator, collect the relevant data related to each project and indicator and facilitate proper storage of the data in files.
- II. **Admin Officers** – The Admin Officers in each section has a responsibility for managing indicator information files as per Newcastle Municipality monitoring system. They are also responsible for collating this information in preparation for submission of performance reports to Heads of Departments by section managers. This responsibility must be carried out on a weekly basis.
- III. **Departments or Directorates and Teams** – The departments will receive progress reports on progress into the implementation of their departmental scorecards from section managers on a bi-monthly basis. The bi-monthly reports are compiled into monthly reports that are discussed at the Management meetings.
- IV. **The Management Team** – The management team discusses departmental performance progress on a monthly basis and need to reflect on whether targets are being met, reflect on the reasons being provided by departments for targets not being met and suggest corrective action. The purpose for a performance-driven management team is to instill a culture of collective management and eliminate the silo mentality.
- V. **Section 79 Committees** – These committees will monitor performance of their respective services against departmental scorecards. They will receive reports on a monthly basis and must appraise themselves on progress on performance of their service areas against set targets. Where targets are not being met, the Section 79 Committees should

ensure that the reasons for poor performance are satisfactory and sufficient to address whatever delays, and corrective strategies are sufficient to address the poor performance.

- VI. **The Mayor** – The Municipal Manager will submit quarterly progress reports on all the indicators in the organisational scorecard to The Mayor in order for him/her to monitor if targets are being achieved and where they are not, that proper corrective strategies are put in place to keep to the timelines set for achieving each indicator and targets.
- VII. **Municipal Council** – Performance reports will be submitted to the council twice a year. A mid-term report and an annual performance report are the two reports that will be submitted council.
- VIII. **Audit Committee** – Quarterly reports will be submitted to the Audit Committee to be considered with the quarterly internal audit reports on performance information.
- IX. **Municipal Public Accounts Committee (MPAC)** - Performance reports will be submitted to the MPAC twice a year. A mid-term report and an annual performance report are the two reports that will be submitted MPAC.

A performance monitoring flow chart is illustrated in **Figure 6** below.

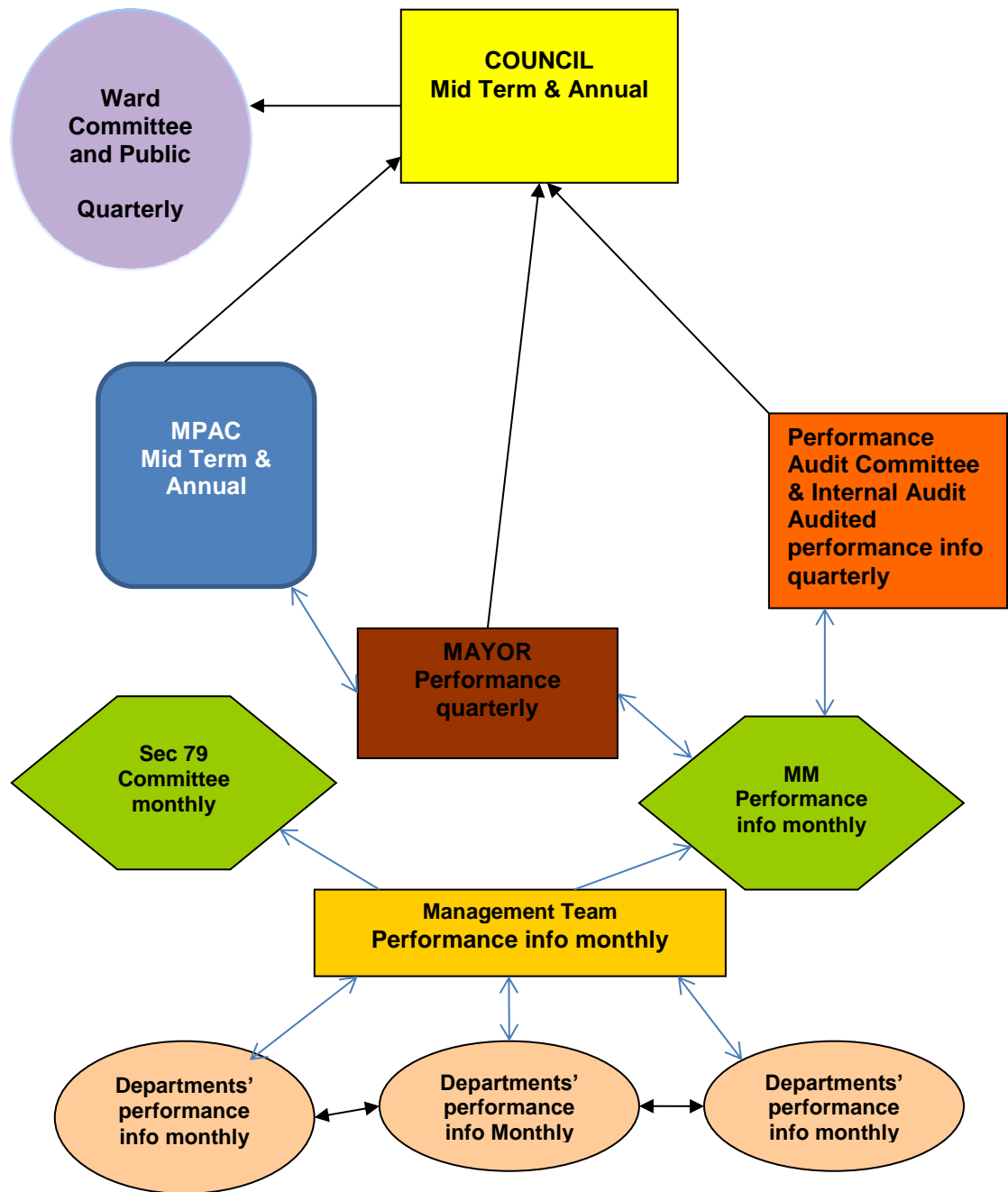


Figure 3: Newcastle Municipality Performance Monitoring System

5.3 Phase 3: Measurement and Analysis

Performance Measurement is essentially the process of analysing the data provided by the Performance Monitoring System in order to assess performance. At organisational level, Performance Measurement is formally executed on a monthly and quarterly basis, whilst Performance Measurement on individual level is done quarterly.

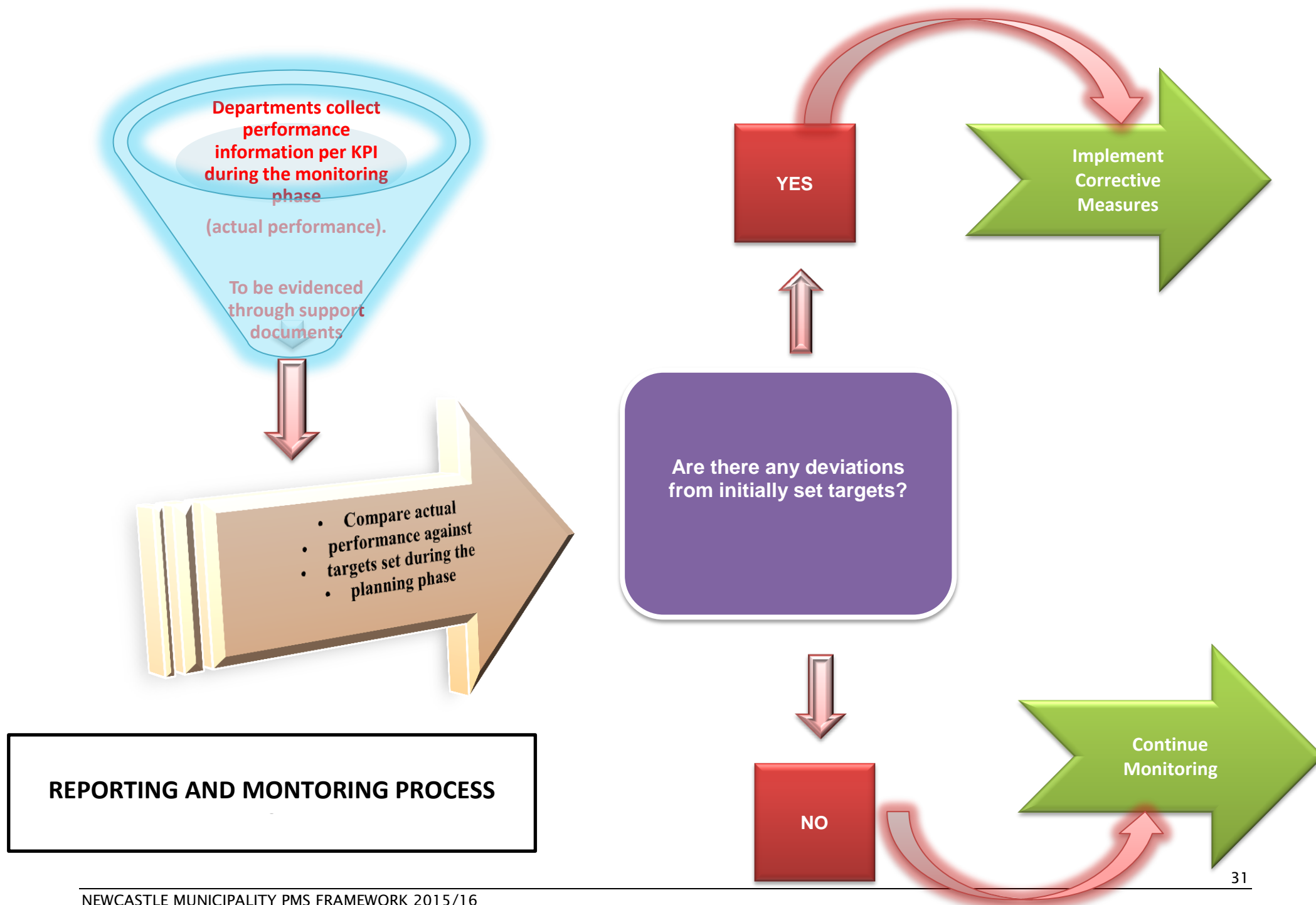
As indicated in section 3, Newcastle Municipality has adopted the Revised Municipal Spreadsheet Scorecard to analyse the performance information submitted during the monitoring phase and assess its performance levels. The adopted model will measure the municipality's performance through achievements within the 5 Key Performance Areas and report its organizational performance along the 5 performance perspectives. The

The template for the performance measurement scorecard that will be used by Newcastle Municipality is illustrated below in **Figure 7**.

All the measured results are then recorded on a report. The municipality will use one reporting template for all key performance indicators and all departments will use this formant to produce quarterly reports and the annual review report. The reporting template will be discussed under the reporting section.

Figure 7: The link between performance monitoring, analysis and measurement

KEY PERFORMANCE AREA 4: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
STRATEGIC FOCUS AREAS	OBJECTIVES	KEY PERFORMANCE INDICATORS (KPIs)	TYPE OF KPI	BASELINE INDICATOR	ANNUAL TARGETS	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT	FREQUENCY OF REPORTING	RESPONSIBLE POLITICAL STRUCTURE
						Q1	Q2	Q3	Q4			
Water services	To improve access to water to households in the informal settlements	1. Unit costs for purchasing water pipes to connect to single households	Input indicator	R10 000	R80 000	R20 000	R20 000	R20 000	R20 000	Infrastructure Dept	Monthly	Section 79 Committee responsible for Service Delivery
		2. No. of households connected in one year	Output indicator	100	1 000	250	250	250	250	Infrastructure Dept	Monthly	Section 79 Committee responsible for Service Delivery



5.4 Phase 4: Performance Reviews

Performance review is a process where the municipality, after measuring its own performance as detailed in the previous phase, assesses whether it is giving effect to the IDP. It is a phase where it will assess whether it is doing the right thing, doing it right and better, or not. Performance reviews will be conducted through the municipality's scorecard model by assessing performance against the 5 Key Performance Areas (KPA's), indicators, and targets. The Newcastle Municipality reviews will be conducted by using the "best value review" approach in the following three methods:

- a. The first method will look at whether the current level of performance is better than that of the previous year, **using baseline indicators** as adopted in the organizational scorecard. This assessment is important because the municipality can only know if its performance is improving by comparing with past performances. This review method will be the one used regularly alongside the monitoring and analysis processes. The reviews will occur on a monthly, quarterly, mid-year and annually.
- b. The second method will be through conducting **customer perception surveys** on an annual basis. The survey will assess the community's perceptions about the performance of the municipality against the delivery in their key performance areas. Ideally this should be done through the Annual Reporting process.
- c. The third method is will look at the municipality's performance by comparison with other similar ones through local municipalities through **benchmarking exercises** conducted once in 5 years or more often as circumstances will dictate. Ideally this should be done simeoultaneuosly with the development of the IDP

The "best value review" approach challenges the current level of municipal performance (**through comparing actual performance against the baselines**), compare it to others (**through benchmarking**), consult with customers and communities (**through customer perception surveys**) and find ways of competing with other municipalities to provide best value in service delivery (**through twinning agreements**).

The results of measurement and reviews will be captured on the spreadsheet reporting format as shown on **Figure 8** under the

reporting section below. All performance reports from departmental to organizational will be done on the same format so that there will be consistency on reporting

Who has the Responsibility of Conducting Reviews in The Newcastle Municipality Municipality?

As in the monitoring and measurement stages, reviews will be conducted according to the lines of accountability within the municipality's organizational structure. Reviews at all levels on organizational indicators and targets will be conducted quarterly, preceded by coaching sessions by the Municipal Managers to her/his direct reports. On considering the quarterly reports from each department and the results of the measurement revealing the level of performance in each department, the Municipal Manager must conduct one-on-one coaching sessions with Managers directly accountable to her, to ascertain the level of comfort and confidence in achieving set targets, and to understand the challenges that the Manager might be facing in achieving results. The coaching session must be recorded and the coaching notes be kept in the department's evidence file for individual performance evaluation purposes.

Supervisors

Supervisors will review the performance of employees reporting directly to them. These reviews will be conducted on a monthly basis and any deviations can be recommended by the supervisor to their section managers, only if they affect indicators and targets that are at their levels, not organizational or departmental indicators.

Section Managers

These managers review performance of their respective areas on a monthly basis, as they are monitoring, analyzing and measuring performance as against their departmental scorecards. The review will cover all organizational key performance areas and indicators with respect to their functional areas and any deviations from original targets can be recommended to their respective senior managers and can be authorised if it is not organizational or departmental targets.

Section 79 Committees

These committees manage the performance of sectors and functions respective to their portfolios. In order to build the role

played by Section 79 Committees, while ensuring that their role remains strategic and not operational, it is recommended that they review performance as often as monthly. However, the committees can only approve deviations on targets related to their service areas, after receiving recommendations from the management team.

Executive Management Team

The Municipal Manager and her management team will review performance prior to, and more often than, The Mayor or Section 79 Committees, as follows:

- Firstly, they will need to review performance more often, such that they can intervene promptly on operational matters where poor performance or the risks thereof occur.
- Secondly they will need to review performance before reporting to politicians so that they can prepare; control the quality of performance reports submitted to the councillors and the public; and ensure that adequate response strategies are proposed in cases of poor performance.
- It is strongly recommended that the executive management team review performance monthly, prior to reviews being conducted by Executive Committee or the Section 79 Committees. At these reviews relevant functional managers will be required to report on respective priority areas.

Executive Committee

The Performance Management System of the Newcastle municipality is designed in such a way that it allows The Mayor and the Executive Committee to strategically drive and manage performance in the organisation. Reviews at this level will remain strategic so that The Mayor is not restrained by operational discussions. In order for this review to be strategic it is recommended that the Executive Committee review performance quarterly, with the final quarterly review taking the form of an annual review. The content of the review should be confined to the adopted 5 key performance areas (KPA's) and objectives. The Municipal Manager will remain accountable for reporting on performance at this level.

Council

Council will review the performance of the municipal council, its committees and the administration, annually, in the form of a tabled annual report at the end of the financial year. It may also review the PMS more regularly through the MPAC and consider any reports of the MPAC in fulfilling its oversight role.

Audit Committee

In order for the Audit Committee to fulfill its advisory role to Council, it is necessary that the Audit Committee reviews the effectiveness of the PMS at least bi-annually. Any recommendations for the review of the PMS MUST be considered by the Executive Committee and Council.

Municipal Public Account Committee (MPAC)

In terms of the guidelines of Cogta in respect of MPAC, the MPAC must interrogate the quarterly reports of the Mayor in respect of the SDBIP, and submit a report to Council with recommendations. This will include commenting of the Mid year budget and performance assessment for submission to Council.

The Public

The public will be involved in reviewing municipal performance at least annually, in the form of the annual report and the annual customer surveys.

While good and excellent performance must also be constantly improved to meet the needs of citizens and improve their quality of life, it is poor performance that needs to be improved as a priority. Poor performance may arise out of one or more of the following:

- Poor systems and processes
- Inappropriate structure
- Lack of skills and capacity
- Inappropriate organisational culture
- Absence of an appropriate strategy and departmental business plans that lay the foundation for optimum performance

Improving Performance

In order to improve performance, Newcastle Municipality, throughout the performance management phases, will analyse the causal and contributory reasons for poor performance,

through coaching sessions from top to lower levels of the administration and appropriate response strategies will be developed. These will include, inter alia:

- Restructuring as a possible solution for an inappropriate structure
- Process and system improvement strategies to remedy poor systems and processes
- Training and sourcing additional capacity where skills and capacity shortages are identified
- Change management and diversity management education programmes can address organisational culture
- Review of the IDP by councillors to address shortcomings in strategy
- Development of appropriate departmental business plans and operational plans to guide performance in each department
- Where results show no chance of improvement through internal measures, alternative service delivery mechanisms shall be considered.

5.5 Phase 5: Reporting on Performance

Reporting requires that the municipality take its key performance areas, its performance objectives, indicators, targets, measurements and analysis, and present this information in a simple and accessible format, relevant and useful to the different stakeholders for review. Newcastle Municipality will adopt the reporting format shown in **Figure 8** below as its uniform reporting template at all levels of reporting.

The proposed template will contain only necessary and relevant information and will cover the period for which the reporter is reporting, state the relevant key performance areas, capture all the agreed objectives and indicators, state agreed targets relevant to the period which the report covers, measure current performance over the period for which the report is covering, specify when the measurement was done, specify the source of the measurement, reflect on whether agreed targets have been met, analyse the reasons for the level of performance, and suggest corrective action, if necessary.

All stakeholders who are expected to report on performance will use this one reporting format. The reporting format will remain simple, accessible to all users and useful to the intended reader.

The main feature of the reporting phase is the production of the annual report. This is a consolidated report that reflects results on performance on each of the 5 perspectives as per the adopted model. The main report will be informed by the information gathered through the scorecards throughout the year and one performance report will be compiled as per the requirement of Section 46 of the Municipal Systems Act. Since Newcastle Municipality adopted the Revised Municipal Scorecard model, its annual report will reflect its performance results clustered in the following 5 perspectives:

- Under the Municipal Development Perspective the municipality will reflect results achieved on indicators around the performance area of social and economic development. This perspective measures the outputs on socio-economic development in the municipality.
- Under the Service Delivery Perspective the municipality will reflect its annual performance achievements in the overall delivery of basic and infrastructural services outputs.
- Under the Financial Management Perspective, the annual report will reflect the municipality's performance with respect to the management and viability of its finances. It has to reflect the results of the financial process, inputs and output indicators.
- The Institutional Development Perspective will report on input indicators that measure the functioning of the municipality under areas such as human resources, strategic planning and implementation, performance management, etc; and
- Under the Governance Process Perspective the municipality's annual report must indicate results achieved in relation to its processes of engagement with its stakeholders in the process of governance, established and functioning governance structures, for example, a functioning Audit Committee, etc.

Figure 8: The Performance Reporting Template for Newcastle Municipality

<u>STRATEGIC FOCUS AREA</u>	<u>OBJECTIVE</u>	<u>KPIS</u>	<u>SOURCE EVIDENCE</u>	<u>FREQUEN CY</u>	<u>BASELINE</u>	<u>TARGET FOR THE PERIOD</u>	<u>ACTUAL FOR THE PERIOD</u>	<u>REASONS FOR PERFORMANCE STATUS</u>	<u>RECOMMENDED CORRECTIVE ACTION</u>
Infrastruct ure and services	To ensure the provision of adequate basic water and sanitation facilities to nodal and traditional areas according to acceptable (RDP) standards ensuring the reduction in reported cases of diseases	% of households supplied with potable water (in dwelling or stand, standpipes or communal taps at <200 metres, spring water, boreholes or communal water tanks).							
		% of households provided with basic sanitation (Waterborne or VIP toilets) facilities.							

6 Reporting

6.1 Who Reports to Whom?

The reporting process will follow the lines of accountability as detailed in the performance monitoring, measurement and review phases above. Reports will be submitted to all different stakeholders using following internal processes as outlined above and through the different political and community stakeholders as required by the Municipal Systems Act, the Municipal Finance Management Act and the Performance Regulations. Reports will be submitted to the following stakeholders during the timelines outlined in the municipality's performance process plan as shown under the **Performance Cycle** section:

- Newcastle Municipality reporting to Communities;
- Newcastle Municipality reporting to Ward Committees;
- Executive Committee reporting to Council;
- Municipal Manager reporting to The Mayor ;
- Heads of Departments reporting to the Municipal Manager;
- Section Managers reporting to Heads of Departments; and
- Employees reporting to their section managers and supervisors.

6.2 Tracking and Managing the Reporting Process

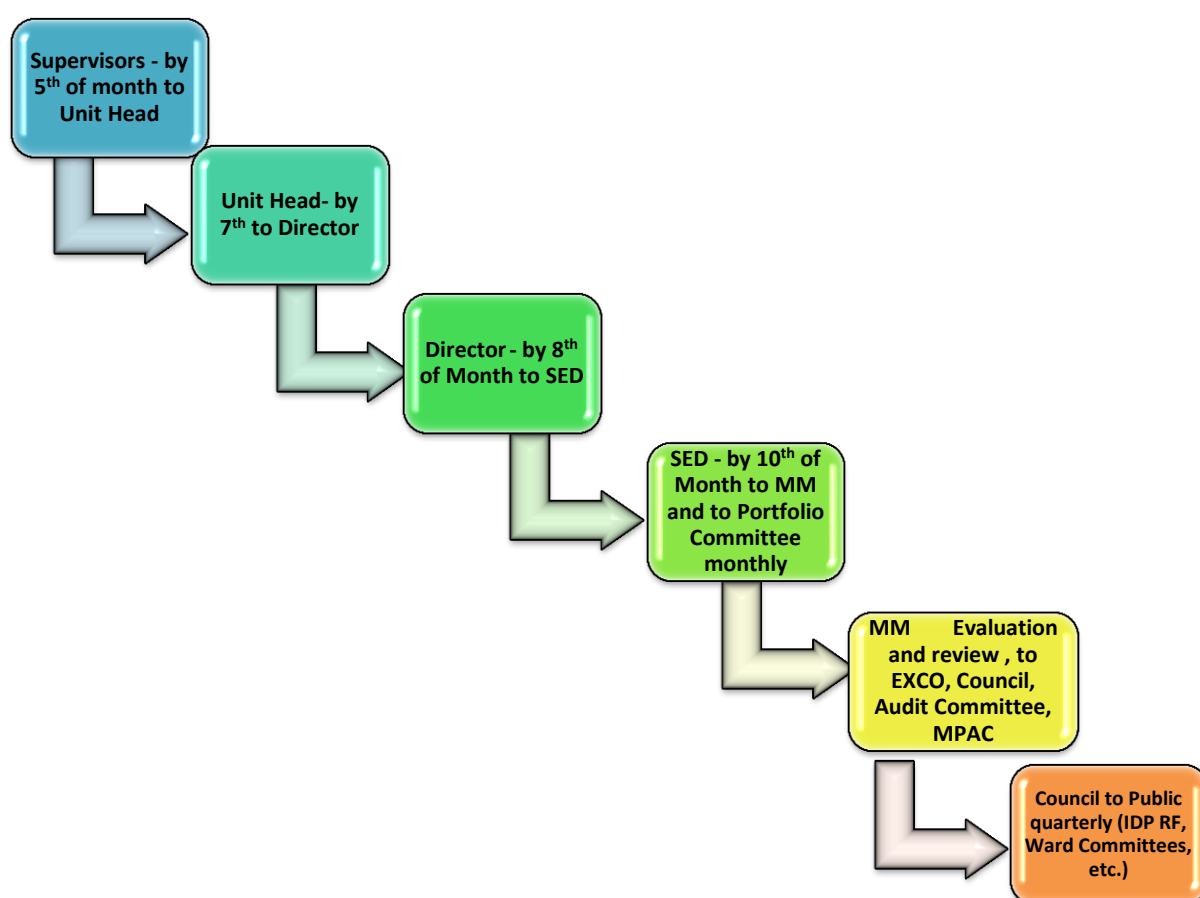
To ensure that the reporting processes runs smoothly and effectively, the PMS Unit in the Office of the Municipal Manager will co-ordinate all activities related to efficient reporting. The functions of the Unit in this instance include the following:

- Developing a process plan or timetable for all reporting processes for the year;
- Prepare logistics for reporting;
- Improve the reporting format, should there be a necessity to do so;
- Track and monitor reporting processes;
- Control the quality of reports going to reviews at political levels in terms of alignment with the adopted reporting format;
- In respect of the Capital Programme, reporting and monitoring be carried out against a Proforma Project Implementation Plan/template (Annexure 1) with aligned

projections of cash flow. The Proforma template may be applied for key operational projects.

- Project Implementation Plans must be used to align to the Procurement Plan of the municipality
- Analyse departmental performance reports;
- Compile quarterly organisational performance reports and the annual report; and
- Review the reporting process and suggest improvements.

The following reporting and monitoring process flow will apply monthly for the capital status reports and quarterly for the quarterly reports :-



The above process is subject to a technical assessment by the PMS unit- such assessment to check on the completeness of reports, and the relevance and sufficiency of the portfolio of evidence submitted. Portfolios of evidence should be appropriately reference to the relevant score-cards to allow for ease of reading and for purpose of auditing.

The methodology for the performance assessment is based on the rating calculator for Municipal Manager's and managers directly accountable to the Municipal Manager, aswell as the Dashboard

illustrations used by the Auditor-General. This will cascade into individual performance assessments.

For the purpose of this monitoring, the Dashboard results will be highlighted in terms of :

DASHBOARD ASSESSMENT KEY	
	TARGET OVER ACHIEVED
	TARGET MET
	TARGET IN PROGRESS
	TARGET NOT MET

Departments are required to submit all performance reports with a referenced portfolio of evidence file. This will be subjected to a technical assessment process by the Performance Management unit as well as an internal audit process. The progressive performance for all 4 quarters is assessed against the annual target to determine the annual actual – and thus annual performance.

Any TARGET NOT MET, in any quarter on the SDBIP or capital programme as monitored monthly, must in all instances have the requisite “REASON FOR VARIANCE”, and “RECOMMENDED CORRECTIVE ACTION, such “reason for variance” to be evidenced, failing which the target will be deemed to be “NOT MET”

The Review of KPI's and/or targets on Score-cards will be considered only during the Adjustment Budget process in line with the Mid Year Performance review as per Section 72 of the MFMA.

Project Implementation plans and projections of cash flows on the capital programme MUST be reviewed only in line with a Council resolution. Any changes to the capital programme by resolution of Council, must in all instances be accompanied by the requisite PIP and cash flow projections.

For assessment purposes, all projects on the Capital programme and amendments thereto, must have a PIP and cash flow approved as part of the SDBIP. Departments must ensure that PIP's and cash flows accompany recommendations to Council.

6.3 Publication of Performance Reports

The annual report is required by legislation to be available to the public. Newcastle Municipality will, however, within its resources and capacity, keep the communities more frequently informed of performance information through:

- a. Publication of reports in the municipal website
- b. Press releases
- c. Press Briefings
- d. Publication of pamphlets or newsletters
- e. Local Radio programmes
- f. Ward Committee meetings.

6.4 Public Feedback Mechanisms

Public feedback on reported performance will be during IDP review processes, annual customer surveys and through ward committee meetings.

6.5 Auditing Performance and Quality Control

In order for the performance management system to enjoy credibility and legitimacy from the public and other stakeholders, performance reports, particularly the annual performance report, must be audited. Audits should ensure that reported performance information is accurate, valid and reliable.

In terms of the provisions of the Municipal Systems Act and the Performance Regulations of 2001, the annual performance report must be audited internally, and before being tabled and made public, the annual performance report will also be audited by the Auditor-General. It is therefore important to allow sufficient time between completion of annual reports and the tabling of the annual report for auditing.

The draft annual report is submitted to the Auditor-General before 31 August of every year, for auditing and be submitted to the MEC for local government in the province for the MEC to complete an annual report of performance of all municipalities in the province, identifying poor performing municipalities and proposing remedial action and submit the provincial report to the national minister. The national minister will then present a consolidated report to parliament.

6.6 Internal Auditing of Performance Measurements

6.6.1 The Internal Audit Unit of the Newcastle Municipality

In terms of Regulation 14 of the Planning and Performance Regulations of 2001, every municipality must develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its internal auditing processes. The functions of the internal audit unit include the assessment of the following:

- (i) the functionality of the municipality's performance management system;
- (ii) whether the municipality's performance management system complies with the provisions of the Municipal Systems Act; and
- (iii) the extent to which the municipality's performance measurements are reliable in measuring performance of municipalities on its own indicators and the national indicators

The Regulations further provides that the municipality's internal auditors must:

- (i) on a continuous basis audit the performance measurements of the municipality; and
- (ii) submit quarterly reports on their audits to the Municipal Manager and the performance audit committee.

The Newcastle Municipality has established an Internal Audit unit whose functions are provided for by the 2001 Performance Regulations as indicated in the above extract. The Internal Audit Unit will be responsible for quality checks balances of all performance information submitted for measurement and review. Quality control is the central and key function of the Unit that will ensure achievement of effective and efficient performance by Newcastle Municipality. The Audit Committee, Municipal Manager and The Executive Committee will place reliance on the performance audit risk assessments and audit reports to make informed decisions and motivate for any reviews and improvements to the municipal council and communities.

6.6.2 The Performance Audit Committee

Regulation 14 of the Planning and Performance Regulations stipulates the provisions that guide the establishment of the Performance Audit Committee and outline the functions and powers entrusted to the committee as the following:

- review the quarterly reports submitted to it by the Internal Auditors;
- review the municipality's performance management system and in doing so, focus on economy, efficiency, effectiveness and impact in so far as the key performance indicators and performance targets set by Newcastle Municipality in its organizational scorecard are concerned;
- make recommendations in this regard to council; and
- at least twice during a financial year submit an audit report to the municipal council;
- communicate directly with the council, Municipal Manager or the internal and external auditors of the municipality;
- access any municipal records containing information that is needed to perform its duties or exercise its powers;
- request any relevant person to attend any of its meetings, and if necessary to provide information requested by the committee; and;
- investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

○ **Roles and Responsibilities of Different Stakeholders**

As can be noted from the above analysis of each phase in performance management and from the plethora of legislative prescripts governing municipal performance, it is clear that, for the performance management system of The Newcastle Municipality to be functional, a number of stakeholders have to be involved. These stakeholders have different roles and responsibilities within each of the performance management phases. The tables below will outline roles and responsibilities of each of the stakeholders in each phase.

Roles and responsibilities of stakeholders in the operation and management of the PMS

Roles and Responsibilities of The Mayor

PLANNING	MONITORING, ANALYSIS AND MEASUREMENT		
	REVIEW	REPORTING	ASSESSMENT
<ul style="list-style-type: none"> * Submits priorities and objectives of the Integrated Development Plan to Council for approval * Submits the PMS policy framework for approval * Submits the municipal strategic or organizational scorecard to Council for approval * Approves the Service Delivery and Budget Implementation Plans (SDBIP) * Enters into a performance agreement with the Municipal Manager on behalf of the Municipal Council * Assigns the responsibility for the management of the PMS to the Municipal Manager * Tables the budget and the SDBIP to Council for approval * Approves the departmental or service scorecards and Section 57 Managers scorecards 	<ul style="list-style-type: none"> * Proposes to Council the annual review programme of the IDP, including the review of key performance indicators and performance targets * Proposes the annual performance improvement measures of the municipality as part of the municipal strategic or organizational scorecard * Proposes changes to the priorities, objectives, key performance indicators and performance targets of the municipality * Quarterly evaluates the performance of the municipality against adopted KPIs and targets * Quarterly reviews the performance of the departments to improve the economy, efficiency and effectiveness of the municipality * Quarterly and annually evaluates the performance of the Municipal Manager 	<ul style="list-style-type: none"> * Receives monthly budget statements * Receives performance reports quarterly from the internal auditor * Receives performance reports twice a year from the Performance Audit Committee * Receives monthly and quarterly reports from the Municipal Manager on the performance of managers and the rest of the staff * Receives the annual Section 46 reports from the Municipal Manager before submission to council, Auditor General and MEC * Report to council on the mid-term review and the annual report on the performance of the municipality * Reports to Council on the recommendations for the improvement of the performance management system 	<ul style="list-style-type: none"> * Assess and submits the municipal annual audit plan and any substantial changes to council for approval * Assess and approves the implementation of the recommendations of the internal auditor with regard to improvement in the performance of the municipality or improvement of the performance management system itself * Receives and assess performance audit report(s) from the Auditor General and management comments and make recommendations to Council on addressing whatever audit queries raised therein

Roles and Responsibilities of the Municipal Manager

PLANNING	IMPLEMENTATION	MONITORING, ANALYSIS AND MEASUREMENT		
		REVIEW	REPORTING	ASSESSMENT
<ul style="list-style-type: none"> * Coordinates the process of needs identification and prioritization among all stakeholders, including community structures * Coordinates the formulation and revision of the PMS policy framework * Coordinates the formulation and revision of the municipality's strategic or organizational scorecard * Leads the process of the formulation and revision of the Service Delivery and Budget Implementation Plans * Enters into performance agreements with Section 57 Managers on behalf of Council 	<ul style="list-style-type: none"> * Manages the overall implementation of the IDP * Ensures that all stakeholders implement the provisions of the PMS policy framework * Ensures that the Departmental scorecards and departmental annual programmes serve the strategic or organizational scorecard of the municipality * Ensures that annual programmes are implemented according to the targets and timeframes agreed to * Implements performance improvement measures approved by The Mayor and the Council * Ensures that performance objectives in the Section 57 Managers' performance agreements are achieved 	<ul style="list-style-type: none"> * Formulates the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees and The Mayor * Formulates the annual performance improvement measures of the municipality as part of the new municipal strategic or organizational scorecard * Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality * Quarterly and annually evaluates the performance of Section 57 Managers 	<ul style="list-style-type: none"> * Receives performance reports quarterly from the internal auditor * Receives performance reports twice a year from the Performance Audit Committee * Receives monthly departmental performance reports * Reports quarterly to the Mayor on the performance of Departments * Reports on the implementation of improvement measures adopted by The Mayor and Council * Monthly, quarterly and annually reports to The Mayor on the performance of Section 57 Managers and departments * Submit the municipal annual Section 46 report to The Mayor 	<ul style="list-style-type: none"> * Formulates the municipal annual audit plan * Assess and formulate appropriate responses to the recommendations of the internal auditor and the Performance Audit Committee * Assess and formulate appropriate responses to performance audit queries raised by the Auditor General and make recommendations to The Mayor

Roles and Responsibilities of the Section 79 Committees

PLANNING		MONITORING, ANALYSIS AND MEASUREMENT	
	REVIEW	REPORTING	ASSESSMENT
* Advise The Mayor on priorities and objectives of the Integrated Development Plan	* Participate in the formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets	* Reports to The Mayor on the recommendations for the improvement of the performance management system * Receive reports from the departmental heads and section managers on performance in their respective service areas	* Advise The Mayor on the implementation of the recommendations of the internal auditor, the Performance Audit Committee and the Auditor-General

Roles and Responsibilities of the Section 57 Managers

PLANNING		MONITORING, ANALYSIS AND MEASUREMENT		
	IMPLEMENTATION	REVIEW	REPORTING	ASSESSMENT
* Participate in the formulation of the SDBIP and the municipal strategic or organizational scorecard * Manage subordinates' performance * Enter into performance agreements with the Municipal Manager	* Manage the implementation of the Departmental scorecards * Ensure the performance objectives in the performance agreements are achieved	* Quarterly and annually review the performance of the department * Quarterly review performance of direct reports	* Report on the implementation of improvement measures adopted by The Mayor and Council * Annually report on the performance of their departments * Receive bi-monthly performance reports from section managers	* Participate in the formulation of the response to the recommendations of the internal auditor, Performance Audit Committee and the Auditor General

			* Reports monthly on progress	
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Roles and Responsibilities of Non-Section 57 Municipal Employees

PLANNING	IMPLEMENTATION	MONITORING, ANALYSIS AND MEASUREMENT		
		REVIEW	REPORTING	ASSESSMENT
<ul style="list-style-type: none"> * Participate in identifying of priorities and setting KPIs and targets for the municipality's IDP * Participate in the development of the organizational and the departmental scorecards * Participate in the development of their own performance scorecards 	<ul style="list-style-type: none"> * Execute individual work plans * Manage all information and evidence required for performance measurement 	<ul style="list-style-type: none"> * Participate in the review of departmental plans * Participate in the review of own performance 	<ul style="list-style-type: none"> * Report on progress on achieving of own scorecard targets to section managers 	<ul style="list-style-type: none"> * Assess performance review reports of own section

Roles and Responsibilities of the Community

PLANNING	REVIEW	REPORTING
<ul style="list-style-type: none"> * Participate in the drafting and implementation of the municipality's IDP through established forums * Participate in the setting of KPIs and targets for the municipality every year * Make representations on the draft annual budget 	<ul style="list-style-type: none"> * Participate in the annual review of performance through their involvement in ward committee structures and customer perception surveys. 	<ul style="list-style-type: none"> * Receive annual performance and budget reports from council

Roles and Responsibilities of Ward Committees

PLANNING	REVIEW	REPORTING
<ul style="list-style-type: none"> * Participate in the drafting and implementation of the municipality's IDP * Participate in the setting of KPIs and targets for the municipality every year * Make representations on the draft annual budget 	<ul style="list-style-type: none"> * Participate in the annual review of performance through their involvement 	<ul style="list-style-type: none"> * Receive quarterly performance reports from council

Roles and Responsibilities of Organized Labour

PLANNING	REVIEW	REPORTING
<ul style="list-style-type: none"> * Participate in the drafting and implementation of the municipality's IDP through established forums * Participate in the setting of KPIs and targets for the municipality every year * Participates and provide inputs in the drafting of the organizational and departmental scorecards * Oversee the overall application of the Performance Management Policy Framework on Non-Section 57 employees 	<ul style="list-style-type: none"> * Participate in assessment and the quarterly reviews of employee performance and compilation of departmental and organizational performance review reports 	<ul style="list-style-type: none"> * Receive quarterly performance reports on employee under-performance in the Local Labour Forum * Report on any negative effects of the PMS on employees

Roles and Responsibilities of the Internal Audit

PLANNING	AUDIT	ASSESSMENT	REPORTING
* Develop the risk and compliance-based audit plan	<ul style="list-style-type: none"> * Audit the performance measures in the municipal and departmental scorecards * Conduct compliance based audits 	* Assess the functioning of the municipality's PMS to ensure it complies with the Act	<ul style="list-style-type: none"> * Submit quarterly reports to the Municipal Manager. * Submit quarterly reports to the Performance Audit Committee

Roles and Responsibilities of the Performance Audit Committee

PLANNING	REVIEW	REPORTING
* Receive the annual audit plan from Internal Audit	* Review quarterly reports from the internal audit office on quarterly basis	<ul style="list-style-type: none"> * Submit quarterly reports to the Municipal Manager and The Mayor * Submit bi-annual reports to the Municipal Council

7 Employee Performance Management

7.1 Legal Framework that Governs Employee Performance Management

In local government, municipal employees now fall into two broad categories: namely, the employees who are governed by Section 56/57 of the Municipal Systems Act and enter into time-specified employment contracts with the municipality, and those that are employed on permanent basis and are governed by the provisions of the Local Government Bargaining Council. In this policy framework, all the employees employed under Section 54 and 57 will be referred to as “**Section 54/57 Managers**” and those under the Bargaining Council will be referred to as “**Permanent Employees**”.

The local government legislation has provided guidance on managing and rewarding performance of Section 54/57 Managers, i.e. the Municipal Manager and all Managers directly accountable to her. The Performance Management Regulations for Municipal Managers and Managers Directly Accountable of 2006 make special provisions for employment and managing performance of these employees. The pertinent provisions will be outlined briefly below. However a full copy of the Regulations will be attached as one of the appendices to this policy framework.

Section 57 managers must enter into employment contract with the municipality on assumption of duties and the regulations give a detailed guide on the elements of an employment contract;

Performance Agreements must be signed on each financial year or part thereof;

A new **performance agreement** must be concluded within **one month** after the commencement of the new financial year, i.e. by 31 July of every year;

A **personal development plan** must be documented at the end of the performance review and form part of the performance agreement;

The employee's performance must be assessed against two components:

Key Performance Areas (KPA's) at (80%) and Core Competency Requirements (CCR's) at (20%);

- A **5 - point rating scale** should be provided for each Key Performance Indicator in the employees scorecard;
- The municipality must establish Evaluation Committees who must meet annually to evaluate the performance of the Municipal Manager and the managers directly accountable to the Municipal Manager;
- The Municipal Manager's annual performance must be evaluated by The Mayor, Chairperson of the Performance Audit Committee, Member of the Mayoral Committee, Mayor and/or Municipal Manager from another municipality and Member of a Ward Committee nominated by The Mayor;
- Managers directly accountable to the Municipal Manager must be rated by the Municipal Manager, Chairperson of the Performance Audit Committee, Member of the Mayoral Committee and a Municipal Manager from another municipality.

A performance bonus ranging from a minimum of 5% - 14% maximum of the all-inclusive remuneration package must be paid as follows:

- **A score of 130 - 149% is awarded a bonus from 5% - 9%**
- **A score of 150% and above is awarded a bonus from 10% - 14%;**

Rewarding of Performance for Section 57 employees must be done after the adoption of the Annual Report.

As can be seen from the above provisions, the Section 57 employees in Newcastle Municipality will align with the above regulations and their performance will be measured through their performance plans/scorecards. The same organizational scorecard will be cascaded to the employee scorecard and these will form part of their performance agreements.

It is the intention of this policy framework to formally incorporate the permanent employees into the overall performance management system of the municipality. This will translate into all employees of Newcastle Municipality developing annual scorecards that are aligned to their functional areas of responsibility and thereafter entering into performance agreements with their respective supervisors. Just like in the Section

57 employee performance provisions, the performance agreements of the permanent employees will include a personal development plan.

The formats of all scorecards and reporting formats will be similar for all employees to create uniformity and consistency in monitoring performance on both employee and organizational KPIs and performance targets.

The phases of managing individual performance are outlined below.

7.2 Aligning Individual Performance to the Organizational Performance Management System

The performance of an organisation is integrally linked to that of staff. If employees do not perform an organisation will fail. It is therefore important to manage both the organizational and individual performance at the same time. The relationship between organisational performance and employee performance starts from planning, implementation, monitoring and review. All the 5 phases in the organizational performance apply to the management of individual performance. The monitoring system using weekly, bi-monthly, monthly and quarterly reports is informed by individual activities at sectional and departmental levels. However, individual performance reviews differ from organizational reviews. Each phase will be discussed briefly below.

7.2.1 Phase 1: Planning for Employee Performance

The IDP yields a set of indicators and targets. These become an undertaking of the municipality to the community. The IDP informs the development of the SDBIP and the organizational scorecard. The components of the organizational scorecard will be cascaded to the Municipal Manager's performance scorecard and performance agreement as she is responsible for the implementation of the IDP. The Municipal Manager will then extract relevant indicators to inform scorecards of the different Departments. These indicators would then become the indicators and targets of the Heads of Departments to be incorporated in their performance scorecards and agreements. The Heads of Departments will in turn cascade the indicators and targets to lower levels in line with the scope of responsibilities at that level. Therefore, this policy framework establishes a system of individual performance management

linked to the organizational performance through the scorecard model.

7.2.1.1 Effecting Weighting and Rating on Employee Scorecards

Newcastle Municipality will adopt a weighting approach to show the relative importance of one indicator against another indicator. Every indicator in an employee's performance scorecard/plan will be assigned a weighting. The total of the weightings on the performance scorecard must add up to 100 points. An important indicator may, for example, be assigned a weighting of 50 out of the total of 100 whereas a less important KPI may be assigned a weighting of 15 out of 100. The purpose of the weightings is to show employees what the key focus areas are in their work.

The weighting of indicators in the scorecard of the Section 57 employees will follow the line of the provisions of the 2006 Performance Regulations. The weighting of 80% will be allocated to KPA-related indicators and 20% of the weighting will be allocated to CCR-related indicators.

The five-point rating will apply in evaluation process of all employee performance. The 2006 Performance Regulations sets out the rating as in **Table 1** below.

Actuals reported within a 10% variance of a target will be considered as acceptable performance and will be score accordingly.

Table 1: The 5-Point Rating for Employee Performance Appraisals

LEVEL	TERMINOLOGY	DESCRIPTION	RATING DASHBOARD
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the	

LEVEL	TERMINOLOGY	DESCRIPTION	RATING DASHBOARD
		performance criteria and indicators and fully achieved all others	
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	

The outcome of the planning phase in the individual performance management will result in all employees having signed performance agreements and scorecards at the beginning of every financial year. An employee scorecard template will be aligned to that of the organisational scorecard/SDBIP.

7.2.2 Phase 2: Implementation, Monitoring, Data Analysis and Measurement.

When projects and programmes are implemented, the monitoring system as proposed in the organizational performance phases will apply. All the reporting timelines and information management responsibilities will be carried out as detailed in these phases.

7.2.3 Phase 3: Coaching

Should an employee not be achieving the agreed indicators in his/her performance scorecard the manager/supervisor must assist the employee by managing his/her performance more closely. It is not appropriate that the first time an employee hears about his/her non-performance is at the formal performance review. Employees must be coached and given feedback at least quarterly before review.

7.2.4 Phase 4: Employee Performance Review

This phase involves jointly assessing actual performance against expectations at the end of the performance cycle so as to review and document planned vs. actual performance. The following guidelines will be applicable for conducting individual performance reviews:

A Manager/supervisor will prepare ratings of employee's performance against key performance indicators. The rating will be done by considering the year end actual cumulative as well, the evidence which was documented during the coaching cycle as well as any other relevant input.

The Manager/supervisor will request the employee to prepare for formal appraisal by rating him/herself against the agreed key performance indicators on their scorecards.

The Manager/supervisor and the employee meet to conduct a formal performance rating with a view to conclude a final

rating. The employee may request time to consider the rating. A second meeting will then take place. In the event of a disagreement, the manager/supervisor has the final say with regard to the final rating that is given.

After the ratings have been agreed upon the scores are calculated.

The Manager/supervisor must make own notes during the formal review meeting. All the criteria that have been specified must be taken into consideration.

Only those KPIs relevant for the review period in question should be rated according to the five point scale as shown above.

After the year-end review the manager/supervisor and the employee prepare and agree on a personal development plan.

The total score is determined once all the indicators have been rated and scored. This is done with a view to establish if an employee is entitled to a notch increase or an accelerated salary progression or a non-financial award. Annual inflation related increments will not be affected by the implementation of the performance management system and cascading it down to all employees.

7.2.5 Phase 5: Rewarding Performance

This phase establishes the link between performance and reward. It aims to direct and reinforce effective work behaviours by determining and allocating equitable and appropriate rewards to employees.

The performance reward system applied to Section 57 Employees is different from the performance reward system applied to Permanent Employees who are not Section 57 Employees. Section 57 employees reward system is clearly spelt out in the 2006 Performance Regulations and these rewards are be allocated after the tabling of the receipt of the audit report and tabling of the annual report, i.e. in February of each year.

If an employee is a permanent employee of Newcastle Municipality and is thus covered by the conditions of service of the municipality, performance is not directly linked to pay. Currently permanent employees receive an annually

The non-cash rewards that will be awarded to permanent employees appear in **Table 2** below.

Outstanding/above performance levels	A. Employee is granted “free” leave days. B. Merit Awards C. Mayoral Excellence Awards D. Salary Notch Adjustments E. Promotions
Average performance	No specific reward
Below average performance	Compulsory performance counselling and monthly coaching sessions by manager/supervisor

Over and above the different management processes that the Newcastle Municipality will be using to implement its this Performance Management Policy Framework, it will also comply with critical dates and timelines that will make the management of performance align with corporate governance principles and enable other stakeholders to perform their roles and responsibilities efficiently and effectively. The critical dates and timelines are listed below in the Performance Mangement Calendar as per Annexure II.

Table 3: Critical Timelines

PHASE	ORGANIZATIONAL ACTIVITIES	INDIVIDUAL ACTIVITIES	TIME FRAME	RESPONSIBILITY
PLANNING	Development and approval of the SDBIP and organizational scorecard		March – May	Council
		Signing performance Contracts/Plans with rest of staff	31 July	Mayor Section 57 Managers
		Signing performance Contracts/Plans with rest of staff	March – June	Municipal Manager All staff
MONITOR, MEASURE & REVIEW	Monthly Monitoring	Monthly Monitoring	Monthly	Municipal Manager Senior Managers Section managers/ Supervisors
	Quarterly Review/s	Quarterly Reviews	September December March	Municipal Manager Senior Managers Managers/ Supervisors
		Annual Performance Appraisal	June	Mayor Municipal Manager Senior Managers Managers Supervisors
		Reward and Recognition	June and February	Mayor Municipal Manager Senior Managers
REPORTING	Quarterly and Mid-Term Reports	Quarterly Reports	September December March	Management Team
	Annual reports	Annual Employee Performance Reports	31 August	Mayor Municipal Manager
		Departmental and Section Heads Reports	Monthly	Management Team Section managers

IMPROVE MENT	Performance Improvement Plans		June	Management employees	&
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7 Evaluation and Review of the Whole Performance Management System (PMS)

Newcastle Municipality will review its performance management system annually alongside the review of the IDP and the Budget. This will be provided for in the IDP/Budget/PMS Process Plan to be adopted by Council by August of each year.

8 Conclusion

This framework seeks to provide the basis for a structured approach to performance management within Newcastle Municipality. As indicated earlier, proper implementation of this framework lies heavily on commitment and dedicated leadership. It is hoped that in the near future the municipality will convert this manual performance management platform into an electronic system. However, that will only occur when all stakeholders has gotten into grips with the whole concept of performance management and can fully carry out their roles and responsibilities within the performance cycle.

PERFORMANCE AGREEMENT

COMMENCING 01 July 2015

MADE AND ENTERED INTO BY AND BETWEEN

THE COUNCIL OF THE NEWCASTLE MUNICIPALITY

Herein represented by **AFZUL REHMAN**

in his duly authorised capacity as **MAYOR** of the **NEWCASTLE Municipality**

AND

MUNICIPAL MANAGER

INTRODUCTION

1. (1) The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".

(2) Section 57(1)(b) of the Systems Act, read with the Memorandum of Agreement of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement. The employer must conclude a Performance Agreement within 60 days of assumption of duty and renew it annually within one month of the commencement of the beginning of the financial year.

(3) The parties will ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals as defined in the municipal IDP.

(4) The parties will ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

2.1 comply with the provisions of Section 57(1) (b),(4A),(4B) and (5) of the Systems Act as well as the Memorandum of Agreement of Employment entered into between the parties;

2.2 communicate to the Employee the Employer's performance expectations and accountabilities by specifying objectives and targets as defined in the IDP;

2.3 specify accountabilities as set out in the Performance Plan (in a format substantially compliant with Appendix "A");

2.4 monitor and measure performance against set targeted outputs;

2.5 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and

2.7 give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the 01 July 2015 and will remain in force in line with Employment agreement until the 30 June 2016, where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof if applicable.

3.2 The parties will review the provisions of this Agreement during June each year and will conclude a new Performance Agreement (and Performance Plan and Personal Development Plan) that replaces this Agreement at least once a year but not later than one month after the commencement of the new financial year, in line with the Employment Agreement.

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

3.6 Any significant amendments/ deviations referred to in 3.4 and 3.5 above must take cognisance of, where relevant, the requirements of sections 34 and 42 of the Systems Act, and must be done in terms of regulation 4 (5) of the Local Government: Municipal Performance Regulations for Municipal Managers and managers directly accountable to the Municipal Manager, 2006 ("the Regulations");

4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Appendix "A") sets out-

4.1.1 the performance objectives and targets that must be met by the Employee; and

4.1.2 the time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Appendix "A" are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer itself, management and municipal staff of the Employer.

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

6 The Employee agrees to participate in the performance management and development system that the Employer adopts.

6.1 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

6.2 The criteria upon which the performance of the Employee shall be assessed, shall consist of two components, both of which shall be contained in the Performance Agreement.

6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.

6.2.2 KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.

6.2.3 Each area of assessment will be weighted and will contribute a specific part to the total score.

6.3 The Employee's assessment will be based on his/ her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Appendix "A"), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	
Municipal Institutional Development and Transformation	
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Municipal Planning	
Social Development	
Total	100%

6.4 The Critical Leading Competencies (CLC) and Core Competencies requirements (CCR's) as per Annexure A of the Local Government : Competency Framework for Senior Managers will make up the other 20% of the Employee's assessment score. There is no hierarchical connotation and all competencies are essential to the role of a senior manager. All competencies must therefore be selected from the list below as agreed to between the Employer and Employee:-

CRITICAL LEADING COMPETENCIES		WEIGHT
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness 	
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	
Programme and Project Management	<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation 	
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation 	
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Co-operative Governance 	
CORE COMPETENCIES		
Moral Competence		
Planning and Organising		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Results and Quality Focus		
Total Percentage		100%

7. EVALUATING PERFORMANCE

7.1 The Performance Plan/scorecard (Appendix "A") to this Agreement sets out –

7.1.1 the standards and procedures for evaluating the Employee's performance; and

7.1.2 the intervals for the evaluation of the Employee's performance.

7.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan (in a format substantially compliant with Appendix "B") as well as the actions agreed to, and implementation must take place within set time frames.

7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

7.5 The annual performance appraisal will involve:

7.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a)** Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b)** An indicative rating on the five-point scale should be provided for each KPA.
- (c)** The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CMCs

- (a)** Each CMC should be assessed according to the extent to which the specified standards have been met.
- (b)** An indicative rating on the five-point scale should be provided for each CMC.
- (c)** The applicable assessment rating calculator (refer to paragraph 7.5.1 above) must then be used to add the scores and calculate a final CMC score.

7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal. (Calculator available on DPLG website.)

7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

7.7 For purposes of evaluating the performance an evaluation panel constituted in terms of Regulation 27(4)(d)(e) and (f) will be established.

8. SCHEDULE FOR PERFORMANCE REPORTING, MONITORING, EVALUATION AND REVIEW

8.1 The performance of the Employee in relation to his performance agreement shall be monitored and evaluated on the following dates (in line with the Performance Management Framework – as amended) with the understanding that informal and formal evaluations will be documented for each quarter. Quarterly evaluations will be subject to an internal audit process being concluded. Monthly reporting may be verbal and informal for the purposes of identifying areas for corrective action and/or review. The first and third quarter may be verbal if performance is satisfactory:

QUARTER	PERIOD	REVIEW TARGET DATE
First	July to September 2015	30 November 2015
Second	October to December 2015	28 February 2016
Third	January to March 2016	31 May 2016
Fourth /Annual	April 2016 to June 2016	30 September 2016

8.2 The Employer shall keep a record of the quarterly, mid-year review and annual assessment meetings.

8.3 The Employee is responsible for maintaining a Portfolio of Evidence, which must be made available at the informal and formal evaluation sessions, and for audit purposes

8.4 Performance scoring and feedback shall be based on the Employer's assessment of the Employee's performance against Actuals reported and evidence provided .

8.5 The Employer will be entitled to review and make reasonable changes to the provisions of Appendix "A" in line with Mid Year Assessment for operational reasons. The Employee will be fully consulted before any such change is made.

8.6 The Employer may amend the provisions of Appendix "A" whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Appendix "B".The PDP will be completed after the 1st quarter performance assessment, and quarterly assessments thereafter.

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall –

10.1.1 create an enabling environment to facilitate effective performance by the employee;

10.1.2 provide access to skills development and capacity building opportunities;

10.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

10.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in terms of this Agreement; and

10.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/ her to meet the performance objectives and targets established in terms of this Agreement.

11. CONSULTATION

11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

11.1.1 a direct effect on the performance of any of the Employee's functions;

11.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.3 a substantial financial effect on the Employee.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance

12.1.2 A performance bonus may be paid in terms of section 32(2) of the Local Government : Municipal Performance Regulations and any other policy of Council,

12.2 In the case of unacceptable performance, the Employer must implement Procedures for dealing with substandard performance as prescribed in section 16 of the Local Government : Disciplinary Code and Procedures for Senior manager which is attached hereto as Appendix C.

13. DISPUTE RESOLUTION

13.1 Any disputes about the nature of the Employee's **performance agreement**, whether it relates to key responsibilities, priorities, methods of assessment, and/ or salary increment in the agreement, must be mediated by –

13.1.1 in the case of the Municipal Manager be mediated by the MEC for local government in the province, or any other person appointed by the MEC within thirty (30) days of receipt of a formal dispute from the employee; and

13.1.2 in the case of Managers directly accountable to the Municipal Manager, the Mayor, within thirty (30) days of receipt of a formal dispute from the Employee;

whose decision shall be final and binding on both parties.

13.2 Any disputes about the outcome of the employee's **performance evaluation**, must be mediated by -

13.2.1 In the case of the Municipal Manager be mediated by the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee or any other person appointed by the MEC; and

13.2.2. In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e), within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Appendix "A" must be made available to the public by the Employer (MFMA, 2003 and Section 46 of the Systems Act, 2000).

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

14.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the National Minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Signed and accepted	
Signed and accepted by A REHMAN	
Date Performance Plan signed	
Witness Number One : Name and Signature	
Witness Number Two : Name and Signature	



MONITORING AND REPORTING FRAMEWORK OF MUNICIPAL ENTITIES BY THE NEWCASTLE MUNICIPALITY

Table of Contents

Definitions.....	3
Purpose and Overview of the Reporting.....	4
General.....	4
Overview.....	4
Applicability of reporting framework.....	5
Monthly Reports.....	6
Mid-Year Budget and Performance Assessment.....	7
The Annual Report.....	7
Chapter 1 – Introduction & Overview.....	8
Foreword by the Chairperson of the Board.....	8
Role of the Company.....	8
Executive Summary.....	8
Report from the ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY.....	8
Alignment with IDP.....	8
The company's relationship with Newcastle Municipality and other companies.....	9
Integrated Sustainability Report.....	9
Social and transformation policies and practices.....	9
Ethical management policies and practices.....	11
Occupational safety and health policies and practices; and environmental management policies and practice (SHE).	11
Chapter 2 –Performance Highlights.....	12
Backlogs in service delivery.....	12
Level and Standard of service.....	13
Chapter 3 – Human Resources and Other Organisational Management Issues.....	13
Chapter 4 – Audited Financial Statements and related financial information.....	17
Notes to the Financial Statements.....	17
The Report of the Directors / Trustees.....	18
The Financial Statements.....	20
Chapter 5 – Functional Service Delivery Report.....	20
1. Implementation, process and timeframes.....	23

Definitions

„AG“ means the Auditor General as defined in the Constitution and the Municipal Finance Management Act;

„company“ means a municipal entity (including the trust) of the Newcastle Municipality;

„Municipality“ means the Newcastle Municipality Metropolitan Municipality;

„ ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY“ means the Accounting Officer of the entity as defined in terms of section 93 of the Municipal Finance Management Act;

„Companies Act“ means Act No. 61 of 1973;

„Guidelines“ means the National Treasury Annual Reporting Guidelines, Municipal Finance Management Act, Circular 11 of 14 January 2005;

„IDP“ means the Integrated Development Plan of the Newcastle Municipality developed in terms of chapter 5 of the Municipal Systems Act;

„King Code“ means the King Code on Corporate Governance, 2002 and as amended from time to time;

„MFMA“ means the Local Government: Municipal Finance Management Act, 56 of 2003;

„MSA“ means the Local Government: Municipal Systems Act (as amended, 32 of 2000; and

Purpose and Overview of the Reporting

General

This document has been prepared as a guide to municipal entities in keeping with good governance practises and relevant legislation. A further objective of the guideline is to consolidate reporting requirements (both financial and non-financial) by incorporating a range of information required by various stakeholders thereby reducing duplication and improving communication. The major channel of communication with the shareholder and broad stakeholder community is envisaged to take place through the annual reports.

Overview

The Local Government: Municipal Finance Management Act (MFMA), section 121(1), provides that every municipal entity must prepare an annual report for each financial year for which the purpose is:

- a) to provide a record of the activities of the entity during the financial year to which the report relates;
- b) to provide a report on performance against the budget of the entity for that financial year; and
- c) to promote accountability to the local community for the decisions made throughout the year by the entity.

The MFMA further provides that the annual report of the ME must include:

- a) the annual financial statements as audited by the Auditor-General;
- b) the Auditor-General's audit report;
- c) an assessment by the entity's accounting officer of the entity's performance against measurable performance objectives set in terms of the service delivery agreement;
- d) particulars of any corrective action taken or to be taken in response to issues raised in the audit report;
- e) any information as determined by the entity or parent municipality;
- f) any recommendations of the audit committee of the entity or the parent municipality; and
- g) any other information as prescribed.

In light of the above provisions the National Treasury developed an Annual Report Guideline (Attached hereto marked “A”) the purpose of which is to provide guidance on the development of annual reports.

Section 284 and 286 of the Companies Act also places an obligation on the directors of the company to prepare annual financial statements for every financial year as well as to include a directors’ report which is required to be audited. Section 302 of the Companies Act provides that a copy of the annual financial statements are to be sent to the members of the company and to all other people entitled to receive them.

Sections 87(11) of the MFMA provides for the compilation and submission of monthly statements.

Section 88 of the MFMA requires a mid-year budget and performance assessment by the entities.

This framework is primarily based on the legislative provisions of the MFMA, the National Treasury guidelines and the principles enunciated in the various codes on good governance, amongst others, the King Code. The further reporting requirements are taken from the King Code, relevant research conducted on reporting by companies to shareholders generally and the best practices as well as other legislative imperatives. The frequent reporting requirements will assist Newcastle Municipality in its legislative responsibility to monitor performance in an open and transparent manner and call the municipal entities to account.

In summary, the framework seeks to provide the entities with a guide for reporting, which guide sets minimum reporting standards, seeks to ensure compliance with relevant legislation; provides uniformity across the entities in the nature of the information provided in the monthly and annual reports and to allow ease of access of information by all stakeholders such as the Newcastle Municipality as parent municipality, National and Provisional Treasury, the Auditor-General and the local community.

Applicability of reporting framework

This reporting framework applies to the municipal entities of the Newcastle Municipality

Monthly Reports

In terms of section 87(11) of the MFMA, the ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY is required to submit to Newcastle Municipality Municipal Manager a statement on the state of the companies budget reflecting the following particulars for that month and for the financial year up to the end of that month:

- (a) Actual revenue per revenue source;
- (b) Actual borrowings
- (c) Actual expenditure
- (d) Actual capital expenditure
- (e) The amount of any allocations received;
- (f) Actual expenditure on those allocations, excluding expenditure on allocations, exempted by the annual Division of Revenue Act from compliance with this paragraph; and
- (g) When necessary, an explanation of –
 - (i) any material variances from the company's projected revenue by source, and from the company's expenditure projections;
 - (ii) any material variances from the service delivery agreements and business plans; and
 - (iii) Any remedial or corrective steps taken to or to be taken to ensure that the projected revenue and expenditure remain within the companies approved budget.
- (h) The statement must include a projection of revenue and expenditure for the rest of the financial year, and any revisions from initial projections.
- (i) The amounts reflected in the statement must in each case be compared with the corresponding amounts budgeted for in the companies approved budget.
- (j) The statement must be submitted in a signed hard copy by the accounting officer as well as electronically.

This legislative requirement will be fulfilled by the municipal entity providing such monthly reports to the NEWCASTLE MUNICIPALITY, in a format prescribed by the National Treasury from time to time which format shall be made available to the companies.

Mid-Year Budget and Performance Assessment

In terms of section 88 of the MFMA, the ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY must by 20th January of each year –

- a) Assess the performance of the entity during the first half of the financial year, taking into account –
 - i. The monthly statements referred to in section 87 for the first half of the financial year and the targets set in the service delivery business plan or other agreement with the entity's parent municipality ; and
 - ii. The entity's annual report for the past year, and progress made on resolving problems identified in the Annual report; and
- b) Submit a report on such assessment to -
 - i. The board of directors of the entity; and
 - ii. The parent municipality of the entity.

The entity is required to report on the planned targets against predetermined objectives and key performance indicators aligned to the Service delivery plan and IDP of the Newcastle Municipality. The planning and reporting must be consistent with the Newcastle Municipality's Performance Management Framework (as amended from time to time).

The Annual Report

This framework facilitates the monitoring role of the Newcastle Municipality and thereby the ability to detect performance problems in the entities at an early stage. It is proposed that the format outlined below be used by the entities in drafting annual reports. The reporting format is comprised of five key chapters as follows:

Chapter 1 – Introduction and Overview Chapter 2

– Performance Highlights

Chapter 3 – Human Resources and other organisational management Chapter

4 – Audited Statements and related financial information Chapter 5 –

Functional Service Delivery Reporting

The information on integrated sustainability reporting which is being called for in this framework is not a requirement of the National Treasury Guidelines and are thus to be considered as additional reporting requirements. These additional reporting requirements refer to the non-financial aspects of performance that may influence the ability of the entity to survive and prosper and so ensure value creation. The additional reporting requirements are also meant to act as a barometer to measure the companies' alignment with the IDP

and the Newcastle Municipality's strategic objectives as communicated from time to time.

As regards the implementation plan, process for developing the reports and the timeframes which are required to be complied with in terms of the MFMA in respect of these reports reference should be had to the section below headed, "Implementation, process and timeframes".

Chapter 1 – Introduction & Overview

Foreword by the Chairperson of the Board

The Chairperson of the Board is required to provide a summary of the company's performance generally during the period to which the report relates. The report must state the entities priorities for service delivery with established performance targets and measures taken or to be taken to improve performance. The foreword by the Chairperson is supplemented with detailed information provided for by the Board in the notes to the financial statements below.

Role of the Company

The report must provide a short description of the entity as a whole, its purpose and a summary of the entity's geographic and demographic profile and changes both internal and external over the financial year.

Executive Summary

The executive summary is a statement of the overall goals and priorities, and mission and vision for the entity and how it will impact on the community, with a short statement on the company's financial health. This information may be provided under the following headings:

Report from the ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY

The company's accounting officer (ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY) must provide an assessment of the company's performance against any measurable performance objectives set in terms of the service delivery agreement or any other agreements as well as targets provided for in the approved business plan and directions of the Board of Directors.

Alignment with IDP

In terms of the Municipal Systems Act every municipality is required to undertake development orientated planning to ensure that it strives to achieve the local government objectives and developmental duties as contained in and required by the Constitution, and together with other organs of state, contribute to the progressive realisation of the fundamental rights contained therein. The Integrated Development Plan („IDP“) is the strategic plan of Newcastle Municipality seeking to achieve the above and link, integrate and coordinate plans taking into account proposals for the development of the municipality. The IDP aligns the resources of the municipality with the implementation of the plan, it forms the policy framework and general basis on which the annual budgets are based, and it is compatible with provincial and national development plans. The companies are required to state the extent to which their plans, projects and activities generally are aligned with Newcastle Municipality's IDP (attached hereto marked **‘B’**), particularly Newcastle Municipality's vision for the long term development.

The company's relationship with Newcastle Municipality and other companies

The company must comment on its relationship with Newcastle Municipality, the departments within the Municipality as well as other Municipality companies, being municipal entities and strategic partnerships. This reporting requirement seeks to measure and monitor the extent of integration of strategic projects and their respective progress across Newcastle Municipality.

Integrated Sustainability Report

Sustainability refers to the non-financial aspects of performance that may influence the ability of the company to survive and prosper and so ensure value creation. In line with King II, non-financial reporting is required, which will include safety, health, environmental and ethical practices as well as transformation issues pertaining to amongst others, Broad-Based Black Economic Empowerment.¹

The entity must report on the nature and extent of its social and economic transformation, ethical, occupational health policies and practises. Below are examples of what needs to be reported on.

Social and transformation policies and practices.

The social and transformation report will include a statement on the following legislation and

compliance therewith or any projects undertaken in terms thereof:

- The Employment Equity Act which obliges companies to develop an Employment Equity Plan and to report on the progress in achievement of the objectives set out in the plan;
- The Skills Development Act and the Skills Development Levies Act which govern the provision of resources for skills development and training by companies;
- The Promotion of Access to Information Act which provides for access to information held by companies to encourage better transparency;
- The Broad-Based Black Economic Empowerment Act and relevant codes of empowerment.

and

- How the company is meeting the above legal requirements;
- Any violations of the above laws could also be included;
- The nature of policies and practices in place to promote equal opportunities for previously disadvantaged individuals, in terms of realising their full potential and reaching executive and managing positions in the entity;
- The extent of initiatives to support broad based black economic empowerment, particularly in respect of procurement practises and investment strategies;
- The company's policy on investment of corporate funds i.e. pension funds should include a Statement of Investment Principles and Policies whether or not they take into account socially responsible investment criteria when making investment decisions.

¹ Corporate Business Administration, Corporate Reporting

Ethical management policies and practices.

This reporting requirement is intended to elicit a demonstration by the company of its commitment to organisational integrity or code of ethics. The entity will use the following criteria in this report:

- The creation of systems and procedures to introduce, monitor and enforce the ethical code of the entity;
- The assignment of individuals to oversee compliance to the ethical code;
- Assessing the integrity of new appointees in the selection and promotion procedures;
- Exercising due care in delegating discretionary authority;
- Communicating with, and training of all employees regarding entity values, standards and compliance procedures;
- Providing, monitoring and auditing safe systems for reporting of unethical or risky behaviour;
- Enforcing appropriate discipline with consistency;
- Responding to offences and preventing re-occurrence.

The above report must include a statement from the Board as to the extent of compliance with the ethical standards and above mentioned criteria by the company as a whole².

Occupational safety and health policies and practices; and environmental management policies and practice (SHE).

With regard to safety issues, the company should measure their effort to reduce workplace accidents, fatalities and safety related incidents against an ongoing improvement objective and past performance. This occupational health and safety report must include a statement on compliance with the Occupational Health and Safety Act.

The environmental issues to be reported on will include the nature of their environmental policies, ethos and values; open and transparent disclosure on environmental issues relating to the company. The following should be reported on:

- whether the company complies with the applicable law regarding SHE policies and practises;
- how legal compliance is tested and SHE performance is monitored;
- any SHE issues which can materially impact on the financial statements of the

company;

- what benchmarking criteria against industry norms were used;
- whether the business is sustainable taking into consideration SHE aspects;
- what efforts are made regarding continual improvement in SHE efforts;

Chapter 2 –Performance Highlights

Provide a brief narrative of all the services provided by the company and the performance highlights for the period to which the report relates. Comment on the progress in eliminating backlogs in service delivery against strategic interventions and projects.

Backlogs in service delivery

The guidelines also provide for reporting on Backlogs in Service Delivery which relates to core services which may only be applied to the companies providing such service. Backlog reporting is intended to reflect *the number of households that do not have access to minimum services (level and standard) as specified by the relevant sector department or within national policy.*

Level and Standard of service

The entity is required to report on the planned targets against predetermined objectives and key performance indicators aligned to the Service delivery plan and IDP of the Newcastle Municipality. The planning and reporting must be consistent with the Newcastle Municipality's Performance Management Framework (as amended from time to time).

Chapter 3 – Human Resources and Other Organisational Management Issues

The company must comment on its organisational structure, how that structure relates to each function, various initiatives as they relate to employment issues and their relative success. This may include programmes designed to improve employment equity and skills development, and highlight significant human resource management policies and practices that may build capable personnel. This should also cover performance, governance, transformation and institutional development.

The following information should be provided on staffing:

- number of staff per function expressed as total positions and current vacancies.
Express as full time staff equivalents.
- skills or levels of education attained by staff, and the success of training and development initiatives, internship programmes, skills levy claims and application of refunds received.
- the conditions or opportunities for previously disadvantaged individuals to progress through the company.
- mechanisms to reinforce the value of diversity in the workplace and the company's related progress and performance.
- the age of employees.
- trends on total personnel expenditure over the last 3 to 5 years, compared to total budget, this will include the financial investment in employee training and development initiatives;
- the number and name of pension and medical aid funds including an assessment of future risks or liabilities;
- arrear (outstanding monies) owed to the company or Newcastle Municipality by staff and non- executive directors;
- succession planning;
- performance management;
- any policies on bonus and/or reward payments.

This information must be reconciled with the staff salary disclosures required in the Annual Financial Statements by section 124 of the Municipal Finance Management Act and the section 89 reports on staff salaries, allowances and benefits to be submitted to council. If the salary disclosures were omitted from the financial statements then this information must be incorporated in the annual report. The table (Table 1) below provides a format for disclosure:

<i>Description</i>	<i>Chairperson of the Board</i>	<i>Non-Executive Directors (List individually)</i>	<i>Chief Executive Officer</i>	<i>Chief Financial Officer</i>	<i>Other senior Manager (List individually)</i>	<i>Total</i>
Non-executive remuneration						
Annual fee (Retainer)						
Fees per meeting						
Fees per committee meeting						
Salaries and Wages R '000						
Normal						
Overtime						
Contributions R'000						
Pensions						
Medical Aid						
Other						

<i>Description</i>	<i>Chairperson of the Board</i>	<i>Non-Executive Directors (List individually)</i>	<i>Chief Executive Officer</i>	<i>Chief Financial Officer</i>	<i>Other senior Manager (List individually)</i>	<i>Total</i>
Allowances R'000						
Travel and Motor car						
Accommodation						
Subsistence						
Housing Benefits and Allowances R'000						
Loans and advances R'000						
Other Benefits and allowances R'000 (Specify)						
Arrears owed to Newcastle Municipality or the Entity ³						

³ Being municipal accounts such as rates, water, electricity etc. due to the Newcastle Municipality.

Chapter 4 – Audited Financial Statements and related financial information

For each financial year the company must prepare annual financial statements which fairly present the state of affairs of the company, its performance against its budget, its management of revenue, expenditure, assets and liabilities, its financial results, and its financial position as at the end of the financial year.

The notes to financial statements must disclose the information required in terms of 123 to 125 of the MFMA. The sections are outlined hereunder.

Notes to the Financial Statements

Information on the following must be disclosed:

- (a) any allocations received by the company from any municipality or other organ of state
- (b) any allocations made by the company to a municipality or organ of state; and
- (c) any other information as may be prescribed.

The notes to the annual financial statements and the quarterly progress statements must include particulars of salaries, allowances, and benefits of members of the board; and the chief executive officer of the company, every senior Municipal Manager and such categories of other officials as may be prescribed. This information may be provided in the format outlined in Table 1 above (information on staffing).

Other compulsory disclosures to be included in the notes to the financial statements include:

- (a) in respect of each bank account held by the company during the period to which the report relates; the name of the bank, the type of account and opening and closing balances of the account;
- (b) a summary of all investments of the company as at the end of the financial period;
- (c) particulars of all contingent liabilities of the entity as at the end of the period to which the report relates;
- (d) particulars of:
 - (i) all material losses and material irregular or fruitless and wasteful expenditure⁵,

⁵ „Fruitless and wasteful expenditure“ means expenditure that was made in vain and would have been avoided had reasonable care been exercised.

- (ii) any criminal or disciplinary steps taken as a result of such losses or such irregular or fruitless and wasteful expenditure; and
- (iii) any material losses recovered or written off; and
- (e) particulars of non-compliance with the MFMA.

Also to be included in the notes to the financial statements for those entities which are private companies is the company secretaries certificate on the annual return.

The following information is also required for notes to the financial statements:

The Report of the Directors / Trustees

The report of the directors / trustees must be completed by the board and should outline the overall goals and priorities, and mission and vision for the entity. This should state how this will impact on the community. As stated this report contains more detailed information than the information provided for by the chairperson in the Executive summary above.

This report must include a statement of the entity's relative financial health as well as record the facts and assumptions underlying the entities annual "going concern" assessment and to record the steps it will take to the extent it concludes the entity will not continue as a "going concern".

The board must make a statement as regards the entities compliance with all legislation affecting the company, regulations and codes of business practice. A statement must be included concerning whether it has adopted a definition of materiality, reserving specific powers to itself.

The following in Table 2 can be adapted to record the required information:

„Irregular expenditure“ is defined as expenditure incurred in contravention of the MFMA and which has not been condoned on terms of section 170; in contravention of the MSA, in contravention of the supply chain management policy, and any of the municipality's by-laws giving effect to the supply chain policy.

<i>Board member</i>	<i>Municipality: Executive/Non- Executive</i>	<i>Board Committee Membership</i>	<i>Race & Gender</i>

The total number of board meetings held during the year should also be disclosed, an example as follows. Table 3

<i>Board Meetings Total</i>	<i>Remuneration Committee Meetings</i>	<i>Audit Committee Meetings</i>	<i>Risk Committee Meetings</i>	<i>Human Resource Committee Meetings</i>	<i>Other Committee Meetings</i>

The entity should have a statement on remuneration philosophy for executive management. This statement needs to set out the formal and transparent procedures adopted by the company for the development of a policy on executive remuneration which is to take into account Newcastle Municipality's policy on the upper limits of salaries.

The following disclosures by the board are also required:

- the Board is accountable for the process of risk management and the system of internal control;
- the process of risk management and the system of internal control are regularly reviewed for effectiveness;
- the Board is accountable for establishing appropriate risk and control policies;
- the Board is accountable for communicating appropriate risk and control policies through the entity;
- a process for identifying / evaluating / managing significant risks was in place throughout the year under review;
- an on-going process for identifying, evaluating and managing significant risks:
- exists;
- was in place for the period under review;
- was in place up to the date of approval of the annual report and financial statements;

- an adequate system of internal control exists to mitigate those significant risks identified to an acceptable level;
- the system of internal control is designed to manage, rather than eliminate, risk failure or opportunity risk;
- the system of internal control can only provide reasonable, but not absolute assurance;
- a documented and tested business continuity plan exists to ensure continuity of business critical activities;
- any additional information to assist understanding of risk management processes and system of internal control; and statements of the facts and a suitable explanation where the Board cannot make any of the above disclosures;
- Whether the Board has a Board Charter setting out its responsibilities.

The Financial Statements

The format and requirements for the annual financial statements are contained in the circulars, regulations or notices of the National Treasury and are to be used in the drafting of financial statements of the municipal entities. These circulars, regulations or notices may be amended or modified from time to time in which case the NEWCASTLE MUNICIPALITY will advise the companies accordingly.

Chapter 5 – Functional Service Delivery Report

This chapter provides information on each functional area provided by the entity which includes an overview, description and detailed analysis of each function and follows a spread sheet format (example in the National Treasury Guidelines).

The format can be enhanced with additional information where functions provided by the company are not listed in the spread sheet. Details must also be provided on the extent of free basic services including the number of households to which the service is being provided and the extent of service delivery.

1. Implementation, process and timeframes

A broad timeline has been developed in terms of the MFMA for the above reporting requirements. The exact due dates for submissions by the entities to Newcastle Municipality will be forwarded on an annual basis in the tabular form below:

Relevant Section	Requirement	By whom	Report to	Due date
87(11)	A statement on the entities budget reflecting the particulars listed in 3 above in Chapter 1 [monthly report]	ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY of the entity	Newcastle Municipality	7 working days after the end of <u>each month</u>
87(11)	The NEWCASTLE MUNICIPALITY analyses the monthly report and reports same to the Mayor	NEWCASTLE MUNICIPALITY	Newcastle Municipality, The Mayor	Monthly
126(2)	Entity to prepare annual financial statements and submit	ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY of entity	Newcastle Municipality Auditor General to audit	By 31 August
126(3)	Financial Statements to be audited and audit report drafted	Auditor General	Accounting officer of entity	Before end November ⁶
127(1)	Entity's annual report to be submitted	ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY of entity	Newcastle Municipality (CM)	Before end December ⁷
128	Compliance on section 121 and 126 to be monitored, establish the reasons for any non-compliance and report non-compliance to	Municipality Municipal Manager (represented by the NEWCASTLE MUNICIPALITY)	Council, Provincial Treasury and Auditor General	Before council meeting in January
127(2)	Annual report of entity to be tabled in council	The mayor	Municipality Of Cape Town *Council	By 31 January ⁸

⁶ If AG unable to meet timeline, reasons to be submitted to the entity and provincial legislature and parliament

⁷ If the entity fails to do so, then AG can submit AFS and audit report directly to Newcastle Municipality, NT, PT, MEC (Section 127(4)(b))

⁸ If Mayor unable to meet deadline, report to council on explanation and submit annual report or parts thereof as soon as possible

Relevant Section	Requirement	By whom	Report to	Due date
127(5)(a)	The annual report must be made public (in terms of section 21 of the MSA) inviting the local community to submit representations in connection with the annual report	Municipality Municipal Manager (represented by the NEWCASTLE MUNICIPALITY)	Public	Immediately after council meeting
(b)	Annual report to be submitted	Municipality Municipal Manager (represented by the NEWCASTLE MUNICIPALITY)	The Auditor General, provincial treasury and the provincial department responsible for local government	Immediately after council meeting
129(1)	Annual report to be considered and oversight report containing councils comments to be adopted ⁹ taking public representations to account	Council (assisted by NEWCASTLE MUNICIPALITY)	Council meeting open to the public ¹⁰	By 31 March
129(3)	Oversight report to be made public	ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY of entity	Public	7 days after adoption of oversight report / by 07 April
132(2)	Oversight report and annual report adopted by council to be submitted	Municipal Manager (represented by NEWCASTLE)	Provincial legislature	7 days after adoption of oversight report
129(2)	Copies of minutes of council meeting to be submitted	ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY of entity	The Auditor General, provincial treasury and the provincial department responsible for local government	Once minutes are made available

⁹ The Oversight report must include a statement from council on whether it approves, rejects or wishes it be referred back for further revision. The Oversight Report to be drafted by Newcastle Municipality must be in accordance with the structure and requirements of National Treasury circular 32 as amended from time to time. ¹⁰ The ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY of the municipal entity is to attend council meeting in order to respond to questions concerning annual report.