



NOTULE VAN 'N VERGADERING VAN DIE UITVOERENDE BURGEMEESTERSKOMITEE GEHOU IN DIE BANKETSAAL, MALMESBURY OP WOENSDAG, 19 JULIE 2023 OM 10:00

TEENWOORDIG:

Uitvoerende Burgemeester, rdh J H Cleophas (voorsitter)
Uitvoerende Onderburgemeester, rdl J M de Beer

Lede van die Burgemeesterskomitee:

Rdl D G Bess
Rdl N Smit
Rdh T van Essen
Rdl A K Warnick

Ander raadslede:

Rdh M A Rangasamy (Speaker)

Beampes:

Munisipale Bestuurder, mnr J J Scholtz
Direkteur: Finansiële Dienste, mnr M A C Bolton
Direkteur: Elektriese Ingenieursdienste, mnr T Möller
Direkteur: Siviele Ingenieursdienste, mnr L D Zikmann
Direkteur: Beskermingsdienste, mnr P A C Humphreys
Direkteur: Ontwikkelingsdienste, me J S Krieger
Direkteur: Korporatiewe Dienste, me M S Terblanche
Bestuurder: Sekretriaat en Rekordsdienste, me N Brand

1. OPENING

Die voorsitter verwelkom lede en open die vergadering.

2. VERLOF TOT AFWESIGHEID

Geen.

3. VOORLEGGINGS/AFVAARDIGINGS/SPREEKBEURTE

Geen.

4. NOTULES

4.1 NOTULE VAN 'N GEWONE UITVOERENDE BURGEMEESTERSKOMITEE-VERGADERING GEHOU OP 13 JUNIE 2023

BESLUIT

(op voorstel van rdh T van Essen, gesekondeer deur rdl A K Warnick)

Dat die notule van 'n Gewone Uitvoerende Burgemeesterskomiteevergadering gehou op 13 Junie 2023 goedgekeur en deur die Uitvoerende Burgemeester onderteken word.

5. SAKE VOORTSPRUITEND UIT DIE NOTULES

5.1.1 BEDRAG WERKLIK AFGESKRYF TEN OPSIGTE VAN DEERNISHUISHOUDINGS EN ANDER ONINVORDERBARE SKULDE (5/7/3)

5.1.1/...

Die Uitvoerende Burgemeesterskomitee het op 13 Junie 2023 in beginsel goedkeuring verleen vir die afskrywing van oninbare skulde, onderhewig daaraan dat na die afhandeling van alle aksies, onder andere sosio-ekonomiese ondersoeke, die werklike bedrae voorgelê sal word.

BESLUIT

- (a) Dat kennis geneem word dat die bedrae wat werklik afgeskryf is ten opsigte van deernishuishoudings R3 761 748,91 beloop en ten opsigte van ander oninvorderbare skulde R244 409,30 beloop;
- (b) Dat kennis geneem word dat Swartland Munisipaliteit die reg voorbehou om enige bedrag wat afgeskryf is, weer terug te skryf na die betrokke debiteur en alle nodige stappe geneem sal word om die skuld in te vorder, indien dit vanaf datum van hierdie goedkeuring aan die lig kom dat –
 - (i) 'n huishouding nie aan die deerniskriteria voldoen het nie (soos bepaal in Hoofstuk 7 van die Deernisbeleid); of
 - (ii) 'n gedeelte van die skuld of die totale skuld van 'n debiteur nie korrek sou wees nie; of
 - (iii) enige inligting wat op datum van afskrywing nie aan die Uitvoerende Burgemeesterskomitee bekend was, wat daartoe sou lei dat die komitee die voorgelegde skuld nie vir afskrywing sou oorweeg nie;
- (c) Dat kennis geneem word dat indien 'n eiendom op welke wyse ookal vervreem sou word, Swartland Munisipaliteit die reg voorbehou om uitklaring op die betrokke eiendom te weerhou en die bedrae afgeskryf eers in te vorder, alvorens uitklaring op die betrokke eiendom gegee sal word. 'n Register is by die Eiendomsbelastingafdeling ingestel waarin gekontroleer word of daar ten opsigte van die betrokke uitklaring vir die voorafgaande twee jaar voor uitklaring, enige afskrywing was en dat indien wel, die afgeskryfde bedrag met die uitklaring verhaal word.

6. MAANDVERSLAG: MEI 2023

[Nota: Die prestasie- en finansiële inligting t.o.v. Kwartaal 4 word ingesluit in die artikel 52 MFMA-verslag wat op 27 Julie 2023 aan die Raad voorgelê sal word, vandaar die voorlegging van slegs addisionele verslae soos van toepassing op die betrokke direktorate.]

6.1 SIVIELE INGENIEURSDIENSTE (7/1/2/2-4)

BESLUIT

(op voorstel van rdl D G Bess, gesekondeer deur rdh T van Essen)

Dat kennis geneem word van die inhoud van die maandverslag van die Direktooraat Siviele Ingenieursdienste ten opsigte van Mei 2023.

6.2 ELEKTRIESE INGENIEURSDIENSTE (7/1/2/2-6)

BESLUIT

(op voorstel van rdl D G Bess, gesekondeer deur rdh T van Essen)

Dat kennis geneem word van die inhoud van die maandverslag van die Direktooraat Elektriese Ingenieursdienste ten opsigte van Mei 2023.

6.3 ONTWIKKELINGSDIENSTE (7/1/2/2-5)

BESLUIT

(op voorstel van rdl D G Bess, gesekondeer deur rdh T van Essen)

Dat kennis geneem word van die inhoud van die maandverslag van die Direktooraat Ontwikkelingsdienste ten opsigte van Mei 2023.

6.4 BESKERMINGSDIENSTE (7/1/2/2-3)

6.4.1 VERKEER- EN WETSTOEPASSINGSDIENS

6.4.2 BRANDWEERDIENSTE

6.4/...

BESLUIT

(op voorstel van rdl D G Bess, gesekondeer deur rdh T van Essen)

Dat kennis geneem word van die inhoud van die maandverslag van die Direkoraat Beskermingsdienste ten opsigte van Mei 2023.

7. NUWE SAKE

7.1 AANVAARDING VAN VERORDENING INSAKE ELEKTRISITEITSVOORSIENING (1/1; 1/1/3/16)

Die konsep Verordening insake Elektrisiteitsvoorsiening is op 28 April 2023 aan die Raad voorgelê om 'n publieke deelnameproses te deurloop.

Die sluitingsdatum vir kommentaar was 26 Junie 2023 en geen insette/kommentaar is ontvang nie.

Die Verordening insake Elektrisiteitsvoorsiening is gewysig om, onder andere, in te sluit die regulering van elektriese opwekkingstoerusting en die tolragverspreiding van elektrisiteit.

BESLUIT (vir aanbeveling aan die Raad op 27 Julie 2023)

- (a) Dat die volgende verordening aangeneem word deur die Raad, om in werking te tree op datum van afkondiging in die Provinsiale Koerant:
 - Swartland Munisipaliteit: Verordening insake Elektrisiteitsvoorsiening
- (b) Dat boetes vir ootredings van die verordening vasgestel word deur die Departement van Justisie.

7.2 HERAANSTELLING VAN LID VAN PRESTASIE- EN RISIKO OUDITKOMITEE (11/1/3/1/7)

Me R Gani is aangestel as lid van die Prestasie-, Risiko en Ouditkomitee met ingang van 1 Augustus 2020 vir 'n termyn van drie jaar.

MFMA Omsendbrief 65 gedateer 12 November 2012 moedig die rotasie van lede aan ten einde die onafhanklikheid van die Ouditkomitee te verseker en bepaal dat die aanstelling van lede nie 'n aaneenlopende termyn van ses jaar oorskry nie.

Dit word dus aanbeveel dat me R Gani vir 'n verdere termyn van drie jaar aangestel word, aangesien sy 'n waardevolle bydrae lewer tot die funksionering van die eksterne ouditkomitee.

BESLUIT

Dat die ampstermyn van me R Gani nie die tydperk van ses jaar oorskry, soos aangedui in Omsendbrief 65 van die MFMA nie, en ten einde die kontinuïteit en voortbestaan van die komitee te verseker:

- (a) Goedkeuring verleen word vir die hernuwing van me R Gani se kontrak as lid van die gekombineerde Prestasie- Riskio en Ouditkomitee vir 'n verdere ampstermyn van 1 Augustus 2023 tot 31 Julie 2026;
- (b) Kennis geneem word dat me Gani is toegewyd en gedurende die afgelope ampstermyn uitstekende diens gelewer het.

7.3 KAPITAALSPANDERING VIR DIE 2022/2023 FINANSIËLE JAAR (2/4/2)

Met 'n Spesiale Aansuiweringsbegroting het die Raad op 30 Maart 2023 goedkeuring verleen vir die allokering van R10 945 000 wat ontvang was vanaf die provinsiale regering. Die doel van die finansiële bydrae aan munisipaliteite is vir die aankoop en installering van rugsteun-energievoorsiening vir water- en sanitasiefasiliteite om basiese dienslewering te verseker en potensiële gesondheidsrisiko's te voorkom.

7.3/...

Die Direktooraat: Siviele Ingenieursdienste het so spoedig moontlik na die allokering 'n aanvang geneem met die tenderproses en het die tenders gesluit op 21 April 2023. Die tender is op 18 Mei 2023 toegeken en het die suksesvolle tender aangedui dat die afleweringstydperk tot 38 weke kan beloop.

Die Provinsiale Tesourie het op 12 Julie 2023 goedkeuring verleen dat die fondse by wyse van 'n Oorrol Aansuiweringsbegroting in die 2023/2024 finansiële jaar spandeer kan word.

Met voormelde as agtergrond het die verslag ten doel om aan te beveel dat die toegekende fondse uitgelaat word in die berekening van die persentasie kapitaalspandering vir die 2023/2024 finansiële jaar.

BESLUIT

(op voorstel van rdh T van Essen, gesekondeer deur rdl N Smit)

- (a) Dat kennis geneem word van die poging wat aangewend is deur die Direktooraat: Siviele Ingenieursdienste om so spoedig moontlik na die rapportering van die befondsing tydens die Raadsvergadering van 31 Maart 2023, op tenders uit te gaan vir rugsteun-generators ten bedrae van R10 945 000;
- (b) Dat verdere kennis geneem word dat die tender op 18 Mei 2023 toegeken is met 'n voltooiingstydperk van 38 weke;
- (c) Dat die persentasie kapitaalspandering op kapitaalprojekte vir 2022/2023 finansiële jaar as volg is:
 - R10 945 000 ingesluit = 91.23%
 - R10 945 000 uitgesluit = 95.77%
- (d) Dat, met voormelde in ag genome, goedkeuring verleen word om die befondsing nie in aanmerking te neem vir die berekening van die persentasie kapitaalspandering op kapitaalprojekte vir die 2022/2023 finansiële jaar nie;
- (e) Dat die beginsel aanvaar word dat enige gelde wat na 31 Januarie ontvang word, nie in berekening gebring word om die persentasie kapitaalspandering op kapitaalprojekte vir die betrokke finansiële jaar te bepaal nie.

7.4 KWARTAALVERSLAG OOR DIE PRESTASIE VAN KONTRAKTEURS (8/1/B/2)

Die verslag insake die kwartaallikse prestasie-evaluering van kontrakteurs wat ingevolge die Voorsieningkanaalbestuursbeleid aangestel is, word voorgelê ter voldoening aan Artikel 116(2) van die MFMA en die kernprestasie-indikator van die Munisipale Bestuurder.

BESLUIT

Dat kennis geneem word van die kwartaallikse verslag insake die prestasie van kontrakteurs vir die periode 1 April 2023 tot 30 Junie 2023.

7.5 JAARVERSLAG INSAKE DIE IMPLEMENTERING VAN DIE VOORSIENINGKANAALBESTUURSBELEID VIR DIE FINANSIËLE JAAR EINDIGEND 30 JUNIE 2023 (8/1/B/2)

Regulasie 6(2)(a)(i) van die *Municipal Supply Chain Management Regulations* bepaal dat daar jaarliks 'n verslag aan die Raad voorgelê moet word aangaande die implementering van die Voorsieningkanaalbestuursbeleid.

Die jaarverslag vir die periode 1 Julie 2022 tot 30 Junie 2023 is met die sakelys gesirkuleer.

Besluit/...

7.5/...

BESLUIT

(op voorstel van rdl A K Warnick, gesekondeer deur rdl D G Bess)

- (a) Dat kennis geneem word van die jaarverslag insake die implementering van die Voorsieningskanaalbestuursbeleid gedurende die 2022/2023 finansiële jaar ingevolge artikel 6(2)(a)(i) van die Regulasies, asook die verslae van die Formele Tenders (Aanhangsel A), Informele Tenders (Aanhangsel B) en die Afwykingsverslag (Aanhangsel C);
- (b) Dat verder kennis geneem word van die dienste gelewer vir die tydperk 1 April 2023 tot 30 Junie 2023 met verwysing na die uitsonderings waar dit onprakties was om die mark te toets en dus 'n afwyking van die verkrygingsprosesse ingevolge paragraaf 2(6) van die Voorsieningskanaalbestuursbeleid genoodsaak het (Aanhangsel D). Kennis moet geneem word dat betalings nog in die 2022/2023 finansiële jaar gefinaliseer moet word en sal enige verskille ten opsigte van Kwartaal 4 ingevolge wetgewing in die volgende kwartaalverslag vermeld word, onderhewig aan die transaksies/syfers wat die volledigheid van die finansiële state mag beïnvloed.

7.6 UITSTAANDE DEBITEURE: JUNIE 2023 (5/7/1/1)

'n Volledige verslag van die stand van uitstaande debiteure is met die sakelys gesirkuleer.

BESLUIT

(op voorstel van rdl N Smit, gesekondeer deur rdl D G Bess)

Dat kennis geneem word van die verslag aangaande die stand van Swartland Munisipaliteit se uitstaande debiteure vir Junie 2023.

7.7 VORDERING MET UITSTAANDE VERSEKERINGSEISE (5/14/3/5)

Ingevolge die Batebestuursbeleid moet maandeliks verslag gedoen word insake die uitstaande versekeringseise.

BESLUIT

Dat kennis geneem word van die stand van uitstaande versekeringseise tot en met 30 Junie 2023 soos met die sakelys gesirkuleer.

7.8 VERHUUR VAN GEBOU TE LANGSTRAAT, ABBOTSDALE (12/1/3/1-1/1)

Die Raad verhuur die gebou op Erf 604, Langstraat, Abbotsdale aan die ACVV vir doeleindes van die uitvoering van hul gemeenskapsaktiwiteite.

Die Direkteur: Korporatiewe Dienste noem dat die organisasie 'n waardevolle bydrae lewer tot die gemeenskap en word die aansoek om die gebou vir 'n verdere vyf jaar te huur, ondersteun.

BESLUIT

(opvoorstel van rdl J M de Beer, gesekondeer deur rdl A K Warnick)

- (a) Dat die gebou geleë te Erf 604, Abbotsdale vir 'n verdere termyn van vyf (5) jaar, met ingang 1 Augustus 2023, aan die ACVV verhuur word vir doeleindes van hul gemeenskapsaktiwiteite;
- (b) Dat die huurgeld vasgestel word op R200.00 per jaar, BTW uitgesluit.

7.9 AFWYKING VAN VOORGESKREWE VERKYRINGPROSEDURES: HERSTEL VAN CASE 580T LAAIGRAAF, CK 43210 (8/1/B/2)

Die Case 580T Laaigraaf is aangewend tydens die konstruksie van die GAP-behuisingsprojek in Darling vir die grawe van slote vir die aanlê van kables. Die voertuig het onklaar geraak en kon glad nie weer aangeskakel word nie.

7.9/...

'n Naby geleë werkwinkel, Darling Herstel Dienste, wat bekend is vir die herstel van swaarvoertuie is genader om die laaigraaf in te sleep na die werkwinkel waarna die skade bepaal is.

BESLUIT

- (a) Dat die Uitvoerende Burgemeesterskomitee kennis neem van die afwyking van die voorgeskrewe verkrygingsprosedures ingevolge klousule 36(2) van die Voorsieningkanaalbestuurbeleid;
- (b) Dat verder kennis geneem word van die aksie van die Munisipale Bestuurder om die herstel van die laaigraaf, CK 43210, deur *Darling Herstel Dienste* ten bedrae van R69 506,00 (BTW uitgesluit) goed te keur;
- (c) Dat die redes vir die afwyking van die voorgeskrewe verkrygingsproses soos volg aangeteken word:
 - (i) die laaigraaf het onklaar geraak gedurende die uitvoering van 'n kapitaalprojek by die Darling GAP-behuisingsprojek;
 - (ii) die diensverskaffer kon eers die skade bepaal en 'n kwotasie voorsien nadat die masjien uitmekaar gehaal is;
 - (iii) die herstel van die voertuig was dringend ten einde die projek te voltooi en is gevolglik as 'n noodgeval hanteer;
- (d) Dat die uitgawe ten bedrae van R69 506,00 (BTW uitgesluit) teen posnommer: 9/7-25-5 verreken word en dat daar voldoende fondse beskikbaar is;
- (e) Dat die Bestuurder: Finansiële State in terme van die Voorsiening-kanaalbestuursbeleid opdrag gegee word om bovermelde rede as nota by die finansiële state in te sluit, wanneer die betrokke state opgestel word.

7.10 AFWYKING VAN VOORGESKREWE VERKRYGINGPROSEDURES: HERSTEL VAN SKAKELTUIG BY BRUG-SUBSTASIE (8/1/B/2)

'n Interne fout op een van die stroombekers is ervaar tydens gure weer by die 11kV Brug-substasie. Die toevoer kon tydelik herstel word deur van die ringnetwerk gebruik te maak, maar die herstel van die substasie is as 'n noodgeval hanteer om enige verdere kragverliese te voorkom.

BESLUIT

(op voorstel van rdl A K Warnick, gesekondeer deur rdl D G Bess)

- (a) Dat die Uitvoerende Burgemeesterskomitee kennis neem van die afwyking van die voorgeskrewe verkrygingsprosedures ingevolge klousule 36(2) van die Voorsieningkanaalbestuurbeleid;
- (b) Dat verder kennis geneem word van die aksie van die Munisipale Bestuurder om die dringende herstel van die Brug-substasie deur *ABB* ten bedrae van R104 419,00 (BTW uitgesluit) goed te keur;
- (c) Dat rede vir die afwyking van die voorgeskrewe verkrygingsproses is dat die skade aan die skakeltuig by die Brug-substasie as gevolg van 'n interne isolasie fout as 'n noodgeval op die netwerk beskou is;
- (d) Dat die uitgawe ten bedrae van R69 506,00 (BTW uitgesluit) teen posnommer: 9/7-25-5 verreken word en dat daar voldoende fondse beskikbaar is;
- (e) Dat die Bestuurder: Finansiële State in terme van die Voorsiening-kanaalbestuursbeleid opdrag gegee word om bovermelde rede as nota by die finansiële state in te sluit, wanneer die betrokke state opgestel word.

7.11 AFWYKING VAN VOORGESKREWE VERKRYGINGPROSEDURES: HERSTEL VAN BESKADIGDE VERKEERSLIGTE (8/1/B/2)

Die kabel wat/...

7.11/...

Die kabel wat die verkeersligte op die h/v Bokomoweg en Hoogstraat van elektrisiteit voorsien is deur 'n boukontraakteur beskadig. Verder is drie verkeersligpale by die Darlingweg-kruising met die N7-oprit na Moorreesburg deur 'n dronk bestuurder omgery.

Beide hierdie interseksies is baie besig en die herstel van die verkeersligte is as 'n noodgeval hanteer.

BESLUIT

(op voorstel van rdl A K Warnick, gesekondeer deur rdh T van Essen)

- (a) Dat die Uitvoerende Burgemeesterskomitee kennis neem van die afwyking van die voorgeskrewe verkrygingsprosedures ingevolge klousule 36(2) van die Voorsieningkanaalbestuurbeleid;
- (b) Dat verder kennis geneem word van die aksie van die Munisipale Bestuurder om die herstel van die verkeersligte – wat veroorsaak was deur eksterne kragte – in Darling- en Bokomoweg deur *RJV Works* ten bedrae van R103 300,52 (BTW ingesluit) goed te keur;
- (c) Dat die redes vir die afwyking van die voorgeskrewe verkrygingsproses soos volg aangeteken word:
 - (i) die verkeersligte is deur eksterne kragte beskadig, naamlik –
 - 'n kontrakteur wat die kragkabel beskadig het;
 - 'n dronk bestuurder wat die verkeersligpale omgery het;
- (d) Dat die uitgawe ten bedrae van R103 300,52 (BTW ingesluit) teen posnommers 9/253-747-1123 en 9/252-1103-3450 verreken word en dat daar voldoende fondse beskikbaar is;
- (e) Dat die Bestuurder: Finansiële State in terme van die Voorsiening-kanaalbestuursbeleid opdrag gegee word om bovermelde rede as nota by die finansiële state in te sluit, wanneer die betrokke state opgestel word.

7.12 AFWYKING VAN VOORGESKREWE VERKRYGINGPROSEDURES: AANSTELLING VAN DIENSVERSKAFER VIR DIE OPGRADERING VAN DIE REMTOETSMASJIE SE SAGTEWARE EN KLIBRERING VAN DIE TOERUSTING BY DIE MALMESBURY VOERTUIGTOETSENTRUM (8/1/B/2)

Die Munisipaliteit beskik oor twee toetssentrum by onderskeidelik die Malmesbury en Moorreesburg Verkeersafdeling. Die sagteware en remtoetsmasjien by die Malmesbury Verkeersafdeling is verouderd met die gevolg dat resultate nie onmiddellik beskikbaar is nie en dat daar nie voldoende word aan die SANS-standaarde nie. Laasgenoemde standaard bepaal verder dat die toerusting op 'n jaarlikse basis gekalibreer moet word.

BESLUIT

(op voorstel van rdl A K Warnick, gesekondeer deur rdl N Smit)

- (a) Dat die Uitvoerende Burgemeesterskomitee kennis neem van die afwyking van die voorgeskrewe verkrygingsprosedures ingevolge klousule 36(2) van die Voorsieningkanaalbestuurbeleid;
- (b) Dat verder kennis geneem word van die aksie van die Munisipale Bestuurder om die kwotasie van *Workshop Electronic (Pty) Ltd* te aanvaar vir die opgradering van die sagteware van die remtoetsmasjien en kalibrering van die toerusting by die Malmesbury Voertuigtoetstasie ten bedrae van R36 064,80 (BTW uitgesluit) goed te keur;
- (c) Dat die redes vir die afwyking van die voorgeskrewe verkrygingsproses soos volg aangeteken word:
 - (i) die *Militron*-remtoetsmasjien is aangekoop vanaf *Workshop Electronics (Pty) Ltd* wat die vervaardiger van hierdie tipe toerusting is;

7.12/(c)...

- (ii) Slegs *Workshop Electronic (Pty) Ltd* kan hul eie toerusting kalibreer en verstellings doen om die toetsmasjiene;
 - (iii) Dit sou onprakties wees om drie kwotasies aan te vra;
- (d) Dat die uitgawe ten bedrae van R36 046,80 (BTW uitgesluit) teen posnommer 9/245-677-317 verreken word en dat daar voldoende fondse beskikbaar is;
- (e) Dat die Bestuurder: Finansiële State in terme van die Voorsiening-kanaalbestuursbeleid opdrag gegee word om bovermelde rede as nota by die finansiële state in te sluit, wanneer die betrokke state opgestel word.

(GET) J H CLEOPHAS
UITVOERENDE BURGEMEESTER



Verslag ♦ Ingxelo ♦ Report

Office of the Municipal Manager
2023-08-16

2/1/4/4/1
WARD: All wards

ITEM 7.1 VAN DIE AGENDA VAN 'N UITVOERENDE BURGEMEESTERSKOMITEEVERGADERING WAT GEHOU SAL WORD OP 16 AUGUST 2023

ONDERWERP: GOEDKEURING VAN DIE "IDP / BUDGET TIME SCHEDULE
SUBJECT: APPROVAL OF THE "IDP / BUDGET TIME SCHEDULE

1. BACKGROUND AND DISCUSSION

Section 21(1)(b) of the Municipal Finance Management Act, Act 56 of 2003 stipulates the following:

The mayor of a municipality must at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-

- (i) the preparation, tabling and approval of the annual budget;
- (ii) the annual review of-
 - (aa) the IDP in terms of section 34 of the Municipal Systems Act; and
 - (bb) the budget-related policies;
- (iii) the tabling and adoption of any amendments to the IDP and the budget-related policies; and
- (iv) any consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).

The dates in the time schedule are dictated to a large extent by the deadlines in terms of the Municipal Finance Management Act (MFMA) and the Municipal Systems Act.

2. INSETTE EN KOMMENTAAR

Die tydskedule is opgestel in samewerking met die Begrotingskantoor, Korporatiewe Dienste en die Munisipale Bestuurder.

3. LEGISLATION

The following acts are applicable:

- Municipal Systems Act 32 of 2000
- Municipal Finance Management Act 56 of 2003
- Municipal Property Rates Act 6 of 2004
- Municipal Planning and Performance Management Regulations, 2001
- Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006
- Municipal Budget and Reporting Regulations, 2009

4. KOPPELING AAN DIE GOP

Die tydskedule bevat die GOP en begrotingsvereistes kragtens die Wet op Munisipale Stelsels en die Wet op Munisipale Finansiële Bestuur.

5. FINANSIËLE IMPLIKASIE

Geen

6. AANBEVELING / RECOMMENDATION

- (a) Dat die aangehegte GOP/Begrotings tydskedule vir goedkeuring by die Raad aanbeveel word.
- (a) *That the attached IDP / Budget time schedule be recommended for approval by Council.*

(get) J J Scholtz
MUNICIPAL MANAGER



Swartland Municipality

IDP/Budget Time Schedule

September 2023 - August 2024

Approved by Council on 24 August 2023

1. ACRONYMS

MSA	Municipal Systems Act 32 of 2000
MPPMR	Municipal Planning and Performance Management Regulations, 2001
MFMA	Municipal Finance Management Act 56 of 2003
MPR	Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006
MBRR	Municipal Budget and Reporting Regulations, 2009
SPLUMA	Spatial Planning and Land Use Planning Act 2013
WCLUPA	Western Cape Land Use Planning Act 2014
MSDF	Municipal Spatial Development Framework
BYLAW	Swartland Municipality : Land Use Planning Bylaw, 2017

2. GENERAL LEGAL REQUIREMENTS RELEVANT TO THE IDP / BUDGET PROCESS

2.1. Municipal Systems Act, Section 21A(1) - Documents to be made public

All documents that must be **made public** by a municipality in terms of a requirement of this Act, the Municipal Finance Management Act or other applicable legislation, must be conveyed to the local community -

- (a) by displaying the documents at the municipality's head and satellite offices and libraries;
- (b) by displaying the documents on the municipality's official website, **and**
- (c) by notifying the local community, in accordance with **section 21**, of the place, including the website address, where detailed particulars concerning the documents can be obtained.

2.2. Municipal Systems Act, Section 21(1) - Communications to local community

When anything must be notified by a municipality through the media to the local community in terms of this Act or any other applicable legislation, it must be done -

- (a) in the local newspaper or newspapers of its area;
- (b) in a newspaper or newspapers circulating in its area and determined by the council as a newspaper of record; **or**
- (c) by means of radio broadcasts covering the area of the municipality.

2.3. Municipal Systems Act, Section 25(1) - Adoption of IDP's

Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which -

- (a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- (b) aligns the resources and capacity of the municipality with the implementation of the plan;
- (c) forms the policy framework and general basis on which annual budgets must be based;
- (d) complies with the provisions of this Chapter; and
- (e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

2.4. Municipal Systems Act, Section 28 - Adoption of process

- (1) Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP.
- (2) The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.
- (3) A municipality must give notice to the local community of particulars of the process it intends to follow.

2.5. Municipal Systems Act, Section 34 - Annual review and amendment of IDP

A municipal council-

- (a) **must** review its integrated development plan-
 - (i) annually in accordance with an assessment of its performance measurements in terms of section 41; and
 - (ii) to the extent that changing circumstances so demand; and
- (b) **may** amend its integrated development plan in accordance with a prescribed process.

2.6. Municipal Planning and Performance Management Regulations, 2001, Regulation 3 - Process for amending IDP's

- (1) Only a member or committee of a municipal council may introduce a proposal for amending the municipality's integrated development plan in the council.
- (2) Any proposal for amending a municipality's IDP must be-
 - (a) accompanied by a memorandum setting out the reasons for the proposal; and
 - (b) aligned with the framework adopted in terms of section 27 of the Act.
- (3) An amendment to a municipality's IDP is adopted by a decision taken by a municipal council in accordance with the rules and orders of the council.
- (4) No amendment to a municipality's IDP may be adopted by the municipal council unless-
 - (a) all the members of the council have been given reasonable notice;
 - (b) the proposed amendment has been published for public comment for a period of at least 21 days in a manner that allows the public an opportunity to make representations with regard to the proposed amendment;
 - (c) *[district municipality]*; and
 - (d) the municipality, if it is a local municipality, has complied with subregulation (6).
- (5) *[district municipality]*
- (6) A local municipality that considers an amendment to its IDP must -
 - (a) consult the district municipality in whose area it falls on the proposed amendment; and
 - (b) take all comments submitted to it by the district municipality into account before it takes a final decision on the proposed amendment.

3. KEY DEADLINES PER MONTH

SEPTEMBER 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
					1	2	
3	4	5	6	7	8	9	
10	11	12	13	14	15	16	13 Sept: Portfolio Committees
17	18	19	20	21	22	23	20 Sep: Mayoral Committee
24	25	26	27	28	29	30	24 Sep: Heritage Day, 25 Sep: Public Holiday

Task	Date	Legal Reference
Commence with the spreadsheets for multi-year capital and operating budgets (Budget Office)	1 Sep	
Determine revenue projections and proposed rate and service charges and drafts initial allocations for the next financial year after taking into account strategic objectives.	1 Sep	
Engage with Provincial and National sector departments on sector specific programmes for alignment with municipalities plans (schools, libraries, clinics, water, electricity, roads, etc)	1 Sep	
Annual panel evaluation of the 2023/2024 performance	Sep	MPR Regulation 27(4) Evaluation panel: (d) For purposes of evaluating the annual performance of the municipal manager: (i) Executive Mayor or Mayor; (ii) Chairperson of the audit committee; (iii) Member of the mayoral committee; (iv) Mayor and/or municipal manager from another municipality; and (v) Member of a ward committee as nominated by the Executive Mayor. (e) For purposes of evaluating the annual performance of managers directly accountable to the municipal manager: (i) Municipal Manager; (ii) Chairperson of the audit committee; (iii) Member of the mayoral; and (iv) Municipal manager from another municipality.
Submit the performance assessment results of the municipal manager to the MEC for local government	Sep	MPR Regulation 34(3): The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within 14 days after the conclusion of the assessment.
Distribute operating and capital budget spreadsheets to departments for purposes of multi-year request verification	29 Sept	

OCTOBER 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
1	2	3	4	5	6	7	
8	9	10	11	12	13	14	11 Oct: Portfolio Committee
15	16	17	18	19	20	21	18 Oct: Mayoral Committee
22	23	24	25	26	27	28	26 Oct: Council Meeting
29	30	31					

Task	Date	Legal Reference
Commence with salary, vehicle and operating budget compilation	2 Oct	
Determine potential price increases of bulk resources	2 Oct	
Submit Section 52 Report to Council	26 Oct	MFMA Section 52(d): The mayor must, within 30 days of the end of each quarter , submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality.
Ward 1 & 2 (IDP feedback)	30 Oct	
Ward 5 & 6 (IDP feedback)	31 Oct	
Deadline for operating budget inputs, including salary budget and vehicle budget	31 Oct	

NOVEMBER 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
			1	2	3	4	
5	6	7	8	9	10	11	8 Nov: Portfolio Committees
12	13	14	15	16	17	18	15 Nov: Mayoral Committee
19	20	21	22	23	24	25	
26	27	28	29	30			

Task	Date	Legal Reference
Determine possible tariff increases for water and electricity	Nov	
Audit Outcomes released internally	Nov	
Submit Section 52 Report to the National Treasury and the relevant provincial treasury	1 Nov	MBRR Regulation 31(1)©: The mayor's quarterly report on the implementation of the budget and the financial state of affairs of the municipality must be submitted to the National Treasury and the relevant provincial treasury within five days of tabling of the report in the council.
Ward 9 (IDP feedback)	1 Nov	
Ward 3 & 4 (IDP feedback)	2 Nov	
Ward 8 & 10 (IDP feedback)	6 Nov	
Ward 11 & 12 (IDP feedback)	7 Nov	
Ward 7 (IDP feedback)	9 Nov	
Deadline for capital budget inputs from departments	3 Nov	
Due date for final adjustment budget submissions	10 Nov	
Review the key performance indicators and targets for current financial year during the performance assessment meetings	20-24 Nov	

DECEMBER 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
					1	2	
3	4	5	6	7	8	9	
10	11	12	13	14	15	16	13 Dec: Mayoral Committee ; 16 Dec: Day of Reconciliation
17	18	19	20	21	22	23	
24	25	26	27	28	29	30	25 Dec: Christmas Day; 26 Dec: Day of Goodwill
31							

Task	Date	Legal Reference
Commence with compilation of Adjustments Budget (B Schedule and Report)	1 Dec	
Commence with compilation of midyear budget and performance assessments report	1 Dec	
Strategic Session (Unpacking the IDP)	Dec	

JANUARY 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
	1	2	3	4	5	6	1 Jan: New Year's Day
7	8	9	10	11	12	13	
14	15	16	17	18	19	20	17 Jan: Mayoral Committee
21	22	23	24	25	26	27	25 Jan: Council
28	29	30	31				

Task	Date	Legal Reference
Budget:		
▪ Finalise budget in the prescribed formats incorporating National & provincial budget allocations	Jan+Feb	
▪ Integrate and align to IDP documentation		
▪ Finalise budget policies		
Annual Report:		
▪ Submit to Mayoral Committee	24 Jan	MFMA Section 127(2): The mayor of a municipality must, within seven months after the end of a financial year , table in the municipal council the annual report of the municipality.
▪ Table in Council	30 Jan	
Section 72 mid-year assessment report:		
▪ Submit to Mayoral Committee	24 Jan	MFMA Section 72(1): The accounting officer of a municipality must by 25 January of each year- (a) assess the performance of the municipality during the first half of the financial year; and (b) submit a report on such assessment to- (i) the mayor of the municipality; (ii) the National Treasury; and (iii) the relevant provincial treasury MFMA Section 54(1)(f): The mayor must, in the case of a section 72 report, submit the report to the council by 31 January of each year. MBRR Regulation 35(1): The municipal manager must submit to the National Treasury and the relevant provincial treasury, in both printed and electronic form - (a) the mid-year budget and performance assessment by 25 January of each year; and (b) any other information relating to the mid-year budget and performance assessment as may be required by the National Treasury.
▪ Submit to Provincial Treasury and National Treasury	21 Jan	
▪ Submit to Council	30 Jan	
▪ Submit review of KPI's and performance targets for current financial year to Mayoral Committee	19 Jan	

Task	Date	Legal Reference
Adjustments Budget:		MFMA Section 28(1): A municipality may revise an approved annual budget through an adjustments budget.
▪ Submit to Budget Steering Committee	18 Jan	
▪ Submit to Mayoral Committee	24 Jan	
▪ Submit to Council	30 Jan	MBRR Regulation 23(1): An adjustments budget may be tabled in the municipal council at any time after the mid-year budget and performance assessment has been tabled in the council, but not later than 28 February of the current year.
Submit Section 52 Report to Council	30 Jan	MFMA Section 52(d): The mayor must, within 30 days of the end of each quarter , submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality
Make the midyear budget and performance assessment public by placing it on the municipal website. Make public* any other information that the municipal council considers appropriate to facilitate public awareness of the midyear budget and performance assessment. * See paragraph 2.1 and 2.2 of this document	31 Jan 6+7 Feb	MBRR Regulation 34: (1) Within five working days of 25 January each year the municipal manager must make the midyear budget and performance assessment public by placing it on the municipal website. (2) The municipal manager must make public any other information that the municipal council considers appropriate to facilitate public awareness of the midyear budget and performance assessment, including - (a) summaries in alternate languages predominant in the community; and (b) info relevant to each ward in the municipality.

FEBRUARY 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
				1	2	3	
4	5	6	7	8	9	10	
11	12	13	14	15	16	17	14 Feb: Portfolio Committee
18	19	20	21	22	23	24	21 Feb: Mayoral Committee
25	26	27	28	29			

Task	Date	Legal Reference
Finalise detailed operating and capital budgets in the prescribed formats incorporating National and Provincial budget allocations, integrate and align to IDP documentation and draft SDBIP, finalise budget policies including tariff policy	Feb	
Note any provincial and national allocations to municipalities (DORA and Prov Gazette) for incorporation into budget	Feb	
Compile draft SDBIP for next financial year	Feb+Mar	
Review the KPI's and performance targets for next financial year	Feb+Mar	MPPMR Regulation 11: (1) A municipality must review its KPI's annually as part of the performance review process referred to in regulation 13. (2) Whenever a municipality amends its IDP in terms of section 34 of the Act, the municipality must review those KPI's that will be affected by such amendment. MPPMR Regulation 12: (1) A municipality must, for each financial year, set performance targets for each of the KPI's set by it.
Submit Section 52 Report to the National Treasury and the relevant provincial treasury	2 Feb	MBRR Regulation 31(1)(c): The mayor's quarterly report on the implementation of the budget and the financial state of affairs of the municipality must be submitted to the National Treasury and the relevant provincial treasury within five days of tabling of the report in the council.
Annual Report:		

Task	Date	Legal Reference
<ul style="list-style-type: none"> Submit to the Auditor-General, Provincial Treasury and provincial department responsible for local government Make public* and invite comments from the local community <p>* See paragraph 2.1 and 2.2 of this document</p>	<p>1 Feb</p> <p>6+7 Feb</p>	<p>MFMA Section 127(5): Immediately after an annual report is tabled in the council in terms of subsection (2), the accounting officer of the municipality must-</p> <p>(a) in accordance with section 21A of the Municipal Systems Act -</p> <p>(i) make public the annual report; and</p> <p>(ii) invite the local community to submit representations in connection with the annual report.</p> <p>(b) submit the annual report to the Auditor-General, the relevant provincial treasury and the provincial department responsible for local government in the province.</p>
Post Adjustments Budget and Annual Report on the website	1 Feb	MFMA Section 75(1): The accounting officer of a municipality must place on the website referred to in section 21A of the Municipal Systems Act the following documents of the municipality: (a) The annual and adjustments budgets and all budget related documents, (b) all budget related policies and (c) the annual report
<p>Make public* the Adjustments Budget</p> <p>* See paragraph 2.1 and 2.2 of this document</p>	6+7 Feb	MBRR Regulation 26(1): Within 10 working days after the municipal council has approved an adjustments budget , the municipal manager must make public the approved adjustments budget and supporting documentation, as well as the resolutions referred to in regulation 25(3).
Submit the approved adjustments budget to Provincial Treasury and National Treasury	Before 10 Feb	MBRR Regulation 24(1): The municipal manager must comply with section 28(7) of the Act within 10 working days after the mayor has tabled an adjustments budget in the municipal council MFMA Section 28(7): Sections 22(b), 23(3) and 24(3) apply in respect of an adjustments budget, and in such application a reference in those sections to an annual budget must be read as a reference to an adjustments budget.
Submit revised SDBIP for the current financial year to the Mayoral Committee (following approval of an adjustments budget)	21 Feb	MFMA Section 54(1)(c): On receipt of a statement or report submitted in terms of section 71 or 72, the mayor must consider and, if necessary, make any revisions to the SDBIP, provided that revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of the council following approval of an adjustments budget.
<p>Make public* any revisions of the SDBIP</p> <p>* See paragraph 2.1 and 2.2 of this document</p>	27+28 Feb	(3) The mayor must ensure that any revisions of the SDBIP are made public promptly .
Post revised SDBIP on the municipal website	23 Feb	
Submit revised SDBIP to Provincial Treasury and National Treasury	28 Feb	MBRR Regulation 27(2)(b): The municipal manager must submit to the National Treasury and the relevant provincial treasury, in both printed and electronic form the amended SDBIP, within ten working days after the council has approved the amended plan in terms of section 54(1)(c) of the Act;
Receive notification of any transfers that will be made to the municipality from other municipalities in each of the next three fin years	Before 26 Feb	MFMA Section 37(2): The accounting officer of a municipality responsible for the transfer of any allocation to another municipality must, by no later than 120 days before the start of its budget year , notify the receiving municipality of the projected amount of any allocation proposed to be transferred to that municipality during each of the next 3 fin years.
Preliminary approval of electricity tariff increase for submission to NERSA	26 Feb	

MARCH 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
					1	2	
3	4	5	6	7	8	9	
10	11	12	13	14	15	16	13 Mar: Portfolio Committee
17	18	19	20	21	22	23	20 Mar: Mayoral Committee; 21 Mar: Human Rights Day
24	25	26	27	28	29	30	28 Mar: Council; 29 Mar: Good Friday
31							

Task	Date	Legal Reference
Technical Integrated Municipal Engagement (TIME) and IDP Indaba engagements	Mar	
Annual Report:		
▪ MPAC Meeting – Oversight Report	5 Mar	
Draft IDP, budget and review of KPI's and targets for next fin year		MFMA Section 16: (1) The council of a municipality must for each financial year approve an annual budget for the municipality before the start of that fin year. (2) In order for a municipality to comply with subsection (1), the mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year.
▪ Submit budget to Budget Steering Committee	14 Mar	MPPMR regulation: (1) Only a member or committee of a municipal council may introduce a proposal for amending the municipality's integrated development plan in the council. (2) Any proposal for amending a municipality's IDP must be- (a) accompanied by a memorandum setting out the reasons for the proposal; and (b) aligned with the framework adopted in terms of section 27 of the Act.
▪ Submit to Mayoral Committee	20 Mar	
▪ Table in Council	28 Mar	
Draft SDBIP for next financial year		MBRR Regulation 14:
▪ Submit to Mayoral Committee	20 Mar	(2) When complying with section 68 of the MFMA, the municipal manager must submit the draft municipal SDBIP to the mayor together with the annual budget to be considered by the mayor for tabling in terms of section 16(2) of the MFMA. (3) For effective planning and implementation of the annual budget, the draft municipal SDBIP may form part of the budget documentation and be tabled in the municipal council if so recommended by the Budget Steering Committee.
▪ Table in Council	28 Mar	
Annual Report approval:		MFMA Section 121(1): The council of a municipality must within nine months after the end of a financial year deal with the annual report of the municipality and of any municipal entity under the municipality's sole or shared control in accordance with section 129
▪ Consider and approve, reject or refer back the annual report at a council meeting	28 Mar	MFMA Section 129(1): The council of a municipality must consider the annual report of the municipality and of any municipal entity under the municipality's sole or shared control, and by no later than two months from the date on which the annual report was tabled in the council in terms of section 127, adopt an oversight report containing the council's comments on the annual report.
▪ Adopt an oversight report providing comments on the annual report	28 Mar	

APRIL 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
	1	2	3	4	5	6	1 Apr: Family Day
7	8	9	10	11	12	13	10 Apr: Portfolio Committee
14	15	16	17	18	19	20	17 Apr: Mayoral Committee
21	22	23	24	25	26	27	25 Apr: Council; 27 Apr: Freedom Day
28	29	30					

Task	Date	Legal Reference
Invite Mayoral Consultative forum members and other invited stakeholders and ward committee members to comment on the draft IDP	Apr	MFMA Section 23(1): When the annual budget has been tabled, the municipal council must consider any views of – (a) the local community.
Post on the website: <ul style="list-style-type: none"> Budget documents Draft SDBIP for next fin year Draft IDP of predecessor Draft KPI's and targets for next fin year Annual Report and Oversight Report 	2 Apr	MSA Section 21A(1)(b): All documents that must be made public by a municipality in terms of a requirement of this Act, the MFMA or other applicable legislation, must be conveyed to the local community by displaying the documents on the municipality's official website, if the municipality has a website as envisaged by section 21B.
Annual Report submission: <ul style="list-style-type: none"> Submit copies of the minutes of those meetings to the Auditor General, the relevant provincial treasury and the provincial department for local government 	2 Apr	MFMA Section 129(2)(b): The accounting officer must submit copies of the minutes of those meetings to the Auditor General, the relevant provincial treasury and the provincial department responsible for local government in the province.
<ul style="list-style-type: none"> Submit copies of the annual report and oversight report(s) to the provincial legislator 	2 Apr	MFMA Section 132: (1) The following documents must be submitted to the provincial legislature: (a) The annual report ; and (b) all oversight reports on those annual reports adopted in terms of section 129(1). (2) The accounting officer of a municipality must submit the documents referred to in subsection (1) (a) and (b) to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report in terms of section 129(1).
Make public* the draft IDP, the review of KPI's and performance targets, as well as the annual budget and invite the community to submit representations * See paragraph 2.1 and 2.2 of this document	2+3 Apr	MSA Section 42: A municipality, through appropriate mechanisms, processes and procedures established in terms of Chapter 4, must allow the community to participate in the setting of appropriate key performance indicators and performance targets for the municipality. MFMA Section 22(a): Immediately after an annual budget is tabled in a municipal council, the accounting officer of the municipality must in accordance with Chapter 4 of the Municipal Systems Act - (i) Make public the annual budget and the documents referred to in Section 17(3); and (ii) invite the local community to submit representations in connection with the budget; MBRR Regulation 15(1): When making public the annual budget and supporting documentation the municipal manager must also make public any other information that the municipal council considers appropriate to facilitate the budget consultation process MPPMR Regulation 3(4): No amendment to a municipality's IDP may be adopted by the municipal council unless (b) the proposed amendment has been published for public comment for a period of at least 21 days in a manner that allows the public an opportunity to make representations with regard to the proposed amendment

Task	Date	Legal Reference
		MPPMR Regulation 15(3): A municipality must afford the local community at least 21 days to comment on the final draft of its IDP before the plan is submitted to the council for adoption.
Make public* the oversight report * See paragraph 2.1 and 2.2 of this document	2+3 Apr	MFMA Section 129(3): The accounting officer must in accordance with section 21A of the Municipal Systems Act make public an oversight report referred to in subsection (1) within seven days of its adoption.
Process of consultation and meetings with Provincial and National Treasury and other organs of state	2-23 Apr	MFMA Section 23(1): When the annual budget has been tabled, the municipal council must consider any views of – (a) the local community; and (b) the National Treasury, the relevant provincial treasury and any provincial or national organs of state or municipalities which made submissions on the budget. MSA Section 29(1)(b): The process followed by a municipality to draft its IDP, including its consideration and adoption of the draft plan, must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for– (i) the local community to be consulted on its development needs and priorities; (ii) the local community to participate in the drafting of the IDP; and (iii) organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the IDP.
Submit the draft IDP, draft SDBIP and budget to the Local Government, Provincial Treasury, National Treasury and other affected organs of state	5 Apr	MFMA Section 22(b): Immediately after an annual budget is tabled in a municipal council, the accounting officer of the municipality must submit the annual budget – (i) in both printed and electronic formats to the National Treasury and the relevant provincial treasury; and (ii) in either formats to any prescribed national or provincial organs of state and to other municipalities affected by the budget. MBRR Regulation 15(3): When submitting the annual budget to the National Treasury and the relevant provincial treasury the municipal manager must also submit, in both printed and electronic form – (a) the supporting documentation as tabled in the municipal council; (b) the draft SDBIP; and (c) any other information as may be required by the National Treasury MBRR Regulation 15(4): The municipal manager must send copies of the annual budget and supporting documentation, in both printed and electronic form, to any other municipality affected by the annual budget within 10 working days of the annual budget being tabled in the municipal council.

Task	Date	Legal Reference
Submit the draft IDP to the District Municipality	5 Apr	MSA Section 29(3)(b): A local municipality must draft its IDP, taking into account the integrated development processes of, and proposals submitted to it by the district municipality. MPPMR Regulation 3(6): A local municipality that considers an amendment to its integrated development plan must- (a) consult the district municipality in whose area it falls on the proposed amendment; and (b) take all comments submitted to it by the district municipality into account before it takes a final decision on the proposed amendment.
Submit Section 52 Report to Council	25 Apr	MFMA Section 52(d): The mayor must, within 30 days of the end of each quarter , submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality
Submit Section 52 Report to the National Treasury and the relevant provincial treasury	30 Apr	MBRR Regulation 31(1)(c): The mayor's quarterly report on the implementation of the budget and the financial state of affairs of the municipality must be submitted to the National Treasury and the relevant provincial treasury within five days of tabling of the report in the council.

MAY 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
			1	2	3	4	1 May: Workers Day
5	6	7	8	9	10	11	8 May: Portfolio Committee
12	13	14	15	16	17	18	
19	20	21	22	23	24	25	22 May: Mayoral Committee
26	27	28	29	30	31		30 May: Council

Task	Date	Legal Reference
Strategic Integrated Municipal Engagement (SIME)	May	
Compile a summary of the predecessor's IDP	May	MSA Section 25(4)(b): A municipality must, within 14 days of the adoption of its IDP in terms of subsection (1) or (3) publicise a summary of the plan.
Council must give the mayor an opportunity to respond to the submissions and, if necessary, to revise the budget and table amendments for consideration by the council	2-17 May	MFMA Section 23(2): After considering all budget submissions, the council must give the mayor an opportunity- (a) to respond to the submissions; and (b) if necessary, to revise the budget and table amendments for consideration by the council.
Finalisation of IDP, review of KPI's and performance targets, as well as the annual budget amendments / refinements	Before 17 May	
Submit annual budget to Budget Steering Committee	16 May	MFMA Section 24(1): The Council must at least 30 days before the start of the budget year consider the approval of the annual budget.
Submit IDP of predecessor, review of KPI's and performance targets, as well as the annual budget to Mayoral Committee	22 May	(2) An annual budget - (a) must be approved before the start of the budget year;
Submit IDP of predecessor and annual budget to Council	30 May	(b) is approved by the adoption by the council of a resolution referred to in section 17(3)(a)(i); and (c) must be approved together with the adoption of resolutions as may be necessary MPPMR regulation 3: (1) Only a member or committee of a municipal council may introduce a proposal for amending the municipality's integrated development plan in the council.

Task	Date	Legal Reference
		<p>(2) Any proposal for amending a municipality's IDP must be-</p> <ul style="list-style-type: none"> (a) accompanied by a memorandum setting out the reasons for the proposal; and (b) aligned with the framework adopted in terms of section 27 of the Act. <p>(3) An amendment to a municipality's IDP is adopted by a decision taken by a municipal council in accordance with the rules and orders of the council.</p> <p>(4) No amendment to a municipality's IDP may be adopted by the municipal council unless-</p> <ul style="list-style-type: none"> (a) all the members of the council have been given reasonable notice; (b) the proposed amendment has been published for public comment for a period of at least 21 days in a manner that allows the public an opportunity to make representations with regard to the proposed amendment; (c) [district municipality]; and (d) the municipality, if it is a local municipality, has complied with subregulation (6). <p>MBRR Regulation 16(1): At least 30 days before the start of the budget year the mayor must table the following documents in the municipal council -</p> <ul style="list-style-type: none"> (a) a report summarising the local community's views on the annual budget; (b) any comments on the annual budget received from the National Treasury and the relevant provincial treasury; (c) any comments on the annual budget received from any other organ of state, including any affected municipality; and (d) any comments on the annual budget received from any other stakeholders
Place the IDP, annual budget and all budget-related policies on the website	31 May	<p>MFMA Section 75(1): The accounting officer of a municipality must place on the website the following documents of the municipality:</p> <ul style="list-style-type: none"> (a) the annual and adjustments budgets and all budget-related documents; and (b) all budget-related policies <p>MSA Section 21A(1)(b): All documents that must be made public by a municipality in terms of a requirement of this Act, the Municipal Finance Management Act or other applicable legislation, must be conveyed to the local community by displaying the documents on the municipality's official website, if the municipality has a website as envisaged by section 21B.</p> <p>MFMA Section 75(2): A document referred to above must be placed on the website not later than five days after its tabling in the council or on the date on which it must be made public, whichever occurs first.</p>
Make known reviewed KPI's and performance targets by placing it on the municipal website	31 May	<p>MSA Section 44: A municipality, in a manner determined by its council, must make known, both internally and to the general public, the key performance indicators and performance targets set by it for purposes of its performance management system.</p>

JUNE 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
						1	
2	3	4	5	6	7	8	
9	10	11	12	13	14	15	12 Jun: Portfolio Committee
16	17	18	19	20	21	22	16 Jun: Youth day; 17 Jun: Public Holiday; 19 June: Mayoral Committee
23	24	25	26	27	28	29	
30							

Task	Date	Legal Reference
Review the provisions of the performance agreements during June each year	June	MPR Regulation 24: (1) The performance agreement must be entered into for each financial year of the municipality, or part thereof.
Submit a copy of the IDP to the MEC for local government (if amended) and the Department of Local Government	7 Jun	MSA Section 32(1)(a): The municipal manager of a municipality must submit a copy of the IDP as adopted by the council of the municipality, and any subsequent amendment to the plan, to the MEC for local government in the province within 10 days of the adoption or amendment of the plan. (b) The copy of the IDP to be submitted in terms of paragraph (a) must be accompanied by - (i) a summary of the process referred to in section 29(1); (ii) a statement that the process has been complied with, together with any explanations that may be necessary to amplify the statement
In case of an amendment of the IDP , Council must consider the MEC's proposals and respond within 30 days	Within 30 days of receiving the MEC's request	MSA Section 32(3): A municipal council must consider the MEC's proposals, and within 30 days of receiving the MEC's request must - (a) if it agrees with those proposals, adjust its IDP or amendment in accordance with the MEC's request; or (b) if it disagrees with the proposals, object to the MEC's request and furnish the MEC with reasons in writing why it disagrees.
Make public* the approved IDP, approved annual budget and supporting documentation (including tariffs) * See paragraph 2.1 and 2.2 of this document	11+12 Jun	MSA Section 25(4): A municipality must, within 14 days of the adoption of its IDP in terms of subsection (1) or (3) - (a) give notice to the public - (i) of the adoption of the plan; and (ii) that copies of or extracts from the plan are available for public inspection at specified places. MBRR Reg 18: (1) Within ten working days after the municipal council has approved the annual budget of a municipality, the municipal manager must in accordance with section 21A of the Municipal Systems Act make public the approved annual budget and supporting documentation and the resolutions referred to in sect 24(2)(c) of the Act. (2) The municipal manager must also make public any other information that the municipal council considers appropriate to facilitate public awareness of the annual budget, including- (a) summaries of the annual budget and supporting documentation in alternate languages predominant in the community; (b) information relevant to each ward in the municipality. (3) All information contemplated in subregulation (2) must cover:

Task	Date	Legal Reference
		(a) the relevant financial and service delivery implications of the annual budget; and (b) at least the previous year's actual outcome, the current year's forecast outcome, the budget year and the following two years.
Submit to the Mayor the draft SDBIP and draft annual performance agreements for the next year	7 Jun	MFMA Section 69(3): The accounting officer must no later than 14 days after the approval of an annual budget submit to the mayor - (a) a draft SDBIP for the budget year. (b) drafts of the annual performance agreements as required in terms of section 57(1)(b) of the Municipal Systems Act for the municipal manager and all senior managers.
Submit approved IDP and budget to the Provincial Treasury and National Treasury	Before 12 Jun	MFMA Section 24(3): The accounting officer of a municipality must submit the approved annual budget to the National Treasury and the relevant provincial treasury. MBRR Reg 20: The municipal manager must comply with section 24(3) of the Act within ten working days after the municipal council has approved the annual budget.
Submit the draft SDBIP and draft annual performance agreements for the next year to the Mayoral Committee	19 June	MFMA Section 53(1)(c)(ii): The mayor of a municipality must take all reasonable steps to ensure that the municipality's SDBIP is approved by the mayor within 28 days after approval of the budget.
Place the performance agreements and all service delivery agreements on the website	21 Jun	MFMA Section 75(1): The accounting officer of a municipality must place on the website the following documents of the municipality: (d) performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act; and (e) all service delivery agreements
Make public* the projections, targets and indicators as set out in the SDBIP as well as the performance agreements of Municipal Manager and senior managers * See paragraph 2.1 and 2.2 of this document	25+26 Jun	MFMA Section 53(3): (a) The mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the SDBIP, are made public no later than 14 days after the approval of the SDBIP. (b) The mayor must ensure that the performance agreements of municipal manager, senior managers and any other categories of officials as may be prescribed, are made public no later than 14 days after the approval of the municipality's SDBIP. MBRR Reg 19: The municipal manager must in accordance with section 21A of the Municipal Systems Act make public the approved SDBIP within ten working days after the mayor has approved the plan in terms of section 53(1)(c)(ii) of the Act.

Task	Date	Legal Reference
Submit the SDBIP to National and Provincial Treasury	28 Jun	MBRR Reg 20(2)(b): The municipal manager must submit to the National Treasury and the relevant provincial treasury, in both printed and electronic form the approved SDBIP within ten working days after the mayor has approved the plan.
Conclude new performance agreements that replaces the previous agreement at least once a year	28 Jun	MSA Section 57(2)(a)(ii): The performance agreement must be concluded annually within one month after the beginning of each financial year MPPMR Regulation 24(2): The parties must conclude a new performance agreement that replaces the previous agreement at least once a year within one month after the commencement of the new financial year.
Publish property rates tariffs in Provincial Gazette	Before 24 Jun	PROPERTY RATES ACT Section 14(2): A resolution levying rates in a municipality must be promulgated by publishing the resolution in the Provincial Gazette.
Distribution of Budget and Tariff books	24 Jun	
Submit copies of the performance agreements to Council and the MEC for local government as well as the national minister responsible for local government	28 Jun	MFMA Section 53(3)(b): Copies of such performance agreements must be submitted to the council and the MEC for local government in the province. MPR Regulation 4(5): The performance agreements must be submitted to the MEC responsible for local government as well as the national minister responsible for local government within fourteen (14) days after concluding the employment contract and performance agreement.
Implement pre-paid electricity tariffs by 24:00	30 Jun	

JULY 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
	1	2	3	4	5	6	
7	8	9	10	11	12	13	
14	15	16	17	18	19	20	17 Jul: Mayoral Committee
21	22	23	24	25	26	27	25 Jul: Council
28	29	20	21				

Task	Date	Legal Reference
Submit Section 52 Report to Council	25 Jul	MFMA Section 52(d): The mayor must, within 30 days of the end of each quarter , submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality
Submit Section 52 Report to the National Treasury and the relevant provincial treasury	29 Jul	MBRR Regulation 31(1)(c): The mayor's quarterly report on the implementation of the budget and the financial state of affairs of the municipality must be submitted to the National Treasury and the relevant provincial treasury within five days of tabling of the report in the council.

AUGUST 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
				1	2	3	
4	5	6	7	8	9	10	7 Aug: Portfolio Committees; 9 Aug: National Women's Day
11	12	13	14	15	16	17	14 Aug: Mayoral Committee
18	19	20	21	22	23	24	22 Aug: Council
25	26	27	28	29	30	31	

Task	Date	Legal Reference
Performance and Risk Audit Committee: Evaluation of the Annual Performance Report	20 Aug	
Performance and Risk Audit Committee: Annual financial statements	27 Aug	
Process Plan and time schedule of key deadlines:		MFMA Section 21(1)(b): The mayor of a municipality must at least 10 months before the start of the budget year , table in council a time schedule outlining key deadlines for -
▪ Submit to Mayoral Committee	14 Aug	(i) the preparation, tabling and approval of the annual budget;
▪ Submit to Council	22 Aug	(ii) the annual review of-
▪ Submit to the Provincial Treasury, Department of Local Government and the West Coast District Municipality	26 Aug	(aa) the IDP in terms of section 34 of the Municipal Systems Act; and (bb) the budget-related policies; (iii) the tabling and adoption of any amendments to the IDP and the budget-related policies; and (iv) any consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).
Submit annual financial statements and annual performance report to the Auditor-General for auditing	Before 31 Aug	MSA Section 126(1)(a): The accounting officer of a municipality must prepare the annual financial statements of the municipality and, within two months after the end of the financial year to which those statements relate, submit the statements to the Auditor-General for auditing. MSA Section 46(1): A municipality must prepare for each financial year a performance report reflecting (a) the performance of the municipality and of each external service provider during that financial year; (b) a comparison of the performances referred to in paragraph (a) with targets set for and performances in the previous financial year; and (c) measures taken to improve performance. (2) An annual performance report must form part of the municipality's annual report in terms of Chapter 12 of the Municipal Finance Management Act.

ITEM 7.2 VAN DIE AGENDA VAN 'N UITVOERENDE BURGEMEESTERSKOMITEEVERGADERING WAT GEHOU SAL WORD OP 16 AUGUSTUS 2023

ONDERWERP: BYWONING VAN SALGA NASIONALE LEDE-BYEENKOMS
SUBJECT: ATTENDANCE OF SALGA NATIONAL MEMBERS ASSEMBLY

1. BACKGROUND

- 1.1 The SALGA National Office, per circular dated 17 July 2023, informed that the next formal sitting of the SALGA National Members Assembly (NMA) will be held from 4-6 September 2023 at the Birchwood Hotel & OR Tambo Convention Centre in Boksburg, Ekurhuleni.
- 1.2 The following matters will, inter alia, be considered:
 - Annual Report, including Audited financial statements in respect of the 2022/23 financial year;
 - SALGA's programme of action, the annual performance plan and the budget for the 2023/24 financial year;
 - Proposals for the annual performance plan and the budget for the 2024/25 financial year;
 - Key policy and legislative matters impacting on local government;
 - Reports from Working Groups and other oversight bodies; and
 - Other issues emanating from the provisions of the SALGA constitution.
- 1.3 Member municipalities are entitled to be represented by up to six delegates. Registration for the NMA will open on 1 August 2023.
- 1.4 SALGA confirmed that there are no registration fees payable; however, the Municipality needs to confirm that its SALGA levy payments are up to date. The Municipality's membership levy for 2023/24 was paid in full during April this year, thereby qualifying for the 5% early settlement discount.
- 1.5 The Municipality is also required to specifically mandate a councillor in the municipal delegation to vote on behalf of the Municipality, since every municipal member (municipality) shall have one vote only at the NMA.

2. AANBEVEEL

- (a) Dat die afvaardiging vir bywoning van die SALGA Nasionale Lede-byeenkoms beperk word tot drie afgevaardigdes;
- (b) Dat die Speaker, rdl M A Rangasamy asook raadslede N Smit en A K Warnick aangewys word om die Swartland Munisipaliteit te verteenwoordig;
- (c) Dat die Speaker gemagtig word om namens die Munisipaliteit te stem;
- (d) Dat die uitgawes verbonde aan die bywoning van die byeenkoms vanuit die toepaslike posnommers betaal word, te wete 9/204-329-2329 (Delegations and Congresses) en 9/204-1209-2391 (Travel and Subsistence: Accommodation).

RECOMMENDED

- (a) That the delegation to attend the SALGA National Members Assembly be limited to three delegates;
- (b) That the Speaker, cllr M A Rangasamy as well as councillors N Smit and A K Warnick be appointed to represent the Swartland Municipality;
- (c)/...

- (c) That the Speaker be mandated to vote on behalf of the Municipality;
- (e) That the expenses related to the attendance of the assembly, be paid from the applicable vote numbers, i.e. 9/204-329-2329 (Delegations and Congresses) and 9/204-1209-2391 (Travel and Subsistence: Accommodation).

(get) M S Terblanche

MUNISIPALE BESTUURDER

Mst/raadsitems,SM5/August 2023/SALGA National Members Assembly_September 2023

ITEM 7.3 OF THE AGENDA OF AN EXECUTIVE MAYORAL COMMITTEE MEETING TO BE HELD ON 16 AUGUST 2023

SUBJECT: APPROVAL OF HUMAN RESOURCES MANAGEMENT STRATEGY AND HR PLAN FOR 2023-2028

1. BACKGROUND/DISCUSSION

- 1.1 The Vision and Mission of the Human Resources Department at the Swartland Municipality has been formulated in line with the Municipality's goals to act as a supportive and guiding function. The aim is to properly balance the needs of its human resources component with that of the Organisation's needs in order to propel the effectiveness of individual and collective improvement and service delivery. The values of the Organisation will provide a strong foundation and support in the implementation and achievement of the Vision and Mission.

Human resources are the most important, and the most expensive resource that the Municipality has. Hence, it is vital that it makes optimum use of this resource. The Municipality must have the right number, the right competencies, and the most appropriate organisational and functional spread of human resources, including well-functioning systems and structures that allow it to be effective and efficient. The need for these resources will change over time as priorities and budget limitations change. Hence, although this strategy is written for a five-year period, it must be revised annually to keep it relevant.

- 1.2 The Human Resource Management Strategy and Implementation Plan aims to:

- Ensure that the Municipality makes the best use of human resources and anticipates and manages surpluses and shortages of staff;
- Ensure that the Municipality has the right number and composition of employees with the right competencies, in the right places, to carry out the Municipality's mandate and achieve its strategic goals and objectives.
- Ensure that municipal employees have the knowledge and abilities necessary to benefit the municipality by providing sustainable solutions, guidance, and capacity building;
- Ensure that the Municipality recruits, keeps, and develops a diverse workforce in accordance with Employment Equity legislation and goals.
- Align the local government's strategic goals with the HRM goals in the Municipality with relevant Legislation.

- 1.3 Objectives of Strategic Human Resources are to:

- Ensure the HR strategy is derived from and aligned to the organisation's objectives in consultation with key stakeholders;
- Analyse the internal and external socio-economic, political and technological environment and provide proactive people-related business solutions;
- Provide strategic direction and measurements for strategic innovation and sustainable people practices;
- Provide a foundation for the employment value proposition of the organisation;
- Establish a framework for the HR element of the organisation's governance, risk and compliance policies, practices and procedures which balance the needs of all stakeholders;
- Determine an appropriate HR structure, allocate tasks and monitor the development of HR competence to deliver HR strategic objectives.

- 1.4 The Human Resources Management Strategy and HR Plan was submitted to the Local Labour Forum for discussion on 25 July 2023. SAMWU requested more time for comments and it was approved that comments should be submitted by 28 July 2023. It was further resolved that if no comments were received, that the process could continue. It is hereby confirmed that SAMWU on

28 July 2023 indicated that they support the plan, therefore the Human Resource Management Strategy and HR Plan is recommended by all parties for submission to the Executive Mayoral Committee for approval.

2. **LEGISLATION**

Local Government: Municipal Systems Act (Act 32 of 2000)
Basic Conditions of Employment Act (Act 75 of 1997)
Employment Equity Act (Act 55 of 1998)
Skills Development Act (Act 97 of 1998)
Skills Development Levies Act (Act 28 of 1999)
Labour Relations Act (Act 66 of 1995)
Occupational Health and Safety Act (Act 85 of 1993)
Municipal Staff Regulations, Reg 890 of 21 September 2021

3. **ALIGNMENT TO THE IDP**

In terms of Chapter 4 of the IDP the Human Resources Plan is aligned to Strategic Goal 5 - A connected and innovative local government.

4. **FINANCIAL IMPLICATION**

The adoption of the Human Resource Management Strategy and HR Plan has no financial implication for Swartland Municipality.

5. **RECOMMENDATION**

That the Executive Mayoral Committee approve the attached Human Resource Management Strategy and HR Plan for the period 1 July 2023 to 20 June 2028 in line with the period of the Integrated Development Plan.

(get) M S Terblanche
MUNICIPAL MANAGER

sdj



SWARTLAND

MUNISIPALITEIT • MUNICIPALITY • UMASIPALA

HUMAN RESOURCES MANAGEMENT STRATEGY AND HR PLAN **2023-2028**

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1. INTRODUCTION

The Vision and Mission of the Human Resources Department at the Swartland Municipality has been formulated in line with the Municipality's goals to act as a supportive and guiding function. The aim is to properly balance the needs of its human resources component with that of the Organisation's needs in order to propel the effectiveness of individual and collective improvement and service delivery. The values of the Organisation will provide a strong foundation and support in the implementation and achievement of the Vision and Mission.

Human resources are the most important, and the most expensive resource that the Municipality has. Hence, it is vital that it makes optimum use of this resource. The Municipality must have the right number, the right competencies, and the most appropriate organisational and functional spread of human resources, including well-functioning systems and structures that allow it to be effective and efficient. The need for these resources will change over time as priorities and budget limitations change. Hence, although this strategy is written for a five-year period, it must be revised annually to keep it relevant.

The Human Resource Management Strategy and Implementation Plan aims to:

- Ensure that the Municipality makes the best use of human resources and anticipates and manages surpluses and shortages of staff;
- Ensure that the Municipality has the right number and composition of employees with the right competencies, in the right places, to carry out the Municipality's mandate and achieve its strategic goals and objectives.
- Ensure that municipal employees have the knowledge and abilities necessary to benefit the municipality by providing sustainable solutions, guidance, and capacity building;
- Ensure that the Municipality recruits, keeps, and develops a diverse workforce in accordance with Employment Equity legislation and goals.
- Align the local government's strategic goals with the HRM goals in the Municipality with relevant Legislation.

Objectives of Strategic Human Resources are to:

- Ensure the HR strategy is derived from and aligned to the organisation's objectives in consultation with key stakeholders;
- Analyse the internal and external socio-economic, political and technological environment and provide proactive people-related business solutions;
- Provide strategic direction and measurements for strategic innovation and sustainable people practices;
- Provide a foundation for the employment value proposition of the organisation;
- Establish a framework for the HR element of the organisation's governance, risk and compliance policies, practices and procedures which balance the needs of all stakeholders;
- Determine an appropriate HR structure, allocate tasks and monitor the development of HR competence to deliver HR strategic objectives.



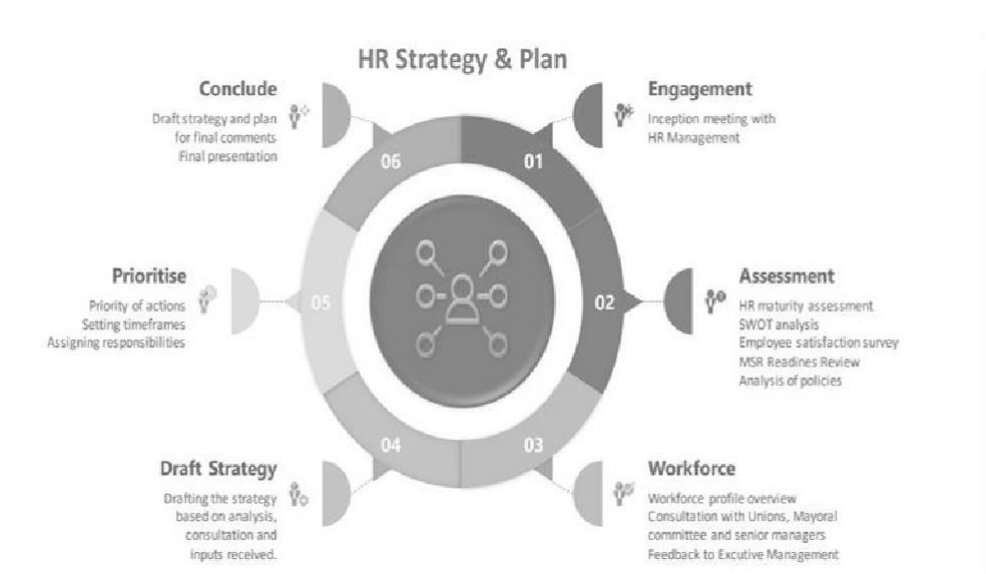


Figure 1.: HR Strategy and Plan

1.1 HR TRENDS AND CHALLENGES

The demand for strategic, consultative, and collaborative HR services continues to grow. During the next five years, a broad set of organisational challenges must be addressed that have managerial/leadership, workforce, and technological implications for the Municipality. How we respond to these challenges will impact our ability to maximise organizational capacity, increase individual potential, and position the Municipality as an employer of choice. These trends and challenges include:

- **Creating an Agile Organisation** — Changing demand for services requires flexible structures and work delivery models. The Municipality continues to experience changes and challenges relating to services, technology, staffing, and citizen expectations. The fast-paced environment requires the organization to be nimble, providing structures that are flexible and adaptive.
- **Deploying New Approaches to Talent Sourcing** — Shifting strategy from recruiting to marketing. The new employment environment, with talent networks, social media, competing employment choices, and shifting skill-set demands, will require innovative marketing and communication strategies to attract, source, and recruit qualified candidates.
- **Changing Workforce and Strategic Talent Management Strategy** — Continuing to design and implement succession planning initiatives to increase organisational capacity and workforce diversity and inclusion. In the upcoming years, we will focus on creating leadership pipelines to ensure knowledge transfer and continuity of excellent services. The development and implementation of a comprehensive strategy for engaging and retaining leadership will be vital.
- **Promoting Employee Engagement** — Expanding opportunities to drive passion and engagement in the workforce. The HR Department will continue to support the country's commitment to creating a culture of employee engagement by providing information, resources, and services to staff which promotes collaboration, connection, and commitment to their work, colleagues and the goals of the organization.
- **Enhancing and Expanding Strategic Partnerships** — Identifying and creating opportunities to collaborate with customers to increase organisational effectiveness. The HR Department will communicate its service commitments and consultative services to customer-departments



- **Maximising Labour Relations** — Identifying strategies to sustain workforce costs. The HR Department will continue to work with labour to ensure agreements align with our current and anticipated economic conditions and operational needs. Also, changes in legislation and labour organisation leadership will require increased communication regarding changes and continued collaboration to maintain positive employee/employer relationships.
- **Managing Complex Labour Laws** — Identifying and addressing legal trends and employer-employee changes to determine impact to the organization.
- **Maximising HR Technology** — Expanding and integrating technology to streamline services, remain competitive, and increase transparency through consumer access to information and resources. As our consumers and the world around us become increasingly tech-savvy, HR will expand its use of technology through appropriate IT services.



2. LEGISLATION

2.1 MUNICIPAL STAFF REGULATIONS GN 890 OF 20 SEPTEMBER 2021

A municipal council must —

determine the municipality's staff establishment, which will provide the basis for each directorate' strategic workforce and human resource planning. The human resource planning will, in the staff supply planning process, take into account race, gender, disability, occupational level and grade with reference to their competencies, training needs and capacities;

- determine the staff establishment necessary to perform its functions which will guide the staff demand planning, with particular reference to—
- the number of staff members required;
- the minimum competencies which the staff members must possess;
- the posts and post levels in which each of the staff members will be appointed; and
- plan for the recruitment, retention and development of staff members according to the municipality's requirements within the available budgeted funds, including funds for the remaining period of the relevant medium-term revenue and expenditure framework.
- The plan referred to in sub-regulation must—
- further to staff establishments, be aligned to the municipality's integrated development plan, budget, employment equity plan, skills development strategy and workplace skills plan, as contemplated in Chapter 5 of these Regulations;
- set realistic goals and measurable targets for achieving representativeness, taking into consideration sub-regulation(4);
- include targets for the training of staff members per occupational category and of specific staff members, with specific plans to meet the training needs of historically disadvantaged persons; and
- provide mechanisms and procedures for dealing with staff members affected by the abolishment of unnecessary posts in terms of the Labour Relations Act.

A municipality, in consultation with the parties identified in section 16 of the Employment Equity Act, must develop and implement an affirmative action programme, which must contain, as a minimum, the following:

- A policy statement that sets out the municipality's commitment to affirmative action and how that policy will be implemented;
- numeric and time-bound targets for achieving representativeness;
- annual statistics on the appointment; training and promotion within each grade of each occupational category of historically disadvantaged persons; and
- a plan for redressing numeric under-representativeness and supporting the advancement of historically disadvantaged persons.
- A municipality must make the human resource plan and the affirmative action programme known to staff members within the municipality in a manner that is accessible to all staff members.

In the context of Developmental Local Government, Municipalities are tasked with the crucial responsibility of fulfilling the constitutional mandates



delegated to them. As the staff component of any municipality is the vehicle of service delivery and ultimately responsible for compliance with the listed constitutional mandates, it is incumbent on municipalities to ensure that its Human Resources Capacity is developed to a level where it can perform its responsibilities in an economical, effective, efficient and accountable way.

The Human Resources related obligations placed on municipalities in term of the Municipal Systems Act are:

2.1.1 Staff establishments(Read with Chapter 2 of MSR)

66. (1) A municipal manager, within a policy framework determined by the municipal

council and subject to any applicable legislation, must—

- (a) approve a staff establishment for the municipality;
- (b) provide a job description for each post on the staff establishment;
- (c) attach to those posts the remuneration and other conditions of service as may be determined in accordance with any applicable labour legislation; and
- (d) establish a processor mechanism to regularly evaluate the staff establishment and, if necessary, review the staff establishment and the remuneration and conditions of service.

(2) Subsection (1)(c) and (d) do not apply to remuneration and conditions of service regulated by employment contracts referred to in section 57.

2.1.2 Human resource development

67. (1) A municipality, in accordance with the Employment Equity Act. 1998, must develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration, including-

- (a) the recruitment, selection and appointment of persons as staff members;(List of vacancies to unions)
- (b) service conditions of staff;
- (c) the supervision and management of staff;
- (d) the monitoring, measuring and evaluating of performance of staff;
- (e) the promotion and demotion of staff;
- (f) the transfer of staff;
- (g) grievance procedures;
- (h) disciplinary procedures;(More Human touch)
- (i) the Investigation of allegations of misconduct and complaints against staff;
- (j) the dismissal and retrenchment of staff; and
- (k) any other matter prescribed by regulation in terms of section 72.

(2) Systems and procedures adopted in terms of subsection (1), to the extent that they deal with matters falling under applicable labour legislation



and affecting the rights and interests of staff members, must be consistent with such legislation.

(3) Systems and procedures adopted in terms of subsection (1), apply to a person referred to in section 57 except to the extent that they are inconsistent with the person's employment contract.

(4) The municipal manager must—

(a) ensure that every staff member and every relevant representative trade union has easy access to a copy of these staff systems and procedures, including any amendments;

(b) on written request by a staff member, make a copy of or extract from these staff systems and procedures, including any amendments, available to that staff member; and

(c) ensure that the purpose, contents and consequences of these staff systems and procedures are explained to staff members who cannot read.

2.1.3 Capacity Building (Read with Chapter 5 of the MSR)

68. (1) 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, and for this purpose must comply with the Skills Development Act, 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 1999 (Act No. 28 of 1999).

(2) A municipality may in addition to any provision for a training levy in terms of the Skills Development Levies Act, 1999, make provision in its budget for the development and implementation of training programmed.

(3) A municipality which does not have the financial means to provide funds for training programmed in addition to the levy payable in terms of the Skills Development Levies Act, 1999, may apply to the Sector Education and Training Authority for local government established in terms of the Skills Development Act, 1998, for such funds.



3. PURPOSE OF THE HRM STRATEGY

The purpose of this HRM Strategy and Implementation Plan is to outline key interventions to be undertaken by the Municipality in ensuring that it has the right number of staff (staff component), with the right composition and with the right competencies in the right places to enable it to deliver on the mandates and achieve its strategic goals and objectives.

HR strategic planning is about determining the demand and supply of staff that are critical to achieving strategic objectives, analysing the gap between the demand and supply, and developing a plan that seeks to close the gap.

In order to ensure that the Municipality makes the best possible use of its resources to attain its commitments and programme objectives set out in the IDP, BUDGET and SDBIPs, the Municipality must have in place a well-structured HRM Strategy and Implementation Plan.

3.1 OUR VISION

Swartland forward-thinking 2040 - where people can live their dreams

3.2 OUR FUTURE SWARTLAND

We dream of Swartland 2040 that is valued for -

- being safe, healthy and prosperous;
- providing good governance, quality services and the ease of doing business with; and
- leading in technological innovation and environmental responsibility.

3.3 OUR VALUES

The municipal values are:

1. Mutual respect
2. Positive Attitude
3. Honesty and Integrity
4. Self-Discipline
5. Solidarity and Commitment
6. Support
7. Work in Harmony



3.4 SWOT ANALYSIS OF THE HR MANAGEMENT IN SWARTLAND MUNICIPALITY

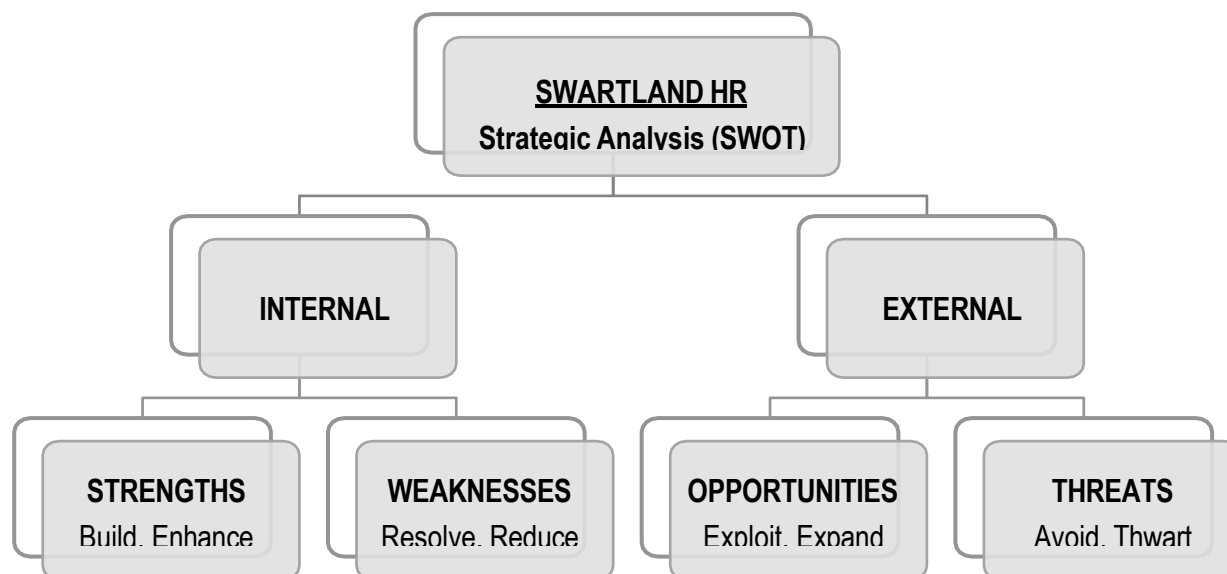


Figure 2.: Swot Analysis

The below table indicates the strengths, weaknesses, opportunities and threats identified in the HRM. The analysis is essential in the formulation of the HR Strategy and is used in alignment with the outcomes of other audits conducted.

Strengths	Weaknesses
<ul style="list-style-type: none"> Focus on established procedures and policies Stability in financial administration Continuously striving to create a better working environment Sourcing & Placement process includes good recruitment practices Willingness and eagerness Commitment of staff Proper communication between HR and stakeholders HRM data analysed Consistency in Policy implementation Working as team 	<ul style="list-style-type: none"> Inability to recognise, recruit and retain talent Lack of experience at lower level Inability to effectively implement change management Lack of responsibility and understanding of by Line Management in relation to HR functions Lack of development programs Inadequate communication Staff capacity Demoralization of staff
Opportunities	Threats
<ul style="list-style-type: none"> Attract talent through use of social media and online platforms Develop the existing workforce Leadership development Better and improved communication systems Cross-training for Quality Management Recruitment of staff with necessary skills to strengthened HR 	<ul style="list-style-type: none"> Staff leaving the Organisation prematurely Dependency on Key Staff Loss of knowledge and experience (due to premature exits) Low staff productivity levels Too much time spent on compliance and no innovation Millennial mindset (informed, flexi-hours, choice, development, innovation) Staff have negative view of the implementation of HR functions Administrative compliance (time-consuming) Workplace culture Poor work performance due to lack of training for different disciplines

Table 1: SWOT Analysis



3.5 HUMAN RESOURCES MATURITY ASSESSMENT AT SWARTLAND MUNICIPALITY

3.5.1 Introduction

The Municipal human capital developmental profiling project was initiated by SALGA in response to the development and approval of a HRM&D blueprint primarily aimed at repositioning human capital management in municipalities to better contribute the realization of developmental and service delivery goals. The additional contribution envisaged in this repositioning is improved levels of professionalism and professionalisation in local government such that municipalities can fulfil their constitutional obligations as organs of state that are citizens centric, customer responsive, developmental and impartial. The strategy blueprint was in itself an intervention in response to various forms of assessments and audits, such as LGTAS, HR Status quo survey and the period Auditor General Audit findings that identified a number of key findings (and in certain instances of a repeat nature) regarding the state of Human Capital Management (HCM) in municipalities across South Africa.

Some of these finding were:

- High incidence of irregular or inappropriate appointments.
- Low human resource and financial capacity.
- Poor skills development programmes.
- High turnover and vacancy rates.
- Lack of effective performance management.
- Ineffective leadership and institutional management.
- Weak intergovernmental support and oversight.
- Lack of a comprehensive information repository.
- Lack of a coherent policy framework for skills development.
- Adverse audit findings.

3.5.2 The profiling objectives

This profiling exercise is an attempt to meet the municipality where it's at in terms of current HR practices and to:

- Establish a shared understanding of the human capital management maturity levels.
- Determine the gap between the current and desired state of maturity.
- Identify the support required to evolve the municipal human capital management function to a developmental state of excellence.
- Enable the development of a roadmap and vehicle through which the human capital management function strategically supports the organisation's drive towards being in harmony with its community, partners, and environment.
- Enable the professionalisation of the human capital management function and in turn the entire organisation. It is of utmost importance to emphasise that this is not a process with punitive outcome and to maintain the integrity of the responses it is requested that this report and the maturity levels it articulates, does not become a performance management mechanism, but rather a platform for discussion on improving Municipal Human Resource Management and ultimately Municipal service delivery to the community it serves.



3.5.3 Post-profiling activities

After the profiling exercise is completed, the following activities will commence:

- Analysis of the information collected will be undertaken and a report drafted;
- A recommended improvement plan will be compiled and presented to Council, MAYCO, and MANCOM;
- Role Delineation: Municipality versus SALGA role;
- Entering into a Service Level Agreement to institutionalise the transformation programme;
- Resource Allocation;
- Monitoring and Evaluation.
- Real-Time delivery of SALGA products and services to municipalities;
- Intelligence based multidisciplinary support provided to municipalities;
- Increased availability of a battery of norms and standards;
- A professionalised Local Government System;
- An effective cadre of Local Government leadership and practitioners that are a resource to the sector;
- Creation of SALGA value adding products e.g. a hub for competency assessments, RPL etc.

3.5.4 The profiling approach and methodology

The Swartland Municipality HR staff were encouraged to respond truthfully to the questions as this is a qualitative developmental evaluation without punitive outcome. Evidence was requested and reviewed but this process is by no means a substantive audit and should thus not be regarded as such. This Developmental Capability Maturity Profiling process was geared at assessing maturity in a staged fashion based on best practice in the Human Capital function and is intended to become the base of assisting municipal entities in improving their respective maturity ratings over time. The key instrument is the profiling questionnaire and supporting maturity rating and reporting tool. Various sources informed the development of the profiling questionnaire, which in turn results in a maturity rating based on the responses received from a face-to-face interview conducted with representatives predominantly from the municipality's HCM function.

Framework for calculating the maturity level rating each of the questions in the questionnaire was aligned to a state of maturity defined in the maturity model described above. The rating of each element of the HRM&D Value Chain was based on the percentage of questions, answered positively ("Yes" or "Partially") that corresponds with a specific level of maturity. If a score higher than 75% was obtained on a specific maturity level, the individual function was rated on that level, provided that a minimum of 75% was obtained on all preceding maturity levels. For example, if a function scored 75% or more on Level 2, a rating of "Level 2" was given, provided that the function also scored 75% or more on level 1. If level 1 scored for example 60%, the function was rated "Level 0". Even if enough level 4 type questions were answered positively resulting in a level 4 score of 75% or more, but level 1 did not score 75% or more, the function was rated at level 0. This scoring method was done based on the principle that certain fundamentals need to be in place, such as documented policies and processes associated with Level 1, to enable consistent repeatable performance, before effective integration and continuous improvement through measurement (Level 3 & 4) could be accomplished in a sustainable manner.

The overall rating of the entire HCM function was based on the requirement that 75% (9 out of 12 HRM&D Value Chain Elements) or more of the individual HRM&D value chain elements needed to score 75% or more on a particular maturity level before the overall HCM function could be



rated on the corresponding maturity level. The same principle that was used for the individual HRM&D value chain elements' overall rating, was used for the overall rating of the entire HCM function. As this is a developmental assessment leniency was appropriate and the success rate of 75% was used. This overall process is meant as a developmental process and not as a punitive one. In this way progress made in municipalities is acknowledged but achievement of full maturity at each level is also encouraged. Evaluating maturity in the Human Resources function and addressing the next steps for improvement is not a linear process. This process involves the evaluation of the internal enablement of the Human Resources function and the delivery of Human Resources practices (the Value Chain) to the Organisation separately. To some extent this separation is artificial, but if not done in this format it becomes unnecessarily complex.

Maturity Model

Please see below the generic characteristics of the Maturity Model that gave precedence to the Development of this HRM Strategy:

Levels of maturity	Generic characteristics
Level 0: Entry level / Ad Hoc Performance	No documented HRM&D artifacts* No evidence of consistent HRM&D practices
Level 1: Transactional / Defined / Consistency	HRM&D artifacts defined and documented There is evidence of consistency / defined patterns of doing things Some evidence is found of good HRMD practice
Level 2: Fundamental / Reportable & aligned	A certain level of awareness around HRM&D artifacts exists HRM&D artifacts reflect compliance to regulations The content of HRM&D artifacts are aligned to good functional HR Practice Basic data and operational transactional reporting available
Level 3: Institutional / Managed	HRM&D artifacts are reviewed in consultation with appropriately constituted forums HRM&D Artifacts are socialised amongst relevant stakeholders HRM&D data is interpreted and analysed to provide intelligence HRM&D intelligence is used to initiate corrective and preventative action HRM&D Functional integration (From planning to Exit Management) HRM&D intelligence is used to compare with internal and external benchmarks / targets
Level 4: Developmental / Integrated / Excellence	Organisational functions are integrated and strategies are formulated through HR and capacity management Strategies are integrated and formulated through wisdom obtained from being a learning organisation The organisation is in equilibrium with it's community, its partners, the environment Full professionalisation is evident, Batho Pele is the way it is, employees are in service of their community Continuous improvement culture using HRM&D intelligence and feedback from stakeholders

HRM&D artifacts include, but are not limited to:

- Policies
- Procedures
- Strategy documents
- Plans
- Forms and templates

Table 2: Maturity Model Levels

Swartland Municipality achieved a maturity rating of various levels on the value chain elements:



Summary of value chain elements achieving the various levels of maturity				
Level 0	Level 1	Level 2	Level 3	Level 4
Strategic HRM&D Planning				
		Sourcing & Placing		
	Capacity Building			
				Performance Management
Remuneration & Reward				
			Employee Relations Management	
	Exit Management			
			HRM&D Administration & Reporting	
Organisational Culture				
Employee Wellness				
Talent Management				
			Technology	

Graph 1.: Maturity Rating

The below table indicates the maturity levels of the HR value chain as per the two latest audits conducted at Swartland Municipality:

HR Value Chain	1st Profiling Maturity Level	2nd Profiling Maturity Level
Strategic HRM&D Planning	0	0
Sourcing & Placing	2	2
Capacity Building	1	1
Performance Management	4	4
Remuneration & Reward	0	0
Employee Relations	3	3
Exit Management	2	2
HRM&D Administration & Reporting	3	3
Organisational Culture	0	0
Employee Wellness	0	0
Talent Management	0	0
Technology	3	3

Table 3: Maturity Levels of the HR Value Chain



Summary of value chain elements achieving the various levels of maturity				
Level 0	Level 1	Level 2	Level 3	Level 4
Strategic HRM&D Planning				
		Sourcing & Placing		
	Capacity Building			
				Performance Management
Remuneration & Reward				
			Employee Relations Management	
	Exit Management			
			HRM&D Administration & Reporting	
Organisational Culture				
Employee Wellness				
Talent Management				
			Technology	

Table 4: Summary of value chain elements achieving the various levels of maturity

Capability Maturity Level of the Municipality:	0
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Table 5: Maturity Level Achieved

The points specified below highlight the key concepts for improvement within the HR function at the Swartland Municipality as concluded from the HRM assessment conducted:

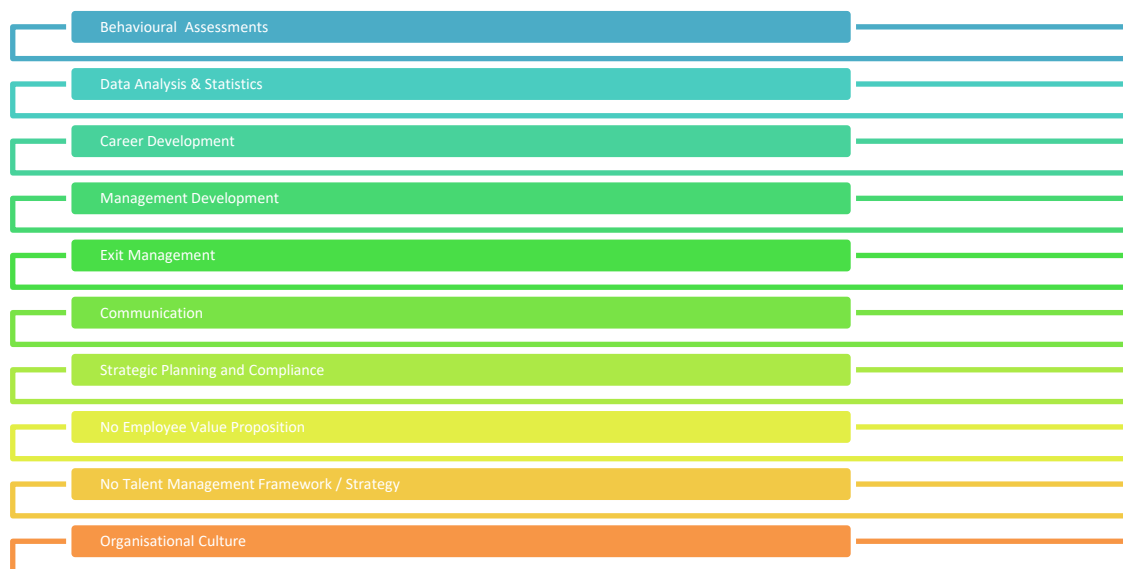


Figure 3.: Concepts for Improvement



Employee Satisfaction

The following table outlines the results of the Individual Perception Survey:

Questions	Answers			
	Not at all	Not exactly	To a certain extent	Definitely
I understand the goals of our organisation	2.8%	5.3%	26.1%	65.7%
I understand and can explain the goals of my section/team	4.3%	6.4%	23.1%	66.2%
I am clear about how I can contribute to help our department to achieve its goals	4.6%	5.6%	22.1%	67.8%
I understand how my job helps our organisation to achieve its goals and targets	3.6%	4.6%	24.1%	67.8%
My Manager/Supervisor often talks about the organisation's values in a way I understand	13.5%	14.0%	26.1%	46.5%
I know and understand the knowledge, skills and attributes I need to do my job	2.8%	1.8%	12.2%	83.3%
I know that the job I do is important in our organisation	2.0%	1.3%	7.6%	89.1%
Different departments and teams work well together to achieve our organisation's goals	5.6%	11.4%	36.8%	36.8%
I have a clear understanding of organisational structure in my department i.e. where everyone fits in and what the purpose of their job is	4.6%	7.1%	20.6%	67.8%
My Director behaves in a way that creates a good climate in the workplace	11.3%	8.5%	19.6%	60.6%
My Supervisor behaves in a way that creates a good climate in the workplace	8.0%	12.9%	20.9%	49.7%
I am encouraged to give my opinion and to ask questions if I do not understand or agree with how things are done	13.9%	9.5%	22.9%	53.6%
My Manager/Supervisor helps me in a constructive way by coaching and training me to improve my performance	13.9%	14.2%	26.6%	45.4%
I have knowledge of our organisation's written Code of Conduct and I understand it	3.7%	4.5%	18.7%	73.3%
I have knowledge of our organisation's written value system and I understand it	3.4%	9.2%	27.6%	59.8%
I have a clear understanding of what behaviour is expected of me in terms of the Code of Conduct and value system	2.6%	4.5%	19.2%	73.8%
We regularly speak about the Code of Conduct and I feel free to raise issues where people have not followed it	17.1%	18.1%	28.1%	36.8%
My Director's behaviour sets a good example and reflects our organisation's values	7.1%	9.5%	13.4%	54.1%
My Supervisor's behaviour sets a good example and reflects our organisation's values	8.1%	7.9%	22.6%	51.7%
The Code of Conduct and value system serves as a useful guideline on how to behave to create a good work climate in my working environment	3.7%	5.0%	20.2%	66.9%
I am aware of what is expected of me in terms of the combating of corruption and fraud	2.6%	2.4%	12.4%	82.7%
I am aware of my organisation's attitude towards corruption and fraud	3.9%	5.0%	11.6%	79.5%
I am aware of the procedure to report corrupt or fraudulent behaviour	3.9%	6.8%	14.7%	74.5%



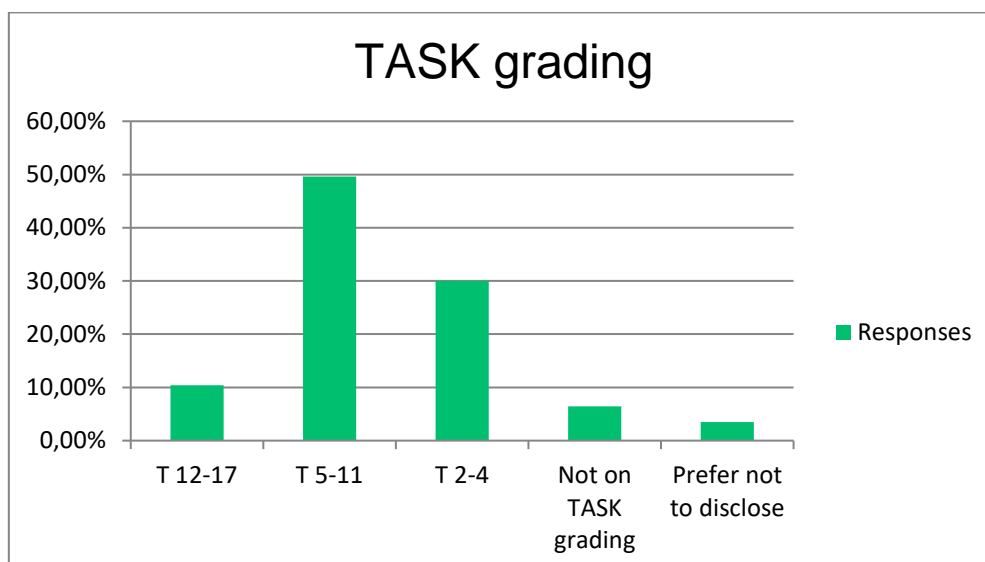
Questions	Answers			
	Not at all	Not exactly	To a certain extent	Definitely
Sufficient awareness campaigns are held to inform staff regarding fraud and corruption in the workplace	9.7%	20.5%	26.3%	43.6%
I feel confident that my identity will be protected when reporting fraud and corruption	13.4%	21.8%	18.1%	46.7%
I am confident that reported cases are sufficiently investigated and action taken	10.0%	15.8%	21.0%	53.3%
Policies, procedures and systems are well communicated and accessible to me	6.9%	9.5%	28.3%	55.3%
I have a clear understanding of the policies, procedures and systems of our organisation	6.1%	9.5%	31.0%	53.4%
Policies, procedures and systems are clear, fair and are consistently applied in my working environment	10.1%	13.2%	30.4%	46.3%
The policies, procedures and systems help me to understand how things work in our organisation	6.6%	6.9%	26.5%	60.1%
My Manager/Supervisor is also available to help me understand and apply the policies and procedures	12.7%	8.2%	23.0%	56.1%
I am kept "in the picture" about what is happening in my working environment	12.8%	12.0%	32.3%	42.9%
I receive enough information to do my job effectively	5.6%	11.2%	26.7%	56.5%
I receive useful information at our Invocom®	22.7%	7.7%	21.9%	38.4%
I receive useful information from my direct Manager/Supervisor	13.6%	12.0%	25.1%	49.3%
I receive useful information from my organisation's newsletter	6.1%	6.7%	26.4%	56.0%
I am encouraged to express my ideas, thoughts and opinions and my contributions are valued	18.1%	15.2%	28.8%	37.9%
I understand the terms and conditions of employment at Swartland Municipality	3.5%	4.3%	20.2%	72.0%
I have access to information about vacant positions and career opportunities in our municipality	18.3%	10.2%	22.6%	48.9%
In our division/team we have a high regard for safety	7.8%	6.5%	24.5%	61.2%
My Manager/Supervisor is serious about creating a safe workplace	8.1%	8.4%	25.9%	57.7%
I receive appropriate occupational health and safety training	24.0%	17.8%	21.0%	27.2%
Our organisation provides all required safety equipment	10.8%	11.9%	24.8%	41.8%
I regularly receive feedback on occupational health and safety in my working environment	17.5%	20.8%	23.2%	32.6%
Our organisation caters for people with disabilities	10.8%	11.9%	24.0%	37.8%
Our organisation cares about and contributes to the community and the environment	7.0%	8.6%	21.8%	57.1%
I understand my personal responsibility with respect to occupational health and safety	3.0%	7.0%	24.0%	66.0%
The tools and equipment I use are sufficient to do my job properly	6.2%	14.0%	18.1%	61.7%
The tools and equipment I use are properly maintained	4.9%	9.4%	21.3%	64.4%
I have the knowledge to use the tools and equipment correctly	5.7%	2.7%	12.1%	79.5%
Our organisation is my first choice of employer	3.8%	5.1%	15.7%	75.4%



Questions	Answers			
	Not at all	Not exactly	To a certain extent	Definitely
I am proud of the services that our organisation renders	2.2%	6.0%	17.9%	74.1%
I tell people that this a good organisation to work for	2.7%	4.9%	16.2%	76.2%
I have more than just a job at our organisation - I have a career	6.0%	7.8%	21.4%	64.9%
I have a Personal Development Plan that determines my future training and development	8.7%	12.5%	21.2%	46.5%
Our organisation is committed to the development and growth of its employees	7.6%	11.1%	32.9%	46.4%
I am aware of and understand the opportunities and systems available to me at Swartland Municipality to assist in my development and career advancement (e.g. study assistance, ABET, etc)	5.2%	12.8%	31.3%	50.8%
I understand that my development is my personal responsibility	1.45	3.8%	15.8%	79.1%
My division / team has regular Invocom®	23.2%	14.4%	18.3%	37.3%
At our Invocom® we review and discuss our team's performance and goals	22.9%	13.6%	17.2%	38.7%
We use our Invocom® to give each other feedback about our behaviour in terms of the Code of Conduct	25.3%	10.9%	16.4%	39.5%
In our Invocom® I am given information that is useful to me at work	23.4%	9.0%	16.9%	44.4%
In my Invocom® I can openly and without fear express my views and ideas. My input is valued.	24.8%	7.6%	19.6%	42.0%
In our Invocom® we are encouraged to challenge ourselves by setting goals and stretching our targets	22.9%	11.7%	18.8%	39.5%
In our Invocom® we are encouraged to contribute ideas and suggestions for solving problems and improving our performance	23.2%	10.1%	14.7%	45.2%
Invocom® are useful and add value in the work place	15.8%	8.5%	16.6%	53.7%
When required, my division/team has sufficient interaction with other departments/functions to solve cross-functional problems. We do not work in isolation	13.4%	13.9%	23.2%	45.2%
Number of participants in survey – 403				
Number of employees at the Municipality – 647				
Participation % - 63%				

Table 6: Satisfaction Survey Results





Graph 2.: T Grade Participation

Municipal Staff Regulations Implementation

KEY FOCUS AREA	ACTION	STATUS	% COMPLIANT
The Regulation	Awareness Campaign	<ul style="list-style-type: none"> Presentation to Management Team meeting on 26 November 2021 Presentation to Local Labour Forum 18 February 2022 Information e-mail to all e-mail users on 19 April 2022 Roadshow for all staff 12-18 May 2022 Monthly feedback to the Local Labour Forum – Municipal Staff Regulations added as standing item to the Agenda of the Local Labour Forum 	90%
	GAP Analysis	Senior Manager: Human Resources Services completed a readiness review for Swartland Municipality.	100%
	Human Resource Strategy	Current strategy to be reviewed. Strategy to be submitted to the LLF for consultation and to the Mayoral Committee for approval.	60%
Strategic Focus	IDP Alignment	IDP adopted with effect from 1 July 2023.	100%
	5-Year Scorecard	A corporate scorecard was developed but will need to be reviewed often over the next 5 years.	100%

KEY FOCUS AREA	ACTION	STATUS	% COMPLIANT
Policies	Staff Bursary Policy	Policy reviewed.	100%
	External Bursary Policy	Policy reviewed.	100%
	Recruitment & Selection Policy	Policy reviewed.	100%
	Acting Allowance Policy	Policy reviewed.	100%
	Scarce Skills Policy	Policy reviewed.	100%
	Succession Planning Policy	Stand alone policy developed and adopted.	100%
	Retention Policy	Policy developed and adopted.	100%
	Skills Development Policy	Policy reviewed.	100%
	Task Job Evaluation Policy	Policy developed and adopted.	100%
	Induction Policy	Policy developed and adopted.	100%
	Exit Procedure Policy	Policy developed and adopted.	100%
	Mentoring and Coaching Policy	Policy developed and adopted.	100%



	Probation Policy	Policy developed and adopted.	100%
	Promotion Policy	Reference is made to promotions, secondments and transfer of staff in the revised Recruitment and Selection Policy.	100%
	Change Management Policy/Strategy	Policy/strategy developed and adopted.	100%

KEY FOCUS AREA	ACTION	STATUS	% COMPLIANT
Chapter 2: Staff Establishment, Job Descriptions and Job Evaluations	Organisational design metrics	Service Provider was appointed to review the organisational structure. Review completed and final organisational structure was approved by Council with effect from 1 January 2023.	100%
	Review of staff establishment	Service Provider was appointed to review the organisational structure. Review completed and final organisational structure was approved by Council with effect from 1 January 2023.	100%
	Review job descriptions to include KPA's and competencies	Job descriptions reviewed. Evaluation of reviewed job descriptions to be staggered per directorate per quarter during 2023. Implementation to take place on receipt of Final Outcomes Report per quarter. Quarter 1: Corporate Services and Financial Services Quarter 2: Development Services and Electrical Engineering Services Quarter 3: Protection Services and Infrastructure & Civil Engineering Services Quarter 4: Infrastructure & Civil Engineering Services & Office of the MM	50%
	Standard documents	Completed and implemented.	100%

KEY FOCUS AREA	ACTION	STATUS	% COMPLIANT
Chapter 3: Recruitment, Selection and Appointment of staff	Develop a Recruitment and Selection Strategy	A Recruitment and Selection Strategy as stipulated by Section 11 (1) (a) of the Regulation must be developed and the Competency Requirements as set out by Annexure A of the Regulation must be included to the Recruitment and Selection Strategy.	80%
	Review the Recruitment and Selection Policy	The Municipality has an approved Recruitment and Selection Policy in place. The policy reviewed in terms of the Regulation.	100%
	Review advertisement of a vacant position	The prescribes as stated by Section 14 (2) of the Regulation are included in the revised Recruitment & Selection Policy. Advertisements are placed according to the policy.	100%
	Review application form for Employment	The regulations stipulates that the Municipality should implement the prescribed application form in the regulations (Annexure B). The application form of Swartland Municipality reviewed to incorporate the prescribed application form. The advertisement of a vacant position amended to include the completion of this form and where it can be obtained.	100%
	Review of Employment Equity Plan	The EEP has been approved (01/07/2018) and is applicable till 30 June 2023. Final draft of the new EEP for the period 1 July 2023 to 30 June 2028 submitted to LLF for recommendation Council.	90%
	Critical & Scarce Skills	Included in revised Scarce Skills Policy.	100%
	Probation period reviews	Included in new Probation Policy.	100%
	Implement the Regulation templates provided (Annexures to the Regulation clearly marked for specific purposes) - note the minimum requirements	Templates implemented as part of the policies.	100%
	Development of SOP for Recruitment and Selection	SOP must be developed.	0%
	Conduct a Skills Audit	A full skills audit was concluded in 2021. However, the skills audit was prior to the promulgation of these Regulations and	0%



		therefore a full skills audit will be conducted in the 2023/24 financial year in order to comply to the Regulation. There must be alignment between the Skills Audit and the Workplace Skills Plan and therefore this plan will have to be reviewed after the Skills Audit has been finalized.	
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KEY FOCUS AREA	ACTION	STATUS	% COMPLIANT
Chapter 4: Performance Management and Development	Performance calendar	Annually a calendar is compiled which include the performance management/ evaluation dates. This is included in the calendar for 2023/24.	100%
	Review Performance Management Framework / Policy to include/adjust in terms of Regulation	The Performance Management and Development Policy completed in line with the Staff Regulations and adopted by the Executive Mayoral Committee on 19 May 2022.	100%
	Roles & Responsibilities	Included in policy document.	100%
	Develop Individual Performance Implementation and Roll-out plan in line with own environment and current status in municipality	An individual performance implementation and roll-out plan finalised in line with the organisational review process.	100%
	Conduct Training / Workshops	Training will commence on completion of the JD's.	80%
	Ensure alignment between JD KPA's to the organisational / municipal KPA's	Completed	100%
	Ensure performance agreements are concluded / signed-off by 30 July	Completed	100%
	Probation / transfers / return from extended leave plans must be concluded within 60 days	Forms part of performance management process.	100%
	Develop performance agreements for fixed term with contracts of more than 12 months	Forms part of performance management process.	100%
	Develop POE Policy inclusive of POE SOP (Section 38(7))	Forms part of performance management process.	100%
	Implement PMDS software	Completed. Ignite system implemented.	100%
	Establishment of different Committees / Evaluation Panels (Departmental Moderation Committee and the Municipal Performance Moderation Committee)	Will commence on completion of performance agreements as the Moderation Committees' roles are during evaluation.	80%
	Defining/ Develop the Roles and Responsibilities for the different Moderation Committees	Will commence on completion of performance agreements as the Moderation Committees' roles are during evaluation.	80%
	Conduct training to Moderation Committees	Will commence on completion of performance agreements as the Moderation Committees' roles are during evaluation.	80%
	Evaluation of mid year performance	Can only happen once all JD's have been completed and all performance agreements were signed.	80%
	Evaluation of annual performance	Can only happen once all JD's have been completed and all performance agreements were signed.	60%
	Reward & Recognition Policy	Policy must be developed.	0%

KEY FOCUS AREA	ACTION	STATUS	% COMPLIANT
Chapter 5: Skills Development	Development/Review of the WSP that is aligned to the skills audit	There must be alignment between the Skills Audit and the Workplace Skills Plan and therefore this plan will have to be reviewed after the Skills Audit has been finalized.	0%
	Skills Development Principles	Incorporated into the revised Skills Development Policy.	100%
	Roles & Responsibilities	Incorporated into the revised Skills Development Policy.	100%



Skills Development KPA on all Senior Managers and Supervisors and Performance Plans	Already included in performance agreements.	100%
Development PDP's for all staff to section 50	PDP's will be developed after the skills audit.	0%
Training for measuring of PDP's for all supervisors	Training will be provided	0%
Monitoring system for PDP implementation	Must form part of Performance Management System.	50%
Establish mentoring and coaching programme	Programme must be implemented.	80%

Table 7: Municipal Staff Regulation

Human Resources Metrics

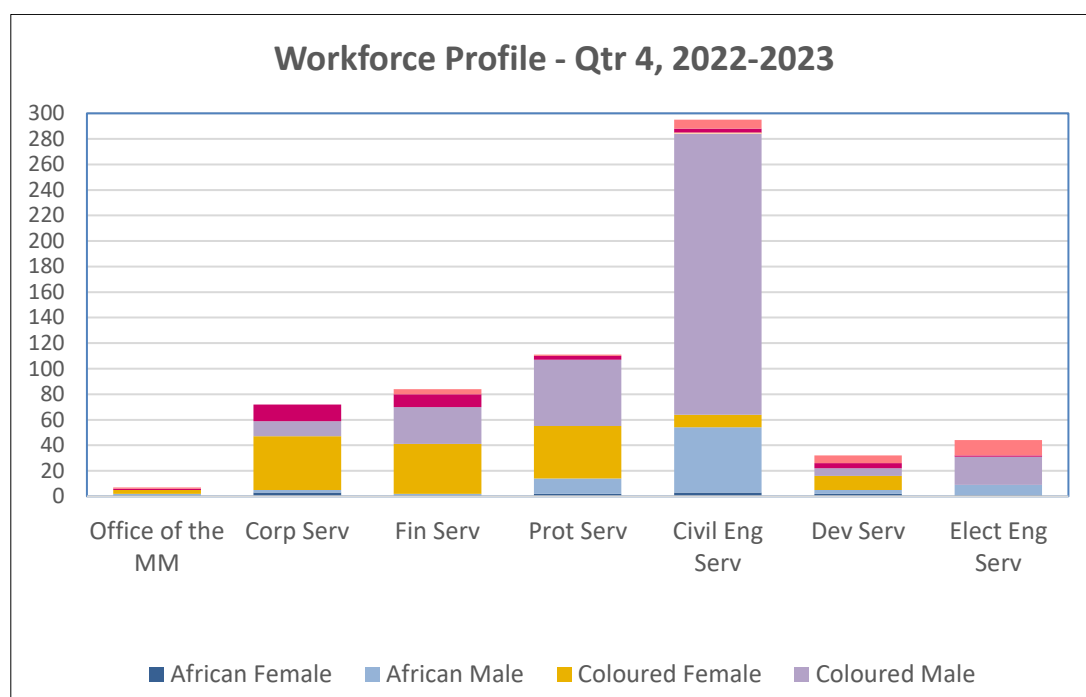
Work Profile (EE)

The following table indicates the work profile in terms of occupational level and race of the Swartland Municipality employees by the end of June 2023:

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management				1					1
Senior Management		2		2		1		1	6
Middle Management		15		14		6		6	41
Junior Management	14	81		10	2	33		15	155
Semi-skilled	32	163	1	4	7	96		12	313
Unskilled	32	80			4	10		1	127
Total	78	341	1	31	13	146	0	35	645

Table 8: Work Profile





Graph 3.: Work Profile

A workforce profile is a snapshot of employee distribution in the various occupational levels. Under-representation refers to the statistical disparity between the representation of designated groups in the workplace compared to their representation in the labour market. This may indicate the likelihood of barriers in recruitment, promotion, training and development. Collection of information for the workforce profile is done through an employee survey. It is preferable for employees to identify themselves to enable the employer to allocate them to a designated group. Only in the absence of an employee's self-identification, can an employer rely on existing or historical data to determine the employee's designated group status. The workforce profile should indicate the extent to which designated groups are under-represented in that workforce in occupational categories and levels. This should be compared to the Economically Active Population at national, provincial or regional, or metropolitan economically active population or other appropriate benchmarks. Employers should set numerical targets for each occupational category and level informed by under-representation in the workforce profile and national demographics. The extent of under-representation revealed by the workforce profile represents the ideal goal reflected as the percentage for each occupational level for that workplace. Employers, employees and trade unions should prioritise the least under-represented groups within the workforce. For example, an employer in the consultation process should focus more on the areas where the most imbalances appeared during the audit and analysis. Numerical targets will contribute to achieving a critical mass of the excluded group in the workplace. Their increased presence and participation will contribute to the transformation of the workplace culture and to be more affirming of diversity. Employers are required to make reasonable progress towards achieving numerical targets to achieve equitable representation. This means that an employer should track and monitor progress on a regular basis and update its profile continuously to reflect demographic changes.

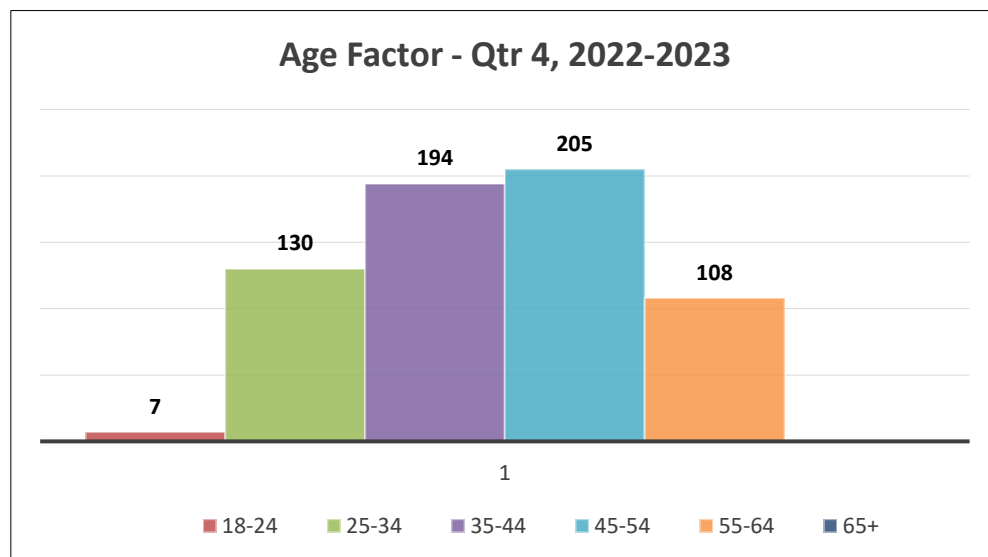
Age Profile

The following table indicates the age profile of the Swartland Municipality employees as at 30 June 2023:



Age Profile	Males				Females			
Description	A	C	I	W	A	C	I	W
Group A - 65 +	0	0	0	0	0	0	0	1
Group B - 61 – 65	1	4	0	6	0	3	0	12
Group C - 56 – 60	7	32	0	5	2	11	0	7
Group D - 51 – 55	14	64	0	5	0	16	0	6
Group E - 46 – 50	17	50	0	7	3	26	0	2
Group F - 41 – 45	14	44	0	1	2	21	0	2
Group G - 36 – 40	14	56	0	4	2	32	0	2
Group H - 31 – 35	5	49	1	1	2	20	0	0
Group I - 26 – 30	6	32	0	2	1	14	0	0
Group J - 18 – 25	0	10	0	0	1	3	0	1
Total	78	341	1	31	13	146	0	33

Table 9: Age Profile



Graph 4.: Age Profile

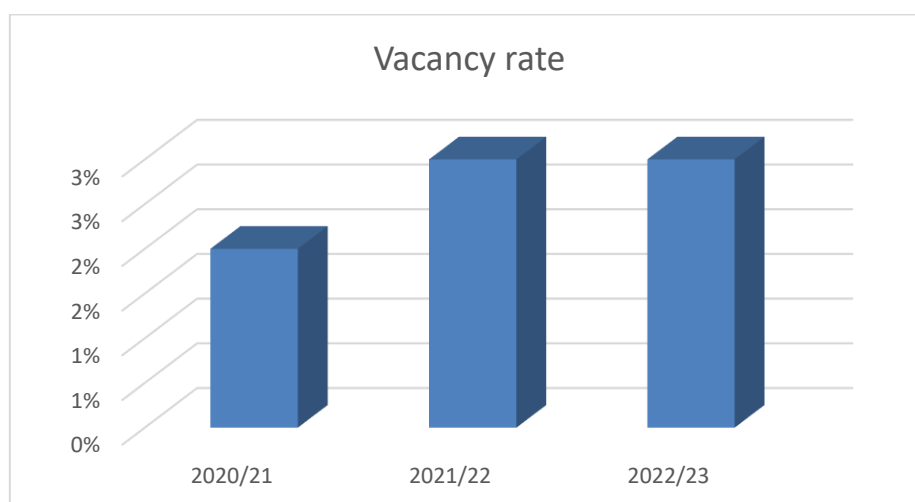
Vacancy Rate

The following table indicates the vacancy rate in terms of funded posts of the Swartland Municipality employees for the last 3 financial years:

Vacancy Rate (Funded)						
Financial Year	2020/21	2021/22	2022/23	July 2023	Norm	Average
Vacancy rate	2%	3%	3%	3%	5%	2.7%

Table 10: Vacancy Rate





Graph 5: Vacancy Rate

It indicates the percentage of unfilled positions compared to the total number of positions in the municipality.

Calculating your vacancy rate:

The number of vacant job-specific positions (or positions within the whole organisation), divided by the total number of job-specific positions (or within the whole organization), multiplied by 100 equals your vacancy rate.

Example of vacancy rate calculation:

Number of vacant positions	Divided by	Total number of positions	Multiplied by 100	Equals	Your vacancy rate
(7	÷	25)	X 100	=	28%

Table 11: Example of Vacancy Rate

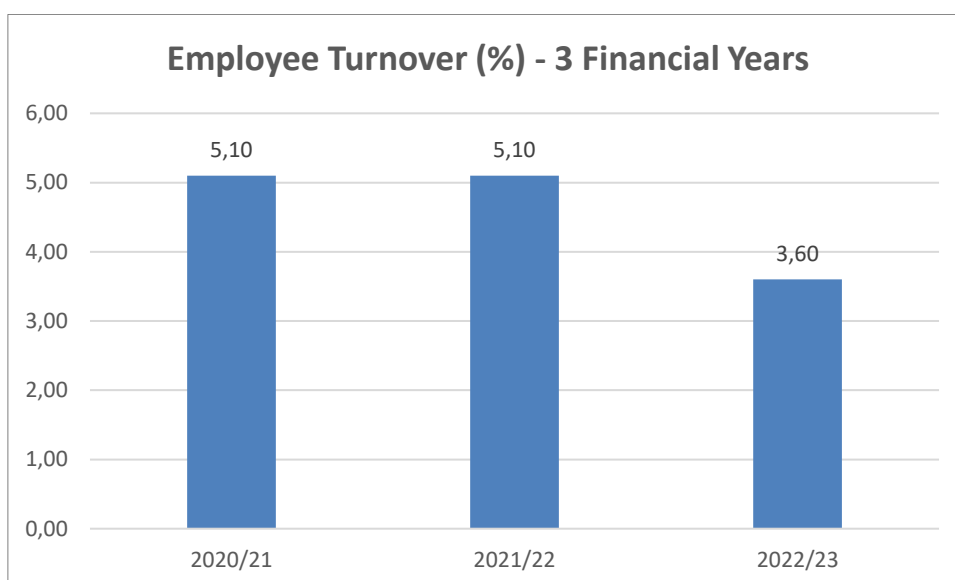
Turnover Rate

The following table indicates the turnover rate of the Swartland Municipality employees for the last 3 financial years:

Financial year	Appointments at the end of each financial year	New appointments	Terminations during the year	Turn-over rate	Norm
2020/21	617	42	31	5.1%	10%
2021/22	634	47	32	5.1%	10%
2022/23	645		23	3.6%	10%

Table 12: Turnover Rate





Graph 6.: Turnover Rate

In a human resources context, turnover or labour turnover is the rate at which an employer gains and loses employees. Simple way to describe it are "how long employees tend to stay" or "the rate of traffic through the revolving door." Turnover is measured for individual companies and for their industry as a whole.

If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. High turnover may be harmful to a company's productivity if skilled workers are often leaving and the worker population contains a high percentage of novice workers. Excessive turnover can be a very costly problem, one with a major impact on productivity.

Calculating your turnover rate (leavers)

The number of "leavers" (employees terminating during your calculation period) divided by the total number of people employed during your calculation period times 100 equals your turnover rate.

Example of turnover rate calculation:

You had 175 people in your employment in January. Fifty employees left by the end of the month. A simple turnover rate is 50 divided by 175, which equals 28.6 percent.

Number of leavers	Divided by	Number of people employed	Multiplied by 100	Equals	Your turnover rate
(50	÷	175)	X 100	=	28.6%

Table 13: Example of Turnover Rate



4. SWARTLAND MUNICIPALITY: HRM STRATEGY FRAMEWORK

The HR Strategic Framework illustrates an integrated HR Management approach. Integration is critical to enhance performance of the Human Resources Value Chain. Without integrating HR activities with other business processes and objectives or outcomes, the effort invested will tend to degenerate or not be fully realised. To arrive at the ideal state, the Municipality must ensure that the overall Human Resources Strategy is linked to the overall Municipal objectives.

The following figure indicates the Human Resource Management (HRM) Architecture:

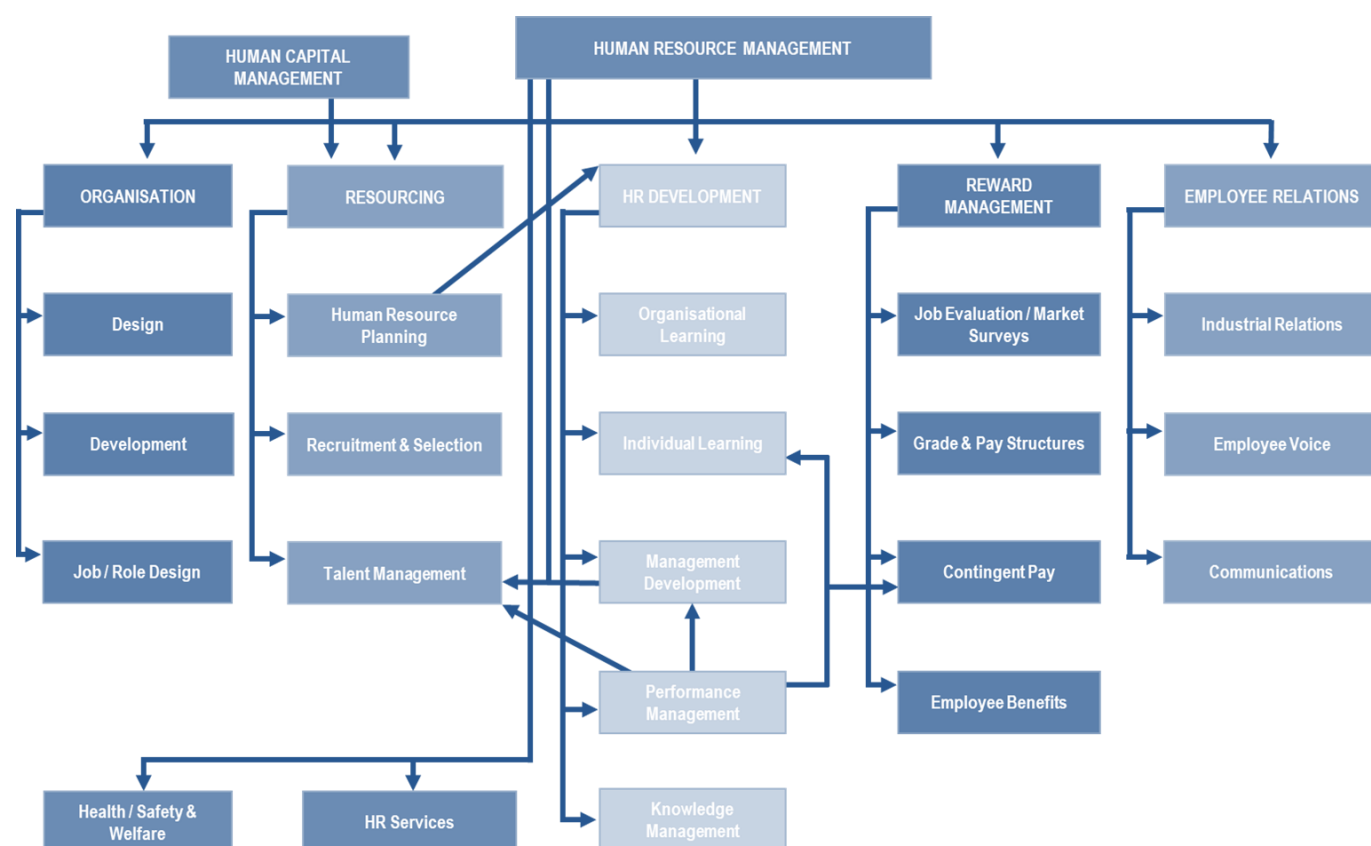


Figure 4.: HRM Architecture

4.1 HUMAN RESOURCE ROLES

The Human Resources mandate will be executed by means of the following:

Business Partner Role	
Purpose	<ul style="list-style-type: none"> To strategically map and drive HR practices in line with the Municipality's objectives. Develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration.

Functions	<ul style="list-style-type: none"> • Drive the development and implementation of HRM Strategy • Manage key HR stakeholders. • Analyse trends and submit reports on HR information to all stakeholders. • Manage and develop subordinates. • Coordinate HR functional issues in line with business unit requirements. • Keep abreast of best practice within the sector. • Advise Executive Management on HR risks that affect service delivery and propose mitigation actions.
Administrator Role	
Purpose	<ul style="list-style-type: none"> • To provide HR administrative support to the Municipality. • Empower employees towards maximising their personal potential and deliver on and exceed organisational requirements. • Promote and practice “People First Principles”, Equity, Fairness, Objectivity and Consistency. • Actively influence the achievement of a workforce with high morale, high commitment to organisational goals/values and dedication to public/community service.
Functions	<ul style="list-style-type: none"> • HR administration. • Maintain Human Resources Information System. • Provide general support in coordinating key HR initiatives. • Coordinate and administer HR queries. • Provide ‘walk-in support’ for relevant HR services.
Specialist Role	
Purpose	<ul style="list-style-type: none"> • To provide high-level support and advice to line management regarding organisational development and transformational issues. • To ensure delivery on HR objectives through the attraction, retention and maintenance of competent employees. • Champion the cause of our human resource (staff) as the most valuable resource and the key to success in service delivery.
Functions	<ul style="list-style-type: none"> • Execution of the HR objectives through various programmes. • Resource business units with the required employees. • Ensure compliance and foster sound HR legislation and corporate governance. • Design and implement training plans to develop organisational skills levels.



Change Catalyst Role	
Purpose	<ul style="list-style-type: none"> To provide high-level support and advice to line management regarding organisational development and transformational issues. Continuously align the HR Strategy with the Organizational Strategy (IDP), Legislative Requirements and Best Practices in the HR field.
Functions	<ul style="list-style-type: none"> Manage transformation within the Municipality. Develop a communication plan to actively raise the level of awareness in the executive team in respect of strategic HR issues and opportunities. Drive development of a culture and value system which best supports the Municipal vision and objectives. Develop Change Management capability at all levels of the Municipality and embed changes in work practices and culture. Support and coach line functions during change projects. Analyse individual and Municipal competency requirements. Support strategic initiatives and make sure they happen. Mediate over issues that arise during change initiatives. Act as a catalyst and driver of change. Facilitate the development and implementation of improvement initiatives to enhance the Municipality's strategic delivery capability. Establish formal change management programmes and practices. Analyse workforce composition in relation to legislative requirements and drive effective Diversity Management principles.

Table 14: HR Mandate Execution

The below table highlights the important HR Specialist competency areas which contribute to the effective planning and implementation of the HR Strategy:

Competency Domain	Components
Personal credibility	Living the organisation's values, loyalty, trust, driven to meet organisational goals, backing opinion with evidence.
Change management	Ability to drive change effectively, diagnose problems, build relationships with stakeholders, setting a vision and leadership agenda, solving problems and implementing goals.
Cultural management	Identifying the culture needed to meet the Organisation's goals, implementing and driving the culture, ensuring culture framework gets staff involved, translating culture into behaviours, encouraging staff to behave consistently with the desired culture.
Delivery of human resources practices	Delivering above-standard innovative HR practices in recruitment, employee development, compensation and communication.
Understanding of the Organisation	Understanding the strategy, organisation, competitors, finance, marketing, operations and information technology aspects.

Table 15: HR Specialist Competency Areas



4.2 ROLE OF STAKEHOLDERS

The following table illustrates roles of stakeholders:

Council	Senior Managers	Line Managers
<ul style="list-style-type: none"> To perform an oversight role with regards to HRM functions and support services To approve relevant strategies, policies and procedures with due consideration of inputs from stakeholders. To approve and or validate specific decisions / outcomes / recommendations made with regards to various aspects of HRM To ensure that a conducive environment is created within the municipality to ensure effective and efficient HRM 	<ul style="list-style-type: none"> Ensure fair opportunity for learning and development initiatives for staff across all levels of the Municipality Approval of formal learning activities such as courses and seminars, and encouraging staff to participate in training and development Identify key performance indicators and assessing related staff outputs Implement effective coaching and mentoring of staff To give strategic guidance and support 	<ul style="list-style-type: none"> Partners with HRM in developing and implementing HRM strategies to achieve results Manage people according HRM principles, policies and procedures Complies with HRM legal requirements Proactively engages and partners with HRM around business and people challenges and solutions Initiates and leads change Drives Organisational values Takes responsibility for being informed of HRM matters and building own people management skills Follows fair and procedural HRM practices and processes Ensures high performance through effective performance management and retention practices Communicates and gives feedback on service level expectations Tracks and measures the impact of HRM strategies in functional areas Measure and reports on the effectiveness of people management within functional areas
Staff	Trade Unions	
<ul style="list-style-type: none"> Partners with line and HRM to remain relevant to local government by taking responsibility for own performance development and career planning Utilize development opportunities provided Remain informed of HRM policies and procedures Discuss expectations Take personal accountability Live the Organisation's values Participate in HRM surveys and feedback mechanisms Provide feedback to / and liaise with Unions and relevant employee forums 	<ul style="list-style-type: none"> Ensure that HRM practices and policies are relevant to the advancement of staff and the Municipality's goals To supply staff feedback to the HR division to identify concepts for improvement or review To contribute to the formulation and review of policies and practices 	

Table 16: HR Specialist Competency Areas



4.3 COLLABORATIVE PLATFORMS (ESTABLISH FORMAL RESTRUCTURING COMMITTEE BEFORE ANY ORGANISATIONAL CHANGE)

It is important to link the planning and implementation process of the HRM Strategy to the inputs and approvals from key collaborative platforms as indicated in the diagram below. Without consultation with these vital forums and committees, the process of planning and implementation could become unstructured and unnecessarily complex.

4.3.1 HR Policies at Swartland Municipality (Updated Policy Register and upload only the current policies)

Policies, procedures and guidelines provide guidance for fair and consistent staff treatment and an unswerving approach towards the management of staff. Policies are not cast in stone and are therefore revised regularly. During the revision of policies, Trade Unions are invited to participate in the process to ensure a confluence of valuable ideas and input.

The following table indicates the updated HR policy register:

Status of HR policies as on 30 June 2023					
	Name of Policy	Completed %	Reviewed %	Date adopted by council or comment on failure to adopt	Comments
1	Acting Allowance	100%	100%	2022/10/01	Reviewed in terms of Municipal Staff Regulations
2	Alcohol and Drug Policy & Procedure	100%	100%	2018-12-01	
3	Coaching and Mentoring	50%			New policy in terms of Municipal Staff Regulations
4	Disability	100%		2018-12-01	
5	Dress Code	100%		2013-01-01	
6	Skills Development Policy	100%	100%	2023-05-01	Reviewed in terms of Municipal Staff Regulations
7	Employee Assistance / Wellness	100%		2018-12-01	
8	Employment Equity	100%	100%	2016-04-01	
9	Exit Management	100%		2022-10-01	New policy in terms of Municipal Staff Regulations
10	External Bursaries	100%		2017-04-01	
11	Gift	100%		2018-12-01	
12	HIV/Aids	100%		2016-04-01	
13	Induction	100%		2022-10-01	New policy in terms of Municipal Staff Regulations
14	Internship	100%		2016-04-01	
15	Leave	100%	100%	2016-12-01	
16	Official Housing	100%	100%	2009-11-01	
17	Overtime	100%	100%	2022-10-01	
18	Perk Scheme	100%		2013-06-01	
19	Private Work	100%	100%	2018-12-01	



Status of HR policies as on 30 June 2023					
	Name of Policy	Completed %	Reviewed %	Date adopted by council or comment on failure to adopt	Comments
20	Probationary Period	100%		2022-09-01	New policy in terms of Municipal Staff Regulations
21	Recruitment and Selection	100%	100%	2022-09-01	Reviewed in terms of Municipal Staff Regulations
22	Relief Allowance	50%			New policy in process of development
23	Relocation Assistance	100%		2022-10-01	
24	Retention	100%		2022-09-01	New policy in terms of Municipal Staff Regulations
25	Scarce Skills	100%		2022-10-01	New policy in terms of Municipal Staff Regulations
26	Sexual Harassment	100%		2018-12-01	
27	Smoking	100%	100%	2018-12-01	
28	Staff Bursary	100%	100%	2016-04-01	
29	Succession Planning	100%		2022-10-01	New policy in terms of Municipal Staff Regulations
30	TASK	100%		2023-05-01	New policy in terms of Municipal Staff Regulations
31	Telecommunications	100%	100%	2016-04-01	
32	Travel, Accommodation and Subsistence Costs	100%	100%	2022-03-01	
33	Uniforms and Protective Clothing	100%	100%	2014-04-01	Schedules on review for implementation with effect from 1 July 2023. Approval of amended schedules delegated to MM for approval. Approved on 22 October 2022

Table 17: HR Policies



5. STRATEGIC OBJECTIVES OF HRM IN SWARTLAND MUNICIPALITY

Swartland Municipality has aligned its HR practices with the 13 national HR standards that were published in 2013 under the auspices of SABPP (South African Board of People Practices). The table below articulates the HR strategic objectives in support of strategic Human Resources Management within the Municipality. The table further gives a detailed break-down in a manner that covers the entire Human Resources Value Chain. We added Exit Management, Employment Equity and Occupational Health & Safety separately to the list as it forms part of the Strategic Framework.

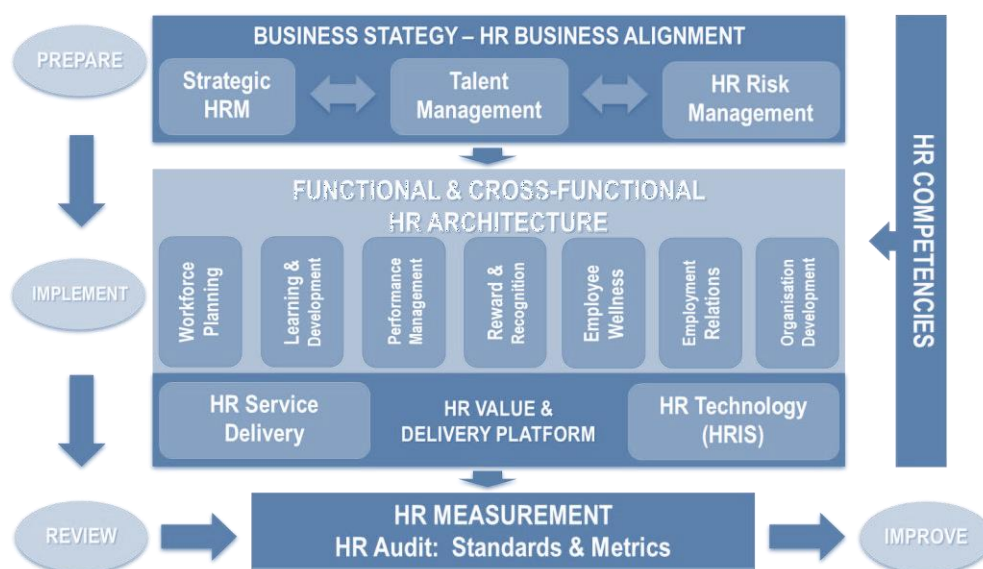


Figure 5.: SABPP HR System Standards Model

5.1 STRATEGIC HUMAN RESOURCE MANAGEMENT

Strategic HRM is an approach to make decisions on the intentions and plans of the Municipality in the shape of policies, programmes and practices concerning all HR matters. It adds to the key concepts of strategy, namely: Strategic intent, resource-based strategies, competitive advantage, strategic capability and strategic fit.

Swartland Municipality's SHRM should integrate HR strategies, policies & practices, and align with corporate objectives by:

- Validating an HR strategy aligned to the Organisation's objectives.
- Upholding an employment value proposition of the Organisation.
- Endorsing a framework for the HR element of the Organisation's governance, risk and compliance policies, practices and procedures which balances the needs of all stakeholders.
- Supporting strategies and measurements for strategic innovation and sustainable people practices.
- Internal and external socio-economic environment analysed for proactive people-related business solutions.

Key Action Points

- Translating the overall intent of the Local Government: Municipal Staff Regulations into the HR Strategy



- Translating the overall strategic intent of the Organisation into the HR strategy.
- Positioning the strategic HR agenda as an integral part of strategic decision making and operational plans.
- Allocating HR resources and building capability to implement the HR mandate.
- Ensuring the development and revision of HR policies, plans, practices and procedures.
- Ensuring accountability and responsibility for the execution of the HR strategy.
- Driving continuous implementation and improvement of the HR strategy through planned reviews and reporting.
- Expand human resources efforts into a comprehensive programme that includes human resources planning, collaboration with line management and accountability for human resources operations.
- Annual alignment of the organisational structure to the newly reviewed IDP and SDBIP's.
- Implement a workforce planning processes, techniques and tools to proactively identify the human resources required to meet IDP objectives.
- Revamp the HR service delivery model and business processes for the Municipality and introduce the Strategic Partnership Service Model.
- Proactively engage customers in the analysis of their workforce management issues and identify strategies to address concerns.

5.2 TALENT MANAGEMENT

Talent Management describes an organisation's commitment to employ, manage and retain talented staff. Talent Management gives managers a significant role and responsibility in the recruitment process and in the ongoing development and retention of high-performing staff.

Swartland Municipality endeavours to attract, retain, motivate & develop the talented people it needs now, and in the future by:

- Identifying future critical positions and leadership roles from the Workforce Plan.
- Verifying processes and systems which will attract a sustainable pool of talent for current objectives and future organisation needs.
- Managing the retention of talent.
- Linking high potential employees with key future roles in the Organisation.
- Pinpointing, through assessment, optimal development opportunities for talent.
- Accomplishing consistently high levels of performance from employees.
- Ensuring relevant roles for all stakeholders in the development and management of talent.
- Monitoring and reporting on Talent Management key result areas and indicators.

Key Action Points

- Analyse the talent needs of the Organisation.
- Conduct a workforce and labour market trend analysis based on internal and external requirements and realities.
- Create a Talent Management System focusing on current and future needs.
- Engage line management regarding talent requirements.
- Decide on interventions to support effective talent management in the Organisation.
- Conduct a talent review linked to organisational objectives



5.3 HR RISK MANAGEMENT

Managing risk is a process of the Municipality, supported by the Municipal Manager and the Management Team, to decide which risks to eliminate, accept, reduce or transfer. An HR risk is any person, culture or governance factor that causes uncertainty in the Organisational environment and that

Swartland Municipality is to ensure HR Risk Management through coordinating activities & methods, and identifying & addressing risks that can affect the achievement of Organisational objectives by:

- Increasing the probability and impact of positive events and decrease the probability and impact of negative events caused by human factors on the achievement of Organisational objectives.
- Supporting a foundation of alignment for HR and People Management practices within the governance, risk and compliance framework and integrated reporting model of the Organisation.
- Validating appropriate risk assessment practices and procedures relating to human factors are embedded within the organisation.
- Endorsing of appropriate risk controls designed and applied to HR activities and interventions.

Key Action Points

- Positioning the role of HR in influencing and communicating HR related organisational risks.
- Assessing potential positive and negative human factor risks to achieving organisational objectives.
- Identifying and evaluating the potential risk impacts regarding strategic and operational HR activities.
- Deciding on appropriate risk appetites for the different components of the HR function.
- Designing and implementing appropriate people-based risk management systems and risk controls.
- Ensuring all HR risk practices conform to the Organizational governance, risk and compliance strategies and policies.
- Analysing the percentage of employee job satisfaction.

5.4 WORKFORCE PLANNING

Workforce planning is the process to ensure the right number of staff, with the right skills, are employed in the right place at the right time to deliver an organisation's short- and long-term objectives.

A Strategic Workforce Plan should meet the needs of the Swartland Municipality by:

- Supporting organisational structure meeting the needs of the Organisation.
- Approving alignment of workforce planning cycle with the strategic planning cycle of the Organisation.
- Evaluating and reviewing of workforce and labour market trends in relation to the local government sector.
- Validating a salary budget to give effect to the Organisational structure.
- Confirming HR Management processes for the supply of appropriately qualified and diverse persons in line with legislative requirements.

Key Action Points

- Conducting skills gap analysis in conjunction with the development of organisational objectives.
- Aligning organisational structure with employment value proposition.



- Translating the strategic organisational structure into operational capability.
- Planning and implementing interventions to achieve your organisational structure (e.g. recruitment and selection, succession planning).
- Developing career planning processes and programmes.
- Assessing the impact of workforce strategy and planning on achieving organisational objectives.
- Effectively identify, attract and retain the best talent to help the municipality meet its IDP objectives.
- Develop and deploy an integrated workforce plan which will enable the Municipality to hire and retain the right talent, at the right time, in the right place.
- Identify scarce and critical skills.
- Partner with Institutes of Higher Learning to provide customised learning programmes to develop skills requirements specific and critical to the Municipality.
- Develop standardised job profiles for all positions to be used as a basis for recruitment and career pathing.

5.5 KNOWLEDGE MANAGEMENT (LEARNING)

Knowledge Management is a process or practice of creating, acquiring, capturing, sharing and using knowledge, wherever it resides, to enhance learning and performance. HRM aims to support the development of organisation-specific knowledge and skills that are the result of organisational learning processes. Knowledge Management promotes the sharing of knowledge by linking people with people, and by linking them to information so that they learn from documented experiences.

Explicit & systematic management of vital knowledge & its associated processes of finding, creating, storing, organising, sharing & applying in the Swartland Municipality will be achieved by:

- Supporting a framework to capture the Organisations collective expertise, transform knowledge resources within the organisation by identifying relevant information to be disseminated so that learning can take place.
- Endorsing a framework to transfer knowledge from those who have it to those who need it in order to improve organisational effectiveness.
- Upholding Standard Operation Procedures.

Key Action Points

- KM embedded in technologies, rules and organisational procedures.
- KM encultured as collective understandings, values and beliefs.
- KM embodied into the practical activity-based competencies and skills of key members of the Organisation (practical knowledge or 'know-how').
- KM embraced as the conceptual understanding and cognitive skills of key members (conceptual knowledge or 'know-how').
- Knowledge is codified and stored in databases where it can be accessed and used easily by anyone in the Organisation.
- Knowledge is closely tied (personalised) to the person who has developed it and is shared mainly through direct person-to-person contacts.

5.6 INDIVIDUAL PERFORMANCE MANAGEMENT

Individual Performance Management is a holistic process that ensures staff performance contributes to organisational objectives. It brings together elements of good People Management practice, including training and development, measurement of performance, and organisational



development.

Individual goals aligned to the Swartland Municipality's goals aiding individual performance plans for review, progress assessment & development of capabilities is to be achieved by:

- Validating processes to establish and maintain an appropriate Performance Management process, methodology and system relevant to the needs, size, scope and complexity of the Organisation.
- Endorsing a framework providing for appropriate performance consequences (recognition and development opportunities) that attract, retain and motivate employees.
- Upholding a framework and policies for fair, ethical and organisational cultural practices focusing on the achievement of performance targets.
- Creating and maintain a high-performance organisation culture driving sustainable performance.

Key Action Points

- Implementing systems and processes to measure progress against agreed individual objectives that enable attainment of organisational objectives.
- Assessing progress and achievements so that action plans can be prepared and agreed on, and performance can be rated.
- Developing and implementing Performance Management and related policies.
- Creating awareness of performance-related processes.
- Consultation with stakeholders regarding changes to processes and policies to ensure effective communication.
- Ensuring a performance-driven organisational culture.
- Ensuring user-friendly systems and processes.
- Enforcing responsibility and accountability for the attainment of individual, team and organizational goals.
- Ensuring alignment between individual performance and organizational performance.

5.7 COMPENSATION AND BENEFITS

Compensation and benefits include not only salary, but also the direct and indirect rewards and benefits the employee is provided with in return for his/her contribution to the organisation.

At the Swartland Municipality, a consensus should exist in accordance with fair and appropriate levels of reward and recognition by:

- Validating and implementing a remuneration policy and framework, aligned with organisation culture and objectives, and achieving a balance between the needs of an employer and an employee.
- Supporting and implementing a fair and equitable remuneration system and processes that are ethical, cost effective and sustainable.
- Inscribing a structure for compliance with organisational governance principles and practices aligned to national governance codes of practice and relevant legislation.
- Endorsing a remuneration policy and framework that is in line with current industry and sector norms.

Key Action Points

- Formulate a remuneration policy that attracts, motivates and retains staff.



- Ensure the remuneration policy is aligned with appropriate legislative, governance and other directive requirements.
- Identify and implement policies, practices and procedures that enable the remuneration system to operate effectively.
- Ensure understanding and awareness of the remuneration system.
- Review the remuneration policy, process and practices at regular intervals to ensure relevance and impact (e.g. pay scales, benefits incentives).

5.8 STAFF WELLNESS

Staff wellness promotes and supports the health and well-being of employees.

Good wellness practices are to exist at the Swartland Municipality by:

- Upholding a foundation to promote opportunities and guidance enabling employees to engage in effective management of their own physical, mental, financial and social well-being.
- Enabling the employer to manage all aspects of staff wellness that can have a negative impact on employees' ability to deliver on organisational objectives.
- Promoting a healthy working environment in pursuit of optimum productivity and to preserve human life and health.
- Containing health and wellness costs.
- Enhancing the employment value proposition by means of promoting a culture of individual health and overall organisational wellness.

Key Action Points

- Evaluating the Organisational need and set objectives and boundaries for wellness programmes paying particular attention to high risk groups.
- Formulating Policies and relevant HR procedures fair to all employees in order to promote and manage wellness programmes and risks.
- Promoting awareness of the Wellness Policy, Strategy and Procedures of the Organisation.
- Maintaining statistical records across the Organisation regarding all aspects of wellness and specific case and incident analysis.
- Reviewing the effectiveness of wellness programmes and interventions in support of operational objectives.

5.9 EMPLOYEE RELATIONSHIP MANAGEMENT (ERM)

Employee relationship management aims to create a climate in which productive and harmonious relationships can be maintained through effective collaboration between management, employees and their trade unions.

A resulting climate of trust, cooperation and stability should exist at the Swartland Municipality by:

- Creating a climate of trust, cooperation and stability within the Organisation.
- Establishing well defined unambiguous workplace rules which are consistently applied.
- Maintaining a framework to ensure appropriate and effective conditions of employment and fairness across all levels.
- Driving a framework to facilitate a harmonious and productive working environment.
- Upholding a framework to meet the employer's duty of care towards its staff and other stakeholders.
- Supporting a structure for conflict resolution and collective bargaining, where relevant.



- Endorsing a framework for capacity building and compliance to relevant labour legislation and codes of good practice (Department of Employment and Labour).
- Effective consultation and negotiation with organised labour.

Key Action Points

- Formulating appropriate employment relations strategies, structures, policies, practices and procedures.
- Implementing appropriate dispute resolution mechanisms (mediation, arbitration, conciliation).
- Creating awareness of the disciplinary procedures contained in the Disciplinary Procedure Collective Agreement as well as the procedures to attend to grievances.
- Ensuring all employment relations procedures, policies and practices conform to appropriate legislation and codes of good practice.
- Creating effective communication channels and build relationships between stakeholders.
- Evaluating the state of employment relations by conducting appropriate employment relations surveys to establish current climate.
- Enhancing the established practices and procedures by innovative interventions that foster sound relationships.
- Leveraging employment relations to promote diversity and prevent unfair discrimination.

5.10 ORGANIZATIONAL DEVELOPMENT (OD)

A system-wide process of data collection, diagnosis, action planning, intervention, and evaluation aimed at (1) enhancing congruence among organisational structure, process, strategy, people and culture; (2) developing new and creative organisational solutions; and (3) developing the organisation's self-renewing capacity.

The Swartland Municipality will adopt a planned & coherent approach to improving effectiveness by:

- Establishing links across all levels and functions of the Organisation.
- Organisational design facilitating the purpose of the Organisation.
- Regularly revising the Organisational structure.
- Capabilities of individuals, teams, divisions and functions work co-operatively to meet organisation objectives and optimise engagement at work.
- Outsourcing of certain functions to meet organisation objectives.
- Endorsing a framework for stakeholder engagement in all OD processes to ensure optimum buy-in.
- OD capability to meet organisational needs.
- Endorsing a framework for compliance with relevant continuous improvement principles and practices.

Key Action Points

- Designing, developing and prioritising appropriate responses to systemic OD issues.
- Ensuring the clarity of OD interventions by identifying the anticipated outcomes of the OD process.
- Ensuring OD has a clear implementation roadmap that is applicable to the organisation structure, culture and processes.
- Facilitating relevant change and improvement activities in line with agreed organisational requirements.
- Contributing to creating, building and sustaining the organisational culture needed to optimise the purpose and strategy of the organisation.



- Conduct climate survey to understand current challenges around organisational culture and use results to design the future / ideal organisational culture.
- Prepare and implement transition process that provide for continuity in the Municipality's operations.
- Establish a sound knowledge management and knowledge transfer programme for all key positions.
- Develop a Change Management and Communication Strategy to address culture challenges and ensure effective transition of the Municipality.
- Conduct a formal review of Municipality's orientation process and develop and implement a plan to streamline and improve employee orientation and on-boarding.
- Conduct exit surveys \ interviews to identify reasons for attrition and use the information to enhance or improve employee experience of the Municipality.
- Outsource temporarily required functions, functions of vacant posts or posts which have not yet been developed.

The table below indicates the functions the Swartland Municipality currently outsources. These are external factors which affect the organisational structure.

Corporate Services & Office of MM	Financial Services	Protection Services
<ul style="list-style-type: none"> • Legal Services • Documenting system (Administration) • Vetting (qualifications & criminal records) • Chairpersons for disciplinary hearings • Translations & interpreting • Printing • Hygiene services • Performance Management System • Staff support functions (medical) • Training • Tourism • Public functions • Integrated Risk, Compliance and Audit • Communication and Event Management 	<ul style="list-style-type: none"> • Sale of electricity • Valuations • Printing of accounts • Taxation • Tariff structuring • High level review and assistance with new Standards • Auctioneering • Print and distribution of accounts • Travel Agency Services • Bank function (Cash in Transit) • Accounting Services <p>Insurance Services</p>	<ul style="list-style-type: none"> • Security Services • Traffic Fines(Back Office) • Pound Services
Development Services	Infrastructure & Civil Engineering Services	Electrical Engineering Services
<ul style="list-style-type: none"> • Environmental contracts • Architects • Land surveyors 	<ul style="list-style-type: none"> • Waste removal (street cleaning) • Deforestation • Sanitation of vehicles • Burial services • Recycling • Renting of ablution facilities • Entrepreneurs (cleaning & gardening services) • Professional Consulting Services 	<ul style="list-style-type: none"> • Installation and maintenance of air conditioners • Installation and maintenance of wireless networks • Installation and maintenance of printers • Maintenance of Internet Services • Wireless Radio Network • Network cabling • Website programming



	<ul style="list-style-type: none"> • Maintenance of various Services • Skips • EPWP Workers • Water tanks • Fix and control of pipelines • Drafting of master plans • Professional consultation functions • Erosion Protection 	<ul style="list-style-type: none"> • Software Monitoring • Maintenance of traffic signal equipment • Maintenance of Streetlights , high mast and stadium floodlights • Maintenance of mechanical and electrical equipment
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Table 18: Outsourced Functions

5.11 HR SERVICE DELIVERY

HR service delivery entails strategic guidance and management of the overall provisioning of human resources services, policies, and programs for the entire Organisation.

The HRM function aims to meet the HR strategic & HR support services needs of the Swartland Municipality & its employees by:

- Punctuality, consistency and quality in the delivery of HR services.
- Sustainability of HR practices within the Organisation.
- Endorsing a framework to support the effective management of the human element in the Organisation.
- Encouraging a framework to provide effective professional advice and guidance to managers and employees regarding the correct implementation of labour laws, HR policies, practices and procedures.
- Supporting functional standards for HR record-keeping and administration.
- Endorsing a structure to measure employee engagement and satisfaction with the delivery of HR services.
- Endorsing a framework and processes to provide management and the Council with appropriate HR data and statistics.

Key Action Points

- Designing and implementing HR policies, practices and procedures.
- Ensuring adequate understanding of the role of HR within organisation.
- Establishing relevant communication channels with both management and employees to address relevant HR matters.
- Ensuring a user-friendly mechanism for understanding, promoting and ensuring compliance with all appropriate legislation applicable to the Organisation.
- Determining the methodology and process for establishing HR client satisfaction.
- Providing independent professional oversight, guidance and consulting with regard to HR policy, strategy and organisational people practices and ethical values.
- Facilitating appropriate interventions building organisational culture and capacity

5.12 HR TECHNOLOGY (HRIS)

A Human Resource Information System (HRIS) is a software or online solution for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within an organisation.



The Swartland Municipality aims to use effective technological applications providing accurate data & information, enabling performance measurement & decision-making by:

- Punctuality, consistency and quality in the delivery of HR services.
- Sustainability of HR practices within the Organisation.
- Endorsing a framework to support the effective management of the human element in an organisation.
- Endorsing a framework to provide effective professional advice and guidance to managers and employees regarding the correct implementation of labour laws, HR policies, practices and procedures.
- Endorsing functional standards for HR record-keeping and administration.
- Endorsing a framework to measure employee engagement and satisfaction with the delivery of HR services.
- Endorsing a framework and processes providing management and the Council with appropriate HR data and statistics.

Key Action Points

- Analysing and prioritising all the relevant HR categories of data and information.
- Uploading and configuring data to the system.
- Testing the effectiveness of the system.
- Forecasting future system needs.
- Building capacity of relevant staff members to access and use the system.
- Implementing continuous improvement process.
- Ensuring HR-IT requirements, practices and procedures are aligned with organisational IT governance.
- Monitoring and evaluating the effectiveness of the system.

5.13 HR MEASUREMENT

HR measurement identifies and focuses on determining the areas where HR can make a strategic impact in the organisational context. It enables the organisation to identify priority areas for measurement which are aligned with organisational goals and strategies and identify capability opportunities or problem areas from an organisational perspective.

The Swartland Municipality is to measure and align the impact of HR practices on Organisational objectives, including facilitating internal & external auditing of HR policies, processes, practices & outcomes by:

- Endorsing measurement frameworks, policies and procedures to assess the effectiveness and efficiency of HR practices.
- Endorsing a framework for relevant measurement areas for the purpose of integrated reporting.
- Endorsing tools and methods to measure the efficiency, effectiveness and consistency of HR practices across the whole Organisation.
- Endorsing a framework for measuring HR impact on the effectiveness of the Organisation.
- Endorsing performance indicators for HR service delivery and business impact.

Key Action Points

- Developing an integrated HR measurement and systems framework for gathering data and organisational intelligence.
- Ensuring data accuracy and integrity.



- Establishing and implementing appropriate frameworks, policies and procedures for the Organisation.
- Developing an HR scorecard and relevant dashboard with key performance targets and objectives for the Organisation.
- Creating awareness and building organisational capability for utilising and optimising HR measurement and audits.
- Conducting an audit of the HR function and people practices of the Organisation.
- Measuring the level of employee engagement and organisation climate and implement appropriate solutions.
- Ensuring HR reporting is infused in overall organisational governance and integrated reporting.
- Monitoring the key indicators of the HR dashboard and address all risk areas

5.14 EXIT MANAGEMENT

Employee Exit Management aims to create a climate of trust and honest feedback between management and staff in relation to reasons for exiting the company. It enables the Organisation to determine its shortcomings in terms of HR Service delivery and to address key identified gaps in order to retain current and future talent. Exit Management ensure the smooth transition of work handover between the exiting staff member and the new incumbent, so as to ensure an uninterrupted workflow.

The Swartland Municipality is to follow a planned & coherent approach to managing and improving the transition process as a result of staff exits by:

- Creating a climate of trust, cooperation and stability within the Organisation.
- Endorsing a framework for relevant measurement areas for the purpose of integrated reporting on Exit Management and transition.
- Endorsing tools and methods to measure the efficiency, effectiveness and consistency of Exit Management practices.
- Endorsing a framework to provide effective professional advice and guidance in terms of the way forward for the employee post-exit.

Key Action Points

- Formulating appropriate Exit Management strategies, structures, policies, practices and procedures.
- Creating awareness of alternatives such as post transfer or development opportunities within the organisation in order to retain talent as far as possible.
- Ensuring a culture of trust and transparency between employee and line manager to ensure the proper planning and implementation of sourcing and placing, and to ensure the most effective and efficient transition process.
- Ensuring the consistent application of Exit Interviews and the confidential treatment thereof.
- Identifying key issues and reasons for exits and reviewing strategies continuously to address and rectify issues. *(Provide unions with list of issues identified)*
- Providing guidance and counselling sessions to ensure the well-being of the employee post-exit.
- Monitoring and evaluating the effectiveness of the system.

5.15 EMPLOYMENT EQUITY

The purpose of the Employment Equity Act 55 of 1998 is to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination. Employment Equity encourages fair representation of the surrounding community within the Organisation and it encourages a synergy of diverse ideas enabling the Organisation to function optimally.



The Swartland Municipality must ensure adherence to legislative requirements and the enablement of a diverse workforce by:

- Endorsing measurement frameworks, policies and procedures to assess the effectiveness and efficiency of Employment Equity practices.
- Endorsing a framework to meet the employer's duty toward adherence to legislative requirements.
- Adopting a framework to facilitate a harmonious and productive working environment.
- Endorsing a framework within sourcing and placement strategies to ensure Employment Equity targets are met.

Key Action Points

- Developing and reviewing the Employment Equity Plan and related strategies.
- Accurately documenting and reporting on staff exits and placements to ensure a representative workforce.
- Developing and implementing a Diversity Policy and related strategies.
- Keeping abreast to changes in the Employment Equity Act 55 of 1998.
- Aligning Employment Equity targets with recruitment strategies.

5.16 OCCUPATIONAL HEALTH AND SAFETY (OHS)

Occupational Health and Safety ensures that the Organization complies to legislation as far as reasonably possible, to reduce injuries, remove hazards and make the working environment safe and healthy for employees.

All health and safety legislative requirements and other relevant practices will be present in the Swartland Municipality by:

- Endorsing a framework to increase staff morale and productivity and thereby reducing absenteeism and staff turnover.
- Containing cost of insurance premiums.

Key Action Points

- Identify and co-ordinate safety-training needs in all divisions.
- Implementation and monitoring delivery of awareness and educational programmes on Occupational Health and Safety approaches.



6. HRM IMPLEMENTATION PLAN

The Human Resources-related obligations placed on the Municipality in terms of Section 51 of the Municipal Systems Act are to organise its administration to:

- Be responsive to the needs of the local community.
- Facilitate a culture of public service and accountability amongst staff.
- Be performance-orientated and focused on the objectives of local government.
- Align roles and responsibilities with priorities and objectives reflected in the (IDP).
- Organise structures and administration in a flexible way to respond to changing priorities and circumstances.
- Perform functions through operationally effective and appropriate administrative units.
- Assign clear responsibilities, maximize efficiency of communication and decision-making.
- Delegate responsibility to the most effective level within the administration.
- Involve staff in all decisions as far as is practicable.
- Provide an equitable, fair, open and non-discriminatory working environment.

6.1 PURPOSE OF THE HUMAN RESOURCES PLAN

The Human Resource Implementation Plan outline the intentions of the Municipality in relation to how it should manage its human resources. It deals with:

- Developing a capable and skilled workforce that is striving towards service excellence;
- Setting guidelines to strengthen leadership and develop human resources by attracting and retaining scarce, valued and critically required skills for the Municipality;
- Planning the Municipal workforce in totality in line with legislative and operational requirements.

In line with the above, the Human Resource Management Strategy and Implementation Plan is aimed at:

- Ensuring that the Municipality has the right number and composition of staff with the right competencies, in the right places, to deliver on the Municipality's mandate and achieve its strategic goals and objectives;
- Ensuring that the Municipality makes optimum use of its human resources, and anticipates and manages surpluses and shortages of staff;
- Ensuring that the Municipality's employees are suitably skilled and competent to add value to the Municipality in delivering sustainable solutions, advice and capacity building to the Municipality.



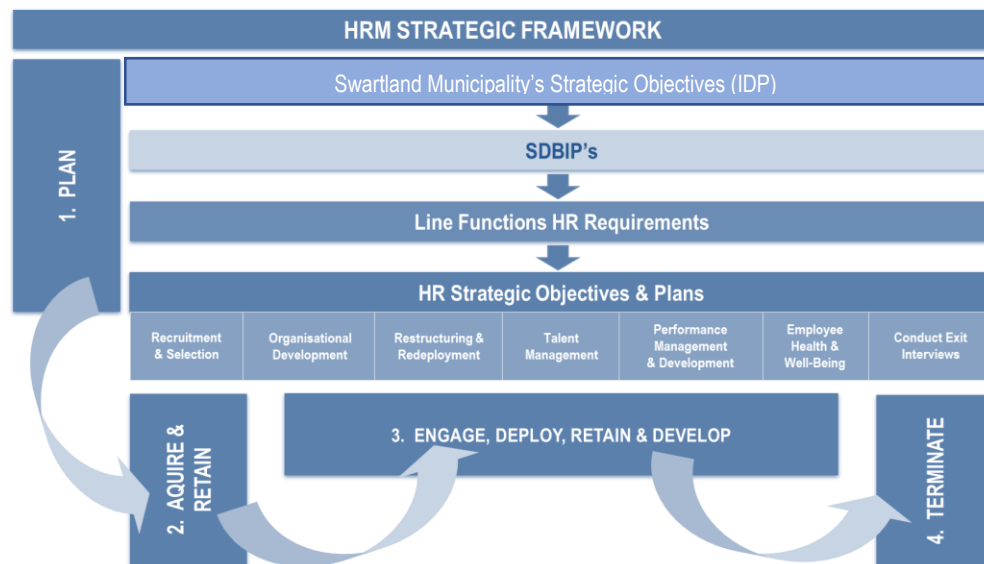


Figure 6.: HRM Strategic Framework

6.2 OPERATIONAL 5-YEAR PLAN

The tables below indicate the necessary measures and achievable timeframes in terms of each financial year in order to fulfil the detail in the HR Strategy:

Strategic Human Resources Management:	2023/24	2024/25	2025/26	2026/27	2027/28
Formulation of HRM Strategy and Plan and align plan with IDP	X				
Review HR Strategy annually (with relevant HR Policies)		X	X	X	X
Evaluate & analyse staff establishment annually in terms of Municipal Staff Regulations	X	X	X	X	X
Review Job Descriptions every 5 years, and when changes in functions of organogram. Align to SOPs & Municipal Staff Regulations	X				X
Update HR Risk Plan and Profile		X			
Update HR SDBIP for all HR Levels	X	X	X	X	X
Conduct a HR Maturity Assessment on an annual basis and implement findings as soon as possible		X	X	X	X
Implement solutions to the current HR SWOT analysis	X	X	X	X	X
Conduct an Individual Perception Survey to determine any progress on the previous survey		X		X	
Develop an Action plan to address the challenges outlined in the Individual Perception Survey			X		



Recruitment, Selection and Workplace Planning:	2023/24	2024/25	2025/26	2026/27	2027/28
Review and Implement Recruitment Policy to the HR Strategy / Plan				X	
Keep record of the following and note effectiveness thereof (in order to recommend changes annually during revision of the Recruitment Policy):					
a) Time taken to fill each vacant post, measured from when the HR division is informed of the vacant post until acceptance of appointment by the successful candidate;	X	X	X	X	X
b) The relevant success of various recruitment channels utilized in relation to each post level, measured by documenting the channel(s) through which successfully shortlisted candidates applied for a specific post;	X	X	X	X	X
c) The total cost of each recruitment channel used for a specific post and the efficiency thereof in terms of relevant applications received	X	X	X	X	X
Link the placement process to onboarding and induction processes		X			
Review and Implement the Induction & Onboarding Policy & process		X			
Review and implement strategy to fill vacancies, reduce turnaround times, fill funded vacancies within 6 months from becoming vacant			X		
Review and Implement Probation Policy.				X	
Implement Behaviour Assessment for all levels		X			
Procure a new system or enhance current system to implement all recruitment processes via a software program		X			
Implement a Recruitment and Selection Metrics to evaluate all data applicable	X	X			

Individual Performance Management:	2023/24	2024/25	2025/26	2026/27	2027/28
Integration between Performance Management and Training.		X	X		
Align Individual Performance Management and Development Policy and Process with Municipal Staff Regulations	X				
Review of Performance Management and Development Policy.		X			X
Awareness campaign / drive.	X	X	X	X	X
Develop and Implement Reward and Recognition Policy.	X				
Conduct Regular Training for administrators and Managers		X	X	X	X

Training and Development (Learning):	2023/24	2024/25	2025/26	2026/27	2027/28
Training Initiatives:					
• Management and Leadership: Emotional Intelligence, Diversity Management	X	X	X	X	X
• Financial Viability: MFM Programme / MMCL	X	X	X	X	X
• Community Based Participation & Planning: Integrated Community Development Programme (ICDP)	X	X	X	X	X
• Adult Education & Training: AET Level 1-4, Grade 12/National Senior Certificate	X	X	X	X	X
• Infrastructure & Service Delivery: Electrical Plumbing, Bricklayer Apprenticeship	X	X	X	X	X
• Gender Diversity in the Workplace	X		X		X



Training Initiatives: <ul style="list-style-type: none"> Management And Leadership: Middle Management Development Programme, Mentoring & Coaching Financial Viability: Update On GRAP And Caseware Community Based Participation & Planning: SMME Development Adult Education & Training: Aet Level 1-4, Grade 12/National Senior Certificate Infrastructure & Service Delivery: Electrical Plumbing, Bricklayer Apprenticeship 	X		X		X
Training Initiatives: <ul style="list-style-type: none"> Management and Leadership: Monitoring and Evaluation, Leadership Development Financial Viability: Risk Management Community Based Participation & Planning: Local Economic Development Adult Education & Training: AET Level 1-4, Grade 12/National Senior Certificate Infrastructure & Service Delivery: Electrical Plumbing, Bricklayer Apprenticeship 	X		X		X
Training Initiatives: <ul style="list-style-type: none"> Management and Leadership: Women in Management, Negotiation Skills Community Based Participation & Planning: HIV/AIDS Management Adult Education & Training: AET Level 1-4, Grade 12/National Senior Certificate Infrastructure & Service Delivery: Electrical Plumbing, Bricklayer Apprenticeship 	X	X	X	X	X
Training initiatives: <ul style="list-style-type: none"> Management and leadership: people management, strategic planning & change management Adult education & training: AET level 1-4, grade 12/National Senior certificate Infrastructure & service delivery: electrical plumbing, bricklayer apprenticeship 	X	X	X	X	X
Monitor and assess the effectiveness of training (measure ROI of training)	X	X	X	X	X
Conduct an annual training needs assessment to ensure training is designed to improve organisational and individual performance.	X	X	X	X	X
Develop a leadership succession plan, including a leadership gap analysis.		X			X
Establish a leadership development programme for all supervisors, managers and executives to invest in the continuous development of leadership.		X	X	X	X
Review Skills Development Policy (align with HR Strategy).		X		X	



Develop Recognition of Prior Learning Policy & Process		X			
Anger Management Programs / Training		X	X	X	X
Emotional Intelligence Policy Workshops		X		X	
Review and Implement Internship Policy			X		
Training of managers in disciplinary hearings	X		X		X
Coordinate Career Exposition to internal staff and the public to create awareness of current requirements of Municipal posts.		X	X	X	X
Conduct a Skills Audit every 5 years in terms of Municipal Staff Regulations	X				
Develop and maintain PDPs for all employees	X	X	X	X	X
Implement a Training and Development Metrics to evaluate all data applicable		X			

Compensation and Benefits:	2023/24	2024/25	2025/26	2026/27	2027/28
Develop Remuneration Policy.	X				
Roadshow to update officials regarding benefits & explain types of leave and how to capture leave	X		X		X
Review of Induction Programme.	X		X		X
Annual Roadshow to explain the role of HR and introduce the HR team/Payroll to all officials so they know who can help them with what.	X	X	X	X	X

Employee Relations Management:	2023/24	2024/25	2025/26	2026/27	2027/28
Analyse data of ER processes annually and make recommendations of how to improve on effectiveness of function (Review relevant Policy annually). Take into consideration the timeframes of start - end of cases. If process outdrawn, find places to eliminate unnecessary time-consuming factors.	X	X	X	X	X
Manage knowledge by creating a database of relevant authorities that is readily accessible to the Employee Relations team.		X		X	
Implement a Labour Relations Metrics to evaluate all data applicable	X	X	X	X	X

Organisational Development (Culture):	2023/24	2024/25	2025/26	2026/27	2027/28
Formulate tool to measure implementation and effectiveness of Diversity (including employee behaviour)		X		X	X
Revision and implementation of Change Management Strategy			X		
Individual Perception Survey		X		X	

Staff Wellness:	2023/24	2024/25	2025/26	2026/27	2027/28
Programmes to implement:					
a) Health Wellness (the well-being of employees is beneficial to the Employer and the employee).	X	X	X	X	X
b) Financial Wellness (financial issues may have a negative impact on health, productivity and performance).					
c) HIV and TB drive (increase awareness and conduct free HIV and TB tests).					



New suggestions to the EAP Policy:					
<ul style="list-style-type: none"> Stop Smoking Programme Employee Assistance Programme for employees who experience issues that may have a negative impact on their quality of work. 		X	X		X
Revision and implementation of Disability Policy		X		X	
Revision and implementation of HIV / Aids Policy	X		X		X
Revision and implementation of EAP Policy		X		X	
Implement a Staff Wellness Metrics to evaluate all data applicable		X	X	X	X

Talent Management:	2023/24	2024/25	2025/26	2026/27	2027/28
Revision and implementation of Talent Management Framework in line with HR Strategy.			X		
Institute a Succession Planning Implementation Plan.	X	X	X	X	X
Revision and implementation of Retention and Scarce Skills Policy			X		
Implement annual Talent Pool	X	X	X	X	X
Implement a Talent Management Metrics to evaluate all data applicable		X		X	
Prioritise Career Development and Succession Planning processes annually	X	X	X	X	X

HR Information Systems:	2023/24	2024/25	2025/26	2026/27	2027/28
Regular review of Induction Programme to make provision for system changes, new policies and the introduction of specific and important processes and procedures e.g. Functional Structure, different municipal offices occupied by directorates.	X	X	X	X	X
Implement HR Policy Register to monitor regular review.	X				

Exit Management	2023/24	2024/25	2025/26	2026/27	2027/28
Revision and implementation of Exit Management Policy.				X	
Formulate tools to measure termination notice, exit transition period, exit transition plan and exit governance reporting.		X			
Design reporting process to assess and address negative exit interview comments.			X		X
Analyse the data and make improvements	X	X	X	X	X

Employment Equity	2023/24	2024/25	2025/26	2026/27	2027/28
Revision and implementation of Employment Equity Plan every 5 years.					X
Formulate and implement tools to monitor and address excessive discrepancies in the placing and exiting of under-represented groups (link with Recruitment and Exit Management strategies).		X		X	
Develop a Employment Equity metrics and implement improvements on EE Targets as per plan	X		X		X



Health and Safety:	2023/24	2024/25	2025/26	2026/27	2027/28
Formulation of information sessions and refresher orientation for existing employees.	X	X	X	X	X
Develop a Health and Safety metrics and implement data to make factual decisions	X		X		

Table 19: Operational 5 Year Plan

6.3 CRITICAL SUCCESS FACTORS

Table 19: Operational 5 Year Plan

The critical success factors in order to implement this HR strategy effectively have been identified as follows:

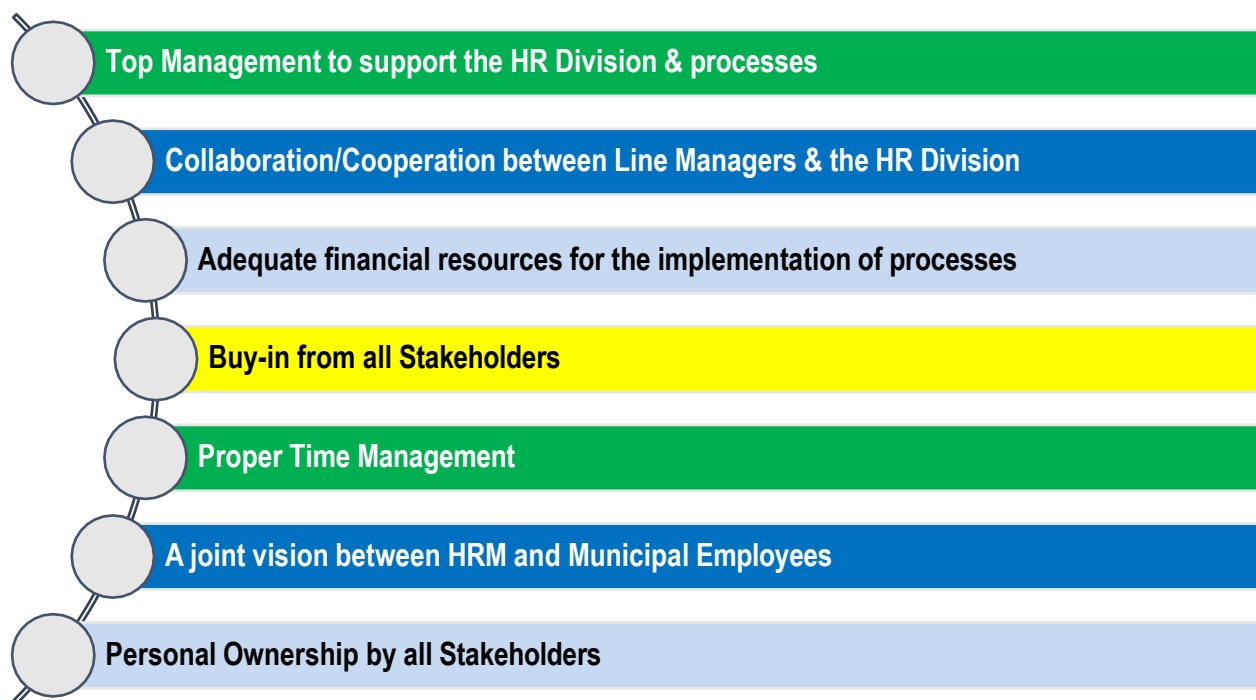


Figure 7.: Critical Success Factors



7. CONCLUSION

The HR Strategy can be described as a set of principles for managing the Organisation's workforce. If properly adopted and implemented, these principles should assist the Organisation's employees in contributing at the highest possible level. In helping staff improve their skills, attitudes and behaviour, and in retaining a talented workforce, the HR division propels the Organisation in meeting its ultimate goals which is reliant on productivity, quality and outmatched service delivery.

A coherent HR Strategy will add value to the Organisation by ensuring adaptability and resilience to local and global trends. Human Resources Management was previously known as Personnel Management. The function has shifted from the restricted process of hiring staff and conducting associated administration duties to a much broader role. As a result, HR Practitioners are compelled to align their strategies with that of the Organisation's strategies and objectives. In turn, it is essential for the identified critical success factors to align with the implementation of the HR Strategy. When the Municipality involves Strategic Human Resources Management in its Strategic Plan and supports the implementation of its trendsetting yet established practices amongst a multigenerational workforce, the potential to improve organizational performance is proliferated.



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Verslag ♦ Ingxelo ♦ Report

Office of the Director: Corporate Services
28 July 2023

2/B
WYK: NVT

ITEM 7.4 OF THE AGENDA OF AN EXECUTIVE MAYORAL COMMITTEE MEETING TO BE HELD ON 16 AUGUST 2023

SUBJECT: APPROVAL OF RECRUITMENT AND SELECTION STRATEGY

1. BACKGROUND/DISCUSSION

- 1.1 Swartland Municipality values the importance of uninterrupted quality service delivery. It is therefore in the interest of the municipality and the community it serves to ensure that the provision of services across all functions of the municipality is not hindered due to a shortage in workforce with appropriate skills.

The Local Government: Municipal Staff Regulations (Gazette no. 45181) indicates that all funded vacant posts on the staff establishment are to be filled within six (6) months of becoming vacant.

It is therefore beneficial for Swartland Municipality to implement guidelines to fill vacant posts within the required six (6) months to ensure compliance with legislation, but also to warrant the continuous provision of above-standard service delivery by ensuring a sufficiently capable and skilful workforce at all times.

- 1.2 The Recruitment and Selection Strategy was submitted to the Local Labour Forum for recommendation during June 2023. The Local Labour Forum meeting unfortunately did not quorate due to SAMWU's absence and therefore the recommendation for the Recruitment and Selection Strategy could not be obtained.
- 1.2 The Recruitment and Selection Strategy was discussed at the Local Labour Forum on 25 July 2023. SAMWU requested more time for comments and it was approved that comments should be submitted by 28 July 2023. It was further resolved that if no comments were received, that the process could continue. It is hereby confirmed that SAMWU on 28 July 2023 indicated that they support the plan, therefore the Recruitment and Selection Strategy is recommended by all parties for submission to the Executive Mayoral Committee for approval.

2. LEGISLATION

Municipal Staff Regulations, Reg 890 of 21 September 2021

3. ALIGNMENT TO THE IDP

In terms of Chapter 4 of the IDP the Human Resources Plan is aligned to Strategic Goal 5 - A connected and innovative local government.

4. FINANCIAL IMPLICATION

The adoption of the Recruitment and Selection Strategy has no financial implication for Swartland Municipality.

5. RECOMMENDATION

That the Executive Mayoral Committee approve the attached Recruitment and Selection Strategy for implementation with effect from 1 July 2023.

(get) M S Terblanche
MUNICIPAL MANAGER
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Swartland Municipality

Recruitment and Selection Strategy

Draft 1

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1. INTRODUCTION

Swartland Municipality values the importance of uninterrupted quality service delivery. It is therefore in the interest of the municipality and the community it serves to ensure that the provision of services across all functions of the municipality is not hindered due to a shortage in workforce with appropriate skills.

The Local Government: Municipal Staff Regulations (Gazette no. 45181) indicates that all funded vacant posts on the staff establishment are to be filled within six (6) months of becoming vacant.

It is therefore beneficial for Swartland Municipality to implement guidelines to fill vacant posts within the required six (6) months to ensure compliance with legislation, but also to warrant the continuous provision of above-standard service delivery by ensuring a sufficiently capable and skilful workforce at all times.

2. PURPOSE OF THE STRATEGY

To establish a guideline for the effective filling of vacant funded posts at Swartland Municipality within six (6) months of each post becoming vacant.

3. PROCESS IN FILLING VACANT POSTS

The Recruitment and Selection process for a first round of advertising spans to approximately five (5) months, if no challenges (refer to section 4) are experienced during the process.

Should the post not be filled within the first round of advertising, the post is in most circumstances re-advertised for a second round, which amounts to a process of at least another four (4) months. Should the second round be unsuccessful in appointing a candidate in a post, the Recruitment and Selection Policy allows for deviation from the current Employment Equity targets or relaxation of requirements and a third round is entered into. Usually, within the third round, an appointment is made in the post, however such round adds a further two (2) months to the process.

It is therefore evident that utmost focus be given to the Recruitment and Selection process as detailed in the municipality's Recruitment and Selection Policy together with the recommended timeframes in this strategy. If the timeframes are adhered to, the municipality is able to fill vacant posts within six (6) months of becoming vacant should the first round of advertising be successful. To fill any post as swiftly as possible is to the benefit of the relevant department and in the greater scope to the municipality as a service-delivery entity.

4. CHALLENGES & POSSIBLE SOLUTIONS OF THE RECRUITMENT & SELECTION PROCESS

Each post within Swartland Municipality exists due to the need of the post to fulfil specific functions within the greater scope of the municipality's service delivery. The Table below indicates the current challenges and possible solutions in filling vacant posts timeously:

CHALLENGES	SOLUTIONS
A post is vacated suddenly due to incapacity, death, dismissal or the employee does not work the prescribed notice period.	As far as possible, ensure employees complete the full notice period according to the appointment letter (in cases of resignation).
Job descriptions are re-visited before advertising the post only. Material changes to the requirements on the job description is first referred to for evaluation to the T.A.S.K. Job Evaluation Unit for evaluation.	Job descriptions should be visited regularly. Where an amendment of the material requirements of a job description is identified by a Head of Department, immediate attention should be given to the possible amendment of the Job Description.
Completion of a schedule or longlist to identify candidates for shortlisting may take longer than the prescribed period.	Ensure that the Human Resources Department comply with the deadline dates.
An advertisement of a post is re-advertised due to inability to fill the post from the first round (no suitable applicants could be shortlisted or no shortlisted applicants passed the competency tests and/or interviews).	According to the Recruitment and Selection Policy and Municipal Staffing Regulations, if a post could not be filled from a first round of advertising, the post should be re-advertised as soon as possible and without delay.
A candidate is recommended for appointment but does not accept the appointment.	In the case where a candidate is recommended for appointment and does not accept the appointment, and if there is a recommended list from the interviews of further candidates to fill the post, the post may be filled accordingly. Alternatively, re-advertising of the post should take place.
Reference checking can be time-consuming	Questions in a reference check template should be tailored to be relevant only to verify a candidate's suitability for a post with a current or previous employer. A candidate who does not have a previous employment record will not be disqualified as a candidate for appointment to an advertised post.

Verification of qualifications can be delayed due to various reasons	Ensure that the Supply Chain Process for the appointment of a service provider is completed on a year tender to ensure that there is no delay due to procurement issues. Qualifications submitted for verification must be submitted as soon as possible after the short listing process has been finalised.
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5. STRATEGY: FILLING OF VACANT POSTS (TIMEFRAME)

Below follows an outline of the aspects involved within the Recruitment and Selection process of filling posts at Swartland Bay Municipality (also refer to figure 1). Each aspect has been assigned a suggested and achievable timeframe for completion in order to fill each vacant post within the municipality as efficiently and timeously as possible during which stipulations within the Municipal Staffing Regulations are implemented and adhered to. It is important to note that many of the steps indicated within the specific processes below, may be completed simultaneously or before the specified period of time has lapsed. It is to the benefit of each post to be filled as promptly as possible with the most suitable candidate, and the below is therefore a rough guideline on the recommended timeframes in guidance of the process.

5.1 Establishment of the vacant post (2 weeks)

The Municipal Staffing Regulations specify that a vacant post on the staff establishment may not be filled unless:

- the Municipal Manager or a staff member to whom this function is delegated has approved the filling of the post; and
- the post is budgeted for.

The below steps indicate that the process to establish the vacant post should take a maximum of two (2) weeks:

- a) The Human Resource Officer: Recruitment and Selection is notified of the termination of service as soon as it occurs, e.g. notice of resignation, retirement, etc. and completes the recruitment requisition form based on the content of the approved job description within 3 days;
- b) The recruitment requisition form is submitted to the relevant department to complete the motivation for filling of the post within 2 days;
- c) The Director confirms that the post is funded by signing the completed recruitment requisition form and submits it to the Senior Manager: Human Resource Management for recommendation to the Municipal Manager within 2 days;

- d) The Municipal Manager approves the filling of the post by signing off the recruitment requisition form within 3 days.

5.2 Drafting the advertisement (1 week)

Only after approval as indicated in 5.1 (d) has been supplied to the Human Resource Management Department, may the post be advertised. The drafting process should take a maximum of one (1) week as per the indications below:

- a) The Human Resources Officer is to draft the advertisement for publishing in terms of the Recruitment and Selection Policy (e.g. externally and locally, or internally only) within 3 working days after receiving approval from the Municipal Manager to fill the post, and refer such draft advertisement to the Senior Manager: Human Resources Management;
- b) The Senior Manager: Human Resource Management is to refer the advertisement for amendments to the Human Resources Officer (if applicable) and approve the final draft of the advertisement within 2 working days of receiving such draft.

5.3 Publishing the advertisement (3 to 4 weeks)

Once the level of placement of the advertisement as in 5.2 (a) above has been established, the process following until date of publication could take up to two (2) weeks for external and internal advertisements. Advertisements are then active and open for the receipt of applications for two (2) weeks.

- a) The Human Resource Management Department distributes the final advertisement to Local E-mail Users (which includes the Trade Unions) and secretaries in the directorates are requested to place the advertisement on the relevant notice boards for the attention of employees who do not have access to computers. The final advertisement is also placed on the Swartland Municipality website (3 working days);
- b) The necessary requisitions and orders (if advertising externally) are obtained by the Human Resource Management Department by following the relevant Supply Chain Management process within 5 working days, and the advertisement is published for 10 working days (2 weeks) in the relevant press as well as the Swartland Municipality website.

5.4 Administration of applications (3 weeks)

Once the advertisement has closed for applications (the advertisement remains active for 2 weeks) as in 5.3 (b) above, the applications should be prepared for review by the relevant directorate.

- a) the Human Resource Management Department will compile a list of all applications received in response to a specific advertisement (known as the longlist). The schedule of the post (the longlist, the applications and current EE Targets) should be received by the relevant department in which the post resides within 10 working days after the advertisement has closed.

5.5 Shortlisting and screening (3 weeks)

The next crucial step within the Recruitment and Selection process should take three (3) weeks to complete:

- a) The Human Resource Management Department is to arrange for the shortlist meeting to take place at the first available opportunity after the schedule has been finalised. It is preferable that the shortlist meeting be conducted within 5 days of finalising the schedule, but for practical purposes, a maximum of 10 working days is assigned to the process. If no candidate at this stage appears on the shortlist, the post should be re-advertised immediately;
- b) The Municipal Staffing Regulations indicate that reference and screening checks should be conducted on all shortlisted applicants to a post. Once the shortlist has been concluded as in 5.5 (a), the Human Resource Management Department and/or assigned Service Provider should complete the necessary screening verifications and reference checks within 10 working days, after which a written report of the results are supplied to the Selection Panel (refer to the Recruitment Policy) within 5 working days after completion.

5.6 Competency Assessments/Tests and Interviews (2 weeks)

Once the shortlist has been confirmed, the competency tests and interviews for all shortlisted candidates should be held within a timeframe of two (2) weeks:

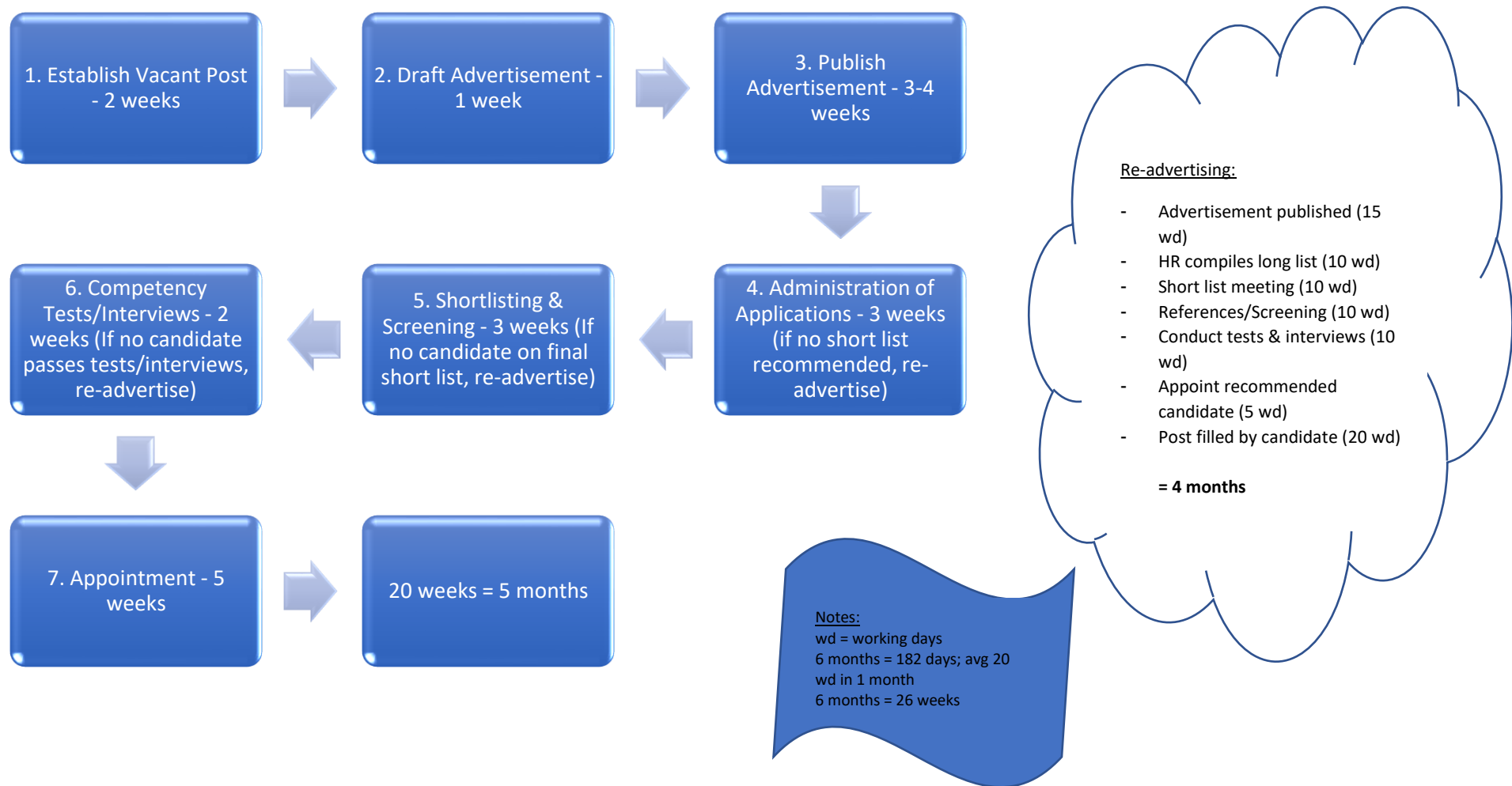
- a) The competency tests and interviews should preferably take place within the same week. An additional week is assigned to the process for practical purposes relating to the logistical arrangements related to the tests and to allow shortlisted candidates to prepare and make the relevant arrangements for attendance.
- b) The recommendation of the selection panel is submitted to the Municipal Manager for approval within 5 days after conclusion of the competency tests and interviews.

5.7 Appointment within the vacant post (5 weeks)

After the interviews are conducted and a candidate has been approved to fill the post, the administration of such appointment (process via Collaborator, readying of documents to sign) should take approximately 1 week, after which the candidate will consider and accept or reject the appointment and, under normal circumstances, fill the post within 4 weeks after acceptance of the post:

- a) The appointment process on Collaborator and compilation of necessary appointment documents should be finalised within 5 working days;
- b) The candidate receives the offer of employment, accepts the offer and fills the post at his/her earliest convenience (within approximately 20 working days).

6. FIGURE 1 (TIMEFRAME OF RECRUITMENT & SELECTION PROCESS)



7. CONCLUSION

From the guidelines in this strategy, it is evident that the municipality is able to fill a post within six (6) months as prescribed the Municipal Staffing Regulations from the first round of an advertisement.

It is however important to note the guidelines within the Recruitment and Selection Policy and the importance of proof that all attempts have been made to reach the employment equity targets stipulated in the municipality's Employment Equity Plan and as per legislation.

Therefore, if a post is not filled within the first round of advertising in line with the Employment Equity targets, a second round of advertising must commence without delay, and the process as stipulated within the Recruitment and Selection Policy be followed accordingly with the corresponding timeframes as indicated in this strategy.



Verslag Φ Ingxelo Φ Report

Departement van die Direkteur: Korporatiewe Dienste

28 July 2023

4/9/1/2/B

ITEM 7.5 OF THE AGENDA OF AN EXECUTIVE MAYORAL COMMITTEE MEETING TO BE HELD ON 16 AUGUST 2023

SUBJECT: APPROVAL OF THE EMPLOYMENT EQUITY PLAN FOR THE PERIOD 1 JULY 2023 TO 30 JUNE 2028

1. BACKGROUND/DISCUSSION

- 1.1 The Employment Equity Plan for Swartland Municipality expired on 30 June 2023. The process of compiling the new Employment Equity Plan commenced on 23 March 2023 when Employment Equity Forum resolved that the current plan should be continued and that the figures only be adjusted in the new plan for period 1 July 2023 to 30 June 2028.
- 1.2 The draft Employment Equity Plan was compiled, based on the plan for 2018-2023 and submitted to the Local Labour Forum on 18 May 2023 for recommendation. SAMWU required extra time for comments and it was approved that the comments should be submitted by 29 May 2023. It was further resolved that if no comments were received, that the process could continue. SAMWU did not submit any comments and the final draft Employment Equity Plan was submitted to the Local Labour Forum for recommendation during June 2023. The Local Labour Forum meeting unfortunately did not quorate due to SAMWU's absence and therefore the recommendation for the Employment Equity Plan could not be obtained.
- 1.3 The final draft was discussed at the Employment Equity Forum meeting as well as the Local Labour Forum meeting of 25 July 2023. SAMWU again requested more time for comments and it was approved that comments should be submitted by 28 July 2023. It was further resolved that if no comments were received, that the process could continue.
- 1.4 It is hereby confirmed that SAMWU on 28 July 2023 indicated that they support the plan, therefore the Employment Equity Plan is recommended by all parties for submission to the Executive Mayoral Committee for approval.
- 1.3 The Employment Equity Plan for the period 1 July 2023 to 30 June 2028 is attached.

2. LEGISLATION

Employment Equity Act (Act 55 of 1998)

3. ALIGNMENT TO THE IDP

In terms of Chapter 4 of the IDP the Human Resources Plan is aligned to Strategic Goal 5 - A connected and innovative local government

4. FINANCIAL IMPLICATION

The adoption of the Employment Equity Plan has no financial implication for Swartland Municipality.

5./...

5. **RECOMMENDATION**

- a) That the Executive Mayoral Committee approve the attached Employment Equity Plan for the period 1 July 2023 to 30 June 2028 for implementation with effect from 1 July 2023.

(get) M S Terblanche)

MUNICIPAL MANAGER



EMPLOYMENT EQUITY PLAN FOR SWARTLAND MUNICIPALITY
PERIOD: 1 JULY 2023 TO 30 JUNE 2028
Final Draft

1. INTRODUCTION

Swarthland Municipality has embarked on a process to implement the provisions of the Employment Equity Act (Act 55 of 1998) and the Employment Equity Amendment Act (Act 47 of 2013). A consultation process was followed with all interest groups in order to ensure that the process is fully inclusive and transparent. All factors as indicated in Sections 15, 16, 17, 18, 19, 20, 23 and 42 of the Employment Equity Act (Act 55 of 1998) as well as the amendments to the applicable sections in the Employment Equity Amendment Act (Act 47 of 2013) were addressed in the compilation of this plan.

Swarthland Municipality believes that to be a top municipality the skills of every employee must be developed and utilized to its fullest.

This document includes the results of a review of all employment policies and practices at Swarthland Municipality. Accordingly it illustrates the link between the current workforce profile, possible barriers in employment policies and the implementation of remedial steps to establish employment equity.

2. DURATION OF THE PLAN

In terms of section 20(1) of the Employment Equity Act the Employment Equity Plan for Swarthland Municipality is for a period between 1 and 5 years in duration, effective from 1 July 2023 till 30 June 2028. The duration of the plan is based on the Integrated Development Plan (IDP) and operational requirements of Swarthland Municipality with specific reference to the need to set attainable numerical goals to be achieved over a reasonable period of time.

3. COMMUNICATION [AND CONSULTATION]

3.1 Phase 1 (Formulation and approval of employment equity plan)

- 3.1.1 A process plan containing draft strategies and actions for the compilation of the Employment Equity Plan (2023-2028) was presented to the Employment Equity Forum at the meeting held on 23 March 2023.
- 3.1.2 The Employment Equity Forum on 23 March 2023 confirmed that they have worked through the Employment Equity Plan of 2018-2023 to assess the applicability of current information on the Employment Equity Plan for 2023-2028 and that the information was found to be still applicable.
- 3.1.3 A series of employment equity information sessions explaining the completion of the EEA1 form (Declaration by Employee) and the definitions of the different types of disability was held for all employees during the period April 2023 to May 2023 in order to ensure proper completion of the EEA1 form by all employees.
- 3.1.4 Thereafter, the Forum members had the opportunity to make inputs on setting affirmative action targets and other affirmative action measures.
- 3.1.5 A draft employment equity plan was presented to employees and Local Labour Forum members during the consultation process for inputs, amendments and finalization. Amendments to the draft plan finally resulted in the formulation of this plan as recommended by the Employment Equity Forum on 22 June 2023.

3.2 Phase 2 (Implementation process)

- 3.2.1 During employment equity information sessions, all employees were informed about the Employment Equity Act, the role of consultation with employees in the employment equity process and the policy of Swartland Municipality. This was done in order to reach better understanding to enable employees to make an informed contribution during the consultation process. All employees were granted the opportunity to attend these sessions of approximately 60 minutes.
- 3.2.2 Consultation on employment equity takes place in various ways. This varies from meetings, individual consultation sessions, the use of e-mails where possible and the election of Employment Equity Forum members to hold meetings with Management on a structured basis.
- 3.2.3 An Employment Equity Forum, on which interested parties are represented, was elected and union representatives form part of the Forum in their official capacity. (The members of the Forum are listed in Appendix 1)
- 3.2.4 The Forum consists of 14 (fourteen) members of which 3 (three) represent Council, 3 (three) represent Management, 2 (two) represent IMATU, 2 (two) represent SAMWU and 3 (three) represent non-union members. The secretariat of the forum is also included in the number of members. Of the 14 (fourteen) members 8 (eight) represent women, 2 (two) represent Africans, 8 (eight) represent Coloureds, 4 (four) represent Whites and 0 (nil) represent Indians and disabled persons.
- 3.2.5 The Forum members represent employees on all occupational levels.
- 3.2.6 The Forum meets once every quarter and has the opportunity to give feedback to the interest group that they represent after each meeting as part of the monthly union member meetings. In this way, all employees get the opportunity to make inputs regarding all aspects of employment equity in Swartland Municipality. The minutes of the Employment Equity Forum's meetings are accessible to all employees.
- 3.2.7 Feedback on the progress made regarding all aspects of the implementation of employment equity is given to the Forum members as well as the Local Labour Forum on a quarterly basis. The Forum members are afforded the opportunity to discuss the feedback with employees as part of the monthly union member meetings and make inputs to Management. After each Forum meeting, the Forum members will be given a copy of the minutes which will form the basis of the communication/feedback given to the employees.
- 3.2.8 As planned for the 2016/17 financial year, Diversity Management Training for management and supervisors took place during June 2017 and Diversity Awareness Sessions took place for all employees from February 2020 to October 2020. Employees were provided with information sessions regarding the definitions of disabilities, examples of disabilities and disclosure of disabilities.
- 3.2.9 As part of the ongoing intervention to sensitize and educate employees, it is emphasized that there are different training and development needs for each individual, and that employees should not be isolated or ridiculed or discriminated against on the basis of their level of education.
- 3.2.9.1 Employees will be provided with information sharing written communication and sessions/workshops regarding the sensitization to those living with disabilities, etc.

3.2.9.2 Swartland Municipality has realized that many employees do not qualify for Learnerships, presented by Swartland Municipality, based on the initial written assessments. In the past, employees did not join or attend the AET training programmes, due to the perception by others, that they were illiterate and/or other behaviours displayed by colleagues. Swartland Municipality investigated the option of AET training programmes for employees who have not qualified for Learnerships and the number of AET beneficiaries increased from 7 (seven) to 37 (thirty seven) in the past two financial years. The AET training programme is continuously recommended as a starting point for employees needing to bridge the gap.

3.2.10 Swartland Municipality undertakes to initiate an internal audit as part of its Individual Perception Monitor Survey to establish the progress of employment equity and to specifically determine the viewpoint of employees in this regard. The survey will take place during the period of the Employment Equity Plan (1 July 2023 to 30 June 2028) and will be done in a scientific manner in order to ensure that feedback is valid. Feedback on the survey will be made known to Management as well as the Employment Equity Forum members. The feedback will be used to make adjustments to the existing employment equity plan, where necessary.

4. RESPONSIBILITIES AND ROLES

- 4.1 The Municipal Manager is the guardian for the implementation of employment equity at Swartland Municipality. Management accepts final managerial responsibility for the success of the implementation of employment equity.
- 4.2 Directors together with the Senior Manager Human Resource Management are responsible for the implementation of employment equity in the respective directorates.
- 4.3 The Employment Equity Forum represents employees and serves as a consultative body in finalizing any actions concerning the implementation of employment equity.
- 4.4 The Human Resources Department provides supporting services in the form of advice, monitoring, facilitation and providing employee information.
- 4.5 Employees accept accountability for their own development and the establishment of a culture of employment equity.

5. BROAD OBJECTIVES OF THE PLAN

- 5.1 The Employment Equity Act requires that the Employment Equity Plan state the broad objectives of the plan and provide for a timetable for the fulfillment of these specific objectives. These objectives should:
 - 5.1.1 Take into account the output of the planning phase;
 - 5.1.2 The particular circumstances of the employer; and
 - 5.1.3 The alignment and inclusion of the plan in the broad service delivery strategy of the employer.
- 5.2 Specific objectives are now set and will be monitored for each year of the Plan to enable reasonable progress to “ensure equitable representation of suitably qualified people from designated groups in all occupational categories and levels in the workforce” including:

- 5.2.1 Preferential treatment of people from designated groups with appointments in all occupational levels and across all departments where designated groups are under-represented;
 - 5.2.2 Numerical goals for each year to monitor, measure and assess progress towards achieving employment equity in the Swartland Municipality's workforce for all occupational levels;
 - 5.2.3 Retain and develop people from designated groups as well as existing personnel;
 - 5.2.4 Implementation of appropriate training strategies, succession plans and Employment Equity measures are key to achieve equitable representivity over the term of this Employment Equity Plan reporting cycle.
- 5.3 In addition to the above, the Swartland Municipality and its management also commit itself to the following:
- 5.3.1 No discriminatory practices will exist within Swartland Municipality;
 - 5.3.2 No form of unfair discrimination will be allowed;
 - 5.3.3 To create an organisational culture where diversity will be promoted and where the focus will be on mutual comprehension, optimizing of individual potential and achieving organisational objectives and targets;
 - 5.3.4 An increased representation of the designated group on all occupational levels in the organization to reflect the demography of the provincial demography;
 - 5.3.5 No barriers will exist within the workplace that unfairly restricts the employment and promotion opportunities of individuals;
 - 5.3.6 Promotions, natural attrition, recruitment and selection will be key factors in promoting and achieving employment equity in the workforce;
 - 5.3.7 The contributions of existing personnel are acknowledged and therefore no employee's service will be terminated as a result of the implementation of this Employment Equity Plan;
 - 5.3.8 Job security for those employees who are proficient in their work will be safeguarded.
- 5.4 FOCUS AREA 1: REMOVAL OF ALL FORMS OF UNFAIR DISCRIMINATION
- 5.4.1 Premise
The removal of unfair discrimination, whether direct or indirect, in policies, management practices, conditions of service and labour practices will contribute towards establishing a working environment in which opportunities, treatment and expectations are based on practices that are unrelated to race, religion, convictions or any other arbitrary grounds.
 - 5.4.2 Objective
The removal of all forms of unfair discrimination in order to establish a work environment in which there is no unfair discrimination, thus optimizing conditions for the successful implementation of employment equity.
 - 5.4.3 Time Frame
1 July 2023 to 30 June 2028 and ongoing thereafter.
 - 5.4.4 Plan Of Action (Implementation)
 - 5.4.4.1 Swartland Municipality completed an audit of its physical work environment on 29 June 2015 in order to determine to what extent the workplace accommodates people with disabilities. This report and any recommendations in this regard, forms part of the employment equity plan and is attached as Appendix 2.

5.5 FOCUS AREA 2: IMPLEMENTATION OF AFFIRMATIVE ACTION

5.5.1 Premise

Affirmative action is a planned process whereby employment equity is established in the workplace. It is a temporary measure with clear aims, targets and time frames.

The critical mass approach is regarded as an appropriate strategy for the achievement of set objectives. This approach will facilitate the process of achieving equitable representation in the workplace in a natural way. The critical mass represents the composition that gives a natural dynamic to the process of change.

5.5.2 Objective

The objective is the implementation of measures to address sufficient representation of the designated groups in the human resources composition in order to reach proposed targets.

5.5.3 Analysis of the Employee Profile

See Paragraph 8.4 in which the existing employee profile, according to occupational level is set out with reference to gender, race and disability, as it appears in the Employment Equity Report submitted to the Department of Labour.

5.5.4 Norms according to which the Employee Profile is measured

5.5.4.1 The Employee composition was measured against The Community Survey (2016), supplied by STATSSA in order to identify areas of insufficient representation of members of the designated groups (see paragraph 8.1)

5.5.4.2 The information given above indicates that the main areas of insufficient representation are the following:

5.5.4.2.1 Africans are underrepresented in the total permanent staff composition

5.5.4.2.2 Coloured males are overrepresented in the total permanent staff composition

5.5.4.2.3 Overrepresentation in terms of the occupational levels are:

- White males in the Top management, Senior management and Professionally qualified levels;
- White females in the Professionally qualified and Skilled technical levels;
- Coloured males in the Professionally qualified, Skilled Technical, Semi-skilled level and Unskilled level.

5.5.4.2.4 Underrepresentation in terms of occupational levels are:

- African males and females in the Top management, Senior management and Professionally qualified;
- Coloured females in the Top management and Professionally qualified levels.

5.5.5 Plan of Action

The attainment of set targets requires that various factors be taken into account:

5.5.5.1 The existing employee composition on all job grades to determine the level of representation;

5.5.5.2 The continued utilization of the natural turnover of employees, in order to retain momentum (retirement, resignation, termination of service, etc.)

5.5.6 Targets And Time Frames

Based on an environmental analysis during which all the above information has been taken into account, as well as a few assumptions made on the basis of the information contained in Appendix 3, the targets as set out in paragraph 8.5 have been set for 30 June 2028.

5.5.7 Other Employment Equity Measures will include the following:

5.5.7.1 Diversity awareness, disability workshops, information sharing sessions and written communication for employees

5.5.7.2 Communication of the sexual harassment policy (including what is sexual harassment, employees' rights, etc)

5.5.7.3 The annual identification of employees with potential for further development (succession planning), more specifically bursaries for employees from the designated groups according to the approved Succession Planning Policy and the Retention Policy and the Skills Development Policy

5.5.7.4 Reviewing of current workplace, including job positions, to identify possibilities for disabled persons

5.5.7.5 Reasonable accommodation of employees who are disabled

5.5.7.6 Accelerated training programs

5.6 FOCUS AREA 3: PROMOTION AND UTILISATION OF DIVERSITY

5.6.1 Premise

Promotion and utilization of diversity focuses on the development of a work environment and culture that is experienced as non-discriminatory and in which variety is welcomed. A working relationship of mutual trust, co-operation and respect is strived for.

5.6.2 Objective

The objective is the promotion and utilization of diversity in the workplace in order to create a work environment in which variety is welcomed and promoted. This presupposes the establishment skills to manage and integrate diversity with the manner in which service is delivered.

5.6.3 Time Frame

The management of diversity is an ongoing function. Managers and supervisors underwent training in the management of diversity during June 2017.

Information sessions in order to orientate employees in respect of the value of diversity in the workplace, were held during 2020 in order to help create a culture that promotes and is conducive to diversity. This enabled individuals to achieve and express their full potential in the workplace.

5.6.4 Plan of Action (Implementation)

5.6.4.1 Presenting ongoing diversity awareness to orientate and train managers in respect of managing diverse groups, in order to establish greater sensitivity for diversity;

5.6.4.2 Conducting information sharing sessions with employees as well as sending written communication to orientate and make employees aware of diversity, to establish greater sensitivity for diversity;

5.6.4.3 Conducting ongoing information sharing sessions with employees as well as sending written communication on:

- What is a disability?
- How does disability impact on the performance in a specific job?

- Why should employees disclose their disabilities?
 - Confidentiality of disclosure of disability;
 - The Employer's approach to disabilities.
- 5.6.4.4 Quarterly feedback meetings between the Employment Equity Forum and the Senior Manager: Human Resources to monitor and evaluate progress.
- 5.6.4.5 Swartland Municipality will investigate and identify positions where disabilities can be accommodated.

6. AFFIRMATIVE ACTION MEASURES

The following affirmative action measures have been identified and developed to address the employment barriers and under-representation identified during the numerical analysis and the review of the Employment Policies and Practices of Swartland Municipality:

Categories	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (NARRATION)	AFFIRMATIVE ACTION MEASURES (NARRATION)	TIMEFRAME FOR IMPLEMENTATION OF AA MEASURES		RESPONSIBLE PERSON
	POLICY	PROCEDURE	PRACTICE			START DATE (day, month, year)	END DATE (day, month, year)	
Recruitment Procedures			X	People with disabilities rarely apply for advertised posts.	<p>A policy on recruitment has been adopted which provides for the internal and external recruitment of suitable candidates from designated groups. A concerted effort will further be made to increase the level of interest of potential candidates from designated groups in applying for vacancies.</p> <p>All advertisements shall contain the phrase "Swartland Municipality is committed to Employment Equity and endorses the principles of Affirmative Action. Persons with disabilities and persons from designated groups are therefore encouraged to apply".</p> <p>A database will be compiled of all NGO's and DPO's in the municipal area to ensure that all advertisements are sent to all the organisations in the database for distribution to their members who qualify for the positions.</p>	Ongoing	Ongoing	Senior Manager: Human Resource Management
						Ongoing	Ongoing	
						Ongoing	Ongoing	

Categories	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (NARRATION)	AFFIRMATIVE ACTION MEASURES (NARRATION)	TIMEFRAME FOR IMPLEMENTATION OF AA MEASURES		RESPONSIBLE PERSON
	POLICY	PROCEDURE	PRACTICE			START DATE (day, month, year)	END DATE (day, month, year)	
Advertising positions			X	Few suitably qualified candidates from designated groups as well as people with disabilities apply for advertised posts.	<p>All advertisements shall contain the phrase "Swartland Municipality is committed to Employment Equity and endorses the principles of Affirmative Action. Persons with disabilities and persons from designated groups are therefore encouraged to apply".</p> <p>Advertisements will be placed in media that is accessible to candidates from designated groups. The advertisement agency is to be requested to report on circulation figures on a quarterly basis, in order to determine whether the media utilized is still appropriate for the target group. Advertisements are also placed on Swartland Municipality's website.</p>	Ongoing	Ongoing	Senior Manager: Human Resource Management
Selection criteria	X			The minimum competency levels as stipulated by the Municipal Finance Management Act, 2003 (Act 56 of 2003) and the Municipal Regulations on Minimum Competency Levels as proclaimed on 15 June 2007 for all Accounting Officers, Chief Financial Officers, Senior Managers, Other Financial Officers and Supply Chain Management Officials limits the pool of applicants who can apply for such positions.	<p>The increased use of competency-based recruitment and selection methods, whereby the candidate's potential and the ability to perform the job plays an increasingly prominent role.</p> <p>The selection criteria at Swartland Municipality are continuously revised in order to allow for the definition of suitably qualified candidates as contained in the Employment Equity Act to serve as standard for selection.</p> <p>All employees who have to comply to the minimum competency levels as well as the next reporting level are trained and programmes are in place to train new employees who could in future qualify for such positions.</p>	Ongoing	Ongoing	Senior Manager: Human Resource Management

Categories	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (NARRATION)	AFFIRMATIVE ACTION MEASURES (NARRATION)	TIMEFRAME FOR IMPLEMENTATION OF AA MEASURES		RESPONSIBLE PERSON
	POLICY	PROCEDURE	PRACTICE			START DATE (day, month, year)	END DATE (day, month, year)	
Appointments			X	<p>Few suitably qualified candidates from designated groups as well as people with disabilities apply for advertised posts.</p> <p>The labour turnover rate at Swartland Municipality has been determined to be extremely low. This presents a significant limiting factor as regards the implementation rate of affirmative action measures and the setting of numerical goals by Swartland Municipality.</p>	<p>Policies regarding selection criteria and selection panels were developed and implemented in order to ensure that fair and non-discriminatory selection procedures are implemented. Such procedures help to contribute to the appointment of suitable candidates from designated groups. Swartland Municipality encourages the advancement of designated groups, but bearing in mind that Swartland Municipality will not resort to window-dressing, tokenism and favouritism, but will advance designated groups by providing the necessary guidance, training and development, and support. It is recognised that the appointment of members of designated groups will help create a more diverse workforce, which holds social and economic benefits for Swartland Municipality.</p>	Ongoing	Ongoing	Senior Manager: Human Resource Management
Job classification and grading				No barriers – Posts are classified and graded on job content.				
Remuneration and benefits				No barriers – Remuneration and benefits are determined through negotiation in the South African Local Government Bargaining Council.				
Terms & conditions of employment				No barriers – Terms and conditions of employment are determined through negotiation in the South African Local Government Bargaining Council				

Categories	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (NARRATION)	AFFIRMATIVE ACTION MEASURES (NARRATION)	TIMEFRAME FOR IMPLEMENTATION OF AA MEASURES		RESPONSIBLE PERSON
	POLICY	PROCEDURE	PRACTICE			START DATE (day, month, year)	END DATE (day, month, year)	
Work environment and facilities			X	Swartland Municipality finalised an audit of its physical work environment by 30 June 2015 in order to determine to what extent the workplace accommodates people with disabilities. A project plan was compiled in order to track the finalisation of identified gaps.		Ongoing	Ongoing	
Training and development			X	Many employees do not qualify for Learnerships based on the initial written assessments. In the past, employees did not join or attend the AET training programmes due to the perception by others that they were illiterate and/or other behaviours displayed by colleagues.	Swartland Municipality recognises the obligations placed on it by the Skills Development Act of 1998 to train and develop employees. Structured training programmes were for employees. These programmes include: <ul style="list-style-type: none"> • Bursaries for secondary and tertiary education • Job-related training • Training in line-functioning, management, and supervisory skills • Learnerships • Skills programmes • Adult Education and Training (AET) • Recognition of Prior Learning (RPL) • Mentorship and Coaching of new candidates as a long term upliftment measure. Ensure alignment of training and development initiatives with the strategic priorities of the municipality in the workplace skills plan Investigate the option of AET training programmes in future and/or whether employees who have not qualified for Learnerships need a bridging and/or AET training programme as a starting point.	Ongoing	Ongoing	Senior Manager: Human Resource Management

Categories	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (NARRATION)	AFFIRMATIVE ACTION MEASURES (NARRATION)	TIMEFRAME FOR IMPLEMENTATION OF AA MEASURES		RESPONSIBLE PERSON
	POLICY	PROCEDURE	PRACTICE			START DATE (day, month, year)	END DATE (day, month, year)	
Performance and evaluation				No barriers				
Succession and experience planning				No barriers	An annual succession plan is compiled based on incumbents of identified critical posts reaching the age of 55 years during that year. Succession opportunities are advertised internally and employees who apply and who will be able to meet the minimum requirements of the succession post by the retirement date of the current incumbent, are approved for the succession plan and subsequent training and development.	Ongoing	Ongoing	Senior Manager: Human Resource Management
Disciplinary measures				No barriers – Disciplinary Measures are determined through negotiation in the South African Local Government Bargaining Council	None			
Retention of designated groups			X	Many employees from designated groups leave Swartland Municipality as soon as they are trained. It is difficult to retain employees through higher salary offers as salary scales are fixed on job grading on the TASK Job Evaluation System.	Outcome-based training to accelerate the advancement of designated groups within Swartland Municipality	Ongoing	Ongoing	Senior Manager: Human Resource Management
Corporate culture				No barriers - The consultative forum of Swartland Municipality includes employees from various different levels and seniority and is fully representative of all designated and non-designated groups at Swartland Municipality. Swartland Municipality has completed an organizational development process whereby employees took part in a climate creation drive, with the focus on Employee Involvement through Communication for Commitment and	Swartland Municipality recognises the importance of adopting an overall strategy which highlights the importance of managing a diverse, multiracial and multicultural workforce, for the purposes of ensuring the maximum utilisation of all employees. This includes reducing negative stereotyping and discrimination, creating an acceptable and welcome environment, and the integration of affirmative action programmes with general management practices and strategies.	Ongoing	Ongoing	Senior Manager: Human Resource Management

Categories	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (NARRATION)	AFFIRMATIVE ACTION MEASURES (NARRATION)	TIMEFRAME FOR IMPLEMENTATION OF AA MEASURES		RESPONSIBLE PERSON
	POLICY	PROCEDURE	PRACTICE			START DATE (day, month, year)	END DATE (day, month, year)	
				<p>Innovation (INVOCOM®). INVOCOM® is an approach to ensure that we talk about the right things, by involving the right people, at the right time and frequency and in the right way to achieve sustainable business excellence.</p>	<p>Climate Creation and Prosperity Partnership Presentation to new employees as part of Induction programme</p> <p>Regular INVOCOM® meetings in all departments to ensure successful diversity management.</p> <p>Diversity management training for managers and Diversity Awareness, disability workshops, information sharing sessions and written communication for employees.</p>			

Categories	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (NARRATION)	AFFIRMATIVE ACTION MEASURES (NARRATION)	TIMEFRAME FOR IMPLEMENTATION OF AA MEASURES		RESPONSIBLE PERSON
	POLICY	PROCEDURE	PRACTICE			START DATE (day, month, year)	END DATE (day, month, year)	
Reasonable accommodation			X	The buildings of Swartland Municipality are not wheelchair friendly, specifically with reference to employees.	<p>Swartland Municipality has adopted a policy regarding the disabled. Special attention will be given to the employment and Career Development of disabled people. Although the buildings of Swartland Municipality are not wheelchair friendly, specifically with reference to employees, there are still many other disabilities that can be accommodated within the facilities of the municipality. Swartland Municipality finalised an audit of its physical work environment by 30 June 2015 determining to what extent the workplace accommodates people with disabilities. A project plan was compiled in order to track the finalisation of identified gaps.</p> <p>An advertisement will be placed in the media regarding "Job Opportunities for People with Disabilities" in order to compile a database of potential candidates who will be informed about suitable vacancies for which they qualify and can be considered. This action will provide maximum exposure to people with disabilities to all job opportunities within Swartland Municipality. Only people with disabilities may apply to be included in the database.</p>	Ongoing	Ongoing	Manager: Buildings and Structures
HIV&AIDS prevention and wellness programmes				No barriers				

Categories	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (NARRATION)	AFFIRMATIVE ACTION MEASURES (NARRATION)	TIMEFRAME FOR IMPLEMENTATION OF AA MEASURES		RESPONSIBLE PERSON
	POLICY	PROCEDURE	PRACTICE			START DATE (day, month, year)	END DATE (day, month, year)	
Appointed senior manager(s) to manage EE implementation				No barriers – the Municipal Manager was appointed to manage Employment Equity implementation (see paragraph 10)				
Budget allocation in support of employment equity goals				No barriers				
Time off for employment equity consultative committee to meet				No barriers – Employment Equity Forum meets once every quarter				

7. CORRECTIVE MEASURES TO ELIMINATE BARRIERS IDENTIFIED DURING THE ANALYSIS

- 7.1 Employment policies and practices are continuously reviewed by Swartland Municipality in order to remove any possible discriminatory content and to eliminate employment barriers from the policies and practices.
- 7.2 The selection criteria at Swartland Municipality are continuously revised in order to allow for the definition of suitably qualified candidates as contained in the Employment Equity Act to serve as standard for selection.
- 7.3 The affirmative action measures implemented at Swartland Municipality are designed to prevent the creation of absolute barriers for the appointment or promotion of persons from non-designated groups, and care is taken to ensure that the measures adopted do not discriminate in any way against persons from the non-designated groups.

8. NUMERICAL GOALS AND TARGETS

- 8.1 A numerical analysis was carried out to determine the representation of employees internally in every employment level as well as externally to determine the external representation of the various groups on a regional level. This analysis enables Swartland Municipality to set quantitative targets which are realistic and attainable given the particular circumstances of Swartland Municipality as an employer. See the tables below for the Western Cape Economically Active Population for the Western Cape as well as the Ideal Composition for Swartland Municipality based on these figures.

**Economically Active Population Table – Western Cape
(StatsSA Community Survey 2016)**

Population Group	Male	Female	Total
African	18.1%	17.6%	35.7%
Coloured	23.0%	24.5%	47.5%
Indian/Other	0.4%	0.4%	0.8%
White	7.8%	8.2%	16.0%
Total	49.3%	50.7%	100%

**Ideal Composition for Swartland Municipality based on Provincial Demographics
(StatsSA Community Survey 2016)**

	MALE	FEMALE
African	18.1%	17.6%
Coloured	23.0%	24.5%
White	7.8%	8.2%
Indian/Other	0.4%	0.4%
TOTAL	49.3%	50.7%

- 8.2 Numerical goals and targets were developed for the appointment and promotion of people from designated groups in order to address under-representation of the designated groups.
- 8.3 The following factors have been taken into consideration in developing the numerical goals:
 - 8.3.1 The degree of under-representation of designated employees in the various employment categories at Swartland Municipality as determined by the numerical analysis.

- 8.3.2 The labour turnover rate at Swartland Municipality has been determined to be extremely low. This presents a significant limiting factor as regards the implementation rate of affirmative action measures and the setting of numerical goals by Swartland Municipality.
- 8.3.3 A significant increase in available positions is not envisaged over the period of the plan, which has a negative influence on the numerical goals that can be set.
- 8.3.4 It is acknowledged that it is a great challenge to change the composition of the employees in order to have representation according to the ideal composition across all occupational levels, as there is still inequality on the higher levels.

8.4 Workforce Profile as on 1 July 2023

The total number of **employees** (including employees with disabilities) in each of the following **occupational levels**:

Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	1	0	0	0	0	0	0	1
Senior management	0	2	0	2	0	1	0	1	0	0	6
Professionally qualified and experienced specialists and mid-management	0	15	0	14	0	6	0	6	0	0	41
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	13	81	0	11	2	33	0	15	0	0	155
Semi-skilled and discretionary decision making	32	162	1	3	7	96	0	12	0	0	313
Unskilled and defined decision making	32	81	0	0	4	10	0	1	0	0	128
GRAND TOTAL	77	341	1	31	13	146	0	35	0	0	644

The total number of **employees with disabilities only** in each of the following occupational levels:
 Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	1	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	0	3	0	2	0	0	0	1	0	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	16	0	2	0	7	0	1	0	0	26
Semi-skilled and discretionary decision making	2	19	0	0	0	6	0	2	0	0	29
Unskilled and defined decision making	0	4	0	0	0	0	0	0	0	0	4
GRAND TOTAL	2	42	0	5	0	13	0	4	0	0	66

8.5 Goals and Targets set per Occupational Level

8.5.1 Top Management

	African Male		Coloured Male		Indian/ Other Male		White Male		African Female		Coloured Female		Indian/ Other Female		White Female		Total	
WC-EAP	18.1%		23.0%		0.4%		7.8%		17.6%		24.5%		0.4%		8.2%		100%	
Current Profile	0	0%	0	0%	0	0%	1	100%	0	0%	0	0%	0	0%	0	0%	1	100%
Ideal workforce	0	0%	0	0%	0	0%	0	0%	0	0%	1	100%	0	0%	0	0%	1	100%
Target for 30/06/2024	0	0%	0	0%	0	0%	1	100%	0	0%	0	0%	0	0%	0	0%	1	100%
Target for 30/06/2025	0	0%	0	0%	0	0%	1	100%	0	0%	0	0%	0	0%	0	0%	1	100%
Target for 30/06/2026	0	0%	0	0%	0	0%	1	100%	0	0%	0	0%	0	0%	0	0%	1	100%
Target for 30/06/2027	0	0%	0	0%	0	0%	0	0%	0	0%	1	100%	0	0%	0	0%	1	100%
Goal for 30/06/2028	0	0%	0	0%	0	0%	0	0%	0	0%	1	100%	0	0%	0	0%	1	100%

The current Municipal Manager is a White Male. His contract expires on 30 April 2027. Affirmative Action can therefore not be taken before the expiry date.

Strategy: Goal can only be set for 2027, as the current incumbent's contract expires on 30 April 2027.

8.5.2 Senior Management

	African Male		Coloured Male		Indian/ Other Male		White Male		African Female		Coloured Female		Indian/ Other Female		White Female		Total	
WC-EAP	18.1%		23.0%		0.4%		7.8%		17.6%		24.5%		0.4%		8.2%		100%	
Current Profile	0	0%	2	33%	0	0%	2	33%	0	0%	1	17%	0	0%	1	17%	6	100%
Ideal workforce	1	17%	1	17%	0	0%	0	0%	1	16%	2	33%	0	0%	1	17%	6	100%
Target for 30/06/2024	0	0%	2	33%	0	0%	2	33%	0	0%	1	17%	0	0%	1	17%	6	100%
Target for 30/06/2025	0	0%	1	17%	0	0%	2	33%	1	16%	1	17%	0	0%	1	17%	6	100%
Target for 30/06/2026	0	0%	1	17%	0	0%	2	33%	1	16%	1	17%	0	0%	1	17%	6	100%
Target for 30/06/2027	0	0%	1	17%	0	0%	2	33%	1	16%	1	17%	0	0%	1	17%	6	100%
Goal for 30/06/2028	1	17%	1	17%	0	0%	1	16%	1	16%	1	17%	0	0%	1	17%	6	100%

White Males as well as Coloured Males dominate this level and are over represented at 33% compared to the WC-EAP of 7.8% and 23.0% respectively.

All Senior Managers are appointed permanently; therefore there is no contract expiry date to consider where affirmative action is concerned. Of the two coloured males, one reaches the retirement age of 65 during May 2025. Of the two white males, one reaches the retirement age of 65 during September 2027. On retirement it will be endeavoured as far as possible to replace the coloured and white males in question by persons from the under-represented designated groups.

Strategy:

To obtain the ideal composition according to the WC-EAP, Senior Management should consist of:

- 1 African Male
- 1 African Female
- 1 Coloured Male
- 2 Coloured Female
- 1 White Female

This means that preference shall be given to the appointment of persons from the designated groups as indicated above. On retirement of the Director Protection Services preference shall be given to recruit a suitably qualified African Male, African Female or Coloured Female in the position. For purposes of the goal indicated above an African Female was identified. On retirement of the Director Electrical Engineering Services preference shall be given to recruit a suitably qualified African Male, African Female or Coloured Female in the position. For purposes of the goal indicated above an African Male was identified.

8.5.3 Professionally Qualified and Experienced Specialists and Mid-Management

	African Male		Coloured Male		Indian/ Other Male		White Male		African Female		Coloured Female		Indian/ Other Female		White Female		Total	
WC-EAP	18.1%		23.0%		0.4%		7.8%		17.6%		24.5%		0.4%		8.2%		100%	
Current Profile	0	0%	15	36%	0	0%	14	34%	0	0%	6	15%	0	0%	6	15%	41	100%
Ideal workforce	8	19%	10	24%	0	0%	3	7%	7	17%	10	25%	0	0%	3	8%	41	100%
Target for 30/06/2024	0	0%	15	36%	0	0%	14	34%	0	0%	6	15%	0	0%	6	15%	41	100%
Target for 30/06/2025	1	3%	15	36%	0	0%	13	32%	1	3%	6	15%	0	0%	5	11%	41	100%
Target for 30/06/2026	2	6%	15	36%	0	0%	12	29%	1	3%	6	15%	0	0%	5	11%	41	100%
Target for 30/06/2027	2	6%	14	34%	0	0%	12	29%	1	3%	7	17%	0	0%	5	11%	41	100%
Goal for 30/06/2028	3	8%	14	34%	0	0%	11	27%	1	3%	7	17%	0	0%	5	11%	41	100%

Coloured males dominate this level and represent 36% compared to the WC-EAP of 23.0%. The representation of White Males is 34% compared to the WC-EAP of 7.8%. Urgent attention should be given to the appointment of African Males as well as African and Coloured Females.

The following retirements are envisaged to take place during the period of the Plan:

- One white male turning 65 during 2024.
- One white female turning 65 during 2024.
- One white male turning 65 during 2026.
- One coloured male turning 65 during 2026.
- One white male turning 65 during 2028.

On retirement, they will be preferably replaced by persons from the under-represented designated groups.

Any other natural termination of service, namely resignation, dismissal, etc will lead to replacement by persons from the designated groups.

Strategy:

To obtain the ideal composition according to the Western Cape EAP, this occupational level should consist of:

8 African Male
7 African Female
10 Coloured Male
10 Coloured Female
3 White Male
3 White Female

This means that preference shall be given to the appointment of persons from the designated groups as indicated above. Special effort must be made to recruit African males and females as well as Coloured females to obtain the ideal composition. For the purposes of the goal indicated above, 3 African males, 1 African female and 1 Coloured female were identified for recruitment to this level during the period 2023-2028.

8.5.4 Skilled Technical and Academically Qualified Workers, Junior Management, Supervisors, Foremen and Superintendents

	African Male		Coloured Male		Indian/ Other Male		White Male		African Female		Coloured Female		Indian/ Other Female		White Female		Total
WC-EAP	18.1%		23.0%		0.4%		7.8%		17.6%		24.5%		0.4%		8.2%		100%
Current Profile	13	9%	81	51%	0	0%	11	7%	2	2%	33	21%	0	0%	15	10%	155
Ideal workforce	28	18%	35	23%	1	0.5%	12	8%	27	17%	38	25%	1	0.5%	13	8%	155
Target for 30/06/2024	14	10%	81	52%	0	0%	11	6%	4	3%	33	21%	0	0%	12	8%	155
Target for 30/06/2025	14	11%	81	52%	0	0%	11	5%	4	3%	33	21%	0	0%	12	8%	155
Target for 30/06/2026	14	11%	81	52%	0	0%	11	5%	5	3%	32	21%	0	0%	12	8%	155
Target for 30/06/2027	14	11%	81	52%	0	0%	11	5%	5	3%	32	21%	0	0%	12	8%	155
Goal for 30/06/2028	14	11%	80	51%	0	0%	11	5%	6	4%	32	21%	0	0%	12	8%	155

Coloured Males dominate this level and are over represented at 51% compared to the WC-EAP of 23%. African Males are under-represented at 9% compared to the WC-EAP of 18.1%. African Females are under-represented at 2% compared to the WC-EAP of 17.6%. Urgent attention should be given to the appointment of African Males and African Females.

The following retirements are envisaged to take place during the period of the Plan:

- One white female retiring late at the age of 69 during 2023.
- One white male and one white female turning 65 during 2023.
- One white female turning 65 during 2024.
- One white male turning 65 during 2025.
- One coloured female turning 65 during 2026.
- Two white females and one coloured male turning 65 during 2027.
- One white female turning 65 during 2028.

On retirement they will preferably be replaced by persons from the designated groups.

Any other natural termination of service, namely resignation, dismissal, etc will lead to replacement by persons from the designated groups.

Strategy:

To obtain the ideal composition according to the WC-EAP, this occupational level should consist of:

28 African Male
27 African Female
35 Coloured Male
38 Coloured Female
1 Indian Male
1 Indian Female
12 White Male
13 White Female

This means that preference shall be given to the appointment of persons from the designated groups as indicated above. Special effort must be made to recruit African males and females as well as Coloured females to obtain the ideal composition. For the purposes of the goal indicated above, 1 African male and 2 African females were identified for recruitment to this level during the period 2023-2028.

8.5.5 Semi-skilled and Discretionary Decision Making

	African Male		Coloured Male		Indian/ Other Male		White Male		African Female		Coloured Female		Indian/ Other Female		White Female		Total	
WC-EAP	18.1%		23.0%		0.4%		7.8%		17.6%		24.5%		0.4%		8.2%		100%	
Current Profile	32	10%	162	52%	1	1%	3	1%	7	2%	96	30%	0	0%	12	4%	313	100%
Ideal workforce	57	18%	72	23%	1	0.5%	24	8%	55	18%	77	24%	1	0.5%	26	8%	313	100%
Target for 30/06/2024	33	10%	162	52%	1	1%	3	1%	8	3%	96	30%	0	0%	10	3%	313	100%
Target for 30/06/2025	34	11%	162	52%	1	1%	3	1%	9	3%	96	30%	0	0%	8	3%	313	100%
Target for 30/06/2026	35	11%	162	52%	1	1%	3	1%	9	3%	95	30%	0	0%	8	3%	313	100%
Target for 30/06/2027	36	11%	162	52%	1	1%	3	1%	10	3%	95	30%	0	0%	6	2%	313	100%
Goal for 30/06/2028	38	12%	160	51%	1	1%	3	1%	11	4%	94	30%	0	0%	6	2%	313	100%

Coloured Males dominate this level and are over represented at 52% compared to the WC-EAP of 23%. White Males and White Females are under-represented at 1% and 4% respectively compared to the WC-EAP of 7.8% and 8.2% respectively. African Males are under-represented at 10% compared to the WC-EAP of 18.1%. African Females are under-represented at 2% compared to the WC-EAP of 17.6%. Coloured Females are over represented at 30% compared to the WC-EAP of 24.5%. Urgent attention should be given to the appointment of African Males and African Females as well as White Males and White Females.

The following retirements are envisaged to take place during the period of the Plan:

- Two white females turning 65 during 2023.
- One white female turning 65 during 2024.
- One white female turning 65 during 2025.
- Two white females and one coloured female turning 65 during 2026.
- One white female turning 65 during 2027.
- One coloured female and two coloured males turning 65 during 2028.

On retirement all these employees will be replaced by persons from the designated groups.

Any other natural termination of service, namely resignation, dismissal, etc will lead to replacement by persons from the designated groups.

Strategy:

To obtain the ideal composition according to the WC-EAP, this occupational level should consist of:

57 African Male
55 African Female
72 Coloured Male
77 Coloured Female
1 Indian Male
1 Indian Female
24 White Male
26 White Female

This means that preference shall be given to the appointment of persons from the designated groups as indicated above. Special effort must be made to recruit African males and females as well as white males and white females to obtain the ideal composition. For the purposes of the goal indicated above, 6 African males and 4 African females were identified for recruitment to this level during the period 2023-2028.

8.5.6 Unskilled and Defined Decision Making

	African Male		Coloured Male		Indian/ Other Male		White Male		African Female		Coloured Female		Indian/ Other Female		White Female		Total
WC-EAP	18.1%		23.0%		0.4%		7.8%		17.6%		24.5%		0.4%		8.2%		100%
Current Profile	32	25%	81	63%	0	0%	0	0%	4	3%	10	8%	0	0%	1	1%	128
Ideal workforce	23	18%	30	23%	1	1%	10	8%	22	17%	31	24%	1	1%	10	8%	128
Target for 30/06/2024	32	25%	80	62%	0	0%	1	1%	4	3%	10	8%	0	0%	1	1%	128
Target for 30/06/2025	32	25%	80	62%	0	0%	1	1%	5	4%	9	7%	0	0%	1	1%	128
Target for 30/06/2026	32	25%	80	62%	0	0%	1	1%	5	4%	9	7%	0	0%	1	1%	128
Target for 30/06/2027	31	24%	80	62%	0	0%	2	2%	5	4%	9	7%	0	0%	1	1%	128
Goal for 30/06/2028	31	24%	80	62%	0	0%	2	2%	5	4%	9	7%	0	0%	1	1%	128

Coloured Males dominate this level and are over represented at 63% compared to the WC-EAP of 23%. African Males are just over represented at 25% compared to the WC-EAP of 18.1%. White Males are under-represented at 0% compared to the WC-EAP of 7.8%. African Females are under-represented at 3% compared to the WC-EAP of 17.6%. Coloured Females are under-represented at 8% compared to the WC-EAP of 24.5%. White Females are under-represented at 1% compared to the WC-EAP of 8.2%. Urgent attention should be given to the appointment of White Males, African Females, Coloured Females and White Females.

The following retirements are envisaged to take place during the period of the Plan:

- One coloured male turning 65 during 2023.
- One coloured female turning 65 during 2025.
- One African male turning 65 during 2027.

On retirement they will be replaced by persons from the designated groups.

Any other natural termination of service, namely resignation, dismissal, etc will lead to replacement by persons from the designated groups.

Strategy:

To obtain the ideal composition according to the WC-EAP, this occupational level should consist of:

23 African Male
22 African Female
29 Coloured Male
31 Coloured Female

1 Indian Male
 1 Indian Female
 10 White Male
 10 White Female

If the strategy as indicated in the other 5 occupational levels (par 6.4.1 to 6.4.5) must be followed here, it means that appointments of African Males and Coloured Males should be avoided. This occupational level is however a male dominated level, as it entails hard physical labour for which the male body is more suited. Strict adherence to the overall strategy will therefore not be possible in this level. Where it is possible and the Job Description of a specific post allows for it, female candidates will be appointed and preferably no males will be considered for those posts.

8.5.7 People with Disabilities

Current Profile

African Male	Coloured Male	Indian/ Other Male	White Male	African Female	Coloured Female	Indian/ Other Female	White Female	Total
2	42	0	5	0	13	0	4	66

People with disabilities are well represented at 10.2% whereas the compliance target for people with disabilities as a percentage of all employees is 2%. The current people with disabilities are the following:

- One white male from the Senior Management Level
- Three coloured males, two white males and one white female from the Professionally Qualified and experience specialists and mid-management Occupational Level
- Sixteen coloured males, two white males, seven coloured females and one white female from the Skilled Technical and Academically Qualified Workers Occupational Level
- Two African males, nineteen coloured males, six coloured females and two white females from the Semi-skilled and Discretionary Decision Making Occupational Level
- Four coloured males from the Unskilled and Defined Decision Making Occupational Level

Special effort should however be made to appoint more people with disabilities to the higher occupational levels.

Strategy:

Strategy	Action by	Date
All advertisements shall contain the phrase "Swartland Municipality is committed to Employment Equity and endorses the principles of Affirmative Action. Persons with disabilities are therefore encouraged to apply".	Senior Manager: HR	Ongoing
An advertisement will be placed in the media regarding "Job Opportunities for People with Disabilities" in order to compile a database of potential candidates who will be informed about suitable vacancies for which they qualify and can be considered. This action will provide maximum exposure to people with disabilities to all job opportunities within Swartland Municipality. Only people with disabilities may apply to be included in the database.	Senior Manager: HR	Ongoing

- 8.6 Swartland Municipality reserves the right that if no appropriately qualified candidates from the designated groups can be obtained after any special effort, applications received will be considered on merit in support of the Provincial Government of the Western Cape Official Policy on Fitness for Purpose. Since local government is a service organisation, and since finances are a limiting factor for the appointment of sufficient personnel, it is of cardinal importance that vacancies are filled as quickly as possible so as not to impair operational service delivery. The repeated re-advertisement of posts has a substantial financial effect, while job scarcity is a contributing factor that negatively affects applications from the designated groups.

Given the above, and the fact that all posts, with the exception of the specific posts mentioned in paragraph 5.1.3(f) of the Recruitment and Selection Policy (excluding the municipal manager, section 57 appointments and posts on a T12 and higher), are first advertised internally, taking into account discriminating points (see Addendum A to the Recruitment and Selection Policy), and then externally, in which case a shortlist is compiled using the profile and employment equity targets, all actions up to this point are regarded as the special strategy, hence the second shortlist based on merit, as defined in paragraph 5.2.3(g) of the Recruitment and Selection Policy.

9. CONSENSUS

- 9.1 The representative unions as well as the management structures of Swartland Municipality were involved in the consultation process surrounding the numerical analysis, the review of employment systems and policies and the drafting of the Employment Equity Plan. A high degree of consensus was achieved and the various parties made a number of meaningful contributions to the consultation process.

10. ASSIGNMENT OF RESPONSIBILITY [APPOINTMENT OF A SENIOR MANAGER]

- 10.1 Swartland Municipality has nominated the Municipal Manager to accept responsibility for the implementation and monitoring of the employment equity process.

11. DISPUTE RESOLUTION

- 11.1 The aim is to provide a procedure to handle conflicts and disputes arising from the Employment Equity Plan to the relevant parties that participate in the equity process. It is required by the Employment Equity Act (1998) that such a procedure must be available. Section 20(2)(g) of the Act determines that such a procedure must be able to deal with any dispute with regards to interpretation and implementation of the Employment Equity Plan. Grievances/complaints regarding unfair discrimination or general grievances will be dealt with via the existing Grievance Procedure. This procedure focuses on disputes arising from the interpretation and implementation of the Employment Equity Plan.
- 11.2 Any employee or union may refer a dispute about any aspect of the implementation of the employment equity process to the Employment Equity Forum at Swartland Municipality. The Employment Equity Forum must inform the Municipal Manager of the dispute as he is responsible for the implementation and monitoring of the employment equity process as referred to in paragraph 9.
- 11.3 The Municipal Manager must arrange a consultation with the aggrieved parties and the management of Swartland Municipality within 14 days after the referral of the matter. The consultations may be joint consultations or separate consultations at which the Municipal Manager must act as a mediator between the parties in an attempt to find a mutually acceptable resolution of the dispute.
- 11.4 If a satisfactory resolution of a dispute cannot be found within 30 days after the referral of such dispute to the Municipal Manager, the aggrieved party may refer the dispute to the Municipal Council.

- 11.5 If a satisfactory resolution of a dispute as previously described cannot be found within 30 days after the referral of such dispute to the Municipal Council, the aggrieved party may refer the dispute to the Bargaining Council for the Local Authority Undertaking.

12. **MONITORING AND EVALUATING THE PLAN**

- 12.1 The Employment Equity Forum fulfills a monitoring role.
- 12.2 The Forum will meet once every quarter, during which progress will be given on the employment equity targets and implementation of the employment equity plan. Minutes of these meetings will be taken accurately and distributed to all members. Information sessions will be held by the Forum members as part of the monthly union member meetings to provide feedback on issues raised and discussed by the Forum.
- 12.3 The selection panel for internal and external appointments will include one of the Employment Equity Forum members, who will fulfill an observer role in the selection process.
- 12.4 The Senior Manager: Employment Equity (Municipal Manager), as appointed in terms of the Employment Equity Act, fulfills a further monitoring function in co-operation with the Senior Manager: Human Resource Management.
- 12.5 The employment equity goals are integrated with Senior Managers' Key Performance Areas for monthly reporting to establish progress and trends.

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
<ul style="list-style-type: none"> Employment Equity Forum 	<ul style="list-style-type: none"> Monitor progress on EE targets and implementation of EE plan Information/feedback sessions to employees as part of monthly union member meetings 	<ul style="list-style-type: none"> Quarterly
<ul style="list-style-type: none"> Interview/Selection Panel 	<ul style="list-style-type: none"> Observer role in interview/selection process 	<ul style="list-style-type: none"> As needed
<ul style="list-style-type: none"> Senior Manager: EE (MM) 	<ul style="list-style-type: none"> Monitoring function in co-operation with Senior Manager: Human Resource Management 	<ul style="list-style-type: none"> Monthly
<ul style="list-style-type: none"> Senior Manager: Human Resource Management 	<ul style="list-style-type: none"> Monitoring monthly EE targets for integration in Senior Managers' KPAs 	<ul style="list-style-type: none"> Monthly

13. **COMMITMENT**

Swartland Municipality reserves the right to manage the municipality in a manner that strives towards and achieves the organisational vision and objectives without deviating from the principles of this policy. Consequently, the Employer will require at all times that appointments are to be made in accordance with operational requirements and that employee performance is measured in accordance with job requirements.

14. **IMPLEMENTATION OF THE PLAN**

The Employment Equity Plan for the period 1 July 2023 to 30 June 2028 was approved by the Executive Mayoral Committee on _____.

15. **SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER**

<p style="text-align: center;">Chief Executive Officer/Accounting Officer</p> <p style="text-align: center;">I, Joachim Jacobus Scholtz, (full Name) CEO/Accounting Officer of</p> <p style="text-align: center;">Swartland Municipality</p> <p style="text-align: center;">hereby declare that I have read, approved and authorized this Employment Equity Plan.</p> <p style="text-align: center;">Signed on this ____ day of _____ year 2023</p> <p style="text-align: center;">At place: Malmesbury</p> <p>----- Chief Executive Officer /Accounting Officer</p>

EMPLOYMENT EQUITY FORUM MEMBERS

NAME	JOB TITLE	DIRECTORATE	RACE	GENDER
N Smit	Councillor (Chairperson)	Council	Coloured	Female
JM de Beer	Executive Deputy Mayor	Council	White	Female
JH Cleophas	Executive Mayor	Council	Coloured	Male
AK Warnick	Councillor (secundus)	Council	Coloured	Male
DG Bess	Councillor (secundus)	Council	Coloured	Female
JJ Scholtz	Municipal Manager	Office of the Municipal Manager	White	Male
MS Terblanche	Director Corporate Services	Corporate Services	White	Female
S de Jongh	Senior Manager: Human Resource Management	Corporate Services (Human Resources)	White	Female
GF April	Human Resources Officer	Corporate Services (Human Resources)	Coloured	Female
G Januarie	IMATU Chairperson	Infrastructure & Civil Engineering Services	Coloured	Male
L Lakey	IMATU Representative	Corporate Services	Coloured	Male
O Poni	SAMWU Representative	Electrical Engineering Services	African	Female
A Beukes	SAMWU Representative	Protection Services (Traffic and Law Enforcement Services)	Coloured	Male
DD April	Foreman	Civil Engineering Services (Parks and Recreation)	African	Male
MM Adonis	Executive Secretary	Civil Engineering Services	Coloured	Female
HL Balie	Manager Community Development	Development Services	Coloured	Female

AUDIT REPORT OF PHYSICAL ENVIRONMENT OF THE MUNICIPALITY

(Disability survey by Internal Social Development Committee used as basis for findings and recommendations)

Background:

A decision was made by the Mayoral Committee on the 12th of November 2014 to call for the execution of an investigation to determine the accessibility of Swartland Municipal buildings for all categories of people with disabilities and to appoint a consultant to report on the accessibility and adequacy of existing facilities. The survey was completed on 29 June 2015. The scope of the investigation was limited due to financial constraints but also due to the vastness a proper survey would entail. The Municipal buildings which were covered by the survey include Town Halls, Community Halls, Swimming pools and Libraries. Office buildings were excluded. Access was only focused on disabled people using a wheelchair.

Reasoning for survey limitation to wheelchair users only:

It was found that the needs of other forms of disabilities for example the visually- and/or hearing impaired, will not require much or any infrastructural changes to buildings. It was also realized that by accommodating people with disabilities using a wheelchair, Swartland Municipality would address the disabled community's needs in terms of physical access and will comply to certain important legislative requirements as well. Surveys to accommodate other forms of disabilities though, should still be executed as separate projects once the current shortcomings for wheelchair users have been addressed.

Reasoning for the exclusion of office buildings in the survey:

Most of the Swartland Municipal Buildings were built before any regulations to accommodate people with disabilities were proclaimed. The design of these buildings makes it in many instances difficult to adjust and to accommodate wheelchair access. Alterations needed to renovate upper floors of buildings in such a manner to provide proper access for wheelchair users, were found to be impractical or unfeasible. As a solution, it was decided to rather bring the Municipal service to the disabled community by providing services on the ground floor of buildings where access for wheelchair users and toilet facilities are readily available. After all, it is the right to have access to a service that needs to be considered, not the right to access a particular floor in a building.

Distinguishing between the different needs of different categories of disabled communities:**Categories of disabilities:**

1. Wheelchair users:
 - a) Includes amputees, cerebral palsy, paraplegia, quadriplegia, spinal cord injury, polio, etc.
 - b) Access available to toilet facilities and ground floors of certain buildings.
 - c) Wheelchair access requires greatest infrastructural requirements.
2. The visually impaired:
 - a) Individuals that experience partial or total blindness.
3. The hearing impaired:
 - a) Individuals who are partially hearing impaired or completely hearing impaired
 - b) It was found that no infrastructural changes to buildings are required to accommodate hearing impaired individuals.
4. Intellectual impairment:
 - a) Intellectually impaired individuals should be accompanied by an "able" individual for assistance. With regards to their mobility and physical requirements, the intellectually impaired are regarded as physically able individuals and therefore do not require infrastructural changes in buildings to accommodate their special needs.
5. Other conditions that impairs the physical mobility of individuals but does not require a wheelchair:
 - a) The facilities made available for wheelchair users should accommodate the needs of such individuals as well. Examples of these are the elderly or individuals with chronic asthma, etc.

Clients' and visitors' needs vs. an acceptable work environment for employees with disabilities:

The findings of the report primarily focuses on the needs of disabled clients and visitors to Swartland Municipal buildings and can also be used as a basis to determine the needs and shortcomings that employees might encounter as well. The decisions, targets and additional needs already identified by the Internal Social Development Committee overseeing this survey were incorporated into a new report that was integrated with Swartland Municipality's existing Disability Policy.

Work environment vs. job requirements:

It should be noted that an adequate work environment is not limited to just infrastructural restrictions, but can include costly specialized vehicles, equipment and apparatus to assist disabled individuals in fulfilling their duties. Special equipment and assistive devices cannot be provided throughout all the buildings and should be targeted to address the job requirements of specific posts. All job descriptions should therefore be analyzed to determine whether in fact all functions can be fulfilled by a disabled individual and by which category of disability. Identifying job descriptions capable of accommodating a person with a disability should precede the attempt to create an adequate work environment and will address the specific and unique requirements needed. It is strongly recommended that the opinions and recommendations of the Divisional Managers be obtained to assist in the assessment of job descriptions in this regard. Furthermore input should be asked from disability specialists (e.g. Quadpara Association and Pioneer School, De la Bat School) to advise on jobs that could be managed by the various categories of disabilities as well as assistive devices available and necessary. The municipality could also consider adapting posts or reassigning duties of vacant positions to accommodate the disabled by clustering tasks that disabled person could master.

Conclusion:

It was found that the physical work environment of Swartland Municipal office buildings in the majority of cases, did not meet with the minimum requirements to accommodate employees with disabilities that require the use of a wheelchair. It was found that Swartland Municipality's existing work environment, however, should be able to accommodate individuals with other forms of disabilities e.g. the visually impaired and hearing impaired individuals.

Progress report:

On 18 October 2021 an inspection was conducted by the same external organisation to assess the impact of the improvements made at 11 Swartland Municipal facilities on accessibility for wheelchair users. The facilities visited and assessed were:

1. Malmesbury Swimming Pool
2. Thusong Centre
3. Malmesbury Town Hall
4. Darling North library
5. Darling North Community Hall
6. Darling Library
7. Darling Swimming Pool
8. Darling Focus building
9. Moorreesburg library
10. Yzerfontein Caravan Park Ablution Block 4
11. Yzerfontein Caravan Park Ablution Block 5

It was confirmed that the built environment at the 11 Swartland Municipal facilities listed above adequately cater to and address the basic needs of wheelchair users and are now largely accessible to quadriplegics and paraplegics.

The following projects in terms of the audit are still in process:

Audit on municipal buildings for wheelchair accessibility		
Findings and Recommendations	Action Plan	Responsible person
<u>Moorreesburg Town Hall</u>		
<p>Parking <u>Existing:</u> 1. There are currently no demarcated accessible parking bays.</p> <p><u>Recommendation:</u> 1. Two accessible parking bays to be created near to the corner of the building closest to the banqueting hall. These parking bays will be in close proximity to the proposed ramp (see recommendation 1 for access to building) and allow easy access from the parking area into the Town Hall. 2. Create one accessible parking bay close to the proposed entrance on the side of the building which is nearby to the proposed accessible bathroom.</p>	<p><i>Project on hold due to the intricate nature of the project which involves more planning or the consideration of alternatives.</i></p>	N Quickfall
<p>Access to building <u>Existing:</u> 1. The stairs at the front of the building prevent wheelchair users from gaining access to the building through the main entrance. 2. The side entrance to the building is not accessible to wheelchair users due to two separate steps.</p> <p><u>Recommendation:</u> 1. Build a ramp in the front of the building to provide access through the main entrance for wheelchair users. 2. The ramp should have a gradient of no more than 1:12 and go from the pavement, in front of the banqueting hall, up to the level of the landing at the top of the steps of the main entrance to the building. 3. The ramp must have a nonslip surface, have a railing, have adequate signage and comply with all requirements listed in the National Building Regulations. 4. Raise the door and floor level on the north side of the building. A ramp must be built to provide access from the outside parking area into the building.</p>	<p><i>Project on hold due to the intricate nature of the project which involves more planning or the consideration of alternatives.</i></p>	N Quickfall
<p>Bathroom <u>Existing:</u> 1. There is currently no accessible bathroom in the building or on the premises.</p> <p><u>Recommendation:</u> 1. Existing storeroom to be converted into an accessible bathroom. Must ensure a minimum area of 1.8 x 1.8 m.</p>	<p>Project placed on wish list awaiting allocation of funds</p>	N Quickfall

<ol style="list-style-type: none"> 2. Access to the building and bathroom to be via the north entrance which is opposite the kitchen (see recommendation 2 for access to building). 3. Install the toilet, grab rails, basin, signage, etc using the National Building Standards for guidance. 		
Moorreesburg Swimming Pool		
<p>Parking</p> <p><u>Existing:</u></p> <ol style="list-style-type: none"> 1. There is currently no demarcated accessible parking bay. <p><u>Recommendation:</u></p> <ol style="list-style-type: none"> 1. Provide a parking bay that meets the requirements of the National Building Regulations for people with disabilities near the entrance to the swimming pool. 2. Ensure that the correct signage as per the National Building Regulations is in place. 	<p><i>Project on hold due to the intricate nature of the project which involves more planning or the consideration of alternatives.</i></p>	<p>N Quickfall</p>
<p>Access to building</p> <p><u>Existing:</u></p> <ol style="list-style-type: none"> 1. Access to the building at the swimming pool is via a very steep ramp which is not compliant. 2. There is an additional small step to get up and through the doorway. 3. There is a narrow (800 mm) entrance to go through to get to the ramp. 4. Entry to the buildings through a standard (750 mm) door. 5. Access to the facility can be gained via a back gate. This entrance is not compliant with the regulations but is easier and safer than making use of the ramp at the entrance. <p><u>Recommendation:</u></p> <ol style="list-style-type: none"> 1. The entire entrance to the swimming pool needs to be redesigned to provide wheelchair users with an accessible entrance that is safe and compliant with the National Building Regulations. 2. Staggered ramps with a landing will need to be utilised due to the steep gradient. 3. A wider door be fitted to facilitate easier access. 4. Adequate signage as per the National Building Regulations to be displayed. 	<p><i>Project on hold due to the intricate nature of the project which involves more planning or the consideration of alternatives.</i></p>	<p>N Quickfall</p>
<p>Bathroom</p> <p><u>Existing:</u></p> <ol style="list-style-type: none"> 1. There is a standard door handle in place which is too high. 2. The door opens outwards. 3. The bathroom measures 1.6 m x 2.7 m. This does not meet requirements, the minimum requirements is 1.8 m x 1.8 m. 4. Grab rails are in place. 5. The height of the toilet is compliant. 6. The flushing mechanism is acceptable. 7. The taps on the basin are round and not suitable. 	<p>Project placed on wish list awaiting allocation of funds</p>	<p>N Quickfall</p>

<p>8. The height of the wash basin is acceptable.</p> <p>9. The sewage pipe runs from the back of the toilet along the wall, reducing the space available for a wheelchair user to transfer on and off the toilet.</p> <p><u>Recommendation:</u></p> <ol style="list-style-type: none"> 1. Replace the handle on the door with a lever handle and a grab rail on the inside. 2. Lower the level of the door handle to a height of no more than 1 m above the floor. 3. Demolish the wall behind toilet. Claim a section of the existing men's change room and rebuild the wall ensuring that the area of the toilet cubicle is 1.8m wide. 4. Install the toilet, grab rails, basin, signage, etc using the National Building Standards for guidance. 		
<p align="center">Rosenhof Town Hall</p>		
<p>Parking</p> <p><u>Existing:</u></p> <ol style="list-style-type: none"> 1. There is currently no demarcated accessible parking bay. <p><u>Recommendation:</u></p> <ol style="list-style-type: none"> 1. Provide a parking bay that meets the requirements of the National Building Regulations for people with disabilities near the entrance to the Town Hall. 2. Ensure that the correct appropriate signage as per the National Building Regulations is in place. 3. The island in front of the Town Hall could be redesigned to incorporate an accessible parking bay. Alternatively, redesign the existing driveway to incorporate an accessible parking bay. 	<p>Project in planning phase</p>	<p>N Quickfall</p>
<p>Access to building</p> <p><u>Existing:</u></p> <ol style="list-style-type: none"> 1. Access to the Town Hall is via a ramp with a gradient of 6° which is slightly steeper than allowed. 2. The ramp has a nonslip surface. 3. Entrance to the building is possible but made difficult by the "ticket office" which prevents straightforward, direct access. 4. Access to the Hall is possible via a side door which is actually an emergency door. <p><u>Recommendation:</u></p> <ol style="list-style-type: none"> 1. Create a door to the left of the existing door where there is a wooden panel to ensure straightforward, easy access to the building for wheelchair users. 2. Alternatively, move or redesign the ticket office in order to create easy access to the building for wheelchair users. 3. The ramp needs to be made slightly longer in order to reduce the gradient to be compliant. While this must be done in time, as wheelchair users are able to access the facility using the existing ramp priority should be given to other upgrades/ 	<p>Project in planning phase</p>	<p>N Quickfall</p>

<p>4. There is insufficient signage indicating where the accessible entrance to the library is.</p> <p><u>Recommendation:</u></p> <ol style="list-style-type: none"> 1. A new ramp be built to give people with disabilities safe, easy access to the library. 2. A ramp should be built against the existing outer wall of the library. 3. The ramp should be on the side of the building closest to the electrical substation. 4. The ramp should have a gradient that does not exceed a rise of 1:12. 5. The ramp must meet all other guidelines laid out in the National Building Regulations. 6. There must be signage indicating the access for people with disabilities as stipulated in the National Building Regulations. <p>Bathroom</p> <p><u>Existing:</u></p> <ol style="list-style-type: none"> 1. There is currently no existing accessible bathroom in the library building. <p><u>Recommendation:</u></p> <ol style="list-style-type: none"> 1. Convert existing staff bathroom into an accessible bathroom. 2. Redesign existing bathroom and kitchen space in order to have adequate space (1.8 m x 1.8 m minimum) for an accessible bathroom. 3. Install the toilet, grab rails, basin, signage, etc using the National Building Regulations for guidance. 	<p>Project placed on wish list awaiting allocation of funds</p>	<p>N Quickfall</p>
<p>Sinethemba</p>		
<p>Parking</p> <p><u>Existing:</u></p> <ol style="list-style-type: none"> 1. There are currently no demarcated accessible parking bays. <p><u>Recommendation:</u></p> <ol style="list-style-type: none"> 1. Provide a parking bay that meets the requirements of the National Building Regulations for people with disabilities near the entrance to the building. 2. Ensure that the correct appropriate signage as per the National Building Regulations is in place. 	<p>Project placed on wish list awaiting allocation of funds</p>	<p>N Quickfall</p>

<p>2. The ramp that is in place is extremely steep and not suitable for wheelchair users.</p> <p>3. Access to the bathroom is via a concrete pathway.</p> <p><u>Recommendation:</u></p> <p>1. The entrance to the building and access to the pathway to the bathroom needs to be redone. It is recommended that a ramp be built on the right side (if one is looking at the library from the road) of the library.</p> <p>Bathroom</p> <p><u>Existing:</u></p> <p>1. There is no signage indicating where the accessible bathroom is.</p> <p>2. There is a normal door handle on the door which opens outwards to the bathroom.</p> <p>3. The bathroom measures 1.58 x 1.87 m which is slightly smaller than stipulated in the National Building Regulations.</p> <p>4. There are grab rails behind the toilet and on the side of the toilet.</p> <p>5. The toilet seat is 500 mm off the floor.</p> <p>6. The top of the wash basin is 880 mm off the floor.</p> <p>7. There is a clearance of 700 mm under the basin.</p> <p>8. There is no vanity slab/shelf.</p> <p>9. The toilet is fitted with a suitable flushing mechanism.</p> <p>10. The tap is fitted with a long lever.</p> <p><u>Recommendation:</u></p> <p>1. While the bathroom is smaller than the National Building Regulations call for it is recommended that as most wheelchair users will be able to use the bathroom as it currently is, that no major alterations are done at this stage. Should the library be renovated in the future then the size of the accessible bathroom must be increased.</p> <p>2. Lower the height of the top of the basin to a maximum of 820 mm off the floor.</p> <p>3. Signage in line with the National Building Regulations should be put up.</p> <p>4. A vanity slab or shelf should be put up at the same height as the top of the wash basin.</p>	<p>Project placed on wish list awaiting allocation of funds</p>	<p>N Quickfall</p>
<p>Yzerfontein Community Hall</p>		
<p>Parking</p> <p><u>Existing:</u></p> <p>1. There are currently no demarcated parking bays allocated to wheelchair users.</p> <p><u>Recommendation:</u></p> <p>1. Create an accessible parking bay in line with the National Building Regulations.</p>	<p>Project placed on wish list awaiting allocation of funds</p>	<p>N Quickfall</p>

<p>Bathroom</p> <p><u>Existing:</u></p> <ol style="list-style-type: none"> 1. There is currently no accessible bathroom In the Yzerfontein Community Hall. 2. There is a room that measures 2.5 x 1.9 m that is currently used as a storeroom. <p><u>Recommendation:</u></p> <ol style="list-style-type: none"> 1. It is recommended that the room mentioned above be utilised as a bathroom for wheelchair users. 2. All the fittings and fixtures to be installed according to the National Building Regulations. 	<p>Project placed on wish list awaiting allocation of funds</p>	<p>N Quickfall</p>
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ASSUMPTIONS AND PRESUPPOSITIONS ON WHICH TARGETS ARE BASED

The attainment of set targets requires that various factors are taken into account:

- The existing Employee composition on all job grades to determine the level of representation;
- The continued utilization of the natural turnover of Employees, in order to retain momentum (retirement, resignation, termination of service, etc.)

Swartland Municipality's Employment Equity Plan is for a period of 5 years, effective **1 July 2023 to 30 June 2028**. It is not foreseen that there will be a growth in the number of permanent employees within the next 5 years. Over the next 5 years Management foresees no growth in the number of employees at the end of 2028. The municipality's staff turnover is below the industry average and has been an average of 0.44% since July 2015. Therefore, the assumption is that over the next 5 years the staff turnover will be an average of 0.44% per year, based on historic statistics.

The average percentage of staff turnover per level is:

LEVEL	NUMBER & PERCENTAGE OF STAFF COMPLEMENT		% OF LEVEL
Professionally qualified and experienced specialists and mid-management	1	0.2%	0.6%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	8	1.2%	5.2%
Semi-skilled and discretionary decision making	12	1.9%	3.8%
Unskilled and defined decision making	5	0.8%	3.9%

Over the next 5 years, the following planned normal retirements per year at the following occupational levels are anticipated:

Year 1 (1 July 2023 to 30 June 2024)

LEVEL	NUMBER & PERCENTAGE OF STAFF COMPLEMENT		% OF LEVEL
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	4	0.6%	2.6%
Semi-skilled and discretionary decision making	2	0.3%	0.6%
Unskilled and defined decision making	1	0.2%	0.8%

Year 2 (1 July 2024 to 30 June 2025)

LEVEL	NUMBER & PERCENTAGE OF STAFF COMPLEMENT		% OF LEVEL
Senior Management	1	0.2%	16.7%
Professionally qualified and experienced specialists and mid-management	2	0.3%	4.9%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0.2%	0.6%
Semi-skilled and discretionary decision making	2	0.3%	0.6%
Unskilled and defined decision making	1	0.2%	0.8%

Year 3 (1 July 2025 to 30 June 2026)

LEVEL	NUMBER & PERCENTAGE OF STAFF COMPLEMENT		% OF LEVEL
Professionally qualified and experienced specialists and mid-management	1	0.2%	0.6%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0.2%	0.6%
Semi-skilled and discretionary decision making	2	0.3%	0.6%

Year 4 (1 July 2026 to 30 June 2027)

LEVEL	NUMBER & PERCENTAGE OF STAFF COMPLEMENT		% OF LEVEL
Professionally qualified and experienced specialists and mid-management	1	0.2%	0.6%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0.2%	0.6%
Semi-skilled and discretionary decision making	2	0.3%	0.6%
Unskilled and defined decision making	1	0.2%	0.8%

Year 5 (1 July 2027 to 30 June 2028)

LEVEL	NUMBER & PERCENTAGE OF STAFF COMPLEMENT		% OF LEVEL
Senior Management	1	0.2%	16.7%
Professionally qualified and experienced specialists and mid-management	1	0.2%	0.6%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	3	0.5%	1.9%
Semi-skilled and discretionary decision making	3	0.5%	1.0%



Verslag ♦ Ingxelo ♦ Report

Kantoor van die Direkteur: Korporatiewe Dienste

10 Augustus 2023

12/2/4-8/4

ITEM 7.6 VAN DIE AGENDA VAN 'N UITVOERENDE BURGEMEESTERSKOMITEE-VERGADERING WAT GEHOU SAL WORD OP 16 AUGUSTUS 2023

ONDERWERP:	TYDELIKE GEBUIK VAN MUNISIPALE EIENDOM (GEDEELTE ERF 8105) DEUR RIVERLANDS PRIMÊRE SKOOL
SUBJECT:	TEMPORARY USE OF MUNICIPAL PROPERTY (PORTION ERF 8105 BY RIVERLANDS PRIMARY SCHOOL

1. AGTERGROND

- 1.1 Riverlands Primêre Skool se groei in leerdertalle die afgelope jare het teweeg gebring dat die beskikbare klasruimte nie meer voldoende was nie en moes daar noodgedwonge mobiele klaskamers op die skoolterrein opgerig word, asook voorsiening gemaak word vir Graad R-onderlig.
- 1.2 Vanweë hierdie uitbreidings moes van die beskikbare speel- en parkeerruimtes ingeboet word. Die beperkte oop ruimtes lei tot talle onderlinge probleme tussen leerders as gevolg van die opeenhoping tydens pouses en ander vry periodes.
- 1.3 The Governing Body of Riverlands Primary has submitted a request to use a portion of erf 8105 (665m² in extent) that borders on the school grounds as a playing ground, the location of which is depicted on the attached google photo.
- 1.4 Erf 8105 is zoned as Transport Zone 2: Roads.

2. WETGEWING

Die Raad se Verordening insake die Oordrag van Munisipale Kapitale Bates, PK 7394 van 2015, asook die beleid daarkragtens, magtig die munisipaliteit om – in ooreenstemming met sy operasionele behoeftes en strategiese doelwitte – onder andere –

- kapitale bates te verhuur op lang- of korttermyn by wyse van onderhandeling of openbare mededinging;
- onderhewig aan die bepalings van die MATR (Municipal Asset Transfer Regulations) gesubsidieerde verkooppryse of huurtariewe ten opsigte van kapitale bates te bepaal [Artikel 4(d) en (e) van verordening].

Die beleid self bepaal dat onroerende eiendom slegs teen markverwante pryse verhuur word, tensy die lot van die armes, die openbare belang asook die operasionele en strategiese doelwitte van die munisipaliteit anders bepaal. Meer spesifiek vind hierdie projek beslag in die strategiese doelwitte van die munisipaliteit, soos toegelig in paragraaf 3.

3. KOPPELING AAN DIE GEÏNTEGREERDE ONTWIKKELINGSPLAN

Hierdie projek vind in die Geïntegreerde Ontwikkelingsplan 2023 direk aansluiting by

- Strategic Goal 1: Community Safety and Wellbeing, spesifiek
1.4: Youth Development.

4. FINANSIËLE IMPLIKASIE

Geen uitgawes vir die Munisipaliteit. Riverlands Primêre Skool dra alle uitgawes verwant aan die gebruik van die grond, omheining ingesluit.

5. RECOMMENDATION

- (a) That approval be granted to Riverlands Primary School for the use of a portion of erf 8105 (665m² in extent), commencing on 1 September 2023, subject to the following conditions:
- No construction may take place on the property;
 - The school shall be responsible for the costs of fencing and maintenance thereof;
 - The Municipality to waive the approval at any stage, without any liability for compensation in respect of fencing or other improvements on the property
- (b) That the land be made available free of charge to the school, taking into consideration that the Municipality will be alleviated from the responsibility to maintain and safeguard the land;
- (c) That the Director: Corporate Services be mandated to determine further terms and conditions as deemed necessary.

AANBEVELING

- (a) Dat goedkeuring verleen word aan Riverlands Primêre Skool vir die gebruik van 'n gedeelte van erf 8105 (665 m² groot), met ingang vanaf 1 September 2023, onderhewig aan die volgende voorwaardes:
- Geen konstruksie mag op die eiendom plaasvind nie;
 - Die skool sal verantwoordelik wees vir die kostes van omheining en instandhouding daarvan;
 - Die Munisipaliteit te eniger tyd die goedkeuring mag terugtrek, sonder enige aanspreeklikheid vir kompensasie ten opsigte van die omheining of ander verbeterings op die eiendom;
- (b) Dat die grond gratis aan die skool beskikbaar gestel word, inaggenome dat die Munisipaliteit vrygestel word van aanspreeklikheid vir die instandhouding en beveiliging daarvan;
- (c) Dat die Direkteur: Korporatiewe Dienste gemagtig word om enige verdere terme en voorwaardes te mag bepaal, soos nodig geag.

(get) M S Terblanche

MUNISIPALE BESTUURDER
GS/

Google Maps riverlands



Imagery ©2023 Airbus, Map data ©2023 AfriGIS (Pty) Ltd 5 m

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ITEM 7.7 VAN DIE AGENDA VAN 'N UITVOERENDE BURGEMEESTERSKOMITEE-VERGADERING WAT GEHOU SAL WORD OP 16 AUGUSTUS 2023

ONDERWERP: SUBJECT:	VERHURING: RIEBEEK VALLEI MUSEUM LEASE: RIEBEEK VALLEY MUSEUM
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1. AGTERGROND/BACKGROUND

- 1.1 Die Raad verhuur, met ingang 1 September 2013, die gebou geleë op erf 369, Hoofweg, Riebeek Kasteel ten einde die Riebeek Vallei Museum te akkommodeer.
- 1.2 The rental payable is R100.00 plus VAT per annum.
- 1.3 The above lease agreement expires on 31 August 2023.
- 1.4 The Museum has expressed its desire to renew the lease agreement for a further term.

2. WETGEWING

Die Raad se Verordening insake die Oordrag van Munisipale Kapitale Bates, PK 7394 van 2015, asook die beleid daarkragtens, magtig die munisipaliteit om – in ooreenstemming met sy operasionele behoeftes en strategiese doelwitte – onder andere –

- kapitale bates te verhuur op lang- of korttermyn by wyse van onderhandeling of openbare mededinging;
- onderhewig aan die bepalings van die MATR (Municipal Asset Transfer Regulations) gesubsidieerde verkooppryse of huurtariewe ten opsigte van kapitale bates te bepaal [Artikel 4(d) en (e) van verordening].

Die beleid self bepaal dat onroerende eiendom slegs teen markverwante pryse verhuur word, tensy die lot van die armes, die openbare belang asook die operasionele en strategiese doelwitte van die munisipaliteit anders bepaal. Meer spesifiek vind hierdie projek beslag in die strategiese doelwitte van die munisipaliteit, soos toegelig in paragraaf 3.

3. KOPPELING AAN DIE GEÏNTEGREERDE ONTWIKKELINGSPLAN

Hierdie projek vind in die Geïntegreerde Ontwikkelingsplan 2023 indirek aansluiting by

- Strategic Goal 5 – *A connected and innovative local government*

4. FINANSIËLE IMPLIKASIE

- 4.1 Geen uitgawes vir die Munisipaliteit.
- 4.2 'n Verhoging van die huurgeld van R100,00 per jaar tot R120.00 plus BTW per jaar word aan die hand gedoen.

5. RECOMMENDATION

- 5.1 That a lease agreement be entered into with the Malmesbury Museum for the lease of the facilities at Erf 369, Riebeek Kasteel, for a period of 36 months, with effect from 1 September 2023;
- 5.2 That a lease tariff of R120.00 plus VAT, per annum be approved;
- 5.3 That the current conditions of lease remain applicable.

AANBEVELING

- 5.1 Dat 'n huurooreenkoms gesluit word met die Riebeek Vallei Museum vir die huur van die fasiliteite te Erf 169, Malmesbury vir 'n periode van 36 maande, met ingang vanaf 1 September 2023;
- 5.2 Dat 'n huurtarief van R120.00 plus BTW, per jaar goedgekeur word;
- 5.3 Dat die huidige voorwaardes van verhuur van toepassing bly.

(get) M S Terblanche

MUNISIPALE BESTUURDER

GS/

ITEM 7.8 VAN DIE AGENDA VAN 'N UITVOERENDE BURGEMEESTERSKOMITEE-VERGADERING WAT GEHOU SAL WORD OP 16 AUGUSTUS 2023

ONDERWERP: SUBJECT:	VERHURING: DARLING MUSEUM LEASE: DARLING MUSEUM
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1. AGTERGROND/BACKGROUND

- 1.1 Darling Museum okkupeer al vir etlike jare die munisipale gebou geleë te erf 175, in Hillstraat 20, Darling vir die bedryf van 'n museum en kultuursentrum.
- 1.2 Daar is onlangs bevind dat geen formele huurooreenkoms tussen Swartland Munisipaliteit en Darling Museum ten opsigte van die betrokke eiendom bestaan nie.
- 1.3 Hiermee word dus aan die hand gedoen dat 'n formele huurooreenkoms tussen Swartland Munisipaliteit en Darling Museum gesluit word, ten opsigte van die gebou op erf 175, Darling.

2. WETGEWING

Die Raad se Verordening insake die Oordrag van Munisipale Kapitale Bates, PK 7394 van 2015, asook die beleid daarkragtens, magtig die munisipaliteit om – in ooreenstemming met sy operasionele behoeftes en strategiese doelwitte – onder andere –

- kapitale bates te verhuur op lang- of korttermyn by wyse van onderhandeling of openbare mededinging;
- onderhewig aan die bepalings van die MATR (Municipal Asset Transfer Regulations) gesubsidieerde verkooppryse of huurtariewe ten opsigte van kapitale bates te bepaal [Artikel 4(d) en (e) van verordening].

Die beleid self bepaal dat onroerende eiendom slegs teen markverwante pryse verhuur word, tensy die lot van die armes, die openbare belang asook die operasionele en strategiese doelwitte van die munisipaliteit anders bepaal. Meer spesifiek vind hierdie projek beslag in die strategiese doelwitte van die munisipaliteit, soos toegelig in paragraaf 3.

3. KOPPELING AAN DIE GEÏNTEGREERDE ONTWIKKELINGSPLAN

Hierdie projek vind in die Geïntegreerde Ontwikkelingsplan 2023 indirek aansluiting by

- Strategic Goal 5 – *A connected and innovative local government*

4. FINANSIËLE IMPLIKASIE

- 4.1 Geen uitgawes vir die Munisipaliteit.
- 4.2 Voorgestelde huurgeld van R120.00 plus BTW per jaar word aan die hand gedoen.

5. RECOMMENDATION

- 5.1 That a lease agreement be entered into with the Darling Museum for the lease of the facilities at Erf 175, Darling, for a period of 36 months, with effect from 1 September 2023;
- 5.2 That a lease tariff of R120.00 plus VAT, per annum be approved;
- 5.3 That the conditions of lease as applicable to other museums that operate from municipal buildings, shall apply.

AANBEVELING

- 5.1 Dat 'n huurooreenkoms gesluit word met Darling Museum vir die huur van die fasiliteite te Erf 175, Darling, vir 'n periode van 36 maande, met ingang vanaf 1 September 2023;
- 5.2 Dat 'n huurtarief van R120.00 plus BTW, per jaar goedgekeur word;
- 5.3 Dat die voorwaardes van verhuring, soos toegepas op ander museums wat vanuit munisipale geboue bedryf word, van toepassing sal wees.

(get) M S Terblanche

MUNISIPALE BESTUURDER

GS/



Verslag ♦ Ingxelo ♦ Report

Kantoor van die Direkteur: Korporatiewe Dienste

11 Augustus 2023

12/2/4-8/4

ITEM 7.9 VAN DIE AGENDA VAN 'N UITVOERENDE BURGEMEESTERSKOMITEE-VERGADERING WAT GEHOU SAL WORD OP 16 AUGUSTUS 2023

ONDERWERP:	HUUR VAN MUNISIPALE MEENTGROND TE MALMESBURY AAN SWARTLAND VOORTREKKERS
SUBJECT:	LEASE OF MUNICIPAL COMMONAGE AT MALMESBURY TO SWARTLAND VOORTREKKERS

1. AGTERGROND

- 1.1 Die Raad verhuur aan die Swartland Voortrekkers 'n gedeelte munisipale meentgrond, groot ± 2082m², geleë oorkant die Swartland Hoërskool te Malmesbury, welke grond gedeeltelik in die bestaande padreserwe val.
- 1.2 Die doel is uitsluitlik vir die gebruik deur die huurder vir die normale opvoedkundige aktiwiteite van die Voortrekkerbeweging.
- 1.3 Rental is charged at R120.00 plus VAT, per annum.
- 1.4 The lease term commenced on 1 September 2022 and expires on 31 August 2023.
- 1.5 The Swartland Voortrekkers applied for the lease agreement to be renewed.

2. WETGEWING

Die Raad se Verordening insake die Oordrag van Munisipale Kapitale Bates, PK 7394 van 2015, asook die beleid daarkragtens, magtig die munisipaliteit om – in ooreenstemming met sy operasionele behoeftes en strategiese doelwitte – onder andere –

- kapitale bates te verhuur op lang- of korttermyn by wyse van onderhandeling of openbare mededinging;
- onderhewig aan die bepalings van die MATR (Municipal Asset Transfer Regulations) gesubsidieerde verkooppryse of huurtariewe ten opsigte van kapitale bates te bepaal [Artikel 4(d) en (e) van verordening].

Die beleid self bepaal dat onroerende eiendom slegs teen markverwante pryse verhuur word, tensy die lot van die armes, die openbare belang asook die operasionele en strategiese doelwitte van die munisipaliteit anders bepaal. Meer spesifiek vind hierdie projek beslag in die strategiese doelwitte van die munisipaliteit, soos toegelig in paragraaf 3.

3. KOPPELING AAN DIE GEÏNTEGREERDE ONTWIKKELINGSPLAN

Hierdie projek vind in die Geïntegreerde Ontwikkelingsplan 2023 direk aansluiting by

- Strategic Goal 1: Community Safety and Wellbeing, spesifiek
1.4: Youth Development.

4. FINANSIËLE IMPLIKASIE

Geen uitgawes vir die munisipaliteit. Nominale huurgeld van R120.00 plus BTW per jaar word gevorder.

5. RECOMMENDATION

- (a) That a lease agreement be entered into with the Swartland Voortrekkers for the lease of a portion of the commonage ($\pm 2082\text{m}^2$ in extent), for a period of one (1) year, commencing on 1 September 2023;
- (b) That the rental be determined at R120.00 plus VAT, per annum;
- (c) That the current conditions of lease remain applicable.

AANBEVELING

- (a) Dat 'n gedeelte meentgrond (groot $\pm 2082\text{ m}^2$) te Malmesbury aan die Swartland Voortrekkers verhuur word vir termyn van een (1) jaar m.i.v. 1 September 2023;
- (b) Dat huurgeld vasgestel word op R120.00 plus BTW, per jaar;
- (c) Dat die huurvoorwaardes onveranderd bly.

(get) M S Terblanche

MUNISIPALE BESTUURDER
GS/

ITEM 7.10 VAN DIE AGENDA VAN 'N UITVOERENDE BURGEMEESTERSKOMITEE VERGADERING WAT GEHOU SAL WORD OP 16 AUGUSTUS 2023

ONDERWERP:	VERSLAG OOR GEMEENSAP ONTWIKKELING PROJEKTE 2022-2023 UITKOMSTE EN IMPAK
SUBJECT:	REPORT ON COMMUNITY DEVELOPMENT PROJECTS 2022-2023 OUTCOMES AND IMPACT

1. BACKGROUND

On 8 August 2017 the Executive Mayoral Council decided that the Community Development Division must report yearly by August on the outcome and impact of community development projects of the previous financial year.

Measurement of the outcome of community development projects are complex because results are not always concrete. The Strategic planning of November 2022 gave direction to a new focus of Community Development initiatives that must be incorporated as part of the **SOCIAL REGENERATION PROGRAMME**.

“Social regeneration is about ensuring that the places where people live, now and in the future, create new opportunities, promote wellbeing and reduce inequalities so that people have better lives, in stronger communities, and achieve their potential”.

- Regeneration has a pivotal role to play in improving population health and wellbeing and reducing inequalities.
- Social interventions and the social aspects of regeneration are afforded less priority compared with physical and economic regeneration, and by their nature are significantly more complex to evaluate.
- A balanced mix of physical, economic, and social regeneration is most likely to enhance health and wellbeing of citizens.

Social and Economic development are very important for sustainable development; therefore, the Community Development division will ensure that access to the economy given to entrepreneurs and businesses. The current report includes the outcomes and impact of community development projects, special projects, and social regeneration projects of the 2022/2023 financial year that is aligned with the following six focus areas according to the **Swartland Municipal Social Development Policy and Strategy**:

1. Promote the legalisation of Early Childhood facilities and Early Childhood Development (Aged 0-6) *Children's Act 38 of 2005 123(6); Constitution of the RSA 1996 Schedule 4B*
2. Promote child development (aged 7-14) *Children's Act 38 of 2005 123(6); Constitution of the RSA 1996 Schedule 4B; National Education Policy Act, 1996 (No 27 of 1996) paragraph 23*
3. Promote youth development (aged 14-35) *Prevention of Substance Abuse Act 70 of 2008; SA Constitution Schedule 5B*
4. Promote collaboration and co-ordination *Systems Act 2000 Chapter 4; SA Constitution Section 41(h)*
5. Facilitate access to the economy

6. Lobbying for the vulnerable
SA Constitution Section 153, Schedules 4B and 5

(See attached the summary Annexure A summary of a Swartland Municipal Social Development Policy and Strategy of 2017).

The current performance management system and monthly report only measures the inputs and sometimes the outputs of projects. It only measures what is in the staff's control for example how many workshops presented and how many people attended the events. Staff be not accountable for outcomes, which they have less control over, although it is still important to know what the outcomes and impact are to plan for improvement of projects. The impact contributed to the joint impact of the municipality together with other stakeholders.

2. DISCUSSION

Here follows the results from the 2022-2023 projects according to the six focus areas and the Key Performance Indicators (KPI):

SOCIAL REGENERATION PROGRAMMES:

Focus area 1: Promote the legalisation of Early Childhood facilities and Early Child Development (0-6)

KPI - ph-09-0114 (1): Promote the development of child facilities (Capacity Building Sessions)				
1. Number of capacity building sessions with ECD organisations in the Swartland Municipal area: Target (10 for the year):				
Goal	Outcome planned	Outcome achieved	Impact planned	Impact achieved
To educate and capacitate the Non-Governmental Organisations that provides Early Childhood Development Services to become compliant in relation to the National Norms and Standards set out in the Children's Act 38 of 2005.	Capacitated and compliant ECD facilities with the Children's Act 38 of 2005 (10 capacity building sessions for the year)	<p>Trainings/Workshops done for 2022-2023 (19 sessions concluded):</p> <p>Kinderland Akademie Training held on 10 September 2022 in Malmesbury (28 participants attended)</p> <p>NPO Capacity Session held on 13 September 2022 (3 people attended)</p> <p>Coding and Robotics Training held on 29 October 2022 in partnership with the Department of Education and the Swartland ECD Forum in Malmesbury (43 participants attended)</p> <p>Kinderland Akademie Training held on 14 January 2023 in Malmesbury Town Hall</p>	<p>The planned NPO sessions was to capacitate organisations to become self-sufficient, able to plan effectively in terms of their objectives to be rolled out and strategically looking additional resources to help sustain their respective organisation.</p> <p>Developing an implementation plan for capacitating of personnel members; implementing activities to improve service delivery at the respective facilities.</p>	<p>In total 19 capacities, building sessions held. Four (4) sessions with one Organisation in terms of NPO regulations, Governance, Roles and Responsibilities and the completion of a constitution to help sustain their organisation.</p> <p>One session with a Crèche and Afterschool Care facility on compliances and Governance.</p> <p>Two organisations on Governance and self-sustainability of their organisations.</p> <p>The Discipline Starts at Home sessions will continue throughout the Swartland region for implementation and additional trainings as part of the SOCIAL REGENERATION programme.</p>

		<p>(58 participants, 4 presenters and 1 official)</p> <p>Sonstraal Kleuterskool Governance Training-Darling held on 09 February 2023 (57 participant attended)</p> <p>NPO Capacity Building Session 1, held on 15 February 2023 in Chatsworth (9 participants attended)</p> <p>Kinderland Akademie Training held on 18 February 2023 in Malmesbury Town Hall</p> <p>ECD Engagement in terms of a Land Application Procedures held on 25 February 2023 in Riverlands (11 participants attended)</p> <p>NPO Capacity Building Session 2 held on 01 March 2023 in Chatsworth (7 participants attended)</p> <p>Kinderland Akademie Training held on 25 March 2023 in Malmesbury (64 participants attended)</p> <p>Swartland ECD Management Team Capacity Building Session held on 21 April 2023 (12 participants attended)</p>	<p>The role of each board member is critical for implementation and therefore continues capacity-building interventions be implemented.</p> <p>The Discipline Starts @ Home session is implemented to bring back the values and discipline within the household as well as where children are being accommodated daily.</p> <p>The different trainings are relevant to ensure that not only for sustainability but to ensure that the daily activities for implementation.</p> <p>Understanding the different components in terms of the legislation and municipal bylaws, its therefore critical that organisation are capacitated in all aspects to understand what is expected of them.</p>	<p>The Kinderland Akademie Training will have the last training on 23 September 2023, where practitioners will have to display practical implementation done at their respective facilities.</p> <p>SOCIAL REGENERATION Capacity building sessions will continue in the 2023/2024 financial year. The focus will be on compliances, governance and sustaining the organisation.</p>
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		<p>NPO Capacity Building Session with Giving Hands Organisation, Session 3 held on 26 April 2023 in Chatsworth (7 participants attended)</p> <p>Swartland ECD Discipline Starts at Home session held on 20 May 2023 in Malmesbury (61 participants attended)</p> <p>Capacity Building Session: Malmesbury SoupKitchen (5 people were present)</p> <p>ECD Capacity Building Session with Druiwetrossie Kleuterskool and Aftercare facility (8 participants was present)</p> <p>Swartland ECD Discipline Starts at Home session held on 2 June 2023 (64 participants attended)</p> <p>NPO Capacity Building Session with Giving Hands Organisation session 4, held on 6 June 2023 in Chatsworth (10 participants was present)</p> <p>Swartland Kinderland Akademie Training held on 10 June 2023 in Malmesbury (63 participants attended)</p> <p>Riebeek- West Discipline Starts at Home Session held on 17 June 2023 (34 participants attended)</p>		
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KPI - ph-09-0114 (3): Promote the development of child facilities

3. Number of unregistered facilities assisted to register their facilities: 20 for the year

Goal	Outcome planned	Outcome achieved	Impact planned	Impact achieved
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<p>To assist capacitate and register the Non-Governmental Organisations that provides Early Childhood Development Services to become compliant in relation to the Children's Act 38 of 2005; Swartland Municipal By-Laws; Building Regulations; West Coast District Municipality Health Regulations and Fire Regulations.</p> <p>Assistance to 20 ECD facilities for the year</p>	<p>Assistance and Capacitating 20 ECD facilities to become compliant with the Children's Act 38 of 2005.</p>	<p>Assisted 37 ECD / After School Care Centres with the registration process</p> <p>7 ECD's Centres submissions of registration documentations have been submitted, waiting for their Registration certificates from the Department of Social Development-Cape Town</p> <p>(Total: 37 facilities)</p>	<p>ECD's/ After School Care centres to become compliant with the National Norms and Standards set out in the Children's Act 38 of 2005, which entails having the following main regulations compliance in place such as: Swartland Municipality's Planning By-Law; Building Regulations; West Coast District Municipality Health Regulations and Swartland Municipality Fire Regulations, SANS 10400.</p>	<p>2 ECD's centres are compliant and received registration certificates.</p> <p>Registered ECD's / After School Care Centres: 2022-2023</p> <ul style="list-style-type: none"> – Swartland Pre-primary (conditional registration) – Dolfyntjies Bewaarskool (Conditional registration) – Esterhof Kleuterskool (Conditional Registration) <p>Awaiting on Registration Certificates:</p> <ul style="list-style-type: none"> – Little Angels Educare Riverlands – Masakane Dagsorg – Goue Vlokkies Bewaarskool Malmesbury – Siphumeze Educare Centre Malmesbury – Sonneblomland Dagsorg Abbotsdale
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Coding and Robotics Training: Kinderland Academy



Discipline Starts @ home session Malmesbury



Discipline Starts @ home session Malmesbury and Riebeek-West

Focus area 2: Promote Child Development (7-14)

ph-18-0002: Implementing Educational programmes

School Holiday Programmes within the Swartland Municipal Jurisdiction:

Goal	Outcome planned	Outcome achieved	Impact planned	Impact achieved/measured
Coordinate educational programmes such as school holiday programmes in collaboration with other stakeholders.	One educational programme implemented. To create a safe and healthy environment for all children.	<p>Youth Office assisted the following towns to implement their educational programmes:</p> <p>The following towns participated in 3 - 7 October 2022 school holiday programme</p> <ol style="list-style-type: none"> 1. SCORE (ward 11 and 9): 190 children and 20 youth volunteers 2. Elkana (ward 10): 46 children and 1 youth volunteer 3. Jeria Sending (ward 4 and 5): 71 children and 20 youth volunteers 4. Kleine Kalbassies (ward 7): 85 children and 5 youth volunteers 5. Riebeek-West (ward 3): 75 children and 18 youth volunteers <p>The following towns participated in 19 - 23 December 2022 school holiday programme</p> <ol style="list-style-type: none"> 6. Abbotsdale (ward 7): 120 children and 26 youth volunteers. 7. Riverlands POP Centre (ward 4): 73 children and 9 youth volunteer 8. Chatsworth Pop Centre (ward 4): 80 children and 4 youth volunteers 9. Sinethemba Malmesbury (ward 8): 288 children and 12 youth volunteers 10. Moorreesburg (Ward1 &2): 208 children and 2 youth volunteers 11. Koringberg *(Ward 2): 50 children and 2 volunteers 	Children actively busy with educational programmes that raise their awareness on safety, substance abuse, GBVF anti-bullying, illegal dumping.	1412 Children were safe were part of an educational programme during the school holidays.

		<p>12. Riebeek-Kasteel (Ward 12) 72 children and 6 youth volunteers</p> <p>The following towns participated in 9 - 13 January 2023 school holiday programme</p> <p>13. Darling (ward 5&6): 459 children and 20 youth volunteers</p> <p>TOTAL CHILDREN: 1871 TOTAL YOUTH VOLUNTEERS: 145</p>		
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Sinethemba Malmesbury



Darling Outreach Foundation



Chatsworth POP Centre



Moorreesburg



Riverlands

YOUTH DEVELOPMENT: CAREER GUIDANCE

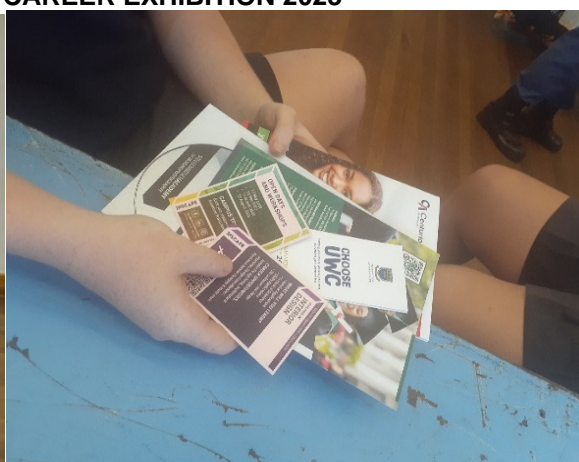
KPI - ph-09-0115: Promote the capacity of young adults

1. Number of people (including youth) assisted with career guidance and information about economic opportunities:

Goal	Outcome planned	Outcome achieved	Impact planned	Impact achieved
1. Number of people (including youths) assisted with career guidance and information about economic opportunities	2000 youth for the year Career exhibition	Swartland Annual Career Exhibition 7 – 9 February 2023. 2159 grade 9, 11 and 12 learners were reached. Schoonspruit SSS: 529; Ilingeletu SS: 548; Wesbank SS: 571; Swartland H/S: 290; Dirkie Uys H/S: 145; Riebeek Valley SS: 76		7245 number of people (including youths) assisted with career guidance and information about economic opportunities
	Career guidance and support sessions with youth.	Career guidance and support sessions with youth: 887 youth assisted in office and out of office with pace career test and online application opportunities.	Youth receiving assistance from the youth office in career guidance and support	
	Assisting youth with job application forms.	Assisting youth with job application forms: 2140 was distributed; Swartland Municipality: 417; Swartland Municipality Database form: 741; Z83: 697; West Coast District Municipality: 265; Other: 20		
	Assisting youth into accessing opportunities (training/ workshops / vacancies)	Assisting youth into accessing opportunities (training/ workshops / vacancies): 1931 people assisted.	Youth access to possible employment opportunities	

2. Number of youths from the whole of Swartland Community who entered job opportunities with the assistance from the Youth Office	Youth and adult job placements 30 for the year	36 youth and adults were assisted to enter job opportunities	Youth Employment	36 Youth employed and have an income monthly.
3. Number of trainings, internships and Learner ships opportunities in collaboration with other Departments with assistance from the Youth Office	Youth entered learner ships, internships and trainings and enhance 10 for the year	129 youth was placed in 13 different institutions	Youth enrolled in learner ships, internships and trainings.	The Youth Office collaborated with 13 different institutions / departments / skills programmes and assisted 129 youth within these skills programmes

SWARTLAND ANNUAL CAREER EXHIBITION 2023



Dirkie Uys High School



Ilingeletu Secondary School



Schoonspruit Senior Secondary School



Swartland High School



Wesbank Secondary School



Riebeek Valley Special School

ph-09-0116: Promote access to social development services for vulnerable people				
KPI 4: Number of life skills programmes				
Impact measured/achieved				
Goal	Outcome planned	Outcome achieved	Impact planned	Impact achieved
Creating a platform for youth to organise themselves to address social issues they face	Linked with LDAC. With the help of life skill education, we can learn how to gain understanding regarding social issues and how to deal with these challenges.	<p>1.ABCD / CCE Youth Dialogue Session with Kalbaskraal and Abbotsdale Youth on 22 September 2022 at Abbotsdale Community Hall, 13 youth members was empowered.</p> <p>2. ABCD / CCE Youth Dialogue Session with Riverlands and Chatsworth Youth on 20 October 2022 at The Love Church, Riverlands, and 48 youth members was empowered.</p> <p>3.Active Citizenship (CCE and IEC) session with Moorreesburg Youth on 16 November 2022 at Rosenhof Community Hall, 13 youth members was empowered</p> <p>4.GBV Men and Boys Campaign on 17 November 2022 at Darling Outreach Foundation, 21 Darling boys and men was reached.</p> <p>5.ABCD / CCE Youth Dialogue Session with Darling Youth on 24 November 2022 at 33 youth members was empowered.</p> <p>6.GBV/Active Citizenship Information Session on 1 December 2022 at Abbotsdale Library Hall, 16 members of the community were empowered</p> <p>7.Wereld Hardop Lees dag on 2 February 2023 from 16:00 - 17:00 at Abbotsdale Library Hall, Abbotsdale; 12 children were reached</p>	To have dialogues with youth regarding the following topics: substance abuse and GBV (LDAC), antibullying, unemployment and to workshop these topics through the ABCD and CCE methodologies. Youth then had to identify a project in awareness of these topics.	<p>Yes, impact was achieved. These sessions lead into planning awareness initiatives for youth month, was driven by the youth, with the support of role players.</p> <p>See impact achieved below. This information will guide us when we do plan for the new book year.</p>

		<p>8.ABDC / CCE session on 9 March 2023 from 10:00 - 14:00 at Wesbank Community Hall, Malmesbury; 16 youth was reached.</p> <p>9.ABDC / CCE session on 16 March 2023 from 10:00 - 14:00, Abbotsdale Library Hall, Abbotsdale; 21 youth was reached.</p> <p>10.NYDA Job Readiness session on 27 March 2023 from 10:00 - 14:00, Darling Outreach Foundation, Darling; 26 youth was reached.</p> <p>11.Youth Office: ABDC / CCE session on 12 April 2023 from 10:00 - 14:00 at Riebeek Kasteel Community Hall, Riebeek Kasteel; 17 youth was reached.</p> <p>12.ABDC / CCE session on 18 May 2023 from 10:00 - 14:00 at Riebeek Wes POP Centre, Riebeek Wes; 10 youth was reached.</p> <p>13.YOUTH MONTH CELEBRATION: #unseen, for the youth, by the youth Malmesbury Arts and Culture event, 2 June 2023, 10:00 - 15:00, Swartland Indoor Sport Centre (SCORE): 130 youth attended.</p> <p>14. YOUTH MONTH CELEBRATION: Abbotsdale Arts and Culture festival, 23 June 2023, 12:00 - 15:00, Abbotsdale Community Hall: 89 youth attended.</p> <p>15. YOUTH MONTH CELEBRATION: Darling - Amazing Race, 16 June 2023, 09:00 - 13:00, Darling Community Hall: 80 youth attended.</p>		
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		<p>16. YOUTH MONTH CELEBRATION: Broodkraal ABCD dialogue session, 1 June 2023, 10:00 - 15:00, Broodkraal Community Hall: 18 youth attended.</p>		
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Moorreesburg ABCD/ CCE youth dialogue



GBVF Men and Boys Campaign



#unseen, for the youth, by the youth Malmesbury Arts and Culture event

Number of entrepreneurship training workshops held by referring businesses to SEDA and NYDA

Goal	Outcome planned	Outcome achieved	Impact planned	Impact achieved
Link entrepreneurs with relevant organisations and government departments. Promote uses local labour in tender documents. Reduce and / or assistance with red tape for small businesses	Number of entrepreneurship training workshops held by referring existing businesses to SEDA and NYDA 2 for the year	<p>SMME Business registration session on 20 September 2022 at Ilinglethu Thusong Service Centre. 23 people attended.</p> <p>SMME Training session (Tender processes and DTI) on 26 October 2022 at Swartland Indoor Sport Centre (SCORE). 29 people attended.</p> <p>SMME Business training Workshops facilitated by SEDA: 11 November 2022 at Abbotsdale Community Hall, 17 people attended. 15 November 2022 at Wesbank Community Hall, 12 people attended.</p> <p>Budget and Costing workshop hosted by SEDA: 22 November 2022, Wesbank Community Hall, 31 people attended.</p> <p>SEDA New Venture Creation Business Session on 28 March 2023 from 11:00 - 14:00 in Riebeeck Kasteel, POP Centre: 35 people attended</p> <p>Swartland SMME Summit; 12 May 2023 at Town Hall, Swartland Municipality, Malmesbury: 107 people participated. Total Businesses: 88 Total staff, councillors, and stakeholders: 19</p> <p>Swartland Youth Entrepreneurial Summit; 23 June 2023 at Swartland Indoor Sport Centre (SCORE): 155 youth participated. Total blue questionnaire returned: 48 Total staff, councillors, and stakeholders: 23</p>	To create a platform where SMME can strive through capacity building and linking them with resources and funding opportunities .	<p>Yes, 390 SMME's was educated regarding business registration, budget and costing, new venture creations and linkages was made.</p> <p>SMME Interim forum has been formed and a Youth control group for SMME has started.</p>



Swartland SMME Summit



Swartland Youth Entrepreneurial Summit



Focus Area 4: Promote Coordination and Collaboration

KPI -ph-13-0004: Promote the coordination social development

FORUMS:

SSDF/LDAC AND RSEP

Goal	Outcome planned	Outcomes achieved	Impact planned	Impact measured/achieved
Swartland Local Drug Action Committee (LDAC) To give effect to the NDMP and to create a Mini drug master plan (guidelines / policy) that will be	Capacity building sessions with the LDAC, monthly meetings, monthly executive meetings, implementing action plan	Capacity Building Sessions: Swartland Municipality Law Enforcement did an information session regarding their mandate when it comes to supply reduction and illegal dumping during our monthly LDAC meeting on 31 August 2022, 40 LDAC members received the information.	LDAC members did receive various requested capacity building sessions. Capacity building sessions held during LDAC meetings. LDAC Executive has also met a few times to discuss way forward.	LDAC members been capacitated on various requested themes. See impact achieved below. This information will guide us when we do plan for the new book year.

	respective organisations and government departments	Local Drug Action Committee Executive Meetings: 14 September 2022; 7 attended 10 February 2023; 9 attended 10 March 2023; 4 attended		
Number of Meetings with the Social Development Forum	Quarterly meetings to review the implementation of planned projects/programmes from the respective organisations and government departments	SSDF Meetings: 11 August 2022 30 September 2022 (Illegal Dumping Initiative) 19 October 2022 23 March 2023 21 June 2023	Meetings were held to address the four focus areas of the SSDF. Focus Areas: -Child Protection/ ECD -School Dropouts -Substance Abuse/ LDAC -Victim Empowerment GBVF/ VEP	During the new book year, the SSDF will focus on: Capacity building sessions regarding the four focus areas. Focussing on implementing the action plan by refining the action plan into quarterly activity sheets through the SSDF Strategic Planning.



LDAC/SSDF Mapping and Referral Pathway



LDAC Substance Abuse in the workplace



HWSETA Roadshow



LDAC FAS training



LDAC FAS training



SPECIAL PROJECTS:

<u>ACKNOWLEDGEMENT/RECOGNITION AND RESTORING THE DIGNITY</u>				
Goal	Outcome planned	Outcome achieved	Impact planned	Impact achieved
<p>To acknowledge and give recognition to the Dux Learners and Top Achievers of the Swartland Municipal Area to motivate them and other learners to strive to do their best</p> <p>To restore the dignity of young girls by providing them with sanitary pad to stay in school and fully participate in activities</p>	<p><u>Implementation of special projects:</u></p> <p>Dux Learners of the 26 Primary Schools within the Swartland Municipal Area</p> <p>Top Achievers (matriculants) of five High Schools Within the Swartland Municipal Area</p>	<p>26 Learners from primary schools Received recognition for their hard work.</p> <p>5 Top Achievers received recognition for their hard work.</p>	<p>Recognition to 26 Primary School learners and 5 High School Top Achievers by hosting them, their parents and school staff at the event.</p>	<p>Successful implementation of the Dux and Top Achievers project. The accolades they received encouraged them to even work harder and encourage fellow learners to persevere and know that their dreams are in reach with consistency and hard work that pays off.</p>

	<p><u>Sanitary Dignity Drive Drive:</u></p> <p>8 Farm Schools Identified to receive Sanitary Pads. First distribution September 2022 and May 2023 with Municipal Council, Department of Community Development and Department Protection Services- Law Enforcement</p>	<p>1000 packets of sanitary pads was distributed in September 2022) to the 8 farm schools with Municipal Council, Department of Community Development and Department Protection Services- Law Enforcement</p> <p>1008 Sanitary Pads was distributed to the same 8 Farm Schools in May 2023 on behalf of Swartland Municipality.</p>	<p>Restoring the dignity of girls by supplying 8 farm schools with sanitary pads</p>	<p>Schools confirmed that the sanitary pads made a huge difference in the lives of the young girls where they could freely ask for the sanitary pads and take them home to use. They did not stay away from school, because they received pads.</p>
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Dux Learner project



Top Achievers event





Swartland Municipality Sanitary Drive

SOCIAL REGENERATION PROGRAMME:

Ph-090116:4 Promote access to social development services for vulnerable people

Gender Based Violence and Femicide Programme

Goal	Outcome planned	Outcome achieved	Impact planned	Impact achieved/ measured
Swartland Municipality Gender Based Violence Summit held on 19 August 2022	To endorse the Terms of Reference for the GBV Ambassadors To provide a platform for the Swartland Municipality to share the GBV Ambassadors Programme with the rest of the Swartland and West Coast Region. To induct the clear Goals and Objectives towards attainment of the Swartland GBV Ambassador's Program	130 people attended the GBVF Summit at the Swartland Municipality Town Hall, Malmesbury	The Department Community Development are responsible for hosting this initiative. The Department Community Development will be responsible for the Logistical Arrangements. After the summit, continues role out of capacity building interventions be conducted. Joint initiatives planned with various stakeholders in terms of GBVF within the Swartland region to give effect and support to the GBVF Ambassadors.	Information captured on additional trainings to be provided to the GBVF Ambassadors and stakeholders
In attendance of the West Coast District Launch	Overview of Gender Based Violence	45 stakeholders attended the	Understanding the different aspects	

of the GBVF referral pathway	Referral Pathway & Roles of stakeholders Services in West Coast	training programme	pertaining to roll out of the GBVF referral pathway within the Swartland and West Coast region. Utilizing the methods provided to capacitate GBV Ambassadors, Council members, Ward committees & communities	
Swartland GBVF Ward Committee Training held on 8 October 2022 in Moorreesburg	The Terms of Reference for GBVF Ambassadors Understanding Gender and the link to GBV Awareness: Project identification per ward	12 participants attended the session		Ward Committee Members understand the roles and responsibilities of the GBVF Ambassadors and the role of the Gender Focal Person of the Swartland Municipality.
Swartland GBVF Ward Committee Training held on 22 October 2022 in Abbotsdale		14 participants attended the session		
Swartland GBVF Ward Committee Training held on 5 November 2022 in Malmesbury		32 participants attended the session		
Outreach to Trauma Rooms in Swartland on 5 & 6 December 2022	Outreach to Trauma Rooms to determine needs, and how collectively as stakeholders we can address some of the needs acquired.	Councillors, Municipal Officials, GBVF Ambassadors, DSD Provincial Office and SAPS officials	Feedback report compiled of all four (4) Trauma Rooms in the Swartland according to their required needs	Information shared with respective stakeholders on the required needs identified during the onsite visits.
The Concept of Gender & Gender Equality session held on 30 November 2023	Understanding the mandate of Commission of Gender Equality in South Africa Understanding the role of Legal Aid in SA in terms of the Domestic Violence Act (Introduction to the Act; Required procedures and rules in dealing with the act and assisting the victim of the domestic violence)	24 participants attended the session	Feedback back on relevant outcomes to Council and way forward on addressing the Domestic Violence Act (DV Act) Each Ambassador received a sample on how to complete the forms and relevant contact information in terms of the referral pathway pamphlet for	Additional training identified for the SAPS and Law Enforcement officials on the DV Act and implementation thereof. Monthly meetings with GBVF Ambassadors-addressing concerns, implementation, and awareness planning.

<p>GBVF Ambassadors Meeting and Capacity Building Session held on 06 and 15 February 2023 (Malmesbury and Darling)</p>	<p>Understanding the importance on when and how to complete GBVF Referral Form and the Form 22 (Child Protection Form) of the Department of Social Development. Understanding the importance of referrals to the relevant departments.</p>	<p>10 participants (6 Feb.2023) and 4 participants (15 Feb.2023)</p>	<p>distribution and awareness raising within the community.</p> <p>Participants having a clear understanding of the role of each department and the implementation of the new Domestic Violence amended Act (DVA)</p>	<p>Yes, follow-up to continue with Swartland Municipality Law Enforcement official on the understanding and implementation of the DVA.</p>
<p>Training on the Domestic Violence Act held on 28 February 2023 in Malmesbury</p>	<ul style="list-style-type: none"> - Mandate of Commission for Gender Equality (CGE) and the overview of Domestic Violence in our communities and the realities of gender perceptions. - Domestic Violence Act (DVA) and the role of the CGE in the implementation of the DVA. - Malmesbury Court: Court procedures in the implementation of the DVA 	<p>23 participants attended the session</p>		
<p>Mental Health and Social Justice Clinic Session held on 27 June 2023 in Malmesbury</p>	<p>GBVF Ambassadors and LDAC members recruited</p>	<p>24 participants attended the session</p>	<p>Provide participants having a clear understanding the impact Mental Health has on communities and the importance of bringing in the social justice clinic for assistance to relevant clients.</p>	



Moorreesburg, Riebeek Valley Ward GBVF Training



Malmesbury/Darling GBVF Ward Committee



**Abbotsdale/Riverlands/Chatsworth/Kalbaskraal
GBVF training**



GBVF Summit August 2022



**Moorreesburg VEP trauma room visit
5 December 2022**



**Riebeeck Valley VEP trauma room visit
5 December 2022**



**Darling VEP trauma room visit
6 December 2022**



**Malmesbury VEP trauma room
visit 6 December 2022**



**GBVF Wall Painting in collaboration with Schoonspruit
Secondary Learners**

Focus Area 6: Lobbying for the Vulnerable
Ph-090116:4 Promote access to social development services for vulnerable people
THUSONG MOBILE OUTREACHES

Goal	Outcome planned	Outcome achieved	Impact planned	Impact measured
Conduct Swartland Mini-outreaches for 2022/2023 program that are helping to improve learning, promoting civic engagement, and strengthening communities through addressing their societal needs.	People got access to government services in terms of their needs. (There were 8 Outreaches and 1 Provincial Mobile Outreach in collaboration with DLG in the whole of the Swartland Municipal Area)	<p>Nine Swartland Mobile Outreaches were held:</p> <p>13 July 2022: Brood kraal (399 Beneficiaries)</p> <p>24 August 2022: Riebeek-West (668 Beneficiaries)</p> <p>17 September 2022: Chatsworth (103 people benefitted).</p> <p>21 September 2022: Riebeek Kasteel (561 Beneficiaries).</p> <p>26 October 2022: Malmesbury- Ilingeethu (820 Beneficiaries)</p> <p>29 November 2022: Darling (739 Beneficiaries)</p> <p>15 February 2023: Chatsworth Provincial Outreach (1495 Beneficiaries) i.e., Abbotsdale, Riverlands and Kalbaskraal were transported to the venue.</p> <p>18 May 2023: Kalbaskraal (260 Benefitted) Riverlands and Chatsworth were transported to the venue.</p> <p>13 June 2023: Abbotsdale (235 Beneficiaries)</p>	<p>People assisted and accessed services according to their needs and mostly to go extra mile, SARS had to provide their outreach programme and was in two times for Swartland Municipal Area (Ilingeethu Thusong Centre -21June and 22 June Darling- (193 people Benefitted for the 2 days)</p>	<p>Responses from beneficiaries of services:</p> <p>Respondent A: She visited Department of Agriculture- she called in for an offer to uplift herself whereby the Department provide her with chickens, garden equipment and seedlings. She can survive because she raised the chickens, and they increase in numbers and now she is selling them together with their eggs been produced to make profit resulted as an Income since they are unemployed in the house.</p> <p>Respondent B: She visited SASSA to apply for disability grant and she got successful for the permanent disability grant. She needs to get extra support for groceries and fruit because the grant is not enough.</p> <p>-The other respondent came for Covid grant but she could not get any help as she was told that it is not on their service function, and she is still in need of updating her contact number.</p> <p>GOVERNMENT DEPARTMENTS-DLG by CDW: Respondent C: She came for business registration workshop where she got knowledge on business start-up and being informed of what needs to be in place.</p> <p>Respondent D: She attended to SEDA in the Darling Outreach to</p>

				seek further assistant for a business. She was so privileged due to hope she received for Financial Assistant, and she will be able to create job opportunities for young people
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BROOKRAAL OUTREACH-JULY 2022



Riebeek-Kasteel Outreach September 2022



Riebeek-West Outreach September 2022



Chatsworth Outreach September 2022



Malmesbury Ilingeletu Outreach
October 2022



Darling Outreach November 2022



Abbotsdale Outreach June 2023



Malmesbury SARS Outreach October 2022

4. LEGAL MANDATE

One of the aims of local government is to promote social development (The Constitution of RSA1996 152 (1)c). This report indicates how Development Services: Community Development Division executed the aim of local government by promoting social development in communities through trainings, workshops, capacity building sessions and skills development.

5. LINK WITH THE IDP

The Swartland Social Development Policy and Strategy is one of the sectoral plans that links with the Strategic Goal 1 of the IDP 2017-2022: *PEOPLE – IMPROVED QUALITY OF LIFE FOR CITIZENS*'. Strategic actions and initiatives are linked to the KPI's of the Community Development Division

6. FINANCIAL IMPLICATION

Thorough evaluation of programmes will ensure that programmes could be refined to have a higher Impact and therefore would ensure a better use of municipal funds.

7. CONCLUSION

The main challenge in Monitoring and Evaluating community development programmes is to get and stay in touch with participants. Phone numbers change and it is difficult to get feedback from all.

8. RECOMMENDATION

- *That the Executive Mayoral Committee takes cognizance of the outcomes and impacts measured of the Community Development projects of 2022-2023.*
- *That the Community Development Division report yearly by August on the outcome and impact of community development projects of the previous financial year.*

(get) J S Krieger

MUNISIPALE BESTUURDER

/hb



Verslag ♦ Ingxelo ♦ Report

Kantoor van die Direkteur: Beskermingsdienste
20 Julie 2023

17/6/1/4

ITEM ...7.11..... VAN DIE AGENDA VAN N BURGEMEESTERSKOMITEE - VERGADERING WAT GEHOU SAL WORD OP 16 AUGUSTUS 2023.

SUBJECT: IMPLEMENTATION OF 60-MINUTE PARKING: HUGENOTE STREET (BETWEEN LANG STREET AND SAREL CILLIERS STREET, MALMESBURY).

ONDERWERP: IMPLEMENTERING VAN 60 MINUTE PARKERING: HUGENOTE STRAAT (TUSSEN LANG- EN SAREL CILLIERSSTRAAT, MALMESBURY)

1. BACKGROUND /AGTERGROND

The municipality received numerous requests from business owners in Hugenate Street, Malmesbury to implement a 60-minute parking restriction in Hugenate Street (between Lang Street and Sarel Cilliers Street). After on-site inspections the Traffic Department decided to support the request. Due process was followed to get the input from the broader public and neighbouring businesses.

Notice 84/2022/2023 (Implementation of 60 minute parking) was given in terms of Section 57(3) (a) of the National Road Traffic Act, Act 93 of 1996 in the local media requesting comments (whether an objection or support).

2. LEGISLATION / WETGEWING

The municipality get the authority to make decisions in this regard from the **National Road Traffic Act, Act 93 of 1996** specifically Section 57 (3) (a) that reads as follow:

“(3) (a) A local authority, or any person in its employment authorised hereto by it either generally or specifically, may in respect of any public road within the area of jurisdiction of that local authority display or cause to be displayed in the prescribed manner any such road traffic signs as such authority or person may deem expedient.”

At the closing date of 24 June 2023 nine (9) comments were received with seven (7) in support and two (2) objections.

COMMENTS RECEIVED DURING PUBLIC PARTICIPATION PROCESS				
NAME	DATE RECEIVED	SUMARRY OF COMMENTS	SUPPORT	OBJECTION
1. Yolande MalaAttorneys	07 June 2013	<ul style="list-style-type: none"> Support the proposed implementation of the 60 minute limit. Their clients cannot find parking in Hugenote Street because of the parking bays being used mainly by employees and clients of Nedbank. 	Yes	No
2. Melinda Bierman Inc Physiotherapy	13 June 2023	<ul style="list-style-type: none"> Pasiente sukkel daaglik om parkering te kry omdat werknemers van besighede die parkeerareas vir die volle dag beset. Pasiente wie die praktyk en omliggende mediese diensverskaffers besoek, is meestal ouer mense of het operasies ondergaan. Hulle kan dus nie so ver loop nie. Parkeerplekke in Hugenote Straat word reeds vanaf 8vm soggens beset. Melinda Bierman Inc Physiotherapy praktyk verwelkom en ondersteun die voorneme van die munisipaliteit om die parkering tot 60 minute te beperk. 	Yes	No
3. Dr MC van Jaarsveld	20 June 2013	<ul style="list-style-type: none"> Pasiente sukkel om naby genoeg parkering aan die spreekkamer te kry. Baie van die pasiente is ouer persone wie nie ver kan loop nie. Parkering probleme is nadelig vir die besigheid. 	Yes	No

		<ul style="list-style-type: none"> • Parkeerplekke voor die spreekkamer is reeds voor 08h00 beset en word deur werknemers. • Die voorneme van die munisipaliteit om parkering in Hugenate Straat tot 60 minute te beperk, word verwelkom. • Verdere versoek: Verskuiwing van die ambulans parkeerplek. 		
4. Francois Jacques Brits	22 June 2023	<ul style="list-style-type: none"> • Owner of Hugenate Street no. 25, 29, 39 & 41. • 60 minute parking is a good idea in order to eliminate: <ul style="list-style-type: none"> ○ Vehicle owners that park in the street and walk to work elsewhere in the CBD. ○ Vehicles and trailers that is left in Hugenate Street, often for weeks. • Suggestion: Consider an permit system for the properties in Hugenate Street 	Yes	No
5. Willem van Jaarsveld (LARDA PTY LTD)	07 June 2023	<ul style="list-style-type: none"> • Fully support the intended implementation of a 60-minute parking limit. • Customers have difficulty finding parking in reasonable distance from Larda (Pty) Ltd offices. • Vehicles park in front of the business for the full working day. 	Yes	No
6. Geard Aptek	07 June 2023	<ul style="list-style-type: none"> • Support the proposed implementation of the 60-minute parking limit. • The Pharmacy has its own parking bays, but additional clients cannot obtain parking in Hugenate Street because of the parking bays being used by employees and clients from mainly Nedbank. 	Yes	No
7. Renelda Wright (Fisioterapeut te Hugenatestraat 5)	12 June 2023	<ul style="list-style-type: none"> • Pasiente sukkel om parkering in Hugenate straat of die nabye omgewing te kry, weens werknemers van besighede wie die parkeerarea vir die volle dag beset. 		

		<ul style="list-style-type: none"> • Die ekonomie en kliente sorg van die praktyk word geskaad. • Parkeerplekke in Hugenate Straat word op n daaglikse basis reeds voor 8-uur soggens beset deur werknemers van omliggende besighede. • Die fisioterapie praktyk verwelkom en ondersteun die voorneme van die munisipaliteit om parkering tot 60-minute te beperk. • Verdere versoek: Verskuif die ambulans parkeerplek. 	Yes	No
8. Dr WM van Niekerk WHO (Occupational Health)	05 June 2023	<ul style="list-style-type: none"> • Object to the 60-minute time limit, as 60 minutes will not offer patient sufficient time for consultation for Occupational Health Medical Services and investigations. • One employer (one vehicle) often conveys numerous patients. • 120-minutes will provide a more reasonable alternative. • Consider herringbone ("visgraat") parking instead of the in-line parking bays. This could result in additional parking spaces. 	No	Yes
9. Dr WM van Niekerk Malmesbury Mediese Sentrum	05 June 2023	<ul style="list-style-type: none"> • Object to the 60-minute time limit, as 60 minutes will not offer patients sufficient time for consultation of medical services and collection of medication (GP & Clinic) • Elderly and physically challenged patients are often delayed to longer than 60-minutes. • 120-minutes will provide a more reasonable alternative. • Consider herringbone ("visgraat") parking instead of the in-line parking bays. This could result in additional parking spaces. • Consider moving the ambulance parking in front of our emergency door. 	No	Yes

3. RECOMMENDATIONS / AANBEVELINGS:

- 3.1. That cognisance be taken of the public participation process followed to obtain the input from the broader business community regarding the proposed implementation of a 60 minute parking restriction in Hugenote Street, between Lang Street and Sarel Cilliers Street;
- 3.2. That the 60-minute parking restriction be approved, as per the local authority's power to do so in terms of Section 57 (3) (a) of the National Road Traffic Act, Act 93 of 1996, provided that it be implemented in phases as follows to determine the impact of the restriction:
 - Phase 1 –between Sarel Cilliers Street and Truter Street.
 - Phase 2 – between Truter Street and Lang Street.

(get) P A C Humphreys

MUNICIPAL MANAGER



THE MUNICIPAL MANAGER

MALMESBURY

BY EMAIL: swartlandmun@swartland.org.za

7 JUNE 2023

RE: NOTICE 84/2022/2023

IMPLEMENTATION OF 60 MINUTE PARKING: HUGENOTE STREET – BETWEEN LANG STREET AND SAREL CILLIERS STREET, MALMESBURY

1. Yolande Malan Attorneys, 1st Floor, 69 Voortrekker Road, Malmesbury
Email: yolande@ymattorneys.co.za, Tel: 087 062 5957 hereby support the proposed implementation of the 60 minute parking limit in terms of the above notice.
2. Although there is parking available at the back of Geard Pharmacy @ Spar, these bays are mainly for clients at the Medical Centre and as such our clients cannot find parking in Hugenate Street because of the parking bays being used mainly by employees and clients of Nedbank.
3. We therefore see no alternative but to support the 60 minute parking limit.

Yours faithfully,


YOLANDE MALAN ATTORNEYS

Yolande Malan Attorneys, Notaries, Conveyancers &
Accredited Mediators
1st Floor, 69 Voortrekker Road, Malmesbury, 7300
yolande@ymattorneys.co.za
(084) 951 6707
In Association with Frank Biccari Attorneys,
174 Loop Street, Cape Town, 8001

Hugenotestraat 5
Malmesbury
7300
20 Junie 2023

Die Munisipale Bestuurder
Swartland Munisipaliteit
Privaatsak X52
Malmesbury
7299

Geagte Meneer

INSAKE: KENNISGEWING 84 VAN 2022/23 AANGAANDE DIE VOORNEME OM PARKERING IN 'N GEDEELTE VAN HUGENOTE STRAAT TOT 60 MINUTE TE BEPERK

1. Ek, Dr. M.C. van Jaarsveld, is 'n algemene praktisyn by die bogenoemde adres. Ek ondervind daagliks dat pasiënte sukkel om parkering naby genoeg aan die spreekkamer te kry. Baie van die pasiënte is ouer persone met mediese probleme wat veroorsaak dat hulle nie ver kan loop nie. Daar is elke dag klagtes oor hoe moeilik dit is om parkering te kry. Dit is nadelig vir my besigheid asook ander besighede in die omgewing aangesien toeganklikheid tot 'n besigheid 'n belangrike faktor is waaraan mense oorweging skenk wanneer hulle besluit om van 'n diens gebruik te maak.
2. Die meeste van die parkeerplekke voor die spreekkamer is reeds voor 08h00 beset en word deur **werknemers** van die omliggende besighede gebruik. Die parkeerplekke is dus vir die hele werksdag vir niemand anders beskikbaar nie. Ek, Dr. W.M. van Niekerk, Melinda Bierman Inc Physiotherapy en Geard Apteek huur parkeerplek vir ons werknemers in 'n parkeer area met 'n ingang in Duthie straat.
3. Ons weet dat Swartland Munisipaliteit die plaaslike ekonomie ondersteun en wil uitbrei. Daarom doen ek 'n beroep dat u bogenoemde probleem in 'n ernstige lig sal beskou as 'n faktor wat nie tot daardie doelwit bydra nie. Ek verwelkom dus die voorneme van die munisipaliteit om parkering in hierdie area tot 60 minute te beperk. Dit sal vir almal tot voordeel strek: die besighede sowel as die kliënte en pasiënte van genoemde besighede.
4. **Verdere versoek: Ambulans parkeerplek**
Ek ondersteun die versoek van Melinda Bierman Inc Physiotherapy dat daar 'n ambulans parkeerplek by die rooi streep voor die voetganger hek by die onderste punt van die rolstoel oprit geskep word. Sien asseblief foto's aangeheg.
5. Ek bedank u vir die geleentheid om kommentaar te lewer en bevestig dat ek die 60 minute beperking op parkering ten volle ondersteun.

Groete

Dr. M.C. van Jaarsveld





Ref: NOTICE 84/2022/2023

To: The Municipal Manager
swartlandmun@swartland.org.za

Date: 22/06/2023

From: Francois Jacques Brits
29 Hugenote Street
Malmesbury
Tel. 083 628 9718
Correspondence: accounts@lizesigns.co.za

I am the Owner: Hugenote Street no. 25, 29, 39, 41

I, FJ Brits, respond regarding Notice advertised in the newspaper pertaining the implementation of 60 Minute Parking in Hugenote Street.

In essence I am of opinion that 60 minute parking is a good idea in order to eliminate:

- a) Vehicle owners that park in the street and walk to work elsewhere in the Malmesbury CBD, resulting in no available parking for the tenants, customers and owners at property in Hugenote Street.
- b) Vehicles and trailers that is left in Hugenote Street, often for weeks at a time before being collected by an third party.
Hugenote Street is not a drop off and collection point for cars, trailers and busses.

Suggestion:

Please consider an permit system for the properties in Hugenote Street that do not have on site parking. This shall enable companies and residential tenants to acquire a permit that exclude them from the 60 minute parking rule when displayed on their front window or dashboard.

I do not have an objection to the 60 minute rule, as long as we can accommodate the permanent tenants and owners at buildings with no on site parking, at no additional cost to them, to enable said group of people to still park in front or close to their property.

Kind Regards
Jacques Brits



The Municipal Manager
Private Bag X52
MALMESBURY
7299

2023-06-07

By email: swartland-mun@swartland.org.za

RE: Notice 84/2022/2023 Implementation of 60 minute parking : Hugenote street

I am owner/director of Larda PTY Ltd, located at 5 Hugenote street.

This letter is in full support of the intended implementation of a 60 minute parking limit to all parkings in Hugenote street between Lang street and Sarel Cilliers street. Our customers have difficulty finding parking in reasonable distance from our offices due to vehicles parked in front of our building for the full working day.

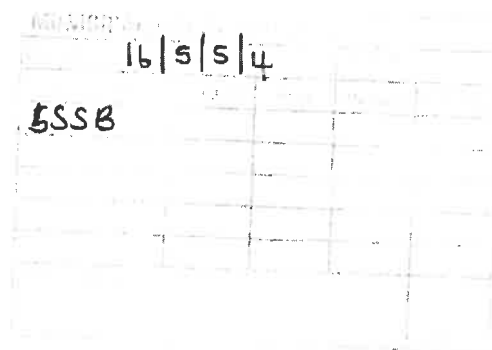
The intended change will greatly assist our business.

It needs to be mentioned that patients visiting medical service providers also located at 5 Hugenote street, will be assisted with more readily available parking closer to these services when full day parking in front of the building will not be allowed anymore.

Sincerely



Willem van Jaarsveld
Director



Geard Aptek / Pharmacy



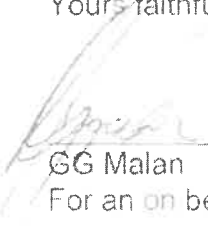
69 Voortrekker Road, P O Box 229, MALMESBURY, 7299 Tel: 022-4822557 Fax: 022-4821344
E-pos: geard@mwebbiz.co.za / geardpharmacy@gmail.com
VAT: 4740296308

THE MUNICIPAL MANAGER
MALMESBURY
BY E-MAIL: swartlandmun@swartland.org.za
7 JUNE 2023

RE: NOTICE 84/2022/2023
IMPLEMENTATION OF 60 MINUTE PARKING: HUGENOTE STREET- BETWEEN
LANG STREET AND SAREL CILLIERS STREET, MALMESBURY

1. On behalf of Geard Pharmacy @ Spar, 69 Voortrekker Road, Malmesbury, Email: geard@mwebbiz.co.za, Tel: 022 482 2557, we hereby submit our support for the proposed implementation of the 60-minute parking limit in terms of the above notice.
2. Although the pharmacy has its own parking bays, we have found that additional clients cannot obtain parking in Hugernote Street because of the parking bays being used by employees and clients of mainly Nedbank.
3. We therefore see no alternative but to support the 60-minute parking limit implementation.

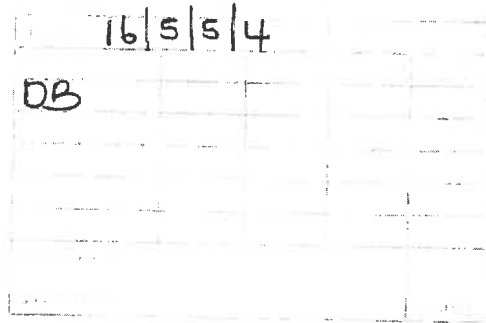
Yours faithfully



GG Malan

For an on behalf of Geard Pharmacy @ Spar

Die Munisipale Bestuurder
Swartland Munisipaliteit
Privaatsak X52
MALMESBURY
7299



Hugenotestraat 5
Malmesbury
7300
7 Junie 2023

Geagte meneer

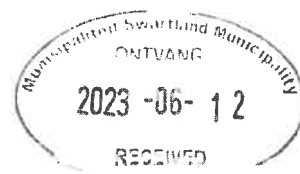
**INSAKE: KENNISGEWING 84 VAN 2022/23 AANGAANDE DIE VOORNEME OM
PARKERING 'N GEDEELTE VAN HUGENOTESTRAAT TOT 60 MINUTE TE BEPERK**

1. Ek is werksaam as 'n fisioterapeut te Hugenotestraat 5, Malmesbury. 'n Groot persentasie van die pasiënte wat die praktyk besoek, sukkel om parkering in Hugenotestraat of in die nabye omgewing te kry, hoofsaaklik weens die feit dat werknemers van besighede in die omliggende omgewing die parkeerareas vir die volle dag beset en in seker gevalle selfs meer as agt ure.
2. Swartland Munisipaliteit is bekend daarvoor dat hulle die Plaaslike Ekonomie ondersteun, stimuleer en selfs verder wil uitbrei en groei, maar as werknemers van bv. banke, en meer spesifiek NEDBANK, parkeerspasie permanent opneem, skaad dit nie net die ekonomie nie, maar ook kliëntesorg van ons praktyk.
3. Ons aanvaar op 'n daaglikse basis dat feitlik alle parkeerplekke in Hugenotestraat reeds VOOR AGT UUR beset word deur werknemers van omliggende besighede, wat nadelig is vir die besighede in die omgewing van Hugenotestraat. Ons eie praktyk, sowel as Geard Apteek huur spasie in o.a. Dutchiestraat vir parkering van ons eie werknemers en kan ander besighede dieselfde doen.
4. Die fisioterapie praktyk verwelkom en ondersteun die voorneme van die munisipaliteit om die parkering tot 60 minute te beperk. Natuurlik sal wetstoepassing na implementering van die 60 minute beperking, van kardinale belang wees om die sukses te verseker.
5. Verdere versoek: Ambulans parkeerplek

Sien asb die aangehegte foto, wat 'n rooi streep illustreer. Dit is ons praktyk se beskeie mening dat 'n ambulans parkeerplek hier geskep behoort te word, wat naby die rolstoel "ramp" is, wat dus met groot vrug gebruik kan word. Die hek by die rooi streep word bloot vir voetgangerverkeer gebruik en sal dus nie enige toegang vir voertuie beperk nie.
6. Ons dank u weereens vir die geleentheid om kommentaar te lewer en bevestig dat ons die 60 minute beperking in belang van ons pasiënte en besighede ten volle ondersteun.

Groete

RENELDA WRIGHT





Hugenotestraat 5
Malmesbury
7300
13 Junie 2023

Die Munisipale Bestuurder
Swartland Munisipaliteit
Privaatsak X52
MALMESBURY
7299

Geagte meneer

**INSAKE: KENNISGEWING 84 VAN 2022/23 AANGAANDE DIE VOORNEME OM
PARKERING 'N GEDEELTE VAN HUGENOTESTRAAT TOT 60 MINUTE TE BEPERK**

1. Ek is die eienaar van Melinda Bierman Inc Physiotherapy, geleë te Hugenotestraat 5, Malmesbury. Die pasiënte wat hierdie praktyk besoek, sukkel egter daaglik om parkering te kry, hoofsaaklik weens die feit dat werknemers van besighede in die omliggende omgewing die parkeerareas vir die volle dag beset en in sekere gevalle selfs meer as agt ure.
2. 'n Groot persentasie van die pasiënte wat ons praktyk sowel as die omliggende praktyke van Dr MC van Jaarsveld, Dr W van Niekerk, CK Fisio en ook Geard besoek, is ouer of het operasies ondergaan. Hulle kan dus nie so ver loop nie of moet met behulp van krukke/looprame beweeg. Hierdie dilemma van die parkering wat grootlike veroorsaak word deur die perenante parkering van NEDBANK, RSAM ens., skaad dus nie net die ekonomiese beeld van ons praktyke nie, maar ook die vlak van klientsorg wat ons kan bied. Ons doen dus 'n beroep op Swartland Munisipaliteit om die saak aan te spreek, aangesien die munisipaliteit bekend is vir positiewe bydraes tot die groei van ons plaaslike ekonomie.
3. Ons aanvaar op 'n daaglikse basis dat feitlik alle parkeerplekke in Hugenotestraat reeds VOOR AGT UUR beset word deur werknemers van omliggende besighede, wat nadelig is vir die besighede in die omgewing van Hugenotestraat. Ons eie praktyk, sowel as Geard Apteek, Dr MC van Jaarsveld en Dr W van Niekerk huur spasie in o.a. Dutchiestraat vir parkering van ons eie werknemers en kan ander besighede dus dieselfde doen.
4. Melinda Bierman Inc Physiotherapy praktyk verwelkom en ondersteun die voorneme van die munisipaliteit om die parkering tot 60 minute te beperk. Dit sal verseker dat ons pasiënte meer gereedelik toegang tot parkering sal kry. Natuurlik sal wetstoepassing na implementering van die 60 minute beperking, van kardinale belang wees om die sukses te verseker.
5. **Verdere versoek: Ambulans parkeerplek**

Sien asb die aangehegte foto's, wat 'n rooi streep illustreer. Dit is ons praktyk se beskeie mening dat 'n ambulans parkeerplek hier geskep behoort te word, wat naby die rolstoel "ramp" is, wat dus met groot vrug gebruik kan word. Die hek by die rooi streep word bloot vir voetgangerverkeer gebruik en sal dus nie enige toegang vir voertuie beperk nie.
6. Ons dank u weereens vir die geleentheid om kommentaar te lewer en bevestig dat ons die 60 minute beperking in belang van ons pasiënte en besighede ten volle ondersteun.

Groete,

Melinda Bierman



Dr. WM van Niekerk

Winimay1@gmail.com

(**preferred communication method)

(MBChB, DoM), Pr. 1582607

WOH (Occupational Health)

7 Hugenote Street,

Malmesbury, 7299

Tel: 022 4824589

05/06/2023

The Municipal Manager
Private Bag X52
Malmesbury, 7299
Swartland-mun@swartland.org.za

Notice 84/2022/2023

Implementation of 60-minute Parking:

Hugenote Street – between Lang Street & Sarel Cilliers Street, Malmesbury

Dear Sir

Please note my objection to the above the time limit, as 60minutes will not offer our patients sufficient time for consultation for Occupational Health Medical Services and investigations. One employer (one vehicle) often conveys numerous patients.
120minutes will provide a more reasonable alternative.

Furthermore, please consider *herringbone* ("visgraat") parkings instead of the in-line parking bays. This could result in additional parking spaces in this one-way street.

I thank you for this opportunity.

Regards



Dr Wini May van Niekerk
Malmesbury Mediese Sentrum / Malmesbury Medical Centre

Dr. WM van Niekerk

Winimay1@gmail.com

(**preferred communication method)

(MBChB, DoM), Pr. 1582607

Malmesbury Mediese Sentrum

Posbus 229/Voortrekkerweg 69,

Malmesbury, 7299

Tel: 022 4824589

05/06/2023

The Municipal Manager
Private Bag X52
Malmesbury, 7299
Swartland-mun@swartland.org.za

Notice 84/2022/2023

Implementation of 60-minute Parking:

Hugenote Street – between Lang Street & Sarel Cilliers Street, Malmesbury

Dear Sir

Please note my objection to the above the time limit, as 60minutes will not offer our patients sufficient time for consultation of medical services and collection of medication at the Malmesbury Medical Centre (GP & Clinic). Due to numerous reasons, amongst other medical emergencies as well as debilitated patients (elderly and physically challenged), appointments are often delayed to longer than 60minutes.
120minutes will provide a more reasonable alternative.

Furthermore, please consider *herringbone* ("visgraat") *parkings* instead of the in-line parking bays.
If at all possible, additional parking spaces could thus be made available in this one-way.

Lastly, please consider moving the dedicated emergency ("ambulance") parking in front of our emergency door with about 3m to the north (still on the left). At present it is exactly opposite a parking bay across the road, which means that passing traffic is obstructed.
As there is a garage parking across the street, 3m to the north, with no parking bay in front of it, that would be a more practical alternative and resolution.

I thank you for this opportunity.

Regards



Dr Wini May van Niekerk
Malmesbury Mediese Sentrum / Malmesbury Medical Centre

ITEM 7.12 ON THE AGENDA OF THE EXECUTIVE MAYORAL COMMITTEE WHICH WILL BE HELD ON 16 AUGUST 2023.

ONDERWERP: UITSTAANDE DEBITEURE – JULIE 2023
SUBJECT: OUTSTANDING DEBT – JULY 2023

1. AGTERGROND/BEREDENERING / BACKGROUND/DISCUSSION

Die bylae hierby aangeheg reflekteer die besonderhede van Swartland Munisipaliteit se uitstaande debiteure vir die tydperk Julie 2023 en is saamgestel uit die volgende verslae:-

The schedule attached hereto reflects the particulars of Swartland Municipality's outstanding debt for the period July 2023 and is composed of the following reports.

- a) Outstanding debt (before levy) Residential / Business / Government / Personnel / Council Members
- b) Outstanding debt (before levy) 150 days and older
- c) Outstanding debt (before levy) 150 days and older - Legal Suite
- d) Outstanding debt (before levy) 150 days and older - Collab
- e) Statistics Cut-Off List

2. WETGEWING / LEGISLATION

- 2.1 Wet op Plaaslike Regering: Munisipale Stelsels Wet 32 van 2000
- 2.2 Local Government: Municipal Finance Management Act 56 of 2003

3. KOPPELING AAN DIE GOP / ALIGNMENT TO THE IDP

For purposes of Revenue Protection with reference to Strategic Outcome 1: A Financial Sustainable Municipality with well Maintained Assets in terms of Chapter 7 of the IDP, more specifically Output 1.1.2 – Maintain and Improve on Debt Collection.

4. FINANSIËLE IMPLIKASIE / FINANCIAL IMPLICATION

- 4.1 Die uitstaande debiteure vir Junie 2022 het R35 198,805.52 beloop terwyl die uitstaande debiteure vir Julie 2022 R33 346,637.75 beloop het en was 'n vermindering van R1 852,167.77
- 4.2 Die uitstaande debiteure vir Junie 2023 het R39 458,675.25 beloop terwyl die uitstaande debiteure vir Julie 2023 R40 077,007.59 beloop - 'n vermeerdering van R618 332.34
- 4.3 Die uitstaande debiteure vir Julie 2022 het R33 346,637.75 beloop terwyl die uitstaande debiteure vir Julie 2023 R40 077,007.59 beloop - 'n vermeerdering van R6 730,369.84 in uitstaande debiteure.
- 4.4 Die uitstaande debiteure vir Julie 2023 is 5.24% van die inkomste uit dienste voor die nuwe maand se heffing terwyl die uitstaande debiteure vir Julie 2022 4.68% was van die inkomste uit dienste voor die nuwe maand se heffing.

5. **AANBEVELING / RECOMMENDATION**

Dat die Raad kennis neem van die verslag aangaande die stand van Swartland Munisipaliteit se uitstaande debiteure vir Julie 2023.

That Council takes cognizance of the report with reference to the state of the outstanding debtors of Swartland Municipality for July 2023.

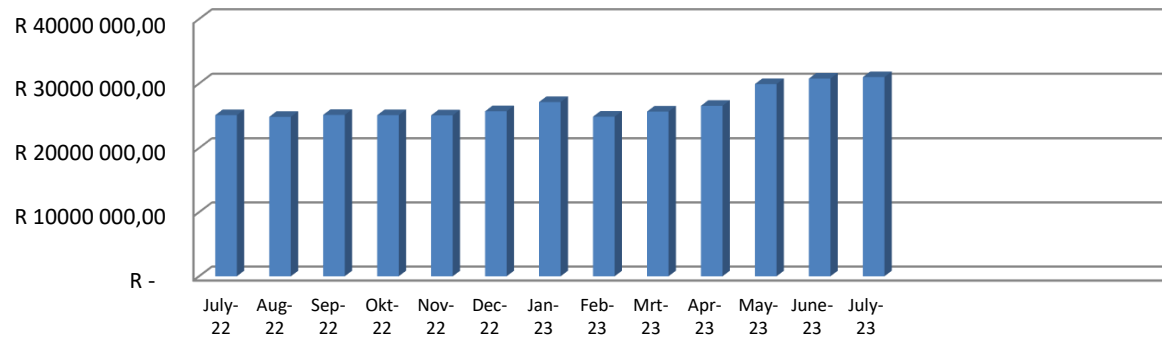
(get) M Bolton

M BOLTON
DIREKTEUR: Finansiële Dienste

OUTSTANDING DEBTORS (FUTURE EXCLUDED) MONTH END RESIDENTIAL - BUSINESS - GOVERNMENT STAFF - COUNCILLORS JULY 2023									2023/2024 OUTSTANDING DEBTORS AS % OF TOTAL BUDGETED SERVICE CHARGES	2022/2023 OUTSTANDING DEBTORS AS % OF TOTAL BUDGETED SERVICE CHARGES	2021/2022 OUTSTANDING DEBTORS AS % OF TOTAL BUDGETED SERVICE CHARGES
Months	Deviation same month of corresponding months of the previous year. (-) is a positive number	Total Debt	Residential	Business	Government	Staff	Councillors	Comments	R 764 743 787	R 713 057 993	R 658 069 842
Jan-23	R 6 176 479	R 43 191 181	R 38 862 263	R 3 114 314	R 1 204 761	R 9 844	R -	EFT payments day after month end received amounted to R1 906,828,80 (OTM account) and R0.00 (Sundries account) The businesses outstanding amounted to R3 114,313,72 Staff outstanding in the amount of R9843,90 - Eight (8) Staff members have outstanding accounts - 3 x Pre-Paid electricity , 4 x Conventional Electricity and 1 x Eskom electricity) The Government outstanding amounted to R1 204,760,88 as a result of annual rates. The amount of R40 541,34 is added to the outstanding debtors because of property rates that changed on request from monthly to annually whose future has been cancelled.		6,06%	5,62%
Feb-23	R 5 862 430	R 39 936 467	R 34 458 175	R 3 900 765	R 1 573 766	R 3 761	R -	EFT payments day after month end received amounted to R2 236,898,47 (OTM account) and R0.00 (Sundries account) The businesses outstanding amounted to R3 900,765,27 Staff outstanding in the amount of R3761,21 - Three (3) Staff members have outstanding accounts - 2 x Pre-Paid electricity and 1 x Conventional Electricity) The Government outstanding amounted to R1 573,765,54 as a result of annual rates. The amount of R53 610,35 is added to the outstanding debtors because of property rates that changed on request from monthly to annually whose future has been cancelled.		5,60%	5,18%
Mrt-23	R 1 642 716	R 36 605 676	R 32 844 393	R 1 884 961	R 1 874 778	R 1 545	R -	EFT payments day after month end received amounted to R497 273,21 (OTM account) and R0.00 (Sundries account) The businesses outstanding amounted to R1 884,961,04 Staff outstanding in the amount of R1544,50 - Four (4) Staff members have outstanding accounts - 3 x Pre-Paid electricity and 1 x Conventional Electricity) The Government outstanding amounted to R1 874,778,11 as a result of annual rates. The amount of R5159,88 is added to the outstanding debtors because of property rates that changed on request from monthly to annually whose future has been cancelled.		5,13%	5,31%
Apr-23	R 11 709 068	R 48 490 284	R 38 490 322	R 7 143 203	R 2 843 517	R 13 242	R -	EFT payments day after month end received amounted to R2 257,911,25 (OTM account) and R0.00 (Sundries account) The businesses outstanding amounted to R7 143,202,76 Staff outstanding in the amount of R13 241,73 - Eleven (11) Staff members have outstanding accounts - 6 x Pre-Paid electricity and 5 x Conventional Electricity) The Government outstanding amounted to R2 843,517,37 as a result of annual rates. The amount of R1 316,435,60 is added to the outstanding debtors because of property rates that changed on request from monthly to annually whose future has been cancelled.		6,80%	5,59%
May-23	R 7 372 600	R 42 465 188	R 37 170 032	R 2 416 413	R 2 874 876	R 3 866	R -	EFT payments day after month end received amounted to R1 115,738,37 (OTM account) and R0.00 (Sundries account) The businesses outstanding amounted to R2 416,413,24 Staff outstanding in the amount of R3865,81 - Eleven (10) Staff members have outstanding accounts - 7 x Pre-Paid electricity, 2 x Conventional Electricity and 1 x Eskom) The Government outstanding amounted to R2 874,876,32 as a result of annual rates. The amount of R514 040,68 is added to the outstanding debtors because of property rates that changed on request from monthly to annually whose future has been cancelled.		5,96%	5,33%
June-23	R 4 259 870	R 39 458 675	R 34 561 165	R 1 970 134	R 2 927 246	R 130	R -	EFT payments day after month end received amounted to R753 715,87 (OTM account) and R0.00 (Sundries account) The businesses outstanding amounted to R1 970,133,80 Staff outstanding in the amount of R130,34 - One (1) Staff member has an outstanding account 1 X Pre-Paid electricity). Four(4) councillors in arrears with their municipal accounts. The Government outstanding amounted to R2 927,246,49 as a result of annual rates. The amount of R280 240,52 is added to the outstanding debtors because of property rates that changed on request from monthly to annually whose future has been cancelled.		5,53%	5,35%
July-23	R 6 730 370	R 40 077 008	R 35 255 362	R 2 090 864	R 2 727 413	R 3 368	R -	EFT payments day after month end received amounted to R1 193,299,66 (OTM account) and R0.00 (Sundries account) The businesses outstanding amounted to R2 090,864,27 Staff outstanding in the amount of R3368,38 - Four (4) Staff members have outstanding accounts - 3 X Pre-Paid electricity and 1 X Eskom Elec). Four(4) councillors in arrears with their municipal accounts. The Government outstanding amounted to R2 727,412,78 as a result of annual rates. The amount of R0,00 is added to the outstanding debtors because of property rates that changed on request from monthly to annually whose future has been cancelled.	5,24%	4,68%	4,46%

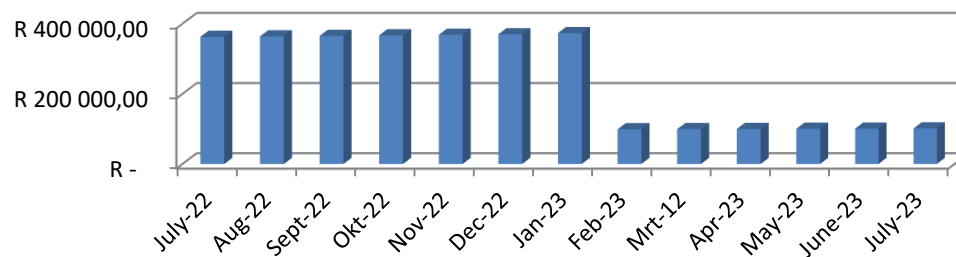
OUTSTANDING DEBT 150 DAYS & OLDER Before Levy (MONTH END) JULY 2023			Comparative Period 2022- 2023	
Month	Before Levy			
July-22	R	25 101 162,41	R	4 177 361,65
Aug-22	R	24 842 160,04	R	4 875 586,56
Sep-22	R	25 143 461,10	R	5 234 802,91
Okt-22	R	25 097 612,66	R	5 243 626,65
Nov-22	R	25 077 433,18	R	4 992 933,58
Dec-22	R	25 701 324,52	R	4 834 860,43
Jan-23	R	27 131 582,63	R	5 213 788,39
Feb-23	R	24 867 724,84	R	4 141 110,99
Mrt-23	R	25 651 352,25	R	4 468 177,31
Apr-23	R	26 552 937,37	R	4 614 996,28
May-23	R	29 917 054,04	R	7 625 191,81
June-23	R	30 766 791,08	R	9 276 168,73
July-23	R	30 998 353,01	R	5 897 190,60

**OUTSTANDING DEBT
150 DAYS & OLDER
Before Levy(MONTH END)
JULY 2023**

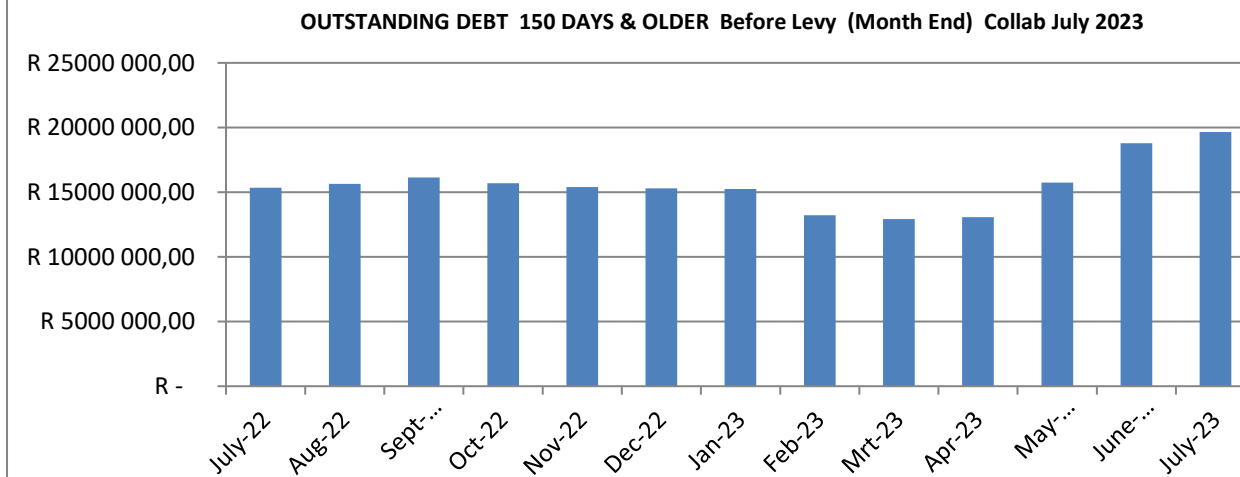


OUTSTANDING DEBT 150 DAYS & OLDER Before Levy (MONTH END) - Legal Suite JULY 2023		Comparative Period 2022-2023	
Month	Before Levy		
July-22	R 362 518,56	R	19 187,97
Aug-22	R 363 868,39	R	19 294,29
Sept-22	R 365 218,42	R	18 111,90
Okt-22	R 366 793,17	R	18 443,23
Nov-22	R 368 452,84	R	18 850,24
Dec-22	R 369 923,48	R	17 661,64
Jan-23	R 373 184,55	R	19 670,53
Feb-23	R 99 034,15	R	-255 916,97
Mrt-23	R 99 460,05	R	-257 339,01
Apr-23	R 99 917,90	R	-258 238,45
May-23	R 100 375,66	R	-259 046,82
June-23	R 100 865,37	R	-260 346,54
July-23	R 101 355,12	R	-261 163,44

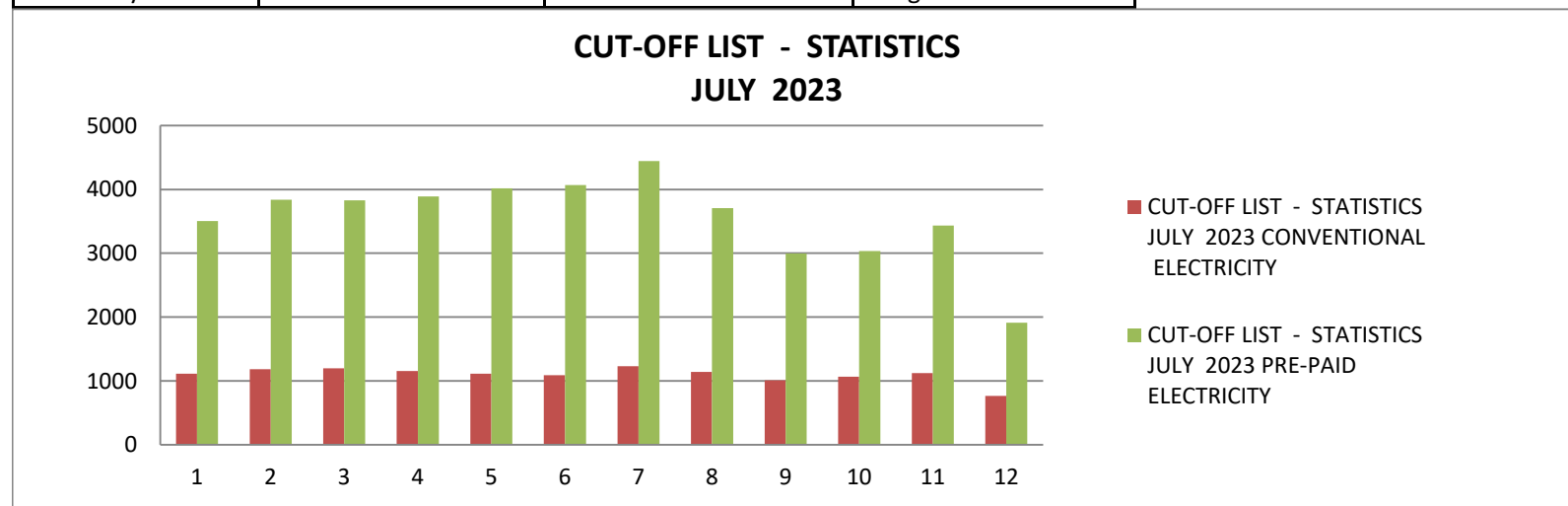
**OUTSTANDING DEBT
150 DAYS & OLDER
Before Levy(MONTH END)
- Legal Suite
JULY 2023**



OUTSTANDING DEBT 150 DAYS & OLDER Before Levy (Month End) Collab JULY 2023		Comparative Period 2022 - 2023	
Month	Before levy		
July-22	R 15 350 180,25	R	3 589 362,69
Aug-22	R 15 648 685,84	R	3 432 976,72
Sept-22	R 16 136 044,50	R	3 572 923,89
Oct-22	R 15 704 063,21	R	3 709 032,71
Nov-22	R 15 402 686,66	R	3 836 650,67
Dec-22	R 15 293 496,78	R	3 786 277,01
Jan-23	R 15 249 372,12	R	4 098 898,58
Feb-23	R 13 212 635,59	R	3 001 236,06
Mrt-23	R 12 926 419,23	R	3 005 332,74
Apr-23	R 13 062 200,88	R	3 263 417,33
May-23	R 15 747 023,32	R	6 022 904,16
June-23	R 18 797 190,18	R	4 576 556,39
July-23	R 19 650 047,69	R	4 299 867,44



CUT-OFF LIST - STATISTICS JULY 2023			
MONTHS	CONVENTIONAL ELECTRICITY	PRE-PAID ELECTRICITY	COMMENCEMENT DATE PHYSICAL CUT-OFF
July-22	1115	3504	10 August 2022
Aug-22	1185	3837	12 September 2022
Sept-22	1198	3830	10 October 2022
Oct-22	1153	3888	8 November 2022
Nov-22	1113	4017	7 December 2022
Dec-22	1091	4068	11 December 2022
Jan-23	1230	4443	8 Februarie 2023
Feb-23	1141	3705	8 Maart 2023
Mrt-23	1010	2998	11 April 2023
Apr-23	1067	3036	8 May 2023
May-23	1121	3432	7 June 2023
June-23	766	1912	10 July
July-23	1107	2673	7 August 2023



ITEM: 7.13 ON THE AGENDA OF THE EXECUTIVE MAYORAL COMMITTEE WHICH WILL BE HELD ON 16 AUGUST 2023.

ONDERWERP:	VORDERING MET UITSTAANDE VERSEKERINGSEISE
SUBJECT:	OUTSTANDING INSURANCE CLAIMS PROGRESS

1. AGTERGROND/BEREDENERING / BACKGROUND/DISCUSSION

Effective and sound asset management is critical to any business environment whether in the private or public sector. Asset safekeeping in the main, involves, whilst not limited to the latter, the protection and safeguarding of assets against potential damage, theft, and safety risks, whilst insurance cover provides selected and limited coverage for the accidental loss of the asset value.

2. WETGEWING / LEGISLATION

Section 63 of the Local Government: Municipal Finance Management Act, 2003 (Act no. 56 of 2003)

3. KOPPELING AAN DIE GOP / ALIGNMENT TO THE IDP

Verwys na 1.4.1 van die GOP/ Refer to 1.4.1 of the IDP

“Maintain and utilise assets effectively and efficiently- Implement an asset register that complies with Generally recognised Accounting Practice (GRAP) standards. In an effort to establish an asset management programme, compile a maintenance plan linked to the asset register, calculate escalated replacement cost of assets, and establish operating costs of assets and compare to standard.”

4. FINANSIËLE IMPLIKASIE / FINANCIAL IMPLICATION

Excess	1 July 2023 – 31 July 2023	:R 37 500.00 (paid)
Excess	Outstanding claims	:R 127 221.46 (outstanding)

5. AANBEVELING / RECOMMENDATION

Voorgelê vir u kennisname/
Tabled for cognisance

(Get) M BOLTON

DIREKTEUR: Finansiële Dienste

OUTSTANDING CLAIMS: COUNCIL

Reference Number	Claim number	Directorate	Date of Incident	Date of Claim Registered	Nature of Damage/ Loss	Amount of Claim	Excess Payment	Comments
2023/40	CLGRMUM-876659	Civil: Parks & Recreation	22/01/2023	17/02/2023	Property Loss: Wesbank Sports Ground	77 920,35	10 000,00	On 22 January 2023 the responsible official discovered that there was a break-in at the Wesbank Sportsground Clubhouse. Equipment and furniture was stolen. We are awaiting confirmation from insurers as to whether the claim will be approved. An assessor was appointed May 2023 and such assessment report is still outstanding.
2023/46	SWA2022-23/SW/40/C	Civil: Refuse Removal	19/02/2023	09/03/2023	Property Loss: Burnt Igloo's, Riebeek Wes	102 768,00	25 000,00	On the 20 March 2023 it was discovered that 3 recycling bins got damaged due to fire. The department is currently sourcing quotations as part of the claim process. The quotation is delayed due to international shortages on these types of bins. Assessor appointed on 9 June 2023 to assess the damages and such assessment report is still outstanding.
2023/57	SWA2022-23/SW/50/C	Library	07/04/2023	14/04/2023	Property Loss: Damaged Airconditioner, M/Burg	84 605,50	25 000,00	Upon returning to work on the 7 April 2023 the officials discovered that there had been a break-in and damages to the building (air conditioner) was noted. The claim was approved on 27 July 2023. The invoice is still outstanding.
2023/58	SWA2022-23/SW/51/C	Civil: Water	20/03/2023	20/04/2023	Property Loss: Stolen items, M/Burg Store	30 111,94	25 000,00	Upon inspection at the store room it was discovered there was a break-in which resulted in several items being stolen. We are awaiting confirmation from insurers as to whether the claim will be approved. An assessor was appointed on 21 July 2023 and such assessment report is still outstanding.
2023/60	SWA2022-23/SW/53/M	Fire Department	12/05/2023	17/05/2023	Motor Damaged: CK12628	85 918,97	35 000,00	During a fire call out for a house burning in Illege Lethu the vehicle was damaged by the community by throwing stones at the vehicle. An assessor was appointed on 27 June 2023 and such assessment report is still outstanding.
2024/01	SWA-001-H-2324,	Municipal Property	11/07/2023	13/07/2023	Geyser, Ixia Straat, Darling	11 289,00	1 000,00	The plumber confirmed that the burst geyser was due to high water pressure. Guardrisk is busy reviewing local plumbers on CSD to supply the service.
2024/02	MUM2023-2024/015	Civil: Refuse Removal	13/07/2023	17/07/2023	CK43285, Motor Glass	4 885,84	1 221,46	A stone reflected from a third party vehicle and hit the windscreen of CK43285. Confirmation from insurer to replace the windscreen was received on 24 July 2023. The invoice is still outstanding.
2024/04	SWA-003-M-2324	Finance: Meter readers	20/07/2023	27/07/2023	CK15992, Motor Damage	58 732,22	5 000,00	On 20 July 2023, a piece of metal fell from a moving third party vehicle onto CK15992 and caused damages. An assessor was appointed on 31 July 2023.
						456 231,82	127 221,46	

FINALISED CLAIMS

Number	Claim number	Directorate	Incident	Registered	Nature of Damage/ Loss	Amount of Claim	Excess Payment	Comments
2023/68	CLGRMUM-881665	Civil: Parks & Recreation	26/06/2023	28/06/2023	Property Loss: Stolen items, M/Burg Store	36 886,51	5 000,00	EFT Payment received on 26 July 2023. Receipt number 071396 . Amount received R31 886,51
2023/39	CLGRMUM-875496	Civil: Parks & Recreation	12/02/2023	17/02/2023	Property Loss: Kalbaskraal Pumpstation	42 550,00	25 000,00	EFT Payment received on 31 July 2023. Receipt number 054551 . Amount received R17550,00
2023/41	CLGRMUM-877726	Traffic Department	09/02/2023	20/02/2023	Property Loss: Geyser Traffic Department	10 774,45	1 428,21	Excess paid to the Guardrisk on 18 July 2023.
2023/66	CLGRMUM-881373	Civil: Parks & Recreation	08/06/2023	20/06/2023	Motor Damaged: CK35380	38 493,46	7 500,00	Excess paid to the supplier on 31 July 2023.
						128 704,42	38 928,21	

REPUDIATE

Reference Number	Claim number	Directorate	Date of Incident	Date of Claim Registered	Nature of Damage/ Loss	Amount of Claim	Excess Payment	Comments
2024/03	CLGRMUM-882588	Civil: Refuse Removal	13/07/2023	17/07/2023	CK43285, Motor Damage	24 346,29	50 000,00	Claim rejected because it falls under the excess of R50 000,00
2023/67	CLGRMUM-881559	Civil: Sewerage	08/05/2023	22/06/2023	Property Loss: R/Kasteel Sewerage	17 287,73	25 000,00	Claim rejected because it falls under the excess of R25 000,00
						41 634,02	75 000,00	



Verslag • Ingxelo • Report

Office of the Director: Civil Engineering Services
08 August 2023

16/5/1

ITEM 7.14 OF THE AGENDA AN EXECUTIVE MAYORAL COMMITTEE MEETING WHICH SHALL BE HELD ON 16 AUGUST 2023

SUBJECT: CONDITION OF SURFACED RESIDENTIAL ROADS IN THE SWARTLAND MUNICIPALITY
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1. **BACKGROUND**

Strategic Goal 5 of the IDP; Sufficient, Affordable and Well-run Services makes specific reference to the maintenance of surfaced roads in the service area of Swartland Municipality. Surfaced roads require specific maintenance interventions in order to maintain its service level. Failure to implement scheduled maintenance (resealing) will result in an increase in pothole formation and deterioration of foundation layers due to water ingress. When this failure occurs, the result is that much greater effort is required, at a substantial higher cost, to rehabilitate a road in order to achieve the required functional useful life.

Roads equates for 20.5% of the total asset value of Swartland Municipality and is by far the single most valuable asset group in the asset register. The 333 km surfaced roads in Swartland generally requires resurfacing every 12 years which equates to 185 925 m² per annum. The cost of resurfacing is R174/m² at current day prices. The annual budgetary requirement to implement the scheduled maintenance programme is therefore R 32.3 million in 2023 terms.

This report serves to provide information to the Executive Mayoral Committee of the status quo condition of permanently surfaced municipal roads in Swartland together with the changes over the past five years and the budgetary requirements.

2. **STATUS QUO**

The average budget that has been allocated for the resurfacing of roads over the past five financial years was R 20.178 million per financial year. This results in only 62.5% of the required annual maintenance being undertaken.

The current backlog for surfacing and rehabilitation is R 240 million. Without proper funding this figure will grow exponentially, as more roads will move from the resealing category to the rehabilitation category each year, making it improbable that the backlog will ever be eradicated.

The result will be pothole riddled roads, which will not only surpass the capacity of Swartland's maintenance teams, but pose a major safety risk to road users and exposure to claims for damages to the Municipality. At present maintenance teams repair nearly a thousand potholes per year. Without scheduled maintenance interventions the surfaced roads of Swartland will deteriorate to a point where, considering road user safety, it will be more favourable to revert back to a gravel road standard.

Given the current state of the resurfacing backlog and all efforts to maintain the Swartland's surfaced roads, it is advisable to budget at least R 32 million per annum, escalating this amount each year while comparing the progress in terms of Swartland's Pavement Management System (PMS).

The table below provides information regarding the annual increase in surfaced roads and the resealing and rehabilitation achieved over the past five financial years:

Financial Year	Existing Roads (km)	New Roads (km)	Rehabilitation/ Reseal (m²)	Rehab./Reseal Expenditure
2018/2019	320	2	128 191	R 13 957 098
2019/2020	321	1	107 848	R 14 992 388
2020/2021	331	10	157 270	R 20 804 000
2021/2022	332	1	193 263	R 29 650 000
2022/2023	333	1	123 673	R 21 488 701,40
Total (2018/19-2022/23)		15	710 245	R 100 892 437.40
Average (5 years)		3	142 049	R 20 178 437,48

3. LINKING WITH THE IDP

The maintenance of roads links to Strategic Goal 5 of the IDP, sufficient, affordable and well-run services.

4. RECOMMENDATION

That the Executive Mayoral Committee takes cognisance of the 2022/2023 status quo report of municipal surfaced roads in the Swartland.

(get) L D Zikmann

DIRECTOR: CIVIL ENGINEERING SERVICES
JMSS



**ITEM ..7.15... FOR AGENDA OF EXECUTIVE MAYORAL COMMITTEE TO BE HELD ON
16 AUGUST 2023**

**SUBJECT: DEVIATION FROM PRESCRIBED PROCUREMENT PROCEDURES: URGENT
REPAIR WORK TO PERMEATE PUMP SET NO 3 AT THE MALMESBURY WASTE
WATER TREATMENT WORKS**

1. BACKGROUND

The treatment process at the Malmesbury WWTW utilises membrane technology in the tertiary treatment process. Permeation of final treated sewerage through the membranes is achieved by four pump sets that create negative pressure in the membranes.

One of the permeate pumps failed resulting in a 25% reduction in flow through the membranes. If left out of service for an extended period of time the consequence would be inevitable failure of the treatment process and damages to the membrane train serviced by the permeate pump.

GW Trautmann, a reputable service provider with the necessary skills and equipment was requested to prepare a quotation for the repairs. The quotation was received and amounts to R 107,015.95 (excluding VAT).

The Supply Chain Management Policy states that for the procurement of goods and services for any amount higher than R30,000.00 (including VAT) a formal tender process must be followed. However the Municipal Manager has approved that the repairs to the permeate pump be handled as an emergency due to the inevitable failure of the treatment process and damages to the membrane train serviced by the permeate pump, should the permeate pump be out of service for an extended period.

2. LEGISLATION

The Supply Chain Management Policy under paragraph 36(1)(a) allows the Accounting Officer to dispense with the official procurement processes for any required goods or services through any convenient process, which may include direct negotiations, but only –

- 2.1 in an emergency;
- 2.2 if such goods or services are produced or available from a single provider only;
- 2.3 for the acquisition of special works of art or historical objects where specifications are difficult to compile;
- 2.4 acquisition of animals for zoos and/or botanical specimens for nature and game reserves; or
- 2.5 in any other exceptional case where it is impractical or impossible to follow the official procurement processes;

The accounting officer must record the reasons for any deviations in terms of sub regulation (1)(a) and (b) and report them to the next meeting of the council, or board of directors in the case of a municipal entity, and include as a note to the annual financial statements.”

3. FINANCIAL IMPLICATIONS

The expenditure was allocated to vote number 9/239-849-425 and there is sufficient funding available for the quoted amount.

4. ALIGNMENT WITH THE 2023 INTEGRATED DEVELOPMENT PLAN

The operation of waste water treatment works aligns with Strategic Goal 3: Quality and reliable services of the IDP.

5. RECOMMENDATION

- 5.1 That cognisance be taken of the deviation from the prescribed procurement procedures in terms of Section 36 of the Supply Chain Management Policy.
- 5.2 That cognisance be taken of the action of the Municipal Manager to approve the repair of the permeate pump set no 3 at the Malmesbury WWTW by GW Trautmann for the amount of R 107,015.95 excluding VAT.
- 5.3 That the reason for the deviation from the prescribed procurement process be recorded as follows:
 - The permeate pump would have been left out of service for an extended period of time following due process;
 - This would have resulted in treatment process failure and further damages to the membrane train serviced by the permeate pump.
 - The repair work to the permeate pumps therefore had to be handled as an emergency.
- 5.3 That it be noted that the expenditure was allocated mSCOA Code: 9/239-849-425 and that there is sufficient funding available for the quoted amount of R 107,015.95 (excluding VAT)
- 5.4 That the Manager: Financial Statements and Control be instructed to include the above reason as a note to the financial statements, when same are compiled.

(get) L D Zikmann

DIRECTOR: CIVIL ENGINEERING SERVICES
JB/ma



Verslag Φ Ingxelo Φ Report

Office of Directorate: Civil Engineering
07 August 2023

6/1/2/1

ITEM 7.16 FOR AGENDA OF EXECUTIVE MAYORAL COMMITTEE TO BE HELD ON 16 AUGUST 2023

SUBJECT: DEVIATION FROM PRESCRIBED PROCUREMENT PROCEDURES: URGENT REPAIR WORK TO THE A SUBMERCIBLE PUMP AT THE ESTERHOF PUMPSTATION IN RIEBEEK KASTEEL.

1. BACKGROUND

The sewer pump station in Esterhof in Riebeek Kasteel collects and transfers raw sewerage from the residential areas in both Riebeek Wes and Riebeek Kasteel to the Riebeek Kasteel WWTW. The pump station is equipped with two pump sets. One of the pumps suffered mechanical failure resulting in periodic overflow of raw sewerage at the pump station.

CAW, a reputable company with the required skills and equipment was requested to assess the extent of repairs and to prepare a quotation. The quotation was received and amounts to R 41,420.28 (excluding VAT).

The Supply Chain Management Policy states that for the procurement of goods and services for any amount higher than R30,000.00 (including VAT), a formal tender process must be followed. However the Municipal Manager has approved that the repairs to the pump be handled as an emergency due to the inevitable failure in sewer services and the overflow of raw sewerage should the pump be out of service for an extended period of time following due process.

2. LEGISLATION

The Supply Chain Management Policy under paragraph 36(1)(a) allows the Accounting Officer to dispense with the official procurement processes for any required goods or services through any convenient process, which may include direct negotiations, but only –

- 2.1 in an emergency;
- 2.2 if such goods or services are produced or available from a single provider only;
- 2.3 for the acquisition of special works of art or historical objects where specifications are difficult to compile;
- 2.4 acquisition of animals for zoos and/or botanical specimens for nature and game reserves; or
- 2.5 in any other exceptional case where it is impractical or impossible to follow the official procurement processes;

The accounting officer must record the reasons for any deviations in terms of sub regulation (1)(a) and (b) and report them to the next meeting of the council, or board of directors in the case of a municipal entity, and include as a note to the annual financial statements.”

3. FINANCIAL IMPLICATIONS

The expenditure was allocated to vote number 9/240-849-381 and there is sufficient funding available for the quoted amount.

4. ALIGNMENT WITH THE INTEGRATED DEVELOPMENT FRAMEWORK

The provision of sewer services aligns with Strategic Goal 3: Quality and Reliable Services.

5. RECOMMENDATION

- 5.1 That cognisance be taken of the deviation from the prescribed procurement procedures in terms of Section 36 of the Supply Chain Management Policy.
- 5.2 That cognisance be taken of the action of the Municipal Manager to approve the repair of the pump at the Esterhof Pump station CEW for the amount of R 41,420.28 (excluding VAT).
- 5.3 That the reason for the deviation from the prescribed procurement process be recorded as follows:
 - The submersible pump would have been left out of service for an extended period of time while following due process;
 - This would have resulted in the flooding of the sewerage pump station and an interruption in the sewerage service;
 - The repair work to the pump had therefore to be handled as an emergency.
- 5.3 That it be noted that the expenditure was allocated to mSCOA Code: 9/240-849-381 and that there is sufficient funding available for the quoted amount of R 41,420.28 (excluding VAT).

(get) L D Zikmann

DIRECTOR: CIVIL ENGINEERING SERVICES

JB/jb