

NEWCASTLE MUNICIPALITY																																
ORGANISATIONAL SCORE-CARD 2018/19 - 2021/22																																
PRELIMINARY ASSESSMENT QUARTER 2 2019/19 - INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT																																
OSC REF NUMBER	OUTCOME 9	NATIONAL KPI	BACK TO BASICS PILLAR	DP PRIORITY	GOAL/OBJECTIVES	STRATEGIES	KPI No. LINKED TO DP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2019/19	QUARTER 1	QUARTER 1 ACTUAL	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	QUARTER 2	QUARTER 2 ACTUAL	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	MD-YEAR DASHBOARD	QUARTER3	QUARTER4	RESPONSIBLE DEPARTMENT	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	SBP REFERENCE NO.	ANNUAL TARGET 19/3	ANNUAL TARGET 19/4	ANNUAL TARGET 19/5		
OSCT0001	Outcome 9: Administrative and financial capability	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capacity local government institutions	Accelerated Municipal Transformation and Corporate Development	Maintain accountable, transparent, best practice HR information structures and systems	To embark on an investigation aimed at understanding efficiency and effectiveness of organisational systems and procedures by 2021	17.1.1	Number of work study investigations conducted on: 1. Business process evaluation and re-design (Corp Services) 2. Business process evaluation and re-design (Community Services) 3. Performance improvements: waste management, water services and parks 4. Business processes evaluation and re-design (Technical Services)	Process	Number	New KPI			Business process evaluation and re-design (Corp Services)	1. Two(2) reports prepared in relation to Business Process Assessment and Design Plan in Corporate Services and Waste and Water Services. 2. Evaluation of business processes was conducted by Q2 in the following sections: 1. Human Resources, 2. Corporate Services, 3. Waste, Security Services, Fire Services, 4. Report with findings and recommendations completed.					Target not met	Performance improvements: waste management, water services and parks	Business processes evaluation and re-design (Technical Services)	Corporate Services	Quarterly	Registers, Progress reports and Final reports	CORP022	100%	100%	100%			
OSCT0002	Outcome 9: Administrative and financial capability	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capacity local government institutions	Accelerated Municipal Transformation and Corporate Development	To achieve equity in the workplace by providing equal opportunities and fair treatment	To ensure compliance with Employment Equity Act at all levels	17.1.1	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	Output	Number	18	20	N/A	N/A			N/A	N/A			N/A	N/A	32	Corporate Services	Annual	Employment Equity Report and recruitment plans	CORP013	32	32	32		
OSCT0003	Outcome 9: Administrative and financial capability	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capacity local government institutions	Accelerated Municipal Transformation and Corporate Development	To enhance organisational performance by attaining and achieving the best value by 2021	To implement the Workplace Skills Plan	17.1.1	The percentage of the municipality's budget actually spent on implementation of its workplace skills plan	Output	Percentage	5.307%	5.356%	5.082%	5.101%	Departments do not follow protocol with regard to approval of training e.g 1. Agreements of interns 2. EAP training 3. PMS training	Training requests to be submitted to HRD for comments prior to final approval of the Municipal Manager	5.172%	5.211%	1. Quarter 2 target should be 5.224% as per the approved budget calculation. Targets to be reviewed to reduce. Approved in quarter 2, 2.2.11.3.	Outstanding payments awaiting regulatory targets to be achieved. Public Accounts, N/A.	Target not met	0.267%	0.382%	Corporate Services	Quarterly	Budget Printouts and annual workplace skills plan and evaluation	CORP021	0.356%	0.356%	0.356%		
OSCT0004	Outcome 9: Administrative and financial capability	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capacity local government institutions	Accelerated Municipal Transformation and Corporate Development	To enhance organisational performance by attaining and achieving the best value by 2021	To develop and/or review HR policies, procedures and systems, form	17.1.1	Number of HR policies developed/ reviewed and approved: 1. Induction policy(review) 2. Sickness policy (Review) 3. Social harassment (Review) 4. Leave policy (Review) 5. Staff leave rules policy (review) 6. Recruitment practice (policy) (review/Develop) 7. OHS policy (Review) 8. Occupational health and safety (review)	Output	Number			Consultation with all employees	HRD developed and approval of HR policies: 1. Induction policy(review) 2. Sickness policy (Review) 3. Social harassment (Review) 4. Leave policy (Review) 5. Staff leave rules policy (review) 6. Recruitment practice (policy) (review/Develop) 7. OHS policy (Review) 8. Occupational health and safety (review)	OHS Policy was approved FY17/18. Leave policy was workshoped between June and December 2018.	Revision in LFF	In the process to conduct HR policies	Due to workload and understanding processes were delayed.	Prohibition of advancement of report pending.	Target not met	0.267%	0.382%	Corporate Services	Quarterly	Q1: Proof of consultation with employees Q2: LFF minutes and electronic register Q3: Corporate Services Portfolio Committee Q4: Council minutes and approved policies.	CORP017	4	4	2			
OSCT0005	Outcome 9: Administrative and financial capability	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capacity local government institutions	Accelerated Municipal Transformation and Corporate Development	Secure attainment of labour mobility	To promote employee relations (LFF) and labour mobility	17.1.1	Number of LFF meetings held as per organisational policy agreement	Output	Number	3	3	3	3	Resolution was taken at LFF meeting that certain matters be referred to the various LFF sub-committees. The said sub-committees were re-constituted and the first sitting took place on 24 Jan 2019.						LFF meetings scheduled for October and November 2018 did not take place as per the approved budget calculation. Targets to be reviewed to reduce. Approved in quarter 2, 2.2.11.3.	LFF meetings to sit as per schedule (pending sign)	Target not met	3	3	Corporate Services	Quarterly	Attendance register and LFF minutes	CORP016	12	12	12
OSCT0006	Outcome 9: Administrative and financial capability	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capacity local government institutions	Accelerated Municipal Transformation and Corporate Development	To provide quality administrative services to support optimal organisational performance	To develop policies and ready systems and procedures that ensure good governance and an efficient and effective general administration	17.1.1	Development and approval of parking policy by June 2019	Output	Number	New			Draft parking policy tabled at departmental meeting	Draft parking policy was submitted to the office of the SED Corporate Services to be tabled in the departmental meeting	Due to late appointment of SED Corporate Services no departmental meeting has taken yet	The SED Corporate services has appointed departmental Manager with optimal skill	Consultation with employees SEDs and submission of the Draft policy to LFF	Draft policy waiting to be tabled and discussed at the Corporate Services departmental meeting	The item was not submitted for discussion	Draft policy to be submitted in the next scheduled Corporate Services departmental meeting	Target not met	Tabling of the draft parking policy to Manager and Exec	Approval of parking policy by June 2019	Corporate Services	Quarterly	Q1: Draft parking policy signed by the SED Corporate Services, Minutes of departmental meeting Corporate Services. Q2: Proof of consultation with employees and LFF Register and signed minutes. Q3: Approved minutes of MANCO and EICO Q4: Council validation	CORP008	2	2	2	
OSCT0007	Outcome 9: Administrative and financial capability	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capacity local government institutions	Accelerated Municipal Transformation and Corporate Development	Facilitate effective logistics management & related activities to support Council committees	To provide quality administrative services to support optimal organisational performance	17.1.1	Large compliance with Annual Meeting Plan as approved by Council	Output	Percentage	100%	100%	100%	95%	Resolution was taken at LFF meeting that certain matters be referred to the various LFF sub-committees. The said sub-committees were re-constituted and the first sitting took place on 24 Jan 2019.						LFF meetings scheduled for October and November 2018 did not take place as per the approved budget calculation. Targets to be reviewed to reduce. Approved in quarter 2, 2.2.11.3.	LFF meetings to sit as per schedule (pending sign)	Target not met	100%	100%	Corporate Services	Quarterly	Progress report against approved Annual Plan and Minutes of statutory committee meeting	CORP009	Implement Annual Plan for Statutory meetings of Council and Council Committee	Implement Annual Plan for Statutory meetings of Council and Council Committee	Implement Annual Plan for Statutory meetings of Council and Council Committee
OSCT0008	Outcome 9: Administrative and financial capability	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capacity local government institutions	Accelerated Municipal Transformation and Corporate Development	Effectively provide an inclusive, clean, safe, healthy and environmentally friendly workplace that stimulates innovation & productivity, strengthens communication & teamwork, and preserves the Council's assets	To promote zero fatalities and ensure a healthy and safe working environment	17.1.1	Number of safety workshop facilitated to promote a healthy and safe working environment	Output	Number	New KPI	4	1					1	1			Target not met	1	1	Corporate Services	Quarterly	Notions, attendance registers and presentation	CORP024				
OSCT0009	Outcome 9: Administrative and financial capability	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capacity local government institutions	Accelerated Municipal Transformation and Corporate Development	Effectively provide an inclusive, clean, safe, healthy and environmentally friendly workplace that stimulates innovation & productivity, strengthens communication & teamwork, and preserves the Council's assets	To promote zero fatalities and ensure a healthy and safe working environment	17.1.1.2	Section 16.2 appointments finalised by April 2019	Output	Appointment letters	New KPI			N/A	N/A			N/A	N/A			Target not met	N/A	Section 16.2 appointments finalised by April 2019	Corporate Services	Annual	Appointment letters	CORP026	Appointment of each SED as section 16.2	Appointment of each SED as section 16.2	Appointment of each SED as section 16.2	
OSCT0010	Outcome 9: Administrative and financial capability	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capacity local government institutions	Accelerated Municipal Transformation and Corporate Development	Ensure sound records management through accessibility of electronic and paper based records by automated tools	To render an Effective and efficient records management system	17.1.1	Number of modules automated on Documentum system: 1. Requisitions module (under R20000) 2. Requisitions module (above R20000 but under R30000) 3. Requisitions module (above R30000 but under R40000) 4. Public procurement module	Output	Number	New			4 modules automated on Documentum System 1. Requisitions module (under R20000) 2. Requisitions module (above R20000 but under R30000) 3. Requisitions module (above R30000 but under R40000) 4. Public procurement module				Both modules have been automated on the system but not implemented pending approval	Due to SCM request to review the process last year which was conducted during the month of December 2018	By quarter 3 both modules will be implemented	Target not met	N/A	Modules automated on Documentum system: 1. Requisitions module (under R20000) 2. Requisitions module (above R20000 but under R30000) 3. Requisitions module (above R30000 but under R40000) 4. Public procurement module	Corporate Services	Bi-annual	Attendance registers, user acceptance forms and user manual submitted to the system	CORP010	1	N/A	N/A		
OSCT0011	Outcome 9: Administrative and financial capability	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capacity local government institutions	Accelerated Municipal Transformation and Corporate Development	Ensure that records generated electronically are approved within the system using digital signatures	To render an Effective and efficient records management system	17.1.1	Procurement and installation of digital signatures for identified and signed	Output	Number				Advice from Department of Science and Technology regarding 3d print office as a safe service provider for digital signatures procured and installed	The budget allocated has been used for current plan for digital signatures	Budget was not committed to approve awaiting adjustment budget	Submission of Digital signature specification to MEC, MEC and EICO				Target not met	Appointment letter	Digital signatures procured and installed	Corporate Services	Quarterly	Q1: Emails communication with Department of Science and Technology, Q2: SCM committee minutes Q3: Appointment letter and QA Reports generated by SED and EICO	CORP011	4	4	4		
OSCT0012	Outcome 9: Administrative and financial capability	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capacity local government institutions	Accelerated Municipal Transformation and Corporate Development	Encourage an organisational culture that stimulates professional excellence and personal best practice	To foster a culture of peak performance and organisational success	17.1.1.1	Percentage of IPMS phase 1 (Task grade 17-18) implemented	OUTPUT	Percentage	New KPI	100%	N/A	100%	N/A			100%	N/A	Most fixed term contracts came to end and the possibility of policy not yet fully implemented	Filling in of critical post to be prioritised	Target not met	100%	100%	Corporate Services	Quarterly	PMS plan, individual appraisal report and evaluation	CORP014	1	1	1	
OSCT0013	Outcome 9: Administrative and financial capability	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capacity local government institutions	Accelerated Municipal Transformation and Corporate Development	Develop and maintain an HR plan that will improve the municipality's ability to recruit/retain the best talent by 2021	Develop and approval of HR Strategy aligned to organisational strategy by June 2019	17.1.1.1	Approved HR Strategy aligned to organisational strategy by June 2019	OUTPUT	Human Resource	New KPI			Conduct HR profiling process with assistance from Skills	MM and MSA to meet to assess HR to develop the HR strategy. Awaiting report from MM	The meeting with Corporate Services MSA and MM was adjourned due to unforeseen circumstances	Meeting with Acting MM, MSA and Corporate services to be convened	Target not met	Envision HR position	Approved HR Strategy aligned to organisational strategy by June 2019	Corporate Services	Quarterly	Process documents	CORP015	Reviewed HR Plan aligned to organisational strategy by June 2019	Reviewed HR Plan aligned to organisational strategy by June 2019	Reviewed HR Plan aligned to organisational strategy by June 2019					