



Verslag Φ Ingxelo Φ Report

Office of the Municipal Manager

20 October 2022

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ITEM 3.1 VAN DIE AGENDA VAN 'N SPESIALE UITVOERENDE BURGEMEESTERSKOMITEE-VERGADERING WAT GEHOU SAL WORD OP 24 OKTOBER 2022

ONDERWERP: SWARTLAND MUNISIPALITEIT: HERSIENING VAN DIENSSTAAT SUBJECT: SWARTLAND MUNICIPALITY: STAFF ESTABLISHMENT REVIEW

5. BACKGROUND/DISCUSSION

- 5.5 The staff establishment was reviewed in terms of the Local Government: Municipal Staff Regulations Nos 890 and 891 dated 20 September 2021. The final draft report dated 24 August 2022 was presented to the Local Labour Forum on 15 September 2022 by the appointed service provider, Mr Hannes Coetzee from Human Capital Life Coaching & Consulting. The full report is attached as Attachment A. After discussions, SAMWU and IMATU were given the opportunity to comment on the report by 29 September 2022.
- 1.2 On 28 September 2022 both unions requested a session during which they could pose questions for clarity to Mr Coetzee before finalising their comments. A virtual session was arranged for 5 October 2022 but unfortunately the technology was unreliable and although the session commenced it could not be completed due to many technical difficulties. An in-person session was held on 12 October 2022. SAMWU and IMATU attended the session and were given the opportunity to submit their comments by 14 October 2022.
- 1.3 The comments were summarised per department in a report to the Local Labour Forum held on 20 October 2022 and included employer comments in response to the union comments. At the meeting of the Local Labour Forum each comment was discussed in order to obtain clarity in order for the Local Labour Forum to accept the report for recommendation to the Executive Mayoral Committee. The comments as well as the forum discussion are summarised below:
- 1.3.1 Directorate Corporate Services

With regards to the Division Library Services (page 4 of the Organisational Structure) SAMWU had the following comments:

SAMWU Comments:

The employer to consider appointing librarians in Riebeek Kasteel/West, Abbotsdale and Chatsworth. The alternative is to change the reporting line of the Assistant Librarians to a Librarian instead of to the Chief Librarian.

Employer Comments:

Library Services are presently rendered in terms of a MOA with the Provincial Department of Cultural Affairs and Sport, with funding allocated to the Municipality by means of the Conditional Grant and Municipal Replacement Fund. The number of staff at the respective libraries is determined by the Provincial Library Services based on, inter alia, circulation figures and patron numbers, as well as the level of the person in charge of such library, i.e. either an Assistant Librarian (at the smaller libraries) or a Librarian at the larger libraries. The qualification requirements and job content of these two posts are also determined by the said authority, in conjunction/...

conjunction with the Municipality. The appointment of additional staff (and thereby creating additional capacity in the smaller libraries where no such need exists) is simply not feasible and warranted at this stage, and would constitute poor financial decision-making, since there are already indications that the grants mentioned may be severely cut in future, and that municipalities may soon find themselves in the unenviable position that even existing posts may not be filled when vacancies arise, or that libraries may be closed. It must also be noted that the Assistant Librarians at the four smaller libraries referred to, do not meet the qualification criteria for Librarians, and can therefore not simply be appointed to such higher posts.

Librarians in Malmesbury, Westbank, Moorreesburg and Darling are managing larger libraries with a bigger staff component, and does not have the capacity to also manage and oversee the smaller libraries. The Chief Librarian presently overseeing these smaller libraries and providing guidance where needed, is deemed the best practical solution at present.

Local Labour Forum discussion:

SAMWU indicated that they were not exactly clear on the issue, but would discuss it with the director in person, if deemed necessary. No specific issues were further raised.

1.3.2 Directorate Financial Services

- (a) With regards to the Division Expenditure Management, Section Payroll Management (page 5 of the Organisational Structure) SAMWU had the following comments:

SAMWU Comments:

The employer to attach T-levels to positions of Principal Clerk.

Employer Comments:

The omission was rectified on page 5 of the Organisational Structure.

Local Labour Forum discussion:

No further discussion.

- (b) With regards to the Division Revenue Management, Section Cashiering & Vendor Points (page 9 of the Organisational Structure) SAMWU had the following comments:

SAMWU Comments:

Senior Clerk: Traffic Fines to change to Principal Clerk: Traffic Fines.

Employer Comments:

A change in job title follows from the Job Evaluation Process. The job description of Senior Clerk: Traffic Fines was evaluated on T6. The generic job title for clerks evaluated on T6 is Senior Clerk and for clerks evaluated on T7 is Principal Clerk. Following the review of the staff establishment, all job descriptions are to be submitted for re-evaluation and the results of the re-evaluation will determine the job title.

Local Labour Forum discussion:

No further discussion.

1.3.3 Directorate Protection Services

- (a) With regards to the Department Disaster Management: Fire and Emergency Services (page 10 of the Organisational Structure) SAMWU and IMATU had the following comments:

SAMWU Comments:

Chief Fire and Disaster Officer to change to Senior Manager Fire and Disaster.

IMATU Comments:

Waarom is die Hoof van Brandweer 'n *Chief* terwyl die ander afdelings *Managers* is?

Employer Comments:

The job title follows from the Job Evaluation Process. The job title of the Fire Chief was prescribed as such by the last TASK evaluation. Chief Fire and Disaster Management is commonly known as such throughout the country.

Local Labour Forum discussion:

SAMWU provided proof that the heads of Fire and Disaster Management at both Mossel Bay Municipality and Overstrand Municipality were appointed as Senior Manager. The employer confirmed that all posts are to be re-evaluated following the finalisation of the staff establishment review and the result of the evaluation will dictate the job title.

- (b) With regards to the Department Traffic/Law Enforcement Operations & Vehicle Licensing Administration (pages 11-14 of the Organisational Structure) SAMWU and IMATU had the following comments:

SAMWU Comments:

- 2 posts of Access Control to be placed under Division Law Enforcement (page 11) and not Traffic Operations.
- Dog Unit treated the same as Section Special Operations (page 12 and 13)
- An additional Examiner of Driving Licenses (Grade A) to be created for Sub-Section Malmesbury (page 14)

IMATU Comments:

- *Section Administration and Logistics (page 11):* Waarom is die 2 Operasionele persone te wete die *Superintendent* en 'n *Traffic Officer/Law Enforcement Officer* werksaam in die afdeling, terwyl daar 'n *Chief Clerk Traffic Administration and Logistics* is om die werk te doen. Die persoon se groei word verhoed deur die 2 operasionele beamptes in die betrokke afdeling.
- Die duplisering van die twee Afdelings *Traffic/Law Enforcement Services* (nuwe naam *Traffic Control Operations*, bladsy 11) en *Law Enforcement/Traffic Services* (nuwe naam *Law Enforcement Operations*, bladsy 12). Dit bring mee dat daar 2 Bestuurders is en is dit IMATU se submissie dat die duplisering onnodige finansiële las op die munisipaliteit plaas.

Employer Comments:

- See page 12, Access Control officers placed under Law Enforcement Operations
- See page 13, K9 Unit moved to Section Special Operations.
- The additional post of Examiner of Driving Licenses (Grade A) has been added to the list of Proposed New Posts Prioritised (Annexure C to the main report) and the list of posts will be prioritised and annually phased in on the organisational structure according to affordability and service delivery needs over the forthcoming financial years.
- Comment unclear – need more explanation.
- IMATU's comment is noted. In this case one needs to understand the history of the service. Swartland had a Municipal Police Service and in 2013 it was transformed into two divisions of Traffic & Law Enforcement with the input of the Unions at the time. There is no intention to change the organisational structure in this regard at the moment.

Local Labour Forum discussion:

With regards to both the IMATU comments the history of the establishment of the Department Traffic/Law Enforcement Operations & Vehicle Licensing Administration was discussed at length and the employer reiterated that there is no intention to change the organisational structure at the moment. The employer confirmed that such a change would involve intensive negotiations with all employees involved and that it could be addressed at a later stage. After a caucus, IMATU stood by their point and indicated that they would not accept the staff establishment for the Department Traffic/Law Enforcement Operations & Vehicle Licensing Administration as the employer should use the current opportunity to address these matters.

- (c) With regards to the Department Traffic/Law Enforcement Operations & Vehicle Licensing Administration, Division Law Enforcement Operations, Section Regional Operations Yzerfontein (page 12 of the Organisational Structure) SAMWU had the following comments regarding the town management function:

SAMWU Comments:

Equal treatment of Area Coordinator: Law Enforcement (*Town Manager Yzerfontein), Regional Operations Yzerfontein and Senior Manager (*Town Manager Moorreesburg).

Employer Comments:

Swartland Municipality does not have an official Town Manager dispensation. For the towns of Yzerfontein and Moorreesburg the posts with the highest TASK grading per town were selected to perform the additional town manager functions. At first the officials received a monthly allowance for these additional duties, but during the 2014/15 evaluations, the additional duties were added to the respective posts' job descriptions, which resulted in an evaluation of one grade higher per post and the cancellation of the monthly allowance. The town manager functions on the two job descriptions are identical, therefore the two post incumbents are treated equally in this regard.

Local Labour Forum discussion:

Accepted after lengthy discussion covering the aforementioned employer comments.

1.3.4 Directorate Infrastructure and Civil Engineering Services

- (a) With regards to the Department Civil Operations and Maintenance, Division Sewer and Waste Water Treatment Works (page 21 of the Organisational Structure) IMATU had the following comments:

IMATU Comments:

IMATU verag dat alle dorpe se personeel volgens regulasie 2834 van 27 Desember 1985 in terme van die Waterwet van 1956 op die Organogram erken moet word. Senior op Riebeek aanleg moet 'n Proseskontroleur Klas 4 wees. Tans is daar 'n Proseskontroleur Klas 5 maar hy word vergoed op Klas 3.

Employer Comments:

Die vereiste volgens die regulasie is 'n Klas 3 proseskontroleur vir die betrokke aanleg aangesien die Riebeek Kasteel aanleg 'n klas C werke is.

Local Labour Forum discussion:

IMATU provided a photograph stating that the Riebeek Valley Waste Water Treatment Works was classified as a Class B works in August 2021. The matter was taken up with the Director: Civil Engineering Services after the meeting. The director undertook to investigate the matter and should the classification be a Class B, the classification on the staff establishment will be amended/...

amended accordingly. This amendment will be dealt with separately from the current staff establishment review as the job descriptions for the posts concerned must also be amended accordingly.

- (b) With regards to the Department Civil Operations and Maintenance, Division Parks and Recreation (page 24 of the Organisational Structure) SAMWU had the following comments:

SAMWU Comments:

Section Parks and Facilities Darling: For General Assistant Yzerfontein, the employer should reconsider the agreement of the 2 days a week that the incumbent is working for the private sector (Yzerfontein Bewarea).

Employer Comments:

Die organisasie sien uit eie inisiatief om na die onderhoud van oop ruimtes in Yzerfontein en die betrokke pos bied ondersteuning in hierdie verband. Hierdie ooreenkoms kom reeds 'n geruime tyd so aan en daar is nie enige voorneme om die ooreenkoms te beëindig nie.

Local Labour Forum discussion:

SAMWU confirmed that the actual matter that they needed to bring to the attention of the employer, was the necessity of a larger Parks and Facilities team in Yzerfontein due to the fact that there is only one employee of Parks and Facilities in Yzerfontein. The employer confirmed that additional posts for Parks and Facilities in Yzerfontein have been added to the list of Proposed New Posts Prioritised (Annexure C to the main report – Attachment A) and the list of posts will be prioritised and annually phased in on the organisational structure according to affordability and service delivery needs over the forthcoming financial years.

- 1.4 IMATU and SAMWU indicated that they did not support the staff establishment review report even though the employer gave the undertaking to address the matters of concern at a later stage. The Executive Mayor indicated that he took note of the unions' comments and position regarding the staff establishment review and that the Executive Mayoral Committee would further address the matter.
- 1.5 Clause 6(3) of the Municipal Staff Regulations stipulates that the municipal manager must review the draft staff establishment in consultation with recognised trade unions within the local labour forum. Broadly defined, a consultation process is a more open-ended set of conversations or meetings, with the objective of exchanging ideas and opinions (without formally coming to an agreement). A negotiation is a process of meetings deliberately convened to reach agreement on a particular issue. In terms of the definition of consultation, the staff establishment review was dealt with correctly and the fact that the unions did not reach agreement, as is the outcome of a negotiation process, does not mean that the process cannot be finalised. In terms of the process followed, the council can continue with the process even without full agreement from the unions.

2. LEGISLATION

Section 66 of the Local Government: Municipal Systems Act (Act 32 of 2000).
Local Government: Municipal Staff Regulations No's 890 and 891 dated 20 September 2021

3. ALIGNMENT TO THE IDP

In terms of Chapter 7 of the IDP this amendment to the organisational structure is aligned to Strategic Goal 5, namely Sufficient, Affordable and Well-Run Services.

4. FINANCIAL IMPLICATION

The/...

The financial implication of the new posts added to the staff establishment is summarised below:

Summary	Financial Implication
Civil Engineering Services	R 598 126.00
Total	R 598 126.00

The amount was provided for in the 2022/23 operating budget for this amendment.

5. RECOMMENDATION

- a) Dat die Uitvoerende Burgemeesterskomitee kennis neem van die kommentaar en besware van die vakbonde soos geopper tydens die vergadering van die Plaaslike Arbeidsforum gehou op 20 Oktober 2022;
That the Executive Mayoral Committee takes note of the comments and objections of the unions as put forward during the meeting of the Local Labour Forum held on 20 October 2022;
- b) Dat die Uitvoerende Burgemeesterskomitee kennis neem van die werkgewer se voorneme om die kommentare rakende die Departement Verkeer/Wetstoepassingbedryf en Voertuiglisensiëringsadministrasie sowel as die Departement Siviele Bedryf en Onderhoud, Afdeling Riool en Afvalwaterbehandelingsaanleg teen 'n latere datum aan te spreek;
That the Executive Mayoral Committee takes note of the employer's undertaking to address the comments regarding the Department Traffic/Law Enforcement Operations and Vehicle Licencing Administration as well the the Department Civil Operations and Maintenance, Division Sewer and Waste Water Treatment Works at a later date;
- c) Dat die Uitvoerende Burgemeesterskomitee die hersiening van die diensstaat aanbeveel vir goedkeuring deur die Raad vir implementering met ingang van 1 Januarie 2023.
That the Executive Mayoral Committee recommends the staff establishment review for approval by Council for implementation with effect from 1 January 2023.

(get) J J Scholtz

MUNICIPAL MANAGER



SWARTLAND MUNICIPALITY STAFF ESTABLISHMENT REVIEW

REPORT ON THE PROPOSED ORGANISATIONAL STRUCTURE 24 AUGUST 2022 (Revised 20 October 2022)

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ATTACHMENTS

- (1) Service Delivery Model
 - (2) Functional Operating Model
 - (3) List of proposed new posts
 - (4) Proposed organisational structure
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1. INTRODUCTION

Swartland Municipality has requested tenders for the review of its staff establishment¹ and associated processes in accordance with the directives and guidelines as envisaged by the Local Government: Municipal Staff Regulations No's 890 and 891 dated 20 September 2021 (hereinafter referred to as the Municipal Staff Regulations).

The review must have regard to the status quo of six directorates and be finalised without changing the current number of directorates.

The main aim of the staff establishment review is to have a sustainable, efficient and cost-effective organisational structure that aligns to the service delivery mandate and specific strategic objectives of the Municipality as contained in, inter alia, the Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP).

Human Capital Life Coaching & Consulting CC was subsequently appointed as service provider to analyse the current composition of the Municipality's administration through a systematic study with the view of recommending best solutions and opportunities for organisational improvement.

2. PROCEDURE FOR DETERMINATION OF THE STAFF ESTABLISHMENT

The Municipal Staff Regulations require that the review of the staff establishment must have regard to:

- (a) The Regulations;
- (b) The local government matters listed in Part B of Schedule 4 to the Constitution of the Republic of South Africa, 1996 and Part B of Schedule 5 thereto;
- (c) The functions and powers of municipalities referred to in Chapter 5 of the Municipal Structures Act, 1998; and
- (d) The Municipality's strategic objectives, including its core and support functions.

The following organisational design principles were taken into account to direct the design of the proposed staff establishment.

1. SUSTAINABLE AND FINANCIALLY VIABLE		
Sub-design principles		Potential implications
1.1	Fully autonomous and independent with revenue generating capabilities.	Ensure that there are revenue generating capabilities.

¹ Staff establishment means the approved jobs and number of posts created for the normal and regular requirements of a municipality, also referred to as the organisational structure or organogram (Municipal Staff Regulations No. 890 of 20 September 2021, Definitions).

1.2	Practical to implement.	The design should be achievable and allow for operational continuity.
1.3	The design should not be a “wish” list but should rather contain the key functions of the municipality.	Include the legislative powers and functions and cater for the municipality’s IDP.
1.4	The structural design should be affordable to the municipality by ensuring that there is no bloating through the inclusion of unnecessary roles.	Design for what is achievable and realistic.
1.5	Define criteria of core and support functions and indicate associated ratios.	Ensure a larger ratio goes into core functions as opposed to the support functions, thereby enabling effective service delivery.
1.6	Design should provide for a high level of standardisation, quality and consistency to enable effective service delivery.	Ensure logical clustering of functions to also enable economies of scale.
2. ADHERENCE TO LEGISLATION, REGULATIONS AND GUIDELINES		
Sub-design principles		Potential implications
2.1	Powers and functions should be in line with the Municipal Staff Regulations.	Design to ensure that there are no discrepancies and contradictions.
2.2	The design should not duplicate legislated functions that are provided by other spheres of government.	Do not deviate from legislative powers and functions unless there is a compelling reason requiring exceptions to be considered.
2.3	The design should cater for the integrated development planning (IDP) processes.	Design a functional structure capable of adapting to the integrated development planning (IDP) processes and outcomes.
2.4	The design should take into consideration population numbers for service delivery.	Design must be representative of geographical and rural dynamics.
2.5	Design must take into consideration any deviations from legislated powers and functions.	Powers and functions must be properly encapsulated in the capabilities of the municipality which will form part of the service delivery model.
3. MAXIMISE THE EFFECTIVENESS OF SERVICE DELIVERY		
Sub-design principles		Potential implications
3.1	Concentrate design on core, value-adding services to the community.	Design must promote a larger component for core services and leaner component for support services.
3.2	Service delivery must be closest to the community the municipality serves.	Remove any potential bottlenecks in the staff establishment structuring to enable effective and efficient decision-making processes.
4. FLEXIBLE AND SCALABLE FOR FUTURE CHANGES		
Sub-design principles		Potential implications
4.1	The design should be flexible to cater for changes in service delivery requirements.	Functions can be included or removed without causing disruptions to service delivery continuity.
4.2	Specialised and professional support services responsible for policy formulation and provision of professional services should be centralised.	Specialised and professional support services will be centralised, where applicable.
4.3	Transactional support services should	Centrally located support activities per

	be centralised to achieve maximum economies of scale, high level of standardisation, quality and consistency.	function, where applicable.
5. OPTIMAL AND PRODUCTIVE MUNICIPALITIES		
Sub-design principles		Potential implications
5.1	The number of layers within a category B municipality should not exceed 7 layers.	A municipality should have no more than 7 layers from the highest to the lowest level of the organisation.
5.2	The naming conventions of the functional units must be logical, standardised and streamlined to ensure uniformity across the municipal staff establishment	A well-defined hierarchy will enable appropriate oversight, classification of skills and control of the quality and uniformity of performance.
5.3	Decision-making responsibility should be placed as far down in the organisation as appropriate.	A clearly defined authority matrix should be in place to facilitate decision-making in the implementation phase
5.4	Responsibilities must be consistently defined across the municipality for roles of a similar nature and purpose.	A position in different functional areas in the municipality will have a similar job specification even though the scope or focus may differ.
5.5	Span of control drives effectiveness and efficiency but is dependent on unique circumstances. Ratio determination must ensure balanced oversight.	Consider situations where roles have more technical requirements resulting in the spans of control being lower. Spans of control of 1:1 or 1:2 must be avoided, wherever possible.

The following general principles were also considered to guide the review of the staff establishment, where appropriate:

- (a) Identification of the jobs and reporting lines and alignment to the capabilities and functions in the Functional Operating Model;
- (b) A top-down approach to anchor the macro-level/management positions using the municipal mandates and strategies to identify the functions required to achieve sustainable service delivery objectives and breaking it down into components to define the staff establishment;
- (c) A bottom-up approach starting with the micro-level/operational positions to examine how work processes can be clustered into appropriate groupings to define the staff establishment and roles;
- (d) Compliance with the number of structural layers prescribed by the Municipal Staff Regulations (not to exceed seven (7) layers);
- (e) Allocating roles to relevant functions illustrating reporting lines;
- (f) Applying the span of control metrics for each layer as prescribed by the Municipal Staff Regulations;
- (g) Applying the structural shape metrics as prescribed by the Municipal Staff Regulations; and
- (h) Identifying opportunities to reduce duplication of services/activities especially administrative support functions, across functions and units.

The organisational design principles also guided the review of the Municipality's Service Delivery Model and Functional Operating Model.

The main objective of the **Service Delivery Model (SDM)** is to ensure that it reflects the Municipality's mandate and meets its obligations to the community. The SDM represents a list of capacity requirements aligned to the mandate and powers and functions. The Municipality's SDM is attached.

The key processes that underpin each of the services in the SDM are supported by a **decision rights (RACI) matrix** that specifies who is responsible for what, who is accountable, who should be consulted and who should be informed in respect of each activity in the process. The RACI matrix's compiled for each of the services in the SDM are in the possession of the Municipality and for the purposes of this Report an example of one such RACI matrix is illustrated below.

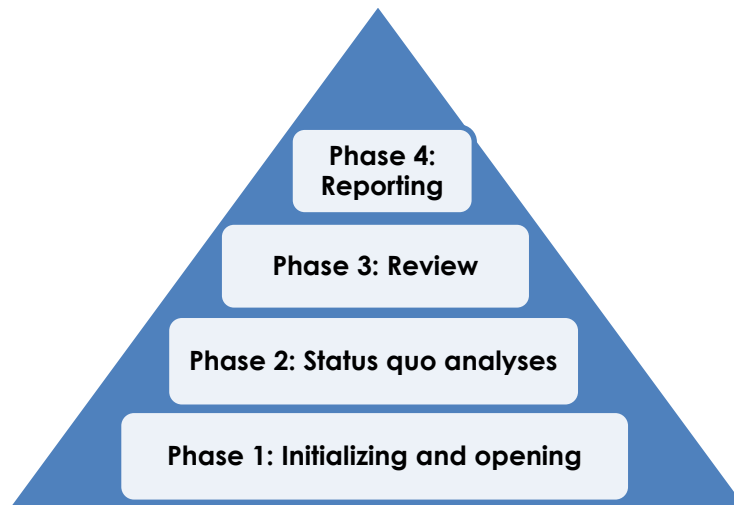
SWARTLAND MUNICIPALITY					
DEPARTMENT: CIVIL ENGINEERING SERVICES					
RACI MATRIX FOR THE FUNCTION/SERVICE: PUBLIC SERVICES					
LIST THE KEY PROCESS STEPS/ TASKS/ACTIVITIES BELOW: (max. 10)	ROLES:				
	DIRECTOR: CIVIL ENGINEERING SERVICES	MANAGER: PUBLIC SERVICES	MANAGER: PMU	CHIEF ENG TECHNICIAN: PUBLIC SERVICES	DATA CAPTURER
Strategy & Policy	A	R	C	I	I
Budgeting & Expenditure	A	R	C	C	I
Planning & Tendering	A	R	C	C	I
Project Execution	A	C	R	R	I
Reporting & Compliance	A	R	R	C	I
Vehicles & Logistics	A	C	R	R	I
Workforce Management	A	R	C	I	I
LEGEND:					
Responsible (R): The employee who do the work. They must complete the task or objective or make the decision. Several employees can be jointly Responsible.					
Accountable (A): The employee who is the "owner" of the work. He or she must sign off or approve when the task, objective or decision is complete. This person must make sure that responsibilities are assigned in the matrix for all related activities. Success requires that there is only one person Accountable, which means that "the buck stops there."					
Consulted (C): Employees who need to give input before the work can be done and signed-off on. They are "in the loop" and active participants.					
Informed (I): Employees or stakeholders who need to be kept "in the picture." They need updates on progress or decisions, but they do not need to be formally consulted, nor do they contribute directly to the task or decision.					

The **Functional Operating Model (FOM)** illustrates the way in which the Municipality is to be structured and how capabilities mapped in the SDM will be operationalised in order to deliver on its mandated services, powers and functions. It accordingly informs the structuring of the staff establishment. The FOM is attached.

3. METHODOLOGY FOLLOWED TO REVIEW THE STAFF ESTABLISHMENT

It must be mentioned that as with any staff establishment review of this nature, the approach was both impersonal and impartial. The purpose was to determine the optimal functional and organisational relationships and the persons in the structure were therefore not considered in the analyses and designing processes.

The methodology used to inform the staff establishment review consisted of various phases which are schematically presented as follows:



The various phases consisted amongst others of the following activities:

Phase 1

- (a) Engagement with the Municipal Manager and Directors to establish logistical arrangements and obtain information/inputs.
- (b) Informative meeting with Union representatives to communicate the methodology and process plan of the project.

Phase 2

- (a) Identifying threats, opportunities, strengths and weakness of the current organisational structure and service delivery abilities.
- (b) Assessment whether the service delivery model and current organisational structure support the Municipality's strategic objectives and mandates and meet its service delivery obligations to the community.
- (c) Assessment of the current powers and functions performed by the Municipality against its legislative mandate.
- (d) Analysing to what extent the current organisational structure complies with the organisation design principles, employee ratio, structural layers/shape and span of control metrics as envisaged by the Municipal Staff Regulations.

The above-mentioned activities were conducted in liaison with Directors/management during various consultative meetings.

Phase 3

- (a) Review of the current staff establishment and alignment to the directives and guidelines as envisaged by the Municipal Staff Regulations.

Phase 4

- (a) Compile and submit reports on findings and the proposed staff establishment to the Municipal Manager/Directors and relevant stakeholders.

The final phase will entail the compilation of job descriptions for new posts and the revision of any existing affected, changed or outdated job descriptions in consultation with relevant employees/line managers/Senior Manager Human Resources and in accordance with the prescribed format and minimum requirements for education, work experience and knowledge as envisaged by the Municipal Staff Regulations.

4. FINDINGS ARISING FROM THE ORGANISATIONAL ANALYSES

The following are the key findings resulting from the assessments and analyses conducted during Phase 2 of the staff establishment review process.

4.1 Organisation design metrics

The organisation design metrics with regards to the key dimensions of employee ratio, structural layers, structural shape and span of control as contemplated by the Municipal Staff Regulations act as a guideline and should be applied by the Municipality within reasonable parameters of deviation with the purpose to assist with the design of an effective and efficient staff establishment.

Employee ratio refers to the number of employees performing core versus support functions:

- (a) support functions are internally focused and therefore do not provide direct services to the community; and
- (b) core functions deliver services to the community as per the powers and functions of the municipality.

Structural layer refers to the number of reporting layers that exist within a municipality i.e., the deepest reporting layer from the front-line municipal worker to the municipal manager and depending on the size of the municipality, the structural layers should not exceed seven (7).

Structural shape refers to the profile of employees based on the occupational categories i.e., strategic, managerial/specialist and operational categories² to indicate the type or level of talent within the organisation:

- (a) The strategic occupation category refers to the positions of the municipal manager and the direct reports;
- (b) The managerial/specialist occupational category refers to the positions of the divisional manager, manager, supervisor, professionally qualified and experienced specialist, skilled technical and academically qualified; and

² It is assumed that the positions in the occupational categories are not all-inclusive and that some positions such as "supervisor" listed in the managerial/specialist metrics may mainly perform operational functions that cannot be classified as managerial/specialist.

- (c) The operational occupational category refers to the semi-skilled and unskilled positions such as operators, general workers and administrators.

Span of control is the number of team members reporting directly to an individual manager.

The Municipality's current staff establishment compares as follows with the organisation design metrics with regards to the key dimensions as prescribed by the Municipal Staff Regulations:

Key Dimensions	Municipal Staff Regulations Organisation Design Metrics	Swartland Municipality Organisation Design Metrics Current Staff Establishment	
Employee ratio³ 70:30	655 employees: 70:30 Ratio = 458.5 Core to 196.5 Support employees.	655 employees: 476 Core to 179 Support employees = 72.67:27.33 Ratio. (See Note 1 below)	
Structural layer	5 to 7 layers	7 layers (See Note 2 below)	
Structural shape	Occupation category:	%	Number of positions/655 employees⁴
	Strategic: 1% Managerial/Specialist: 1% to 15% Operational: 85% to 95%	1.07 13.59 85.34	7 89 559
Span of control (See Note 3 on next page)	Municipal Manager: 6 to 8 Directors: 5 to 7 Divisional Managers: 5 to 6 Managers: 5 to 6 Supervisors: 9 to 15	9 Between 2 and 6 Between 0 and 9 Between 0 and 9 Between 1 and 18	

Note 1: The core to support **employee ratio** of the Municipality's current staff establishment is within reasonable parameters of deviation from the prescribed organisation design metrics.

Note 2: The following **structural layers** have been identified on the current organisational structure of the Municipality and complies with the prescribed organisation design metrics in respect of structural layers. These layers have been retained in the proposed staff establishment:

Structural Layer	Job Category
1	Municipal Manager
2	Directors

³ A ratio of 70:30 means that for every 70 staff members who perform core functions, there are 30 staff members who perform support functions, with a total of 100.

⁴ In order to realistically determine the various positions within the occupational categories on the Municipality's current staff establishment, TASK Skill Levels and Grades were used as basis for calculation. The structural shape of the Municipality's current staff establishment is within reasonable limits of the prescribed organisation design metrics.

3	Senior Manager, Manager, Chief Librarian, Divisional/Section Head, Chief Fire/Disaster Officer, Snr Town Planner, Chief Technician, etc.
4	Accountant, Controller, Asst Accountant, SCM Practitioner, Traffic/Law Enforcement Officer, Snr Admin/Admin/HR/Community Development Officer, Superintendent, Snr/Building Control Officer, Town Planner, Snr Foreman, etc.
5	Artisan, Snr/Handyman, Special Workman, Supervisor, Storeman, Principal Process Controller, Principal/Snr/Clerk, etc.
6	Artisan Asst, Operator, Process Controller, Team Leader, Caretaker, etc.
7	General Worker/Asst, Office & Halls Asst, etc.

Note 3: The current **span of control** in respect of the various positions per Directorate does not in all respects meet the required organisational design metrics.

4.2 Strategic service delivery issues and risks

During the compilation of the Integrated Development Plan (IDP) the Municipality identified the following most critical service delivery issues and risks that need to be addressed in order to function efficiently, effectively and economically:

- (a) In-migration and population growth;
- (b) Community safety and law compliance;
- (c) Lack of capacity in respect of infrastructure;
- (d) Insufficient preparation for disasters;
- (e) Potential developers not investing in Swartland;
- (f) Ageing infrastructure;
- (g) Inadequate management and IT systems;
- (h) Non-compliance;
- (i) Insufficient revenue from tax base and trading services to meet all other service demands; and
- (j) Uninvolved clients.

The mitigation and eradication of these issues and risks are continuously monitored by the Municipality and the Strategic Risk Register updated twice annually (May and November). Such issues and risks are also adequately addressed in terms of the goals and various strategic service delivery/budget implementation plans as envisaged by the Integrated Development Plan.

These service delivery issues and risks were taken into account during the review of the staff establishment in so far as it relates to organisational design.

4.3 Constitutional and other legislative powers and functions

The powers and functions performed by the Municipality have been researched and found to be in accordance with the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5 to the Constitution of the Republic of South Africa, 1996 and other legislative mandates (Municipal Structures Act, 1998, etc.).

However, certain functional areas pertaining to housing, vehicle licensing, road traffic regulation and libraries which are of concurrent National and Provincial legislative competence or exclusive Provincial legislative competence as contemplated by Part A of Schedule 4 and Part A of Schedule 5 to the Constitution, respectively, are also performed by the Municipality and partly funded/budgeted as follows during 2021/22:

Housing: R45 645 723

Road Traffic Regulation & Vehicle Licensing: R10 000 218

Libraries: R11 402 309

Municipal expenditure in the above regard may constitute a so-called unfunded mandate which is not in compliance with organisational design principle 2.2, namely that the organisational design should not duplicate legislated functions that are provided by other spheres of government unless there are compelling reasons requiring exceptions. The performance of the relevant functions is regulated by service level agreements and partial funding by the Municipality is justified by local community needs and priorities as contemplated by the IDP.

4.4 Current organisational structure

The Municipal Staff Regulations direct that a municipality may, within its administrative and financial capacity, establish separate departments for the:

- (a) Development and Town Planning functions;
- (b) Municipal Public Works and Basic Services to communities;
- (c) Community Services;
- (d) Financial Management; and
- (e) Corporate Support Services.

The Municipal Staff Regulations, furthermore, envisage that a municipality may provide capacity to support the offices of the public office bearers and municipal manager.

It must be noted that the above-mentioned classification does not imply that a municipality's macro-organisational structure must necessarily consist of 5 departments/directorates, but merely that the relevant functions/services should overall be accommodated in the administration/staff establishment.

The functions/services as contemplated above by the Municipal Staff Regulations are currently incorporated in the Municipality's staff establishment which consists of the following 6 directorates:

Directorate	Number of Posts
Municipal Manager	7

Corporate Services	72
Financial Services	81
Development Services	33
Protection Services	115
Civil Engineering Services	301
Electrical Engineering Services	46
Total Number of Posts: 655	

The Municipality's organisational structure was amended with effect from 1 March 2022 to include 20 grant funded law enforcement officer positions on the basis of a 3-year fixed term contract (Protection Services Reaction Unit) as well as 2 posts of Access Control Officer (Protection Services) approved with effect from 1 July 2022. These 22 positions are included in the above summary.

4.5 General findings and comments

The following general issues emanating from the analyses of the current organisational structure were, among others, observed:

- (a) The structure only indicates the name of each macro-organisational unit, e.g., Corporate Services, Financial Services, Protection Services, etc. The status of each hierarchical level should be clearly stated, e.g., Department or Directorate (it is noted that the official website of the Municipality refers to "department").
- (b) Similarly, the structure does not differentiate between other hierarchical levels such as Division and Section.
- (c) Employees in different departments, i.e., Corporate Services and Development Services performing duties associated with the Sondeza Youth Leadership Camp.
- (d) The same function being rendered by different departments e.g., Traffic Fines cashiering services at Financial Services and Protection Services.
- (e) Reporting lines are not in all instances explicitly clear and in certain cases one-on-one hierarchical levels are not practical and/or functional.
- (f) Functional areas of responsibilities are not in all instances homogeneously clustered and sensibly grouped together, for example plumbing maintenance at indigent households is located in Financial Services, Information Communication & Technology services is performed by Electrical Engineering Services, Occupational Health & Safety located in Development Services is a core human resources (Corporate Services) activity, storekeeping is a financial (SCM Logistics) and not civil engineering functional area.
- (g) Job titles are not always consistent, e.g., Head vis-à-vis Manager (both on T14), Senior Manager and Manager both on T17.
- (h) Job titles are not in all respects descriptive of the inherent duties of the post e.g., Law Enforcement combined with Credit Control in Financial Services.

- (i) Supervisory and subordinate positions should not have the same job title, e.g., Head T12 reporting to Head T14, Manager T15 reporting to Manager T17.
- (j) Existing employees performing duties during or after working hours for other departments on an ad hoc/voluntary basis should not be included on the organisational structure such as temporary/stand-by personnel attending to firefighting services as it has the effect of duplicating positions on the structure. Such arrangements should preferably be concluded in terms of the conditions of service.
- (k) The distinction between organisational units named Traffic/Law Enforcement Services and Law Enforcement/Traffic Services is not clear.
- (l) The name "Reaction Unit" comprising of law enforcement officers is misleading.
- (m) Any unfunded position such as process controller should not be included on the organisational structure (these can be phased in and the structure amended as funds are available).
- (n) Lack of supervision in Koringberg where only one employee (general worker) is stationed and remotely supervised from Moorreesburg.
- (o) Functions/services in outer-towns without direct supervision and being supervised from Malmesbury e.g., Caretaker Riebeek West Clubhouse, Office & Halls Assistant Abbotsdale/Darling, etc.
- (p) Certain functions can be rendered more cost-effectively e.g., 2 officials remunerated on T15 and T11 undertake about 3 000 inspections/re-inspections annually and travel \pm 3 500 km from Malmesbury to inspect and re-spect overgrown erven whereas there are law enforcement officers located in Malmesbury, Moorreesburg, Darling and Yzerfontein who are supposed to enforce the Municipality's by-laws in this regard. The same applies to uncontrolled/illegal refuse dumping and inspection of business licenses.

4.6 Swartland Municipality achievements

The Municipality has over the past years achieved several recognitions/awards, for example:

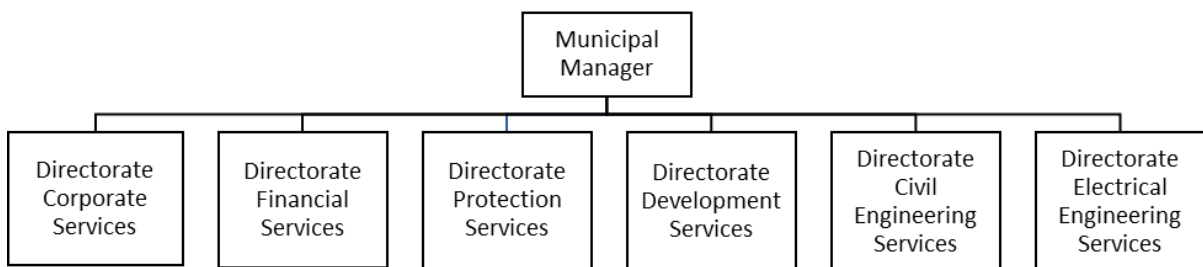
- (a) Nine clean audits since the 2010/2011 financial year;
- (b) An unqualified audit with only one finding for the financial years 2017/2018 and 2018/2019;
- (c) 92.01% average spending of the capital budget and 95.54% of the operating budget over the previous eight years;
- (d) The Municipality has managed to collect on average 102.3% of all revenue budgeted in the previous eight financial years;
- (e) Winners of the Greenest Municipal Competition in 2006 and 2017;
- (f) The Municipal Financial Sustainability Index by Ratings Afrika covers a sample of the 100 largest local municipalities and the eight metropolitan municipalities. In the latest review of the Index (March 2022) the Municipality's Financial Stability score is 77/100 and the Sustainability Index score is 71/100; and

- (g) Achievements by directorates include timely completion of capital projects, compilation of a Conservation Management Plan, various housing projects and serviced sites, 100% spending of infrastructure grants, sound expenditure allocation and cash flow management, cooperation with neighbouring municipalities and successful cross-boundary support.

5. STAFF ESTABLISHMENT REVIEW RECOMMENDATIONS

5.1 Macro-organisational structure

The status quo with regards to the current six directorates as below is retained:



5.2 Proposed micro-organisational structure: Explanatory notes

Office of the Municipal Manager

Internal audit and strategic core services (IDP, LED, performance management, etc.) are currently located within the Office of the Municipal Manager and are typical functions associated with the high profile of the office. It is recommended that the status quo be maintained.

Office of the Political Office Bearers

The Municipal Staff Regulations directs that a person appointed to support the office of a political office bearer must either be:

- (a) Seconded from a post on the municipality's approved staff establishment or another municipality's staff establishment; or
- (b) Appointed on a fixed-term contract of employment linked to the term of office of the political office bearer.

The staff needs expressed in this regard are that the Executive Secretary currently located in the Office of the Municipal Manager be seconded to the Office of the Political Office Bearers (Executive Mayor). The further need is for two additional support personnel, namely Principal Administrator/Officer: Council Support and Administrative Secretary: Speaker to be appointed on a fixed term contract of employment linked to the term of office of the Political Office Bearers.

Directorate Corporate Services

The following organisational structure changes are proposed:

- (a) The post of Tourism Officer should be removed from the staff establishment when the incumbent retires/resigns and the vacancy filled by the Local Tourism Organisation (LTO).
- (b) Job descriptions: All JDs in respect of posts with a remote supervisor must be amended to provide for local oversight, instructions and/or guidance to incumbents in the absence of the immediate superior from the work site.
- (c) In general, preference must be given to generic TASK job designations such as Senior Manager and Manager instead of Head, where appropriate, and clustering of homogeneous functions in accordance with Department, Division and Section.

Directorate Financial Services

The current staff establishment as well as proposals submitted by the CFO have been analysed taking into account the following:

- (a) Section 81(1)(e) of the Municipal Finance Management Act, 2003 which inter alia envisages that a municipality must perform the functions of budgeting, accounting, analysis, financial reporting, cash management, debt management, supply chain management and financial management; and
- (b) The Western Cape Provincial Treasury's Budget and Treasury Office (BTO) Structures Guideline (Treasury Circular No. 41/2013) in so far as it is compatible with current financial management practices.

The following organisational structure changes are proposed:

- (a) Adding additional functions (assets, insurance and fleet management) to the Manager Financial Statements, Forward Planning and Cash Flow Management and renaming the job title to Senior Manager. The staff component relocates accordingly.
- (b) The job title of the post Secretary (current incumbent J van der Westhuizen) changes to Principal Clerk SCM Support Services;
- (c) Further job title changes to enhance Supply Chain Management processes are SCM Practitioner to Snr SCM Practitioner, Buyer to SCM Practitioner: Demand/Quotations, Chief Clerk Orders to SCM Practitioner: Demand/Acquisition, Snr Storeman to Stock Controller: Issues/Stocktaker, Storeman to Assistant Stock Controller: Stationery and Storeman to Assistant Stock Controller: Purchaser/Stock Levels (where appropriate the existing job descriptions will be revised accordingly);
- (d) The following job title changes pertaining to Revenue are also proposed in order to comply with generic TASK designations, namely Head Revenue to Manager, Head Services to Accountant, Meter Reader/Law Enforcement

Assistant to Meter Reader and Administrator Water Management Services to Administrator Revenue Protection; and

- (e) The post of Senior Clerk Traffic Fines relocates from Protection Services to Financial Services. However, the current workplace allocation remains unchanged and the job description must be amended to provide for local oversight, instructions and/or guidance in the absence of the immediate superior from the work site.

Directorate Development Services

The following are proposed structural changes:

- (a) The post of Manager Environmental & Occupational Health retains the functions Environmental Health including Yzerfontein caravan park, Occupational Health & Safety, Noise Control, Air Quality, business licensing and administrative duties (notices, correspondence, etc. but excluding physical inspections) pertaining to pest control (vector management) and overgrown erven. All such duties must be performed in close liaison with law enforcement officers who will be responsible for inspections, monitoring and enforcement of relevant by-laws.
- (b) The Administrative Officer Health & Safety retains all duties inherent to occupational health and safety and only administrative duties (excluding physical inspections) associated with non-related environmental duties such as pest control and overgrown erven.
- (c) Although occupational health and safety is a core human resources function, it is suggested that it be not relocated to Corporate Services in view of the risks in a maintenance/construction environment to which many operational employees are daily exposed to e.g., working at heights, falling objects, operating heavy machinery, handling heavy loads and working with/around hazardous materials (see Notes below).

Notes: Workplace safety can best be managed independently from other human resources activities and the approach should be to put more emphasis on safety at construction sites when executing health and safety responsibilities. Although it is suggested that Health & Safety not be part of Human Resources' direct responsibilities, their role in injury and incident prevention should include:

- (a) Culture: Ensuring that values are upheld and making sure that health and safety is taken seriously in the organisation;
- (b) Policies and procedures: Ensuring that adequate policies and procedures are in place and upheld;
- (c) Training and development: Ensuring that employees understand the importance of health and safety in the workplace and act accordingly; and
- (d) Monitoring and oversight of a health and safety program: HR has a critical important oversight and monitoring role to ensure proper injury prevention efforts.

General matters investigated and comments:

(a) Protective areas & biodiversity conservation

Background:

The Municipality is the managing authority and owner of several protected and conservation areas within its jurisdiction (486 ha). The environmental management plan (EMP) is aimed specifically for protected and conservation areas in Darling, Malmesbury and Yzerfontein. The protective areas & biodiversity conservation management functions include the following:

- (1) Integrate municipal operations and conservation management;
- (2) Capacitate municipal officials in conservation related operations and matters; and
- (3) Create environmental awareness internally and with the public and obtain community support for the conservation efforts of the Municipality.

Comments:

Any immediate human resource needs for the performance of the function should be addressed in the Environmental Management Plan and until resolved, it is recommended that the above-mentioned functions form part of the duties of the Manager Environmental Affairs.

(b) Yzerfontein Caravan Park

Background:

Enquiries have been made regarding the average % occupancy of the facilities (chalets & stands) per month over a period of 6 months, its profitability and the feasibility/financial viability of privatising/outourcing. According to statistics provided the average occupancy of stands and chalets for the period was 29.5% (highest December 52%) and 37.8% (highest December 70%), respectively. As far as profitability and privatising/outourcing is concerned, it was reported that the Park is operating at a profit and that it was decided against privatisation/outourcing.

Comments:

Annual caravan park staff expenditure (TCOE) at 1 July 2022 is about R1 583 000. Due to the reported operating profit of the Park, the matter has not been pursued further in terms of the staff establishment review process.

(c) Property valuations

Background:

By virtue of the organisational principle that homogeneous functions should as far as possible be grouped together, it was enquired why the function associated with the

compilation of the general and supplementary valuation roll (part-time Valuer) should be located with town planning and not financial services.

Comments:

It was reported that the function is best situated within the current directorate due to the successful interaction between town planning, building control and property valuations. Various integral town planning and building control concepts such as coverage, height, floor area ratio, parking requirements, etc. are used in determining the market value of properties and are readily available within the current directorate. The Municipal Property Rates Act, 2004 makes a distinction between the power of a municipality to impose rates on property on the one hand and on the other fair and equitable property valuation methods. The reported comments are supported and it is recommended that the status quo be maintained. This is also supported by the Director Financial Services.

(d) Illegal building works

Background:

The monitoring/law enforcement of illegal building works place a high functional burden/workload on town planning/building control officials.

Comments:

Town planning and building control staff do not have capacity to monitor and/or investigate illegal building works in terms of various by-laws which cause a risk for the Municipality due to potential income that are not generated. The responsibility of enforcing all municipal by-laws, inclusive of those associated with illegal building works, should vest with the law enforcement officers as their primary function and it is accordingly recommended that this be reiterated as such.

(e) Grant funded projects:

Comments: The Municipality should not appoint personnel on a permanent or part-time basis on its staff establishment to perform duties arising from grant funded projects (inclusive of EPWP) but such expenses should be financed from the grant. Where justified the Municipality should also consider compensating its personnel performing additional tasks such as oversight/supervision of projects and/or administrative support, from the grant.

Directorate Protection Services

The following are proposed structural changes:

- (a) The responsibility of oversight and monitoring of the Yzerfontein Harbour service provider's performance remains with the Director of the Directorate.

- (b) The two posts of General Assistant (M le Fleur and SM Goliath) relocate to the Division Halls & Cleaning Services of the Directorate Corporate Services. The workplace allocation remains unchanged and the job descriptions must be amended to provide for local oversight, instructions and/or guidance in the absence of the immediate superior from the work site.
- (c) The post of Snr Clerk Traffic Fines relocates to Financial Services. The workplace allocation remains unchanged and the job description must be amended to provide for local oversight, instructions and/or guidance in the absence of the immediate superior from the work site.
- (d) The law enforcement officers must take responsibility for enforcing by-laws associated with environmental health such as overgrown erven, inclusive of physical inspections, monitoring and reporting as and when requested.

General matters investigated:

(a) Law Enforcement

The responsibility of enforcing all municipal by-laws, inclusive of those associated with illegal building works, overgrown erven, business licensing, etc. should vest with the law enforcement officers as their primary function and must be reiterated as such.

(b) Firefighting & Emergency Services

The Director Protection Services submitted a very comprehensive motivation and proposed organisational structure for the significant expansion of firefighting services across the whole of the municipal area. It should, however, be noted that the rendering of all firefighting services (structures and veld fires) in the Swartland municipal area is currently being discussed with the West Coast District Municipality and that the DM is investigating an appropriate district service delivery model. It is furthermore the information that legislation is proposed on alternative firefighting powers and functions for municipalities.

Although there is to a greater or lesser extent merit in the Director's request, it is considered that the large-scale expansion of the service as proposed will have significant cost implications for the Municipality and, furthermore, may jeopardize the investigation and consultation processes on the takeover of the service by the WCDM. The matter should accordingly be held in abeyance pending finalisation of the current investigations and discussions with the WCDM.

Alternatively, the rendering of firefighting services by the Municipality as a core function should be the subject of a separate investigation by fire experts and the service phased in according to needs and affordability. It is suggested that the

Municipality liaise with the Department of Local Government, Western Cape Province, in this regard.

Directorate Electrical Engineering Services

No changes are recommended.

Directorate Civil Engineering Services

The name of the Directorate changes to Infrastructure & Civil Engineering Services.

Other recommendations/comments:

(a) Senior Supervisor/Truck Driver and Small Plant Operator (Sewer Tanker)

Funds for the purchasing of a new sewer tanker has been budgeted for as the services are to be expanded; consequently, two new posts are needed to perform sewer tanker services. It is recommended that these posts be budgeted and filled during the current financial year (total cost implication ±R600 000.00).

These above-mentioned posts have been included on the proposed staff establishment.

(b) Gate Controller: Landfill Site/Transfer Station (GT Krawe)

The correct workplace is Moorreesburg and the proposed staff establishment has been amended accordingly.

(c) Supervisor/Storeman (Water/Roads & Storm Water/Parks & Recreation)

These posts provide manual labour associated with digging trenches, weeding, sweeping, refuse removal, etc. operating of small plant and oversight/supervision of general workers. They are also responsible for the issuing of equipment from the store, stocktaking and recordkeeping of store items. Stores and storekeeping responsibilities are an inherent functional area of Financial Services (SCM Logistics Management); however, as a result of the former duties it is not considered practical to relocate them to the Directorate Financial Services.

However, it is recommended that the Directorate Financial Services maintain close oversight of the performance of the storekeeping functions, legal compliance and issuing of directives in this regard.

(d) Koringberg - Handyman: Parks & Facilities (RJ Blaauw)

This is the only post located in Koringberg and cannot perform productively in isolation without supervision and municipal transport. The post should be moved to Moorreesburg as soon as the opportunity arises.

(e) Waste Water Treatment Works

All process controllers employed at each Works do not comply with the qualification requirements prescribed by Regulation No. 2834 of 27 December 1985 in terms of the Water Act, 1956. However, the Works are in a good operational/functional condition which enable the existing process controlling capacity to maintain the required operational standards. The creation of additional posts will not be affordable at this stage and the appointment of the required number qualified personnel should be phased in as funds are available.

(f) Parks & Recreation

The objective for the provision of facilities such as sports grounds, parks, swimming pools and cemeteries is to cater for the social needs of the community. The responsibilities associated with these facilities currently vest with the Directorate Civil Engineering Services whose primary focus is the sustainable delivery of infrastructure and civil engineering services.

From an organisational design perspective, it is considered desirable for such functional areas to be located within a directorate with the primary goal of meeting the community's social needs. This aspect has been investigated; however, the relocation of these functional areas is not recommended due to practical limitations.

(g) Solid Waste and Landfill Management:

In practice the Malmesbury, Riebeek West/Riebeek Kasteel and Moorreesburg refuse removal/solid waste teams report to the Senior Foreman (Restant Swartland) and this must be rectified on the staff establishment.

6. STAFF ESTABLISHMENT REVIEW: HUMAN RESOURCES IMPLICATIONS

The need for a number of new posts has been identified during the staff establishment review process which were substantially motivated by the Municipal Manager and directors as per the list attached.

It is recommended that the posts of Senior Supervisor/Truck Driver and Small Plant Operator (Sewer Tanker) be budgeted and filled during the current financial year and as far as the remaining posts are concerned, that:

(a) The posts be prioritised for filling over the forthcoming financial years;

- (b) The prioritised list be approved by the Council; and
- (c) The list be revised and the posts annually phased in on the organisational structure according to affordability and service delivery needs.

7. STAFF ESTABLISHMENT REVIEW: COMPARISON

The total number of posts on the current and proposed staff establishment are as follows:

Number of Posts: Current	Number of Posts: Proposed
633 (incl. 6 Directors) 20 Law Enforcement Officers (Grant) 2 Access Control Officers	633 (incl. 6 Directors) 20 Law Enforcement Officers 2 Access Control Officers 1 Senior Supervisor/Truck Driver (Sewer Tanker) 1 Small Plant Operator (Sewer Tanker)
Total: 655	Total: 657

The additional posts do not have a significant impact on the organisation design metrics as compared in the table below.

However, compliance in all respects with the organisation design metrics is not possible due to the nature and scope of certain services or functions that must be performed. Furthermore, compliance can only be achieved by reducing personnel which is not considered desirable as it may constitute an unfair labour practice in terms of the Labour Relations Act, 1995.

Key Dimensions	Municipal Staff Regulations: Organisation Design Metrics	Swartland Municipality: Current structure		Swartland Municipality: Proposed structure	
Employee ratio 70:30	655 employees: 70:30 Ratio = 458.5 Core to 196.5 Support employees.	655 employees: 476 Core to 179 Support employees = 72.67:27.33 Ratio.			
	657 employees: 70:30 Ratio = 460 Core to 197 Support employees.			657 employees: 478 Core to 179 Support employees = 72.75:27.25 Ratio.	
Structural layer	5 to 7 layers	7 layers		7 layers	
Structural shape	Occupational category	%	Number of positions 655	%	Number of positions 657
	Strategic: 1% Managerial/Specialist: 1% to 15% Operational: 85% to 95%	1.07 13.59 85.34	7 89 559	1.06 13.55 85.39	7 89 561
Span of control	Municipal Manager: 6 to 8 Directors: 5 to 7 Divisional Managers: 5 to 6 Managers: 5 to 6 Supervisors: 9 to 15	9 Between 2 and 6 Between 0 and 9 Between 0 and 9 Between 1 and 18		9 Between 2 and 6 Between 0 and 9 Between 0 and 9 Between 1 and 18	

8. RECOMMENDATION

That the recommendations as contained in this report be adopted.

9. ACKNOWLEDGEMENT AND APPRECIATION

I wish to record the excellent support received from the Municipal Manager, Directors, Senior Manager: Human Resources and all other staff of the Municipality who continuously availed themselves and in the main offered their full cooperation and participation to the project.

The contributors of source material are also thanked for their cooperative attitude.

Hannes Coetzee

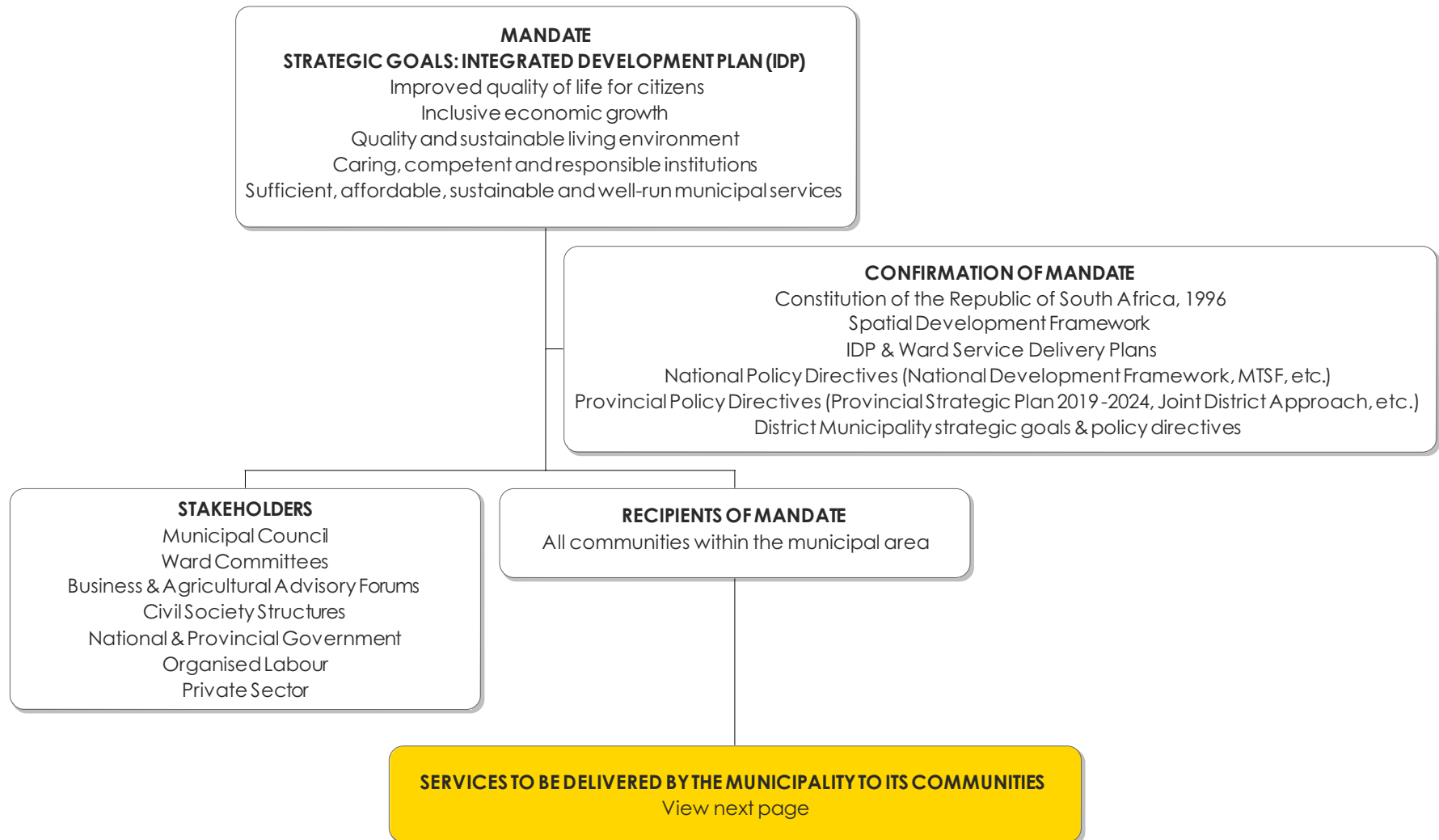


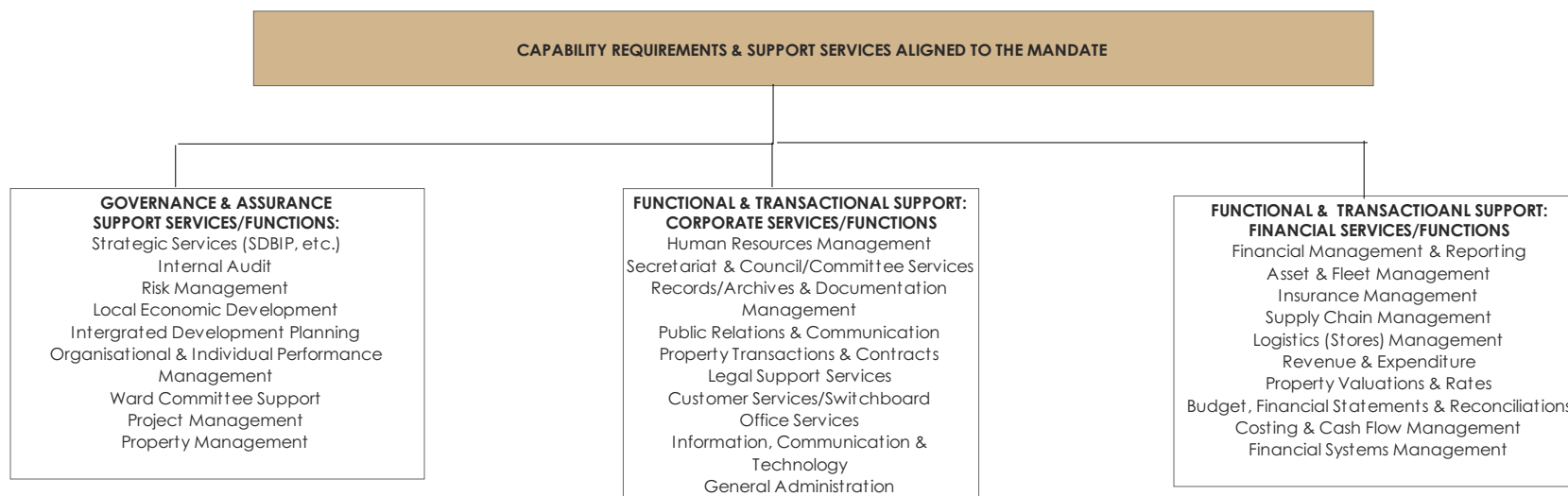
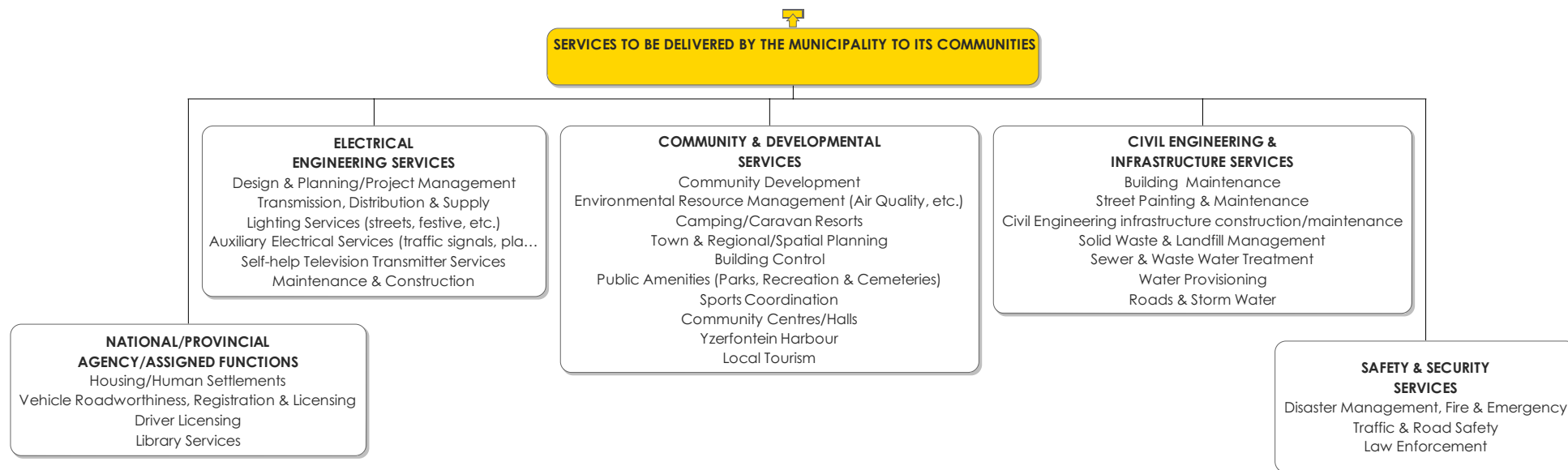
Swartland Service Delivery Model

SWARTLAND MUNICIPALITY

MUNICIPAL STAFF REGULATIONS: REVIEW OF STAFF ESTABLISHMENT SERVICE DELIVERY MODEL 2022/23

The main objective of the model is to ensure that it reflects the Municipality's mandates and meets its obligations to the community. The model represents a list of capability requirements aligned to the mandate/powers and functions.





SWARTLAND MUNICIPALITY
STAFF ESTABLISHMENT REVIEW
FUNCTIONAL OPERATING MODEL 2022/23

The Model illustrates the way in which the Municipality will be structured and how capabilities mapped in the Service Delivery Model will be operationalised in order to deliver on its mandated services. The Model accordingly informs the structuring of the staff establishment.



SWARTLAND MUNICIPALITY: STAFF ESTABLISHMENT REVIEW PROPOSED NEW POSTS PRIORITISED							
Job title	Directorate	Proposed TASK Grade	Employee ratio: Core/ Support (see Note 1 below)	Cost-to-Company 2022/23	Cost-to-Company 2023/24	Cost-to-Company 2024/25	Comments/Criteria: (1) Revenue enhancement (2) Legal obligation (3) Service delivery need (4) Other - specify
Risk Manager	Office of the MM	12	Support	583336	635837	686704	Legal obligation
GIS Administrator	Development Services	9	Support	379855	414043	447166	Service delivery
Office Manager	Office of the MM	12	Support	583336	635837	686704	Service delivery
Community Development Officer (x2)	Development Services	11	Core	515038	561393	606304	Service delivery
Law Enforcement Officer	Protection Services	7	Core	302833	330089	356496	Service delivery
Illegal Dumping Monitors	Civil Engineering Services	3	Core	193659	211089	227976	Service delivery
Examiner of Driving Licences	Protection Services	9	Core	379855	414043	447166	Service delivery
Senior Supervisor/Truck Driver	Civil Engineering Services (Solid Waste)	8	Core	400401	436438	471353	Service delivery
Operator	Civil Engineering Services (Solid Waste)	5	Core	170229	185551	200395	Service delivery
General Worker (x5)	Civil Engineering Services (Solid Waste)	3	Core	968295	1055443	1139878	Service delivery
Equitable Share Officers	Financial Services	8	Core	400401	436438	471353	Revenue enhancement
LED/Tourism Officer	Office of the MM	12	Core	583336	635837	686704	Legal obligation
Town Planner	Development Services	14	Core	869428	947678	1023492	Legal obligation
Town Planning Assistant (Admin)	Development Services	8	Core	400401	436438	471353	Service delivery
Biodiversity Manager	Development Services	12	Core	583336	635837	686704	Legal obligation
Caretaker: Chatsworth Comm Hall	Corporate Services	6	Core	255529	278528	300810	Service delivery
Electrical Inspector	Electrical Engineering Services	12	Core	583336	635837	686704	Revenue enhancement
Electrical Linesman (x2)	Electrical Engineering Services	8	Core	800802	872876	942706	Service delivery
Small Plant Operator (X2)	Electrical Engineering Services	4	Core	395450	431042	465526	Service delivery
ICT Infrastructure Technician	Electrical Engineering Services	12	Support	583336	635837	686704	Service delivery
Committee Officer	Corporate Services	11	Support	515038	561393	606304	Service delivery
PMS Officer	Office of the MM	11	Support	515038	561393	606304	Legal obligation
Human Resources Officer	Corporate Services	12	Support	583336	635837	686704	Service delivery
Senior Technician (Proj Man)	Electrical Engineering Services	12	Core	583336	635837	686704	Service delivery
Senior Supervisor/Truck Driver (Sewer Tanker)	Civil Engineering Services (Sewerage)	8	Core	400401	436438	471353	Service delivery
Small Plant Operator (Sewer Tanker)	Civil Engineering Services (Sewerage)	4	Core	197725	215521	232763	Service delivery
Operator Digger Loader	Civil Engineering Services (Roads)	7	Core	302833	330089	356496	Service delivery
General Assistant (WWTW Mrb)	Civil Engineering Services (Sewerage)	3	Core	193659	211089	227976	Service delivery
Supervisor/Tractor Driver (Yzf)	Civil Engineering Services (Parks)	7	Core	302833	330089	356496	Service delivery
General Assistant (Yzf)	Civil Engineering Services (Parks)	3	Core	193659	211089	227976	Service delivery
Building Inspector/Building Plan Examiner	Development Services	11	Core	515038	561393	606304	Revenue enhancement
Valuer incr working hours to fulltime	Development Services	13	Core	277088	302027	326189	Revenue enhancement
Asst Accountant Fin Systems & Billing Data	Financial Services	11	Support	515038	561393	606304	Revenue enhancement
Accountant Services & Sundry Debtors	Financial Services	12	Support	583336	635837	686704	Revenue enhancement
Senior Accountant Fin Accounting & GRAP Support	Financial Services	13	Support	683786	745328	804954	Legal obligation
TOTAL COSTS IMPLICATION:				16294336	17760864	19181729	

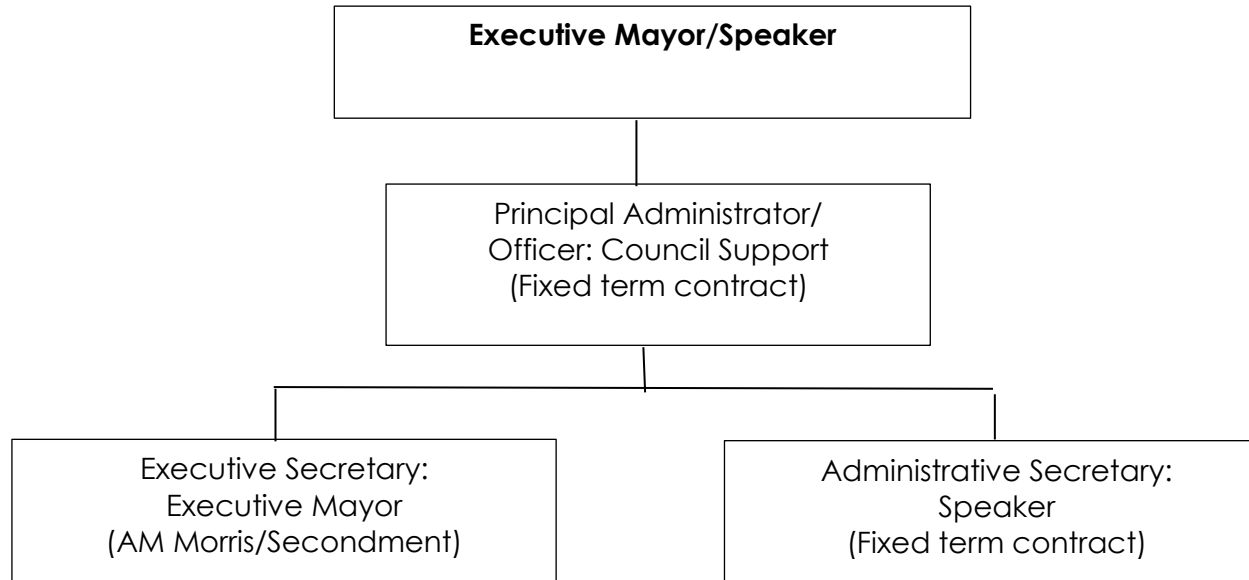
NOTE 1:

Employee ratio refers to the number of employees performing core versus support functions:

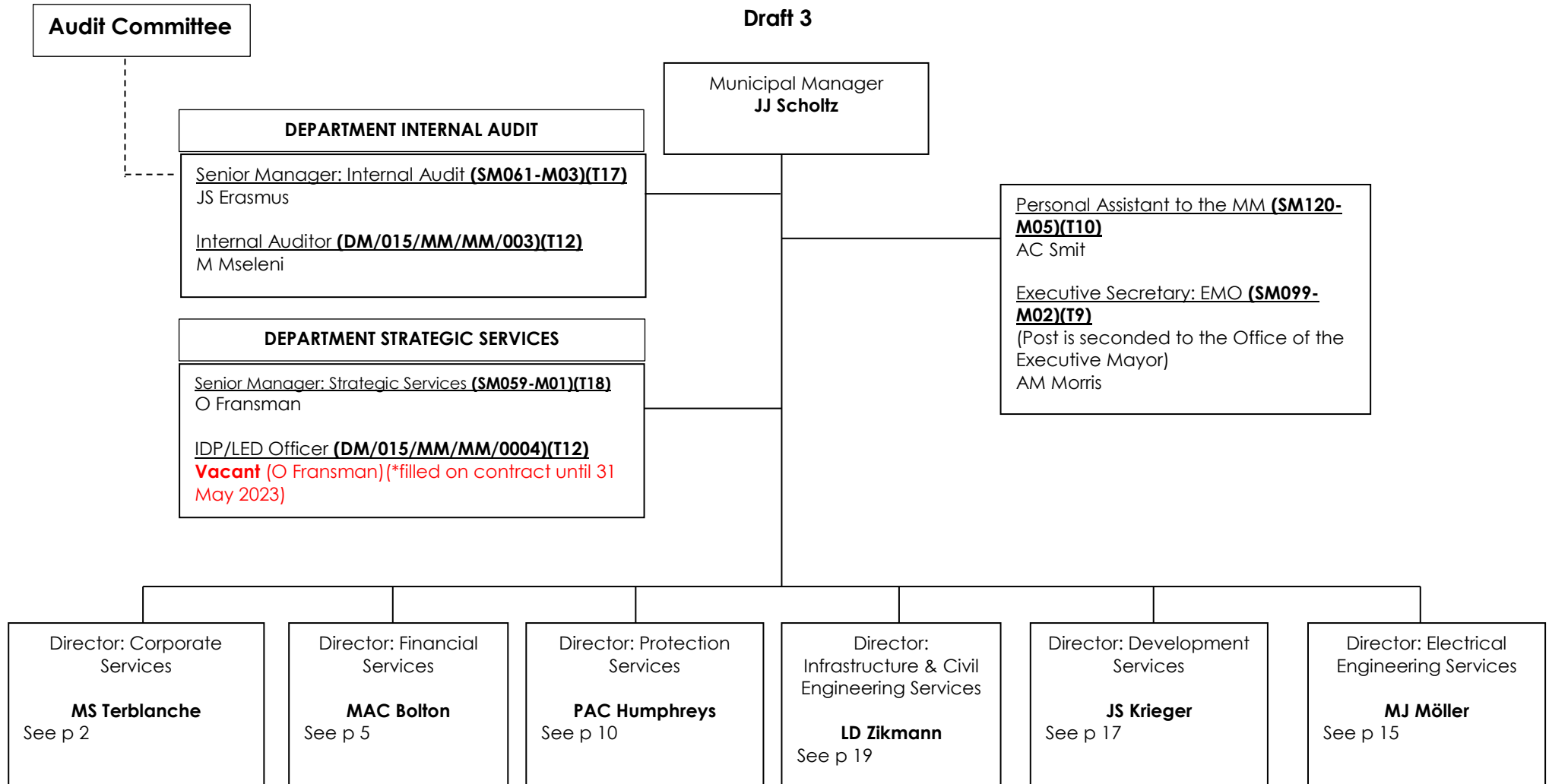
(a) **support functions** are internally focused and therefore do not provide direct services to the community; and

(b) **core functions** deliver services to the community as per the powers and functions of the municipality.

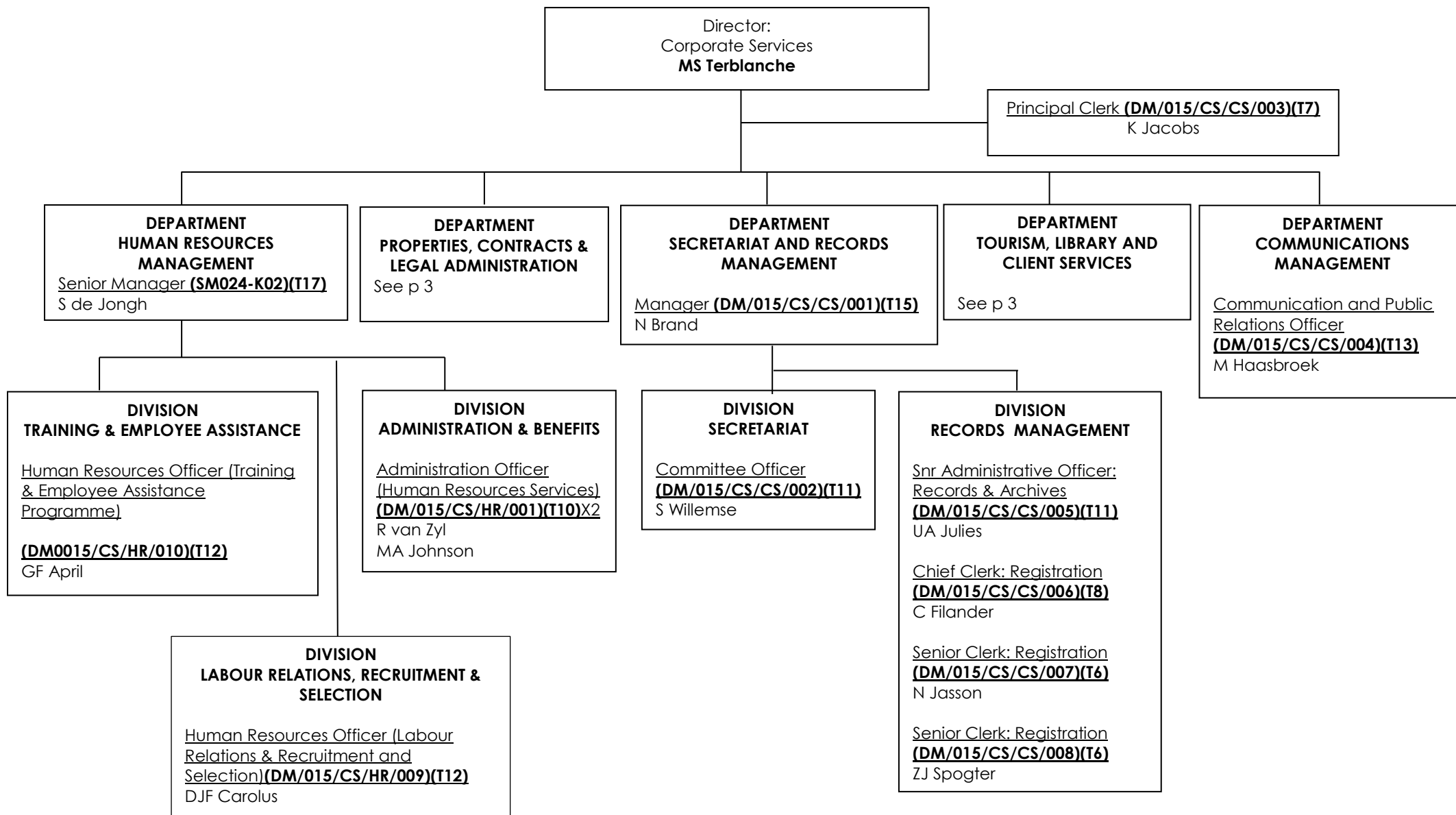
**SWARTLAND MUNICIPALITY
PROPOSED ORGANISATIONAL STRUCTURE
OFFICE OF THE POLITICAL OFFICE BEARERS
Draft 3**



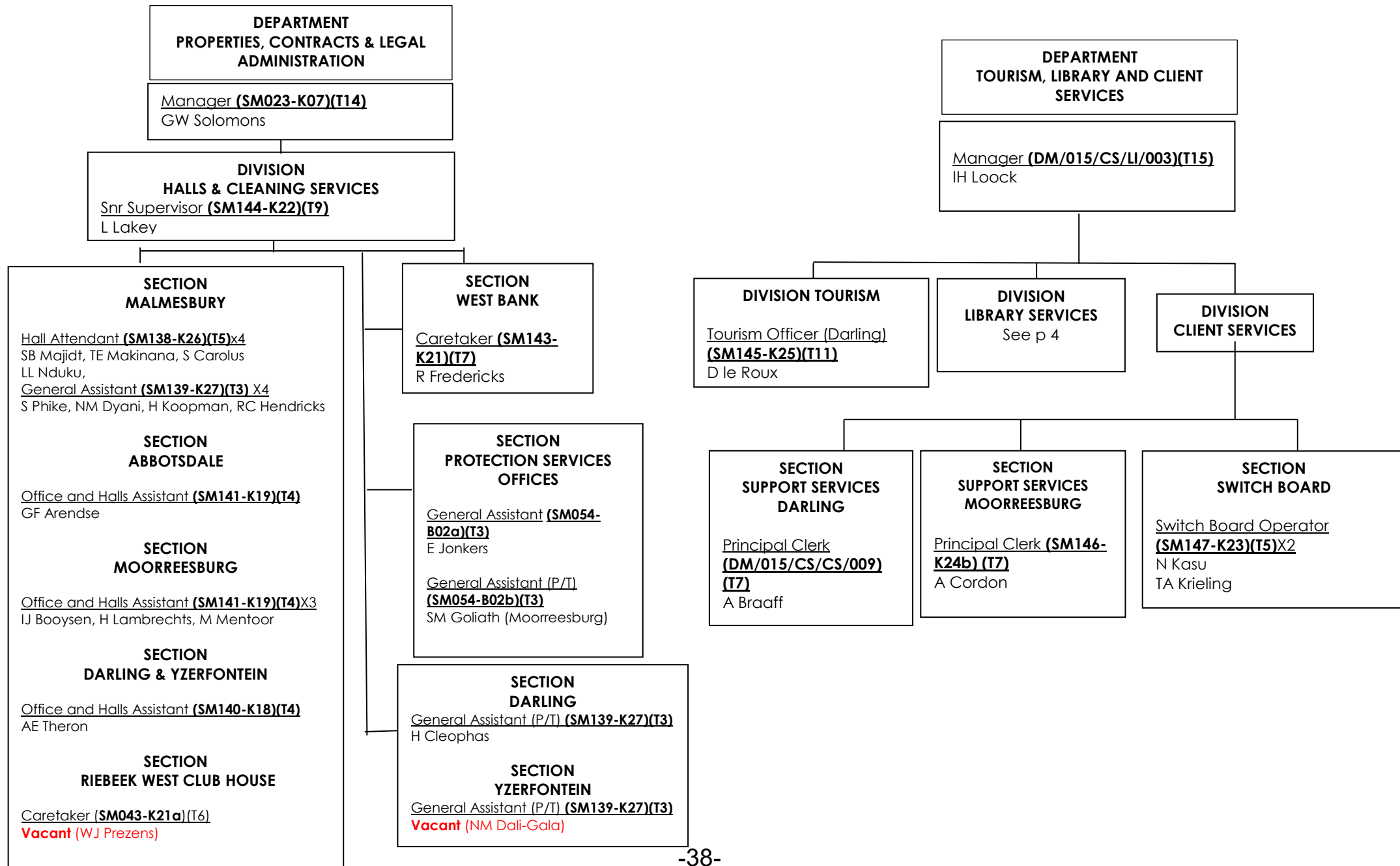
**SWARTLAND MUNICIPALITY
PROPOSED ORGANISATIONAL STRUCTURE
OFFICE OF THE MUNICIPAL MANAGER
Draft 3**



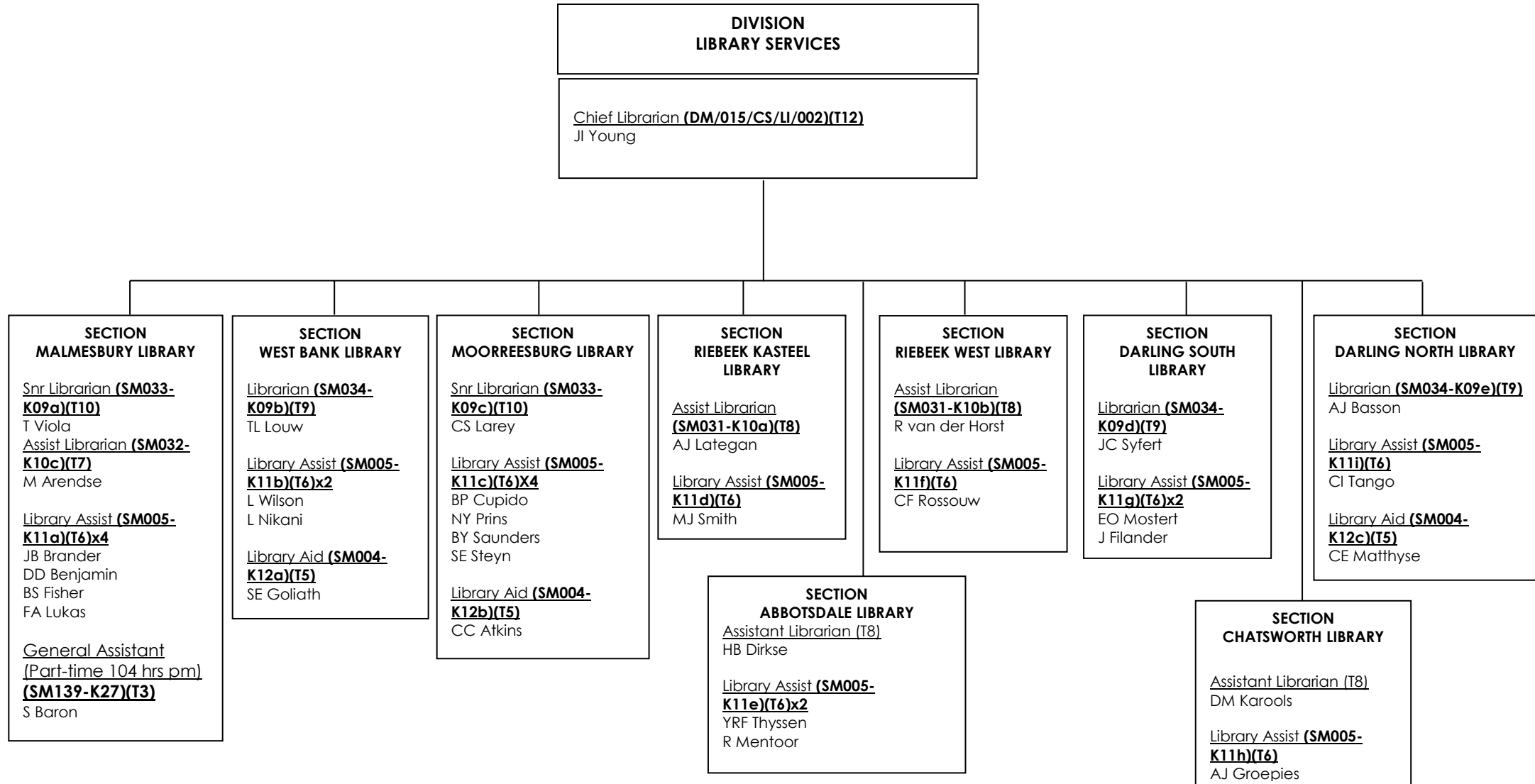
**SWARTLAND MUNICIPALITY
PROPOSED ORGANISATIONAL STRUCTURE
DIRECTORATE CORPORATE SERVICES
Draft 3**



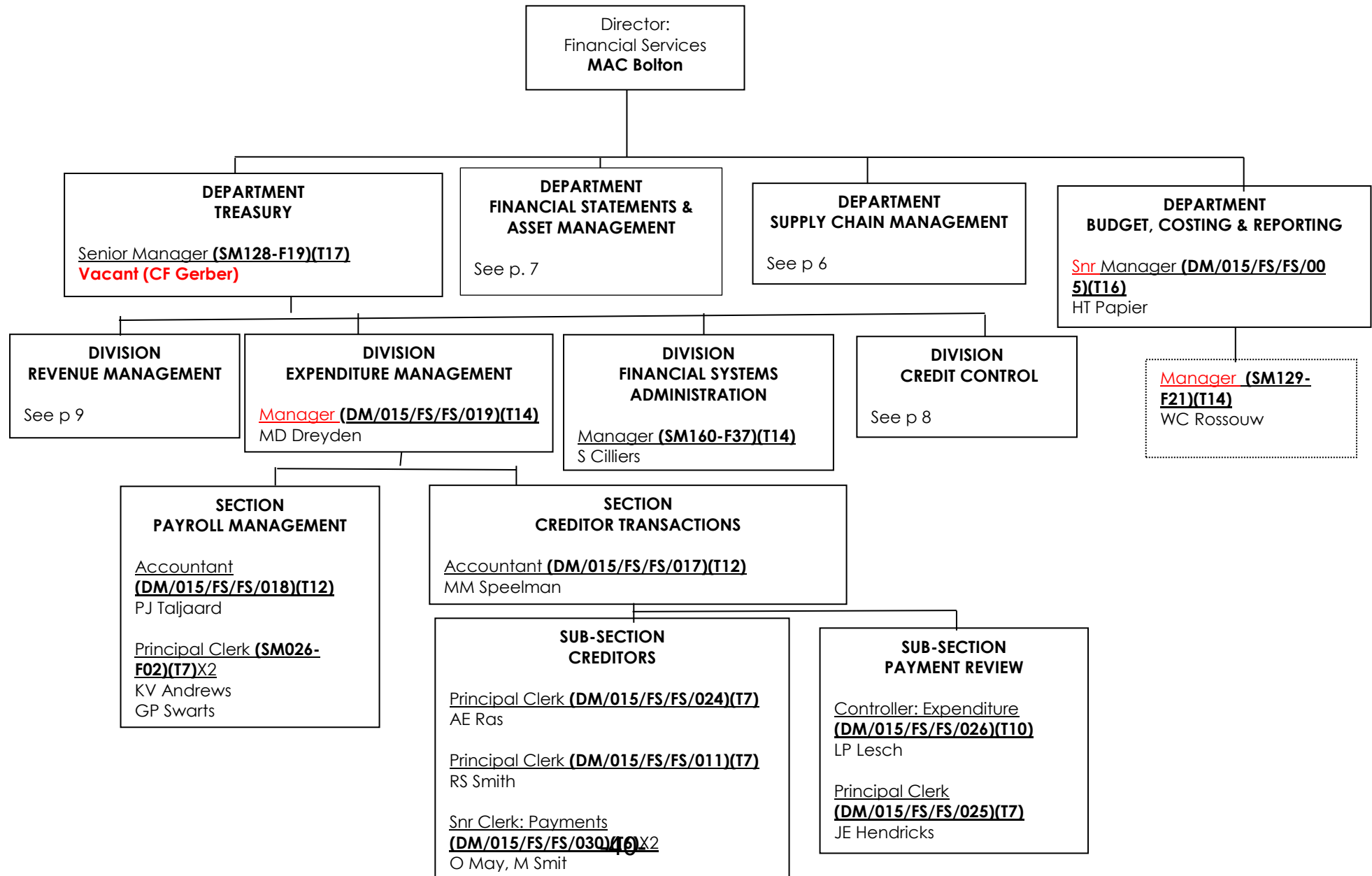
DIRECTORATE CORPORATE SERVICES

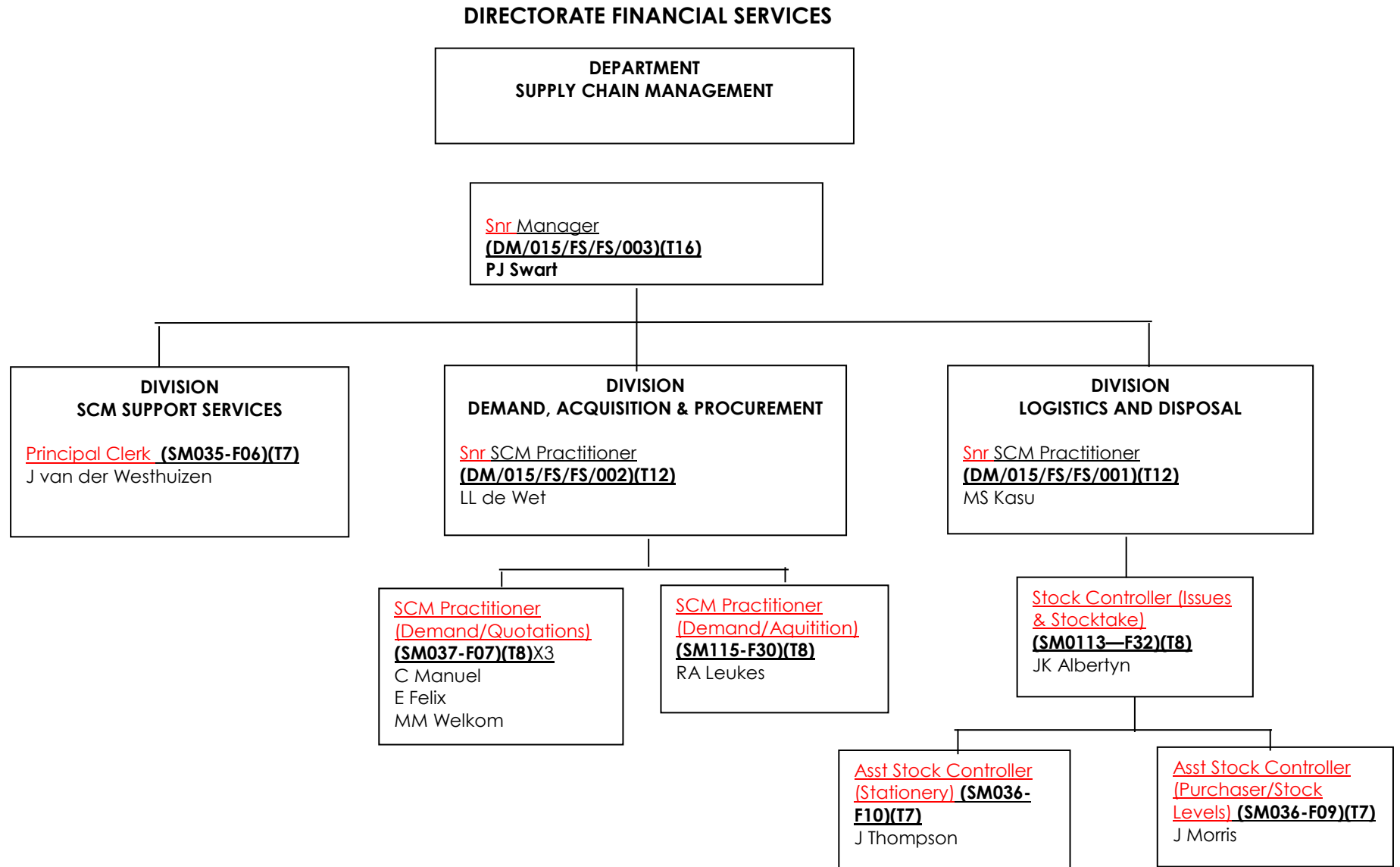


DIRECTORATE CORPORATE SERVICES

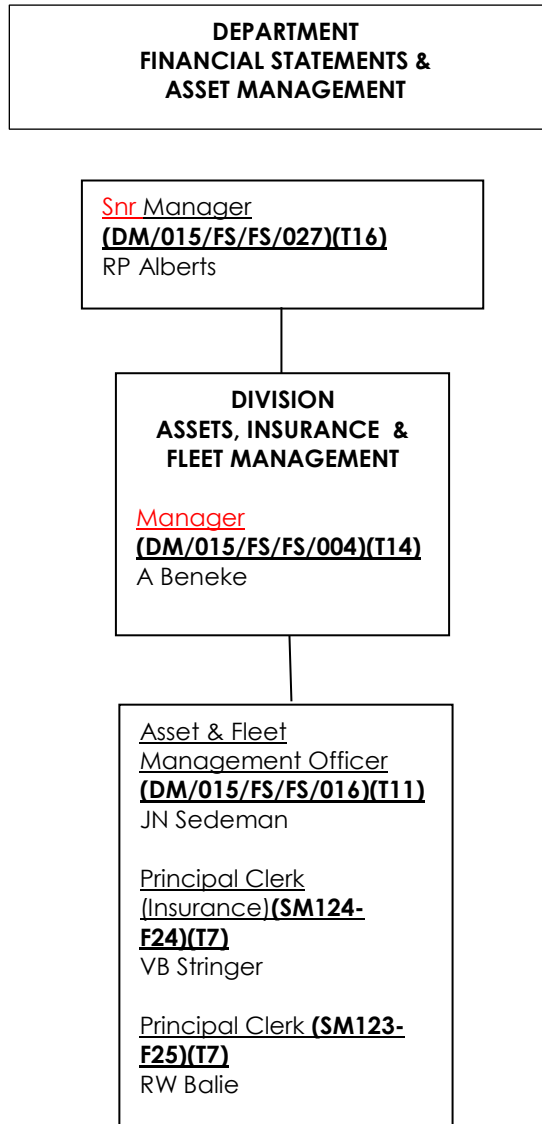


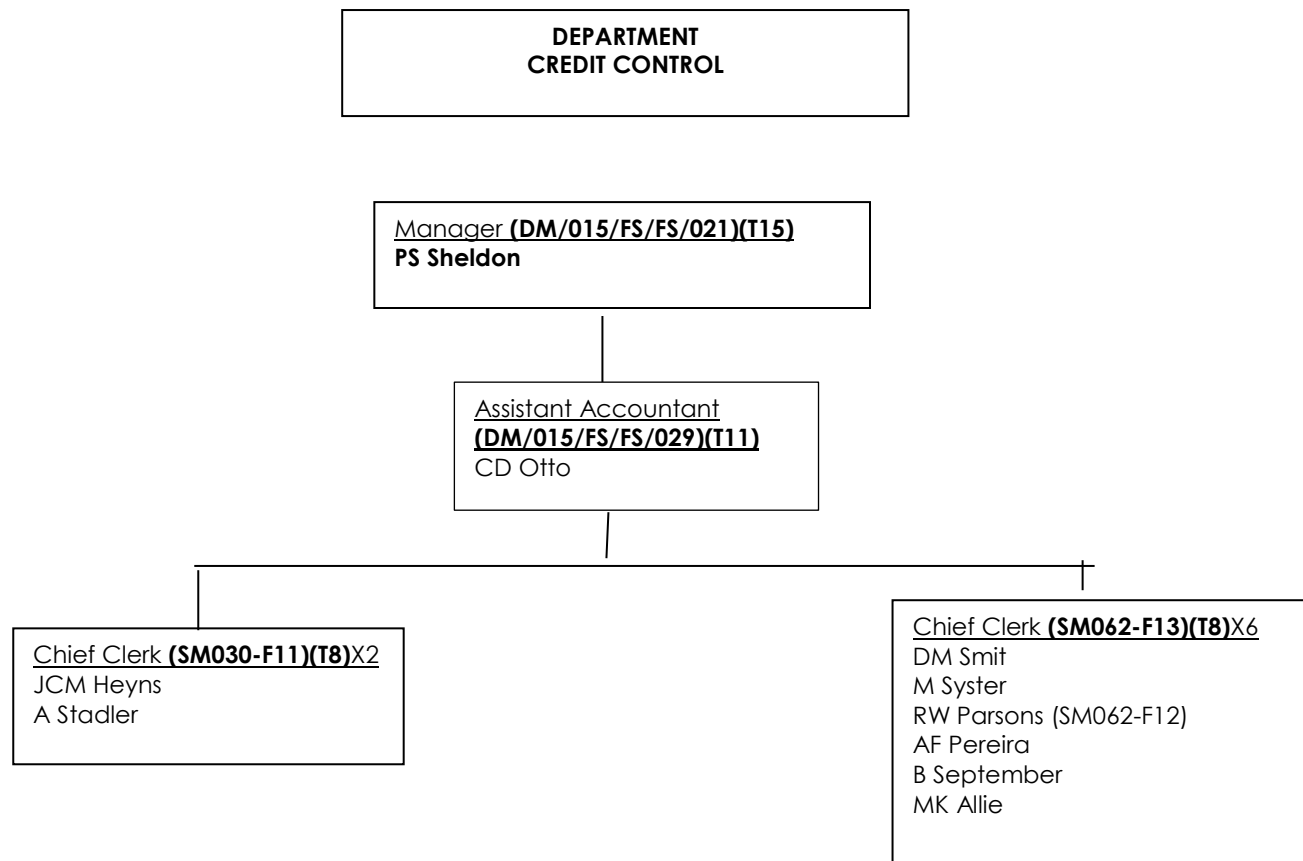
**SWARTLAND MUNICIPALITY
PROPOSED ORGANISATIONAL STRUCTURE
DIRECTORATE FINANCIAL SERVICES
Draft 3**



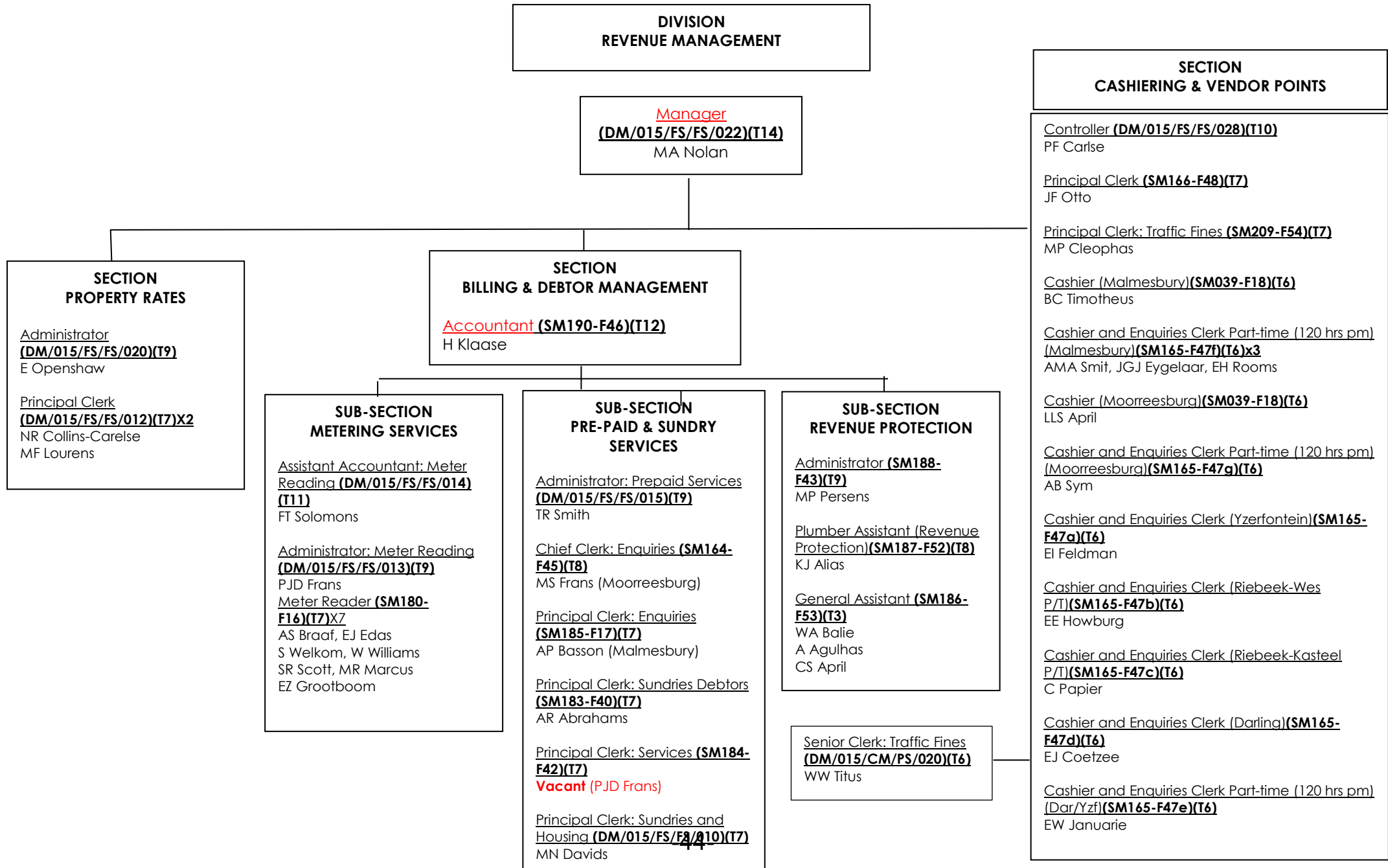


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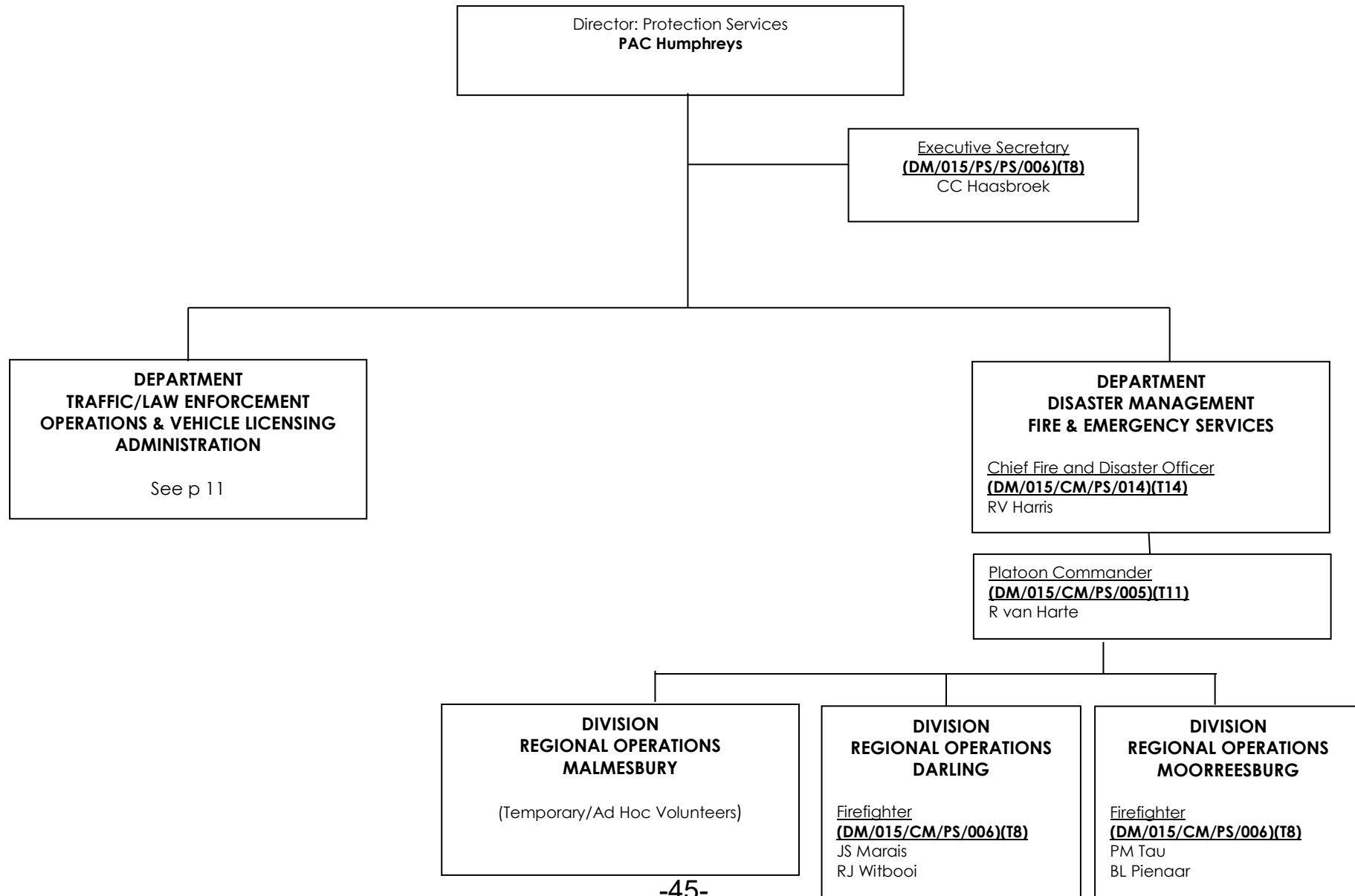


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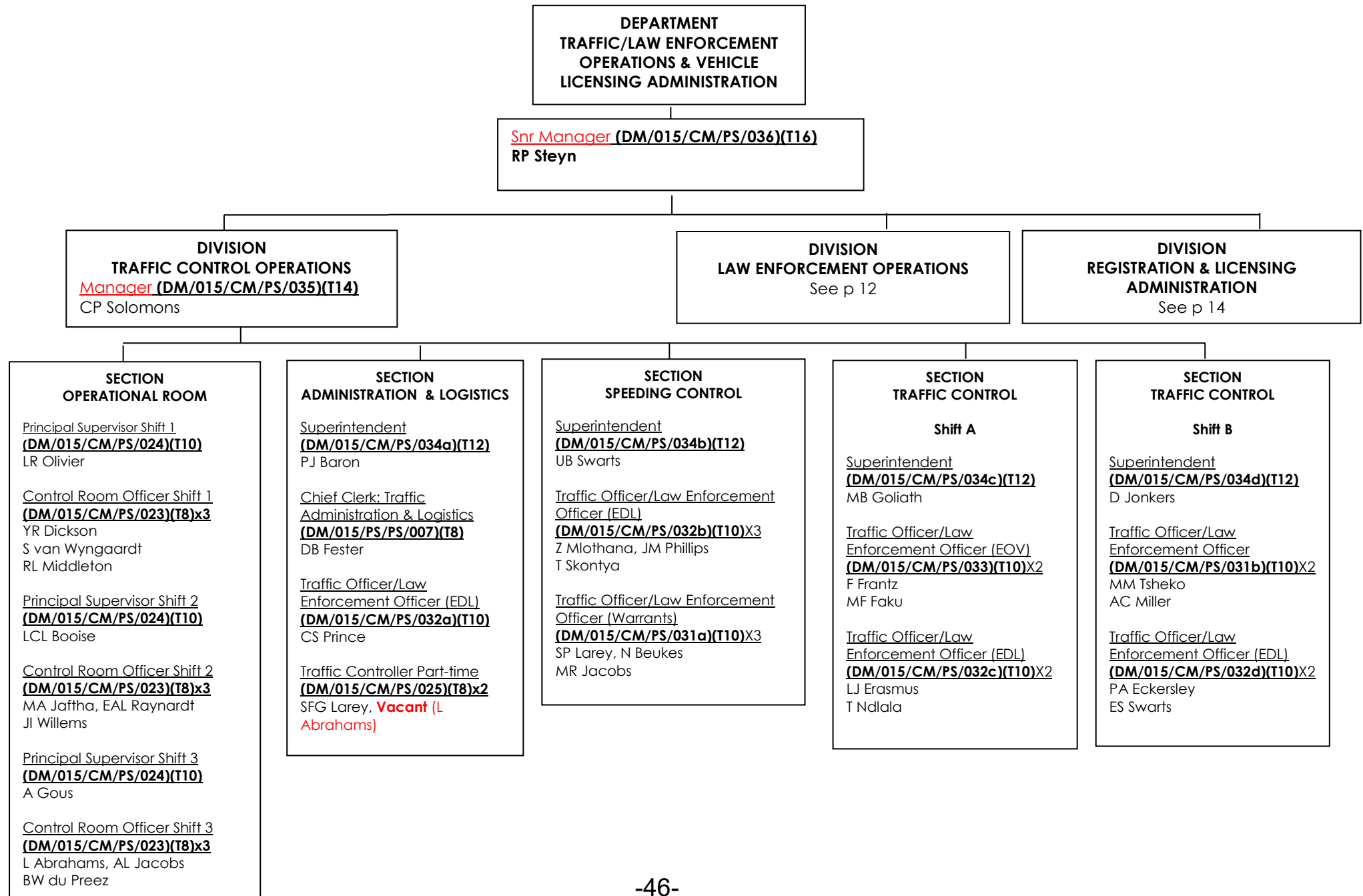
DIRECTORATE FINANCIAL SERVICES



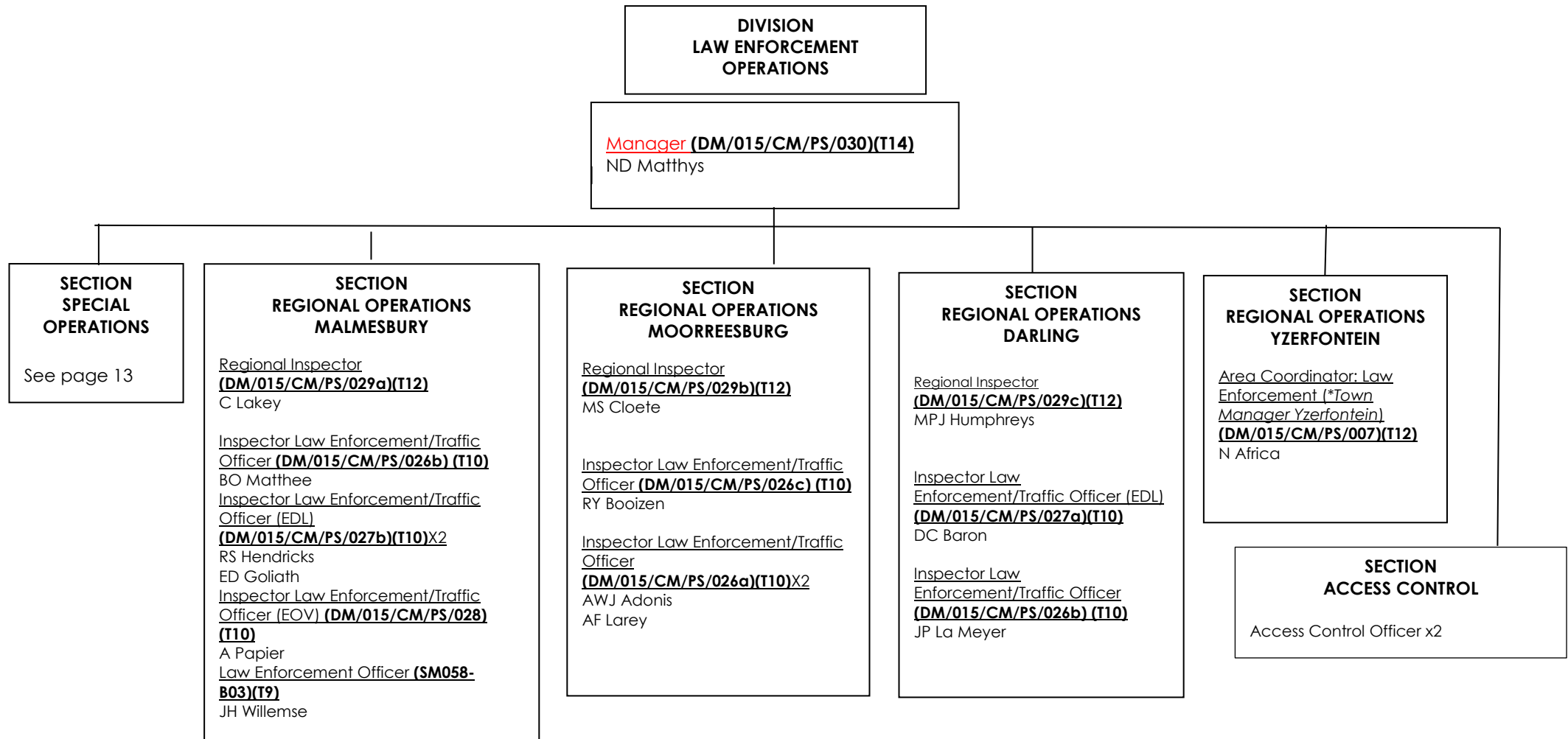
**SWARTLAND MUNICIPALITY
PROPOSED ORGANISATIONAL STRUCTURE
DIRECTORATE PROTECTION SERVICES
Draft 3**



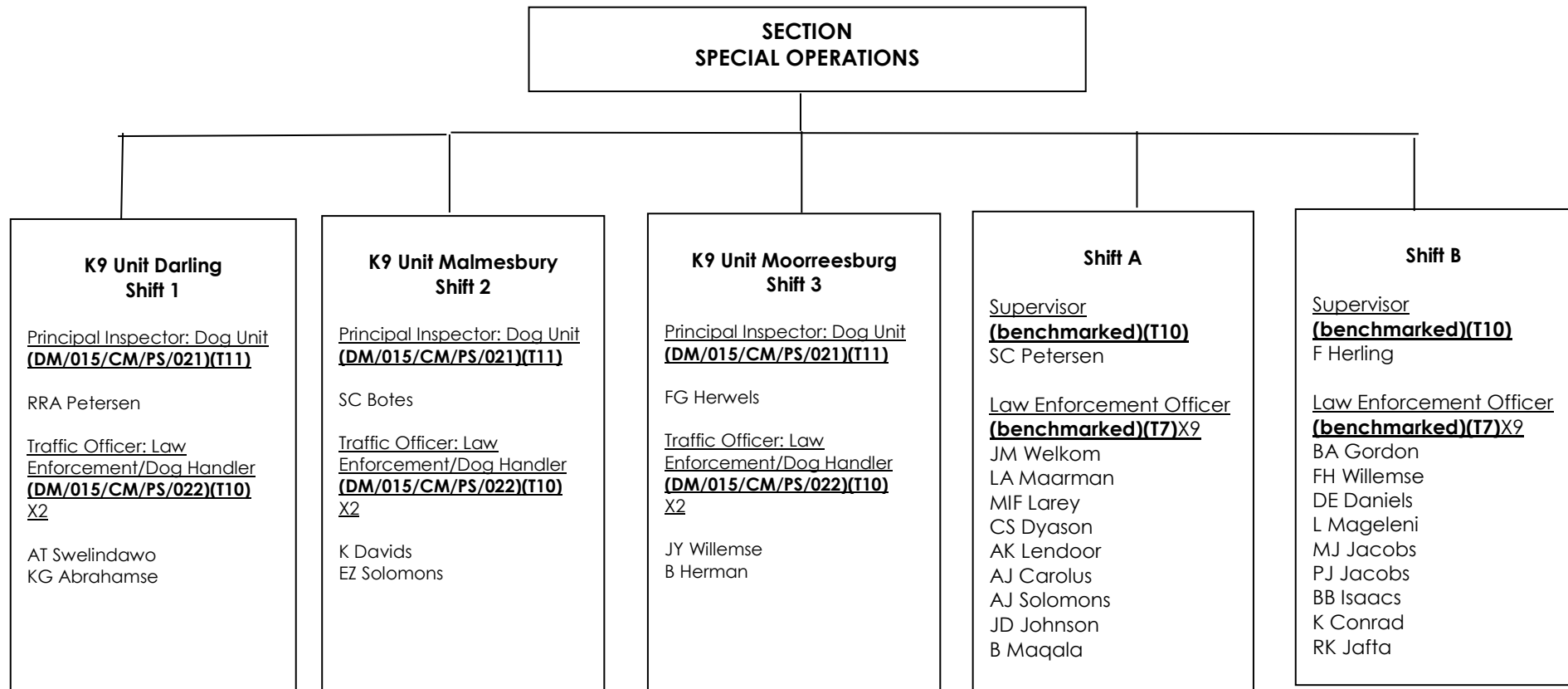
DIRECTORATE PROTECTION SERVICES



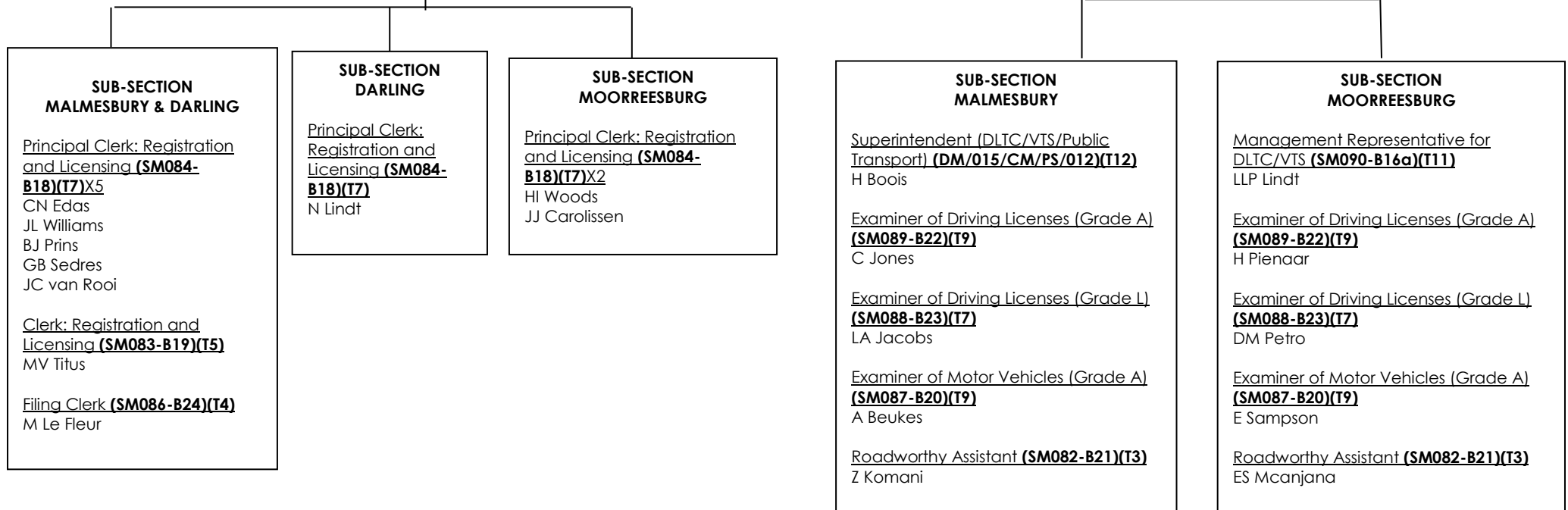
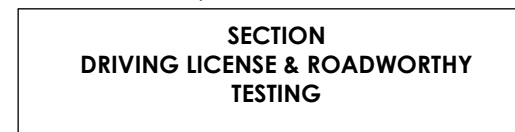
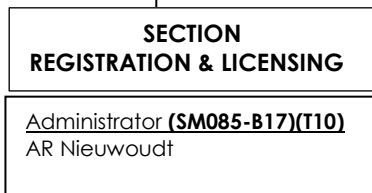
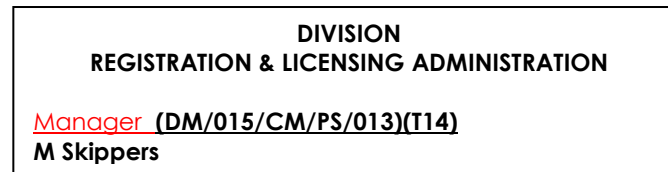
DIRECTORATE PROTECTION SERVICES



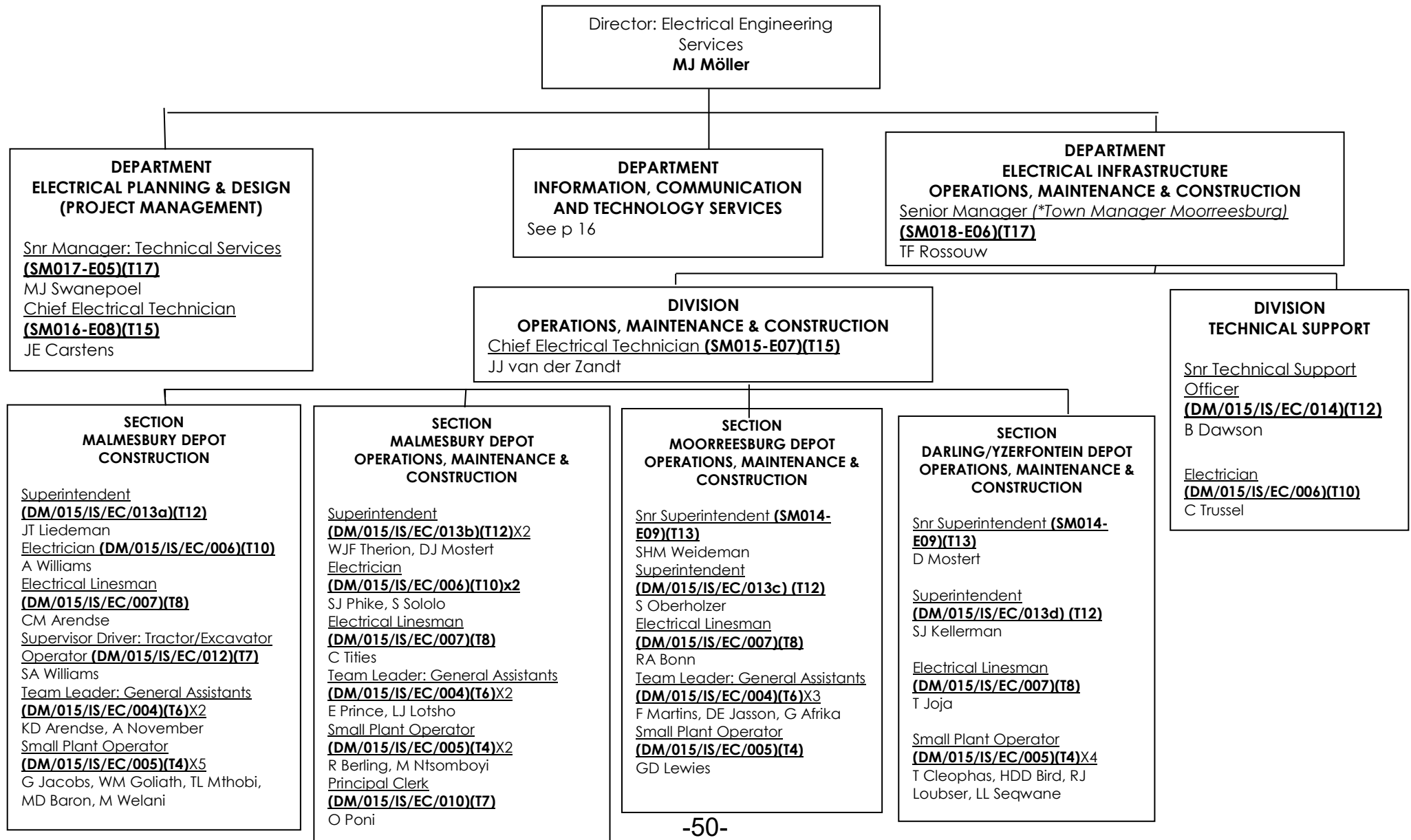
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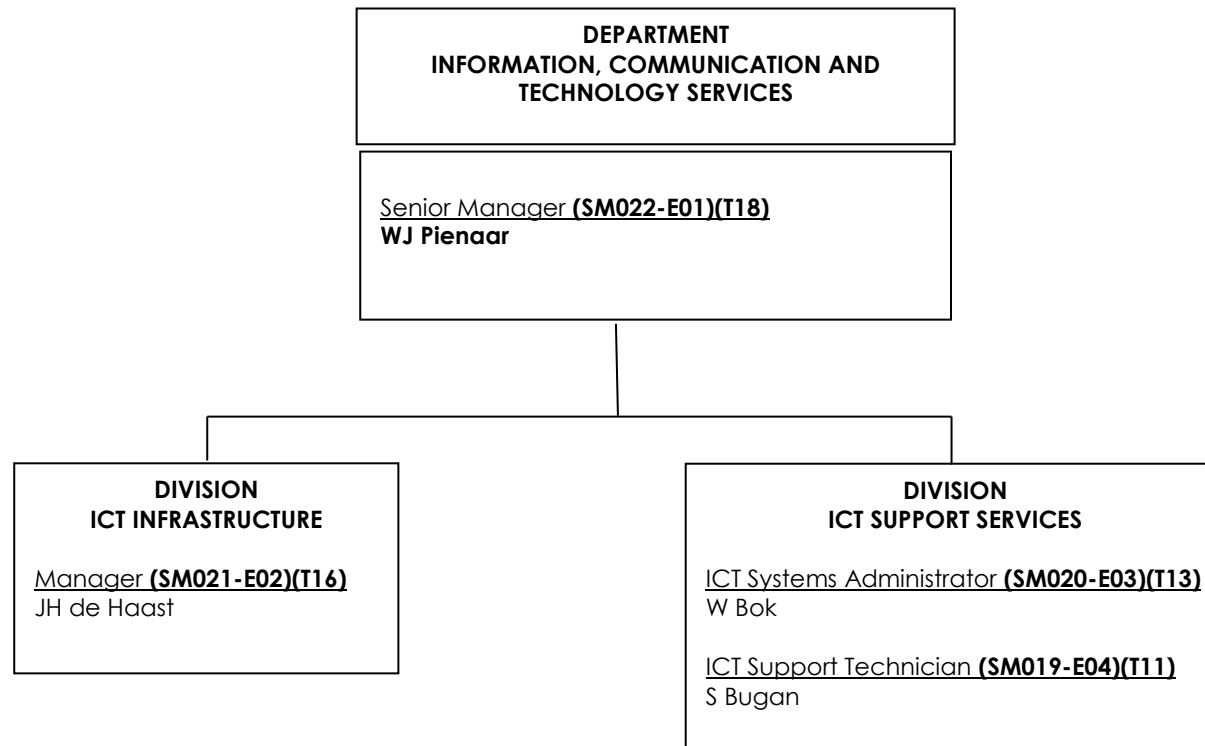


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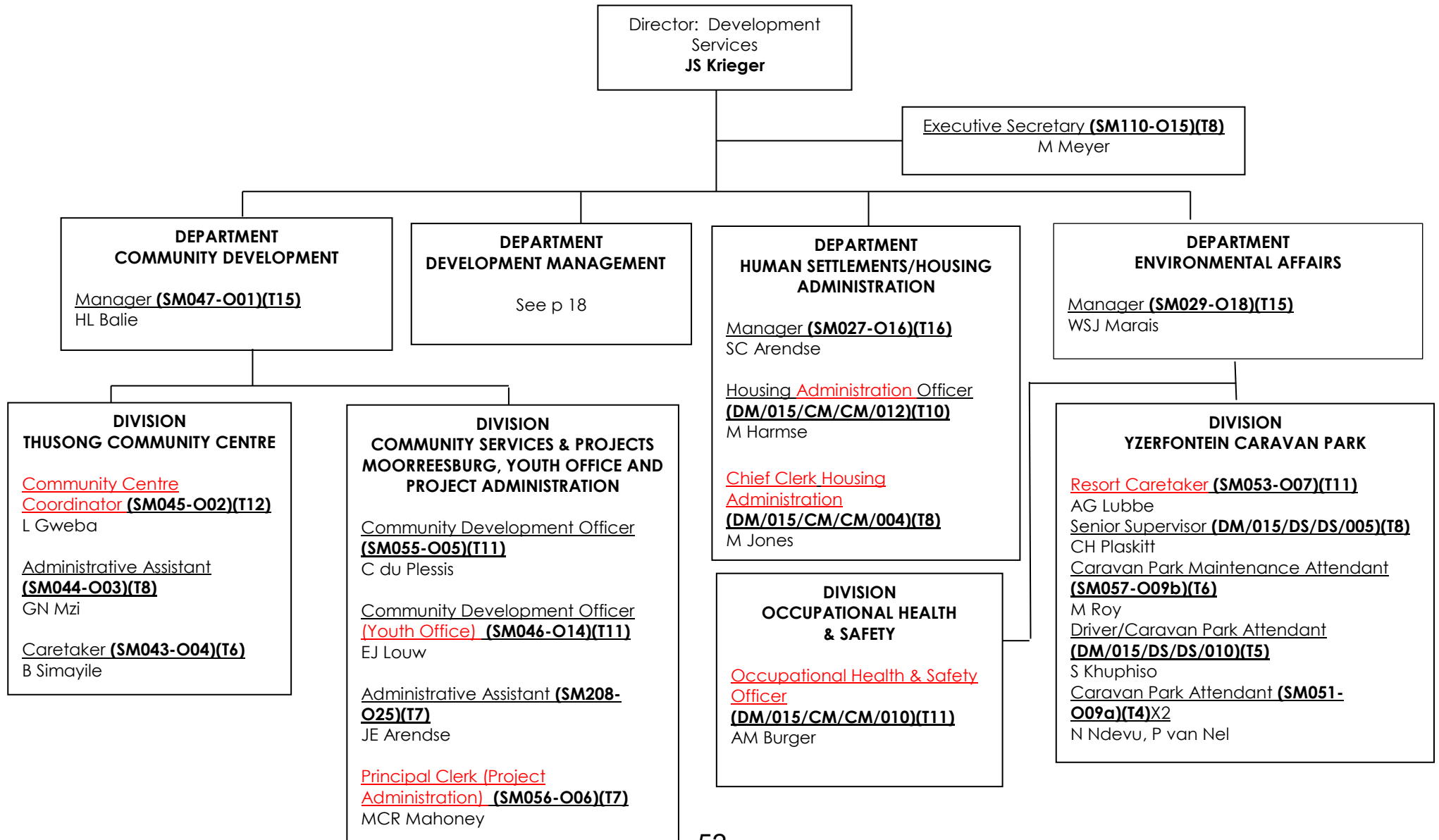


**SWARTLAND MUNICIPALITY
PROPOSED ORGANISATIONAL STRUCTURE
DIRECTORATE ELECTRICAL ENGINEERING SERVICES
Draft 3**

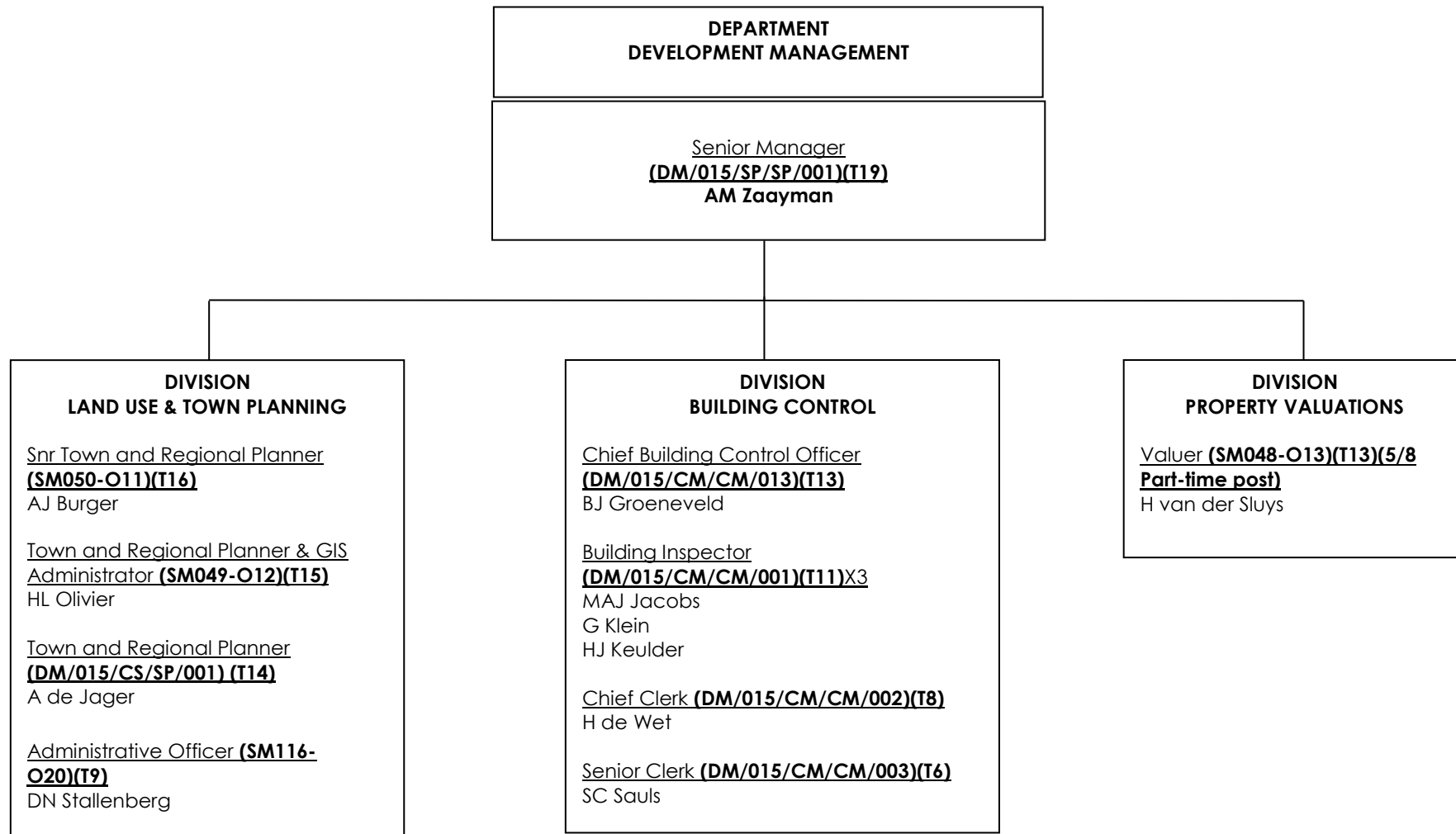


DIRECTORATE ELECTRICAL ENGINEERING SERVICES

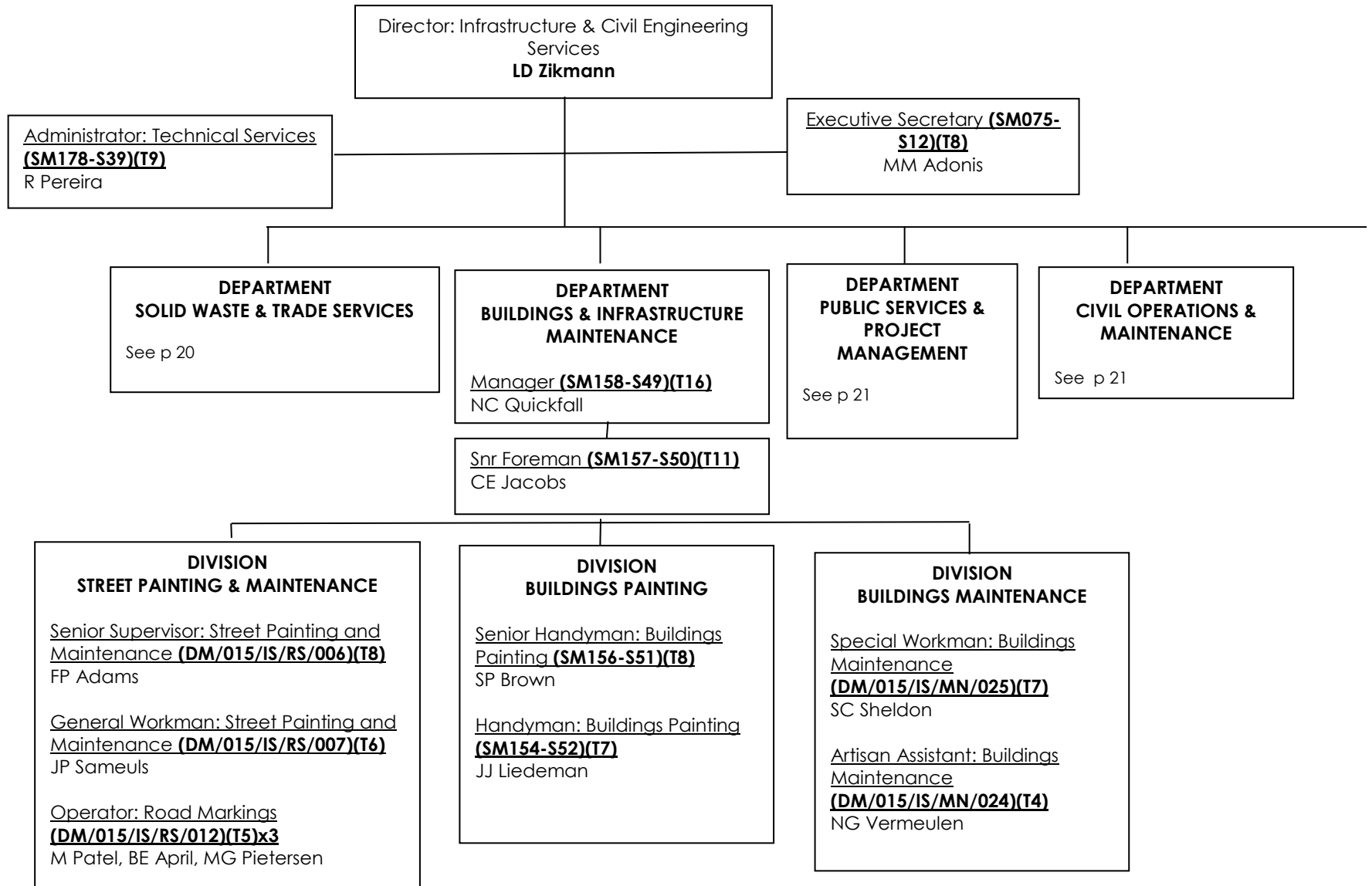
**SWARTLAND MUNICIPALITY
PROPOSED ORGANISATIONAL STRUCTURE
DIRECTORATE DEVELOPMENT SERVICES
Draft 3**

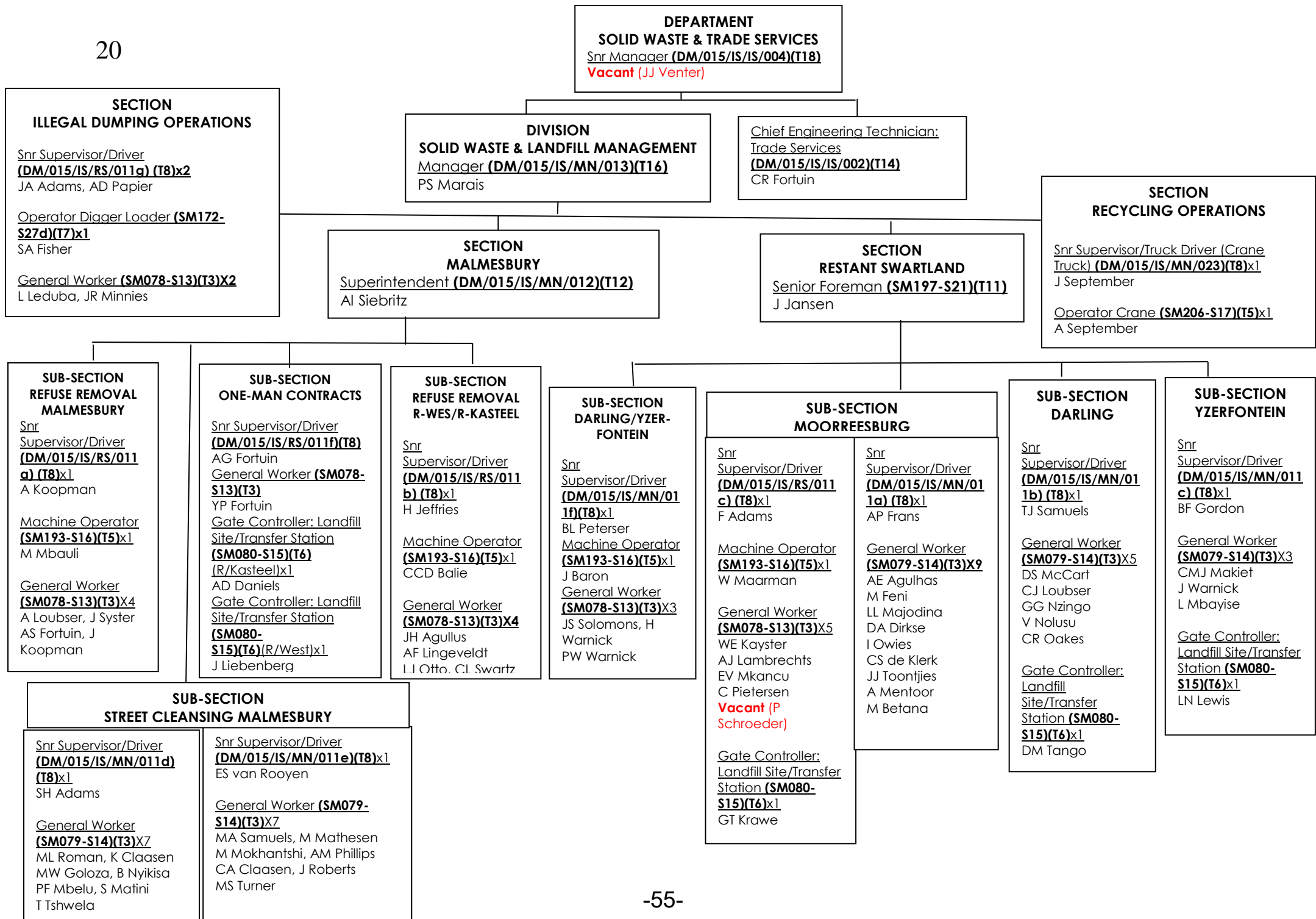


DIRECTORATE DEVELOPMENT SERVICES

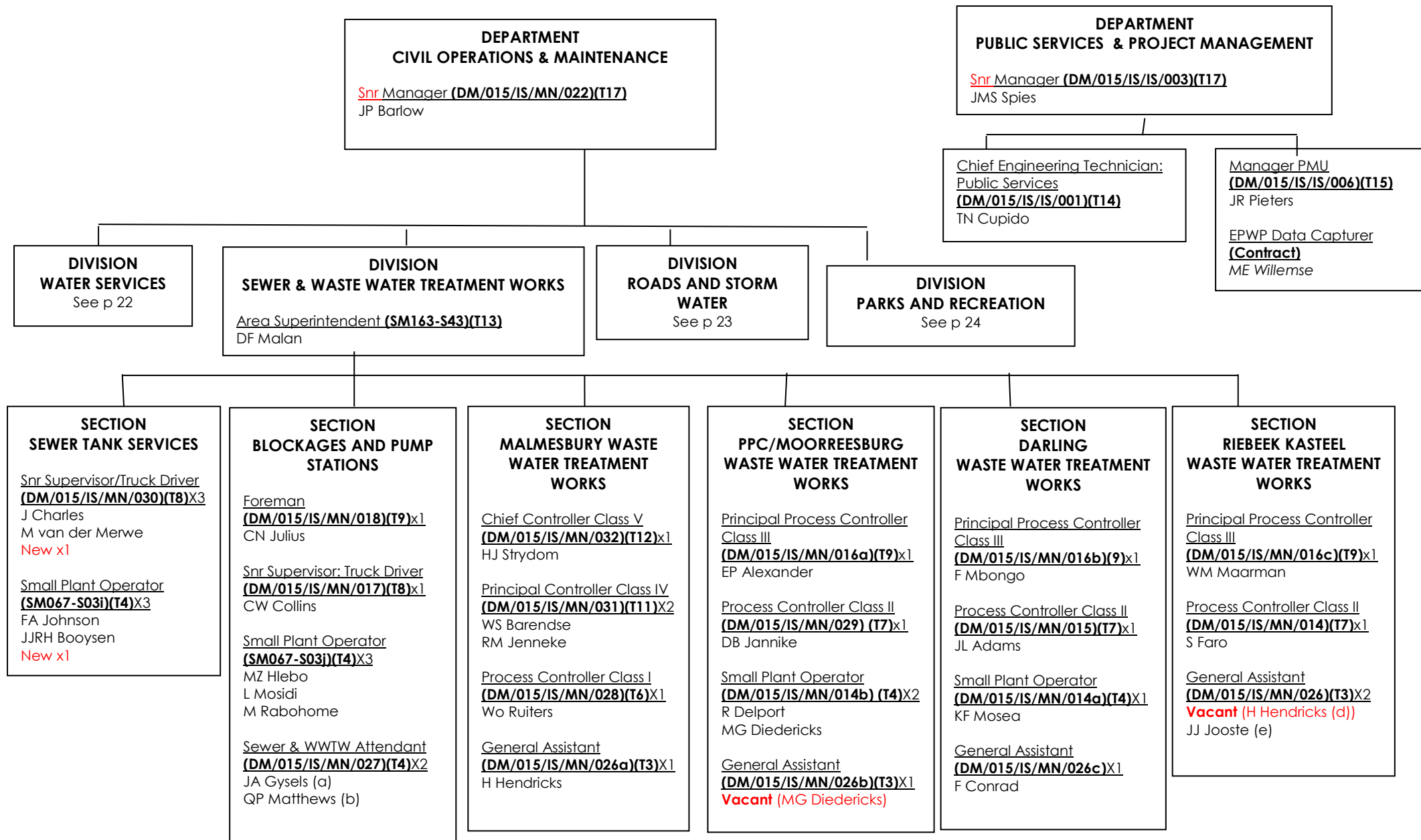


**SWARTLAND MUNICIPALITY
PROPOSED ORGANISATIONAL STRUCTURE
DIRECTORATE INFRASTRUCTURE & CIVIL ENGINEERING SERVICES
Draft 3**





DIRECTORATE INFRASTRUCTURE & CIVIL ENGINEERING SERVICES



DIRECTORATE INFRASTRUCTURE & CIVIL ENGINEERING SERVICES

DEPARTMENT CIVIL OPERATIONS & MAINTENANCE

DIVISION WATER SERVICES

Area Superintendent (SM200-S42)(T13)
EG Howburg

SECTION WATER SERVICES MAINTENANCE MALMESBURY

SECTION WATER SERVICES MAINTENANCE DARLING

(1)
Snr Supervisor/Truck
Driver (SM192-
S30f)(T8)x1
GC Liedeman

Small Plant
Operator (SM067-
S03a)(T4)x1
JJ Fortuin

General Assistant
(SM169-S01x)(T3)x1
R Jankie

(3)
Operator Digger
Loader (SM172-
S27d)(T7)x1
ML Stoto

Supervisor/
Storeman (SM170-
S25a)(T7)x1
**Vacant (BG
Lawrence)**

(2)
Bricklayer (SM069-
S06d)(T9)x1
WA Liedeman

General Assistant (SM169-
S01t)(T3)x2
RS Stringer
S Maqoko

(4)
Plumber
(DM/015/IS/MN/020)
(T10)x1
E Wilsnach

Supervisor / Driver
(DM/015/IS/MN/021)
(T7)x1
K Tieties

Small Plant Operator
(SM067-S03p)(T4)x1
DM Juries

Team Leader (Gen
Assts)(SM066-
S02i)(T6)x1
K Syster

General Assistant
(SM169-S01r)(T3)x1
HEJ Lategan

(5)
Plumber
(DM/015/IS/MN/020)
(T10)x1
H Appollis

Small Plant Operator
(SM067-S03s)(T4)x1
TR Kriel

Team Leader (Gen
Assts)(SM066-
S02i)(T6)x1
JJ Pietersen

General Assistant
(SM169-S01a)(T3)x2
P Titus
WJ Matala

(6)
Plumber
(DM/015/IS/MN/020)
(T10)x1
K Carolis

Small Plant Operator
(SM067-S03r)(T4)x1
R Warries

Team Leader (Gen
Assts)(SM066-
S02k)(T6)x1
GJ Lategan

General Assistant
(SM169-S01u)(T3)x1
BM Fortuin

(7)
Plumber
(DM/015/IS/MN/020)
(T10)x1
LH Julius

Small Plant Operator
(SM067-S03t)(T4)x1
EG Fredericks

General Assistant
(SM169-S01v)(T3)x2
M Booysen
W Talmakkies

Plumber
(DM/015/IS/MN/020)
(T10)x1
BG Lawrence

Small Plant Operator
(DM/015/IS/MN/019(b))
(T4)x2
WA Hector
N Papier

General Assistant (SM169-
S01w)(T3)x1
V Damon

SECTION WATER SERVICES MAINTENANCE MOORREESBURG

Plumber (DM/015/IS/MN/020) (T10)x1
CH Vercuil
Team Leader (Gen Assts)(SM066-
S02f)(T6)x1
WD Morris
Small Plant Operator
(DM/015/IS/MN/019a) (T4)x1
ND Nair
General Assistant (SM169-S01s)(T3)x2
MJ Nelani, W Dirkse

DIRECTORATE INFRASTRUCTURE & CIVIL ENGINEERING SERVICES

DEPARTMENT CIVIL OPERATIONS & MAINTENANCE

DIVISION ROADS AND STORM WATER Area Superintendent (SM201-S41)(T13) JR Smith

Supervisor/Storeman
(SM170-S25b)(T7)x1
IF Groepies

SECTION MOORREESBURG

Asst Superintendent
(DM/015/IS/RS/005)(T11)
GE Adonis

Snr Supervisor/Truck Driver
(SM192-S30b)(T8)x1
MA Liwani

Operator Grader (Final Layer)
(SM173-S28b)(T9)x1
JC Baadjies

Operator Digger Loader
(SM172-S27a)(T7)x1
A Tieties

Artisan/Bricklayer
(DM/015/IS/RS/003a)(T9)x1
C Lewies

Team Leader (Gen Assts)(SM066-S02a)(T6)x1
CR King

Small Plant Operator (SM067-S03f)(T4)x1
RPE Boois

General Assistant (SM169-S01a)(T3)x5
BD Mehlomakhulu, F Kock
SOJ Stal, M de Bruyn
GMM Rhodes

SECTION DARLING

Asst Superintendent
(DM/015/IS/RS/005)(T11)
IHN Maarman

Operator Grader (Final Layer)(SM173-S28c)(T9)x1
A Goliath

Snr Supervisor/Truck Driver
(SM192-S30d)(T8)x2
AM Damon, JJ Damon

Snr Supervisor/Truck Driver
(DM/015/IS/RS/011)(T8)x1
JJS Esau

Artisan/Bricklayer
(DM/015/IS/RS/003c)(T9)x1
MJ Warnick

Operator Digger Loader
(SM172-S27c)(T7)x1
FA Moni

Supervisor/Storeman
(SM170-S25c)(T7)x1
RJ van Schalkwyk

Team Leader (Gen Assts)(SM066-S02e)(T6)x1
X Mkwambi

SECTION MAINTENANCE: PATCHWORK

Foreman
(DM/015/IS/RS/004)(T9)x1
A Samson

Team Leader (Gen Assts)(SM066-S02b)(T6)x1
EC September

Small Plant Operator (SM067-S03b)(T4)x1
F Engelbrecht

General Assistant (SM169-S01f)(T3)x3
J Le Fleur
SA Nero
SL Dotwana

Small Plant Operator
(DM/015/IS/RS/010b)(T4)x2
F Warnick
G Philander (Yzer)

General Assistant (SM169-S01h)(T3)x5
MA Erasmus
SM Erasmus (Yzer)
DJ Wearley
MT Lutshongo, XA Tatsi

SECTION CONSTRUCTION & MAINTENANCE

Small Plant Operator
[CT2] (SM067-S03c)(T4)x2
J Moses
CB Rhodes

General Assistant [CT1]
(SM169-S01b)(T3)x1
R Stapelton

General Assistant [CT2]
(SM169-S01d)(T3)x5
C Hendricks
M Plaatjie
JP Jonathan
F Lewies
C Cekiso

General Assistant [CT3]
(SM169-S01e)(T3)x5
B Dyantyi, S Ngwenya
LD Harrings, YS Hendricks
YLK Mbongo

Asst Superintendent
(DM/015/IS/IS/005)(T11)x2
CS Felix
AJ Berling

Snr Supervisor/Truck Driver (SM192-S30c)(T8)x2
IJ Snyders, J Welkom

Artisan/Bricklayer
(DM/015/IS/RS/003b)(T9)x2
DD Adams, WJ Prezens

Operator Grader (Final Layer)(SM173-S28a)(T9)x1
P Boois

Operator Loader (SM171-S26a)(T6)x1
F Goliath

Team Leader (Gen Assts)(SM066-S02d)(T6)x1
K Welkom

Small Plant Operator [CT1] (SM067-S03d)(T4)x2
DJ Dirks, EA Mabona

SECTION MAINTENANCE: SIDEWALKS

Snr Supervisor/Truck Driver
(SM192-S30a)(T8)x2
BS Dolmag (Riebeek), JV Oor

Team Leader (Gen Assts)(SM066-S02c)(T6)x1
LD Solomons (Riebeek)

Small Plant Operator [ST1]
(SM067-S03a)(T4)x1
FA Fortuin

Small Plant Operator [ST2]
Riebeek
(DM/015/IS/RS/010a)(T4)x6
W Adams, JF Muller
P Ceaser, KC Mouton
LC Sovath, M Swarts

General Assistant [ST1]
(SM169-S01c)(T3)x2
HP Daniels, F Welkom

General Assistant [ST2]
(SM169-S01g)(T3)x1
VJ Nodada

DIRECTORATE INFRASTRUCTURE & CIVIL ENGINEERING SERVICES

DEPARTMENT CIVIL OPERATIONS & MAINTENANCE

DIVISION PARKS AND RECREATION

Area Superintendent **(SM162-S44)(T13)**
R du Plessis

Supervisor/Storeman
(DM/015/IS/PC/004)(T7) x1
GS Sheldon

Senior Coordinator: Sports
(DM/015/IS/PC/018) (T11) x1
CW Booys

SECTION PARKS & FACILITIES MOORREESBURG

Senior Foreman
(DM/015/IS/PC/017c)(T10) x1
RB Wildschutt

Supervisor/ Truck Driver
(DM/015/IS/PC/015)(T8) x1
T Lentsa

Supervisor/Tractor Driver
(SM191-S29b)(T7) X2
K Pieters, AA Milford

Caretaker Sports Fields
(Gene Louw)**(SM137-S36b)(T7)** x1
K Swarts

Caretaker Sports Fields
(Rosenhof)**(SM137-S36a)(T7)** x1
AH van Rooyen

Handyman
(DM/015/IS/PC/012a)(T5) X4
D Diedericks, A Adams
B Sekhamane
DT Maduna (b)

Handyman
(DM/015/IS/PC/011)(T5) x1
FF Frans

Handyman
(Koringberg)**(DM/015/IS/PC/013)(T5)** x1
RJ Blaauw

General Assistant
(SM169-S01o)(T3) X6
D Gabriël, GMM
Jonas
L Rametsi, SV Boois
W Baron, WA Boois

SUB-SECTION SWIMMING POOL

Lifeguard/Caretaker
(SM068-S05b)(T9) x1
DR Faroa

SECTION PARKS, OPEN AREAS, CEMETERIES & SPORTS FIELDS MALMESBURY

Senior Foreman
(DM/015/IS/PC/017a)(T10) x1
B Bezuidenhout

Supervisor/Tractor Driver
(SM191-S29a)(T7) X4
M Kaptein
M Fortuin
MJ Sedeman
DA Fortuin

Snr Team Leader (Gen Assts)
(DM/015/IS/PC/008)(T6) x1
K Snyers

Handyman
(DM/015/IS/PC/005a)(T5) X5
M Laserus, CC Daniels
PJ Swarts. WC Farmer
F Mbengo

General Assistant **(SM169-S01l)(T3)** X7
A Green, DGP Snell
VE Noqazo, P Koopman
AR Dyason, T Lebata
J Roto

SUB-SECTION PARKS, OPEN AREAS, CEMETERIES & SPORTS FIELD RIEBEEK-WES/ RIEBEEK- KASTEEL

Supervisor/Tractor Driver
(DM/015/IS/PC/010)(T7) x1
G Koks
Handyman
(DM/015/IS/PC/009) X2
T Owies, PJ Snyders

SUB-SECTION SWIMMING POOL MALMESBURY

Lifeguard/Caretaker
(SM068-S05c)(T9) X2
W Damon
M Madlingozi

Handyman: Swimming Pool
(DM/015/IS/PC/006)(T5) x1
ED Arendse

SUB-SECTION GENERAL MAINTENANCE & GARDENING MALMESBURY

Foreman/Truck Driver
(DM/015/IS/PC/016)(T8) x1
DD April

General Assistant **(SM169-S01y)(T3)** X3
JW Cornelius J Dyason, MR
Mpikasho

SUB-SECTION SPORTS FIELDS

Caretaker Sports Fields
(Wesbank)**(SM137-S36c)(T7)** x1
GC Januarie

Caretaker Sports Fields
(Chatsw)**(SM137-S36d)(T7)** x1
MA van Roodt

Groundsman
(DM/015/IS/PC/014)(T6) x1
T Tshwela

SECTION PARKS AND FACILITIES DARLING

Senior Foreman
(DM/015/IS/PC/017b)(T10) x1
PJ van Schalkwyk

Supervisor/Tractor Driver
(SM191-S29c)(T7) x1
A Boois

Snr Caretaker: Sports Fields
(DM/015/IS/PC/007)(T7) x1
F Adams

Handyman
(DM/015/IS/PC/005c)(T5) X4
GD Samuels, T Tom
J Solmons, F Teba

General Assistant **(SM169-S01m)(T3)** X3
L Carstens, G Solomons
RW Philander

General Assistant (Yzerfontein)
(SM169-S01n)(T3)
W Lowies

SUB-SECTION SWIMMING POOL

Lifeguard/Caretaker **(SM068-S05a)(T9)** x1
U Jaca