

NEWCASTLE MUNICIPALITY TOP-LAYER SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN : DRAFT FMS 2023/2024 FINANCIAL VIABILITY																								
TLSDBP REF NUMBER	NATIONAL KPA	BACK TO BASICS PILLAR	EP PRIORITY	GOAL/OBJECTIVES	STRATEGIES	KPI No. LINKED TO DIP/COST CENTER	KEY PERFORMANCE INDICATOR	BASELINE	TARGET QUARTER ENDING 30 SEPTEMBER 2023	TARGET QUARTER ENDING 31 DECEMBER 2023	MID-TERM STANDARD ACCUMULATIVE/AVERAGE TARGET (1 JULY 2023 - 31 DECEMBER 2023)	TARGET QUARTER ENDING 31 MARCH 2024	TARGET QUARTER ENDING 30 JUNE 2024	YEAR 2 ANNUAL STANDARD ACCUMULATIVE/AVERAGE TARGET (1 JULY 2023 - 30 JUNE 2024)	RESPONSIBLE DEPARTMENT	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	DRAFT BUDGET 2023/2024			WARD LOCALITY	YEAR 3 ANNUAL STANDARD ACCUMULATIVE/AVERAGE TARGET (1 JULY 2024 - 30 JUNE 2025)	YEAR 4 ANNUAL STANDARD ACCUMULATIVE/AVERAGE TARGET (1 JULY 2025 - 30 JUNE 2026)	YEAR 5 ANNUAL STANDARD ACCUMULATIVE/AVERAGE TARGET (1 JULY 2026 - 30 JUNE 2027)
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TLSDBP-FV01	Municipal Financial Viability and Management	Sound Financial Management; and	Sound Financial Management/ Viability	To improve access to basic services	To promote and / improve indigent subsidy and / benefit by ensuring that all indigent are eligible for the report and to eradicate a culture of non-payment	FV1.1.1	The percentage of formal households earning less than R1100 per month with access to the basic services (R5000 as per approved NLM indigent policy)	23,3% (1150048329/100)	23,3% (1150048329/100)	23,3% (1150048329/100)	23,3% (1150048329/100)	23,3% (1150048329/100)	23,3% (1150048329/100)	23,3% (1150048329/100)	Budget & Treasury Office	Quarterly	Quarter 1-4: Indigent register at end of quarter together with the number of residential stands is as per the valuation roll and calculation sheet.	10200010105	Salaries	R64 752 794,00	Institutional	23,3% (1150048329/100)	23,3% (1150048329/100)	23,3% (1150048329/100)
TLSDBP-FV02	Municipal Financial Viability and Management	Sound Financial Management; and	Sound Financial Management/ Viability	To ensure implementation of capital programme	To ensure compliance with budget planning and implementation	FV2.1.1	The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the Municipality's Integrated Development Plan (IDP)	100%	10%	30%	30%	50%	80%	80%	Office of the Municipal Manager	Quarterly	Quarter 1-4 Year to date Month-end expenditure reports from Budget & Treasury Office.	All Capital budget MSCOA Configuration	All Capital budget vote descriptions	R239 153 696,38	Institutional	80%	80%	80%
TLSDBP-FV03	Municipal Financial Viability and Management	Sound Financial Management; and	Sound Financial Management/ Viability	Improve the quality of credit control and the quality of revenue management	To ensure effective and efficient billing and revenue collection processes in order to achieve the target of 95% which has been set by National Treasury.	FV3.1.1	Quarterly percentage of collection rate	80%	80	82	82	82	84	84	Budget & Treasury Office	Quarterly	Quarter 1-4: debtors reconciliation report, revenue reconciliation reports and collection rate report	10200010105	Salaries	R64 752 794,00	Institutional	80%	80%	80%
TLSDBP-FV04	Municipal Financial Viability and Management	Sound Financial Management; and	Sound Financial Management/ Viability	Achieve Value for money	To have an effective Supply Chain Management system in place;	FV4.1.1	Approval of 2024/25 annual procurement plan in June 2024 by the Municipal Manager	N/A	Circulation of the Guidelines on the implementation on drafting of the Procurement Plan	Circulation of the Guidelines on the implementation on drafting of the Procurement Plan	2024/2025 drafting of the procurement plan and consultation with end user departments	Approval of 2024/2025 annual procurement plan by Municipal Manager in June 2024	Approval of 2024/2025 annual procurement plan by Municipal Manager in June 2024	Budget & Treasury Office	Quarterly	Quarter 1 N/A, Q2 Proof of circulation of emails to end user departments, Q3 draft procurement plan and proof of circulation to end users Q4: Approved procurement plan by Municipal Manager.	10200010105	Salaries	R64 752 794,00	Institutional	Approval of 2025/2026 annual procurement plan in June 2025 by the Municipal Manager	Approval of 2026/2027 annual procurement plan in June 2026 by the Municipal Manager	Approval of 2027/2028 annual procurement plan in June 2027 by the Municipal Manager	
TLSDBP-FV05	Municipal Financial Viability and Management	Sound financial Management; and	Sound Financial Management/ Viability	Revenue enhancement	To report on the implementation of the Revenue Enhancement Strategy.	FV5.1.1	Percentage implementation of the Revenue Enhancement Action Plan for Budget & Treasury Office	100% (Number of Implemented Revenue Enhancement Action Plans)	100% (Number of Implemented Revenue Enhancement Action Plans)	100% (Number of Implemented Revenue Enhancement Action Plans)	100% (Number of Implemented Revenue Enhancement Action Plans)	100% (Number of Implemented Revenue Enhancement Action Plans)	100% (Number of Implemented Revenue Enhancement Action Plans)	100% (Number of Implemented Revenue Enhancement Action Plans)	Budget & Treasury Office	Quarterly	Quarter 1 - 4: Revenue enhancement action plan, progress reports and calculation sheet	10200010105	Salaries	R64 752 794,00	Institutional	100% (Number of Implemented Revenue Enhancement Action Plans)	100% (Number of Implemented Revenue Enhancement Action Plans)	100% (Number of Implemented Revenue Enhancement Action Plans)
TLSDBP-FV06	Municipal Financial Viability and Management	Sound Financial Management; and	Sound Financial Management/ Viability	Achieve Value for money	To have an effective Supply Chain Management system in place;	FV4.2.1	Percentage implementation of the procurement plan per quarter	100%	100%	100%	100%	100%	100%	100%	Budget & Treasury Office	Quarterly	Quarter 1-4: Procurement plan, progress report with calculation sheet, minutes of Bid committees (BSC/BEC/BAC) and appointment letters to service providers	10200010105	Salaries	R64 752 794,00	Institutional	100%	100%	100%
TLSDBP-FV07	Municipal Financial Viability and Management	Sound Financial Management; and	Sound Financial Management/ Viability	To ensure sound financial and fiscal management and good governance	Review the financial policies to ensure sound financial and fiscal management and good governance	FV6.1.1	Number of Financial policies reviewed and approved in May 2023 by Council: 1. Provision for doubtful debt and debtors write-off policy 2. Tariff policy 3. Rates policy 4. Indigent policy 5. Customer care, Credit control, and Debt collection policy 6. Budget policy 7. Viensment policy 8. Petty cash policy 9. Short Term Insurance 10. Fund & Reserve policy 11. Cash management and investment policy 12. Borrowing policy 13. Loss control policy 14. Asset management policy 15 SCM Policy 16. Cost containment policy.	N/A	Approval of a process plan for the financial policies.	Approval of a process plan for the financial policies.	Circulation of draft policies to end user departments for input on financial policies	Approval by Exco and Council for the final financial policies: 1. Provision for doubtful debt and debtors write-off policy. 2. Tariff policy 3. Rates policy 4. Indigent policy 5. Customer care, Credit control, and Debt collection policy 6. Budget policy 7. Viensment policy 8. Petty cash policy 9. Short Term insurance 10. Fund & Reserve policy 11. Cash management and investment policy 12. Borrowing policy 13. Loss control policy 14. Asset management policy 15 SCM Policy 16. Cost containment policy.	Approval by Exco and Council for the final financial policies: 1. Provision for doubtful debt and debtors write-off policy. 2. Tariff policy 3. Rates policy 4. Indigent policy 5. Customer care, Credit control, and Debt collection policy 6. Budget policy 7. Viensment policy 8. Petty cash policy 9. Short Term insurance 10. Fund & Reserve policy 11. Cash management and investment policy 12. Borrowing policy 13. Loss control policy 14. Asset management policy 15 SCM Policy 16. Cost containment policy.	Budget & Treasury Office	Quarterly	Quarter 1: N/A Quarter 2: process plan Quarter 3: Proof of circulation of emails to end user department Quarter 4: Approval of 16 budget related policies and council resolution.	10200010105	Salaries	R64 752 794,00	Institutional	Approval by Exco and Council for the final financial policies: 1. Provision for doubtful debt and debtors write-off policy. 2. Tariff policy 3. Rates policy 4. Indigent policy 5. Customer care, Credit control, and Debt collection policy 6. Budget policy 7. Viensment policy 8. Petty cash policy 9. Short Term insurance 10. Fund & Reserve policy 11. Cash management and investment policy 12. Borrowing policy 13. Loss control policy 14. Asset management policy 15 SCM Policy 16. Cost containment policy.			
TLSDBP-FV08	Municipal Financial Viability and Management	Sound Financial Management; and	Sound Financial Management/ Viability	Revenue enhancement	Facilitate the annual Review of the Revenue Enhancement Strategy	FV5.2.1	Annual Review and Approval of the Revenue Enhancement Strategy in June 2024 by Council	Annual Review and Approval of the Revenue Enhancement Strategy and action plan by Council in June 2024	Consultation with all end user departments to review the Revenue Enhancement Strategy and Action plans.	Circulate the Revenue Enhancement Strategy to all Departments.	Consultation and Circulating the Revenue Enhancement Strategy to all Departments.	Review of the Revenue Enhancement Strategy and Action plans	Approval of Revenue Enhancement Strategy and action plan by Council in June 2023	Approval of Revenue Enhancement Strategy and action plan by Council in June 2023	Budget & Treasury Office	Quarterly	Quarter 1: Attendance Registers/minutes of meeting. Quarter 2: Copy of emails sent Quarter 3 - Revised Revenue Enhancement Strategy and action plans - Quarter 4 : Council Minutes, Revenue Enhancement Strategy and Action plans.	10200010105	Salaries	R64 752 794,00	Institutional	Annual Review and Approval of the Revenue Enhancement Strategy and action plan in June 2025 by Council	Annual Review and Approval of the Revenue Enhancement Strategy and action plan by Council in June 2026	Annual Review and Approval of the Revenue Enhancement Strategy and action plan by Council in June 2027
TLSDBP-FV09	Municipal Financial Viability and Management	Sound Financial Management; and	Sound Financial Management/ Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	FV6.2.1	Percentage compliance with MFMA Calendar for all Financial Reporting	100% compliance with MFMA Calendar for all Financial Reporting	100% compliance with MFMA Calendar for all Financial Reporting	100% compliance with MFMA Calendar for all Financial Reporting	100% compliance with MFMA Calendar for all Financial Reporting	100% compliance with MFMA Calendar for all Financial Reporting	100% compliance with MFMA Calendar for all Financial Reporting	100% compliance with MFMA Calendar for all Financial Reporting	Budget & Treasury Office	Quarterly	1. 29th January monthly report to the Mayor, provincial treasury and national treasury 2. Submit monthly statements to the provincial or national organ state on allocations received within 10 working days of the start of the month 3. 986 Submit monthly report on salaries and wages to council within 10 working days. 4. 9526: submit quarterly report on the budget implementation and financial state within 30 days after the end of each quarter 5. 9793 (N/A): Place report (BSC) report on budget implementation on the municipality. 6. 931146: submit quarterly report to council on all withdrawals not approved in the budget and submit a report to provincial treasury and auditor general. 7. 9792: submit a report on the budget performance assessment by 31 January each year (mid-year review) 8. 9226: Where applicable, further review all aspects of budget including any unforeseen and unforeseeable expenditure in the light of need for an adjustments budget. 9. 9226: Tabling and approval of the adjustments budget to council by 28 February each year. 10. 9226(i) Submit adjustments budget to the Provincial and National Treasuries within 10 working days on approval.	10200010105	Salaries	R64 752 794,00	Institutional	100% compliance with MFMA Calendar for all Financial Reporting	100% compliance with MFMA Calendar for all Financial Reporting	100% compliance with MFMA Calendar for all Financial Reporting
TLSDBP-FV10	Municipal Financial Viability and Management	Sound Financial Management; and	Sound Financial Management/ Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	FV6.2.2	Financial viability in terms of debt coverage within the financial year	4,7%	0,5%	4,3%	4,3%	3,3%	4,7%	4,7%	Budget & Treasury Office	Quarterly	Quarter 1-4: Loan repayment schedule, Section 71 Report (cumulative figures) (Table C1/C4) and/or monthly AFS	10200010105	Salaries	R64 752 794,00	Institutional	4,7%	4,7%	4,7%
TLSDBP-FV11	Municipal Financial Viability and Management	Sound Financial Management; and	Sound Financial Management/ Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	FV6.2.3	Financial viability in terms of cost coverage within the financial year	1 - 3 months	1 - 3 months	1 - 3 months	1 - 3 months	1 - 3 months	1 - 3 months	1 - 3 months	Budget & Treasury Office	Quarterly	Quarter 1-4: Bank Statements for primary collection accounts, Investment register and Section 71 Report (Table C4)	10200010105	Salaries	R64 752 794,00	Institutional	1 - 3 months	1 - 3 months	1 - 3 months
TLSDBP-FV12	Municipal Financial Viability and Management	Sound Financial Management; and	Sound Financial Management/ Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	FV6.2.4	Financial viability in terms of outstanding service debtors	30 days	30 days	30 days	30 days	30 days	30 days	30 days	Budget & Treasury Office	Annual	Quarter 1-4: Calculation support proof of total receipts for the year and the total debtors outstanding at year end (Audited AFS), Debtors reconciliation as at 30 June, P receipt from the financial system	10200010105	Salaries	R64 752 794,00	Institutional	30 days	30 days	30 days
TLSDBP-FV13	Municipal Financial Viability and Management	Sound Financial Management; and	Sound Financial Management/ Viability	To purchase tools of trade for the use by staff members and councillors of the municipality	To purchase IT equipment	FV7.1.1	Purchase of IT Equipment as per the approved IT Equipment Procurement plan by June 2024	BTO/H6 Desktops, and 10 Laptops, 16 Laptop COM - Purchase & delivery of 1X laptop for Campaign Art Gallery/DPH - Approved Specs submission to BTO (6 Desktops, 10 Laptops) & Delivery notes and invoices	Purchase of IT Equipment as per the approved IT Equipment Procurement plan	Purchase of IT Equipment as per the approved IT Equipment Procurement plan	Purchase of IT Equipment as per the approved IT Equipment Procurement plan	Purchase of IT Equipment as per the approved IT Equipment Procurement plan	Purchase of IT Equipment as per the approved IT Equipment Procurement plan	Purchase of IT Equipment as per the approved IT Equipment Procurement plan	Budget & Treasury Office Technical Services DPHS	Quarterly	Quarter 1 - 4: Invoices, delivery notes and the approved IT Equipment Plan	70200039521	IT Equipment	R2 800 000,00	Institutional	Purchase of IT Equipment as per the approved IT Equipment Procurement plan	Purchase of IT Equipment as per the approved IT Equipment Procurement plan	Purchase of IT Equipment as per the approved IT Equipment Procurement plan
TLSDBP-FV14	Municipal Financial Viability and Management	Sound Financial Management; and	Sound Financial Management/ Viability	To purchase tools of trade for the use by staff members and councillors of the municipality	To purchase furniture and equipment	FV7.2.1	Purchase and delivery of Furniture and equipment as per the approved Purchase of Furniture and Equipment Plan by June 2024	BTO/H1 Office desk, 2 Executive Chairs, 36 High Back Chairs, 1 Filing Cabinet, 1 Table/TECH Purchase and delivery of x1 dummy level, 40 laptops, x1 desktop and 17 quadroom chairs 1 Server, 10 Laptops DPHS - Approved Specs submission to BTO (6 Desktops, 2 frames of 45 CAD system, 4 High-back Chairs, 4 visitor chairs 21, 2000 tables, 6 Laptops and 1 cabinet	Compilation of specifications and request for quotations	Obtain order and delivery of x4 laptops and x1 desktop	Purchase and delivery of x4 laptops and x1 desktop	Compilation of specification, request for quotations, obtain an order, purchase and delivery of x16 boardroom chairs, x3 visitor couch, 2nd seater couch and a coffee table	N/A	Purchase and delivery of x4 laptops, x1 desktop, x16 boardroom chairs, x3 seater couch, 2nd seater couch and a coffee table	Budget & Treasury Office Technical Services DPHS	Quarterly	Quarter 3: Specifications and memorandum to BTO to request for quotations, an order, delivery notes and invoices	70200015521	Furniture Equipment	R300 000,00	Institutional	Purchase and delivery of Furniture and equipment as per the approved Purchase of Furniture and Equipment Plan	Purchase and delivery of Furniture and equipment as per the approved Purchase of Furniture and Equipment Plan	Purchase and delivery of Furniture and equipment as per the approved Purchase of Furniture and Equipment Plan
TLSDBP-FV15	Municipal Financial Viability and Management	Sound Financial Management; and	Sound Financial Management/ Viability	To purchase tools of trade for the use by staff members and councillors of the municipality	To purchase Machinery Equipment	FV7.3.1	Purchase of Machinery Equipment in terms of the Approved Purchase of Machinery and Equipment Plan by June 2024	1 Large Binder, 28bar Fridgex 3 Microwave, 1 Paper Galdine	Purchase of Machinery, plant and equipment in terms of the Approved Purchase of Machinery, plant and Equipment Plan	Purchase of Machinery, plant and equipment in terms of the Approved Purchase of Machinery, plant and Equipment Plan	Purchase of Machinery, plant and equipment in terms of the Approved Purchase of Machinery, plant and Equipment Plan	Purchase of Machinery, plant and equipment in terms of the Approved Purchase of Machinery, plant and Equipment Plan	Purchase of Machinery, plant and equipment in terms of the Approved Purchase of Machinery, plant and Equipment Plan	Purchase of Machinery, plant and equipment in terms of the Approved Purchase of Machinery, plant and Equipment Plan	Budget & Treasury Office	Quarterly	Quarter 1 - 4: Invoices, delivery notes and the approved purchase of machinery and equipment plan	70200039521	MACHINERY & EQUIPMENT	R100 000,00	Institutional	Purchase of Machinery, plant and equipment in terms of the Approved Purchase of Machinery, plant and Equipment Plan	Purchase of Machinery, plant and equipment in terms of the Approved Purchase of Machinery, plant and Equipment Plan	Purchase of Machinery, plant and equipment in terms of the Approved Purchase of Machinery, plant and Equipment Plan
TLSDBP-FV16	Municipal Financial Viability and Management	Sound Financial Management; and	Sound Financial Management/ Viability	To purchase tools of trade for the use by staff members and councillors of the municipality	To purchase Uninterrupted power supply	FV7.3.1	Purchase of Uninterrupted Power Supply by June 2024	New KPI	Compilation of specifications and request for quotations	Obtain order and delivery of Uninterrupted Power Supply	Compilation of specification, request for quotations, obtain an order, purchase and delivery of Uninterrupted Power Supply	Purchase and delivery of Uninterrupted Power Supply	Purchase and delivery of Uninterrupted Power Supply	Purchase and delivery of Uninterrupted Power Supply	Budget & Treasury Office	Quarterly	Quarter 1: Specifications and memorandum to BTO to request for quotations, Quarter 2: order, Quarter 4: delivery notes and invoices	New	Uninterrupted Power Supply	R1 900 000,00	Institutional	Purchase and delivery of Uninterrupted Power Supply	Purchase and delivery of Uninterrupted Power Supply	Purchase and delivery of Uninterrupted Power Supply