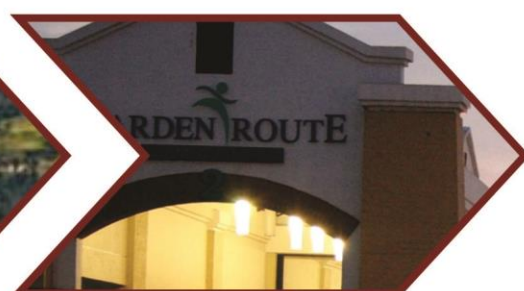


2016/2017

Annual Report



George Municipality



Contents

CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE SUMMARY 5

COMPONENT A: MAYOR'S FOREWORD.....5

EXECUTIVE SUMMARY.....6

1.1	Municipal Manager's Overview	6
1.2	Municipal Functions, Population and Environmental Overview	7
1.2.1	Vision and Mission	7
1.2.2	Demographic Information	7
1.2.3	Municipal Highlights	13
1.2.4	Municipal Challenges	13
1.3	Service Delivery Overview	13
1.3.1	Basic Services Delivery Performance Highlights	13
1.3.2	Basic Services Delivery Challenges.....	14
1.4	Financial Health Overview.....	14
1.4.1	Financial Viability Highlights	14
1.4.2	Financial Viability Challenges.....	15
1.4.3	National Key Performance Indicators – Municipal Financial Viability and Management (Ratios)	15
1.4.4	Financial Overview.....	16
1.4.5	Liquidity Ratio	16
1.5	Organisational Development Overview	16
1.5.1	Municipal Transformation and Organisational Development Highlights	16
1.5.2	Municipal Transformation and Organisational Development Challenges	16
1.6	Audited Outcomes	17

CHAPTER 2: GOVERNANCE18

National Key Performance Indicators - Good Governance and Public Participation	18
--	----

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE 18

2.1	Political Governance Structure.....	18
2.2	Administrative Governance Structure.....	30

COMPONENT B: INTERGOVERNMENTAL RELATIONS.....31

2.3	Intergovernmental Relations	31
2.3.1	Intergovernmental Structures	31

COMPONENT C: PUBLIC ACCOUNTABILITY31

2.4	Ward Committees	32
-----	-----------------------	----

COMPONENT D: CORPORATE GOVERNANCE.....38

2.5	Risk Management.....	38
2.5.1	Risk Assessment Process.....	38
2.5.2	Top Strategic Risks for the Municipality	40
2.5.3	Top Ten Risks	40
2.6	Anti-Corruption and Anti-Fraud	41
2.6.1	Developed Strategies.....	41
2.7	Audit Committee/s	41
2.7.1	Functions of the Audit Committee	42
2.7.2	Members of the Audit Committee.....	42
2.7.3	Municipal Audit Committee Recommendations.....	42
2.8	Internal Auditing.....	45
2.9	Supply Chain Management	49
2.9.1	Competitive Bids exceeding R200 000.....	49
2.9.2	Formal Written Price Quotations between R30 000 and R200 000.....	54
2.9.3	Deviation from Normal Procurement Processes	54
2.9.4	Logistics Management	54
2.9.5	Disposal Management	55
2.9.6	Performance Management.....	56
2.9.7	Findings of the Auditor- General on Procurement and Contract Management.....	56
2.10	By-Laws and Policies.....	56
2.11	Website	57
2.12	Communication	59
2.12.1	Communication Unit.....	60
2.12.2	Newsletters.....	60
2.12.3	Awareness Campaigns:	60
2.12.4	Additional Communication Channels Utilised	60

CHAPTER 3: SERVICE DELIVERY PERFORMANCE62

3.1	Overview of Performance within the Organisation	62
3.1.1	Legislative Requirements.....	62
3.1.2	Organisation Performance.....	62
3.1.3	Performance System Followed for the Financial Year 2016/17	63

Annual Report 2016/17

3.1.4	Performance Management.....	63	3.8.2	Challenges – Housing.....	96
3.2	Strategic Service Delivery Budget Implementation		3.8.3	Housing Waiting List.....	96
	Plan (Top Layer).....	64	3.8.4	Total Employees – Housing.....	96
3.2.1	Overall Performance.....	65	3.8.5	Capital Expenditure – Housing.....	96
3.2.2	Actual Performance Against KPIs Set in Terms of the Top		3.9	Free Basic Services and Indigent Support	98
	Layer SDBIP	66	3.9.1	Access to Free Basic Services.....	98
3.2.3	Service Providers Performance.....	77	COMPONENT B: ROAD TRANSPORT.....	99	
3.2.4	Municipal Functions.....	77	3.10	Roads and Storm water.....	99
COMPONENT A: BASIC SERVICES	80		3.10.1	Highlights – Roads	100
3.3	National Key Performance Indicators – Basic Service		3.10.2	Challenges – Roads	100
	Delivery and Local Economic Development	80	3.10.3	Tarred (Asphalted) Roads	100
3.4	Water Provision.....	80	3.10.4	Gravel Roads.....	100
3.4.1	Highlights – Water Provision.....	81	3.10.5	Cost of Construction/Maintenance: Roads.....	101
3.4.2	Challenges – Water Provision	81	3.10.6	Highlights: Storm water Drainage.....	101
3.4.3	Water Provision Delivery Levels	82	3.10.7	Challenges: Storm water Drainage	101
3.4.4	Total Employees – Water Provision	82	3.10.8	Storm water Infrastructure.....	102
3.4.5	Capital Expenditure – Water Provision	83	3.10.9	Cost of Construction/Maintenance: Storm water	102
3.5	Waste Water (Sanitation) Provision.....	84	3.10.10	Total Employees – Roads and Storm water	102
3.5.1	Highlights – Waste Water (Sanitation) Provision.....	84	3.10.11	Capital Expenditure – Roads and Storm water	103
3.5.2	Challenges – Waste Water (Sanitation) Provision	84	3.11	Public Transport	104
3.5.3	Waste Water (Sanitation) Service Delivery Levels	85	COMPONENT C: PLANNING AND DEVELOPMENT.....	109	
3.5.4	Total Employees – Waste Water (Sanitation) Provision.....	86	3.12	Planning.....	109
3.5.5	Capital Expenditure – Sanitation Services.....	86	3.12.1	Introduction.....	109
3.6	Electricity Services.....	87	3.12.2	Highlights: Planning	109
3.6.1	Highlights – Electricity Services.....	87	3.12.3	Challenges: Planning.....	110
3.6.2	Challenges – Electricity Services	88	3.12.4	Statistics on Applications for Land Use Development.....	111
3.6.3	Electricity Service Delivery Levels	89	3.12.5	Statistics on Building Plan Approvals	111
3.6.4	Total Employees – Electricity Services	89	3.12.6	Total Employees – Planning.....	112
3.6.5	Capital Expenditure – Electricity Services	90	3.13	Local Economic Development (LED).....	113
3.7	Waste Management (Refuse collections, waste		3.13.1	Highlights – LED	113
	disposal, street cleaning and recycling)	91	3.13.2	Challenges – LED.....	114
3.7.1	Highlights - Waste Management	91	3.13.3	Strategic Areas – LED Strategy.....	114
3.7.2	Challenges – Waste Management	92	3.13.4	Total Employees – LED.....	116
3.7.3	Waste Management Service Delivery Levels	92	3.13.5	Capital Expenditure – LED.....	116
3.7.4	Total Employees – Waste Management	93	COMPONENT D: COMMUNITY AND SOCIAL SERVICES.....	117	
3.7.5	Capital Expenditure – Waste Management	93	3.14	Libraries.....	117
3.8	Housing	94	3.14.1	Introduction.....	117
3.8.1	Highlights – Housing	95	3.14.2	Highlights – Libraries	117
			3.14.3	Challenges – Libraries	117

Annual Report 2016/17

3.14.4	Service Statistics – Libraries	118	3.21.1	Highlights – Community Halls, Facilities and Thusong Centres	131
3.14.5	Total Employees – Libraries	118	3.21.2	Challenges – Community Halls, Facilities and Thusong Centres	132
3.14.6	Capital Expenditure – Libraries	119	3.21.3	Capital Expenditure – Community Halls, Facilities, Thusong Centres	132
3.15	Social Development	119	COMPONENT H: CORPORATE POLICY OFFICES AND OTHER SERVICES	133	
3.15.1	Introduction	119	3.22	Office of the Municipal Manager	133
3.15.2	Highlights – Social Development	120	3.22.1	Highlights – Office of the Municipal Manager	133
3.15.3	Challenges – Social Development	120	3.22.2	Challenges – Office of the Municipal Manager	133
3.15.4	Service Statistics – Social Development	121	3.22.3	Total Employees – Executive and Council	134
COMPONENT E: ENVIRONMENTAL PROTECTION	122		3.22.4	Capital Expenditure – Office of the Municipal Manager	134
3.16	Environmental Protection	122	3.23	Administration (Committee Services, Records Management and Telecommunication)	135
3.16.1	Challenges – Environmental Protection	122	3.23.1	Highlights – Administration	135
3.16.2	Service Delivery Statistics – Environmental Protection	123	3.23.2	Challenges – Administration	135
COMPONENT F: SECURITY AND SAFETY	123		3.23.3	Capital Expenditure – Administration	136
3.17	Traffic and Licensing	123	3.24	Financial Services	136
3.17.1	Introduction to Traffic and Licensing Services	123	3.24.1	Introduction: Financial Services	136
3.17.2	Highlights – Traffic and Licensing Services	123	3.24.2	Highlights – Financial Services	137
3.17.3	Challenges – Traffic and Licensing Services	124	3.24.3	Challenges – Financial Services	137
3.17.4	Service Statistics – Traffic and Licensing Services	124	3.24.4	Service Statistics for Procurement Services	137
3.17.5	Total Employees – Traffic and Licensing Services	125	3.24.5	Total Employees – Financial Services	138
3.17.6	Capital Expenditure – Traffic and Licensing Services	126	3.25	Human Resource Services	138
3.17.7	Capital Expenditure – Law Enforcement	126	3.25.1	Human Resource Services	138
3.18	Fire and Disaster Management	126	3.25.2	Highlights – Human Resource Services	139
3.18.1	Introduction	126	3.25.3	Challenges – Human Resource Services	139
3.18.2	Highlights – Fire and Disaster Management	127	3.25.4	Total employees – Human Resource Services	139
3.18.3	Challenges – Fire and Disaster Management	127	COMPONENT I: ORGANISATIONAL PERFORMANCE SCORECARD	140	
3.18.4	Service Statistics – Fire and Disaster Management	127	3.26	Development and Service Delivery Priorities for 2017/18	140
3.18.5	Total Employees – Fire and Disaster Management	127	3.26.1	Affordable Quality Services	140
3.18.6	Capital Expenditure – Fire and Disaster Management	128	3.26.2	Develop and Grow George	143
COMPONENT G: SPORT AND RECREATION	129		3.26.3	Good Governance and Human Capital	144
3.19	Holiday Resorts and Campsites	129	3.26.4	Participative Partnerships	145
3.19.1	Introduction	129	3.26.5	Safe, Clean and Green	145
3.20	Sport and Recreation	129	CHAPTER 4: ORGANISATIONAL DEVELOPMENT	146	
3.20.1	Introduction to Sport and Recreation	129			
3.20.2	Highlights – Sport and Recreation	129			
3.20.3	Challenges – Sport and Recreation	129			
3.20.4	Service Statistics – Sport and Recreation	130			
3.20.5	Employees – Sport and Recreation	130			
3.20.6	Capital Expenditure – Sport and Recreation	131			
3.21	Community Halls, Facilities and Thusong Centres	131			

Annual Report 2016/17

4.1	National Key Performance Indicators – Municipal Transformation and Organisational Development	146	5.2.10	Public Safety	167
4.2	Municipal Workforce.....	146	5.2.11	Swimming Pools and Sport Grounds	168
4.2.1	Employment Equity Targets and Actuals	146	5.2.12	Executive and Council	168
4.2.2	Occupational Categories – Race	146	5.2.13	Finance and Administration.....	169
4.2.3	Occupational Levels - Race	147	5.2.14	Other	169
4.2.4	Departments - Race	148	5.3	Grants.....	170
4.3	Vacancy Rate	148	5.3.1	Grant Performance	170
4.4	Turnover Rate.....	149	5.3.2	Conditional grants (excl. MIG)	172
4.5	Managing the Municipal Workforce	149	5.3.3	Level of Reliance on Grants & Subsidies	173
4.5.1	Injuries	149	5.4	Asset Management	173
4.5.2	Sick Leave.....	150	5.4.1	Repairs and Maintenance	174
4.5.3	HR Policies and Plans	150	5.5	Financial Ratios Based on Key Performance Indicators.....	174
4.6	Capacitating the Municipal Workforce	151	5.5.1	Liquidity Ratio	174
4.6.1	Skills Matrix.....	151	5.5.2	IDP Regulation Financial Viability Indicators.....	174
4.6.2	Skills Development – Training Provided.....	153	5.5.3	Borrowing Management.....	175
4.6.3	Skills Development - Budget Allocation	154	5.5.4	Employee costs	175
4.6.4	MFMA Competencies	154	5.5.5	Repairs & Maintenance	175
4.7	Managing the Municipal Workforce Expenditure.....	155	COMPONENT B: SPENDING AGAINST CAPITAL BUDGET	175	
4.7.1	Personnel Expenditure.....	156	5.6	Sources of Finance.....	175
COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE ..	158		5.6.1	Capital Expenditure by Funding Source	175
5.1	Financial Summary	158	5.7	Basic Service and Infrastructure	176
5.1.1	Financial Performance	158	5.7.1	Municipal Infrastructure Grant (MIG).....	176
5.1.2	Revenue collection by vote.....	160	COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS	178	
5.1.3	Revenue collection by Source	161	5.8	Cash Flow	178
5.1.4	Operational Services Performance	162	5.9	Gross Outstanding Debtors per Service	179
5.2	Financial Performance per Municipal Function	163	5.10	Total Debtors Age Analysis.....	179
5.2.1	Water Services	163	5.11	Borrowing and Investments	180
5.2.2	Electricity Services	163	5.11.1	Actual Borrowings.....	180
5.2.3	Waste Management Services (Refuse collections, Waste disposal, Street cleaning and Recycling)	164	5.11.2	Grants Made by the Municipality: 2016/17.....	180
5.2.4	Housing.....	164	CHAPTER 6: AUDITOR GENERAL AUDIT FINDINGS	181	
5.2.5	Roads and Storm water	165	6. AUDITOR-GENERAL OPINION.....	181	
5.2.6	Planning	165	6.1	Auditor General Reports 2015/16.....	181
5.2.7	Health	166	6.2	Auditor General Reports 2016/17	181
5.2.8	Environmental Protection.....	166	LIST OF ABBREVIATIONS.....	183	
5.2.9	Social Services and Community Development.....	167	List of Tables	184	
			List of Figures	186	

CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR'S FOREWORD

It is always a daunting task to provide a complete account on the responsibilities conferred upon us by the electorate. Most significantly, we do so being quite conscious of the fact that the public deserves its rightful place at the apex of the 'accountability chain'. In presenting this Annual Report, George Municipality sets out the performance highlights and financial management for the 2016/2017 financial year.

We owe this timely reporting to our colleagues in government, the people of George and all those who live, work and play in our municipal area by providing them an insight into our approach to governance and service delivery. This Annual Report is a culmination of the implementation of the Council's adopted Integrated Development Plan (IDP), Budget and Service Delivery and Budget Implementation Plan for the 2016/17 financial year. The report is an account of George Municipality's achievements in the year under review, and it also assists in identifying our successes and failures. This report is therefore intended to attest to the collective efforts of the administrative and political arms of the Municipality to progressively address the expectations of our people.

Since the local government elections held during August 2016, we took over from our predecessors who worked hard, with love and passion to serve. Ours is to take this baton and run like athletes and aim to finish the course. It has never been about winning or losing, but rather about serving the people of George. The reader will appreciate the fact that we are representing the entire 'government family' within our own jurisdiction as George Municipality. It is therefore important for us as George Municipality to ensure that we maintain positive and healthy relations with other spheres of government. We will continue to utilise the IDP as a localised expression of the National Development Plan to avoid any duplication of initiatives but instead maximise the impact with respect to service delivery.

We will accelerate the institutionalisation of performance management to ensure that all our efforts towards service delivery are tracked, monitored, evaluated and improved. It is through this approach that we will ensure the accountability of: the municipality to local communities; the administration to Council; and the line functions to executive management.

We will work tirelessly to support an efficient, effective and highly skilled administration that delivers better services and grows the economy to create jobs.

MG NAIK

EXECUTIVE MAYOR

EXECUTIVE SUMMARY

1.1 Municipal Manager's Overview

George Municipality's Annual Report for the 2016/17 financial year gives one an in-depth picture of the breadth of work that was undertaken in the year under review. This report is published in terms of the Local Government: Municipal Finance Management Act, 56 of 2003 and the local government legislation that has brought about considerable changes to the local sphere of government since 2000. One such change has been the implementation of performance management regulations and guidelines, which require municipalities to report on progress in specific areas. The Local Government: Municipal Finance Management Act, 56 of 2003 places high standards and requirements when it comes to accounting on the use of public funds.

As is the case with many high capacity municipalities, George Municipality strives to achieve service excellence in all areas of its operation. This report provides readers with a substantial insight into the workings of George Municipality. Over the past few years we have been seeing a steady improvement in the quality of our reporting as performance management becomes entrenched in our organisational culture. Our staff members continuously gain insight on how the identification of key performance indicators and the tracking thereof can assist delivery and create opportunities for ongoing improvement. As this way of working becomes entrenched in municipalities, it also becomes possible for our customers to measure our progress based on clearly stated objectives.

We have taken the opportunity in this Annual Report to reflect on the significant progress made in basic service delivery, rolling out and expanding services such as the provision of water, sanitation and electricity. One thing is clear – as we move into the next financial year, the challenges will be ever greater. The economic conditions over the next year and beyond will place tremendous burdens on many of our citizens, who will depend on effective public services more than ever. Meanwhile, no effort is spared in attaining efficiency targets in our work and responding to the performance framework. We look forward to working with all stakeholders to deliver even better public services.

This Annual Report outlines the details of the various programmes managed by the Directorates of George Municipality and how we have performed towards meeting our set targets. We firmly believe that we are on track towards meeting the growth and development targets of the Municipality in the context of a developmental state.

On behalf of George Municipality's Management, we wish to express our profound appreciation to the Political Leadership and the opportunity that they have given us to serve the people of George. The staff of the George Municipality continues to put in every effort to ensure our organisation implements its mandate effectively and that we, individually and collectively, can contribute to making a difference in the quality of life in our communities.



T BOTHA

MUNICIPAL MANAGER

1.2 Municipal Functions, Population and Environmental Overview

This report addresses the performance of the George Municipality in the Western Cape in respect of its core legislative obligations. Local government must create a participatory framework that defines and enhances the relationship between elected leaders and their communities. This requires that the Council of the municipality provides regular and predictable reporting on programme performance and the general state of affairs in their locality.

The 2016/17 Annual Report reflects the performance of the George Municipality for the period 1 July 2016 to 30 June 2017. The Annual Report is prepared in terms of Section 121(1) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) which requires municipalities to prepare an Annual Report for each financial year.

1.2.1 Vision and Mission

The strategic thrust of George Municipality is diagrammatically represented below:



1.2.2 Demographic Information

a) Municipal Geographical Information

George Municipality (WC044) is a local municipality located on the south-eastern coast of South Africa, ± 440 kilometres south-east of Cape Town. It forms part of the Eden District Municipality (DC4), situated in the Western Cape Province. Eden District has the third-largest district economy in the Western Cape, after the City of Cape Town and the Cape Winelands District. The Eden District is also geographically the third-largest district within the Western

Annual Report 2016/17

Cape Province. This district is also known as the Garden Route, with the city of George, its hub, nestled among the slopes of the majestic Outeniqua Mountains and flanked by the Indian Ocean.

The Oudtshoorn Municipality is located to the north, the Knysna Municipality to the east and the Mossel Bay Municipality borders in the west. George enjoys the strategic advantage of being situated on the major transport routes between Cape Town in the south and Port Elizabeth in the east. This creates investment opportunities, particularly regarding manufacturing, logistics and warehousing. The municipal area is 5190.43 km² in extent.

Wards

Prior to the August 2016 Local Government Elections, George Municipality was structured into the following 25 Wards:

Ward	Areas
1	Blanco, Fancourt
2	Denneoord, Fernridge, Bo-dorp
3	Earls Court, Glen Barry, Heather Park, Heatherlands, Kingswood
4	Kleinkrantz, Kraaibosch, Wilderness, Hoekwil, Touwsrante
5	Le Vallia, Bergsig, Bo-dorp, Molenrivier-rif, Portion of Denneoord and Eastern Extension (1-5 th street)
6	Rosemoor, Protea Park, Urbansville, Portion of Le Vallia,
7	Lawaakamp, Maraikamp
8	Parkdene, Ballotsview
9	Thembaletu
10	Thembaletu
11	Thembaletu
12	Thembaletu
13	Thembaletu
14	Erf 325 (Rosedale), Pacaltsdorp, Andersonville, Seaview, Europe, Noordstraat
15	Thembaletu
16	New Dawn Park
17	Conville, Rosemoor, Convent Gardens, Mary's View, Urbansville (Hurter Street)
18	Genevafontein, Loeriepark, Tweerivieren
19	George Central, George South, Dormehlsdrift, King George
20	Borchards
21	Thembaletu
22	Bo-dorp, Camphersdrift, Rural Areas, Diepkloof, Sinksabrug, Waboomskraal, Herold, Geelhoutboom, Hoogekraal
23	Delville Park, Groeneweide Park, Herolds Bay, Buffelsfontein, Oubaai, Hansmoeskraal, Syferfontein, Rooirivier, Le Grande, Bos en Dal
24	Haarlem, Ongelegen, Avontuur, Noll (including surrounding areas)
25	Uniondale, Ezeljacht, Rooirivier, (including surrounding areas)

Municipal Wards

Annual Report 2016/17

It must be noted that post the August 2016 Local Government Elections, the Wards of George Municipality increased to 27 as shown in table 1.1 below.

Ward	Areas
Ward 1	Blanco: Die Rus, Golden Valley, Heather Park (Portion), Houtbosch, Riverlea
Ward 2	Denneoord (Portion), Fernridge
Ward 3	Die Bult, Glen Barrie, Heather Park (Portion), Heatherlands, King George Park, Kingswood Golf Estate Phase 1, Sport Park
Ward 4	Hoekwil, Kleinkrantz, Kleinkrantz Farms, Pine Dew, Touwsrante, Wilderness, Wilderness Heights, The Dunes, Drie Valleyen (Portion)
Ward 5	Le Vallia, Protea Park (Portion), Bergsig (George East, Bo-dorp (Portion), Lorie Park)
Ward 6	Protea Park (Portion), Rosemoore, Urbansville
Ward 7	Ballotsview (Portion), Lawaakamp, Maraiskamp
Ward 8	Ballotsview, Parkdene
Ward 9	Thembaletu: Zone 4, Zone 7, Zone 8 (Portion)
Ward 10	Thembaletu: Zone 6
Ward 11	Thembaletu: Zone 3 (Portion), Zone 5 (Portion), Zone 4 (Portion), Garden Route East, Glenwood, Kaaimans, Kraibosch 195, Kraibosch Manor and Estate, Saasveld, Victoria Bay, Blue Mountain, Boven Lange Valley 189 (Portion), Duiwerivier, Outeniqua Berg (East) and West, Dieprivier 178, New Melsetter 178, Avontuur166, Woodville Farms, Barbiers Kraal156, Kaaimans, Far Hills Hotel, Ballots Bay (Portion), Garden Route Mall, Drie Valleyen 186 (Portion), Sandkraal 197 (Portion)
Ward 12	Thembaletu: Zone 8 (Portion), Zone 9 (Portion)
Ward 13	Thembaletu: Zones 1,2 and 3, Zone 4 (Portion), Zone 8 (Portion), Zone 9 (Portion)
Ward 14	Rosedale, Ou Pacaltsdorp (Portion)
Ward 15	Thembaletu: Zone 9 (Portion), whole of Nompumelelo
Ward 16	Andersonville, New Dawn Park, Smartie Town
Ward 17	Convent Gardens, Conville, George Industrial (Portion), Mollenrivier, Rosemoore (Portion), Tamsui
Ward 18	Denneoord (Portion), Denver, Eden, Genevafontein, Lorie Park, Outeniqua Berge (West), Panorama, Tweerivieren
Ward 19	Central Business District, Dormehlsdrift, George South
Ward 20	Borchards, Steinhoff Industrial Park
Ward 21	Thembaletu: Zone 6, Ramaphosa, Silvertown, Asazani, Ballots Bay (Portion)
Ward 22	Afgunst River, Buffelsdrift 227, Camfer Kloof 96, Camphersdrift, Croxden 90, Die Oude Uitkyk 225, Diepe Kloof 226, Doorn rivier/Herold, Dwarsweg 260, Geelhoutboom 217, Gwayang 208 (Portion), Herold, Houtbosch, Klyne Fontyn 218, Kouwdouw 88, Malgaskraal, Modderaas Kloof 133, Modderivier 209, Moerasrivier 233, Outeniqua Berge (West), Platte Kloof 131, Smuts kloof 94, Waboomskraal Noord 87, Bo-dorp (Portion)
Ward 23	Bos en Dal, Breakwater Bay, CPA Area, Groeneweide Park, Herolds Bay, Le Grand, Monate Resort, Oubaai Golf Estate, Pacaltsdorp Industria, Rooirivier, Toeriste Gebied, Delville Park, Syferfontein, Hansmoeskraal, Gwaing Farm Areas, Gwaingriviermond
Ward 24	Haarlem (and surrounding areas)
Ward 25	Uniondale (and surrounding areas)
Ward 26	Blanco (Portion), Cherry Creek, Fancourt Gardens, Fancourt South, Heather Park (Portion), Kerriwood Hill, Kingswood Golf Estate, Mount Fleur Mountain Estate, Oaklands, Soeteweide, Fancourt
Ward 27	Europe, Harmony Park, Ou Pacaltsdorp (Portion), Protea Estate, Seaview, Uitbreiding 11, Seesight

Table 1.1: Current Municipal Wards

Figure 1 below, is a map of the current municipal area.

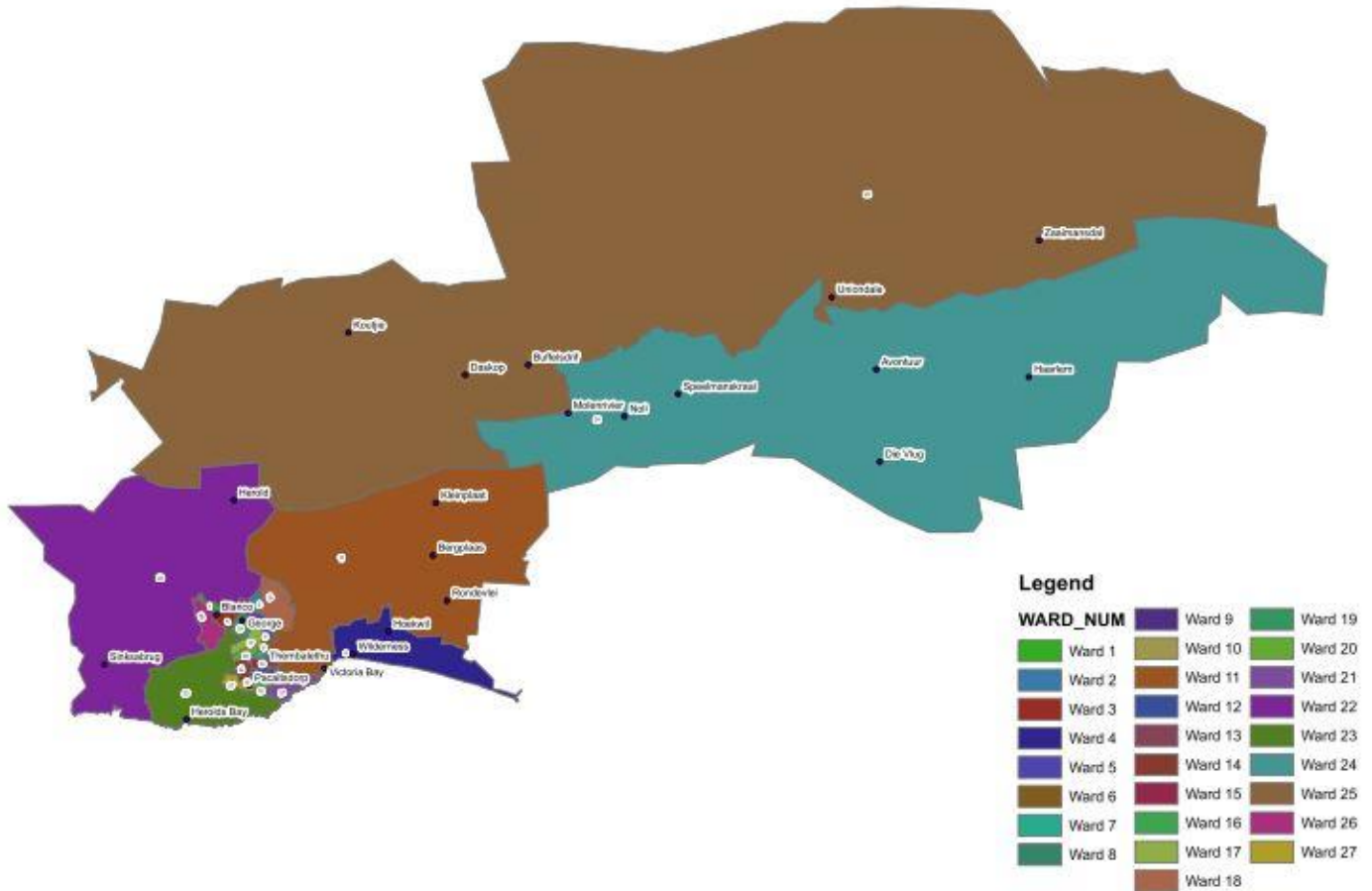


Figure 1: Locality Map

b) Total Population

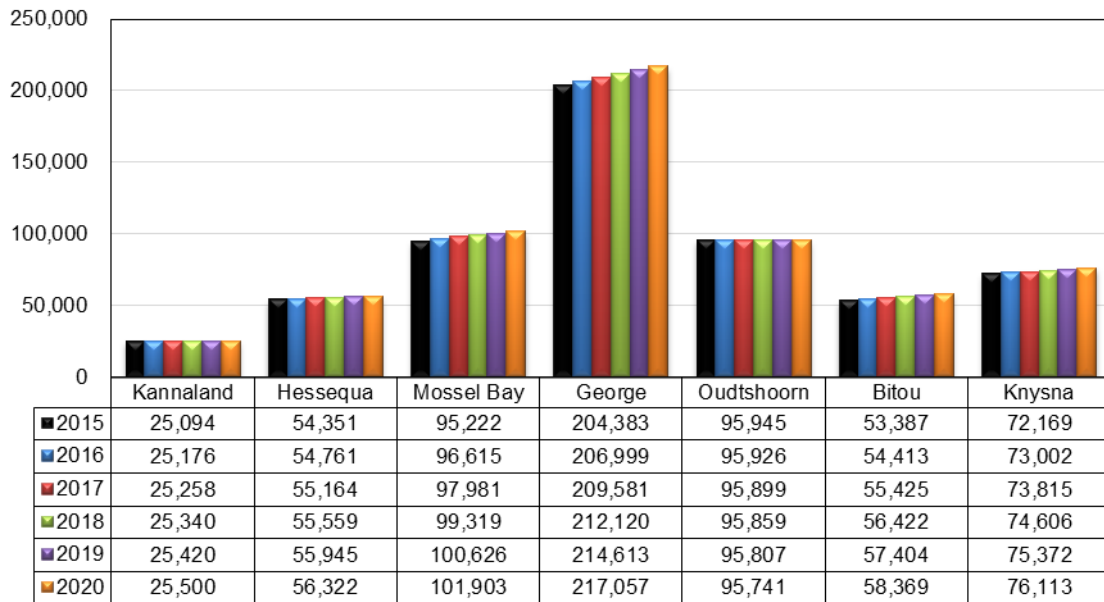
According to the Census 2011 data, the population of George increased from 135 405 in 2001 to 193 672 in 2011. This is an increase of 58 267 (or 43%) over the 10 years or more than three per cent annually. This growth is significantly higher than South Africa's average annual population growth of well below two per cent and can largely be attributed to an influx of individuals from other provinces that move to the Western Cape in search of job opportunities.

From this strong growth base, the Western Cape Department of Social Development could make population growth estimates for each municipality for the period 2015 - 2020. These projections will assist the municipality to align its budget allocations with basic service delivery priorities.

Annual Report 2016/17

Thus, the George Municipality is not only facing the normal challenges of meeting the demands for its different services, but it also must accommodate significant population growth.

Eden District Municipalities: Population projections, 2015 - 2020:



Source: Western Cape Department of Social Development, 2015

Eden District Municipalities: Population projections, 2015 - 2020

Of the seven local municipalities within the Eden District, approximately 34 per cent (or 204 383) of the inhabitants reside in George.


George: At a Glance

Demographics, 2015


Population
 **204 383**

Households
 **56 949**

Education

 Matric Pass Rate 2014 81.9%
Literacy Rate 2011 83.4%

Poverty

 Households earning less than R400 in 2011 15%
Per Capita Income 2013 30 889

Health, 2015



Primary Health
Care Facilities

13

Immunisation
Rate

88%

Maternal Mortality Ratio
(per 100 000 live births)

109.0

Teenage Pregnancies -
Delivery rate to women U/18

6.5%

Safety and Security Actual number of crimes in 2014/15 year



Residential Burglaries

1 673

DUI

543

Drug-related

2 905

Murder

51

Sexual Crimes

497

Access to Basic Service Delivery, 2014



Water

95.8%

Refuse Removal

87.8%



Electricity

90.5%



Sanitation

87.4%



Economy

GDP Growth
2005 - 2013

3.5%



Labour

Employment Growth
2005 - 2013

0.0%



Broadband



Percentage of HH with access
to Internet 2011 36.9%

Wi-Fi Hotspots by 2017 24

Top 3 Sectors, 2013

Finance, Insurance and
Business Services

24.82%

Wholesale and Retail Trade, Catering
and Accommodation Services

16.34%

General Government

13.63%

1.2.3 Municipal Highlights

The table below specifies the highlights for the year:

Highlights	Description
Clean Audit Report for 2016/17 Financial Year	Receiving an unqualified audit outcome
Integrated Development Plan (IDP) and budget approved	Approval of the 2016/17 Final IDP Review and budget
Establishment of ward committees	Ward committees established in all 27 wards

Municipal Highlights

1.2.4 Municipal Challenges

The following general challenges are experienced by the Municipality:

Challenges	Description
Vacancy of Performance Management System (PMS) Coordinator	The position was filled in the 2017/18 financial year
Lack of capacity within the Public Participation Section	Positions included in the micro-organisational structure for subsequent budgetary proposals

Municipal Challenges

1.3 Service Delivery Overview

1.3.1 Basic Services Delivery Performance Highlights

The table below specifies the highlights for the year:

Highlights	Description
Construction of 12,5ML reservoir	A 12.5 ML reservoir was constructed
Expansion of telemetric system	The telemetric system was expanded
Construction of large settling tank	A large settling tank was constructed at the Quteniqua Waste Water Treatment Works (WWTW)
Expansion of telemetric system	The telemetric system was expanded
Electrification	550 informal homes were electrified and 2 704 new prepaid residential customers connected
George substation	The new 25MVA transformer for George sub-station was commissioned
Medium voltage projects	A new 11kV switchboard was delivered and a new medium voltage network in Groenkloof was commissioned. The next phase of medium voltage ring at Uniondale was completed
New appointments	Some internal staff were promoted while some external candidates were also appointed as Electrical Assistants, Senior Supervisors and Specialised Electricians
Training	Training of interns is progressing well and 5 new interns started training in March 2017
New refuse trucks	2 New refuse trucks were procured to assist with refuse collection

Highlights	Description
War on Waste Project	The War on Waste Project was launched which entails the clearing of illegal dumping in all residential areas

Basic Services Delivery Highlights

1.3.2 Basic Services Delivery Challenges

The table below specifies the challenges for the year:

Challenge	Description
Appointment of qualified staff in critical vacant posts	Critical vacant posts must be filled to preserve service levels and comply with legislation.
Vandalism and theft	The security systems must be upgraded and security measures must be implemented to protect valuable and critical infrastructure
Vandalism of water and sewer pump station	A reward system whereby R2 500 is paid to any person who offers information on vandalism and theft of municipal assets, which leads to the successful conviction of the perpetrator, has been introduced.
Appointment of qualified staff in critical vacant posts	Critical vacant posts must be filled to preserve service levels and comply with legislation.
Street lights	The backlog to street light repairs remain a huge challenge due to staff shortages. Vacancies must be filled.
Staff quota still inadequate and in need of training	Insufficient appointments particularly to capacitate the Vegetation Control Section and too few electrical assistants were employed. The latter posts were advertised again and appointments are pending. Serious consideration must be given to properly capacitating the Vegetation Control Team. Two of the Senior Superintendent positions become vacant and the Senior Manager: Distribution position remains vacant. Vacancies must be filled.
Shortage of vehicles	Due to the additional staff employed there is a shortage of municipal vehicles to provide service delivery and vehicles had to be hired to meet the immediate need. Additional budget must be provided to procure additional vehicles.
Maintenance	The lack of maintenance on the electrical plant is a critical challenge. This holds an immense risk to security of supply and the safety to the staff and public. Budgetary provision must be made available for maintenance.
Old refuse compactors	2 New refuse compactors were procured.
Establishment of regional landfill site	The necessary budgetary provision must be made to participate in this project.

Basic Services Delivery Challenges

1.4 Financial Health Overview

1.4.1 Financial Viability Highlights

Highlights	Description
Financial Statements submitted on 31 August 2017	MFMA compliance to submit financial statements on 31 August 2017

Highlights	Description
Clean Audit 2016/17	Unqualified audit report with clean audit status was obtained
Municipal Standard Chart of Accounts (mSCOA)	Early adoption and implementation on 1 July 2016
% meter reading increase	Meter reading % increase from 78.88% in July 2016 to 94.31% in June 2017

Financial Viability Highlights

1.4.2 Financial Viability Challenges

Challenges	Action to address
mSCOA	Implementation of version 6.1 from 1 July 2017
Increasing Outstanding Debt: The Municipality's outstanding debt for the period 1 July 2016 to 30 June 2017 increased from R184.4m to R201.9m. The biggest increase is in the debt of the indigent households and is in respect of excess water usage above 6kl water. The excess is mainly due to water leakages at the indigent households	Council has appointed teams of plumbers and support staff to fix the water leakages and to minimize water losses

Financial Viability Challenges

1.4.3 National Key Performance Indicators – Municipal Financial Viability and Management (Ratios)

The following table shows the municipality's performance in terms of the National Key Performance Indicators as stipulated in the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and Section 43 of the Local Government: Municipal Systems Act (MSA), 2000 (Act 32 of 2000).

These key performance indicators are linked to the National Key Performance Area, namely Municipal Financial Viability and Management.

Description	Basis of calculation	2015/16	2016/17
		Audited outcome	Pre-audit outcome
Cost Coverage	(Available cash + Investments-Unspent Grants)/monthly fixed operational expenditure	2.68	3.00
Total Outstanding Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	0.133	0.100
Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	33.49	34.83

National KPIs for Financial Viability and Management

1.4.4 Financial Overview

Details	2015/16	Original budget	Adjustment Budget	Actual
	R			
Income				
Grants (Operating + Capital)	426 990 984	459 698 368	511 436 644	459 831 835
Taxes, Levies and tariffs	974 559 741	1 021 933 991	1 057 864 958	1 046 692 093
Other	186 313 148	195 542 473	165 234 595	158 591 491
Sub Total	1 587 863 873	1 677 174 832	1 734 536 197	1 665 115 419
Less Expenditure	1 474 591 775	1 625 959 980	1 641 524 449	1 602 056 515
Net surplus/(deficit)	113 272 098	51 214 852	93 011 748	63 058 904

Financial Overview

1.4.5 Liquidity Ratio

Detail	Expected norm	2015/16	2016/17
Current Ratio	Current assets/current liabilities	2.13	1.93
Acid Test Ratio	Current assets less Inventory / Current liabilities	1.66	1.57
Cash Ratio	Cash and Cash Equivalents / Current liabilities	1.06	1.19

Liquidity Ratio

1.5 Organisational Development Overview

1.5.1 Municipal Transformation and Organisational Development Highlights

The table below specifies the highlights for the year:

Highlights	Description
Organisational Design	New macro organizational structure was approved by Council
Task Job Evaluation	Part take in the establishment of the Task Regional Evaluation Committee and Task Provincial Audit Committee in the Western Cape. Task job writing training was conducted for the directorates. The Task job evaluation process has started

Municipal Transformation and Organisational Development Highlights

1.5.2 Municipal Transformation and Organisational Development Challenges

The table below specifies the challenges for the year:

Challenges	Actions to address
Organisational Design	Integrated electronic Human Resource System to address the entire human resources function, including live amendments

Annual Report 2016/17

Challenges	Actions to address
	to the organisational structures
Task Job Evaluation and Individual PMS	Internal capacity and skills to address the backlog relevant to writing of job descriptions

Municipal Transformation and Organisational Development Challenges

1.6 Audited Outcomes

Year	2014/15	2015/16	2016/17
Status	Clean	Clean	Clean

Audit Outcomes

CHAPTER 2: GOVERNANCE

Good governance has 8 major characteristics, namely: It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are considered and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

National Key Performance Indicators - Good Governance and Public Participation

This key performance indicator is linked to the National Key Performance Area - Good Governance and Public Participation.

Indicator	2015/16	2016/17
The percentage of a municipality's capital budget spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	85%	80%

National KPIs - Good Governance and Public Participation Performance

Component A: Political and Administrative Governance

2.1 Political Governance Structure

The Council performs both legislative and executive functions. It focuses on legislative, oversight and participatory roles and has delegated its executive function to the Executive Mayor and the Mayoral Committee. Its primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as policy makers, Councillors are also actively involved in community work and various social programmes in the municipal area.

a) Council

In the table below the councillors are categorized in respect of their political parties and wards until the elections of 3 August 2016.

Name of councillor	Capacity	Political Party	Ward representing or proportional
C Standers	Executive Mayor	DA	Ward 8
D Maritz	Deputy Executive Mayor	DA	Ward 17
M Draghoender	Speaker	DA	Ward 20
PH De Swardt	Chief Whip	DA	Ward 22
MG Naik	Mayoral Committee Member	DA	Ward 1
MEF Kleynhans	Mayoral Committee Member	DA	Ward 25
WT Harris	Mayoral Committee Member	COPE	PR
HJ Jones	Mayoral Committee Member	DA	Ward 16

Annual Report 2016/17

Name of councillor	Capacity	Political Party	Ward representing or proportional
IC Kritzinger	Mayoral Committee Member	DA	Ward 19
GJ Stander	Mayoral Committee Member	DA	Ward 23
I Stemela	Mayoral Committee Member	DA	PR
LD Van Wyk	Mayoral Committee Member	DA	Ward 4
C Bob	Councillor	ANC	PR
BM Cornelius	Councillor	DA	PR
EP De Villiers	Councillor	DA	Ward 3
NNE Dlephu	Councillor	DA	PR
J Du Toit	Councillor	ACDP	PR
LBC Esau	Councillor	DA	Ward 5
T Fortuin (until 28 April 2016)	Councillor	ANC	PR
V Gericke	Councillor	PBI	PR
MD Gingcana	Councillor	ANC	Ward 10
FS Guga	Councillor	ANC	Ward 15
WT Harris (until 26 April 2016)	Councillor	COPE	PR
LS Hayward	Councillor	GIRF	PR
HH Ingo	Councillor	DA	Ward 6
NF Kamte	Councillor	ANC	Ward 11
NV Kom	Councillor	ANC	PR
PB Komani	Councillor	ANC	PR
PS Leholo	Councillor	ANC	PR
R Lombaard	Councillor	ICOSA	PR
G Macclune	Councillor	DA	PR
V Mashini (from 24 May 2016)	Councillor	ANC	PR
SM Mekana (until 17 April 2016)	Councillor	DA	PR
ZM Moyi (from 30 May 2016)	Councillor	COPE	PR
C Neethling	Councillor	DA	Ward 2
GC Niehaus	Councillor	DA	Ward 18
FZ Ntozini	Councillor	ANC	Ward 7
MM Nyakathi	Councillor	DA	PR
C Remas	Councillor	DA	Ward 14
B Petrus	Alderman	ANC	PR
G Pretorius (from 24 May 2016)	Councillor	DA	PR

Annual Report 2016/17

Name of councillor	Capacity	Political Party	Ward representing or proportional
LN Qupe	Councillor	DA	PR
B Salmani	Councillor	ANC	Ward 13
GMV Sihoyiya	Councillor	ANC	PR
GN Sixolo	Councillor	ANC	Ward 12
T Teyisi	Councillor	ANC	Ward 9
JS Thanda	Councillor	ANC	Ward 21
PJ Van der Hoven	Councillor	ANC	PR
AJ Van Zyl	Councillor	DA	PR

Council 2016/17 until 3 August 2016

In the table below the councillors are categorized in respect of their political parties and wards from the elections of 3 August 2016 to 30 June 2017.

Name of councillor	Capacity	Political Party	Ward representing or proportional
MG Naik	Executive Mayor	DA	PR
G Pretorius	Deputy Executive Mayor	DA	Ward 22
IC Kritzingen	Speaker	DA	PR
MM Nyakati	Chief Whip	DA	PR
E Bussack	Mayoral Committee Member	DA	Ward 14
BM Cornelius	Mayoral Committee Member	DA	Ward 27
DL Cronje	Mayoral Committee Member	DA	Ward 2
EP De Villiers	Mayoral Committee Member	DA	Ward 3
M Draghoender	Mayoral Committee Member	DA	Ward 20
GC Niehaus	Mayoral Committee Member	DA	Ward 18
CH Noble	Mayoral Committee Member	DA	Ward 16
GJ Stander	Mayoral Committee Member	DA	Ward 23
M Viljoen	Mayoral Committee Member	DA	Ward 4
AD Willemse	Mayoral Committee Member	DA	Ward 8
L Arries	Councillor	EFF	PR
N Bungane	Councillor	DA	PR
JP Buys	Councillor	PBI	PR
CMA Clarke	Councillor	DA	PR
M Daniels	Councillor	ANC	Ward 24

Annual Report 2016/17

Name of councillor	Capacity	Political Party	Ward representing or proportional
S Dlikili	Councillor	ANC	Ward 9
M Du Preez (until 04 Oct 2016)	Councillor	ANC	Ward 25
J Du Toit	Councillor	ACDP	PR
JD Esau (from 28 Feb 2017)	Councillor	ANC	Ward 25
RS Figland	Councillor	DA	PR
J Fry	Councillor	DA	PR
V Gericke	Councillor	PBI	PR
WT Harris	Councillor	ICOSA	PR
HH Ingo	Councillor	DA	Ward 6
GN Jantjies	Councillor	ANC	PR
NR James	Councillor	ANC	Ward 21
A Kiwit	Councillor	AIC	PR
LK Langa	Councillor	ANC	Ward 13
CI Lesele (from 28 Feb 2017)	Councillor	ANC	Ward 11
H Loff	Councillor	ANC	PR
P Louw	Councillor	DA	Ward 5
NF Mdaka	Councillor	ANC	Ward 15
BH Mooi	Councillor	ANC	Ward 10
V Muller	Councillor	DA	Ward 17
J Ncamazana	Councillor	ANC	PR
PP Nosana	Councillor	ANC	PR
B Petrus	Councillor	SAC	PR
B Plata	Councillor	ANC	Ward 12
S Rooiland	Councillor	ANC	Ward 7
J Säfers	Councillor	DA	Ward 1
S Snyman	Councillor	DA	Ward 19
I Stemela	Councillor	DA	PR
E Stroebel	Councillor	DA	PR
T Teyisi	Councillor	ANC	PR
PJ Van der Hoven	Councillor	ANC	PR
GJ Van Niekerk	Councillor	VF+	PR
LD Van Wyk	Councillor	DA	PR
J Von Brandis	Councillor	DA	Ward 26

Annual Report 2016/17

Name of councillor	Capacity	Political Party	Ward representing or proportional
DJ Wessels	Councillor	DA	PR
CT Williams	Councillor	ANC	PR
G Xesi (passed on in Sept 2016)	Councillor	DA	Ward 11

Council 2016/17 from 3 August 2016 to 30 June 2017

The below table captures the programme of Council meetings as well the number of resolutions submitted during 2016/17 financial year:

Meeting dates	Meeting	Number of items (resolutions) submitted
1 September 2016	Ordinary Council	15
28 September 2016	Ordinary Council	22
24 October 2016	Special Council	2
31 October 2016	Continuation of 24/10/2016 Special Council	2
3 November 2016	Special Council	1
30 November 2016	Ordinary Council	25
5 January 2017	Special Council	1
25 January 2017	Special Council	3
14 February 2017	Special Council	1
28 February 2017	Special Council	2
29 March 2017	Ordinary Council	16
30 March 2017	Special Council	3
6 April 2017	Special Council	1
19 April 2017	Special Council	1
26 April 2017	Special Council	8
25 May 2017	Special Council	3
31 May 2017	Special Council	2
28 June 2017	Ordinary Council	43

Council Meetings

b) Executive Mayoral Committee

The Executive Mayor of the Municipality assisted by the Mayoral Committee, heads the executive arm of the municipality. The Executive Mayor is at the centre of the system of governance, since executive powers are vested in him to manage the day-to-day affairs. This means that he has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Executive Mayor, delegated by the

Annual Report 2016/17

Council, and as well as the powers assigned by legislation. Although accountable for the strategic direction and performance of the municipality, the Executive Mayor operates collectively with the Mayoral Committee.

The name and portfolio of each member of the Mayoral Committee is listed in the table below for the period **1 July 2016 to 3 August 2016:**

Name of member	Capacity
C Standers	Executive Mayor
D Maritz	Deputy Executive Mayor
M Draghoender	Speaker
PH De Swardt	Chief Whip
MG Naik	Civil Engineering Services
MEF Kleynhans	Community Development, Rural and Library Services
WT Harris (until 29 April 2016) replaced by Z Moyi (from 30 May 2016)	Electrotechnical Services
HJ Jones	Human Settlements Committee
IC Kritzingier	Community Safety Committee
GJ Stander	Planning Committee
I Stemela	Human Resources and Corporate Committee
LD Van Wyk	Financial Services

Executive Mayor-in-Committee: 1 July 2016 to 3 August 2016

The name and portfolio of each member of the Mayoral Committee is listed in the table below for the period **3 August 2016 - 30 June 2017:**

Name of member	Capacity
M Naik	Executive Mayor
G Pretorius	Deputy Executive Mayor
IO Kritzingier	Speaker
M Nyakati	Chief Whip
M Draghoender	Community Development and Library Services
E Bussack	Rural Committee
B Cornelius	Human Settlements
D Cronje	Financial Services
EP De Villiers	Human Resources Committee
CH Noble	Community Safety Committee
G Niehaus	Planning Committee
G Stander	Civil Engineering Services
M Viljoen	Environmental and Sport Committee

Annual Report 2016/17

Name of member	Capacity
AD Willemse	Strategic Services

Executive Mayor-in-Committee 3 August 2016 - 30 June 2017

The table below shows the dates of the Executive Mayor-in-Committee meetings and the number of reports submitted for the 2016/17 financial year:

Meeting date	Meeting	Number of items submitted
13 October 2016	Executive Mayor-in-Committee	10
3 November 2016	Executive Mayor-in-Committee	12
8 December 2016	Executive Mayor-in-Committee	13
6 February 2017	Executive Mayor-in-Committee	7
13 April 2017	Executive Mayor-in-Committee	10
4 May 2017	Executive Mayor-in-Committee	5
1 June 2017	Executive Mayor-in-Committee	12

Mayoral Committee Meetings

c) Portfolio Committees

In terms of Section 80 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998), if a council has an executive committee it may appoint in terms of Section 79 committees of councillors to assist the Executive Committee or Executive Mayor. Section 80 committees are permanent committees that specialise in a specific functional area of the municipality and may in some instances make decisions on specific functional issues. They advise the executive committee on policy matters and make recommendations to Council.

The portfolio committees for 2016/17 and their Chairpersons are as follow:

Human Resources Portfolio Committee

Name of member	Meeting Dates
EP De Villiers (Chairperson)	
V Muller	
D J Wessels	19 October 2016
S Snyman	16 November 2016
CH Noble (until 25 April 2017)	15 February 2017
J Von Brandis (until 25 April 2017)	8 March 2017
P Louw	19 April 2017
L Langa	17 May 2017
PP Nosana	14 June 2017
A Kiwit	

Annual Report 2016/17

Name of member	Meeting Dates
HH Ingo (from 26 April 2017)	
GJ Stander (from 26 April 2017)	

Human Resources Portfolio Committee 2016/17

Civil Engineering Services Portfolio Committee:

Name of member	Meeting Dates
GJ Stander (Chairperson)	12 October 2016 8 February 2017 15 March 2017 12 April 2017 10 May 2017
CH Noble	
B Petrus	
CM Clarke	
S Dlikilili	
R Figland (from 26 April 2017)	
HH Ingo (until 26 April 2017)	
MM Nyakati	
J Säfers (from 26 April 2017)	
GJ van Niekerk	
M Viljoen (until 26 April 2017)	
AD Willemse	

Civil Engineering Services Portfolio Committee 2016/17

Environmental Affairs and Sport Portfolio Committee:

Name of member	Meeting Dates
M Viljoen (Chairperson)	11 October 2016 26 October 2016 8 November 2016 7 February 2017 7 March 2017 11 April 2017 9 May 2017 6 June 2017
E Stroebe	
J P Buys	
B Cornelius	
D Cronje	
M Daniels	
J Esau	
P Louw	
N Mdaka	
J Von Brandis	

Environmental Affairs and Sport Portfolio Committee 2016/17

Annual Report 2016/17

Electro-technical Services Portfolio Committee:

Name of member	Meeting Dates
EP De Villiers (Chairperson)	
M Draghoender (until 26 April 2017)	
R Figland (from 26 April 2017)	
N Bungane	
J Du Toit	10 October 2016
N R James	23 November 2016
C Lesele (from 26 April 2017)	8 February 2017
P Louw	22 March 2017
S Snyman (from 26 April 2017)	25 April 2017
GJ Stander	29 May 2017
T Teyisi	21 June 2017
M Viljoen (until 26 April 2017)	
G Xesi (until 26 April 2017)	

Electro-Technical Services Portfolio Committee 2016/17

Human Settlements Portfolio Committee:

Name of member	Meeting Dates
BM Cornelius (Chairperson)	
G C Niehaus	
B Petrus	
J Fry	18 October 2016
W T Harris	15 November 2016
HH Ingo	25 November 2016
N Jantjies	14 February 2017
MM Nyakati	14 March 2017
S Snyman (until 26 April 2017)	18 April 2017
G J Stander	16 May 2017
M Viljoen (from 26 April 2017)	13 June 2017

Human Settlements Portfolio Committee 2016/17

Annual Report 2016/17

Community Safety Portfolio Committee:

Name of member	Meeting Dates
C H Noble (Chairperson)	23 February 2017 23 March 2017 20 April 2017 25 May 2017 20 June 2017
G C Niehaus	
C M Clarke	
E P De Villiers	
J Du Toit	
H Loff	
S Rooiland	
J Säfers	
S Snyman	
M Viljoen	

Community Safety Portfolio Committee for 2016/17

Social Services Portfolio Committee:

Name of member	Meeting Dates
M Draghoender (Chairperson)	25 October 2016 22 November 2016 23 February 2017 23 March 2017 25 April 2017 23 May 2017 6 June 2017
H Ingo	
B Cornelius	
M Bungane	
Daniels	
W Harris	
S Snyman	
E Stroebe	
AD Willemse	

Social Services Portfolio Committee 2016/17

Spatial Planning Portfolio Committee:

Name of member	Meeting Dates
GC Niehaus (Chairperson)	20 October 2016 17 November 2016 15 February 2017 20 April 2017 18 May 2017 15 June 2017
G J Stander (until 26 April 2017)	
R Figland (from 26 April 2017)	
B M Cornelius	
A Kiwit	
H Loff	

Annual Report 2016/17

Name of member	Meeting Dates
J Ncamazana	
M M Nyakati	
G Pretorius	
J Säfers	
AD Willemse	

Spatial Planning Portfolio Committee 2016/17

Corporate Services Portfolio Committee:

Name of member	Meeting Dates
G Pretorius (Chairperson)	19 October 2016 16 November 2016 15 February 2017 08 March 2017 19 April 2017 17 May 2017 14 June 2017
EP De Villiers	
RS Figland	
M Viljoen (until 26/04/2017)	
I Stemela (from 25/10/2017)	
HH Ingo	
CM Clarke (until 25/10/2017)	
M Draghoender (26/04/2017)	
P Louw (26/04/2017 until 25/10/2017)	
G Xesi (passed away Sept 2016)	
GN Jantjies	
T Teyisi	
GJ Van Niekerk	
C Lesele (from 26 April 2017)	

Corporate Services Portfolio Committee 2016/17

Finance Portfolio Committee:

Name of member	Meeting Dates
DL Cronje (Chairperson)	27 October 2016 2 December 2016 23 February 2017 23 March 2017 26 April 2017 25 May 2017 27 June 2017
M Viljoen (Until 25 April 2017)	
BM Cornelius	
M Draghoender (from 26 April 2017)	
D J Wessels	
RS Figland	
P Louw	

Annual Report 2016/17

Name of member	Meeting Dates
MM Nyakati	
PJ Van der Hoven	
GN Jantjies	
L Arries	

Finance Portfolio Committee 2016/17

Strategic Services Portfolio Committee:

Name of member	Meeting Dates
AD Willemse (Chairperson)	<p>18 October 2016 15 November 2016 14 February 2017 27 March 2017 18 April 2017 16 May 2017 13 June 2017</p>
GC Niehaus	
NA Bungane (from 26 April 2017)	
E Bussack	
DL Cronje	
V Gericke	
PP Nosana	
B Plata	
E Stroebe (until 26 April 2017)	
M Viljoen	
DJ Wessels	

Strategic Services Portfolio Committee 2016/17

Rural Development Portfolio Committee:

Name of member	Meeting Dates
E Bussack (Chairperson)	<p>07 February 2017 07 March 2017 11 April 2017 09 May 2017</p>
G Pretorius	
CM Clarke	
M Daniels	
M Du Preez (until 26 April 2017)	
J Esau (from 26 April 2017)	
R Figland (until 26 April 2017)	
J Fry	
A Kiwit	
C Lesele (from 26 April 2017)	
GJ Stander	

Name of member	Meeting Dates
M Viljoen (from 26 April 2017)	
G Xesi (until 26 April 2017)	

Rural Development Portfolio Committee 2016/17

2.2 Administrative Governance Structure

The Municipal Manager is the Accounting Officer of the municipality. He is the head of the administration and primarily must serve as chief custodian of service delivery and implementation of political priorities. He is assisted by his management team, whose structure is outlined in the table below:

Name of Official	Department	Performance agreement signed
		(Yes/No)
T Botha	Municipal Manager	Yes
H Basson	Director: Civil Engineering Services	Yes
S Erasmus	Director: Human Settlement, Land Affairs and Planning	Yes
K Jordaan	Director: Financial Services	Yes
K Grünwald	Director: Electro-Technical Services	Yes
W Hendricks	Director: Community Services	Yes
EM Rankwana	Director: Corporate Services	Yes

Administrative Governance Structure

Component B: Intergovernmental Relations

2.3 Intergovernmental Relations

In terms of the Constitution of South Africa, 1996 all spheres of government and all organs of state within each sphere must co-operate with one another in mutual trust and good faith fostering friendly relations. They must assist and support one another; inform and consult one another on matters of common interest; coordinate their actions, adhering to agreed procedures and avoid legal proceedings against one another.

2.3.1 Intergovernmental Structures

To adhere to the principles of the Constitution as mentioned above the Municipality participates in the following intergovernmental structures:

- ◆ Municipal Managers Forum
- ◆ Premier's Coordinating Forum
- ◆ South African Local Government Association (SALGA) Working Groups
- ◆ District and Provincial Integrated Development Planning (IDP) Manager's Forum
- ◆ Local Economic Development (LED) Manager's Forum
- ◆ Supply Chain Management (SCM) Forum
- ◆ Integrated Waste Management Forum
- ◆ IDP Indaba's/Technical Integrated Municipal Engagements
- ◆ Provincial Public Participation and Communication Forum (PPPCOM)
- ◆ IDP Working Group
- ◆ Provincial Skills Development Forum
- ◆ Human Resources (HR) Practitioner's Forum
- ◆ HR Working Group

Component C: Public Accountability

Section 16 (1) of the Municipal Systems Act (MSA), Act 32 of 2000, stipulates that a municipality must develop a system of municipal governance that complements formal representative governance with a system of participatory governance. Furthermore, Section 18 (1) of the MSA stipulates that a municipality is to provide its community with information concerning municipal governance, management and development.

Such participation is required in terms of:

- ◆ The preparation, implementation and review of the IDP;
- ◆ Establishment, implementation and review of the performance management system;
- ◆ Monitoring and review of the performance, including the outcomes and impact of such performance; and
- ◆ Preparation of the municipal budget.

2.4 Ward Committees

The purpose of a ward committee is:

- ♦ To ensure the participation of the local community in municipal affairs;
- ♦ To ensure effective communication between the Council and the community; and
- ♦ To assist the ward councillor with consultation and report-backs to the community.

Ward committees should be elected by the community they serve. A ward committee may not have more than 10 members and women should be well represented. The ward councillor serves on the ward committee and act as the chairperson. Although ward committees have no formal powers, they advise the ward councillor who makes specific submissions directly to the Council. These committees play a very important role in the development and annual revision of the IDP of the area.

The ward committees support the ward councillor who receives reports on development, participate in development planning processes, and facilitate wider community participation. To this end, the Municipality constantly strives to ensure that all ward committees function optimally with community information provision; convening of meetings; ward planning; service delivery; IDP formulation and performance feedback to communities.

The following tables indicate the names of the members of the ward committees. Given the fact that the year under review coincided with the Local Government Elections, there were no scheduled meetings during July to August 2016. It must be noted that these ward committees were in office until the August 2016 Local Government Elections.

Ward 1: Blanco, Fancourt

Name of representative	Capacity representing
M Naik	Councillor
S Crowley	Education
N Wolmarans	Business
C Laws	Health & Welfare
J Säfers	Safety & Security
C Carolus	Sport
N Delport-Ragadu	Senior Citizens
W Jansen	Religious Groupings
A Kaffoen	Environment

Ward 1 Committee

Ward 2: Denneoord, Fernridge, Bo-dorp

Name of representative	Capacity representing
C Neethling	Councillor
CD Ralston	Senior Citizens
A Lambrechts	Health & Welfare
W Barkhuizen	Culture
G Theron	Women
W Hopley	Safety
B Uys	Member

Ward 2 Committee

Annual Report 2016/17

Ward 3: Earls Court, Glen Barry, Heather Park, Heatherlands, Kingswood

Name of representative	Capacity representing
EP De Villiers	Councillor
EH Stroebel	Safety & Security
JE Swart	Culture
FA van der Merwe	Home Owners Association
E Dreyer	Religious Groupings
G Weinmann	Women
D Calitz	Golf Estates
J Young	Sport

Ward 3 Committee

Ward 4: Kleinkrantz, Kraaibosch, Wilderness, Hoekwil, Touwsrante

Name of representative	Capacity representing
LD van Wyk	Councillor
N Ewing	Ratepayers Association
WJ Smit	Senior Citizens
C Buys	Youth
Q Simons	Safety & Security
J Pratt	Tourism
S Branford	Conservancies
C Appels	Touwsrante Community
P Klein	Sport

Ward 4 Committee

Ward 5: Le Vallia, Bergsig, Bo-dorp, Molenrivier-rif, Portion of Denneoord and Eastern Extension (1-5th street)

Name of representative	Capacity representing
LBC Esau	Councillor
C Linford	Culture
AH Jacobs	Education
H Pienaar	Environment
RL van Wyk	Sport
JR Barnes	Youth
PD Louw	Senior Citizens
CI Krog	Tourism

Ward 5 Committee

Ward 6: Rosemoor, Protea Park, Urbansville, Portion of Le Vallia,

Name of representative	Capacity representing
H Ingo	Councillor
M Hessie	Business
I Pietersen	Women
D Jantjies	Welfare & Health
M Korsten	CBO
LDS Lass	Education
G Olyn	Housing
J Pretorius	Disabled

Ward 6 Committee

Annual Report 2016/17

Ward 7: Lawaaiikamp, Maraiskamp

Name of representative	Capacity representing
FZ Ntozini	Councillor
E Moshbi	Health & Welfare
S Madumane	Youth
KA Khumalo	Business
A Gcinilizwe	Sport
S Rooiland	Religious Groupings
TM Dyasi	Disabled

Ward 7 Committee

Ward 9: Thembaletu

Name of representative	Capacity representing
T Teyisi	Councillor
S September	Community Safety
A Hans	Women
K Nikani	Youth
M Mahambehla	Environment
K Lose	Disabled
T Boyana	Co-opted
SE Lumkwana	Co-opted

Ward 9 Committee

Ward 8: Parkdene, Ballotsview

Name of representative	Capacity representing
C Stander	Councillor
H Swartbooi	Community Safety
A Amas	Religious Groupings
E Meyer	Senior Citizens
S Laws-Klaasen	Women
E Munro	Youth
B Robertson	Education

Ward 8 Committee

Ward 10: Thembaletu

Name of representative	Capacity representing
MD Gingcana	Councillor
B Henge	Education
S Msutu	Women
V Dywili	Youth
W Mnuku	Business
N Madela	Culture
NJ Mlanga	Senior Citizens
Z Blau	Community Safety

Ward 10 Committee

Annual Report 2016/17

Ward 11: Thembaletu

Name of representative	Capacity representing
NF Nkamte	Councillor
A Noko	Community Safety
CZ Sitshetshe	Business
S Ndzimba	Senior Citizens
SC Mathys	Youth
Porcia Tsoloane	Women
Z Toto	Member
T Baleni	Member

Ward 11 Committee

Ward 13: Thembaletu

Name of representative	Capacity representing
B Salmani	Councillor
S Mazibuko	Religious Grouping
I Lucas	Sport
C Lucas	Women
S Mbune	Business
T Leholo	Community Safety
GM Onga	Member
P Mankonkwana	Member
SG Ndlondlo	Member

Ward 13 Committee Meetings

Ward 15: Thembaletu

Name of representative	Capacity representing
FS Guga	Councillor
Z Damster	CBO
V Gwejela	Agriculture
P Gege	Women
M Beba	Community Safety
ON Gwangqa	Member

Ward 15 Committee

Ward 12: Thembaletu

Name of representative	Capacity representing
N Jantjies	Councillor
K Ndwenkunku	CBO
X Gunuza	Culture
L Gela	Environment
J Gom	Women
ZJ Mzana	Religious

Ward 12 Committee

Ward 14: Erf 325, Pacaltsdorp, Andersonville, Seaview, Europe, Noord Street

Name of representative	Capacity representing
C Remas	Councillor
B Klassen	Youth
A Meyer	CBO
J April	Community Safety
J Klassen	Agriculture & Business
S Herman	Senior Citizens
R Deyce	Women
JF van Hansen	Sport

Ward 14 Committee

Ward 16: New Dawn Park

Name of representative	Capacity representing
HJ Jones	Councillor
A Heynse	Health & Welfare
S Louw	Religious Groupings
J Rondganger	Sport
R Patterson	Women
M Rivers	Community Safety
C Nobble	Business
C Daman	Youth
Y Ambraal	CBO

Ward 16 Committee

Annual Report 2016/17

Ward 17: Conville, Rosemoor, Convent Gardens, Mary's View, Urbansville (Hurter Street)

Name of representative	Capacity representing
D Maritz	Councillor
M Adams	Health & Welfare
J Ambraal	Religious Groupings
BA Schoeman	Senior Citizens
P Foster	Women
M Greeff	Culture
H Clark	CBO
C Micheals	Safety (Sector Crime Forum)

Ward 17 Committee

Ward 19: George Central, George South, Dormehlsdrift, King George

Name of representative	Capacity representing
IC Kritzinger	Councillor
J Jacos	Health
R Schubert	Environment
BS Redelinghuys	Religious
P Nel	Safety & Security

Ward 19 Committee

Ward 21: Thembaletu

Name of representative	Capacity representing
JS Thanda	Councillor
B Baliti	Health & Welfare
S Patrein	Youth
M Ngonyama	Education
S Nkata	Environment
A Maneer	Women
N Mpulo	Arts & Culture

Ward 21 Committee

Ward 18: Genevafontein, Loeriepark, Tweerivieren

Name of representative	Capacity representing
GC Niehaus	Councillor
A Joubert	Business
S Volkwyn	Community Safety
B van Ginkel	Environment
C Neuhoff	Religious Groupings
SF van Wyk	Tourism
M Niehaus	Women
SP Apollis	Youth
A Storm	Senior Citizens
M Pienaar	Media

Ward 18 Committee

Ward 20: Borchards

Name of representative	Capacity representing
M Draghoender	Councillor
S Fredericks	Youth
L Ali	Business
J October	Disabled
A Windwaai	Environment
J Muller	Education
R Windwaai	Business
G Johannes	Member

Ward 20 Committee

Annual Report 2016/17

Ward 22: Bo-dorp, Camphersdrift, Rural Areas, Diepkloof, Sinksabrug, Waboomskraal, Herold, Geelhoutboom, Hoogekraal

Name of representative	Capacity representing
PH de Swardt	Councillor
A Barnard	Agriculture
D Windsor	Community Safety
H Claasen	Education
J Windvogel	Health & Welfare
JS v/d Walt	Religious Groupings
M Andrag	Sport
N Reimann	Tourism
D Bruiners	Women
D De Kock	Agriculture

Ward 22 Committee Meetings

Ward 24: Haarlem, Ongelegen, Avontuur, Noll (including surrounding areas)

Name of representative	Capacity representing
AM Wildeman	Councillor
J Arendse	Emerging Farmers
D van Zyl	Business
M Brinkhuis	Community Safety
J Visagie	Health Committee
MJ du Preez	Sport & Culture
E Edwards	Environment & Tourism
CR Fortuin	Religious Groupings

Ward 24 Committee

Ward 23: Delville Park, Groenewyde Park, Herolds Bay, Buffelsfontein, Oubaai, Hansmoeskraal, Syferfontein, Rooirivier, Le Grande, Bos en Dal

Name of representative	Capacity representing
GJ Stander	Councillor
H Williams	CBO
D Pijoss	Women
HA du Plessis	Ratepayers
S Gericke	Agriculture
CA Steyn	Environment
A Skippers	Youth
JC Kotze	Member
S Farmer	Business

Ward 23 Committee

Ward 25: Uniondale, Ezeljacht, Rooirivier, (including surrounding areas)

Name of representative	Capacity representing
MEF Kleynhans	Councillor
WA Decelly	Business
A Tarentaal	CBO
R Britz	Education
J Esau	Sport
S Human	Welfare
L Howel	Agriculture
J Fry	Youth
P Philiso	Community Safety
S Arends	Health

Ward 25 Committee

A process to establish new ward committees for the 2017-2022 term was embarked upon within 90 days of the inauguration of the newly elected Council. This process was very extensive as it consisted of three phases; namely: pre-establishment, establishment and post establishment.

The successful establishment of all 27 ward committees was concluded with an induction session in the 2017/18 financial year.

Component D: Corporate Governance

Corporate governance is a set of processes, practices, policies, laws and stakeholders affecting the way an institution is directed, administered or controlled. Corporate governance also includes the relationships among many stakeholders involved and the goals for which the institution is governed.

2.5 Risk Management

To maintain an overall positive perception of the Municipality and confidence in the Municipality from the public and other stakeholders, well planned goals and objectives should be coordinated and achieved within the Municipality. Section 62(1) of the Local Government: Municipal Finance Management Act (MFMA), 2003 (Act 56 of 2003) stipulates that the Accounting Officer must take all reasonable steps to ensure that the Municipality has and maintains an effective, efficient and transparent system of financial, risk management and internal control as well as the effective, efficient and economical utilisation of resources. The municipality has instituted such a systematic and formalised process to identify, assess, manage and monitor risks which effectively ensures achievement of those planned goals and objectives. Thus, risk management is essentially a good governance measure instituted to ensure the municipality accomplish its vision, mission and strategic plans.

The Municipality has an approved Risk Management Policy, framework and implementation plan as approved by Council on 25 February 2015. The policy is reviewed annually by the Risk Committee and submitted to the Municipal Manager for approval.

The risk management function is facilitated internally by the internal audit division to ensure the following functions are performed:

- ◆ Assisting management to develop the Risk Management Policy, Strategy and Implementation Plan;
- ◆ Coordinate risk management activities;
- ◆ Facilitating identification and assessment of risks;
- ◆ Recommending risk responses to management; and
- ◆ Facilitating risk reporting.

2.5.1 Risk Assessment Process

The Risk Management Toolkits were improved and re-aligned to the Strategic Goals and Top Layer Key Performance Indicators(KPIs) quarterly risk assessment and reporting processes, which include the following:

- ◆ Risk owners have updated the risk registers and reported on, amongst others:
- ◆ Additional risks added to the risk register,
- ◆ Risks deleted from the risk registers,
- ◆ Changes processed relating to risks,
- ◆ Risks that materialised,
- ◆ Risks that should be escalated to the Municipal Manager, Audit Committee and Council, and
- ◆ Top risks.

- ◆ Quarterly/Six Monthly Risk Reports (which incorporate the above-mentioned aspects) are compiled by the Risk Champions for discussion, reviewed and approved.
- ◆ The Risk Reports and Risk Management Toolkits are submitted to Internal Audit for review and reporting.
- ◆ Six Monthly Risk Reporting Internal Audit reports have been issued for the following periods:
 - Quarters 1 & 2 (July 2016 – December 2016)
 - Quarters 3 & 4 (January 2017 – June 2017)

The risks identified were classified into high, medium and low risks to determine the inherent risk (impact risk has before taking controls into consideration). The risk rating is determined by 5 X 5 risk matrix. The following illustration represents the municipality's risk matrix:

Likelihood	Impact				
	Insignificant	Minor	Moderate	Major	Critical
Common	Low	Medium	High	High	High
Likely	Low	Medium	Medium	High	High
Moderate	Low	Low	Medium	Medium	High
Unlikely	Low	Low	Low	Medium	Medium
Rare	Low	Low	Low	Low	Low

Figure 2: Risk Matrix

The following detail forms part of the Risk Management Toolkit and is reported on quarterly:

- ◆ Comparison between current and previous risk profile:
 - Inherent and Residual Risks
 - Implementation status of controls/action plans
- ◆ Changes in risk profile
 - Number of risks
 - Identification of new risks
 - Identification of risks no longer applicable
 - Changes according to monitoring fields
- ◆ Current risk profile
 - Inherent and Residual Risks
 - Risks linked to IDP Objectives
 - Risk Categories
 - Risk Strategies
 - Control Types
 - Implementation status
 - Perceived control effectiveness
- ◆ Materialisation and escalation of risks
 - Risks that materialized
 - Risks that should be escalated

♦ Top risks

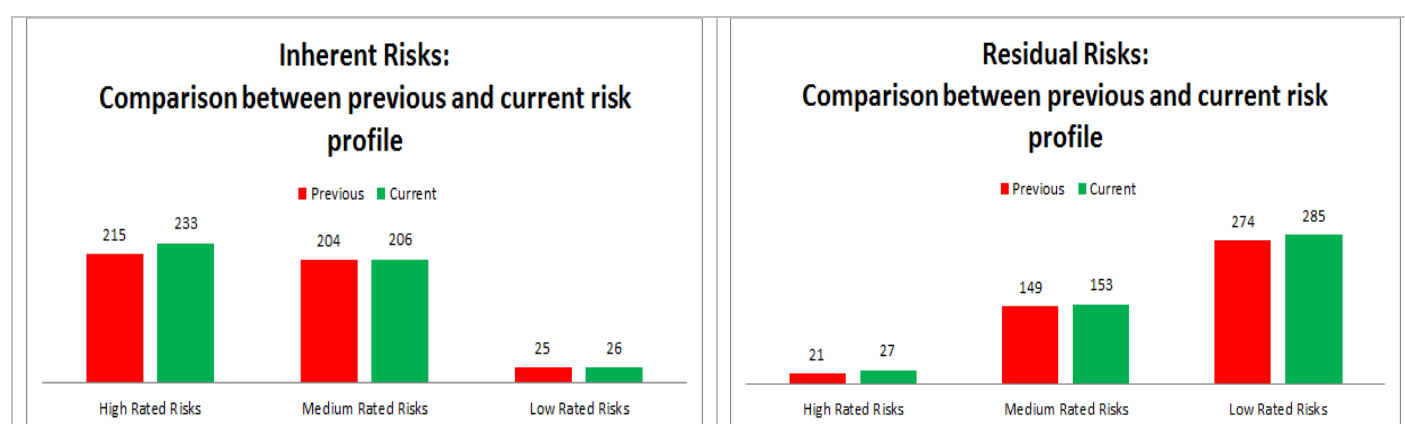
2.5.2 Top Strategic Risks for the Municipality

The risk profile, relating to the number of inherent and residual risks (in comparison with the previous year) is reflected below:

2015/16					2016/17				
Risk Categories	Inherent	Inherent	Residual	Residual	Risk Categories	Inherent	Inherent	Residual	Residual
High Rated	215	48%	21	5%	High Rated	233	50%	27	6%
Medium Rated	204	46%	149	34%	Medium Rated	206	44%	153	33%
Low Rated	25	6%	274	71%	Low Rated	26	6%	285	61%
Total	444	100%	444	100%	Total	465	100%	465	100%

Risk Profile Inherent and Residual Risks

The total number of risks increased by 5% from 444 (Quarter 4 of 2015/16) to 465 (Quarter 4 of 2016/17).



2.5.3 Top Ten Risks

The 2016/17 Top 10 Institutional Risks were reviewed and updated through a collaborative process. The updated list of Top 10 institutional risks are as follows:

Ranking	Description
1	Inadequate standard of service delivery
2	Maintaining infrastructure
3	Dissatisfaction of the community
4	Financial Viability
5	Weaknesses in governance and accountability
6	Deficiencies in staff skills and capacity
7	Inefficient investment in Capex

8	Poor level of compliance
9	Safety and security
10	Increasing indigents and poverty

Top Ten Risks

2.6 Anti-Corruption and Anti-Fraud

Section 83(1)(c) of the MSA emphasises the implementation of competitive bidding to minimise the possibility of fraud and corruption. Furthermore, Section 112(1)(m) of the Municipal Financial Management Act (MFMA), Act 56 of 2003, identifies supply chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices. Section 115(1) of the MFMA stipulates that the accounting officer must take all reasonable steps to ensure that proper mechanisms and separation of duties in the supply chain management system are in place to minimise the likelihood of fraud, corruption, favouritism, unfair and irregular practices.

2.6.1 Developed Strategies

Name of strategy	Developed Yes/No	Date Adopted/Reviewed
Anti-Corruption and Anti-Fraud Strategy	Yes	25 February 2015
Whistle blowing policy	Yes	25 February 2015

Strategies: Anti-corruption and Anti-fraud

The structural strategies, according to the Anti-Fraud and Anti-Corruption Strategy and Implementation Plan, include the establishment of an Anti-Fraud and Anti-Corruption Committee that will oversee the approach of the Municipality to fraud prevention, fraud detection strategies and response to fraud and corruption incidents reported by employees or other external parties. The Section 80 Finance Committee fulfils this role.

2.7 Audit Committee/s

The Municipality Audit Committee, appointed in terms of Section 166(1) of the MFMA, has also been appointed as the Performance Audit Committee.

Section 166(2) of the MFMA states that an audit committee is an independent advisory body which must –

(a) Advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, on matters relating to –

- ◆ Internal financial control and internal audit;
- ◆ Risk management;
- ◆ Accounting policies;
- ◆ The adequacy, reliability and accuracy of financial reporting information;
- ◆ Performance management;
- ◆ Effective governance;
- ◆ Compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;

- ◆ Performance evaluation; and
- ◆ Any other issues referred to it by the municipality.

2.7.1 Functions of the Audit Committee

The Audit Committee have the following main functions as prescribed in Section 166 (2) (a-e) of the MFMA which is further supplemented by the Local Government Municipal and Performance Management Regulation, 2001, as well as the approved Audit Committee Charter:

- ◆ To advise the Council on all matters related to compliance and effective governance.
- ◆ To review the annual financial statements to provide Council with an authoritative and credible view of the financial position of the municipality, its efficiency and its overall level of compliance with the MFMA, the annual Division of Revenue Act (DoRA) and other applicable legislation.
- ◆ Respond to the Council on any issues raised by the Auditor-General in the audit report.
- ◆ To carry out such investigations into the financial affairs of the municipality as the council may request.
- ◆ Perform such other functions as may be prescribed.
- ◆ To review the quarterly reports submitted to it by the internal audit.
- ◆ To evaluate audit reports pertaining to financial, administrative and technical systems.
- ◆ To review the performance management system and make recommendations in this regard to Council.
- ◆ To identify major risks to which Council is exposed and determine the extent to which risks have been minimised.
- ◆ Review the plans of the Internal Audit function and in so doing; ensure that the plan addresses the high-risk areas and ensure that adequate resources are available.
- ◆ Provide support to the Internal Audit function.
- ◆ Ensure that no restrictions or limitations are placed on the Internal Audit Section.
- ◆ Evaluate the activities of the Internal Audit function in terms of their role as prescribed by legislation.

2.7.2 Members of the Audit Committee

Name of representative	Capacity	Meeting dates
J Stoffels (JS)	Chairperson	26 August 2016 (JS, AP, CK)
A Potgieter (AP)	Member	21 October 2016 (JS, AP, CK, SQ)
C Kritzinger (CK)	Member	25 November 2016 (JS, AP)
S Qumana (SQ)	Member	27 January 2017 (JS, AP, CK)
		21 April 2017 (JS, AP, CK)
		26 May 2017 (JS, AP, SQ)

Members of the Audit Committee

2.7.3 Municipal Audit Committee Recommendations

Formal reports containing recommendations to address control weaknesses are submitted to Council and the Audit Committee regularly follow up with Internal Audit and Management on the state of corrective action implemented. Furthermore, the Audit Committee also provides comments on various internal and external reports.

The following recommendations by the committee were, *inter alia*, approved by the Council.

Annual Report 2016/17

Date of meeting	Committee recommendations during 2016/17
26 August 2016	<p>Communications by the Chairperson: Council to take note of the Audit Committee's role regarding the review of the draft annual financial statements.</p> <p>Financial Statements: Council to take note that the Audit Committee reviewed and discussed the draft annual financial statements presented to them as required in terms of the Audit Committee Charter.</p> <p>Audit Committee self-assessment, charter, work plan and assessment of Internal Audit: Council to take note that the Audit Committee is in the process of providing inputs and/or finalising the Audit Committee self-assessment, Audit Committee Charter, Audit Committee work plan and the Audit Committee's assessment of Internal Audit.</p> <p>Information Technology: Council to take note that the Manager: ICT provided an update relating to the George Municipality IT environment.</p> <p>Human resources: Council to take note of the Audit Committee's dismay regarding the non-attendance of HR representatives without apology.</p> <p>Auditor-General: Council to take note that the Audit Committee requested an urgent meeting with the AG again to discuss the external audit plan and related fees regarding the 2015/2016 audit.</p> <p>Bid Committees: Council to take note of the Audit Committee's concerns relating to the functioning of the Bid Committees.</p>
21 October 2016	<p>Communications by the Chairperson: Council to take note of the Audit Committee's concerns relating to:</p> <ul style="list-style-type: none"> • The lack of maintenance and cleaning of the facilities in the entrance hall of the Municipality and this reflecting poorly on the municipality. • The structure and functioning of the Bid Committees. • Performance evaluations of the Section 56 appointees. <p>Financial Statements: Council to take note that the Audit Committee confirmed that all the responsibilities relating to the examination and review of the draft annual financial statements required as per the Audit Committee Charter, have been adequately addressed.</p> <p>Corporate Governance Day: Council to take note that aspects relating to the following will be addressed during the Corporate Governance Day:</p> <ul style="list-style-type: none"> • Audit Committee to meet full Council. • Code of Ethics workshop with Councillors. • Combined Assurance Policy. • King III Compliance. <p>Audit Committee self-assessment, charter, work plan and assessment of Internal Audit: Council to take note that the Audit Committee has finalised the following:</p> <ul style="list-style-type: none"> • Audit Committee Self-assessment, • Audit Committee Charter, • Audit Committee Work plan, and • Audit Committee Assessment of Internal Audit. <p>Electronic Leave System: Council to take note of the Audit Committee's concern relating to the reliability of the leave balances.</p> <p>Human resources: Council to take note of the Audit Committee's dismay regarding the non-attendance of HR representatives without apology.</p> <p>Auditor-General: Council to take note that the AG attended the Audit Committee meeting and that the following were discussed:</p> <ul style="list-style-type: none"> • COMAFs issued thus far (12 COMAFs issued). • Audit strategy (including the audit focus areas). • Audit fees. • Key dates relating to the issuance of the management and audit reports. <p>Long term financial plan: Council to take note that the updated Long Term Financial Plan will be distributed to the Audit Committee.</p> <p>Internal Audit: Management should provide Internal Audit with all requested supporting documentation / feedback within 5 working days of being requested. The Internal Audit champions</p>

Annual Report 2016/17

Date of meeting	Committee recommendations during 2016/17
	<p>assigned in each directorate should actively follow up on the status of implementation of all internal and external audit recommendations pertaining to their respective directorates. The Internal Audit Champions should actively update the status of implementation of the above recommendations on the Ignite Audit Query Assist module.</p> <p>Monthly Reports should be generated by each directorate from the Ignite Audit Query Assist Module to monitor management's level of implementation of Internal Audit and External Audit findings and feedback should be provided to the Municipal Manager and Deputy Director: Internal Audit. These reports should be utilised in the year-end performance reviews and ratings of the section 56 appointees.</p>
25 November 2016	<p>Auditor-General: Council to take note of the outcome of the AG audit.</p> <p>Human resources: Council to take note that representatives of the Human Resources were present at the meeting and provided feedback on various agenda items.</p> <p>Internal Audit: Management should provide Internal Audit with all requested supporting documentation / feedback within 5 working days of being requested. The Internal Audit champions assigned in each directorate should actively follow up on the status of implementation of all internal and external audit recommendations pertaining to their respective directorates. The Internal Audit Champions should actively update the status of implementation of the above recommendations on the Ignite Audit Query Assist module. Monthly Reports should be generated by each directorate from the Ignite Audit Query Assist Module to monitor management's level of implementation of Internal Audit and External Audit findings and feedback should be provided to the Municipal Manager and Deputy Director: Internal Audit. These reports should be utilised in the year-end performance reviews and ratings of the section 56 appointees.</p>
27 January 2017	<p>Communications by the Chairperson: Council to take note of the Audit Committee's concerns.</p> <p>Human resources: Council to take note of the Audit Committee's concern relating to the non-attendance of the Director: Corporate Services at Audit Committee meetings (where his presence has been specifically requested). Council to take note of the Audit Committee's concerns relating to the accuracy and validity of the leave balances.</p> <p>Temporary employees: Council to take note of the suggestion to enforce a body who can address dispute resolution.</p> <p>Municipal reporting in terms of Section 52 of the MFMA: Council to take note of the concerns raised relating to:</p> <ul style="list-style-type: none"> • Challenges in reporting regarding the implementation of mSCOA. • Capital expenditure – It was noted that expenditure not incurred evenly through the year and that the “hockey stick effect” applies. • Challenges regarding PPPFA policy negatively affecting service delivery. • Outstanding debtors – Negative financial impact when politically motivated instruction is given to open blocked meters, despite municipal policy. <p>Internal Audit: Management should provide Internal Audit with all requested supporting documentation / feedback within 5 working days of being requested. The Internal Audit champions assigned in each directorate should actively follow up on the status of implementation of all internal and external audit recommendations pertaining to their respective directorates. The Internal Audit Champions should actively update the status of implementation of the above recommendations on the Ignite Audit Query Assist module.</p> <p>Monthly Reports should be generated by each directorate from the Ignite Audit Query Assist Module to monitor management's level of implementation of Internal Audit and External Audit findings and feedback should be provided to the Municipal Manager and Deputy Director: Internal Audit. These reports should be utilised in the year-end performance reviews and ratings of the section 56 appointees.</p>
21 April 2017	<p>Communications by the Chairperson: Council to take note of the Audit Committee's concerns.</p> <p>Human resources: Council to take note of the Audit Committee's concern relating to the non-attendance of the Director: Corporate Services at Audit Committee meetings (where his presence has been specifically requested). Council to take note of the Audit Committee's concerns relating to</p>

Date of meeting	Committee recommendations during 2016/17
	<p>the accuracy and validity of the leave balances.</p> <p>Information Technology: Council to take note of the capacity constraints within the IT section.</p> <p>Performance Management: Council to take note that the Audit Committee requested the Manager: IDP & PMS to be present at the next meeting.</p> <p>Risk Management: Council to take note of the Audit Committee's concern regarding the fact that a CRO has not been appointed.</p> <p>Internal Audit: Management should provide Internal Audit with all requested supporting documentation / feedback within 5 working days of being requested. The Internal Audit champions assigned in each directorate should actively follow up on the status of implementation of all internal and external audit recommendations pertaining to their respective directorates. The Internal Audit Champions should actively update the status of implementation of the above recommendations on the Ignite Audit Query Assist module. Monthly Reports should be generated by each directorate from the Ignite Audit Query Assist Module to monitor management's level of implementation of Internal Audit and External Audit findings and feedback should be provided to the Municipal Manager and Deputy Director: Internal Audit. These reports should be utilised in the year-end performance reviews and ratings of the section 56 appointees.</p>
26 May 2017	<p>Municipal reporting in terms of Section 72 of the MFMA: Council to take note of the discussion points addressed during the discussion of the Quarterly Budget Monitoring Report (January 2017 to March 2017) and the Monthly Budget Monitoring Report (April 2017).</p> <p>Review of Draft Budget 2017/2018: Council to take that the budget will be distributed to the Audit Committee.</p> <p>Internal Audit: Management should provide Internal Audit with all requested supporting documentation / feedback within 5 working days of being requested. The Internal Audit champions assigned in each directorate should actively follow up on the status of implementation of all internal and external audit recommendations pertaining to their respective directorates. The Internal Audit Champions should actively update the status of implementation of the above recommendations on the Ignite Audit Query Assist module. Monthly Reports should be generated by each directorate from the Ignite Audit Query Assist Module to monitor management's level of implementation of Internal Audit and External Audit findings and feedback should be provided to the Municipal Manager and Deputy Director: Internal Audit. These reports should be utilised in the year-end performance reviews and ratings of the section 56 appointees.</p> <p>Auditor-General / Audit Action Plan: Council to take that the representatives of the AG were present at the Audit Committee meeting and that the AG communicated per letter to the Municipal Manager that they are planning to commence earlier with their audit this year.</p> <p>Performance Management: Council to take note that the Audit Committee requested the Manager: IDP & PMS to be present at the next meeting.</p> <p>Information Technology: Council to take note of the concern highlighted with reference to mSCOA compliance.</p> <p>Human resources: Council to take note of the Audit Committee's concern relating to the non-attendance of the Director: Corporate Services at Audit Committee meetings (where his presence has been specifically requested).</p>

Municipal Audit Committee Recommendations

2.8 Internal Auditing

Section 165 (2) (a), (b) and (c) of the MSA requires that:

The internal audit unit of a municipality must –

- (a) prepare a risk-based audit plan and an internal audit program for each financial year; and

(b) advise the accounting officer and report to the Audit Committee on the implementation on the internal audit plan and matters relating to:

- (i) Internal audit;
- (ii) Internal controls;
- (iii) Accounting procedures and practices;
- (iv) Risk and risk management;
- (v) Performance management;
- (vi) Loss control; and
- (vii) Compliance with this Act, the annual Division of Revenue Act and another applicable legislation; and

(c) perform such other duties as may be assigned to it by the accounting officer.

The Internal Audit (IA) function was initially outsourced to Ernst & Young. With the appointment of the Internal Audit Manager in the latter part of 2011, George Municipality's IA function has effectively changed to a co-sourced function. Risk assessments are conducted on a regular basis and informed the compilation of the 3-year rolling internal audit plan.

The results of the approved 3-year rolling internal audit plan (after amendments were processed relating to the 2016/17 financial year) are included below:

Annual Report 2016/17

Internal Audit Plan 2016/17

George Municipality

Internal Audit Plan 2016/2017

Audit unit ref.	Audit Activity	Audit unit type	Initial Risk Assessment	Coverage by Auditor-General	2016/2017
1	Planning, reporting and quality				
1.1	Three year rolling Strategic and Operational Internal Audit Plan and costing (refer Project Management and Administration below)	MP	H	No	✓
1.2	Project Management and Administration	MP	H	No	✓
1.3	Audit Committee meetings (Attendance, Secretariat function and reporting)	MP	H	Yes	✓
1.4	Internal Audit Steering Committee meetings (Attendance, Secretariat function and Reporting)	MP	H	No	✓
1.7	Audit Quality Control (IIASA standard compliance)	MP	H	No	✓
1.8	External Audit Liaison	MP	H	Yes	✓
2	Risk Management and Risk Assessments				
	Risk Management and Risk Assessments (Assistance) (Risk Management Plan & Fraud Prevention Plan)				
2.1	Including Risk Universe and Review of Risk Treatment Plans	TS	H	Yes	✓
2.2	Risk Universe (Assistance) (Refer Risk Management and Risk Assessments (Assistance) above)	TS	H	Yes	✓
3	Routine transversal projects				
3.1	Performance Management System and Organisational Structure	TS	H	Yes	✓
3.3	Relevant Legislation (MSA, MFMA, DoRA, etc.) (To be done internally, Relevant legislation also considered during each Internal Audit project)	TS	H	Yes	✓
3.4	Annual Cash Count (Including Revenue collection by Council and Petty Cash)	RPI	H	Yes	✓
3.5	Annual Stock Count	BP	H	Yes	✓
3.6	Proclaimed Roads (LHF)	TS		No	✓
4	Divisions				
4.1	Civil Engineering Services				
4.1.3	George Integrated Public Transport Network (GIPTN)	BP	H	Yes	✓
	Risk Management related:				
4.1.7	Enterprise Risk Management workshops (Attendance) (Refer Enterprise Risk Management Steering Committee meetings above)	TS	H	No	✓
4.1.8	Review of Risk Treatment Plans (Refer Risk Management and Risk Assessments (Assistance) above)	TS	H	No	✓
4.2	Community Services, Corporate Services, Municipal Manager, Executive Mayor and Human Settlements, Land Affairs and Planning				
4.2.1	Risk Management related:				
4.2.1.1	Enterprise Risk Management workshops (Attendance) (Refer Enterprise Risk Management Steering Committee meetings above)	TS	H	No	✓
4.2.1.2	Review of Risk Treatment Plans (Refer Risk Management and Risk Assessments (Assistance) above)	TS	H	No	✓
4.2.3	Corporate Services				
4.2.3.3	Leave Terminations	TS	H	Yes	✓
4.2.4	Office of Municipal Manager & Executive Mayor				
4.2.4.1	Performance Management System - Directors' POE testing (Incorporated into PMS Quarter 4)	TS	H	Yes	✓
4.2.4.2	IDP, SDBIP and Strategic Planning (Refer Performance Management System and Organisational Structure above)	TS	H	Yes	✓
4.2.4.4	Policies and Procedures (Considered as part of each area audited)	TS	H	Yes	✓
4.3	Electro Technical Services				
	Risk Management related:				
4.3.5	Enterprise Risk Management workshops (Attendance) (Refer Enterprise Risk Management Steering Committee meetings above)	TS	H	No	✓
4.3.6	Review of Risk Treatment Plans (Refer Risk Management and Risk Assessments (Assistance) above)	TS	H	No	✓
4.4	Financial Services				
4.4.1	Internal Control Testing Follow-up	TS	H	No	✓
4.4.2	Financial Statement Review	BP	H	Yes	✓
4.4.5	Cash Management (Refer Quarterly and Annual Cash Counts)	BP	H	No	✓
4.4.8	Tariff Listing (Including Assessment rates & valuations)	BP	H	Yes	✓
4.4.14	Assessment Rates and Valuations (Refer Tariff Listing above)	BP	H	Yes	✓
4.4.18	Stock Management (Refer Annual Stock count under Routine Transversal Projects)	BP	H	No	✓
4.4.24	mSCOA (LHF)		H	Yes	✓
	Risk Management related:				
4.4.26	Enterprise Risk Management workshops (Attendance) (Refer Enterprise Risk Management Steering Committee meetings above)	TS	H	No	✓
4.4.27	Review of Risk Treatment Plans (Refer Risk Management and Risk Assessments (Assistance) above)	TS	H	No	✓
5	Skills transfer workshop and manuals				
5.3	Workshops (Other - If and when required)				
5.3.1	Annual MFMA update	TS	N/A	N/A	✓
5.3.2	Annual GRAP update	TS	N/A	N/A	✓
5.3.3	Supply Chain Management	TS	N/A	N/A	✓
5.3.4	Division of Revenue Act (DoRA)	TS	N/A	N/A	✓
5.3.5	Enterprise Risk Management Workshops	TS	N/A	N/A	✓
5.3.6	Performance and Management Systems Workshop	TS	N/A	N/A	✓
6	Ad hoc projects / Special investigations				
6.1	Ad hoc assignments (To be negotiated when need arises)	TS	N/A	N/A	✓
6.1.3	GIPTN Ticket Inventory	TS	N/A	N/A	✓
6.1.4	GIPTN Pre-operational Expenditure payments	TS	N/A	N/A	✓
6.1.5	Electricity Billings Review FY17	TS	N/A	N/A	✓
6.1.6	Rates Clearance Certificate Review FY17	TS	N/A	N/A	✓
6.2	Special investigations (To be negotiated when need arises)	TS	N/A	N/A	✓
Key to audit unit types:					
MP	- Management process				
TS	- Transversal system				
BP	- Business process				
RPI	- Routine Project item				

3 Year Internal Audit Plan

Annual Report 2016/17

The following internal Audit reports were issued during the 2016/17 financial year:

No.	Internal Audit Reports issued
1	Termination of employment 211
2	Amendments to termination of employment 210
3	Performance Management System Quarterly Reporting 2015/2016 (Quarters 1 & 2)
4	Confirmation of Leave Balance (Mr W Hendricks)
5	Termination of employment 212
6	Report: Presentation and Disclosure Review on the draft financial statements template of George Municipality for the year ended 30 June 2016
7	Amendments to termination of employment 212
8	Performance Management System Quarterly Reporting 2015/2016 (Quarters 3)
9	Termination of employment 213
10	Overtime: Council Ad hoc request (2015/2016)
11	Allowances paid for the execution of additional duties (GIPTN): Council Ad hoc Request (2015/2016)
12	Amendments to termination of employment 212 (Mr MA Jacobs)
13	Annual Cash Count (2015/2016)
14	Termination of employment 214
15	Annual Stock Count: FY 2016
16	Termination of employment 215
17	Termination of employment 216
18	Performance Management System Quarterly Reporting - Quarter 4 of 2015/2016 (including reliability of Directors' Portfolios of Evidence)
19	Termination of employment 217
20	Termination of employment 218
21	Termination of employment 219
22	Tariff Listing FY17
23	Termination of employment 220
24	Amendment to termination of employment 215
25	Termination of employment 221
26	Risk Assessment Reporting Quarters 1 to 4 of 2015/2016
27	Internal Controls and Financial Cycles - MLP Follow-up: FY17
28	Electricity billing review FY17 (Relating to credit meter A 111 038 603)
29	GIPTN Pre-operational expenditure payments (2016/2017) – Pre-operational Payment Certificate No. 43
30	Risk Assessment Reporting FY17 (Quarters 1&2 2016/2017)
31	Performance Management System Quarterly Reporting FY17 (Quarters 1-2 of 2016/2017)
32	Performance Management System Quarterly Reporting FY17 (Quarter 3 of 2016/2017)

No.	Internal Audit Reports issued
33	Annual Cash Count FY17

Internal Audit Reports Issued

2.9 Supply Chain Management

2.9.1 Competitive Bids exceeding R200 000

a) Bid Committee Meetings

The following table details the number of bid committee meetings held for the 2016/17 financial year:

Bid Specification Committee	Bid Evaluation Committee	Bid Adjudication Committee
75	68	14

Bid Committee Meetings

b) Awards Made by the Bid Adjudication Committee

The bid adjudication committee awarded 10 bids with an estimated value of **R20 million** (excluding annual store stock bids, technical annual bids and other as and when required.)

The ten highest bids awarded by the bid adjudication committee are as follows:

Bid number	Title of bid	Directorate and section	Successful Bidder	Value of bid awarded
				R
T/ING035/2016	Upgrading of Gwaiing WWTW	Civil Engineering	Khanya Engineering Projects	8 298 901.90
COM 005/2017	Supply of Soup Products	Community Services	Bidfood	4 396 922.00
T/ING006/2016	Refurbishment of the Malgas Pump Station and the Water Towers	Civil Engineering	East Coast Irrigation	2 293 801.57
ENG022/2016	Refurbishment of 2X 10MVA Transformers	Electro-Technical Services	Powerrec	1 102 040.30
T/ING014/2016	Professional consulting engineer for the raising of the Garden Route Dam Spillway	Civil Engineering	Aurecon	943 920.00
DPD 122/2016	To amend the George Municipal Spatial Development Framework	Planning	GAPP Architects	882 565.20
COM 009/2016	Maintenance of Central Air Conditioning system at main building – George Municipality	Community Service	Air-Tek Manufacturing	851 055.60
T/ING 010/2017	Purchase of a Troxler Moisture Density Gauge	Civil Engineering	Rutherford Mercury Marine VI Instruments a Division of Hudaco	223 006.80

Annual Report 2016/17

Bid number	Title of bid	Directorate and section	Successful Bidder	Value of bid awarded
				R
			Trading	
DPD 085/2017	Supply and Installation of a Hot Dip Galvanised Palisade fencing at Nompumelo Crèche	Human Settlements	Ice Gee	199 488.60
COM 003/2017	Purchase of a new Fire Fighting Pump	Community Service	Quench Atlantic	113 412.90

Ten Highest Bids Awarded by Bid Adjudication Committee

c) Awards Made by the Accounting Officer

In terms of paragraph 5 (2) (a) of Council's Supply Chain Management policy, only the Accounting Officer may award a bid which is more than R 10 million. The power to make such an award may not be sub-delegated by the Accounting Officer. The bids awarded by the Accounting Officer is as follows:

Bid number	Title of bid	Directorate and section	Successful Bidder	Value of bid awarded
				R
T/ING 006/2017	Upgrading and Rehabilitation of Nelson Mandela Boulevard	Civil Engineering	Muravha Building and Civil	R 43 091 380.00
FIN 004/2016	Short Term Insurance	Financial Services	Nico Swart Consultancy	R 4 864 534.00
ENG 003/2016	Purchase of Vehicles	Electro-Technical Services	Shorts Nissan cc Golden Dividend 536	R 3 966 796.44 R 949 620.00
FIN 010/2016	Compilation and Maintenance of the General Valuation roll and supplementary valuations	Financial Services	CDV Property Valuers	R 4 000 000.00
DPD 001/2017	Supply and Delivery of Building Material for flood and fire emergencies	Human Settlements	Build It George	Rates
DPD 002/2017	Hiring and Maintenance of Chemical Toilets for informal settlement Areas	Human Settlements	La Fancy Kay	Rates
BA 012/2016	Underwriting of the Municipality's Group Life Portfolio	Corporate Services	Verso Financial Services	Rates
ENG 013/2016	Repairs and Maintenance for vehicles out of warranty	Electro-Technical Services	Golden Doident 536 Ramcom Trucks Barnett Auto Electric	Rates
T/ING 034/2016	Minor Civil Works	Civil Engineering	Golden Rewards 1857 RK Sauer Construction A&R Enterprises Qualcom Civils cc Constructive Civil Engineering	Rates

Bid number	Title of bid	Directorate and section	Successful Bidder	Value of bid awarded
				R
T/ING 022/2016	Consulting Engineers for the Design and Supervision of Bus stops, Shelters, Embayments and Associated minor civil works (GIPTN)	Civil Engineering	SMEC South Africa V3 Consulting Engineers Charles Rowe and Associates Uhambiso Consult	Rates
T/ING 023/2016	Maintenance of various Municipal Water and Sanitation Infrastructure	Civil Engineering	Jirah Construction S A Kraai Projects Mega Volt Electrical	Rates

Awards Made by Accounting Officer

d) Appeals Lodged by Aggrieved Bidders

Date	Tender No	Description	Awarded to	Complainant	Outcome
6 July 2016	COM 004/2016	Appointment Of Cons. Engineers	Aurecon	Aurecon states that they did not provide discounted rates and objects that their tender was rejected on that basis.	Unsuccessful – Aurecon used the wrong calculations, which resulted in a discounted rate, disqualifying them
4 August 2016	FIN 017/2015	Valuers for compilation and maintenance of General Valuation Roll	Buy-Line Trading 109 (Pty) Ltd	Against awarding to F2 Waardeerders, t/a SKW, whilst validity period had expired.	Successful – Validity period had expired and tender was there for cancelled
19 October 2016	FIN 004/2016	Appointment of short term insurance	Ulateral Unison	Against awarding to Nico Swart Consulting and requested reasons why they were not successful.	Unsuccessful – Had the second highest price out of 7 companies
21 October 2016	FIN 004/2016	Appointment of short term insurance	AON	Against awarding to Nico Swart Consulting	Unsuccessful – Tender was awarded in terms of the Supply chain management and PPPFA policies of the Municipality
9 November 2016	T/ING 026/2016	Service & maintenance of chlorination equipment at various water works sites	Peninsula water Treatment & engineering cc	They were late and could not submit their tender in the tender box on time. Request that their tender be accepted	Unsuccessful – cannot accept late tender documents as per tender requirements

Annual Report 2016/17

Date	Tender No	Description	Awarded to	Complainant	Outcome
15 November 2016	COM014 /2016	Supply and installation of blue lights and siren PA system	HBS Systems	Against awarding to Sandobel 102cc, alleging they are not RMI accredited.	Unsuccessful – Sandobel 102cc has accreditation with RMI
13 December 2016	Quotation under R30 000.00	Installation of biometric reader	Vilcon Electronic security (Pty) Ltd	Specs of quote changed	Unsuccessful- the invite for quotations did not specify a specific brand, trade or model to be supplied
27 March 2017	COM 017/2016	Supply, maintain, repair and calibration of cameras	Traffic Management Technologies	Object to appointment of Syntell	Unsuccessful- did not comply with the technical specifications and could therefore not be evaluated
30 March 2017	DPD 122/2016	Specialist to amend George Municipality Spatial Dev Framework	Urban Dynamics South Cape	Object to application of stage 1 and 2 criteria	Unsuccessful- Company failed stage 1, as they did not score 80 out of 100 and could therefore not be evaluated during stage 2
4 April 2017	ENG 010/2016	Appointment of consulting engineers to update master plans	Makukhane consulting engineers	Object to the calculation of scores at stage 1	Appeal withdrawal - 12/04/2017
25 April 2017	FIN010/2016	Compilation of valuation until 30/6/2022	DDP Valuers (Pty) Ltd	Object to the appointment of CDV Valuers and requested info.	Requested information was provided, but no reply was received to formulate an objection
8 May 2017	FIN 10/2016	General Valuation Roll	Suid-Kaap Waardeerders	Complained about incompetence of current service provider (CDV Property Valuers)	Addressed concerns and informed that the performance of CDV will be monitored
13 June 2017	T/ING 023/2016	Maintenance of water and sanitation infrastructure	Coastal Armature Winders and Supplier CC (Cilliers Odendaal Attorneys)	Alleged that the Tender process needs to be reviewed and requested information. (workshop)	Successful – due to calculation errors the tender was referred back to the BAC
14 June 2017	ENG 013/2016	Service Maintenance of municipal vehicles, plant and equipment	George Lawnmowers and Chainsaws	Against the awarding of the tender to Barnett Auto Electric Golden Dividend 1536 (Pty) Ltd	Unsuccessful – Did not meet the requirements during Phase 1 of functionality and could therefore not be evaluated further
15 June 2017	T/ING	Maintenance of water and sanitation	Valsta's Transport and	Against the awarding of the	The objector did not provide any reasons why

Annual Report 2016/17

Date	Tender No	Description	Awarded to	Complainant	Outcome
	023/2016	Infrastructure	Specialised Cleaning	tender to various tenderers	they objected – not processed any further
21 June 2017	T/ING 023/2016	Maintenance of water and sanitation Infrastructure	George Electrical Rewinders CC	Against the awarding of the tender to Stan and Alex Business Solutions	Unsuccessful – the successful tenderer complied with all the specifications
23 June 2017	T/ING 023/2016	Maintenance of water and sanitation Infrastructure	Delacom Solutions	Against the manner, they were scored during Phase 1 functionality	Successful – calculation errors occurred and tender referred back to the BAC
23 June 2017	COM 002/2017	Appointment of Contractor to build storeroom at Municipal Law Enforcement Offices	ESCON	Against the cancellation of tender	Unsuccessful – Tender was cancelled in terms of policy and regulations. The cheapest price exceeded the budgeted amount. Budgeted amount was rolled over to the 2017/2018 budget, for project to be completed at a later stage, with a new tender process
29 June 2017	COM 007/2017	Supply, delivery of Traffic Uniforms	TR Supply t/a TRF Sport	Object to the appointment of FG Uniforms CC	Unsuccessful. Only TRF and FG Uniforms CC tendered. TRF did not comply with a 100% Local Production Content, and could therefore not be considered. They could also not provide proof of exemption from the DTI

Appeals Lodged by Aggrieved Bidders

e) Awards Made to Enterprises within the George Municipal Area

The following tables details the value of competitive bids awarded to enterprises within the George Municipal Area during the 2016/2017 financial year. (Excluding annual store stock bids, technical annual bids and as and when required bids)

Number of contracts awarded	Percentage of contracts awarded	Value of contracts awarded
		R
5	31	15 740 330.06

HDI Bid Awards

2.9.2 Formal Written Price Quotations between R30 000 and R200 000

a) Awards Made to Enterprises within the George Municipal Area

The following tables details the value of formal written price quotations between R30 000 and R200 000 awarded to enterprises within the George Municipal area during the 2016/2017 financial year.

Number of contracts awarded	Percentage of contracts awarded	Value of contracts awarded
		R
55	69	3 743 675.00

Formal Written Price Quotations Between R30 000 and R200 000

2.9.3 Deviation from Normal Procurement Processes

Paragraph 36 of Council's Supply Chain Management (SCM) Policy allows the Accounting Officer to deviate with the official procurement process. Deviations amounting to **R27 842 753** were approved. The following table provides a summary of deviations approved for 2016/17 respectively:

Directorate	Less than R30 000	Between R30 001 and R200 000	Between R200 001 and R2 000 000	Above R2 000 000
	R			
Office of the Municipal Manager	775 040.70	1 595 646.80	727 991.28	n/a
Corporate Services	187 071.81	339 342.06	504 108.00	2 971 828.30
Civil Engineering Services	497 983.73	2 387 493.16	n/a	9 195 661.00
Electro-Technical Services	483 507.64	1 005 065.08	1 901 790.81	n/a
Environmental Affairs and Community Services	863 743.73	1 603 970.43	1 287 704.00	n/a
Human Settlements, Land Affairs and Planning	46 397.53	281 550.30	319 368.53	n/a
Financial Services	109 134.12	272 354.35	486 000.00	n/a
Total	2 962 879.26	7 485 422.18	5 226 962.62	12 167 489.30

Summary of Deviations

Deviations from the normal procurement processes are monitored closely. Monthly reporting in terms of paragraph 36 of the SCM policy has been complied with.

2.9.4 Logistics Management

The system of logistics management must ensure the following:

- ♦ The setting of inventory levels that includes minimum and maximum levels and lead times wherever goods are placed in stock;
- ♦ The placing of manual or electronic orders for all acquisitions other than those from petty cash;

- ◆ Before payment is approved, certification by the responsible officer that the goods and services are received or rendered on time and are in accordance with the order, the general conditions of contract and specifications where applicable and that the price charged, is as quoted in terms of a contract;
- ◆ Appropriate standards of internal control and warehouse management to ensure that goods placed in stores are secure and only used for the purpose for which they were purchased;
- ◆ Regular checking to ensure that all assets including official vehicles are properly managed, appropriately maintained and only used for official purposes; and
- ◆ Monitoring and review of the supply vendor performance to ensure compliance with specifications and contract conditions for particular goods or services.

Each stock item at the municipal stores, Mitchell Street is coded and is listed on the financial system. Monthly monitoring of patterns of issues and receipts are performed by the Storekeeper.

Inventory levels are set at the start of each financial year. These levels are set for normal operations. If special projects are being launched by departments, such information is communicated timeously to the Stores section for them to gear them to order stock in excess of the normal levels.

Internal controls are in place to ensure that goods and service received are certified by the responsible person which is in line with the general conditions of contract.

Regular checking of the condition of stock is performed.

As at 30 June 2017, the value of stock at the municipal stores amounted to R8 315 362.36. For the 2016/17 financial year, stock to the value of only R9 084.06 was accounted for as surpluses and R51 699.51 as deficits.

2.9.5 Disposal Management

The system of disposal management must ensure the following:

- ◆ Immovable property is sold only at market related prices except when the public interest or the plight of the poor demands otherwise;
- ◆ Movable assets are sold either by way of written price quotations, a competitive bidding process, auction or at market related prices, whichever is the most advantageous;
- ◆ Immovable property is let at market related rates except when the public interest or the plight of the poor demands otherwise;
- ◆ All fees, charges, rates, tariffs, scales of fees or other charges relating to the letting of immovable property are annually reviewed;
- ◆ Where assets are traded in for other assets, the highest possible trade-in price is negotiated; and
- ◆ In the case of the free disposal of computer equipment, the provincial department of education is first approached to indicate within 30 days whether any of the local schools are interested in the equipment.

The Municipality complies with Section 14 of the MFMA which deals with the disposal of capital assets. The disposal process plan was finalised in August 2010 and aims to provide the guidelines for the disposal of all obsolete and damaged assets. Information regarding assets that are to be disposed of has already been collated and the request for approval for disposal will be tabled to Council.

2.9.6 Performance Management

The SCM Policy requires that an internal monitoring system be established and implemented to determine, based on retrospective analysis, whether the SCM processes were followed and whether the objectives of the SCM Policy were achieved.

Monitoring of internal processes is an on-going process.

Three of the most important key performance indicators in the SCM Unit, focus on turnaround time from the date that requests are received from departments until bids are adjudicated and awarded. The following table details the performance for each of the key performance indicators:

Key performance indicator	2015/16	2016/17
Ensure that tenders are successfully finalised and awarded within the validity period of the tender to enhance effective delivery of services.	95%	95%
Submit within 10 days of each quarter a report on the implementation of the SCM Policy.	4 reports	4 reports
Compliance with the SCM Policy measured by the limitation of successful appeals against the municipality.	4 Successful appeals	3 Successful appeals

SCM Performance Indicators

2.9.7 Findings of the Auditor- General on Procurement and Contract Management

Progress has been made with regards to the 2015/16 Auditor-General's audit findings on SCM. With regards to the finding on "Contract Management", monthly evaluation forms are completed and quarterly reports are prepared.

2.10 By-Laws and Policies

Section 11 (3) of the MSA empowers Municipal Councils to exercise executive and legislative authority to pass and implement by-laws and policies.

The following by-laws were revised during 2016/17:

- ◆ Property Rates By-law (revised)
- ◆ Rules of Order (revised)
- ◆ Regulating the keeping of dogs and cats and other animals

Below is a list of all the policies developed and reviewed during 2016/17:

- ◆ Allocation Policy and House Rules for Rosemoor Unit for the Aged
- ◆ Anti-Fraud and Anti-Corruption Policy Strategy and Implementation Plan (revised)
- ◆ Asset management and disposal of assets (revised)
- ◆ Asset Management Policy
- ◆ Budget Implementation and Monitoring Policy
- ◆ Cash Management and Investment Policy
- ◆ Customer Care, Credit Control and Debt Collection Policy
- ◆ Funding, Borrowing and Reserves (to be consolidated in one policy) (revised)
- ◆ George Housing Selection Policy (revised)

- ◆ HIV Policy (revised)
- ◆ Indigent Policy
- ◆ Liquidity Policy
- ◆ Long Term Financial Plan
- ◆ Overtime Policy (revised)
- ◆ PPPFA (revised)
- ◆ Policy on the allowance of Limited Payout machines and Sports betting devices as well as Bookmaking premises, totalisators and other similar gambling premises
- ◆ Property Rates Policy
- ◆ Rates (revised)
- ◆ Risk Management Policy and Risk Management Strategy and Imp Plan (revised)
- ◆ Street Naming and Numbering Policy (developed)
- ◆ Supply Chain Management Policy
- ◆ Tariffs (revised)
- ◆ Town Planning policy on house taverns and unlicensed shebeens
- ◆ Town Planning policy on House shops
- ◆ Travel and Subsistence Policy (revised)
- ◆ Unauthorised, Irregular and Fruitless and Wasteful Expenditure Policy
- ◆ Virement Policy

2.11 Website

Municipalities are required to develop and maintain a functional website that displays relevant information as per the requirements of S75 of the MFMA and S21A and B of the MSA as amended.

The website should serve as a mechanism to promote accountability and transparency to communities and therefore information posted should be accurate and timeously updated.

The municipal website is a key communication mechanism in terms of service offering, information sharing and public participation. It is a communication tool that should allow easy and convenient access to relevant information. The municipal website should serve as an integral part of the municipality's communication strategy.

Annual Report 2016/17

Below is a website checklist to indicate the compliance to Section 75 of the Local Government: Municipal Finance Management Act, 2003.

Description of information and/or document	Yes/No and/or Date Published
Municipal contact details (Section 14 of the Promotion of Access to Information Act)	
Full Council details	Yes
Contact details of the Municipal Manager	Yes
Contact details of the CFO	Yes
Financial Information (Sections 53, 75, 79 and 81(1) of the MFMA)	
Adjusted Budget	Yes
Asset Management Policy	Yes
Borrowing Policy	Yes
Budget and Treasury Office delegations	n/a
Budget and Treasury Office Structure	n/a
Customer Care, Credit control and Debt Collection Policy	Yes
Delegations	n/a
Draft Budget and Final	Yes
Funds and Reserves Policy	Yes
Grants-In-Aid Policy	Yes
Indigent Policy	Yes
Investment and Cash Management Policy	Yes
Long Term Financial Policy	Yes
Petty Cash Policy	Yes
Rates Policy	Yes
SDBIP	Yes
Supply Chain Management Policy	Yes
Tariff Policy	Yes
Travel and Subsistence Policy	Yes
Virement Policy	Yes
Integrated Development Plan and Public Participation (Section 25(4)(b) of the MSA and Section 21(1)(b) of the MFMA)	
IDP Process Plan	Yes
Reviewed IDP	Yes
SCM (Sections 14(2), 33, 37 & 75(1)(e) & (f) and 120(6)(b) of the MFMA and Section 18(a) of the National SCM Regulation)	
Contracts which impose a financial obligation on the municipality beyond 3 years	Yes
Long Term borrowing contracts	Yes
Public invitations for formal price quotations	Yes

Description of information and/or document	Yes/No and/or Date Published
Public-Private Partnership agreement	n/a
SCM contracts above R30 000	Yes
Section 37 of the MFMA; No 56 of 2003 (Unsolicited Bids/Contracts)	n/a
Service delivery agreements	Yes
Reports (Sections 52(d), 71, 72 & 75(1)(c) and 129(3) of the MFMA)	
Annual Report	Yes
Mid-year budget and performance assessment	Yes
Monthly Budget Statement	Yes
Oversight reports	Yes
Quarterly Reports	Yes
Local Economic Development (Section 26(c) of the MSA)	
Economic Profile (Captured in IDP)	Yes
LED Policy Framework	n/a
LED Projects – (Under News)	Yes
Local Economic Development Strategy	Yes
Assurance Functions (Sections 62(1), 165 & 166 of the MFMA)	
Audit Committee charter	Yes
Internal Audit charter	Yes
Risk Management Policy	Yes

Website Checklist

2.12 Communication

Local government has a legal obligation and a political responsibility to ensure regular and effective communication with the community. The Constitution of the Republic of South Africa, 1996 and other statutory enactments all impose an obligation on local government and require high levels of transparency, accountability, openness, participatory democracy and direct communication with the communities to improve the lives of all.

Good customer care is clearly of fundamental importance to any organisation. A successful communication strategy therefore links the people to the municipality's programme for the year.

Below is a communication checklist of the compliance to the communication requirements:

Communication activities	Yes/No	Date Approved/Completed
Communication strategy	Yes	June 2015
Communication Policy	Yes	June 2015
Functional complaint management systems	Yes	June 2016

Communication Activities

2.12.1 Communication Unit

	Yes/No	Number of people in the Unit	Job titles
Communication Unit	Yes	3	Communications Manager
			Media Liaison Official / Assistant Media Liaison Official

Communication Unit

2.12.2 Newsletters

Type of Newsletter	Issues distributed	Circulation number	Date distributed
Internal – The Hub	4 per year Aug 2016/Dec2016/March 2017/May 2017	+ _ 1300 employees	August 2016; December 2016; March 2017; May 2017
External - Municipal Newspaper (Tabloid)	4 per year Oct 2016/Dec 2016/March 2017/June 2017	Print 20 / 30 000	October 2016; December 2016; March 2017; June 2017
External – Municipal Newsletter (2 page)	6 per year Aug 2016/Oct 2016/ Nov2016/Feb2017/ April2017/June 2017	Printed 45 000 / Email 10 000	October 2016; November 2016; February 2017; April 2017; June 2017

Newsletters

2.12.3 Awareness Campaigns:

- ◆ Pre- Municipal Election Information Campaign
- ◆ Water Security
- ◆ Budget 2016/17
- ◆ Building Plan Amnesty
- ◆ Promote Public Participation IDP October 2016 and May 2017
- ◆ Festive Season Safety – Law Enforcement / Traffic Safety / Beach Safety
- ◆ Zoning Bylaw
- ◆ Ward Committee Information Sessions
- ◆ Ward Committee Establishment Meetings

2.12.4 Additional Communication Channels Utilised

Channel	Yes/No	Number of People Reached / Followers
Facebook	Yes	9726
Twitter	Yes	1821
SMS System	Yes	Limited to Council / Ward Committee Members
Municipal App	Yes	Developed

Annual Report 2016/17

Channel	Yes/No	Number of People Reached / Followers
Website	Yes	8500 daily users
Whatsapp Groups	Yes	Council, Media
Community Newspaper George Herald (Bi-monthly Column called Focus ON)	Yes	20 000 readers
Commercial Radio Station – Algoa FM (News Sponsorship / Radio Adverts)	Yes	84 000 listeners
Community Radio Station – Heartbeat FM (Weekly Radio Slot / 5 x 30 sec adverts per day)	Yes	95 000 listeners
Community Radio Station – Heartbeat FM (Weekly Radio Slot / 5 x 30 sec adverts per day)	Yes	95 000 listeners

Additional Communication Channels Utilised

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

3.1 Overview of Performance within the Organisation

Performance management is a process which measures the implementation of the organisation's strategy. It also serves as a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the Municipality.

At the local sphere of government, performance management is institutionalized through legislative requirements. Performance management provides the mechanism to measure whether set targets against strategic goals, are met.

3.1.1 Legislative Requirements

The Constitution of S.A (1996), Section 152, deals with the objectives of local government and paves the way for performance management. The democratic values and principles in terms of Section 195 (1) of the Constitution of S.A are also linked with the concept of performance management, regarding the principles of inter alia:

- ◆ the promotion of efficient, economic and effective use of resources
- ◆ accountable public administration
- ◆ to be transparent by providing information
- ◆ to be responsive to the needs of the community
- ◆ to facilitate a culture of public service and accountability amongst staff

The Municipal Systems Act (MSA), (Act 32 of 2000) requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act (MFMA) requires the municipal budget to be aligned to the Integrated Development Plan (IDP) and create a mechanism for the implementation of the budget against the IDP using the Service Delivery and Budget Implementation Plan (SDBIP).

In terms of Section 46(1) of the MSA a municipality must prepare for each financial year a performance report reflecting-

- the performance of the municipality and of each external service provider during that financial year;
- a comparison of the performances referred to above with targets set for and performances in the previous financial year; and
- measures taken to improve performance

3.1.2 Organisation Performance

Strategic performance indicates how well the municipality is meeting its objectives (which policies and processes are working). All government institutions must report on strategic performance to ensure that service delivery is efficient, effective and economical. Municipalities must develop strategic plans and allocate resources for the implementation. The implementation must be monitored on an ongoing basis and the results must be reported on during the financial year to various role-players to enable them to timeously implement corrective measures where required.

This report highlights the strategic performance in terms of the Municipality's Top Layer Service Delivery Budget Implementation Plan (SDBIP), performance on the National Key Performance Indicators prescribed in terms of Section 43 of the MSA and an overall summary of performance on municipal services.

3.1.3 Performance System Followed for the Financial Year 2016/17

a) The IDP and the Budget

The reviewed IDP and the budget for 2016/17 was approved by Council on 24 May 2016. The IDP and the performance management process are integrated. The IDP fulfils the planning stage of performance management. Performance management in turn, fulfils the implementation management, monitoring and evaluation of the IDP.

b) Service Delivery and Budget Implementation Plan

The organisational performance is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level.

The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business processes of the municipality are implemented. It also allocates to directorates the responsibility of delivering of municipal services in terms of the IDP and budget.

The Top Layer SDBIP was approved by the Executive Mayor on 17 June 2016.

The following were considered in the development of the Top Layer SDBIP:

- ◆ Areas to be addressed and root causes of the Auditor-General management letter, as well as the risks identified during the 2015/16 audit
- ◆ Alignment with the IDP, National KPAs, Municipal KPAs and IDP objectives
- ◆ Oversight Committee Report on the Annual Report of 2015/16
- ◆ The risks identified by the Internal Auditor during the municipal risk analysis.

c) Actual performance

The municipality utilises an electronic web based system on which KPI owners update actual performance monthly. KPI owners report on the results of the KPI by documenting the following information on the performance system:

- ◆ The actual result in terms of the target set
- ◆ A performance comment
- ◆ Actions to improve the performance against the target set, if the target was not achieved.

It is the responsibility of every KPI owner to maintain a portfolio of evidence to support actual performance results updated.

3.1.4 Performance Management

Performance management is prescribed by the MSA and the Municipal Planning and Performance Management Regulations, (796 of August 2001), Section 7(1) of the aforementioned regulation states that "A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the responsibilities of the different role players." This

framework, *inter alia*, reflects the linkage between the IDP, Budget, SDBIP, individual and service provider performance. The Municipal Council adopted a Performance Management Framework on 26 October 2011.

a) Organisational Performance

The organisational performance is monitored and evaluated through the SDBIP. The performance process can be summarised as follows:

- ◆ The Top-Layer SDBIP was approved by the Executive Mayor on 17 June 2016
- ◆ The web-based system sends automated e-mails to the users of the system as a reminder to all staff responsible for updating their actual performance against key performance indicator targets every month for the previous month's performance.
- ◆ A mid-year budget and performance (Section 72) report was compiled within the legislative timeframes, tabled to Council and approved and submitted to Provincial Treasury.
- ◆ Roll-out of performance agreements for other levels of management is ongoing.
- ◆ Internal Audit conducted an audit on the top layer SDBIP for all quarters and reported to the Performance Audit Committee on a quarterly basis.
- ◆ The Audit Committee also acts as the Performance Audit Committee and is fully functional.

b) Individual Performance Management

Senior Management

The MSA prescribes that the municipality must enter performance based agreements with all Section 57 employees and that performance agreements must be reviewed annually. Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (Regulation 805, August 2006) explains this process in detail.

The performance agreements for the Section 57 appointments for the 2016/17 financial year were signed as indicated in the table below:

Position	Name	Date Signed
Municipal Manager	Mr T Botha	29 June 2016
Director: Community Services	Mr W Hendricks	08 July 2016
Director: Civil Engineering	Mr H Basson	01 July 2016
Director: Corporate Services	Dr E Rankwana	04 July 2016
Director: Electro Technical Services	Mr K Grunewald	08 July 2016
Director: Financial Services	Mr K Jordaan	04 July 2016
Director: Human Settlements, Land Affairs and Planning	Mr S Erasmus	01 July 2016

Performance Agreements

3.2 Strategic Service Delivery Budget Implementation Plan (Top Layer)

In the paragraphs below the performance achieved is illustrated against the Top Layer SDBIP according to the IDP (strategic) objectives.

Annual Report 2016/17

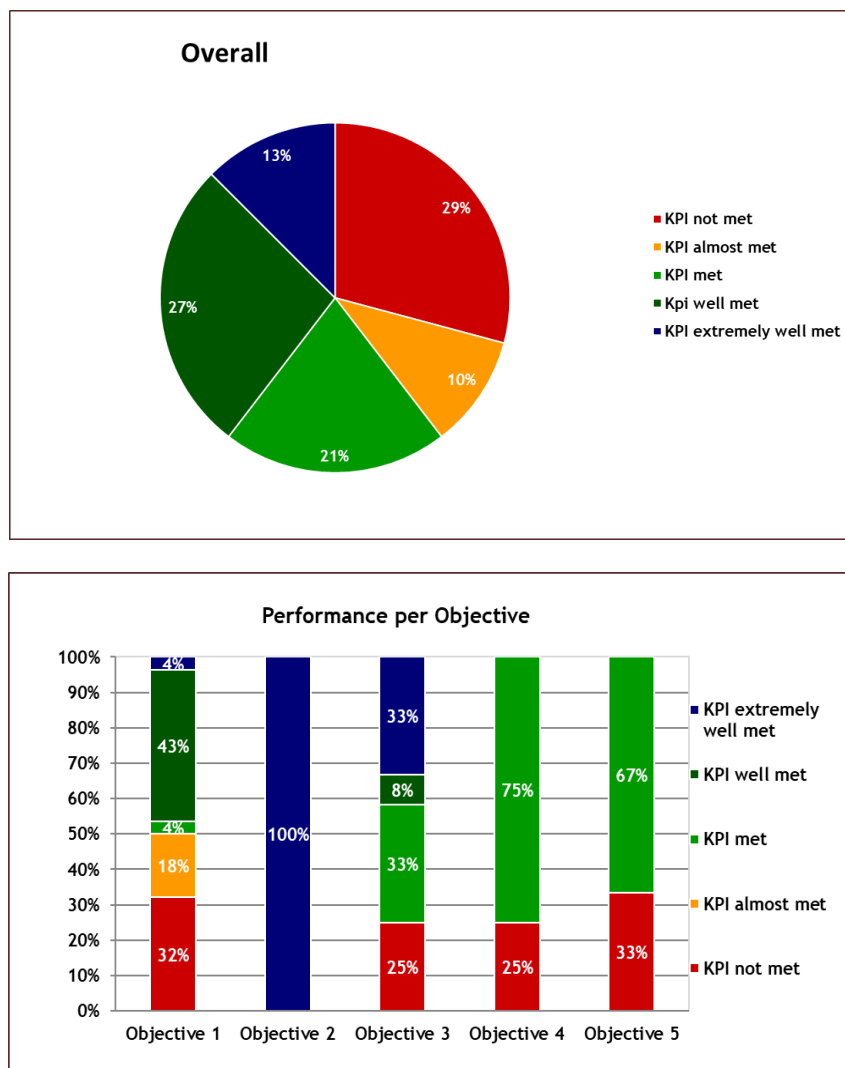
The following figure explains the method by which the overall assessment of actual performance against targets set for the key performance indicators (KPIs) of the SDBIP is measured:

Category	Colour	Explanation
KPI Not Yet Measured		KPIs with no targets or actuals in the selected period
KPI Not Met	Red	0% > = Actual/Target < 75%
KPI Almost Met	Orange	75% > = Actual/Target < 100%
KPI Met	Green	Actual/Target = 100%
KPI Well Met	Dark Green	100% > Actual/Target < 150%
KPI Extremely Well Met	Blue	Actual/Target > = 150%

Figure 3: SDBIP Measurement Categories

3.2.1 Overall Performance

The graph below displays the overall performance per Strategic Objective for 2016/17:



Measurement Category	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Total
	Affordable quality services	Develop and grow George	Good governance and human capital	Participative partnerships	Safe, clean and green	
KPI Not Met	9	0	3	1	1	14
KPI Almost Met	5	0	0	0	0	5
KPI Met	1	0	4	3	2	10
KPI Well Met	12	0	1	0	0	13
KPI Extremely Well Met	1	1	4	0	0	6
Total	28	1	12	4	3	48

Figure 4: Overall Strategic Performance per Strategic Objective

3.2.2 Actual Performance Against KPIs Set in Terms of the Top Layer SDBIP

a) Affordable Quality Services

Ref	KPI	Unit of Measurement	Wards	Previous Year Actual	Performance for 2016/17						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
TL1	PDO	To provide world class water services in George to promote development and fulfil basic needs									
	Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2017	Number of residential properties which are billed for water or have pre-paid meters as at 30 June 2017	All	38,781	0	38,000	0	38,000	38,000	33,259	O
Note		Previous year actual measurement for this KPI includes even where availability charges were applicable.									
TL2	PDO	To provide sufficient electricity for basic needs									
	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering) (Excluding Eskom areas) and billed for the service as at 30 June 2017	Number of residential properties which are billed for electricity or have pre-paid meters (Excluding Eskom areas) as at 30 June 2017	All	43,888	0	38,000	0	38,000	38,000	42,313	G 2
Note		Previous year actual measurement for this KPI includes even where availability charges were applicable.									

Annual Report 2016/17

Ref	KPI	Unit of Measurement	Wards	Previous Year Actual	Performance for 2016/17						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
TL3	PDO	To provide and maintain safe and sustainable sanitation management and infrastructure									
	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2017	Number of residential properties which are billed for sewerage as at 30 June 2017	All	36,790	0	35,000	0	35,000	35,000	36,831	G 2
TL4	PDO	To provide an integrated waste management service for the total municipal area									
	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2017	Number of residential properties which are billed for refuse removal as at 30 June 2017	All	35,280	0	35,000	0	35,000	35,000	35,660	G 2
Note		Previous year actual measurement for this KPI includes erven where availability charges were applicable.									
TL5	PDO	Enhance social development with the implementation of projects as planned and budgeted for									
	Provide free basic water to indigent households	Number of indigent households receiving free basic water as at 30 June 2017	All	13,478	0	13,000	0	13,000	13,000	14,635	G 2
TL6	PDO	Enhance social development with the implementation of projects as planned and budgeted for									
	Provide free basic electricity to indigent households	Number of indigent households receiving free basic electricity as at 30 June 2017	All	17,383	0	13,000	0	13,000	13,000	19,083	G 2
TL7	PDO	Enhance social development with the implementation of projects as planned and budgeted for									
	Provide free basic sanitation to indigent households	Number of indigent households receiving free basic sanitation as at 30 June 2017	All	13,233	0	13,000	0	13,000	13,000	14,413	G 2
TL8	PDO	Enhance social development with the implementation of projects as planned and budgeted for									
	Provide free basic refuse removal to indigent households	Number of indigent households receiving free basic refuse removal as at 30 June 2017	All	13,355	0	13,000	0	13,000	13,000	14,482	G 2
TL15	PDO	To ensure the development of a desirable and quality living environment that fosters the safety and welfare of the community concerned, preserves the natural and cultural environment, and does not impact negatively on existing rights.									
	The percentage of the	% of capital budget	All	81%	0%	10%	0%	85%	85%	67.20	

Annual Report 2016/17

Ref	KPI	Unit of Measurement	Wards	Previous Year Actual	Performance for 2016/17						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
	municipal capital budget actually spent on capital projects by 30 June 2017 {(Actual amount spent on projects/Total amount budgeted for capital projects) X100} as at 30 June 2016	spent by 30 June 2017 {(Actual amount spent on projects/Total amount budgeted for capital projects) X100} as at 30 June 2017								%	O
Corrective action		Expenditure must be monitored more closely. The Municipality will in future years include more realistic targets for expenditure where grant funding from external sources are involved. This includes funds transferred to the Municipality at late stages of the financial year.									
TL24	PDO	To implement an Integrated Public Transport Network that will serve the communities of George									
	Implement GO George Public Transport Service with the kilometres implemented as planned in terms of the project plan for 2016/17 by 30 June 2017 {(Actual kilometres implemented divided by planned kilometres) x 100}	% of network coverage {(Actual kilometres implemented divided by planned kilometres) x 100}	All	92%	0%	0%	0%	100%	100%	80%	O
Corrective action		A Public Transport Oversight Officer has been appointed to fast track performance. The roll-out of the phases of the project that were envisaged for this financial year were postponed due to the previous unrest. Negotiations are constantly maintained between all spheres of Government partners to implement next phases as soon as possible. Note: The target type reflected in the SDBIP incorrectly reflected a number and not a percentage.									
TL25	PDO	To provide sufficient electricity for basic needs									
	Limit electricity losses to less than 10% by 30 June 2017 (Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated) x 100	% Electricity losses by 30 June 2017 (Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated) x 100	All	7.46%	10%	10%	10%	10%	10%	7.65%	B
TL26	PDO	To provide sufficient electricity for basic needs									
	90% of the electricity capital budget spent by 30 June 2017 {(Actual capital expenditure divided by the total approved capital budget) x100}	% of the capital budget spent by 30 June 2017 {(Actual capital expenditure divided by the total approved capital budget) x100}	All	82%	0%	10%	20%	90%	90%	79.96 %	O

Annual Report 2016/17

Ref	KPI	Unit of Measurement	Wards	Previous Year Actual	Performance for 2016/17						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
Corrective action		Expenditure must be monitored more closely. Electrical Master Plan will be updated. Steps will be implemented to enable the Directorate to complete Planning and design, specification and tenders prior to the commencement of a financial year.									
TL27	PDO	To provide world class water services in George to promote development and fulfil basic needs									
	Limit water network losses to less than 25% by 30 June 2017 {{Difference between water supplied and water billed) {{(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified × 100}}	% Water network losses by 30 June 2017 (Difference between water supplied and water billed) {{(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified × 100}}	All	24.59%	0%	25%	0%	25%	25%	29,71 %	R
Corrective action		The transfer process of the UISP stands to be speeded-up. Maintenance programs on infrastructure need to be expanded. The method of calculation unmetered consumption in the calculations of the water losses regarding 7 669 informal users that consumes approximately 10 kl per month for a total annual consumption of 915 333kl during 2016/2017, must be part of a process to better define and determine any other unmetered consumption included in the total water losses.									
TL28	PDO	To endeavour to improve the reseal of roads project to such an extent that potholes are prevented altogether									
	Rehabilitate and upgrade Streets and Storm water in terms of the approved capital budget by 30 June 2017 {{Actual expenditure divided by the total approved budget) x 100}}	% of budget spend at 30 June 2017 {{Actual expenditure divided by the total approved budget) x 100}}	All	95%	0%	10%	20%	85%	85%	45.62 %	R
Corrective action		A Public Transport Oversight Officer has been appointed to fast track performance. The roll-out of the phases of the project that were envisaged for this financial year were postponed due to the previous unrest. Negotiations are constantly maintained between all spheres of Government partners to implement next phases as soon as possible.									
TL29	PDO	To endeavour to improve the reseal of roads project to such an extent that potholes are prevented altogether									
	Rehabilitate and upgrade the proclaimed roads in terms of the approved capital budget by 30 June 2017 {{Actual expenditure divided by the total approved budget) x 100}}	% of budget spend at 30 June 2017 {{Actual expenditure divided by the total approved budget) x 100}}	All	60%	0%	10%	20%	85%	85%	100%	G 2
TL30	PDO	To provide world class water services in George to promote development and fulfil basic needs									
	Rehabilitate and upgrade Water - Networks in terms of	% of budget spend at 30 June 2017 {{Actual expenditure divided by	All	93%	0%	10%	20%	85%	85%	61.43 %	R

Annual Report 2016/17

Ref	KPI	Unit of Measurement	Wards	Previous Year Actual	Performance for 2016/17						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
	the approved capital budget by 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	the total approved budget) x 100}									
Corrective action		The implementation of the street and storm water master plan must be managed more effectively. Note: The SDBIP reflected 30 June 2016 incorrectly.									
TL31	PDO	To provide world class water services in George to promote development and fulfil basic needs									
	Rehabilitate and upgrade Water-Purification in terms of the approved capital budget by 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	All	48%	0%	10%	20%	85%	85%	92.63 %	G 2
TL32	PDO	To provide and maintain safe and sustainable sanitation management and infrastructure									
	Rehabilitate and upgrade the Sewerage Networks in terms of the approved capital budget by 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	All	New performance indicator for 2016/17. No audited comparisons available	0%	10%	20%	85%	85%	48.22 %	R
Corrective action		The implementation of the sewerage master plan must be managed more effectively. The procurement process will be shortened.									
TL33	PDO	To provide and maintain safe and sustainable sanitation management and infrastructure									
	Rehabilitate and upgrade the Sewerage Treatment Works in terms of the approved capital budget by 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	All	65%	0%	10%	20%	85%	85%	84.47 %	O
TL34	PDO	To provide and maintain safe and sustainable sanitation management and infrastructure									
	90% compliance to general standards with regard to waste water outflow by 30 June 2017	% compliance to general standards by 30 June 2017	All	95.29%	90%	90%	90%	90%	90%	93%	G 2
TL35	PDO	To provide world class water services in George to promote development and fulfil basic needs									

Annual Report 2016/17

Ref	KPI	Unit of Measurement	Wards	Previous Year Actual	Performance for 2016/17						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
	95% water quality level obtained as per SANS 241 physical and micro parameters by 30 June 2017	% water quality level by 30 June 2017	All	94%	95%	95%	95%	95%	95%	98.50 %	G 2
TL37	PDO	To revitalise the current community facilities to increase the access to services for the general public									
	Purchase land for the extension of the Uniondale cemetery by 30 June 2017	Land purchased by 30 June 2017	25	New performance indicator for 2016/17. No audited comparative s available	0	0	0	1	1	0	R
Corrective action		Awaiting response from Department of Public Works. The Municipality will continue to follow up the process with the department.									
TL38	PDO	To revitalise the current community facilities to increase the access to services for the general public									
	Complete the Environmental Impact Assessment (EIA) for the extension of the George cemetery by 30 June 2017	EIA obtained by 30 June 2017	4	New performance indicator for 2016/17. No audited comparative s available	0	0	0	1	1	0	R
Corrective action		Follow-up correspondence sent to relevant Provincial Department requesting a fast tracking of the process.									
TL39	PDO	To provide an integrated waste management service for the total municipal area									
	Purchase land for the construction of a refuse transfer station in Uniondale by 30 June 2017	Land purchased by 30 June 2017	25	New performance indicator for 2016/17. No audited comparatives available	0	0	0	1	1	0	R
Corrective action		There was an initial piece of land identified that was not council property. The current property identified is council property.									
TL40	PDO	To provide an integrated waste management service for the total municipal area									
	Purchase 2 refuse compactor trucks by 30 June 2017	Number of refuse compactor trucks purchased by 30 June 2017	25	New performance indicator for 2016/17. No audited comparative s available	0	0	0	2	2	2	G
TL43	PDO	To promote George as a sport, tourism and business destination									
	90% of the MIG funding for sport projects spent by 30 June 2017 {(actual expenditure/total	% of budget spend at 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	All	New performance indicator for 2016/17. No audited	0%	25%	60%	90%	90%	100%	G 2

Annual Report 2016/17

Ref	KPI	Unit of Measurement	Wards	Previous Year Actual	Performance for 2016/17						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
	allocation received) x100}			comparative s available							
TL44	PDO	To provide for the needs of the homeless by providing safe integrated human settlements									
	Construct 50 top structures in Protea Park by 30 June 2017	50 Top structures constructed by 30 June 2017	5	New performance indicator for 2016/17. No audited comparative s available	0	0	0	50	50	20	R
Corrective action		The KPI were not accomplished due to the following reasons that contributed to the slow pace in which the contractor is currently completing the houses: Adverse weather conditions. Contractor's struggle to obtain reliable local suppliers for specialised material. Recurring vandalism and material theft, as well as unreliable local labour. Municipality constantly involved through site meetings to assist contractor. Steps were implemented to avoid vandalism.									
TL46	PDO	To provide for the needs of the homeless by providing safe integrated human settlements									
	Construct 7 replacement top structures in Maraikamp by 30 June 2017	7 Replacement top structures constructed by 30 June 2017	8	New performance indicator for 2016/17. No audited comparative s available	0	0	0	7	7	3	R
Corrective action		The 7 houses are practically completed, but because of recurring vandalism, material loss due to theft and health & safety issues on site, houses could not be completed on time and handed over to the beneficiaries. The Municipality constantly involved through site meetings to assist contractor. Steps were implemented to avoid vandalism.									

Top Layer SDBIP – Affordable Quality Services

b) Develop and Grow George

Ref	KPI	Unit of Measurement	Wards	Previous Year Actual	Performance for 2016/17						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
TL9	PDO	To maximise job creation opportunities through government expenditure (e.g. EPWP)									
	Create Full Time Equivalents (FTE's) through government expenditure with EPWP by 30 June 2017	Number of FTE's created by 30 June 2017 consisting of all communities	All	384	0	0	0	294	294	503	B

Top Layer SDBIP – Develop and Grow George

c) Good Governance and Human Capital

Ref	KPI	Unit of Measurement	Wards	Previous	Performance for 2016/17						
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Annual Report 2016/17

				Year Actual	Q1	Q2	Q3	Q4	Annual Target	Actual	R
TL10	PDO	To ensure that municipal staff is efficient, effective and responsive									
	The number of people from employment equity target groups employed (newly appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2017	Number of people employed (newly appointed)	All	1	0	0	0	1	1	0	R
Corrective action		There were no vacancies at this level for the financial year ended June 2017									
TL11	PDO	To ensure that municipal staff is efficient, effective and responsive									
	The percentage of a municipality's budget actually spent on implementing its workplace skills plan	{(Actual total training expenditure divided by total personnel budget) x100} by 30 June 2017	All	0.50%	0%	0%	0%	0.20%	0.20%	15%	B
TL12	PDO	To manage the municipal finances according to the Municipal Finance Management Act in an effective and efficient manner									
	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2017 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	% Debt to Revenue as at 30 June 2017	All	42%	0%	0%	0%	45%	45%	24.18%	B
TL13	PDO	To maintain effective credit control in the Municipality and Enhance and maximise revenue base through improved collection rate									
	Financial viability measured in terms of the outstanding service debtors as at 30 June 2017 (Total outstanding service debtors/ revenue received for services)	% Service debtors to revenue as at 30 June 2017	All	13%	0%	0%	0%	15.60%	15.60%	10.48%	B
TL14	PDO	To manage the municipal finances according to the Municipal Finance Management Act in an effective and efficient manner									
	Financial viability measured in terms of the available cash to	Cost coverage as at 30 June 2017	All	3	0	0	0	2	2	3.38	B

Annual Report 2016/17

Ref	KPI	Unit of Measurement	Wards	Previous Year Actual	Performance for 2016/17						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
	cover fixed operating expenditure as at 30 June 2017 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))										
TL16	PDO	To conduct a full audit of operations, processes, duties and service delivery standards of departments to address risk areas and promote effectiveness									
	Review the 3-year Internal Audit Plan based on Risk Assessment and submit to audit committee by 30 September 2016	RBAP (Risk Based Audit Plan) submitted to Audit Committee by 30 September 2016 and approved by 31 October 2016	All	1	1	0	0	0	1	1	G
TL17	PDO	To conduct a full audit of operations, processes, duties and service delivery standards of departments to address risk areas and promote effectiveness									
	Execution of Internal Plan and issuing of Internal Audit Reports based on Internal Audit Plan by 30 June 2017 ((Actual hours completed/ Planned hours to be completed) x100)	% of target hours completed by 30 June 2017 {(Actual hours completed/ Planned hours to be completed) x100}	All	133%	0%	0%	0%	100%	100%	100%	G
TL18	PDO	To evaluate the effectiveness of risk management, control and governance processes and develop actions to address key risks identified									
	Facilitate the review of the Risk Management Policy and implementation plan and submit to Council by 30 June 2017	Risk Management Policy and implementation plan submitted to Council by 30 June 2017	All	0	0	0	0	1	1	0	R
Corrective action		Policy is in process of being reviewed and will be submitted to Council in the 2017/18 financial year									
TL23	PDO	To implement Performance Management system with realistic stretch target setting in each department									
	Review the Performance Management	Performance Management Framework submitted	All	New performance indicator	0	0	0	1	1	0	R

Annual Report 2016/17

Ref	KPI	Unit of Measurement	Wards	Previous Year Actual	Performance for 2016/17						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
	Framework and submit to Council by 30 June 2017	to Council by 30 June 2017		for 2016/17. No audited comparative s available							
Corrective action		The framework is in process of being reviewed and will be approved by Council by December 2017									
TL49	PDO	To maintain effective credit control in the Municipality and Enhance and maximise revenue base through improved collection rate									
	Achieve a payment percentage of 96% {(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue x 100}	Payment % as at 30 June 2017 {(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue x 100}	All	105%	96%	96%	96%	96%	96%	104.96 %	G 2
TL50	PDO	To manage the municipal finances according to the Municipal Finance Management Act in an effective and efficient manner									
	Review the Long Term Financial Plan and submit to Council for approval by 31 March 2017	Reviewed Long Term Financial Plan submitted to Council by 31 March 2017	All	1	0	0	1	0	1	1	G
TL51	PDO	To manage the municipal finances according to the Municipal Finance Management Act in an effective and efficient manner									
	Maintain an unqualified audit opinion for the 2015/16 financial year	Unqualified audit opinion achieved for the 2015/16 financial year	All	1	0	1	0	0	1	1	G

Top Layer SDBIP – Good Governance and Human Capital

d) Participative Partnerships

Ref	KPI	Unit of Measurement	Wards	Previous Year Actual	Performance for 2016/17						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
TL19	PDO	To ensure effective integrated development planning and performance management in the municipality									
	Complete the planning for the IDP/Budget process with the development and approval of the IDP/Budget process plan by 31 August 2016	Process plan submitted to Council by 31 August 2016	All	1	1	0	0	0	1	1	
TL20	PDO	To ensure effective integrated development planning and performance management in the municipality									
	Prepare the draft 4th	Draft 4th generation	All	1	0	0	1	0	1	1	

Annual Report 2016/17

Ref	KPI	Unit of Measurement	Wards	Previous Year Actual	Performance for 2016/17						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
	generation IDP for submission to council by 31 March 2017 to ensure compliance with legislation	IDP completed to submit to council by 31 March 2017									
TL21	PDO	To ensure effective integrated development planning and performance management in the municipality									
	Prepare the final 4th generation IDP for submission to council by 31 May 2017 to ensure compliance with legislation	Final 4th generation IDP completed to submit to council by 31 May 2017	All	1	0	0	0	1	1	1	
TL22	PDO	To improve communication with citizens on plans, achievements, successes and actions									
	Review the Communication Policy and submit to Council by 30 June 2017	Communication policy submitted to Council by 30 June 2017	All	New performance indicator for 2016/17. No audited comparative s available	0	0	0	1	1	0	R
Corrective action		Reviewing of the Communication Policy is in progress and has been rolled over to the 17/18 financial year for finalisation and Council Approval									

Top Layer SDBIP – Participative Partnerships

e) Safe, Clean and Green

Ref	KPI	Unit of Measurement	Wards	Previous Year Actual	Performance for 2016/17							
					Q1	Q2	Q3	Q4	Annual Target	Actual	R	
TL36	PDO	To provide an effective and efficient law enforcement and emergency service to all the communities of George in our quest to protect and promote the fundamental rights of life										
	Review the Disaster Management Plan and submit to Council by 31 March 2017	Disaster Management Plan reviewed and submitted to Council by 31 March 2017	All	0	0	0	1	0	1	1	G	
TL41	PDO	To provide an effective and efficient law enforcement and emergency service to all the communities of George in our quest to protect and promote the fundamental rights of life										
	Purchase a fire truck by 31 December 2016	Fire truck purchased by 31 December 2016	All	New performance indicator for 2016/17. No audited comparative s available	0	1	0	0	1	1	G	
TL42	PDO	To provide an effective and efficient law enforcement and emergency service to all the communities of George in our quest to protect and promote the fundamental rights of life										

Ref	KPI	Unit of Measurement	Wards	Previous Year Actual	Performance for 2016/17						
					Q1	Q2	Q3	Q4	Annual Target	Actual	R
	Extend the East Wing of the Vehicle Registration Building by 30 June 2017	Extension completed by 30 June 2017	All	New performance indicator for 2016/17. No audited comparative s available	0	0	0	1	1	0	R
Corrective action		KPI will be reconsidered in the 2017/18 financial year as per approved budget									

Top Layer SDBIP – Safe, Clean and Green

3.2.3 Service Providers Performance

Section 76(b) of the MSA states that KPIs should inform the indicators set for every municipal entity and service provider with whom the municipality has entered a service delivery agreement.

- ♦ A service provider means a person or institution or any combination of persons and institutions which provide to or for the benefit of the local community
- ♦ External service provider means an external mechanism referred to in section 76(b) which provides a municipal service for a municipality
- ♦ Service delivery agreement means an agreement between a municipality and an institution or person mentioned in section 76(b) in terms of which a municipal service is provided by that institution or person, either for its own account or on behalf of the Municipality

During the year under review the Municipality did not appoint any service providers which provided municipal services to or for the benefit of the local community on behalf of the Municipality and therefore this report contains no such details. All other contract appointments were regularly monitored to ensure that the requirements of the contract are complied with.

3.2.4 Municipal Functions

The municipal functional areas are as indicated below:

Municipal Function	Municipal Function: Yes / No
Constitution Schedule 4, Part B functions:	
Air pollution	Yes
Building regulations	Yes
Child care facilities	Yes
Electricity and gas reticulation	Only electricity
Firefighting services	Yes
Local tourism	Yes
Municipal airports	No

Annual Report 2016/17

Municipal Function	Municipal Function: Yes / No
Municipal planning	Yes
Municipal health services	No
Municipal public transport	No
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No
Storm water management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	No
Constitution Schedule 5, Part B functions:	
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes from 2013
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	No
Licensing and control of undertakings that sell food to the public	Yes
Local amenities	Yes
Local sport facilities	Yes
Markets	No
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	Yes
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes

Annual Report 2016/17

Municipal Function	Municipal Function: Yes / No
Traffic and parking	Yes

Functional Areas

COMPONENT A: BASIC SERVICES

This component includes basic service delivery highlights and challenges, details of services provided for water, waste water (sanitation), electricity, waste management, housing services and a summary of free basic services.

3.3 National Key Performance Indicators – Basic Service Delivery and Local Economic Development

The table below shows the key performance indicators are linked to the following two National Key Performance Areas: Basic Service Delivery and Local Economic Development.

Indicators	2015/16	2016/17
<u>Basic Service Delivery</u>		
The percentage of households with access to basic level of water	98.08%	98.13%
The percentage of households with access to basic level of sanitation	98.01%	97.85%
The percentage of households with access to basic level of electricity	100%	100%
The percentage of households with access to basic level of solid waste removal	100%	100%
<u>Local economic development</u>		
Create Full Time Equivalents (FTEs) through government expenditure with EPWP	384	503

National Key Performance Areas: Basic Service Delivery and Local Economic Development

3.4 Water Provision

The George Municipality's raw water sources are the Garden Route and Swart River dams, the Touw, Kaaimans and Malgas Rivers, the Ultra Filtration Plant situated at the Outeniqua WWTW, boreholes as well as the Haarlem Dam and the Holdrif River. The water is treated according to SANS 241: 2011 at the Old and New George Water Treatment Works (WTW), Wilderness WTW, Uniondale WTW and Haarlem WTW.

The water distribution systems consist of 986km of pipeline, varying from 50mm to 1000mm in diameter, 30 water pump stations, 42 reservoirs and 3 water towers.

The master plans for the Municipality's Water Supply Systems are updated on a quarterly basis and all upgrades planned are in line with the current master planning. The bulk resources are sufficient and purification capacity is adequate to accommodate growth and development.

3.4.1 Highlights – Water Provision

The table below specifies the highlights for the year:

Highlight	Description
Construction of 12,5Ml reservoir	A 12.5 Ml reservoir was constructed
Expansion of telemetric system	The telemetric system was expanded

Water Provision Highlights

3.4.2 Challenges – Water Provision

The table below specifies the challenges for the year:

Challenge	Actions to address
Appointment of qualified staff in critical vacant posts	Critical vacant posts must be filled to preserve service levels and comply with legislation
Vandalism and theft	The security systems must be upgraded and security measures must be implemented to protect valuable and critical infrastructure
Vandalism of water and sewer pump station	A reward system whereby R2 500 is paid to any person who offers information on vandalism and theft of municipal assets, which leads to the successful conviction of the perpetrator, has been introduced

Challenges: Water Provision

3.4.3 Water Provision Delivery Levels

Below is a table that specifies the different water service delivery levels per households for the financial years 2015/16 and 2016/17:

Description	2015/16	2016/17
	Actual	Actual
Household		
<i>Water: (above minimum level)</i>		
Piped water inside dwelling	35 202	35 765
Piped water inside yard (but not in dwelling)	18 543	19 317
Using public tap (within 200m from dwelling)	0	0
Other water supply (within 200m)	3 137	3 362
Minimum Service Level and Above Sub-total	56 882	58 444
Minimum Service Level and Above Percentage	98.08	98.13
<i>Water: (below minimum level)</i>		
Using public tap (more than 200m from dwelling)	120	120
Other water supply (more than 200m from dwelling)	731	731
No water supply	264	264
Below Minimum Service Level sub-total	1 115	1 115
Below Minimum Service Level Percentage	1.92	1.87
Total number of households	57 997	59 559

Water Provision Delivery Levels

3.4.4 Total Employees – Water Provision

The following table indicates the staff composition for this division:

Employees: Water Services				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
1 - 3	35	35	0	0
4 - 8	24	24	0	0
9 - 13	11	8	3	27
14 - 18	2	2	0	0
19 - 21	0	0	0	0
Total	72	69	3	4

Employees: Water Services				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
<i>Employees and Posts numbers are as at 30 June</i>				

Employees: Water Provision

3.4.5 Capital Expenditure – Water Provision

The following table indicates the capital expenditure for this division:

Capital Expenditure 2016/17: Water Provision				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Alarm system civil office building	50	50	41	9
Troxler moisture/density gauge	50	441	355	86
Thembaletu UISP - water	1 908	1 908	622	1 285
Installation of meters	100	100	99	0
Water Tanks/Informal areas (50)	100	91	91	0
Water network rehabilitation	2 000	2 894	2 909	(15)
SCADA system upgrade/Saasveld	200	145	145	0
Golden Valley: water (165 units)	854	854	42	812
Rehabilitation of old WTW	1 000	1 000	1 000	0
Bag sains	1 200	410	326	84
New WTW/roof rehab - chemical	1 150	635	635	1
New WTW/roof rehab - module 1	500	1 777	1 907	(130)
New WTW scada system / pc with	200	289	220	69
Water settling tanks (Uniondale)	200	230	0	230
Malgas water pump station rehab	850	2 670	1 091	1 578
Generators - water purification	5 106	5 106	5 023	83
Extension of waterworks	6 712	5 712	5 712	0
Raising garden route dam	9 916	600	566	34
WTW - 3 Rese	22 000	20 000	20 002	(2)
Flow control valves - Kraaibos	0	200	12	188

Capital Expenditure 2016/17: Water Provision				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Flow control valves - Pacaltsdorp	0	200	0	200
H&S extractor fans - chlorine	0	1 100	144	956
Rammer Meiwa Eh12-4hp	0	50	36	14
New WTW/aircon 1800btu - board	0	30	25	5
Tools & equipment - water purification	0	10	0	10
Total	54 096	46 500	41 004	5 497

Capital Expenditure 2016/17: Water Provision

3.5 Waste Water (Sanitation) Provision

The master plans for the Municipality's Waste Water Systems are updated on a quarterly basis and all upgrades planned are in line with the current master planning. The sewer reticulation system consists of 794km of pipeline varying from 50mm to 1 000mm in diameter and 111 sewer pump stations. The waste water is treated at the Outeniqua, Gwaiing, Herolds Bay, Breakwater Bay, Kleinkrantz, Uniondale and Haarlem Waste Water Treatment Works (WWTW).

3.5.1 Highlights – Waste Water (Sanitation) Provision

The table below specifies the highlights for the year:

Highlight	Description
Construction of large settling tank	A large settling tank was constructed at the Quteniqua WWTW
Expansion of telemetric system	The telemetric system was expanded

Highlights: Waste Water (Sanitation) Provision

3.5.2 Challenges – Waste Water (Sanitation) Provision

The table below specifies the challenges for the year:

Challenge	Actions to address
Appointment of qualified staff in critical vacant posts	Critical vacant posts must be filled to preserve service levels and comply with legislation
Vandalism and theft	The security systems must be upgraded and security measures must be implemented to protect valuable and critical infrastructure

Challenges: Waste Water (Sanitation) Provision

3.5.3 Waste Water (Sanitation) Service Delivery Levels

Below is a table that specifies the different sanitation service delivery levels per households for the financial year's 2015/16 and 2016/17.

Description	2015/16	2016/17
	Actual	Actual
<u>Household</u>		
<u>Sanitation/sewerage: (above minimum level)</u>		
Flush toilet (connected to sewerage)	47 496	49 339
Flush toilet (with septic tank)	5 117	5 231
Chemical toilet	20	18
Pit toilet (ventilated)	811	811
Other toilet provisions (above minimum service level)	3 401	3 488
Minimum Service Level and Above Sub-total	56 845	58 887
Minimum Service Level and Above Percentage	98.01	97.85
<u>Water: (below minimum level)</u>		
Bucket toilet	155	155
Other toilet provisions (below minimum service level)	830	812
No toilet provisions	187	325
Below Minimum Service Level Sub-total	1 172	1 292
Below Minimum Service Level Percentage	1.98	2.15
Total number of households	57 997	60 179

Waste Water (Sanitation) Service Delivery Levels

3.5.4 Total Employees – Waste Water (Sanitation) Provision

The following table indicates the staff composition for this division:

Employees: Sanitation Services				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
1 - 3	23	7	16	70
4 - 8	59	48	11	19
9 - 13	13	12	1	8
14 - 18	3	3	0	0
19 - 21	0	0	0	0
Total	98	70	28	29
<i>Employees and Posts numbers are as at 30 June</i>				

Employees Waste Water (Sanitation) Provision

3.5.5 Capital Expenditure – Sanitation Services

The following table indicates the capital expenditure for this division:

Capital Expenditure 2016/17: Sanitation Services				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Thembaletu UISP - sewerage	5 630	5 630	1 313	4 317
Gulley's	250	0	0	0
Sewer line/pump station 2 man	2 000	1 270	1 103	167
Upgrade of access roads & fencing	500	500	456	44
Upgrade electric switchgear - pump	1 500	430	417	13
Super sucker	1 500	1 500	715	785
Golden Valley services erven -	2 521	2 521	125	2 396
Outeniqua WWTW 10 Ml addition	20 000	20 000	16 823	3 177
Gwaing WWTW - reinstate 3.5 Ml	2 000	0	4	(4)
Portable chlorine meter	250	250	250	0
LG 44lt microwave oven	5	2	2	0
Wireless IP phones	200	138	138	0

Capital Expenditure 2016/17: Sanitation Services				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Gwaing WWTW/upgrade belt press	200	372	328	44
Inspection camera	0	300	0	300
Upgrading of pump stations	0	854	443	411
Radio Motorola DP 4815	0	300	254	46
Gas monitors	0	120	93	27
Outeniqua WWTW/ aircon 180 BTU	0	30	22	8
Drill c/less 18v	0	10	6	4
Fridge Defy double door 247lt	0	23	20	3
Thembaletu sewerage reticulation	0	3 000	3 000	0
Total	36 556	37 250	25 511	11 739

Capital Expenditure 2016/17: Waste Water (Sanitation) Services

3.6 Electricity Services

The availability and affordability of electricity has become one of the most debated subjects due to Eskom's load shedding and the abnormal high increases that are carried over to municipal consumers. George municipality was fortunate not to have had any recent load shedding and Eskom has indicated that they do not foresee any in the coming financial year. The loss in income from the sale of electricity and the effect that load shedding has had on the economy of the country is enormous. Many consumers are moving to other forms of energy and are considering generating their own renewable electricity. The National Energy Regulator of South Africa (NERSA) approved a tariff increase of 11.8% for 2015/16 and an average increase of 7.68% for 2016/17. The municipal Time-of-Use Embedded Generation Tariff for domestic clients that installs own small generation (Photo Voltaic) systems including the standard conditions, specifications and application forms have been approved. This tariff makes provision for a basic charge to cover the municipal network costs.

The roll-out of renewable energy projects is going to escalate and the George Airport has already installed a 750kW solar power plant. These projects will have a major effect on the dynamics of the distribution industry in future.

The electrification of the informal areas remains a major challenge. The backlog is being addressed systematically as funds become available with 130 informal homes electrified during 2016/17. New prepaid meters for 2 704 residential customers have been installed during 2016/17, with 1 080 new households registering as Indigent during the same period. Funds are available on the 2017/18 budget to continue with the electrification project.

Street lighting in rural and informal areas are being installed in various areas of George to improve safety and security.

3.6.1 Highlights – Electricity Services

The table below specifies the highlights for the year:

Highlight	Description
Electrification	550 informal homes were electrified and 2 704 new prepaid residential customers connected
George substation	The new 25MVA transformer for George sub-station was commissioned
Medium voltage projects	A new 11kV switchboard was delivered and a new medium voltage network in Groenkloof was commissioned. The next phase of medium voltage ring at Uniondale was completed
New appointments	Some internal staff were promoted while some external candidates were also appointed as Electrical Assistants, Senior Supervisors and Specialised Electricians
Training	Training of interns is progressing well and 5 new interns started training in March 2017

Highlights: Electricity Services

3.6.2 Challenges – Electricity Services

The table below specifies the challenges for the year:

Challenge	Actions to address
Street lights	The backlog to street light repairs remain a huge challenge due to staff shortages. Vacancies must be filled
Staff quota still inadequate and in need of training	Insufficient appointments particularly to capacitate the Vegetation Control Section and too few electrical assistants were employed. The latter posts were advertised again and appointments are pending. Serious consideration must be given to properly capacitating the Vegetation Control Team. Two of the Senior Superintendent positions become vacant and the Senior Manager: Distribution position remains vacant. Vacancies must be filled
Shortage of vehicles	Due to the additional staff employed there is a shortage of municipal vehicles to provide service delivery and vehicles must be hired. Additional budget must be provided to procure additional vehicles
Maintenance	The lack of maintenance on the electrical plant is a critical challenge This hold an immense risk to security of supply and the safety to the staff and public. Budgetary provision must be made available for maintenance

Challenges: Electricity Services

3.6.3 Electricity Service Delivery Levels

The table below reflects the different service delivery level standards for electricity within the Municipality and includes informal areas:

Description	2015/16	2016/17
	Actual	Actual
Household		
<i>Energy: (above minimum level)</i>		
Electricity (at least minimum service level)	1 480	3 213
Electricity - prepaid (minimum service level)	40 988	41 588
Minimum Service Level and Above Sub-total	42 468	44 801
Minimum Service Level and Above Percentage	100	100
<i>Energy: (below minimum level)</i>		
Electricity (< minimum service level)	0	0
Electricity - prepaid (< min. service level)	0	0
Other energy sources	0	0
Below Minimum Service Level Sub-total	0	0
Below Minimum Service Level Percentage	0	0
Total number of households	42 468	44 801

Electricity Service Delivery Levels

3.6.4 Total Employees – Electricity Services

The following table indicates the staff composition for this division:

Employees: Electricity Services				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
1 - 3	13	6	7	8
4 - 8	147	42	105	71
9 - 13	88	70	18	20
14 - 18	8	8	0	0
19 - 21	1	0	1	100
Total	257	124	133	52
<i>Employees and Posts numbers are as at 30 June</i>				

Employees Electricity Services

3.6.5 Capital Expenditure – Electricity Services

The following table indicates the capital expenditure for this division:

Capital Expenditure 2016/17: Electrical Services				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Mobile radios	50	50	0	50
Modelling analysis and simulation	50	300	295	5
Safety harness linesman	150	150	90	60
Safety harness x large	50	50	45	5
Voltage tester multifunction	100	100	99	1
Aircon 9 000 btu	300	300	300	0
Chair Princeton office	50	50	4	46
Electrical training centre	250	250	249	1
SS George/20mva transformer	2 000	1 992	1 535	457
Refurbish existing 10mva transformer	2 000	1 355	813	542
SS Heatherpark/66kv circuit	1 200	1 005	995	10
J1 controller/server room	1 000	468	448	20
SS Tamsui/SFP connectors	400	385	385	0
SS Industries/refurbish	500	532	531	1
George inner city - 11 kv network	500	982	982	0
Overloaded networks: replacement	1 000	415	409	6
Replace obsolete and overloaded	1 000	3 240	2 800	440
LV network/Lt Line(UG)/Market	200	230	228	2
Streetlights/East St: Mission	200	281	280	0
Streetlights/Le Roux St: Robert	100	166	158	9
Reticulation schemes - Themba lethu	8 333	0	0	0
Informal areas underground	1 000	2 188	1 326	861
LV Network/lt lines (UG)	0	38	38	0
Lighting in informal areas	0	214	63	151
Wilderness – upgrade 11kv network	0	9	9	1
Cherry picker trailer	0	0	0	0
CAW 43923 (GM 2513)/Tata	0	417	417	0

Capital Expenditure 2016/17: Electrical Services				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
CAW 40268(GM 2512)/Tata	0	417	417	0
Rebuild Herolds Bay 66kv line	0	1 400	433	967
CAW 99624(GM 2505)/Nissan NP200	0	1 200	1 192	8
Total	20 433	18 183	14 538	3 644

Capital Expenditure 2016/17: Electricity Services

3.7 Waste Management (Refuse collections, waste disposal, street cleaning and recycling)

George Municipality maintains the national standard of one refuse collection per household per week. Refuse collection services were also rolled-out to all rural areas within the greater George. All waste is taken to a transfer station where it is compacted in huge containers and transported to Petro SA in Mossel Bay. A total of about 31 000 tons were transported to Petro SA during the 2016/17 financial year.

The Municipality also has a blue bag system for recyclables such as paper, tin, glass and plastic. Several private recycling companies are also operating in George.

One of the biggest problems that the Municipality experience is illegal dumping. The Municipality has appointed several community based contractors with workers to address illegal dumping, by collecting waste and transporting it to the transfer station. Refuse collection stations, specifically for garden waste, were erected in areas where illegal dumping is experienced.

3.7.1 Highlights - Waste Management

The table below specifies the highlights for the year:

Highlight	Description
New refuse trucks	2 New refuse trucks were procured to assist with refuse collection
War on Waste Project	The War on Waste Project was launched which entails the clearing of illegal dumping in all residential areas

Highlights: Waste Management

3.7.2 Challenges – Waste Management

The table below specifies the challenges for the year:

Challenge	Actions to address
Old refuse compactors	2 New refuse compactors were procured
Establishment of regional landfill site	The necessary budgetary provision must be made to participate in this project

Challenges: Waste Management

3.7.3 Waste Management Service Delivery Levels

The table below indicates the different refuse removal service delivery level standards within the urban edge area of the municipality:

Description	2015/16	2016/17
	Outcome	Actual
<u>Household</u>		
<u>Refuse Removal:</u> (Minimum level)		
Removed at least once a week	52 000	53 200
Minimum Service Level and Above Sub-total	52 000	53 200
Minimum Service Level and Above Percentage	100	100
<u>Refuse Removal:</u> (Below minimum level)		
Removed less frequently than once a week	0	0
Using communal refuse dump	0	0
Using own refuse dump	0	0
Other rubbish disposal	0	0
No rubbish disposal	0	0
Below Minimum Service Level Sub-total	0	0
Below Minimum Service Level percentage	0	0
Total number of households	52 000	53 200

Waste Management Service Delivery Levels

3.7.4 Total Employees – Waste Management

The following table indicates the staff composition for this division:

Employees: Waste Management				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
1 - 3	60	42	18	30
4 - 8	20	18	2	10
9 - 13	4	1	3	75
14 - 18	3	3	0	0
19 - 21	0	0	0	0
Total	87	64	23	26
<i>Employees and Posts numbers are as at 30 June</i>				

Employees Waste Management

3.7.5 Capital Expenditure – Waste Management

Capital Expenditure 2016/17: Waste Management				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Bulk refuse containers	100	100	2	98
Upgrading public toilets	100	100	95	5
Refuse transfer facility Uniondale	2 000	500	132	368
Furniture transfer station	74	74	70	4
CAW22716 (GM 2500) Nissan	1 750	1 750	1 741	9
CAW14576 (GM 2501)/Nissan	1 750	1 750	1 741	9
GM2504 (CAW 62307)- Backhoe load	880	880	869	11
Sewer line at transfer station	150	0	0	0
Public toilets at Van der Stel	0	133	131	2
Upgrade transfer station	0	2 450	0	2 450
Rehabilitate Gwaiing dumping site	0	1 700	522	1 178
Total	6 804	9 437	5 304	4 133

Capital Expenditure 2016/17: Waste Management

3.8 Housing

Since the 1990s there has been a significant influx of people to the Southern Cape and specifically to George. The present waiting list numbers as at 30 June 2017 is 17 650, with approximately 5 234 families living in the informal areas. The shortage of housing increases on an annual basis.

In the year under review, the Uniondale Housing Project has been completed and won the Provincial Govan Mbeki Award for the Best Enhanced People's Housing Process (EHPH). The Protea Park Housing Project has delivered 22 of the 71 houses by 30 June 2017. The Department of Human Settlements has approved funding for the demolition and re-building of seven (7) houses in Maraikamp which were affected by storm damage. Phase 2 of the Upgrading Informal Settlements Programme (UISP) project has commenced which will provide 456 enhanced serviced sites to beneficiaries in Thembaletu. The construction of 700 top structures in Phase 1 of the UISP has commenced.

A total of 32 GAP housing units have been completed in Phase 1 of the Le Vallia Housing Project and 8 units in Phase 2.

In terms of the Winter Readiness Programme, where a 4m x 5m structure and a paved floor is provided in cases of emergency, 379 structures have been erected and 81 informal dwellings were rectified in terms of the roof replacement programme during the 2016/2017 financial year.

Housing need:

The need for an integrated residential development approach that addresses the whole spectrum of residential needs has been identified and the following main income categories have been considered:

- ◆ Subsidy housing >R3 500 per month
- ◆ Gap housing R3 500-R15 000 per month

The following table indicates the prioritised housing sites:

Site/ Property	Units
Subsidy: Priority 1	
Protea Park	71
Thembaletu UISP	1 746
Extension 42 & 58	100
Metro Grounds	671
Wilderness Heights	130
Golden Valley	165
Thembaletu N2	325
Kleinkrantz (GAP Housing)	13
Delville Park (GAP Housing)	159
Europe (GAP Housing)	505
Blanco (GAP Housing)	76
Total	3 961
Subsidy Priority 2 –Served sites	
Erf 325 East & West	± 5 700 sites
Thembaletu UISP	2 604 sites
Total	9 604
Subsidy Grand Total	13 565

Prioritised Housing Sites

3.8.1 Highlights – Housing

The table below specifies the highlights for the year:

Highlight	Description
GPS Enhancement Project	The objective of this pilot project was to perform informal settlement surveys which would assist in better understanding the household living conditions in informal settlements and to trace applicants living in informal settlements using GPS coordinates which will ensure that housing allocations are done in a fairer manner. A total of 8 areas were surveyed
Uniondale Housing Project	Provincial Govan Mbeki Award received for Best ePHP Project

Highlights: Housing

3.8.2 Challenges – Housing

The table below specifies the challenges for the year:

Challenges	Actions to address
Funding is required to implement the projects on the housing pipeline: Metro Grounds, Conville CRU's, Erf 325	Application for funding will have to be made

Challenges: Housing

3.8.3 Housing Waiting List

The Integrated Housing Demand Database (waiting list) linked to the Provincial Department of Human Settlements is reviewed on a regular basis, removing duplications, applicants who have subsequently acquired ownership or received a subsidy as well as those who have moved from the area and relocated elsewhere in the country or deaths in cases of sole applicants. This impacts on the total of the waiting list and in this instance the reduction thereof.

The following table shows a 0.54% decrease in the number of people on the housing waiting list. There are currently approximately 17 650 people on the waiting list.

Year	No of people on the list	% increase/(decrease)
2015/16	17 745	0.9
2016/17	17 650	(0.54)

Housing Waiting List

3.8.4 Total Employees – Housing

The following table indicates the staff composition for this division:

Employees: Housing				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
1 - 3	18	7	11	61
4 - 8	18	16	2	11
9 - 13	17	15	2	12
14 - 18	5	3	2	40
19 - 21	0	0	0	0
Total	58	41	17	29
<i>Employees and Posts numbers are as at 30 June</i>				

Employees - Housing

3.8.5 Capital Expenditure – Housing

The following table indicates the capital expenditure for this division:

Annual Report 2016/17

Capital Expenditure 2016/17: Housing				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Voice Recorder Philips DVT 400	54	116	81	35
Trunk Steel 800mm	57	45	44	0
Illingilethu Crèche: Concrete	10	8	8	0
Mzomhle Crèche: Installation	30	4	4	0
Mzomhle Crèche: Concrete slab	20	16	16	0
Mzomhle Crèche: Burglar proof	90	81	81	0
Illingilethu Crèche: Burglar	75	60	60	0
Masizakhe Crèche: Security Light	10	14	14	0
Pophuis Crèche: Palisade Fence	120	120	70	50
Pophuis Crèche: Exterior Security	10	6	6	0
Pophuis Crèche: Screening	10	0	0	0
Chris Nissan Crèche: Concrete	10	10	8	2
Nomphumelelo Crèche: Palisade	250	175	175	0
Nomphumelelo Crèche: Installation	30	5	5	0
Nomphumelelo Crèche: Concrete	30	32	32	0
Sandanezwe Crèche: Concrete slab	15	16	16	0
Sandanezwe Crèche: Burglar proof	90	72	72	0
Kekkel En Kraai Crèche: Concrete	10	8	8	0
Sonneblomland Crèche: Burglar	50	86	84	2
Sonneblomland Crèche: Concrete	10	8	8	0
Sonneblomland Crèche: Safety	30	30	30	0
Siebamba Crèche: Concrete slab	10	8	8	0
Isiseko Crèche: Concrete Slab W	10	8	8	0
Masimbambane Crèche: Concrete	12	8	8	0
Lawaaikamp Crèche: Concrete slab	10	8	8	0
Klouter Kabouter Crèche: Concrete slab	10	8	8	0
Goldenvally Crèche: Concrete Slab	10	8	8	0
CAW 98634(GM 2510)/Nissan 2.4 DC	400	330	254	76
Uniondale: Provision of Service	190	0	0	0
Pophuis Crèche: Concrete Slab	10	8	8	0

Capital Expenditure 2016/17: Housing				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Containers: Temporary Crèches	0	68	0	68
Trailers - Land management	0	70	0	70
Fence - Rosedale Crèche	0	149	147	1
Protea Park: Electrification	0	56	56	0
Rural Areas - access to basic	0	60	0	60
Total	1 672	1 701	1 335	366

Capital Expenditure 2016/17: Housing

3.9 Free Basic Services and Indigent Support

The following table shows the percentage of indigent households that have access to free basic municipal services. In accordance with the approved Indigent Policy of the municipality, all households earning less than **R3 000** per month will receive the free basic services as prescribed by National Policy.

3.9.1 Access to Free Basic Services

Year	Number of households								
	Total no of HH	Households earning less than R 3 000 per month							
		Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse Removal	
		Access	%	Access	%	Access	%	Access	%
2015/16	38 781	13 478	34.75	13 233	34.1	17 383	44.8	13 355	34.4
2016/17	46 004	14 635	31.81	14 413	31.33	19 083	41.48	14 482	31.48

Access to Free Basic Services

The access to free basic services is summarised into different services as specified in the table below:

Electricity									
Financial year	Indigent Households			Non-indigent households			Households in Eskom areas		
	No of HH	Unit per HH (kwh)	Value pm	No of HH	Unit per HH (kwh)	Value pm	No of HH	Unit per HH (kwh)	Value pm
			R'000			R'000			R'000
2015/16	17 383	70	1 357	0	0	0	662	50	31
2016/17	19 083	70	1 496	0	0	0	737	50	28.9

Free Basic Electricity Services to Indigent Households

Water						
Financial year	Indigent Households			Non-indigent households		
	No of HH	Unit per HH (kl)	Value pm	No of HH	Unit per HH (kl)	Value pm
			R'000			R'000
2015/16	13 478	6	1 096	25 303	6	2 057
2016/17	14 635	6	1 116,9	24 491	6	1 869

Free Basic Water Services to Indigent Households

Financial Performance 2016/17: Cost to Municipality of Free Basic Services Delivered		
Services Delivered	2015/16	2016/17
	Actual	Actual
	R'000	
Water	9 858	13 296
Electricity	11 878	18 298
Sanitation	21 189	30 755
Refuse removal	16 752	23 406
Total	59 677	85 755

Financial Performance 2016/17: Cost to the Municipality of Free Basic Services Delivered

COMPONENT B: ROAD TRANSPORT

3.10 Roads and Storm water

This component includes roads, transport and storm water (storm water drainage).

George Municipality is responsible for the planning and maintenance of proclaimed main roads, municipal streets and the establishment of infrastructure for the transport of goods and commuters. The National Land Transport Act 5 of 2009 (NLTA) places the responsibility for the provision of public transport with the local municipalities.

Roads

Maintenance and rehabilitation priorities are determined by means of a Pavement Management System, based on the condition of the road as well as the functionality in terms of the roads hierarchy and the implementation of these priorities are subject to adequate funding and Council approval. The main challenges are the difficulty in procurement of services and adequate funding which, if addressed, could significantly improve service delivery and the shortage of staff.

3.10.1 Highlights – Roads

The table below specifies the highlights for the year:

Highlights	Description
The construction of paved roads created 85 jobs	17 Small contractors were used with the construction of paved roads
The construction of paved sidewalks created 425 jobs	85 Small contractors were used with the construction of paved sidewalks

Highlights: Roads

3.10.2 Challenges – Roads

The table below specifies the challenges for the year:

Challenge	Actions to address
Limited staff capacity	Vacancies must be filled as stipulated on the Council approved organogram
Ageing infrastructure	Budgetary provision must be made to replace ageing infrastructure
Outdated Pavement Management System	Service provider will be appointed in the 3-year tender

Challenges: Roads

3.10.3 Tarred (Asphalted) Roads

The tables below specify the service delivery levels for the year:

Financial year	Total km tarred roads	Km of new tar & paved roads	Km existing tar roads re-tarred	Km tar roads maintained
2015/16	417.2	0	11.4	428.6
2016/17	428.6	0	17	445.6

Tarred (Asphalted) Roads

3.10.4 Gravel Roads

Financial year	Total km gravel roads	Km new gravel roads constructed	Km gravel roads upgraded to tar / block paving	Km gravel roads graded/maintained
2015/16	111.6	0	2.4	109.2
2016/17	109.2	0	2.2	107

Gravel Roads

3.10.5 Cost of Construction/Maintenance: Roads

The table below reflects the costs involved for the maintenance and construction of roads within the municipal area:

Financial year	New & Replacements	Resealed	Maintained
	R'000		
2015/16	0	14 000	4 000
2016/17	0	40 000	2 000

Cost of Construction/Maintenance of Roads

The road infrastructure network is one of the largest assets of George Municipality. The condition and maintenance thereof as well as the construction of new roads and transport infrastructure, has a direct impact on the safety of all road users, modes of transport and indirectly on local economic development.

Storm water Drainage

The department undertook a study on the condition of the storm water system. The operation of the storm water is conducted with the use of a management system which enables the Planning and Maintenance Section to locate shortcomings. This enables this Section to perform efficient maintenance on the storm water network.

3.10.6 Highlights: Storm water Drainage

The table below specifies the highlights for the year:

Highlights	Description
Storm water systems were installed in areas where no storm water existed	Formal storm water systems installed in parts of Thembaletu and Pacaltsdorp

Storm water Drainage Highlights

3.10.7 Challenges: Storm water Drainage

The table below specifies the challenges for the year:

Description	Actions to address
Outdated Stormwater Master Plan	Service provider will be appointed in the 3-year tender
Limited funding	Budgetary provision must be made

Storm water Drainage Challenges

3.10.8 Storm water Infrastructure

The table below reflects the total kilometres of storm water maintained and upgraded as well as the kilometres of new storm water pipes installed:

Financial year	Total km storm water measures	Km new storm water measures	Km storm water measures upgraded	Km storm water measures maintained
2015/16	395.9	0.8	0.8	397.5
2016/17	397.5	1.2	0.5	399.2

Storm water Infrastructure

3.10.9 Cost of Construction/Maintenance: Storm water

The table below reflects the costs involved for the maintenance and construction of roads within the municipal area:

Financial year	Storm water Measures		
	New	Upgraded	Maintained
	R'000		
2015/16	1 500	1 250	5 500
2016/17	1 700	1 100	7 500

Cost of Construction/Maintenance: Storm water

3.10.10 Total Employees – Roads and Storm water

Employees: Roads and Storm water				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
1 - 3	22	21	1	5
4 - 8	20	17	3	15
9 - 13	5	5	0	0
14 - 18	1	1	0	0
19 - 21	0	0	0	0
Total	48	44	4	8
Employees and Posts numbers are as at 30 June				

Employees: Roads and Storm water

Annual Report 2016/17

Employees: Mechanical Workshop				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
1 - 3	0	0	0	0
4 - 8	3	2	1	33
9 - 13	2	2	0	0
14 - 18	0	0	0	0
19 - 21	0	0	0	0
Total	5	4	1	20
<i>Employees and Posts numbers are as at 30 June</i>				

Employees: Mechanical Workshop

3.10.11 Capital Expenditure – Roads and Storm water

Capital Expenditure 2016/17: Roads and Storm water				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Storage/filing facilities	500	500	16	484
Aircon Samsung 1200 btu	400	400	17	383
Building of concrete canals	1 500	1 500	39	1 461
Streetlights/Knysna Rd	200	412	402	10
Lighting in informal areas	300	300	294	6
High mast lighting	1 200	0	0	0
Streetlights/Berg st: Erf 95	200	200	184	16
Street resealing: greater George	5 000	5 381	5 381	0
Thembalethu UISP - Roads & Storm water	14 464	15 364	3 136	12 227
Replacement of Plattner Street	500	0	0	0
Storm water/ subsoil drainage	2 500	2 441	2 411	30
Golden Valley: Streets - 165 Units	6 476	6 476	333	6 143
Storm water line - Glenhaven/Co	2 040	1 513	1 480	33
CAW 70044 GM2503)/Mitsubishi	600	706	632	74
Paving street: Tulip Street	2 500	3 119	2 774	345

Capital Expenditure 2016/17: Roads and Storm water				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
GIPTIN - Rehabilitation of bus routes	3 446	28 103	28 115	-13
GIPTN - bus shelters	3 500	6 581	6 726	-145
GIPTN - traffic signals	3 500	7 188	7 188	0
GIPTN - inter urban bus terminal	14 500	15 625	15 625	0
GIPTN - CBD revised routing	6 000	8 000	7 896	104
GIPTIN - Sidewalks	2 500	10 925	11 713	-788
GIPTIN – Blanco Corridor	0	1 000	1 168	-168
GIPTN transfer station	0	1 181	1 086	95
GIPTN camera equipment (CCTV)	0	0	0	0
Hdrive Verbatim 2.5inch 1t	0	50	49	1
Bus (insurance claim)	0	850	0	850
Upgrading Nelson Mandela Boulevard	0	50 000	2 736	47 264
Total	71 826	167 815	99 402	68 413

Capital Expenditure 2016/17: Roads and Storm water

3.11 Public Transport

Public Transport plays a vital service within the George Municipality by providing mobility to the community of George to partake in economic activity. Public Transport is an enabler to the further development of George and therefore integrated planning and collaboration between different departments are crucial. This form of transport contributes to social integration by ensuring movement for the greater population. It makes an important contribution to overcoming the marginalization of the non-car owning population and to ensure participation in economic and social life in the community. Mobility in George comprises various modes, including walking, cycling, private cars, minibus taxis and public transport through the Go George service.

The rolling out of Go George as a Service started in December 2014. Since inception, three (3) phases have been rolled out, with planning underway for the next phases. The delivery of this service is currently funded through grant income, fare revenue, interest on grants and rates contribution.

A Comprehensive Integrated Public Transport Plan was drafted and reviewed. The term for the current Comprehensive Integrated Transport Plan (CITP) expires in 2019 and is requiring review on an annual basis.

The Municipality is considering a structure to facilitate the taking over of functions of public transport from Province with the intention to build capacity to manage the project internally in the medium term. Currently provincial officials, supported by service providers provide a transitional structure.

Delivery on the vision for transport involves ongoing cooperation, communication and collaboration between the City's partners, including National and Provincial Department of Transport, National treasury, private sector, public transport service providers and communities. The aim is to improve all public transport systems and services for the benefit of all our communities in George. It is therefore important that all transport related issues support the growth and development of George and act as an enabler to reach the goals of social, economic and environmental enhancement.

The Objectives are:

- ◆ To co-ordinate and integrate all transport modes and services
- ◆ To provide and maintain and operate efficient public transport infrastructure
- ◆ To promote and integrate land use and public transport corridors
- ◆ To ensure safety for all users of public transport
- ◆ To ensure continued short term and long terms planning of all public transport aspects
- ◆ To ensure acquisition of funds and its effective expenditure on all transport expenditure
- ◆ To maximize empowerment opportunities for people using public transport
- ◆ To improve the general levels of service of public transport
- ◆ To minimize adverse impacts on the environment
- ◆ To promote and plan for the role of appropriate non-motorised forms of transport such as walking and cycling
- ◆ To promote and plan for role of appropriate non-motorised forms of transport such as walking and cycling
- ◆ To promote and plan for universal access in IPTN, including walking and cycling
- ◆ To promote travel demand management measures to encourage less car usage, to improve the environment and to improve road safety
- ◆ To promote walking, cycling and other non-motorised transport measures
- ◆ To provide non-motorised transport facilities and include their requirements in traffic impact studies
- ◆ To incorporate self-enforcing traffic calming measures in the design of new residential areas and to apply the traffic calming policy for existing areas

Introduction of the George Integrated Public Transport Network (GIPTN)

The GIPTN was introduced in this context and stands as a precedent-setting flagship model for the provision of public transport in South Africa's emerging cities. The objective of the GIPTN is to give the citizens of George a means to access social, education, and economic opportunities in the town by providing a public transport service that was safer, more affordable, more accessible and more reliable than the incumbent minibus taxi industry. This is being achieved through the transformation of the existing local bus and minibus taxi industries, as well as through the provision of universal accessibility and non-motorised transport.

The GIPTN shifts public transport in George from an operator-controlled, under-regulated, single trip, commuter-focused system towards a municipality-controlled, integrated and scheduled public transport network. Under this arrangement, the municipality, in its role as the contracting authority, is responsible for providing public transport services. It contracts a vehicle operating company (VOC) to operate the services for a 12-year period based on a per-kilometre rate, with revenues in the network collected by government (i.e. a gross contract). The system has been devised such that there will be no incentive for the VOC to chase fares. Instead, their primary objective is to adhere to the strict quality-of-service criteria in their contract with government. The George Municipality and DTPW

monitor the behaviour of the operator to ensure that the quality of public transport service provision meets the requirements of the GIPTN.

The new integrated network has more routes and more services at a greater level of reliability than that what was being offered by the taxi industry. This, together with the increased affordability due to fare subsidisation and the allowance for free transfers, should drive significant gains in public transport usage in George. The increased connectivity of an improved, subsidised public transport network also introduces direct benefits into the economy, not only by saving passengers time and money but also by making it easier for them to get to the economic centres to find employment and to access social, educational and medical services.

After research, planning and implementation over the decade since work on the project began in 2005, the GIPTN commenced operations in December 2014. The GIPTN has been supported to-date by the National Department of Transport (DoT), Western Cape Provincial Government: Department of Transport and Public Works (DTPW), and the George Municipality as a priority project, and is endorsed by the Provincial Cabinet and George Council. The GIPTN received its first funding from DoT and National Treasury (NT) in July 2013, for the 2013/14 financial year. Subsequently the GIPTN received additional funding through to the 2017/18 financial years. With this funding, along with the continued support from DTPW and MoG, project implementation is underway.

Progress and achievements to date

The GIPTN rolled out its first services on 8 December 2014 with Phase 1 providing a passenger service between the CBD and the north and east suburbs of town and various stops in between. Areas served include the Garden Route Mall, Rosemoor and Loerie Park. In March 2015, Phase was rolled out which expanded the network to the area west of the CBD, including Blanco, Heatherlands and Heather Park. Phase 3 rolled out in May 2015, connecting the CBD with suburbs in the south, including Pacaltsdorp, Rosedale and Syferfontein.

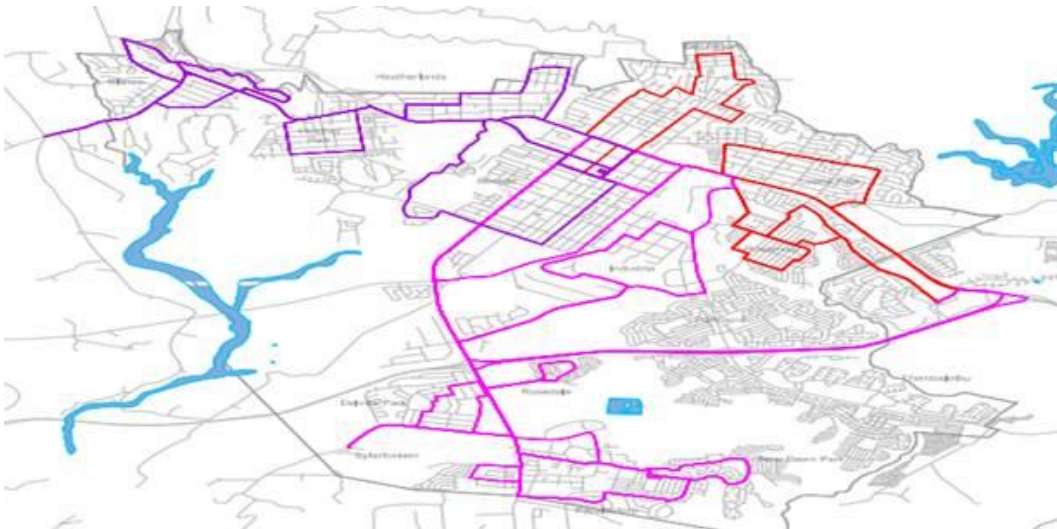


Figure 5: Current GIPTN Service Coverage

The service provides safe, reliable, dignified, scheduled public transport to approximately 12,500 passengers per day. It provides them with a means of travelling to work and back by connecting residential suburbs to the CBD, covers mixed residential, commercial and industrial areas in and around the CBD, and provides access to community services such as libraries, clinics, police stations and municipal services within each suburb, on a scheduled service that runs for 12 to 18 hours per day. Compared to the previous commuter-focused taxi offering, citizens now have

access to a full range of community services throughout the day that they did not have convenient access to before, and can move freely throughout George by means of transfers without incurring extra costs. This represents a complete change in the accessibility throughout George and its services to the citizens, especially the poor who do not have other means of moving around.

Passengers use the service by purchasing a ticket either on-bus from the driver when boarding, or before boarding from a network of vendors located throughout George. Tickets are time-stamped upon first entry into a bus on the network, and are then valid for 1 hour to allow the same ticket to be reused for transfers when boarding the next vehicle.

The vehicle fleet comprises modern, fully UA-compliant standard and midi-buses, and accessible minibuses with a combination of priority seats and standing room (seats-only for minibuses where standing is prohibited by law) with provision for 1 (mini and midi) or 2 (standard bus) wheelchair bays.

Boarding across the entire network is by means of raised walkways and deployed ramps from standard and midi-buses, ensuring that the service is compliant to wheelchair ramp gradient requirements. The minibus utilises a hydraulic hoist to provide wheelchair access, controlled from the driver's cab.

Information is provided to the public via newspapers, timetables made available at vendors and major stops, social media accounts on Facebook and Twitter, the Go George website, and through a toll-free call centre. Safety and security is provided by local municipal law enforcement.

The performance of the VOC in providing a quality service is monitored through an Intelligent Transport System (ITS), which feeds live vehicle tracking data into a control centre manned by GIPTN officials. The system generates deviation reports where routes or timetables are not adhered to, which are then used to manage the VOC and, if necessary, impose penalties. In this way, the quality of the service is actively managed with the goal of continuously improving it, when compared to the previous taxi offering where no data or statistics were available and operators were not managed.

Since launch, the service has grown steadily over time. As is shown in the following figures, the growth is both due to service expansion as new phases were rolled out, and organic growth as more people are attracted to the service by word of mouth and marketing.



Figure 6: GIPTN Monthly Revenue, Passenger Numbers and Bus Mileage

GIPTN monthly revenue, passenger numbers and bus mileage illustrates the growth in the service. Of note is the steady growth since the launch of Phase 3 in May 2015. Since then, up to 2017 currently, passenger numbers have cumulatively increased by 40%, from R250,000 p.m. to over R350,000 p.m. Revenues increased commensurately, from R2.2m p.m. in 2015 to R2.8m p.m. in 2016, an increase of 27%. Revenues were further boosted in 2017 with the price increase initiated in February and fully in effect since March, and currently stand at R3.5m p.m. (April 2017 was impacted by a national bus drivers' strike and two long weekends).

The growth in the service is supported by a growth in the operations to supply that service to the public. This includes both the vehicle fleet that provides the service of conveying passengers, and the staff required to perform and manage the service. The below figures illustrate this growth, and show how the VOC has scaled up over time to take on an ever-expanding operation.

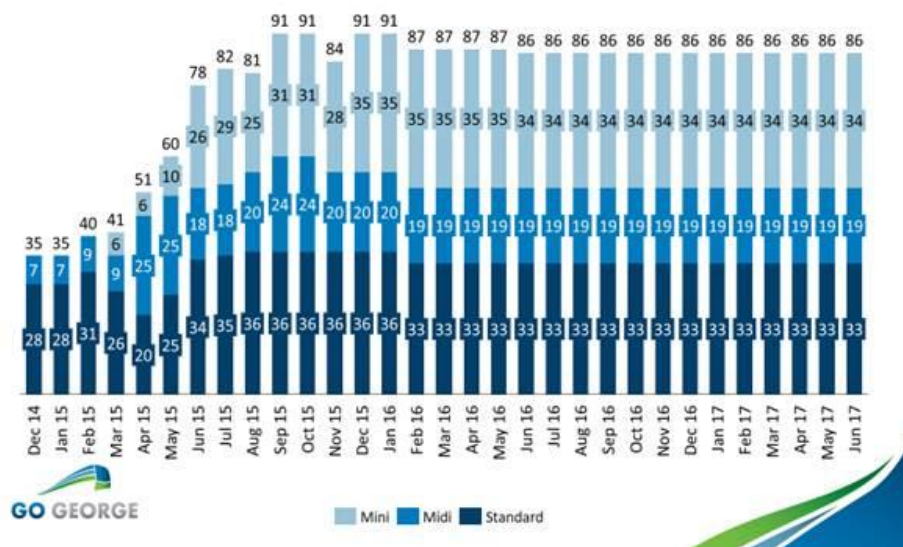


Figure 7: Fleet Handed Over to the VOC

Fleet handed over to the VOC figure illustrates how the vehicle fleet has grown to support more passengers over time. The service launched with a fleet of 35 vehicles. At that time, the minibuses were not yet available as they were still undergoing the conversion required to make them UA-compliant, so standard and midi buses were used. The fleet grew as Phase 2 and 3 were launched, including the addition of minibuses when they became available.

After the launch of Phase 3, the GIPTN team and the VOC prepared for the launch of Phase 4, including handing over additional vehicles to the VOC prior to Phase 4 rollout. Due to circumstances rollout was postponed multiple times and the further handover of vehicles was stopped. The VOC currently operates a fleet of 86 vehicles, although not all are required to provide the Phase 1-3 service. Instead, the fleet is rotated so that no vehicle is left undriven through any given week.

Challenges and issues faced

- ◆ Since rolling out Phases 1-3, the project has experienced challenges which have caused delays to the rollout of Phase 4 and to the further expansion of the service.
- ◆ Disputed negotiations, violence and ongoing safety risks have been evident and are monitored closely.

Given the prevailing volatile environment, the launch of Phase 4 was postponed from its intended date of December 2016. Stabilisation of the service, refinements and sub-optimal operations have taken place in the meantime.

COMPONENT C: PLANNING AND DEVELOPMENT

3.12 Planning

3.12.1 Introduction

The Department is responsible for the following functions: development management (land use planning), spatial planning, environmental management, building control, and outdoor advertising management.

The table below sets out the main Planning Strategies

Number	Strategies
1	Create quality and safe living environments in support of social wellbeing
2	Ensure sustainable development to maintain the environmental integrity
3	Undertake development planning to support and facilitate economic growth
4	Develop an efficient and financial viable planning service
5	Improve and maintain levels of service delivery and customer satisfaction
6	Build an effective and efficient Department with motivated and competent staff

Planning Strategies

3.12.2 Highlights: Planning

The table below specifies the highlights for the year:

Highlights	Description
8 Local Spatial Development Frameworks (SDF) approved	Following the adoption of the George SDF in 2013, the Municipality revised 7 draft local SDF's and a local SDF for Wards 24 and 25 (the previous District Management Area (DMA)). All the local SDF's were adopted by Council
Settlement Restructuring Strategy approved	The Settlement Restructuring Strategy focuses on strategic development interventions aimed at restructuring and integrating the city
Continuation of Building Plan Amnesty Campaign	The Municipality embarked on a process to get all illegal building work approved on plan by announcing amnesty from a higher building plan tariff. The campaign resulted in a 30% increase in building plan applications and significant additional revenue to the Municipality
In principle adoption of draft George Integrated Zoning	Council has adopted a draft GIZSB for the purposes of a final

Highlights	Description
Scheme By-law (GIZSB)	round of public participation. The new scheme will replace the 4 existing schemes in the area and is aligned with the George SDF to facilitate development
Re-adoption of the George SDF	With the introduction of new planning law, the George SDF had to be re-adopted with the new IDP. A process has been initiated to review the document

Planning Highlights

3.12.3 Challenges: Planning

The table below specifies the challenges for the year:

Description	Actions to address
Shortage of competent and experienced scarce skills staff with resulting risk to comply with statutory requirements and proactive development planning and facilitation	The appointment and retention of experienced scarce skilled staff in the town planning and building control fields is an on-going concern. The municipality is unable to attract scarce skilled candidates within its equity target groups, delaying the filling of critical posts. A better system needs to be put in place to address this problem. The department has appointed two (2) assistant town planners as well as participated in the National Treasury Internship Program to develop professional planners. However, the appointment of experienced staff is necessary to provide the interns and assistant planners with the necessary guidance and training
Non-operational core functions due to lack of staff	The department has no Environmental Officers resulting in the Environmental and Outdoor Advertising functions being non-operational. The section is responsible for the processing of environmental and outdoor advertising applications submitted to the municipality. It is also required to provide environmental input on National Environmental Management Act (NEMA) applications to the PGWC and assist municipal departments in facilitating the processing of these applications
Inadequate law enforcement due to lack of staff leading to the proliferation of land use and building control contraventions	The department has only one (1) Building Control Enforcement Officer and one (1) Land Use Inspector. Thus, it is currently unable to proactively address illegal activities. The department initiated the building plan amnesty campaign to allow owners to voluntarily comply with planning and building control laws. The appointment of additional enforcement staff has been prioritised, but is subject to Council allocating funding for the posts
Weak economic base and unsustainable development with spiralling infrastructure requirements and costly services which results in an unaffordable city with diminishing ability to render services. Historic planning context with segregated communities and an unequal space economy and access to opportunities which compromises the social wellbeing with high levels of relative poverty	The Council has adopted 8 local SDF's as well as a Settlement Restructuring Strategy in the 2016/17 financial year. It also initiated the review of the George SDF as well as the finalisation of the George Integrated Zoning Scheme By-law which will be completed and adopted in the 2017/8 financial year

Planning Challenges

3.12.4 Statistics on Applications for Land Use Development

The tables below specify the service delivery levels for the year:

Applications for Land Use Development	2015/16	2016/17
Applications received	609	605
Applications finalized	527	633
Applications completed: (decision communicated)	519	632
Applications still in process: (active applications)	318	370
Applications processed after 6 months or more	47	69
KPI calculation	91.08%	89.1%
Breakdown of Land Use Applications	2015/16	2016/17
Rezoning	15	24
Subdivision	21	32
Departure	386	431
Consent use	15	24
Removal of Restrictions	16	28
Structure Plan Amendments	0	0
Amendment of Conditions	20	10
Other	54	84
Total	527	633
OSCA Permits Issued	42	33

Applications for Land Use Development

3.12.5 Statistics on Building Plan Approvals

The tables below specify the building plan approvals for the year:

Description	2015/16		2016/17	
	Total Received	Building Costs (R)	Total Received	Building Costs (R)
New Houses	181	148 471 000	135	173 775 000
Additions to Houses	627	216 748 290	782	314 597 900
New Town houses	356	511 014 000	497	833 616 000
Additions Town houses	96	16 349 510	124	28 184 300
New RDP Houses	84	16 920 000	113	33 369 000
New Flats	1	2 951 000	1	1 920 000
Additions Flats	1	189 000	3	9 712 500
New Businesses	2	42 158 500	4	31 492 500
Additions to Businesses	21	14 785 500	17	83 130 000

Annual Report 2016/17

Description	2015/16		2016/17	
	Total Received	Building Costs (R)	Total Received	Building Costs (R)
New Industries	7	22 768 000	5	58 103 500
Additions to Industries	35	97 363 000	35	111 483 500
New Churches	1	1 155 000	4	7 117 500
Additions to Churches	2	786 000	3	3 458 000
New Restaurants	0	0	1	1 890 000
Additions to Restaurants	2	2 424 000	0	0
New Schools	1	45 493 000	0	0
Addition to Schools	3	16 046 000	3	3 353 000
New Retirement villages	1	18 570 500	0	0
Additions to Retirement villages	0	0	1	637 000
Additions to Hospitals	1	830 000	0	0
New Guest houses	1	1 914 000	0	0
New Civic Hall	0	0	3	2 188 000
Additions to Chalets	1	3 600 000	0	0
Additions to Clinics	2	3 289 000	0	0
New Youth Centre	0	0	1	9 121 000
Alterations	382	6 675 170	363	5 742 950
Total	1 724	1 173 621 750	2 095	1 720 128 150

Breakdown of Building Plan Approvals

3.12.6 Total Employees – Planning

The following table indicates the staff composition for this division:

Employees: Planning				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
1 - 3	0	0	0	0
4 - 8	7	5	2	28
9 - 13	17	16	1	6
14 - 18	9	8	1	11
19 - 21	1	0	1	100
Total	34	29	5	15
<i>Employees and Posts numbers are as at 30 June</i>				

Employees: Planning

3.13 Local Economic Development (LED)

LED is an approach towards economic development that aims to involve a range of different stakeholders (e.g. community, businesses and government) in the achievement of sustainable economic growth that provides benefits such as employment, skills development and Small, Medium and Micro-sized Enterprises (SMMEs) support to a specific area. Sustainable economic growth in this sense refers to economic development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs.

The LED concept has been applied as a government programme to improve the economic performance of municipal areas across all industries (agriculture, manufacturing etc.) and sectors (formal and informal).

LED is primarily implemented at the local sphere of government due to its proximity to local challenges.

3.13.1 Highlights – LED

The table below provides a brief description of all the achievements within LED during the 2016/17 financial year:

Highlights	Description
Continued sustainable improvement in the Annual LED Maturity Assessment	The Municipality again showed an increase in performance in the fifth Annual LED Maturity Assessment executed by the Department of Economic Development and Tourism. A healthy improvement in implementation is evident during the year under review. Some of the highlighted challenges includes facilitation, which according to the data is the most critical determinant of success. As in previous years no giant leap was recorded (as is the case in some municipalities) – the belief is that slow and steady progress, building a strong LED system, is a more prudent approach
Appointment of the Manager: Economic Development	After the resignation of the previous manager, this position was vacant for almost a year. The appointment of the new Manager: Economic Development took place on the first of March 2017
Improving the business environment	<p>The City is committed to help businesses engage and interact with the administration by connecting them to the right resources and assisting them with navigating the often-complex regulatory environment. This was made possible with the implementation of the “Ease of doing Business” process; Specific highlights in terms of this objective in 2016/17 included the following:</p> <ul style="list-style-type: none"> ♦ Rollout of ‘As-Is’ process mapping in both the Building Application Division and the Procurement/ Supply Chain Division to determine if any “Red Tape” exist in the current process ♦ Accessing the number and possible locations of overhead obstructions (bridges, overhead signs, telephone or power lines, etc.) with a height limitation below 4,7 m within your municipal area that’s problematic for haulers transporting hi-cube containers through the City ♦ Accessing all the existing by-laws applicable to the municipality and assess the relevance thereof in the current economic

Highlights	Description
	climate
Marked increase in commercial developments in the area	The property development cycle in George again seems to have turned a corner after several tough years due to the national and international economic slowdown. Dynarc Capital moves their head-office to George while concentrating their efforts in the Western Cape which we have found to be a favourable environment for development, and it is experiencing significant growth. Investing R60 million into this new project and relocating Dynarc Capital's head-office here, the company demonstrates its confidence in the future of the CBD. These all represent multi-million rand investments by large national entities into George and are interpreted as very positive market signals

Highlights - LED

3.13.2 Challenges – LED

The table below provides a brief description of all the challenges within LED during the 2016/17 financial year:

Description	Actions to address
Loss of business and investor confidence in the for example the George CBD	Investigation is needed to determine which sectors can best benefit the upliftment of the CBD – walkability, tourism attractions, transport and safety becomes paramount. Also, the establishment of a City Improvement District (CID)
No active LED Forum in George	The status quo remains unchanged with no platform for ongoing communication and evaluation with stakeholders regarding economic. However, the South Cape Economic Development Partnership (SCEP) serves as a communication and facilitation tool. Terms of Reference for the establishment of a LED Forum will commence in 2017/18
The Division Economic Development (DED) unit remains constrained in its execution of projects by a very small staff contingent	The permanent appointment of a project manager, 2x senior clerk will commence on the 1st of July 2017 which will created much needed operational capacity to execute some of the priority projects

Challenges LED

3.13.3 Strategic Areas – LED Strategy

The LED strategy identifies various issues and strategic areas for intervention such as:

Strategic Areas	Description
Economic Development Strategy	
Seven key focus areas: 1. Call Centres and ICT related support 2. Berries 3. Vegetables 4. Dairy 5. Timber	These strategic focus areas (2012 Economic Strategy) were arrived at based on existing economic activity coupled with the potential to build a lasting competitive position in the face of fiercely competitive local and international market forces. Of these Berries, Dairy and Hops Usage has not required or received any direct municipal assistance to date. ICT and Broadband development - Global Leadership Institute” established with the incubators for mentoring and access to venture capital (VC).

Annual Report 2016/17

Strategic Areas	Description
6. Education 7. Hops Usage	Vegetable production and processing: The Urban Agri-park and Farmer Production Support Units (George & Haarlem) is well underway. (3) Joint focused approach to streamlining the industry for local and international markets. Timber Economy - Re-establishing as an important growth component in the region across the value chain, and specifically the furniture companies well underway
Film Industry Support	Joint film strategy for the region and centralised office to the benefit of the region; Film Catalogue and Website – completed. Film and Television Training rolled out during the year under review
Access to the Economy.	Projects include Community Market Days, Worker Collection Point, Kos & Fynbos Food Garden initiatives. Export Seminar Workshop (free of charge) held to unveil the process, entrepreneurs can follow to export their products to the USA using The African Growth and Opportunity Act (AGOA). About 30 delegates from local businesses in George attended the seminar. Entrepreneurship support: Training phase 1 rolled successfully in Thembaletu
Additional Economic Development Initiatives for 2016/2017	
Community Markets Accelerates	Market stalls increased from 10 stalls in the previous year to 14 stalls (includes traditional clothes and jewellery, Avon, handbags & caps made from cans, chemicals, party packs and handmade jewellery) during the year under review. Again, markets going from strength to strength with ±350 people visit the market monthly
Workers Collection Point operations further streamlined	Work opportunities has been created in the year under review, with 16 men appointed by Ministry of Transportation MTO (April 2016 – July 2017), 2 men permanently appointed by Patric Muller Construction and 1 man trained as a roller operator by Kirsten and Tulleken
Urban Household Food Security Gardens Project bears fruit	<ul style="list-style-type: none"> ◆ Prize Giving Ceremonies in November and December 2016 ◆ Accredited for Sustainable Gardening and Poultry Farming awarded to 10 gardeners ◆ Accredited Certificate in Entrepreneurship awarded to 35 Food gardeners ◆ Agriculture partnerships were maintained with the Department of Agriculture who sponsored gardening equipment to 19 participants including the distribution of 55 water tanks to support our Urban Household Food Security Gardens Project ◆ Food gardens has been extended with the implementation of community gardens on illegal dumping sites ◆ The City continued to promote nutritional initiatives and feeding schemes at schools by proving support to school food gardens
George initiative of hope	<ul style="list-style-type: none"> ◆ Project is a joint venture between the Economic Development (ED) and the George Tourism Division ◆ Primary objective - to assist local crafters who require space, training, marketing, advertising and exposure to target markets
Agricultural Sector based Support: The Pig Farmers Information Day	Division: Economic Development in collaboration with the Department of Agriculture, South African Police Service (SAPS) Animal Theft Unit, South African Pork Producers Organisation (SAPPO), Department of Environmental Affairs and Development Planning (DEADP) and George Municipality's, Department Planning and Human Settlement, held an information session aimed pig farming and acquisition of land attended by 150 pig farmers

Strategic Areas	Description
Women in Arts Economic Empowerment Workshop	The City hosted a Women in Arts Economic Empowerment Workshop at the George Arts Theatre attended by various artist and exhibitors across the Eden District

LED Strategic Areas

3.13.4 Total Employees – LED

The following table indicates the staff composition for this division:

Employees: Local Economic Development				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
1 - 3	0	0	0	0
4 - 8	2	0	2	100
9 - 13	2	1	1	50
14 - 18	1	1	0	0
19 - 21	0	0	0	0
Total	5	2	3	60
<i>Employees and Posts numbers are as at 30 June</i>				

Employees: LED

3.13.5 Capital Expenditure – LED

The following table indicates the capital expenditure for this division:

Capital Expenditure 2016/17: LED				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Laptop i5 HP Probook	40	40	35	5
Total	40	40	35	5

Capital Expenditure 2016/17: LED

COMPONENT D: COMMUNITY AND SOCIAL SERVICES

3.14 Libraries

3.14.1 Introduction

The developmental role of George Library Service with regards to a reading society is important. The eradication of illiteracy is achievable with the roll out of programmes and events to build an informed and reading society. Numerous partnerships and intergovernmental programmes were therefore incorporated into the service to ensure a sharing of resources, intellectual capabilities and experiences.

3.14.2 Highlights – Libraries

The table below specifies the highlights for the year:

Highlights	Description
Funda Mzantsi Reading Championship (1-4 October 2016)	This is a reading festival that ensures that the South African nation becomes a reading nation
Oral History Initiative	The goal of this initiative was to capture and document the personal histories and experiences of communities in the province to contribute to social inclusion
Library Week: Blanco Library – Acknowledging our Senior Citizens	A special event was held by Blanco Library to acknowledge the senior citizens who are making use of this library. The event was held on the 24th March 2017
Library Week: George Library - My Library, Your Library: The role of the Library with regards to the disabled person	George Library had a special workshop for people that are disabled. This includes all sorts of disabilities, i.e. the visually impaired, the intellectually impaired, as well as the physical and deaf or hard hearing person. People that have all sorts of challenges because of age were also included
Our Story, your Story - intergenerational autobiographical storytelling project	Library staff (as well as Museum staff) of George Municipality received training with regards to storytelling as an ancient art. The was in the form of a workshop that was held on the 14 th March 2017 at George Museum

Highlights: Libraries

3.14.3 Challenges – Libraries

The table below specifies the challenges for the year:

Challenges	Description
Transportation	There is a desperate need for a dedicated vehicle for libraries to ensure that the rural areas as well as special services like the hospital, correctional services, crèches and schools are reached by means of outreach programmes
Internal conflict	Ethics Training and Conflict Management programmes are required
Need for improved service delivery and customer care	Customer Care and Client Service Programmes for all staff members

Challenges	Description
Burglaries and vandalism of libraries	Security at all libraries need to be improved
Maintenance of libraries	Dedicated budget to address the matter

Challenges: Libraries

3.14.4 Service Statistics – Libraries

The table below specifies the service delivery levels for the year:

Type of service	2015/16	2016/17
Library members	54 088	47 288
Books circulated	456 283	428 142
Exhibitions held	338	311
Internet users	n/a	28 820
Children programmes	272	182
Visits by school groups	19	53

Service Statistics – Libraries

3.14.5 Total Employees – Libraries

The following table indicates the staff composition for this division:

Employees: Libraries				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
1 - 3	0	0	0	0
4 - 8	30	27	3	10
9 - 13	3	2	1	33
14 - 18	1	1	0	0
19 - 21	0	0	0	0
Total	34	30	4	12
<i>Employees and Posts numbers are as at 30 June</i>				

Employees: Libraries

3.14.6 Capital Expenditure – Libraries

The following table indicates the capital expenditure for this division:

Capital Expenditure 2016/17: Libraries				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Cabinet 2 drawer value line	16	15	15	0
Desktop workstation I7	47	49	49	0
Laptop I5 HP Probook	31	20	19	1
Notice boards - Libraries	4	0	0	0
Ladder Step 08 Aluminium	2	2	1	1
Microwave 20l white defy manual	2	1	1	0
Printer Canon MF 628 cw	10	10	3	7
Upgrading and extension of Conville Community Hall	4 546	5 108	4 242	866
Chair high back lumber range ex	5	4	4	0
Safety cage fit galvanized the	0	8	8	0
Security gate - Pacaltsdorp Library	0	7	4	3
Total	4 662	5 224	4 345	879

Capital Expenditure 2016/17: Libraries

3.15 Social Development

3.15.1 Introduction

Social Development includes the development and implementation of effective community based projects and programmes that address social needs of the broader George and its surrounding areas, including the Uniondale and Haarlem areas.

3.15.2 Highlights – Social Development

The table below specifies the highlights for the year:

Highlights	Description
Project Hope – People living on the street	<p>The programme is aimed at addressing the social challenges that people living on the street face daily. This programme entails:</p> <ul style="list-style-type: none"> ◆ Acquisition of identity documents ◆ Reunification services ◆ Provision of basic necessities such as toiletries and clothing ◆ Typing of CVs and distributing it to local businesses ◆ Women's Day function for women living on the street ◆ Regular information sessions with regards to social challenges <p>Thus far 37 people received identity documents, 22 people were successfully reunified with their families, 15 people gained accommodation, 31 people received employment opportunities and 10 people received accredited computer training</p>
Municipal Crèche Programme	<p>Educators receive regular training as their needs are identified. Regular monitoring takes place and are working closely with the Department Social Development to ensure that the crèches are functioning optimally</p>

Highlights: Social Development

3.15.3 Challenges – Social Development

The table below specifies the challenges for the year:

Challenges	Actions to address
Staff shortage	Investigate the possibility of EPWP appointments
Insufficient transport - Transport is not in a good condition and insufficient for the section	The purchase of a new vehicle and regular maintenance of the existing vehicle must be investigated. The possibility of hiring vehicles should also be investigated

Challenges: Social Development

3.15.4 Service Statistics – Social Development

The tables below specify the service delivery levels for the year:

Type of service	2015/16	2016/17
Soup kitchens established or supported	145 Established and functioning soup kitchens	121 established soup kitchens, number decreased since soup kitchens at crèches were closed. This was done because the crèches could only make provision for the learners and not the broader community. New community based kitchens are being investigated and will be opened
Initiatives to increase awareness on child abuse	During Child Protection Week awareness sessions took place at 24 pre-school centres. (1180 learners reached) Two holiday programmes also took place where emphasis is placed on child abuse. 50 children attended each programme which was aimed at Primary School learners	National Children's Day event took place in November 2016. Approximately 400 learners from primary schools and pre-schools attended the event. Emphasis was placed on the rights of children. Regular awareness sessions also took place at pre-schools and primary schools. An aftercare programme is also taking place at 8 primary schools where weekly sessions are done to create awareness amongst learners about child abuse
Initiatives to increase awareness on substance abuse and high drug and alcohol related crimes	Anti-drug abuse - door to doors took place in Pacaltsdorp, Rosedale, Parkdene and Borchards	Anti-drug abuse -door to door campaigns took place in Lawaaiikamp, Maraikamp and Parkdene Life skills Camp also took place with thirty learners from Lancewood Primary. This also aims to make youngsters aware of other alternatives to negative behaviour. They are capacitated with information that will enable them to make more informed choices with regards to challenges they might face
Mandela Day	n/a	Houses of two elderly couples were painted and cleaned on the inside. 1 in Borchards and 1 in Touwsrante

Social Development Statistics

COMPONENT E: ENVIRONMENTAL PROTECTION

This component includes: pollution control, biodiversity, landscape, cemeteries and coastal protection.

Coastal Management is currently a new concept in the country with which the Municipality must still start to deal with. Beaches are cleaned in a reactive manner as and when needed and further provides protection services to ensure discipline, but there is currently not enough capacity to do this on a fulltime basis. Visits are seasonal and weather permitting. The Eden District Municipality in cooperation with the Provincial Government is in a process to develop a Coast Management Plan in terms of the Integrated Coastal Management Act. The Act also refers to a set of standard By-Laws and possible Scheme Regulations. The Provincial Government has also appointed a service provider in terms of the Act to deal with the setback of lines.

Coastal Management will have an impact on various functions within the Municipality and there is currently no staff member dedicated to this responsibility.

Regarding biodiversity, the Provincial Government is also in process to finalise the Environmental Management Plan for the George area.

The Air pollution function is shared with the Eden District Municipality and this creates a challenge with respect to the sharing of responsibilities.

George Municipality manages 13 cemeteries. They all add up to 46.3 ha. Most of the cemeteries (nine) are in George with four in Uniondale – 110 km away from George.

At present, seven of the cemeteries are operational while the other 6 are maintained as if they were operational. Maintenance is done by four community contractors. During 2016/17 a total of ± 650 burials took place. The combined capacity allows for a window of about five years. The possible expansion of the current cemeteries is reflected in the structural plan for George and new areas are being investigated in George and Uniondale.

There is a privately-owned cremation facility in George and it is found that there is an increase in the number of cremations each year.

George Municipality has a total of 150 parks with a total of area of 200 ha. These parks are maintained on a regular basis (18 cutting cycles per year) by private contractors. Almost 50% of these parks have playing apparatuses. The latter are vandalised on a continued basis costing the Municipality approximately R150 000 per year to maintain. During the previous financial year, very little was done to repair vandalised play parks due to capacity constraints.

3.16 Environmental Protection

3.16.1 Challenges – Environmental Protection

The table below specifies the challenges for the year:

Challenges	Description
Limited staff capacity. Only one EHP currently to do the work	Vacancies must be filled as stipulated on the Council approved organogram

Challenges: Environmental Protection

3.16.2 Service Delivery Statistics – Environmental Protection

The table below specifies the service delivery levels for the year:

Performance indicators	2015/16	2016/17
Noise nuisance complaints	25	10
Air pollution complaints	12	13
Complaints regarding overgrown erven	157	215
Number of complaints received	262	274
Percentage of complaints resolved	99	99
Number of environmental sessions held	6	10
Issuing of business & entertainment licenses	17	30
Keeping of animal complaints	58	28
Pauper burials	32	26

Service Delivery Statistics – Environmental Protection

COMPONENT F: SECURITY AND SAFETY

This component includes: Traffic, Fire, Disaster Management, Licensing and Control of Animals, and Control of Public Nuisances etc.

The aim of Council is to ensure the safety of all residents and visitors in the municipal area through law enforcement. Currently municipal law enforcement officers work closely with the South African Police Services (SAPS) to combat crime while the traffic law enforcement officers are also assisting those agencies. Integrated operations are held to prevent crime increase in this municipal area through proper planning. The willingness of the community to report crime assists the different law enforcement agencies in the fight against crime.

3.17 Traffic and Licensing

3.17.1 Introduction to Traffic and Licensing Services

Traffic and Licensing Services aims to provide a professional service to all road users and the community of George by promoting road safety and creating a safe road environment through effective management, education, protection and law enforcement.

3.17.2 Highlights – Traffic and Licensing Services

The table below specifies the highlights for the year:

Highlight	Description
New traffic vehicles	Traffic has received a total of 8 additional traffic vehicles
Driver of the Month – October 2016	Drivers were invited to participate in a Driver of the Month competition
Scholar Patrol Competition – October 2016	Schools were invited to participate in a scholar patrol competition

Highlight	Description
Officers send for training to Gene Louw Traffic College	1 Officer for K53 Examiner for Drivers Licenses and 2 officers for Grade L Drivers Licenses
Officers did a refresher course for K53 Examiner for Drivers Licenses	5 Officers completed the K53 Examiners for Drivers Licenses refresher course

Highlights: Traffic and Licensing Services

3.17.3 Challenges – Traffic and Licensing Services

The table below specifies the challenges for the year:

Challenge	Action to address
Uniondale Driver's License Testing Station	Funding applications and budgetary provision must be made
Personnel shortage	Vacant positions to be filled as per organogram

Challenges: Traffic and Licensing Services

3.17.4 Service Statistics – Traffic and Licensing Services

The table below specifies the service delivery levels for the year:

Details	2015/16	2016/17
Number of road traffic accidents during the year	572	718
Number of Traffic officers in the field on an average day	10	12
Number of Traffic officers on duty on an average day	10	12
Motor vehicle licenses processed	74 492	78 492
Learner driver licenses processed	4 348	5 048
R-value of fines collected	11 633 893	7 951 110
Roadblocks held	142	228
Complaints attended to by Traffic Officers	1 229	1 039
Special Functions – Escorts	449	325
Awareness initiatives on public safety	46	34

Service Statistics: Traffic and Licensing Services

3.17.5 Total Employees – Traffic and Licensing Services

The following table indicates the staff composition for this division:

Employees: Traffic Services				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
1 - 3	4	1	3	75
4 - 8	30	25	5	17
9 - 13	44	42	2	4
14 - 18	2	1	1	50
19 - 21	0	0	0	0
Total	80	69	11	14
<i>Employees and Posts numbers are as at 30 June</i>				

Employees – Traffic and Licensing Services

Employees: Law Enforcement				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
1 - 3	1	1	0	0
4 - 8	4	2	2	50
9 - 13	22	16	6	27
14 - 18	1	1	0	0
19 - 21	0	0	0	0
Total	28	20	8	29
<i>Employees and Posts numbers are as at 30 June</i>				

Employees – Law Enforcement Services

3.17.6 Capital Expenditure – Traffic and Licensing Services

Capital Expenditure 2016/17: Traffic and Licensing Services				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Lion Alcometer 700	200	174	59	115
Motorola Impress charger	50	54	52	1
Central lock mobile pedestal	57	63	62	1
CAW63162 (GM2526) VW Polo 1.5TDI	1 960	2 125	2 124	1
Nrsc vehicle testing equipment	200	26	26	0
Queue management display	0	30	23	7
Paving Traffic Department testing area	0	25	25	0
Silverline 5 seater	0	70	54	16
Total	2 467	2 567	2 425	142

Capital Expenditure 2016/17: Traffic and Licensing Services

3.17.7 Capital Expenditure – Law Enforcement

Capital Expenditure 2016/17: Law Enforcement				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Safety equipment - law enforcement	100	100	0	100
CAW 98632(GM 2508)/Nissan 2.4 DC	350	280	330	(50)
CCTV Thembaletu route surveillance	0	5 000	5 055	(55)
Total	450	5 380	5 385	(5)

Capital Expenditure 2016/17: Law Enforcement

3.18 Fire and Disaster Management

3.18.1 Introduction

Fire Services provide for the establishment, maintenance, employment, co-ordination and standardisation of fire brigade services.

Disaster Management aims at preventing and reducing the risk of disasters, emergency preparedness, rapid and effective response to disasters and post- disasters recovery.

3.18.2 Highlights – Fire and Disaster Management

The table below specifies the highlights for the year:

Highlights	Description
Major wildfire disaster	The team assisted in combating the 7 June, “Historical 150 year” wild fire

Highlights: Fire and Disaster Management

3.18.3 Challenges – Fire and Disaster Management

The table below specifies the challenges for the year:

Challenges	Actions to address
Personnel shortage	Vacant positions to be filled as per organogram

Challenges: Fire and Disaster Management

3.18.4 Service Statistics – Fire and Disaster Management

The table below specifies the service delivery levels for the year:

Details	2015/16	2016/17
Total fires attended in the year	919	1 110
Reservists and volunteers trained	0	0
Awareness Initiatives on fire safety	2051	4 040
Average turnout time - urban areas	8 minutes	8 minutes
Average turnout time - rural areas	18 minutes	18 minutes

Service Data for Fire and Disaster Management

3.18.5 Total Employees – Fire and Disaster Management

TASK Job Level	2015/16	2016/17			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
1 - 3	0	0	0	0	0
4 - 8	0	1	0	1	100
9 - 13	11	24	11	13	54
14 - 18	4	26	4	22	85
19 - 21	0	0	0	0	0
Total	15	51	15	36	71

Employees and Posts numbers are as at 30 June

Total Employees: Fire and Disaster Management

3.18.6 Capital Expenditure – Fire and Disaster Management

Capital Expenditure 2016/17: Law Enforcement				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Audio speaker interface	40	40	35	5
Fire Truck man super pumper	990	1 060	1 011	49
Honda Gx390 Davey twin stage	250	250	124	126
Laptops I5 HP Probook	57	57	50	7
Chair contract blue saver side	47	46	45	1
Quadbike - fire services	120	0	0	0
Fire Fighting skid unit 60lt -	0	740	606	134
CAW 33809 (GM 2519) VW Polo 1.5 TDI	0	300	263	37
Total	1 504	2 493	2 134	359

Capital Expenditure 2016/17: Fire and Disaster Management

COMPONENT G: SPORT AND RECREATION

3.19 Holiday Resorts and Campsites

3.19.1 Introduction

The George Municipality is responsible for the management and maintenance of one holiday resort in the municipal area, which is Herolds Bay.

The main priority of the caravan park is for the guests to experience true hospitality and efficient client service. The resort is next to the beach, where the sheer natural beauty of the sea can be experienced. Braai facilities, water taps and refuse bins are positioned at regular intervals at the campsite.

On arrival at the park, the necessary information including the rules and safety evacuation plan is provided.

George manages four beaches namely Herolds Bay, Gwaiing, Victoria Bay and Leentjiesklip in Wilderness. Beaches east of the Touw River are managed by Sanparks.

A huge challenge is that playing apparatus in parks are being vandalised on a continued basis costing the Municipality approximately R150 000 per year to maintain.

3.20 Sport and Recreation

3.20.1 Introduction to Sport and Recreation

The George Municipality is responsible for the management and maintenance of 14 sport grounds in the municipal area. It is the municipality's goal to create a healthy lifestyle for all our residents, by offering a wide range of well-maintained and managed sport facilities.

3.20.2 Highlights – Sport and Recreation

Highlights	Description
Western Cape Sport Conference	Hosted conference in partnership with Nelson Mandela Metropolitan University (NMMU) on 10/11 March at the George Campus
Outeniqua Chair Challenge (OCC)	International event hosted in partnership with Airports Company South Africa (ACSA)

Highlights: Sport and Recreation

3.20.3 Challenges – Sport and Recreation

Challenge	Actions to address
Growth in sporting codes and clubs poses a challenge regarding availability of sport fields (Infrastructure) and escalating maintenance fees. Tartan track does not exist, leaving athletes to travel to Oudtshoorn for championships	Importance of affiliation to ensure that clubs may use facilities. Availability of fixtures and different sporting codes to prepare different sport grounds. Applied for possible funding of a complete tartan track at Rosemoor stadium and currently in the process of setting a meeting with relevant role-players to address this challenge

Challenges: Sport and Recreation

3.20.4 Service Statistics – Sport and Recreation

The table below specifies the service delivery levels for the year:

Type of service	2015/16	2016/17
Number of Sport Grounds/fields	14	14
Number of events hosted on fields	32	110
Number of Swimming Pools	2	2
Number of stadiums (with pavilions)	3	3

Type of service	2015/16	2016/17
Community parks		
Number of parks with play park equipment	48	58
Number of wards with community parks	22	26
Swimming pools		
R-value collected from entrance fees	R27 528	R23 842
Sport fields		
Number of wards with sport fields	11	11
R-value collected from utilization of sport fields and rental of rental of sport fields	R5950.00	R71 193
Sport halls		
Number of wards with sport halls	1	1
Number of sport associations utilizing sport halls	3	3

Service Statistics: Sport and Recreation

3.20.5 Employees – Sport and Recreation

The following table indicates the staff composition for this division:

Employees: Sport and Recreation				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
1 - 3	8	8	0	0
4 - 8	2	2	0	0
9 - 13	1	1	0	0

Annual Report 2016/17

Employees: Sport and Recreation				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
14 - 18	1	0	1	100
Total	12	11	1	8
<i>Employees and Posts numbers are as at 30 June</i>				

Total Employees: Sport and Recreation

3.20.6 Capital Expenditure – Sport and Recreation

Capital Expenditure 2016/17: Sport and Recreation				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Reseal four tennis courts	180	180	172	8
Flood lights - George Sport Facility	100	100	56	44
Cricket nets Touwsrante Sport Facility	40	40	-	40
Wendy house - workshop	100	100	97	3
Lawaikamp Sport Grounds	150	150	30	120
CCTV cameras - Maraikamp Sport Facility	100	100	36	64
Thembalethu: Upgrade sport facility	0	2 312	2 659	(347)
Rosemoore B-rugby field and cricket	0	878	882	(4)
Total	670	1 548	1 273	(72)

Capital Expenditure 2016/17: Sport and Recreation

3.21 Community Halls, Facilities and Thusong Centres

3.21.1 Highlights – Community Halls, Facilities and Thusong Centres

The table below specifies the highlights for the year:

Highlights	Description
Tertiary School in Business Administration (TSiBA) annual student bursary scholarship for matriculants	Every year TSIBA is recruiting student to study at TSIBA to do business studies with full paid up student bursary and boarding fees
Disabled people Construction Education and Training Authority	Year- long learnership programme for the disabled people

Annual Report 2016/17

Highlights	Description
(CETA)	
Launch of the Ilitha Centre for the Blind	Disabled people planning to open a school for the blind in partnership with the Department of Social Development

Highlights: Community Halls, Facilities and Thusong Centres

3.21.2 Challenges – Community Halls, Facilities and Thusong Centres

The table below specifies the challenges for the year:

Challenge	Actions to address
No budget to rollout some of the community based projects	Budgetary provision will be made to rollout some of the community based projects

Challenges: Community Halls, Facilities and Thusong Centres

3.21.3 Capital Expenditure – Community Halls, Facilities, Thusong Centres

Capital Expenditure 2016/17: Community Halls, Facilities, Thusong Centres				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Replace roof: Conville Community Hall	500	500	5	495
Porch Haarlem Community Hall	0	50	39	11
Pave parking - Lyonsville Community Hall	0	39	35	4
Bathroom Uniondale Community Hall	0	36	36	0
Bathroom Stage Uniondale Community Hall	0	47	45	2
Upgrade Uniondale Community Hall	0	43	0	43
Upgrade kitchen Uniondale Community Hall	0	16	0	16
Palisade fence- Uniondale Community Hall	0	200	4	196
Total	500	931	164	767

Capital Expenditure 2016/17: Community Halls, Facilities, Thusong Centres

COMPONENT H: CORPORATE POLICY OFFICES AND OTHER SERVICES

3.22 Office of the Municipal Manager

The office of the Municipal Manager includes the following functions:

- ♦ Integrated Development Planning
- ♦ Performance Management System
- ♦ Ward Committees and Public Participation
- ♦ Communications
- ♦ Risk and Internal Audit
- ♦ George Integrated Public Transport Network (GIPTN)
- ♦ Economic Development
- ♦ Tourism
- ♦ Legal Services

3.22.1 Highlights – Office of the Municipal Manager

The table below specifies the highlights for the year:

Highlights	Description
Clean Audit Report for 2016/17 Financial Year	Receiving an unqualified audit outcome
IDP and budget approved	Approval of the 2016/17 Final IDP Review and budget
Establishment of ward committees	Ward committees established in all 27 wards

Highlights: Office of the Municipal Manager

3.22.2 Challenges – Office of the Municipal Manager

The table below specifies the challenges for the year:

Challenges	Actions to address
Vacancy of PMS Coordinator	The position was filled in the 2017/18 financial year
Lack of capacity within the Public Participation Section	Positions included in the micro-organisational structure for subsequent budgetary proposals

Challenges: Office of the Municipal Manager

3.22.3 Total Employees – Executive and Council

The following table indicates the staff composition for this division:

Employees: Executive and Council				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
1 - 3	0	0	0	0
4 - 8	1	1	0	0
9 - 13	7	7	0	0
14 -18	1	1	0	0
19 - 21	0	0	0	0
Personal to Incumbent (P.T.I)	53	53	0	0
MM & Directors	7	4	3	43%
Total	69	66	3	4%
Employees and Posts numbers are as at 30 June				

Employees – Executive and Council

3.22.4 Capital Expenditure – Office of the Municipal Manager

Capital Expenditure 2016/17: Office of the Municipal Manager				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Chair visitor twist black	96	145	92	53
Laptop I5 HP Probook	34	35	30	5
Chair highback black	44	103	95	8
Screen pull down Parrot	700	684	643	41
Timber Bridge Van Riebeeck Gar	520	203	109	94
Court legal services	50	300	34	266
Chair Ergo highback	74	73	25	48
Laptop I5 HP Probook	57	57	51	6
Building braai area	0	647	541	106
Stenograph: Municipal Court	0	130	116	14
Chair high back operator	200	200	81	119

Capital Expenditure 2016/17: Office of the Municipal Manager				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Bakkie - MM Office	250	0	0	0
George – Wp (Gm2515)/Toyota Fortuner	500	595	563	32
Bookcase 4 tier oak	26	25	20	5
Laptop I5 HP Probook	34	35	31	4
Wall Banners - Communication	50	50	0	50
Desktop workstation I7	17	18	15	3
Projector X 113p Acer	10	10	9	1
Furniture and fittings: ward p	0	11	0	11
Caw99623(Gm2516)/Nissan Np200	0	180	135	45
Total	2 662	3 501	2 590	911

Capital Expenditure 2016/17: Office of the Municipal Manager

3.23 Administration (Committee Services, Records Management and Telecommunication)

Administration (Committee Services, Records Management and Telecommunication) aims to provide effective records management and telecommunication throughout the entire Municipality and to ensure adherence to all relevant legislation coupled to the function.

3.23.1 Highlights – Administration

The table below specifies the highlights for the year:

Highlights	Description
4 th Floor were moved to temporary storage facility	In order to comply with the relevant Occupational Health and Safety (OHS) legislation

Highlights: Administration

3.23.2 Challenges – Administration

The table below specifies the challenges for the year:

Challenges	Actions to address
The switchboard experienced an influx of incoming calls and was not able to direct calls to the correct recipients	Calls are now directed to the relevant receptionist in directorates to ensure that the caller reaches the correct recipient
Relocation of building plan record to 99 Meade Street offices	Suitable storage facility is currently being procured

Challenges	Actions to address
as a temporary arrangement	

Challenges: Administration

3.23.3 Capital Expenditure – Administration

Capital Expenditure 2016/17: Administration				
R'000				
Capital Projects	2016/17			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Paving - Haarlem Library	0	35	33	2
Yamaha water pump 50mm	0	28	19	9
9000 Btu mid wall split unit aircon	0	28	26	2
CAW 83383 (GM 2518)/Kia	300	300	262	38
Tractor – Haarlem	300	300	0	300
CAW 98633 (GM 2509)/Nissan 2.4 DCc	270	270	252	18
IP phones	0	0	0	0
Chair high back flamingo	0	254	65	189
IP Phones	0	60	13	47
OHS equipment - Human Resource	0	50	0	50
Epson EB-X31 LCD projector	3 200	3 200	718	2 482
Access control biometric reader	1 500	1 450	1 417	33
CAW 90311 (GM 2511)/Nissan NP300	250	250	231	19
Total	1120	6 225	3 036	3 189

Capital Expenditure 2016/17: Administration

3.24 Financial Services

3.24.1 Introduction: Financial Services

During this financial year, Council accepted and reviewed the Long Term Financial Plan and all budget related policies. The Long Term Financial Plan of the Municipality not only highlights some of the material financial and other issues identified but makes very specific proposals and recommendations regarding the future financial management. Additional capacity for the establishment of the procurement of all goods < R30 000 were obtained. The mSCOA project was implemented from 1 July 2016 and transactions were successfully done during 2016/17.

3.24.2 Highlights – Financial Services

The table below specifies the highlights for the year:

Highlight	Description
Financial Statements submitted on 31 August 2016	MFMA compliance to submit financial statements on 31 August 2016
Clean Audit 2016/17	Unqualified audit report with clean audit status was obtained
Municipal Standard Chart of Accounts (mSCOA)	Early adoption and implementation on 1 July 2016
% meter reading increase	Meter reading % increase from 78.88% in July 2016 to 94.31% in June 2017

Highlights: Financial Services

3.24.3 Challenges – Financial Services

The table below specifies the challenges for the year:

Challenge	Action to address
mSCOA	Implementation of version 6.1 from 1 July 2017
Increasing Outstanding Debt: The Municipality's outstanding debt for the period 1 July 2016 to 30 June 2017 increase from R184.4m to R201.9m. The biggest increase is in the debt of the indigent households and it is respect of excess water usage above 6kl water. The excess is mainly due to water leakages at the Indigent households	Council has appointed teams of plumbers and support staff to fix the water leakages and to minimize water losses

Challenges: Financial Services

3.24.4 Service Statistics for Procurement Services

The table below specifies the service statistics for the year:

Description	Total	Monthly Average	Daily Average
Requests processed	162	13.5	0.68
Orders processed	22310	1859	92
Requests cancelled or referred back	29	2.42	0.12
Extensions	19	1.5	0.08
Bids received (number of documents)	742	61	3.09
Bids awarded	32	2.66	0.13
Bids awarded ≤ R200 000	69	5.75	0.29
Appeals registered	20	1.66	0.08
Successful Appeals	3	0.25	0.02

Service Statistics for Procurement Division

Details of Deviations for Procurement Services

Type of deviation	Value of deviations (R)	Percentage of total deviations value (%)	Value of deviations (R)	Percentage of total deviations value (%)
	2015/16		2016/17	
Clause 36(1)(a)(i)- Emergency	3 019 058	19.68	4 731 305	17.00
Clause 36(1)(a)(ii)- Sole Supplier	8 185 242	53.37	7 621 389	27.38
Clause 36(1)(a)(v)- Impractical / impossible	4 133 021	26.95	15 484 558	55.62
Total	15 337 322	100	27 837 253	100

Statistics of Deviations from the SCM Policy

3.24.5 Total Employees – Financial Services

The following table indicates the staff composition for this division:

Employees: Finance				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
1 - 3	0	0	0	0
4 - 8	114	68	46	40
9 - 13	35	34	1	3
14 - 18	7	5	2	29
19 - 21	3	3	0	0
Total	159	110	49	31
<i>Employees and Posts numbers are as at 30 June</i>				

Employees – Financial Services

3.25 Human Resource Services

3.25.1 Human Resource Services

The Human Resources Section is responsible for ensuring that the organisation's most valuable asset, its employees, is taken care of.

Enhanced staff performance is fundamentally part of the achievement of the municipality's primary service delivery objectives. The municipality continually strives to promote a culture of good governance and an environment where

the needs of employees can be addressed in a manner that is conducive for the persistent advancement of the interests of our local communities.

The Human Resources functions include, but are not limited to, administration of employee benefits, recruitment and selection of competent staff, Organisational Efficiency Improvement, employment equity, training and development of staff, sound labour relations, occupational health and safety and general support services to enhance staff capacity in the process of realising organisational strategic objectives of service delivery to the community.

3.25.2 Highlights – Human Resource Services

The table below specifies the highlights for the year:

Highlight	Description
Organisational Design	New macro organizational structure was approved by Council
Task Job Evaluation	Part take in the establishment of the Task Regional Evaluation Committee and Task Provincial Audit Committee in the Western Cape. Task job writing training was conducted for the directorates. The Task job evaluation process has started

Highlights: Human Resource Services

3.25.3 Challenges – Human Resource Services

The table below specifies the challenges for the year:

Challenge	Actions to address
Organisational Design	Integrated electronic Human Resource System to address the entire human resources function, including live amendments to the organisational structures
Task Job Evaluation and Individual PMS	Internal capacity and skills to address the backlog relevant to writing of job descriptions

Challenges: Human Resource Services

3.25.4 Total employees – Human Resource Services

Employees: Human Resource Services				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
1 - 3	0	0	0	0
4 - 8	7	2	5	71
9 - 13	16	10	6	38
14 - 18	6	6	0	0
19 - 21	0	0	0	0

Employees: Human Resource Services				
Job Level	2016/17			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
P.T.I.	2	2	0	0
Total	31	20	11	35
<i>P.T.I. – personal to incumbent</i>				
<i>Employees and Posts numbers are as at 30 June</i>				

Employees – Human Resource Services

COMPONENT I: ORGANISATIONAL PERFORMANCE SCORECARD

This component includes the Annual Performance Scorecard Report for the 2017/18 financial year.

3.26 Development and Service Delivery Priorities for 2017/18

The main development and service delivery priorities for 2017/18 is the Municipality's top layer SDBIP for 2017/18 and are indicated in the table below:

3.26.1 Affordable Quality Services

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL9	Limit electricity losses to less than 10% by 30 June 2018 (Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated) × 100	% Electricity losses by 30 June 2018 (Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated) × 100	All	10%
TL10	85% of the electricity capital budget spent by 30 June 2018 {(Actual capital expenditure divided by the total approved capital budget) x100}	% of the capital budget spent by 30 June 2018 {(Actual capital expenditure divided by the total approved capital budget) x100}	All	85%
TL12	Identify land for the extension of the Uniondale cemetery and submit a report with recommendations to the Portfolio Committee by 31 December 2017	Report submitted to Council	25	1
TL13	Complete the Environmental Impact Assessment (EIA) for the extension of the George cemetery by 30 June 2018	EIA obtained by 30 June 2018	4	1
TL16	90% of the MIG funding for sport projects spent by 30 June 2018 {(actual expenditure/total allocation received) x100}	% of budget spend	All	90%
TL20	Limit water network losses to less than 20% by	% Water network losses by 30 June 2018	All	20%

Annual Report 2016/17

Ref	KPI	Unit of Measurement	Wards	Annual Target
	30 June 2018 {(Difference between water supplied and water billed) {(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified × 100}	(Difference between water supplied and water billed) {(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified × 100}		
TL21	Complete the construction a 12.5 mega litre reservoir at the George Water Works by 30 June 2018	Reservoir construction completed	All	1
TL22	Complete the construction of the Garden Route Dam wall and spill way raising by 30 June 2018	Construction completed	All	1
TL23	Rehabilitate and upgrade Streets and Storm water in terms of the approved capital budget by 30 June 2018 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2018 {(Actual expenditure divided by the total approved budget) x 100}	All	85%
TL24	Rehabilitate and upgrade the proclaimed roads in terms of the approved capital budget by 30 June 2018 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2018 {(Actual expenditure divided by the total approved budget) x 100}	All	85%
TL25	Rehabilitate and upgrade the public transport infrastructure in terms of the approved capital budget by 30 June 2018 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2018 {(Actual expenditure divided by the total approved budget) x 100}	All	85%
TL26	Rehabilitate and upgrade Water - Networks in terms of the approved capital budget by 30 June 2018 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2018 {(Actual expenditure divided by the total approved budget) x 100}	All	85%
TL27	Rehabilitate and upgrade Water-Purification in terms of the approved capital budget by 30 June 2018 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2018 {(Actual expenditure divided by the total approved budget) x 100}	All	85%
TL28	Rehabilitate and upgrade the Sewerage Networks in terms of the approved capital budget by 30 June 2018 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2018 {(Actual expenditure divided by the total approved budget) x 100}	All	85%
TL29	Rehabilitate and upgrade the Sewerage Treatment Works in terms of the approved capital budget by 30 June 2018 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2018 {(Actual expenditure divided by the total approved budget) x 100}	All	85%
TL30	90% compliance to general standards with regard to waste water outflow by 30 June 2018	% compliance to general standards by 30 June 2018	All	90%
TL31	95% water quality level obtained as per SANS 241 physical and micro parameters by 30 June 2018	% water quality level by 30 June 2018	All	95%

Annual Report 2016/17

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL32	Construct 21 top structures in Protea Park by 30 June 2018	21 Top structures constructed by 30 June 2018	5	21
TL33	Construct 30 top structures in Extension 42 & 58 (Thembaletu) by 30 June 2018	30 Top structures constructed by 30 June 2018	9	30
TL34	Construct 80 top structures within the Thembaletu UISP project by 30 June 2018	80 Top structures constructed by 30 June 2018	11; 12; 13	80
TL37	Obtain funding approval from the Provincial Department of Human Settlements by 30 June 2018 for the construction of 165 top structures for the Golden Valley Housing Project	Funding approval obtained by 30 June 2018	1	1
TL38	Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2018	Number of residential properties which are billed for water or have pre-paid meters as at 30 June 2018	All	39,000
TL39	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering) (Excluding Eskom areas) and billed for the service as at 30 June 2018	Number of residential properties which are billed for electricity or have pre-paid meters (Excluding Eskom areas) as at 30 June 2018	All	39,000
TL40	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2018	Number of residential properties which are billed for sewerage as at 30 June 2018	All	35,000
TL41	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2018	Number of residential properties which are billed for refuse removal as at 30 June 2018	All	35,000
TL42	Provide free basic water to indigent households	Number of indigent households receiving free basic water as at 30 June 2018	All	14,000
TL43	Provide free basic electricity to indigent households	Number of indigent households receiving free basic electricity as at 30 June 2018	All	14,000
TL44	Provide free basic sanitation to indigent households	Number of indigent households receiving free basic sanitation as at 30 June 2018	All	14,000
TL45	Provide free basic refuse removal to indigent households	Number of indigent households receiving free basic refuse removal as at 30 June 2018	All	14,000
TL49	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2018 {(Actual amount spent on projects/Total amount budgeted for capital projects) X100} as at 30 June 2018	% of capital budget spent by 30 June 2018 {(Actual amount spent on projects/Total amount budgeted for capital projects) X100}	All	85%

Service Delivery Priorities for 2017/18 – Affordable Quality Services

3.26.2 Develop and Grow George

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL1	Create Full Time Equivalents (FTE's) through government expenditure with EPWP by 30 June 2018	Number of FTE's created by 30 June 2018 consisting of all communities	All	294
TL19	Upgrade the Pacaltsdorp Library by 30 June 2018	Library upgraded	14	1
TL35	Review and submit the SDF to Council for approval by 31 May 2018	SDF reviewed and submitted for approval by 31 May 2018	All	1
TL36	Submit Integrated Zoning Scheme By-Law to Council for adoption by 30 September 2017	Integrated Zoning Scheme By-Law submitted for adoption by 30 September 2017	All	1

Services Delivery Priorities for 2017/18 –Develop and Grow George

3.26.3 Good Governance and Human Capital

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL2	The number of people from employment equity target groups employed (newly appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2018	Number of people employed (newly appointed)	All	1
TL3	Review the 3-year Internal Audit Plan based on the risk assessment and submit to Audit Committee by 30 September 2017	RBAP (Risk Based Audit Plan) submitted to Audit Committee by 30 September 2017	All	1
TL4	Execution of Internal Plan and issuing of Internal Audit Reports based on Internal Audit Plan by 30 June 2018 ((Actual hours completed/ Planned hours to be completed) x100)	% of target hours completed by 30 June 2018{(Actual hours completed/ Planned hours to be completed) x100}	All	100%
TL8	Review the Performance Management Framework and submit to Council by 31 December 2017	Performance Management Framework submitted to Council by 30 December 2017	All	1
TL46	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2018 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	% Debt to Revenue as at 30 June 2018	All	45%
TL47	Financial viability measured in terms of the outstanding service debtors as at 30 June 2018 (Total outstanding service debtors/ revenue received for services)	% Service debtors to revenue as at 30 June 2018	All	15.60%
TL48	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2018 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Cost coverage as at 30 June 2018	All	2
TL50	Achieve a payment percentage of 96% {(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue x 100}	Payment % as at 30 June 2018 {(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue x 100}	All	96%
TL51	Review the Long Term Financial Plan and submit to Council for approval by 31 March 2018	Reviewed Long Term Financial Plan submitted to Council by 31 March 2018	All	1
TL52	Maintain an unqualified audit opinion for the 2016/17 financial year	Unqualified audit opinion achieved for the 2016/17 financial year	All	1

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL53	The percentage of a municipality's budget actually spent on implementing its workplace skills plan	{{(Actual total training expenditure divided by total personnel budget) x100} by 30 June 2018	All	0.50%

Services Delivery Priorities for 2017/18 – Good Governance and Human Capital

3.26.4 Participative Partnerships

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL5	Submit the IDP/budget time schedule to Council by 31 August 2017	Time schedule submitted to Council	All	1
TL6	Submit the draft IDP to Council by 31 March 2018 to ensure compliance with legislation	Draft IDP submitted to Council	All	1
TL7	Submit the IDP to Council by 31 May 2018 to ensure compliance with legislation	IDP submitted to Council	All	1

Services Delivery Priorities for 2017/18 - Participative Partnerships

3.26.5 Safe, Clean and Green

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL11	Review the Disaster Management Plan and submit to Council by 31 March 2018	Disaster Management Plan reviewed and submitted to Council	All	1
TL14	Complete the Environmental Impact Assessment (EIA) for the construction of a refuse transfer station in Uniondale by 30 June 2018	EIA obtained by 30 June 2018	25	1
TL15	Purchase 2 refuse compactor trucks by 30 June 2018	Number of refuse compactor trucks purchased by 30 June 2018	25	2
TL17	Spend 95% of the approved project budget for the upgrading of the solid waste transfer station in George by 30 June 2018	% of budget spend	23	95%
TL18	Spend 95% of the approved project budget for the rehabilitation of the George landfill site by 30 June 2018	% of budget spend	23	95%

Services Delivery Priorities for 2017/18 - Safe, Clean and Green

CHAPTER 4: ORGANISATIONAL DEVELOPMENT

4.1 National Key Performance Indicators – Municipal Transformation and Organisational Development

The table below indicates the key performance indicators linked to the National Key Performance Area – Municipal Transformation and Organisational Development.

Indicators	2015/16	2016/17
The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	0	1
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	70.80	87.73

National KPIs– Municipal Transformation and Organisational Development

4.2 Municipal Workforce

The George Municipality currently employs 986 (excluding non-permanent positions) officials, who individually and collectively contribute to the achievement of the municipality's objectives. The primary objective of Human Resource Management is to render an innovative Human Resource service that addresses both skills development and an administrative function.

4.2.1 Employment Equity Targets and Actuals

The Employment Equity Act (1998) Chapter 3, Section 15 (1) states that affirmative action measures are measures designed to ensure that suitable qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer.

Black			Coloured			Indian			White		
Target June	Actual June	% of Target reach	Target June	Actual June	% of Target reach	Target June	Actual June	% of Target reach	Target June	Actual June	% of Target reach
655	280	42%	927	573	61%	37	2	5%	313	131	42%

2016/17 EE targets/Actual by Racial Classification

Male			Female		
Target June	Actual June	% of Target reach	Target June	Actual June	% of Target reach
950	614	65%	982	372	38%

2016/17 EE targets/Actual by Gender Classification

4.2.2 Occupational Categories – Race

Below is a table that indicates the number of employees by race within the specific occupational categories:

Posts filled									
Occupational	Male				Female				Total
Categories	A	C	I	W	A	C	I	W	
Legislators, senior officials and managers	4	21	0	14	11	5	0	4	59
Professionals	0	1	0	2	0	0	0	1	4
Technicians and associate professionals	2	24	1	15	1	7	1	11	62
Clerks	20	63	0	20	13	45	0	19	180
Service and sales workers	19	40	0	14	10	20	0	6	109
Craft and related trade workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	88	135	0	17	44	107	0	21	412
Elementary occupations	62	83	0	2	21	45	0	0	213
Total	195	367	1	84	90	229	1	62	1 039
<i>Councillors included</i>									

Occupational Categories

4.2.3 Occupational Levels - Race

The table below categorises the number of employees by race within the occupational levels:

Occupational	Male				Female				Total
Levels	A	C	I	W	A	C	I	W	
Top Management	0	3	0	3	0	0	0	0	6
Senior management	0	1	0	2	0	0	0	1	4
Professionally qualified and experienced specialists and mid- management	2	24	0	15	1	7	11	0	60
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	39	103	1	34	23	65	25	1	291
Semi-skilled and discretionary decision making	88	135	0	17	44	107	0	21	412
Unskilled and defined decision making	62	83	0	2	21	45	0	0	213
Total permanent	191	349	1	73	89	224	1	58	986
Non- permanent employees	39	53	0	3	46	49	0	1	191
Grand total	230	402	1	76	135	273	1	59	1 177

Occupational Levels – Race

4.2.4 Departments - Race

The following table categorises the number of employees by race within the different departments:

Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
Office of the Municipal Manager	2	4	0	4	1	12	0	7	30
Financial Services	5	28	0	8	10	38	0	22	111
Human Settlements, Land Affairs and Planning	11	22	0	5	8	19	0	6	71
Corporate Services	8	22	0	3	10	29	0	4	76
Community Services	63	92	1	21	31	69	1	10	286
Electro Technical Services	24	43	1	20	14	18	1	5	126
Civil Engineering Services	78	138	0	12	15	39	0	4	286
Total permanent	191	349	2	73	89	224	2	58	986
Non- permanent	39	53	0	3	46	49	0	1	191
Grand total	230	402	2	76	135	273	2	59	1 177

Department - Race

4.3 Vacancy Rate

The approved organogram for the municipality had 1 932 posts for the 2016/17 financial year. The actual positions filled are indicated in the tables below by post level and by functional level. 946 Posts were vacant at the end of 2016/17, resulting in a vacancy rate of 48.96%.

Below is a table that indicates the vacancies within the municipality:

Per Post Level		
Post level	Filled	Vacant
Top Management	6	3
Senior Management	4	2
Middle management	60	22
Skilled	291	205
Semi-Skilled	412	451
Unskilled	213	263
Total	986	946
Per Functional Level		
Functional area	Filled	Vacant
Office of the Municipal Manager	30	25
Financial Services	111	49

Per Post Level		
Post level	Filled	Vacant
Corporate Services	76	108
Human Settlements, Land Affairs & Planning	71	57
Community Services	286	300
Electro Technical Services	126	136
Civil Engineering Services	286	271
Total	986	946

Vacancy Rate

4.4 Turnover Rate

A high turnover may be costly to a municipality and might negatively affect productivity, service delivery and institutional memory/organisational knowledge. Below is a table that reflects the turnover rate within the municipality.

The table below indicates the turn-over rate over the last two years:

Financial year	Total no. of appointments at the end of each Financial Year	New appointments	No. of Terminations during the year	Turn-over Rate
2015/16	978	74	57	5.82%
2016/17	986	46	42	4.26%

Turnover Rate

4.5 Managing the Municipal Workforce

Managing the municipal workforce refers to analysing and coordinating employee behaviour.

4.5.1 Injuries

An occupational injury is a personal injury, disease or death resulting from an occupational accident. Compensation claims for such occupational injuries are calculated according to the seriousness of the injury/disease and can be costly to a municipality. Occupational injury will influence the loss of man hours and therefore financial and productivity performance.

The table below indicates the total number of injuries within the different directorates:

Directorates	2015/16	2016/17
Office of the Municipal Manager	3	2
Financial Services	4	7
Corporate Services	19	16

Directorates	2015/16	2016/17
Human Settlements, Land Affairs & Planning	12	19
Community Services	71	76
Electro Technical Services	18	9
Civil Engineering Services	61	86
Total	188	215

Injuries

4.5.2 Sick Leave

The number of sick leave days taken by employees has service delivery and cost implications. The monitoring of sick leave identifies certain patterns or trends. Once these patterns are identified, corrective action can be taken.

The table below indicates the total number sick leave days taken within the different directorates:

Department	2015/16	2016/17
Office of the Municipal Manager	136	184
Financial Services	1 139	1 378
Corporate Services	651	705
Human Settlements, Land Affairs & Planning	876	817
Community Services	2 854	2 635
Electro Technical Services	1 233	1 294
Civil Engineering Services	2 500	2 179
Total	9 389	9 192

Sick Leave

4.5.3 HR Policies and Plans

Policies and plans provide guidance for fair and consistent staff treatment and a consistent approach to the managing of staff.

The table below shows the HR policies and plans that are approved:

Approved policies	
Name of policy	Date approved/ revised
Acting Policy, Latest provisions of Conditions of Service incorporated into new draft and sent to management for further instruction (June 2017)	19 June 2013
Overtime Policy	29 November 2012
Placement Policy	29 November 2012
Succession and Career Path Policy	29 November 2012
Training and Development Policy	29 November 2012
Scarce Skills and Staff Retention Policy (Latest amendments sent for comments on 18 April 2016)	March 2008

Approved policies	
Name of policy	Date approved/ revised
Performance Management Framework	October 2011
Experiential Training Policy	29 November 2012
Personal Protective Equipment Policy	29 November 2012
Motor Vehicle Policy	29 August 2012
Bursary policy (External & Internal policy combined to form one policy)	31 March 2017
Private Work Policy	19 June 2013
Smoking Policy	19 September 2007
Disability and Gender Policy	23 September 2008
Fleet Management Policy (Policy currently resorts under Electro- Technical Services)	2 November 2012
Occupational Health and Safety Policy	5 July 2007
Travel and Subsistence Policy (Last approved policy drafted by Department Finances for approval in July 2017)	27 May 2016
Policy on Payment of Professional Licenses (New policy: drafted	July 2017

HR Policies and Plans

The Human Resources department submits policies to the Local Labour Forum on a regular basis for review purposes.

4.6 Capacitating the Municipal Workforce

Section 68(1) of the MSA states that a municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. For this purpose, the human resource capacity of a municipality must comply with the Skills Development Act (SDA), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).

4.6.1 Skills Matrix

The table below indicates the number of employees that received training in the year under review:

Management level	Gender	Number of employees identified for training at start of the year	Number of Employees that received training
Legislators	Female	19	18
	Male	34	33
MM and Directors	Female	0	0
	Male	7	3
Professionals	Female	35	13
	Male	33	16
Technicians	Female	15	19
	Male	17	22

Annual Report 2016/17

Management level	Gender	Number of employees identified for training at start of the year	Number of Employees that received training
Community and Personal Service workers	Female	180	13
	Male	102	33
Clerical and Administrative Workers	Female	168	133
	Male	104	74
Machine operators and drivers	Female	12	2
	Male	124	9
Labourers	Female	113	3
	Male	240	9
Sub total	Female	542	201
	Male	661	199
Total		1 203	400

Skills Matrix

Training for the 2016/17 year saw the increase in full credit bearing programs. In compliance to the National Qualifications Framework (NQF) which requires portability of training programmes the Municipality focused on full and part qualifications with articulation to other programmes and qualifications at various Tertiary institutions. Discretionary allocations awarded to the George Municipality by the LG Seta allowed officials access to learnerships. Skills Programs and Apprenticeships on offer.

The following training was provided for employees trained:

- ◆ Conflict Management
- ◆ Leadership
- ◆ Monitoring and Evaluation
- ◆ Law Enforcement by Peace Officer
- ◆ Electronic Records Management
- ◆ Code EC1 – Driver's License
- ◆ Certificate: Auto Cad Training
- ◆ Advanced Certificate: Auto Cad Training
- ◆ Basic Computer NQF 1 (Adult Education and Training)
- ◆ MC Comptia Security (ITC)
- ◆ K53
- ◆ Diploma Public Accountability
- ◆ Municipal Minimum Competency Training
- ◆ Municipal finance Management Program
- ◆ Occupational Directed Education Training and Development
- ◆ Arcgis Basic (Geographic Information Systems)
- ◆ Targeted Recruitment and Selection
- ◆ TASK Job Evaluation

◆ Local Government Accounting Certificate

4.6.2 Skills Development – Training Provided

The Skills Development Act (1998) and the Municipal Systems Act, (2000), require employers to supply employees with the necessary training in order to develop its human resource capacity. Section 55(1) (f) states that as head of administration the Municipal Manager is responsible for the management, utilisation and training of staff.

Occupational categories	Gender	Number of employees as at the beginning of the financial year	Training provided within the reporting period						
			Learnerships		Skills programmes & other short courses		Total		
			Actual	Target	Actual	Target	Actual	Target	% achieved
Legislators	Female	19	0	0	18	19	18	19	95
	Male	34	0	0	33	34	33	34	97
MM and S57	Female	0	0	0	0	0	0	0	0
	Male	7	3	1	0	0	3	1	300
Professionals	Female	35	3	9	10	10	13	19	68
	Male	33	6	4	10	10	16	14	114
Technicians	Female	15	6	6	13	13	19	19	100
	Male	17	10	5	12	3	22	8	275
Community and Service workers	Female	180	1	1	12	17	13	18	72
	Male	102	16	10	17	10	33	20	165
Clerical and Administrative Workers	Female	168	76	131	57	18	133	149	89
	Male	104	37	35	37	35	74	70	106
Machine operators and drivers	Female	12	0	0	2	4	2	4	50
	Male	124	0	0	9	22	9	22	41
Labourers	Female	113	2	32	1	10	3	42	7
	Male	240	3	20	6	10	9	30	30
Sub total	Female	542	88	179	113	91	201	270	74
	Male	661	75	75	124	124	199	199	100
Total		1 203	163	254	237	215	400	469	85

Skills Development

4.6.3 Skills Development - Budget Allocation

The table below indicates that a total amount of R1 995 969 was allocated to the workplace skills plan and that 87.73% of the total amount was spent in the 2016/17 financial year:

Year	Total personnel budget	Total Allocated	Total Spend	% Spent
	R			
2015/16	690 000	573 000	489 000	70.80
2016/17	419 115	1 995 969	1 751 000	87.73

4.6.4 MFMA Competencies

In terms of Section 83 (1) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003), the Accounting Officer, Senior Managers, the Chief Financial Officer, non-financial managers and other financial officials of a municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the Municipal Finance Management Act. National Treasury has prescribed such financial management competencies in Government Notice 493 dated 15 June 2007.

To assist the above-mentioned officials to acquire the prescribed financial competencies, National Treasury, with the collaboration of various stakeholders and role players in the local government sphere, developed an outcomes-based NQF Level 6 qualification in municipal finance management. In terms of the Government Notice 493 of 15 June 2007, "(1) No municipality or municipal entity may, with effect 1 January 2013 (exempted until 30 September 2015 as per Government Notice 179 of 14 March 2014 and again as per Government Gazette 40593 of 3 February 2017), employ a person as a financial official if that person does not meet the competency levels prescribed for the relevant position in terms of these Regulations."

Annual Report 2016/17

The table below provides details of the financial competency development progress as required by the regulation:

Description	Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	Competency assessments completed (Regulation 14(4)(b) and (d))	Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials				
Accounting Officer	1	0	1	1
Chief Financial Officer	1	0	1	1
Senior Managers	5	0	5	5
Any other financial officials	27	0		27
Supply Chain Management Officials				
Heads of supply chain management units	1	0	0	1
Supply chain management senior managers	4	0	0	4
Sub Total	5	0	0	5
Other officials for the purpose of acting and succession planning				
Other Officials	0	0	0	0
Total	39	0	0	39

Financial Competency Development: Progress Report

30 Officials are studying towards the Diploma Public Accountability which includes MFMA compliance (24) Unit Standards. The nominees on this program would qualify as other officials for the purpose of acting and succession planning.

4.7 Managing the Municipal Workforce Expenditure

Section 66 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) states that the Accounting Officer of a municipality must report to the Council on all expenditure incurred by the municipality on staff salaries, wages, allowances and benefits. This is in line with the requirements of the Public Service Regulations, (2002), as well as National Treasury Budget and Reporting Regulations SA22 and SA23.

4.7.1 Personnel Expenditure

The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency. The table below indicates the percentage of the municipal budget that was spent on salaries and allowance for the two financial years and that the municipality is well within the national norm of between 35 to 40%:

Financial year	Total Expenditure salary and allowances	Total Operating Expenditure	Percentage
	R'000		%
2015/16	346 807	1 479 276	23.44
2016/17	407 027	1 590 038	25.60

Personnel Expenditure

Below is a summary of Councillor and staff benefits for the year under review:

Financial year	2015/16	2016/17		
Description	Actual	Original Budget	Adjusted Budget	Actual
	R'000			
Councillors (Political Office Bearers Plus Other)				
All-inclusive package	17 467	20 771	20 770	18 801
Sub Total	17 467	20 771	20 770	18 801
% increase/ (decrease)	-	18.92	0.00	-9.48
Senior Managers of the Municipality				
Basic Salaries	8410	11809	11809	10438
Pension Contributions	706	0	0	1004
Medical Aid Contributions	120	0	0	129
Motor vehicle allowance	580	0	0	711
Cell phone allowance	101	140	140	101
Housing allowance	0	0	0	0
Performance Bonus	0	0	0	0
Other benefits or allowances	106	140	140	126
In-kind benefits	24	0	0	24
Sub Total - Senior Managers of Municipality	10047	11 949	11 949	12 533
% increase/ (decrease)	-	19%	0%	5%
Other Municipal Staff				
Basic Salaries and Wages	216 145	234 632	238 277	239 167
Pension Contributions	30 862	39 115	39 115	33,199

Annual Report 2016/17

Financial year	2015/16	2016/17		
Description	Actual	Original Budget	Adjusted Budget	Actual
	R'000			
Medical Aid Contributions	14 553	21 879	21 879	16 408
Motor vehicle allowance	14 354	14 537	14 713	13 754
Cell phone allowance	841	905	909	907
Housing allowance	1 654	1 760	1 760	1 691
Overtime	22 488	20 644	26 720	32 791
Other benefits or allowances	34 674	60 116	62 300	56 577
Sub Total - Other Municipal Staff	335 571	392 683	404 763	394 494
% increase/ (decrease)	-	17.02	3.08	-2.54
Total Municipality	346 807	404 633	416 712	407 027
% increase/ (decrease)	-	16.67	2.99	-2.32

Personnel Expenditure

COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE

The Statement of financial performance provides an overview of the financial performance of the municipality and focuses on the financial health of the municipality.

5.1 Financial Summary

5.1.1 Financial Performance

The table below indicates the summary of the financial performance for the 2016/17 financial year:

Description	2015/16	2016/17			2016/17 Variance	
	Actual (Audited Outcome)	Original Budget	Adjusted Budget	Actual	Original Budget	Adjust- ments Budget
	R'000				%	
Financial Performance						
Property Rates	192,654	205,574	209,174	211,433	2.77	1.07
Service Charges - Electricity	534,778	574,863	593,194	565,450	-1.66	-4.91
Service Charges - Water	110,115	110,727	115,727	121,172	8.62	4.49
Service Charges - Sanitation	77,683	71,012	75,012	81,869	13.26	8.38
Service Charges - Refuse	54,001	52,191	57,191	61,814	15.57	7.48
Service charges - Other	319	262	262	18	-1319.69	-1319.69
Property rates - penalties & collection charges	5,009	7,305	7,305	4,937	-47.96	-47.96
Rental of facilities and equipment	2,423	3,392	4,592	3,756	9.71	-22.24
Interest earned - external investments	30,704	27,417	27,417	37,304	26.50	26.50
Interest earned - outstanding debtors	4,710	4,879	4,879	4,156	-17.39	-17.39
Fines	56,053	62,221	61,971	29,363	-111.90	-111.05
Licences and permits	2,262	2,544	2,544	2,126	-19.67	-19.67
Agency services	8,539	7,443	7,443	9,445	21.20	21.20
Transfers recognised - operational	297,574	309,714	323,182	310,241	0.17	-4.17
Total Revenue (excluding capital transfers and contributions)	1,376,824	1,439,544	1,489,892	1,443,084	0.25	-3.24
Employee costs	346,807	404,633	416,712	407,027	0.59	-2.38
Remuneration of councillors	17,467	20,771	20,770	18,801	-10.48	-10.47
Debt impairment	88,516	63,424	63,424	72,145	12.09	12.09
Depreciation & asset impairment	141,582	159,421	159,421	155,475	-2.54	-2.54
Finance charges	48,715	39,657	39,320	44,109	10.09	10.86
Materials and bulk purchases	393,218	409,271	444,014	437,823	6.52	-1.41

Annual Report 2016/17

Description	2015/16	2016/17			2016/17 Variance	
	Actual (Audited Outcome)	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
	R'000				%	
Transfers and grants	228	0	370	122	100	-203.90
Other expenditure	442,744	528,783	497,493	465,957	-13.48	-6.77
Total Expenditure	1,479,276	1,625,960	1,641,524	1,601,460	-1.53	-2.50
Surplus/(Deficit)	-102,452	-186,416	-151,632	-158,375	-17.71	4.26
Transfers recognised - capital	0	0	0	0	0	0
Contributions recognised - capital & contributed assets	0	0	0	0	0	0
Surplus/(Deficit) after capital transfers & contributions	-102,452	-186,416	-151,632	-158,375	-17.71	4.26
<u>Capital expenditure & funds sources</u>						
Capital expenditure						
Transfers recognised - capital	13,821	22,031	21,936	18,493	-19.13	-18.62
Public contributions & donations	0	0	0	0	0	0
Borrowing	129,417	140,347	221,825	145,307	3.41	-52.66
Internally generated funds	75,143	59,417	73,261	49,233	-20.69	-48.80
Total sources of capital funds	218,381	221,795	317,023	213,033	-4.11	-48.81
<u>Financial position</u>						
Total current assets	161,212	0	0	152,203	100	100
Total non-current assets	2,708,866	0	0	2,763,899	100	100
Total current liabilities	38,513	0	0	38,885	100	100
Total non-current liabilities	330,881	0	0	309,942	100	100
Community wealth/Equity	2,713,638	0	0	2,776,697	100	100
<u>Cash flows</u>						
Net cash from (used) operating	277,281	0	0	377,252	100	100
Net cash from (used) investing	-210,541	0	0	-211,071	100	100
Net cash from (used) financing	-47,298	0	0	-26,064	100	100
Cash/cash equivalents at the year end	19,442	0	0	140,118	100	100
<u>Cash backing/surplus reconciliation</u>						
Cash and investments available	0	0	0	0	0	0
Application of cash and investments	0	0	0	0	0	0
Balance - surplus (shortfall)	0	0	0	0	0	0

Annual Report 2016/17

Description	2015/16	2016/17			2016/17 Variance	
	Actual (Audited Outcome)	Original Budget	Adjusted Budget	Actual	Original Budget	Adjust-ments Budget
	R'000				%	
<u>Asset management</u>						
Asset register summary (WDV)	0	0	0	0	0	0
Depreciation & asset impairment	0	0	0	0	0	0
Renewal of Existing Assets	0	0	0	0	0	0
Repairs and Maintenance	0	0	0	0	0	0

Financial Performance 2016/17

The table below indicates a summary of performance against budgets:

Financial Year	Revenue				Operating expenditure			
	Budget	Actual	Diff.	%	Budget	Actual	Diff.	%
	R'000				R'000			
2015/16	1,573,452	1,587,825	14,373	1	1,504,124	1,479,276	24,848	2
2016/17	1,734,536	1,664,519	-70,018	-4	1,641,524	1,601,460	40,065	2

Performance Against Budgets

5.1.2 Revenue collection by vote

The table below indicates the Revenue collection performance by vote

Vote Description	2015/16	2016/17			2016/17 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
	R'000				%	
Executive and council	1,116	1,414	1,534	1,163	-21.59	-31.90
Budget and treasury office	230,210	216,841	220,541	220,879	1.83	0.15
Corporate Services	10,312	40,407	42,567	52,330	22.78	18.66
Community and social services	9,981	14,808	15,245	15,528	4.63	1.82
Sport and recreation	7,589	6,440	6,440	4,589	-40.34	-40.34
Public safety	57,766	63,338	68,338	35,604	-77.90	-91.94
Housing	15,041	25,264	25,668	18,914	-33.57	-35.71
Health	2,784	3,486	3,486	2,391	-45.78	-45.78
Economic and environmental services	6,536	6,893	6,643	8,071	14.60	17.70
Road transport	316,450	292,801	316,151	308,544	5.10	-2.47

Annual Report 2016/17

Vote Description	2015/16	2016/17			2016/17 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
	R'000				%	
Environmental protection	32	1	1	3	55.96	55.96
Electricity	567,991	606,869	625,930	588,021	-3.21	-6.45
Water	144,582	177,603	170,843	175,489	-1.20	2.65
Waste water management	137,205	140,260	145,400	143,176	2.04	-1.55
Waste management	80,264	80,728	85,728	90,392	10.69	5.16
Other	4	20	20	20	-1.86	-1.86
Total Revenue by Vote	1,587,864	1,677,175	1,734,536	1,665,115	-0.72	-4.17

Revenue by Vote

5.1.3 Revenue collection by Source

The table below indicates the Revenue collection performance by source for the 2016/17 financial year:

Description	2015/16		2016/17		2016/17 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
	R'000				%	
Property Rates	192,654	205,574	209,174	211,433	2.77	1.07
Service Charges - Electricity	534,778	574,863	593,194	565,450	-1.66	-4.91
Service Charges - Water	110,115	110,727	115,727	121,172	8.62	4.49
Service Charges - Sanitation	77,683	71,012	75,012	81,869	13.26	8.38
Service Charges - Refuse	54,001	52,191	57,191	61,814	15.57	7.48
Service charges - Other	319	262	262	18	-1319.69	-1319.69
Property rates - penalties & collection charges	5,009	7,305	7,305	4,937	-47.96	-47.96
Rental of facilities and equipment	2,423	3,392	4,592	3,756	9.71	-22.24
Interest earned - external investments	30,704	27,417	27,417	37,304	26.50	26.50
Interest earned - outstanding debtors	4,710	4,879	4,879	4,156	-17.39	-17.39
Fines	56,053	62,221	61,971	29,363	-111.90	-111.05
Licences and permits	2,262	2,544	2,544	2,126	-19.67	-19.67
Agency services	8,539	7,443	7,443	9,445	21.20	21.20
Transfers recognised - operational	297,574	309,714	323,182	310,241	0.17	-4.17
Total other revenue	64,067	76,835	45,577	51,080	-50.42	10.77

Annual Report 2016/17

Description	2015/16		2016/17		2016/17 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
	R'000				%	
Gains on disposal of PPE	39	0	0	597	100	100
Transfers recognised - capital	129,417	149,984	188,255	149,591	-0.26	-25.85
Contributions recognised - capital	17,518	10,812	10,812	20,764	47.93	47.93
Total Revenue (including capital transfers and contributions)	1,587,864	1,677,175	1,734,536	1,665,115	-0.72	-4.17

Revenue by Source

5.1.4 Operational Services Performance

The table below indicates the Operational services performance for the 2016/17 financial year:

Description	2015/16	2016/17			2016/17 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjust-ments Budget
	R'000				%	
Operating Cost						
Executive and council	37,555	69,426	71,531	45,841	-51.45	-56.04
Budget and treasury office	66,918	63,593	66,337	66,256	4.02	-0.12
Corporate Services	67,872	106,952	107,158	111,958	4.47	4.29
Community and social services	22,181	24,428	25,508	25,496	4.19	-0.05
Sport and recreation	22,206	24,112	24,627	24,476	1.49	-0.62
Public safety	107,422	100,228	100,380	89,954	-11.42	-11.59
Housing	38,739	59,816	62,294	45,744	-30.76	-36.18
Health	9,869	12,168	12,476	12,491	2.59	0.12
Economic and environmental services	21,279	26,095	25,523	22,987	-13.52	-11.03
Road transport	335,943	362,500	342,907	339,035	-6.92	-1.14
Environmental protection	5,144	1,224	1,281	1,338	8.54	4.28
Electricity	466,847	515,662	529,425	511,661	-0.78	-3.47
Water	122,381	103,284	110,894	130,730	20.99	15.17
Waste water management	88,623	94,112	95,862	97,295	3.27	1.47
Waste management	63,560	58,957	61,801	73,451	19.73	15.86
Other	2,776	3,402	3,520	3,344	-1.73	-5.26
Total Expenditure	1,479,315	1,625,960	1,641,52	1,602,05	-1.49	-2.46

Annual Report 2016/17

Description	2015/16	2016/17			2016/17 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
	R'000				%	
			4	7		
<i>In this table, operational income is offset against operational expenditure leaving a net operational expenditure total for each service</i>						

Operational Services Performance

5.2 Financial Performance per Municipal Function

5.2.1 Water Services

Description	2015/16	2016/17			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	184,614	220,360	213,600	218,839	-0.69
Expenditure:					
Employees	37,138	25,487	29,157	29,697	14.18
Repairs and Maintenance	155,099	156,785	155,940	153,672	-2.03
Other	192,237	182,272	185,097	183,369	0.60
Total Operational Expenditure	-7,624	38,088	28,503	35,471	-7.38
Net Operational (Service)	37,138	25,487	29,157	29,697	14.18

Financial Performance: Water Services

5.2.2 Electricity Services

Description	2015/16	2016/17			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	578,942	673,589	692,400	657,317	-2.48
Expenditure:					
Employees	46,090	52,012	52,437	52,535	0.99
Other	447,230	511,979	527,154	494,385	-3.56
Total Operational Expenditure	493,320	563,991	579,591	546,920	-3.12

Annual Report 2016/17

Description	2015/16	2016/17			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Net Operational (Service)	85,622	109,598	112,809	110,397	0.72

Financial Performance: Electricity Services

5.2.3 Waste Management Services (Refuse collections, Waste disposal, Street cleaning and Recycling)

Description	2015/16	2016/17			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	259,195	202,156	208,296	190,283	-6.24
Expenditure:					
Employees	46,338	46,766	49,163	56,846	17.73
Other	176,466	110,138	113,679	80,870	-36.19
Total Operational Expenditure	222,804	156,904	162,841	137,716	-13.93
Net Operational (Service)	36,392	45,252	45,455	52,567	13.92

Financial Performance: Waste Management Services (Refuse Collections, Waste Disposal, Street Cleaning and Recycling)

5.2.4 Housing

Description	2015/16	2016/17			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	15,041	34,270	36,074	19,033	-80.05
Expenditure:					
Employees	14,484	17,383	17,667	15,299	-13.62
Other	26,192	44,077	46,181	32,434	-35.90
Total Operational Expenditure	40,676	61,459	63,847	47,734	-28.76
Net Operational (Service)	-25,636	-27,190	-27,774	-28,700	5.26

Financial Performance: Housing

5.2.5 Roads and Storm water

Description	2015/16	2016/17			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	316,450	354,124	323,756	260,726	-35.82
Expenditure:					
Employees	27,525	28,883	29,840	28,742	-0.49
Other	322,132	254,973	279,719	176,075	-44.81
Total Operational Expenditure	349,657	283,855	309,559	204,816	-38.59
Net Operational (Service)	(33,206)	70,269	14,197	55,909	-25.68

Financial Performance: Roads Services

5.2.6 Planning

Description	2015/16	2016/17			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	6,536	7,056	6,806	8,071	12.57
Expenditure:					
Employees	17,960	21,089	21,028	19,147	-10.14
Other	9,685	10,015	8,986	10,903	8.14
Total Operational Expenditure	27,645	31,104	30,014	30,049	-3.51
Net Operational (Service)	-21,109	-24,048	-23,208	-21,978	-9.42

Financial Performance: Planning

5.2.7 Health

Description	2015/16	2016/17			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	2,784	3,749	3,749	2,391	-56.80
Expenditure:					
Employees	5,665	6,712	6,743	7,903	15.07
Other	4,563	5,918	6,217	5,242	-12.90
Total Operational Expenditure	10,228	12,629	12,960	13,145	3.92
Net Operational (Service)	-7,444	-8,880	-9,211	-10,753	17.42

Financial Performance: Health

5.2.8 Environmental Protection

Description	2015/16	2016/17			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	32	61	61	3	-1857.15
Expenditure:					
Employees	3,805	863	964	1,072	19.49
Other	7,804	451	387	346	-30.19
Total Operational Expenditure	11,609	1,314	1,351	1,419	7.36
Net Operational (Service)	-11,577	-1,253	-1,290	-1,416	11.46

Financial Performance: Environmental Protection

5.2.9 Social Services and Community Development

Description	2015/16	2016/17			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	-9,981	-15,189	-15,626	-15,449	1.68
Expenditure:					
Employees	15,518	15,906	15,846	17,282	7.96
Other	10,571	17,598	19,225	13,674	-28.70
Total Operational Expenditure	26,089	33,504	35,071	30,956	-8.23
Net Operational (Service)	-36,070	-48,692	-50,696	-46,405	-4.93

Financial Performance: Social Services and Community Development

5.2.10 Public Safety

Description	2015/16	2016/17			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	57,841	65,438	65,438	30,139	-117.12
Expenditure:					
Employees	43,343	43,847	44,863	51,207	14.37
Other	76,197	67,329	71,396	54,938	-22.55
Total Operational Expenditure	119,540	111,176	116,259	106,145	-4.74
Net Operational (Service)	-61,699	-45,738	-50,821	-76,006	39.82

Financial Performance: Public Safety

5.2.11 Swimming Pools and Sport Grounds

Description	2015/16	2016/17			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	7,589	8,879	8,879	4,589	-93.50
Expenditure:					
Employees	5,975	6,810	6,884	6,612	-2.99
Other	18,377	20,723	20,708	17,593	-17.80
Total Operational Expenditure	24,351	27,533	27,592	24,205	-13.75
Net Operational (Service)	-16,763	-18,654	-18,713	-19,616	4.91

Financial Performance: Swimming Pools and Sport Grounds

5.2.12 Executive and Council

Description	2015/16	2016/17			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	260,627	269,757	273,577	256,215	-5.29
Expenditure:					
Employees	52,693	76,986	78,219	56,170	-37.06
Other	94,959	65,977	66,692	74,382	11.30
Total Operational Expenditure	147,651	142,964	144,911	130,552	-9.51
Net Operational (Service)	112,976	126,793	128,666	125,663	-0.90

Financial Performance: Executive and Council

5.2.13 Finance and Administration

Description	2015/16	2016/17			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	10,312	71,148	76,839	87,943	19.10
Expenditure:					
Employees	38,812	60,309	62,516	63,062	4.37
Other	39,085	66,104	67,725	65,794	-0.47
Total Operational Expenditure	77,898	126,414	130,242	128,856	1.90
Net Operational (Service)	-67,586	-55,266	-53,403	-40,913	-35.08

Financial Performance: Finance and Administration

5.2.14 Other

Description	2015/16	2016/17			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	4	144	144	20	-621.53
Expenditure:					
Employees	2,051	1,922	2,300	2,270	15.34
Other	1,096	1,874	1,574	1,818	-3.09
Total Operational Expenditure	3,147	3,796	3,874	4,088	7.14
Net Operational (Service)	-3,143	-3,652	-3,730	-4,068	10.22

Financial Performance: Other

5.3 Grants

5.3.1 Grant Performance

The table below indicates the Grant performance for the 2016/17 financial year:

The Municipality had a total amount of **R467 million** for operational and capital expenditure available that was received in the form of grants from the National and Provincial Governments during the 2016/17 financial year. The performance in the spending of these grants is summarised as follows:

Description	2015/16		2016/17		2016/17 Variance	
	Actual	Budget	Adjust- ments Budget	Actual	Original Budget	Adjust- ments Budget
	R'000				%	
Operating Transfers and Grants						
National Government:	270,625	272,200	311,764	271,045	-0.43	-15.02
Equitable Share	100,693	109,872	105,336	105,336	-4.31	0
Local Government Financial Management Grant	1,450	1,475	1,475	1,475	0	0
Extended Public Works Program	1,864	4,014	4,014	4,014	0	0
LGSETA	522	826	826	826	0	0
MIG Capital	32,357	34,455	34,455	34,455	0	0
MIG Operating	1,940	1,914	1,914	1,914	0	0
Infrastructure Skills Development Grant - Operating	2,678	2,959	2,959	2,959	0	0
Infrastructure Skills Development Grant - Capital	322	741	741	741	0	0
Public Transport Infrastructure Grant	42,648	0	48,050	36,182	100	-32.80
Public Transport Network Operations Grant	73,677	106,444	102,494	72,998	-45.82	-40.41
Integrated National Electrification Programme	11,545	9,500	9,500	9,500	0	0
Municipal Systems Improvement Grant	930	0	0	0	0	0
Regional Bulk Infrastructure Grant	0	0	0	645	100	100
Provincial Government:	155,943	168,934	249,856	195,473	13.58	-27.82
CDW operational support grant	134	75	75	41	-84.29	-84.29
Thusong Centre	100	0	0	0	0	0
Library Services - Operating	7,473	7,996	7,996	7,996	0	0
Library Services - Capital	73	0	4,242	4,242	100	0
Integrating Transport Planning Grant	600	0	0	0	0	0

Annual Report 2016/17

Description	2015/16		2016/17		2016/17 Variance	
	Actual	Budget	Adjust-ments Budget	Actual	Original Budget	Adjust-ments Budget
	R'000				%	
George Integrated Public Transport Network - Infrastructure support	40,068	0	72,998	49,017	100	-48.92
George Integrated Public Transport Network - Operating	93,227	80,544	83,446	91,135	11.62	8.44
Housing - Operating	9,831	22,558	22,558	14,073	-60.29	-60.29
Housing - Capital	4,033	51,853	51,853	22,395	-131.54	-131.54
CDW operational support grant	50	0	220	220	100	0
Library Services - Operating	0	0	0	0	0	0
Electrical Master Plan	0	0	500	500	100	0
Integrating Transport Planning Grant	0	0	0	0	0	0
George Integrated Public Transport Network - Infrastructure support	0	0	60	0	0	0
Housing - Operating	0	0	0	0	0	0
Housing - Capital	0	0	0	0	0	0
Finance Management Support Grant	0	0	0	0	0	0
Western Cape Management Support Grant	0	120	120	120	0	0
Development of Sport and Recreation Facilities	0	54	54	0	0	0
Proclaimed Roads	355	5,734	5,734	5,734	0	0
Other	6,291	0	900	900	100	0
LGSETA Discretionary Grant - Operating	0	0	900	900	100	0
Sport fields YDVS: Thembaletu and Pacaltsdorp	182	0	0	0	0	0
SANRAL N2 York Bridge	2,392	0	0	0	0	0
Eden Disaster Funds: Capital	3,717	0	0	0	0	0
Total Operating and Capital Transfers and Grants	432,859	441,134	562,520	467,418	5.62	-20.35

Grant Performance for 2016/17

5.3.2 Conditional grants (excl. MIG)

The performance in the spending of conditional grants is summarised as follows:

Description	2015/16	2016/17			2016/17 Variance	
	Actual (Audited outcome)	Budget	Adjust- ments budget	Actual	Original budget	Adjust- ments budget
	R'000				%	
Local Government Financial Management Grant	1,450	1,475	1,475	1,475	0	0
Extended Public Works Program	1,864	4,014	4,014	4,014	0	0
LGSETA	522	826	826	826	0	0
MIG Capital	32,357	34,455	34,455	34,455	0	0
MIG Operating	1,940	1,914	1,914	1,914	0	0
Infrastructure Skills Development Grant - Operating	2,678	2,959	2,959	2,959	0	0
Infrastructure Skills Development Grant - Capital	322	741	741	741	0	0
Public Transport Infrastructure Grant	42,648	0	48,050	36,182	100	-32.80
Public Transport Network Operations Grant	73,677	106,444	102,494	72,998	-45.82	-40.41
Integrated National Electrification Programme	11,545	9,500	9,500	9,500	0	0
Municipal Systems Improvement Grant	930	0	0	0	0	0
Regional Bulk Infrastructure Grant	0	0	0	645	100	100
Provincial Government:	155,943	168,934	249,856	195,473	13.58	-27.82
CDW operational support grant	134	75	75	41	-84.29	-84.29
Thusong Centre	100	0	0	0	0	0
Library Services - Operating	7,473	7,996	7,996	7,996	0	0
Library Services - Capital	73	0	4,242	4,242	100	0
Integrating Transport Planning Grant	600	0	0	0	0	0
George Integrated Public Transport Network - Infrastructure support	40,068	0	72,998	49,017	100	-48.92
George Integrated Public Transport Network - Operating	93,227	80,544	83,446	91,135	11.62	8.44
Housing - Operating	9,831	22,558	22,558	14,073	-60.29	-60.29
Housing - Capital	4,033	51,853	51,853	22,395	-131.54	-131.54
Finance Management Support Grant	50	0	220	220	100	0
Electrical Master Plan	0	0	500	500	100	0
Municipal Capacity Building Grant	0	0	60	0	0	0
Western Cape Management Support Grant	0	120	120	120	0	0

Annual Report 2016/17

Description	2015/16	2016/17			2016/17 Variance	
	Actual (Audited outcome)	Budget	Adjust- ments budget	Actual	Original budget	Adjust- ments budget
	R'000				%	
Development of Sport and Recreation Facilities	0	54	54	0	0	0
Proclaimed Roads	355	5,734	5,734	5,734	0	0
Other	6,291	0	900	900	100	0
LGSETA Discretionary Grant - Operating	0	0	900	900	100	0
Sport fields YDVS: Thembaletu and Pacaltsdorp	182	0	0	0	0	0
SANRAL N2 York Bridge	2,392	0	0	0	0	0
Eden Disaster Funds: Capital	3,717	0	0	0	0	0
Total	490,683	500,196	707,939	558,454	10.43	-26.77
<i>*Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.</i>						

Conditional Grant (excl. MIG)

No grants have been held back over the financial year. All unspent grants after roll-over approval will be included in programs for the 2017/18 financial year.

5.3.3 Level of Reliance on Grants & Subsidies

Financial year	Total grants and subsidies received	Total Operating Revenue	Percentage
	R'000		%
2015/16	432,678	1,587,825	27.25
2016/17	459,832	1,664,519	27.63

Reliance on Grants

5.4 Asset Management

Asset management is practiced within the organisation based on a comprehensive asset management policy. The Asset Management Policy provides direction for the management, accounting and control of Property, Plant & Equipment (Assets) owned or controlled by the municipality to ensure the following:

- ◆ Implementation of the approved Asset Management Policy as required in terms of section 63 of the Municipal Finance Management Act (MFMA).
- ◆ Verify assets in possession of the Council annually during the course of the financial year.
- ◆ Keep a complete and balanced record of all assets in possession of the Council.
- ◆ Report in writing all asset losses, where applicable, to Council. Those assets are valued and accounted for in accordance with a statement of GRAP.
- ◆ Assets are properly maintained and safeguarded.

- ◆ The roles of the following are clearly defined within the asset management policy:
- ◆ Municipal Manager
- ◆ Chief Finance Officer
- ◆ Asset control section
- ◆ Manager Budget section
- ◆ Manager Expenditure section
- ◆ Procurement section
- ◆ All other departments

Asset Management is performed in line with the Asset Management Policy as described above.

The control and safeguarding of assets remain the responsibility of each department. Each department needs to budget for the necessary maintenance of the assets under their control in order for the assets to achieve their economic life spans.

5.4.1 Repairs and Maintenance

Description	2015/16	2016/17	
	Actual (Audited Outcome)	Actual	% Increase
		R' 000	%
Repairs and Maintenance Expenditure	79,602	91,716	15%

Repairs & Maintenance Expenditure

5.5 Financial Ratios Based on Key Performance Indicators

5.5.1 Liquidity Ratio

Description	Basis of calculation	2015/16	2016/17
Current Ratio	Current assets/current liabilities	2.13	1.93
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	1.66	1.57
Liquidity Ratio	Monetary Assets/Current Liabilities	1.06	1.19

Liquidity Financial Ratio

5.5.2 IDP Regulation Financial Viability Indicators

Description	Basis of calculation	2015/16	2016/17
Cost Coverage	(Available cash + Investments)/monthly fixed operational expenditure	2.68	3.00
Total Outstanding Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	0.133	0.100
Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	33.49	34.83

Financial Viability National KPAs

5.5.3 Borrowing Management

Description	Basis of calculation	2015/16	2016/17
Capital Charges to Operating Expenditure	Interest & Principal Debt Paid /Operating Expenditure	0.06	0.06

Borrowing Management

5.5.4 Employee costs

Description	Basis of calculation	2015/16	2016/17
Employee costs	Employee costs/ (Total Revenue - capital revenue)	23.87%	27%

Employee Costs

5.5.5 Repairs & Maintenance

Description	Basis of calculation	2015/16	2016/17
Repairs & Maintenance	R&M/ (Total Revenue excluding capital revenue)	0.05	0.06

Repairs and Maintenance

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.6 Sources of Finance

5.6.1 Capital Expenditure by Funding Source

The table below indicates the capital expenditure by funding source for the 2016/17 financial year:

Details	2015/16	2016/17				
	Actual	Original Budget (OB)	Adjustment Budget	Actual	Adjustment to OB Variance	Actual to OB Variance
Source of finance						
Description	R'000				%	
External loans	13,821	22,031	21,936	18,493	-0.43	-19.13
Public contributions and donations	0	0	0	0	0	0
Grants and subsidies	129,417	140,347	221,825	145,307	36.73	3.41
Own funding	75,143	59,417	73,261	49,233	18.90	-20.69
Total	218,381	221,795	317,023	213,033	30.04	-4.11
Percentage of finance						

Annual Report 2016/17

Details	2015/16	2016/17				
	Actual	Original Budget (OB)	Adjust-ment Budget	Actual	Adjust-ment to OB Variance	Actual to OB Variance
External loans	6	10	7	9		
Public contributions and donations	0	0	0	0		
Grants and subsidies	59	63	70	68		
Own funding	34	27	23	23		
Capital expenditure						
Water and sanitation	45,717	97,456	93,188	71,819	-4.58	-35.70
Electricity	27,659	20,433	18,183	14,538	-12.38	-40.55
Roads and storm water	116,820	71,826	167,815	99,402	57.20	27.74
Other	28,185	32,079	37,838	27,778	15.22	-15.48
Total	218,381	221,795	317,023	213,537	30.04	-3.87
Percentage of expenditure						
Water and sanitation	21	44	29	34		
Electricity	13	9	6	7		
Roads and storm water	53	32	53	47		
Other	13	14	12	13		

Capital Expenditure by Funding Source

5.7 Basic Service and Infrastructure

5.7.1 Municipal Infrastructure Grant (MIG)

The full MIG budget allocation for the 2016/17 financial year was **R41 million**.

Details	Budget	Adjustments Budget	Actual	Variance	
				Budget	Adjustments Budget
	R			%	
Infrastructure - Water					
Water purification	7,651,965	6,511,965	6,511,965	-17.51	0.00
Infrastructure - Sanitation					
Sewerage purification	25,080,000	26,220,000	26,222,813	4.36	0.01
Other Specify: Recreational facilities					
Outdoor Sport facilities	3,636,885	3,636,885	3,634,072	-0.08	-0.08
Project Management Unit					

Annual Report 2016/17

Details	Budget	Adjustments Budget	Actual	Variance	
				Budget	Adjustments Budget
	R			%	
Project Management Unit	1,914,150	1,914,150	1,914,150	0.00	0.00
Total	38,283,000	38,283,000	38,283,000	0.00	0.00

Municipal Infrastructure Grant (MIG)

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

5.8 Cash Flow

Description	2015/16	2016/17		
	Actual	Original Budget	Adjusted Budget	Actual
	R'000			
Cash flow from operating activities				
Receipts				
Ratepayers and other	965,930	0	0	1,072,582
Grants	443,697	0	0	550,791
Interest	30,704	0	0	37,304
Other receipts	52,744	0	0	39,260
Payments				
Suppliers and employees	-1,168,619	0	0	-1,279,873
Finance charges	-47,175	0	0	-42,811
Transfers and Grants	0	0	0	0
Net cash from/(used) operating activities	277,281	0	0	377,252
Cash flows from investing activities				
Receipts				
Proceeds on disposal of PPE	40	0	0	513
Purchase of intangible assets	-959	0	0	-943
Proceeds from loans and receivables	7	0	0	580
Decrease (increase) in non-current investments	0	0	0	0
Payments				
Capital assets	-209,629	0	0	-211,221
Net cash from/(used) investing activities	-210,541	0	0	-211,071
Cash flows from financing activities				
Receipts				
Short term loans	0	0	0	0
Borrowing long term/refinancing	0	0	0	0
Payments				
Repayment of borrowing	-47,298	0	0	-26,064
Net cash from/(used) financing activities	-47,298	0	0	-26,064
Net increase/ (decrease) in cash held	19,442	0	0	140,118

Annual Report 2016/17

Description	2015/16	2016/17		
	Actual	Original Budget	Adjusted Budget	Actual
	R'000			
Cash/cash equivalents at the year begin:	345,881	0	0	365,323
Cash/cash equivalents at the year-end:	365,323	0	0	505,441

Cash Flow

5.9 Gross Outstanding Debtors per Service

Financial year	Rates	Trading services	Economic services	Housing rentals	Other	Total
		(Electricity and Water)	(Sanitation and Refuse)			
	R					
2015/16	25,881,107	66,747,978	19,117,090	179,374	8,359,763	120,285,312
2016/17	20,586,069	61,371,330	15,195,793	98,970	7,292,901	104,545,063
Difference	-5,295	-5,377	-3,921	-80	-1,067	-15,740
% growth year on year	-20	-8	-21	-45	-13	-13

Gross Outstanding Debtors Per Service

5.10 Total Debtors Age Analysis

Financial year	Less than 30 days	Between 30-60 days	Between 60-90 days	More than 90 days	Total
	R				
2015/16	82,156,331	6,527,769	2,085,028	38,455,929	129,225,057
2016/17	78,625,976	2,761,340	2,455,809	20,701,937	104,545,062
Difference	-3,530	-3,766	371	-17,754	-24,680
% growth year on year	-4	-58	18	-46	-19

Service Debtor Age Analysis

5.11 Borrowing and Investments

5.11.1 Actual Borrowings

Instrument	2015/16	2016/17
	R'000	
Long-Term Loans (annuity/reducing balance)	369,394	348,828
Financial Leases	14,962	11,603
Total	384,356	360,431

Actual Borrowings

5.11.2 Grants Made by the Municipality: 2016/17

Description	Nature of Project	Conditions attached to funding	Value 2016/17 R'000
Bursary Grants	The bursary grants are in respect of providing bursaries for further tertiary education.	n/a	120
Merit Grants and Donations	Merit Grants and Donations are given to schools and non-profit organisations in the community.	n/a	2

Grants Made by Municipality

CHAPTER 6: AUDITOR GENERAL AUDIT FINDINGS

6. Auditor-General Opinion

6.1 Auditor General Reports 2015/16

Auditor-General Report on Financial Performance 2015/16	
Audit Report Status:	Clean
Issue raised	Corrective step implemented
Emphasis of matter:	
As disclosed in note 32 to the financial statements the municipality reported a material impairment of R88 million, as a result of the impairment of irrecoverable trade receivables	The determination of the impairment of irrecoverable trade receivables is undertaken annually and is based on the payments received and balances outstanding on municipal consumer accounts. The consistent application of the approved credit control policy will be maintained to assist with keeping this determination within acceptable levels.

AG Report on Financial Performance 2015/16

6.2 Auditor General Reports 2016/17

Auditor-General Report on Financial Performance 2016/17	
Audit Report Status:	Clean
Issue raised	Corrective step implemented
Emphasis of matter:	
Material losses to the amount of R72 million (2015/16 – R88 million) were incurred a result of writing-off irrecoverable trade debtors.	The determination of the impairment of irrecoverable trade receivables is undertaken annually and is based on the payments received and balances outstanding on municipal consumer accounts. The consistent application of the approved credit control policy will be maintained to assist with keeping this determination within acceptable levels
Material water losses of R3.9 million kilolitres (2015/16 – 3 million kilolitres) was incurred which represents 29.71% (2015/16 – 24.59%) of total water purchased and purified.	<p>Management does not agree with the audit finding as there is complete confidence in the method of calculation done by Management.</p> <p>Regarding the unmetered consumption (UMC) of 915 333 kilolitres. This calculation is made in terms of International Water Association (IWA) standards where unmetered water is consumed in informal settlements. It is a standard that is applied annually in the calculation of water consumed.</p> <p>A challenge that is currently experienced is the delay in the registration of the UISP even in the name of the new owners. Once this is established there will be a decrease in the overall percentage loss.</p>
The Municipality has materially underspent the budget on road transport to the amount of R68 million.	The difference between the final adjustments budget and the actual amounts is 41% and consist mainly out the upgrading of

Annual Report 2016/17

Auditor-General Report on Financial Performance 2016/17	
Audit Report Status:	Clean
Issue raised	Corrective step implemented
<u>Emphasis of matter:</u>	
	the Nelson Mandela Boulevard project. The project could not be completed due to the time frame of when the grant was gazetted. The project will be rolled over to the 2017/2018 financial year

AG Report on Financial Performance 2016/17

LIST OF ABBREVIATIONS

AG	Auditor-General
GEO	George Municipality
CAPEX	Capital Expenditure
CBP	Community Based Planning
CFO	Chief Financial Officer
DWAF	Department of Water Affairs and Forestry
EE	Employment Equity
GRAP	Generally Recognised Accounting Practice
HR	Human Resources
IDP	Integrated Development Plan
IFRS	International Financial Reporting Standards
IMFO	Institute for Municipal Finance Officers
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
MAYCO	Executive Mayoral Committee
MFMA	Municipal Finance Management Act (Act No. 56 of 2003)
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MSA	Municipal Systems Act No. 32 of 2000
NGO	Non-governmental organisation
NT	National Treasury
OPEX	Operating expenditure
PMS	Performance Management System
PT	Provincial Treasury
SALGA	South African Local Government Association
SAMDI	South African Management Development Institute
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
PPP	Public Private Partnership
WTW	Water Treatment Works
WWTW	Waste Water Treatment Works

List of Tables

Municipal Wards.....	8	Ward 13 Committee Meetings	35
Table 1.1: Current Municipal Wards.....	9	Ward 15 Committee.....	35
Eden District Municipalities: Population projections, 2015 - 2020	11	Ward 12 Committee.....	35
Municipal Highlights	13	Ward 14 Committee	35
Municipal Challenges	13	Ward 16 Committee	35
Basic Services Delivery Highlights	14	Ward 17 Committee.....	36
Basic Services Delivery Challenges.....	14	Ward 19 Committee	36
Financial Viability Highlights	15	Ward 21 Committee.....	36
Financial Viability Challenges	15	Ward 18 Committee	36
National KPIs for Financial Viability and Management.....	15	Ward 20 Committee	36
Financial Overview	16	Ward 22 Committee Meetings.....	37
Liquidity Ratio	16	Ward 24 Committee	37
Municipal Transformation and Organisational Development Highlights.....	16	Ward 23 Committee	37
Municipal Transformation and Organisational Development Challenges	17	Ward 25 Committee	37
Audit Outcomes	17	Risk Profile Inherent and Residual Risks	40
National KPIs - Good Governance and Public Participation Performance.....	18	Top Ten Risks	41
Council 2016/17 until 3 August 2016	20	Strategies: Anti-corruption and Anti-fraud	41
Council 2016/17 from 3 August 2016 to 30 June 2017	22	Members of the Audit Committee	42
Council Meetings.....	22	Municipal Audit Committee Recommendations.....	45
Executive Mayor-in-Committee: 1 July 2016 to 3 August 2016... ..	23	3 Year Internal Audit Plan	47
Executive Mayor-in-Committee 3 August 2016 - 30 June 2017 ..	24	Internal Audit Reports Issued.....	49
Mayoral Committee Meetings.....	24	Bid Committee Meetings	49
Human Resources Portfolio Committee 2016/17	25	Ten Highest Bids Awarded by Bid Adjudication Committee	50
Civil Engineering Services Portfolio Committee 2016/17.....	25	Awards Made by Accounting Officer	51
Environmental Affairs and Sport Portfolio Committee 2016/17 ..	25	Appeals Lodged by Aggrieved Bidders	53
Electro-Technical Services Portfolio Committee 2016/17.....	26	HDI Bid Awards	53
Human Settlements Portfolio Committee 2016/17	26	Formal Written Price Quotations Between R30 000 and R200 000	54
Community Safety Portfolio Committee for 2016/17	27	Summary of Deviations.....	54
Social Services Portfolio Committee 2016/17	27	SCM Performance Indicators.....	56
Spatial Planning Portfolio Committee 2016/17	28	Website Checklist.....	59
Corporate Services Portfolio Committee 2016/17	28	Communication Activities.....	60
Finance Portfolio Committee 2016/17.....	29	Communication Unit	60
Strategic Services Portfolio Committee 2016/17	29	Newsletters	60
Rural Development Portfolio Committee 2016/17	30	Additional Communication Channels Utilised.....	61
Administrative Governance Structure.....	30	Performance Agreements	64
Ward 1 Committee.....	32	Top Layer SDBIP – Affordable Quality Services	72
Ward 2 Committee	32	Top Layer SDBIP – Develop and Grow George	72
Ward 3 Committee	33	Top Layer SDBIP – Good Governance and Human Capital	75
Ward 5 Committee	33	Top Layer SDBIP – Participative Partnerships.....	76
Ward 4 Committee	33	Top Layer SDBIP – Safe, Clean and Green	77
Ward 6 Committee.....	33	Functional Areas.....	79
Ward 7 Committee	34	National Key Performance Areas: Basic Service Delivery and Local Economic Development	80
Ward 9 Committee.....	34	Water Provision Highlights	81
Ward 8 Committee.....	34	Challenges: Water Provision	81
Ward 10 Committee	34	Water Provision Delivery Levels	82
Ward 11 Committee	35	Employees: Water Provision.....	83
		Capital Expenditure 2016/17: Water Provision.....	84

Annual Report 2016/17

Highlights: Waste Water (Sanitation) Provision	84	Capital Expenditure 2016/17: LED.....	116
Challenges: Waste Water (Sanitation) Provision	84	Highlights: Libraries	117
Waste Water (Sanitation) Service Delivery Levels.....	85	Challenges: Libraries	118
Employees Waste Water (Sanitation) Provision.....	86	Service Statistics – Libraries	118
Capital Expenditure 2016/17: Waste Water (Sanitation) Services	87	Employees: Libraries	118
Highlights: Electricity Services.....	88	Capital Expenditure 2016/17: Libraries.....	119
Challenges: Electricity Services.....	88	Highlights: Social Development	120
Electricity Service Delivery Levels	89	Challenges: Social Development	120
Employees Electricity Services	89	Challenges: Environmental Protection.....	122
Capital Expenditure 2016/17: Electricity Services	91	Service Delivery Statistics – Environmental Protection.....	123
Highlights: Waste Management	91	Highlights: Traffic and Licensing Services	124
Challenges: Waste Management.....	92	Challenges: Traffic and Licensing Services.....	124
Waste Management Service Delivery Levels	92	Service Statistics: Traffic and Licensing Services	124
Employees Waste Management.....	93	Employees – Traffic and Licensing Services	125
Capital Expenditure 2016/17: Waste Management	93	Employees – Law Enforcement Services	125
Prioritised Housing Sites.....	95	Capital Expenditure 2016/17: Traffic and Licensing Services ...	126
Highlights: Housing.....	95	Capital Expenditure 2016/17: Law Enforcement.....	126
Challenges: Housing.....	96	Highlights: Fire and Disaster Management.....	127
Employees - Housing.....	96	Challenges: Fire and Disaster Management.....	127
Capital Expenditure 2016/17: Housing	98	Service Data for Fire and Disaster Management	127
Access to Free Basic Services	98	Total Employees: Fire and Disaster Management	127
Free Basic Electricity Services to Indigent Households	98	Capital Expenditure 2016/17: Fire and Disaster Management .	128
Free Basic Water Services to Indigent Households	99	Highlights: Sport and Recreation	129
Financial Performance 2016/17: Cost to the Municipality of Free Basic Services Delivered.....	99	Challenges: Sport and Recreation	129
Highlights: Roads	100	Service Statistics: Sport and Recreation	130
Challenges: Roads	100	Total Employees: Sport and Recreation.....	131
Tarred (Asphalted) Roads.....	100	Capital Expenditure 2016/17: Sport and Recreation.....	131
Gravel Roads	100	Highlights: Community Halls, Facilities and Thusong Centres .	132
Cost of Construction/Maintenance of Roads.....	101	Challenges: Community Halls, Facilities and Thusong Centres	132
Waste Water (Storm water Drainage) Highlights.....	101	Capital Expenditure 2016/17: Community Halls, Facilities, Thusong Centres	132
Waste Water (Storm water Drainage) Challenges	101	Highlights: Office of the Municipal Manager	133
Storm water Infrastructure	102	Challenges: Office of the Municipal Manager.....	133
Cost of Construction/Maintenance: Storm water	102	Employees – Office of the Municipal Manager.....	134
Employees: Roads and Storm water	102	Capital Expenditure 2016/17: Office of the Municipal Manager	135
Employees: Mechanical Workshop	103	Highlights: Administration	135
Capital Expenditure 2016/17: Roads and Storm water	104	Challenges: Administration.....	136
Planning Strategies	109	Capital Expenditure 2016/17: Administration	136
Planning Highlights	110	Highlights: Financial Services.....	137
Planning Challenges	110	Challenges: Financial Services	137
Applications for Land Use Development	111	Service Statistics for Procurement Division	137
Breakdown of Building Plan Approvals.....	112	Statistics of Deviations from the SCM Policy	138
Employees: Planning.....	113	Employees – Financial Services	138
Highlights - LED	114	Highlights: Human Resource Services.....	139
Challenges LED.....	114	Challenges: Human Resource Services	139
LED Strategic Areas.....	116	Employees – Human Resource Services	140
Employees: LED.....	116		

Annual Report 2016/17

Service Delivery Priorities for 2017/18 – Affordable Quality Services.....	143
Services Delivery Priorities for 2017/18 –Develop and Grow George	143
Services Delivery Priorities for 2017/18 – Good Governance and Human Capital	145
Services Delivery Priorities for 2017/18 - Participative Partnerships	145
Services Delivery Priorities for 2017/18 - Safe, Clean and Green	145
National KPIs– Municipal Transformation and Organisational Development.....	146
2016/17 EE targets/Actual by Racial Classification.....	146
2016/17 EE targets/Actual by Gender Classification	146
Occupational Categories.....	147
Occupational Levels – Race	147
Department - Race	148
Vacancy Rate	149
Turnover Rate	149
Injuries	150
Sick Leave	150
HR Policies and Plans	151
Skills Development.....	153
Financial Competency Development: Progress Report.....	155
Personnel Expenditure	156
Personnel Expenditure	157
Financial Performance 2016/17.....	160
Performance Against Budgets	160
Revenue by Vote	161
Revenue by Source	162
Operational Services Performance	163
Financial Performance: Water Services.....	163
Financial Performance: Electricity Services.....	164
Financial Performance: Waste Management Services (Refuse Collections, Waste Disposal, Street Cleaning and Recycling)	164
Financial Performance: Housing.....	164
Financial Performance: Roads Services.....	165
Financial Performance: Planning.....	165
Financial Performance: Health	166
Financial Performance: Environmental Protection.....	166
Financial Performance: Social Services and Community Development.....	167
Financial Performance: Public Safety	167
Financial Performance: Swimming Pools and Sport Grounds.....	168
Financial Performance: Executive and Council	168
Financial Performance: Finance and Administration	169
Financial Performance: Other.....	169
Grant Performance for 2016/17	171

Conditional Grant (excl. MIG).....	173
Reliance on Grants	173
Repairs & Maintenance Expenditure	174
Liquidity Financial Ratio	174
Financial Viability National KPAs	175
Borrowing Management	175
Employee Costs.....	175
Repairs and Maintenance	175
Capital Expenditure by Funding Source	176
Municipal Infrastructure Grant (MIG)	177
Cash Flow	179
Gross Outstanding Debtors Per Service.....	179
Service Debtor Age Analysis.....	179
Actual Borrowings	180
Grants Made by Municipality.....	180
AG Report on Financial Performance 2015/16	181
AG Report on Financial Performance 2016/17	182

List of Figures

Figure 1:	Locality Map	10
Figure 2:	Risk Matrix.....	39
Figure 3:	SDBIP Measurement Categories	65
Figure 4:	Overall Strategic Performance per Strategic Objective.....	66
Figure 5:	Current GIPTN Service Coverage	106
Figure 6:	GIPTN Monthly Revenue, Passenger Numbers and Bus Mileage	107
Figure 7:	Fleet Handed Over to the VOC	108