

**SERVICE DELIVERY BUDGET
IMPLEMENTATION PLAN
{SDBIP}
2021/2022**

Okhahlamba Local Municipality
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INTRODUCTION

1. LEGISLATIVE FRAMEWORK IN TERMS OF THE MFMA

The Municipal Finance Management Act, 56 of 2003 requires Local Municipalities to develop and adopt the Service Delivery and Budget Implementation Plan to (SDBIP) give credence to the Budget. The Service Delivery Implementation Plan is a Strategic Management and Implementation tool, which sets in-year targets, such as quarterly service delivery monthly budgets targets.

Section 1 of the MFMA refers to the SDBIP as a “Service delivery and Budget Implementation Plan” means a detailed plan approved by the mayor of a municipal services and its annual budget, and which must indicate-

- a) Projections for each month of-
- b) Revenue to be collected by source
- c) Operational and Capital Expenditure, by vote
- d) Service Delivery Targets and Performance Indicators for each quarter
- e) Any other matter that may be prescribed

It is important to note that the SDBIP directly influences the development of the Municipal Organizational Performance Scorecard.

2. LEGAL FRAMEWORK

In terms of the provisions of the MFMA the processes for the submission, approval, implementation and revision of the Service Delivery and Budget Implementation Plan (SDBIP) are as follows:

Section 69 (3) (a)	Municipal Manager submit draft SDBIP to the Mayor within 14 days after the approval of the Budget
Section 53 (1) (c) (ii)	Mayor to take all reasonable steps to ensure that the Mayor approves the SDBIP within 28 days after the approval of the budget

Section 53 (1) (c) (iii)	Mayor to take all reasonable steps to ensure that the annual performance agreements of the Municipal Manger and all Senior Managers are linked to the SDBIP and Performance Objectives of approved budget.
Section 53 (3) (a)	Mayor must ensure that the SDBIP be made public within 14 days after the approval of the SDBIP
Section 53 (3) (b)	Mayor must ensure that the Performance Agreements of the Municipal Manager and Senior Managers are made public within 14 days after the approval of the SDBIP and copies submitted to council and MEC for Local Government in the Province
Section 69 (1) (a)	Municipal Manager to implement the Budget and to adjust expenditure if revenue is not in accordance with the Budget of the SDBIP
Section 71 (1) (g) (ii)	The Municipal Manager to report within 10 working days of the end of each month to the Mayor an explanation of any material variance from the SDBIP
Section 72	The Municipal Manager, by 25 January, to assess the performance of the municipality for the first half of the year taking into account the service delivery targets and performance indicators set in the SDBIP and submit a report on it to the mayor, the National Treasury and the Provincial Treasury. The report must include recommendations as to whether an adjustment budget is necessary, and is necessary, recommendations of revised projections of income and expenditure.
Section 54	The Mayor must, upon receiving the reports listed in section 71 and 72, check whether the budget is implemented in accordance with the SDBIP and make revisions with council's approval for an adjustment budget and changes to the performance indicators in the budget and SDBIP, issue instructions to the Municipal Manager to ensure the Budget is implemented according to the SDBIP, submit the section 72 report to Council by 31 January of each year and make any revision to the SDBIP public promptly.

3. OVERVIEW

The main objective of the Okhahlamba Local Municipality Draft SDBIP for 2021/2022 is to provide a critical link between the Mayor, Councillors and Administration, and facilitates the process for holding management accountable for its performance.

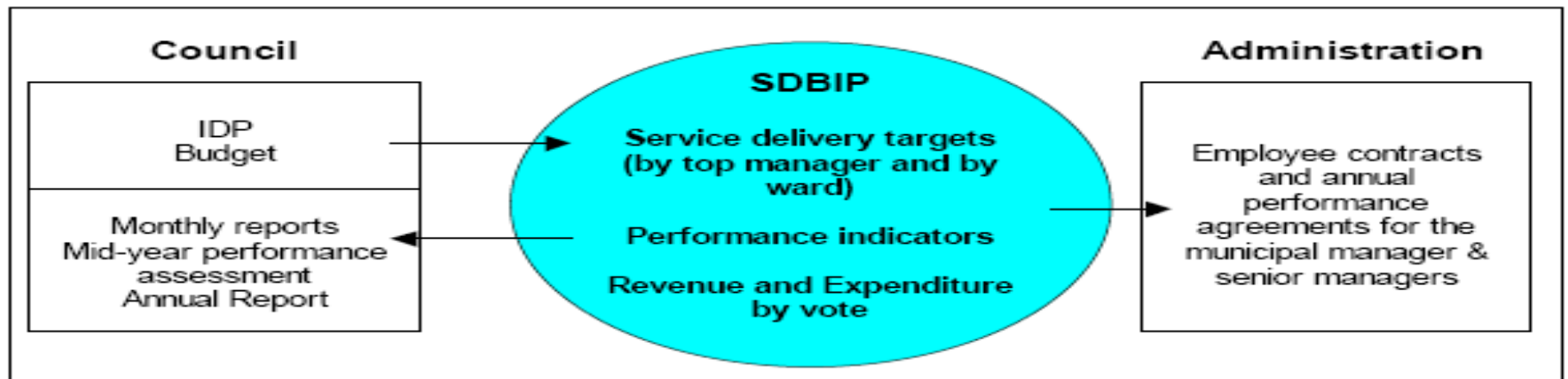
The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. It shall be circulated internally and externally for purposes of monitoring the execution of the budget performance of senior management and achievement of strategic objectives of council.

It enables the Municipal Manager to monitor the performance of senior managers and the Mayor to monitor the performance of the Municipal Manager, and for the council and community to monitor the performance of the Municipality.

The SDBIP will not ensure the appropriate monitoring of the Municipal Budget alone; rather it will serve as kernel of the development and adoption of the annual performance contracts for senior managers and the due phasing-in of performance systems in the lower level of management. It further provides a foundation for the overall annual and quarterly organization performance for the 2018/2019 financial Year.

The SDBIP is a layered plan. The top layer deals with consolidated service delivery targets and in-year deadlines and links these targets to each top manager. Each senior manager is expected to develop the lower layer of details of the SDBIP. The responsible manager must provide more details on each output for which is responsible, break up these outputs into smaller outputs and then link these to each middle-level and junior manager. Much of this lower-layer detail will not be made public not tabled in council. Only the highest layer of information of the SDBIP will be made public or tabled in the council. This information should also include per ward information, particularly for key expenditure items on capital programmes and projects and service delivery. This will enable each ward councillor and ward committee to oversee service delivery in their wards.

**Diagram 1
SDBIP “contract”**



4. THE KEY COMPONENT OF THE SDBIP

4.1. Monthly projection of revenue to be collected for each source

One of the most and basic priorities for the Municipality is to collect all its revenue as budgeted for. The failure to collect the Municipal expected revenue will severely impact negatively on the Municipal ability to provide services to the community.

Credit Control meetings are responsible of the monitoring of the collection of revenue per week. Credit Control monitors achievements of targets and take measures to remedy such deviations from achieving set targets. Executive Committee shall receive monthly budget statements, which are firstly discussed at the Portfolio Committee, subsequently to EXCO.

Whilst it is important to understand cash flow projections, it is also critical to understand the relationship between revenue billed and the amount actually collected in the context of tariff, credit control and indigent policies. Comprehensive, coherent revenue policies that take into account appropriate service delivery levels and standards, people's ability to pay, and collection efforts will ensure realistic revenue projections and ultimately balanced budget.

4.2. Monthly Projections of expenditure (operating and capital) revenue for each vote (page 11-13)

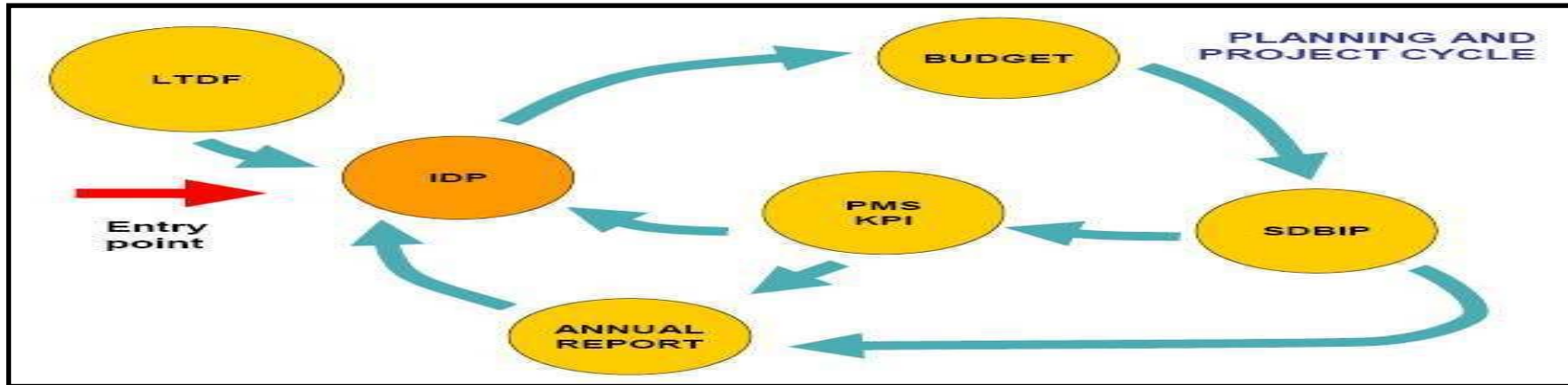
These projections relate to cash paid and should reconcile to the cash-flow statement adopted with the budget document. The focus is monthly projections per vote in addition to projections by source. When reviewing the budget projections against actual, it is useful to consider revenue and expenditure per vote in order to gain a more complete picture of budget projections against the actual.

4.3. Quarterly Projections of Service Delivery Targets and Performance Indicators for each vote (Annexure A)

Service delivery targets relate to the level and standard of service being provided to the community and include targets for reducing backlogs of basic services. This component of the SDBIP requires non-financial measurable performance objectives in the form of service delivery targets and other indicators of performance.

5. STRATEGIC DIRECTION AND PLANNING CYCLE

A seamless process between the Long-Term Development Framework (African Sky Accord), IDP, SDBIP, Performance Management System (PMS) and Annual report would create an enabling environment for the Municipality to achieve its deliverables.



The MFMA clearly outlines the elements of the SDBIP to provide an order of logical sequence to ensure that the principal aim of the SDBIP of aligning the IDP to the Budget is achieved.

It is a requirement of the Municipal Systems Act that Municipalities should implement a Performance Management System linked to the SDBIP that is in line with its strategic priorities, objectives, indicators and targets as contained in its Integrated Development Plan. The core components of the performance management framework which inform the SDBIP are:

- Setting of key performance areas, objectives, key performance indicators, standards and targets
- Setting of measurable performance targets

Performance monitoring

Reviewing and measuring performance at least twice a year

Steps to improve performance

Implement a process of regular reporting

6. THE BUDGET PROCESS

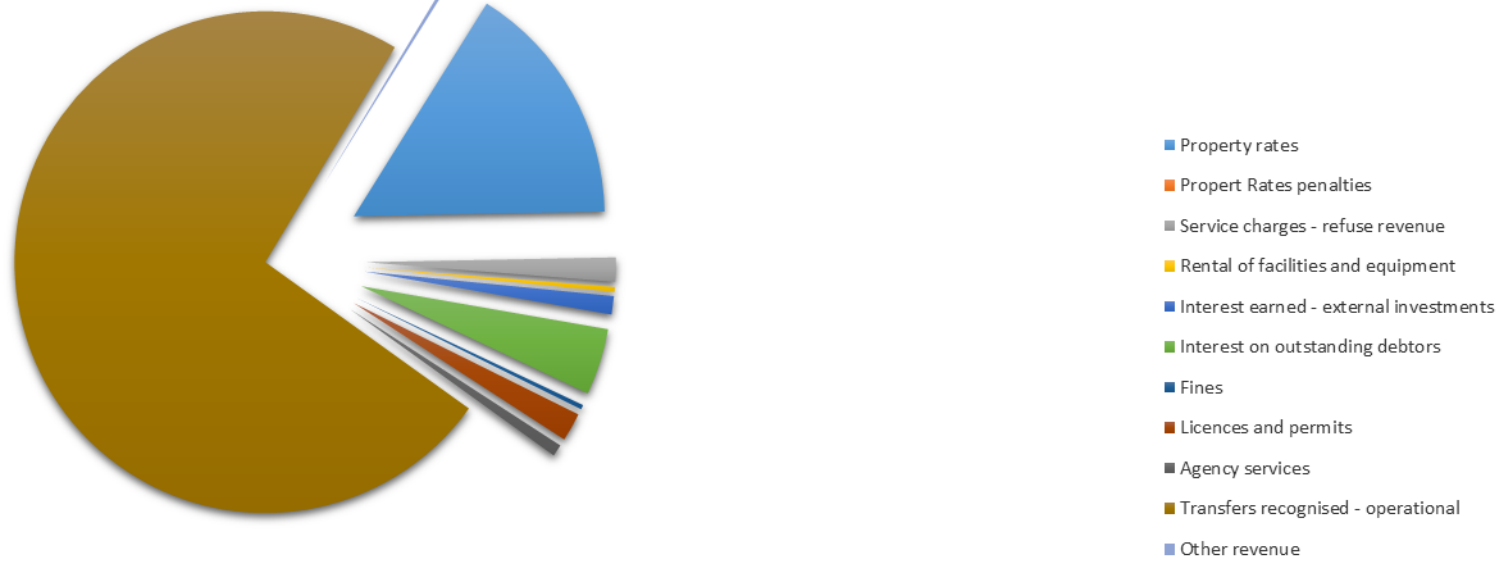
Background to the Budget Preparation Process budget is the mechanism that translates plans into actions. Council plays a critical role in ensuring policy priorities are reflected in the budget. The MFMA requires that council submit a detailed plan of the budget process for the ensuing financial year for approval.

7. SUMMARY ANALYSIS OF FINANCIAL PERFORMANCE INDICATORS:

7.1 Summary of Operating Revenue for the Budget

REVENUE BY SOURCE	AMOUNT
Property Rate	31 062
Property Rate Penalties	-
Service Charges – Refuse Removal	3 060
Rental on facilities and Equipment	621
Interest Earned – External Investment	2 317
Interest on outstanding debtors	8 425
Fines	573
Licence on Penalties	3 589
Agency Services	1 497
Transfers Recognised - Operational	144 906
Other Revenue	485

7.1 Summary of Operating Revenue for the year

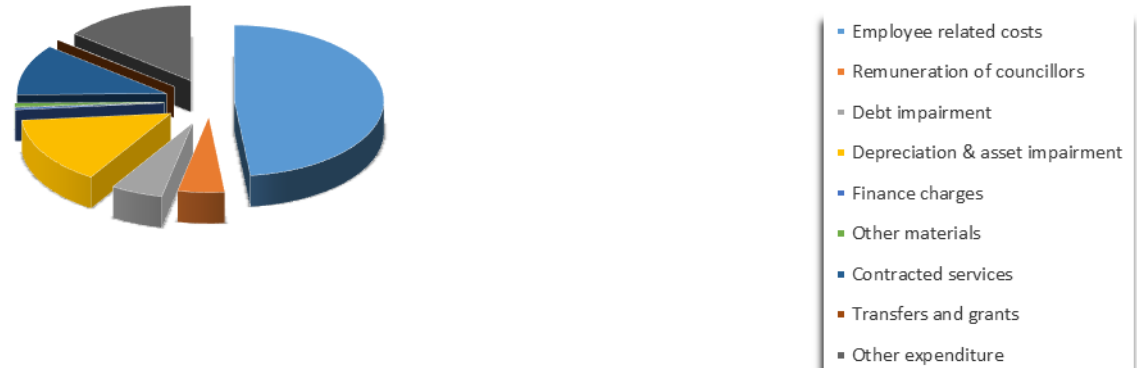


7.2 Summary of Operating Expenditure for the Budget

EXPENDITURE BY SOURCE	AMOUNT
Employee Related Costs	104 770
Remuneration Of Councillors	10 949
Debts Impairments	12 187

Depreciation & Assets Impairments	31 644
Finance Charges	872
Other Material	1 800
Contracted Services	23 680
Transfers and Grants	120
Other Expenditure	30 928

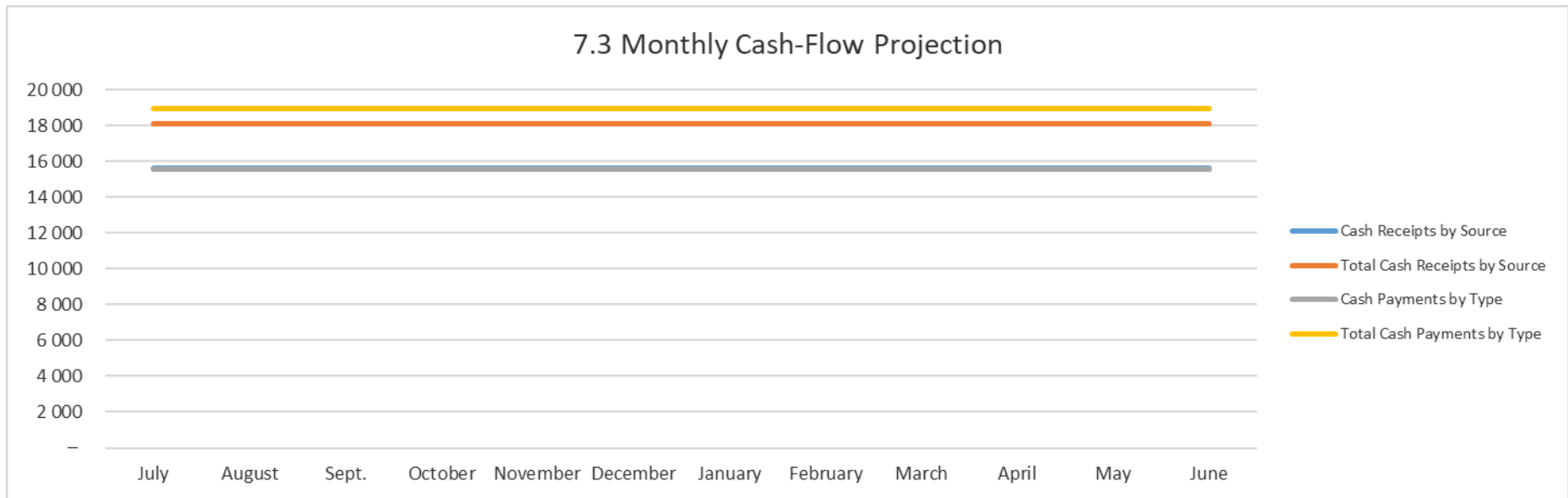
Summary of Expenditure for the Year



7.3 Monthly Cash Flow Projections Budget

R thousand	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Cash Receipts by Source	15612	15612	15612	15612	15612	15612	15612	15612	15612	15612	15612	15612

Total Cash Receipts by Source	18090	18090	18090	18090	18090	18090	18090	18090	18090	18090	18090	18090
Cash Payments by Type	15543	15543	15543	15543	15543	15543	15543	15543	15543	15543	15543	15543
Total Cash Payments by Type	18397	18397	18397	18397	18397	18397	18397	18397	18397	18397	18397	18397



Description	Ref	Budget Year 2021/22												Medium Term
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22
R thousand														
<u>Revenue By Source</u>	.													

Property rates	2 589	2 589	2 589	2 589	2 589	2 589	2 589	2 589	2 589	2 589	2 589	2 589	2 589	31 062
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	255	255	255	255	255	255	255	255	255	255	255	255	255	3 060
Rental of facilities and equipment	52	52	52	52	52	52	52	52	52	52	52	52	52	621
Interest earned - external investments	193	193	193	193	193	193	193	193	193	193	193	193	193	2 317
Interest earned - outstanding debtors	702	702	702	702	702	702	702	702	702	702	702	702	702	8 425
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	48	48	48	48	48	48	48	48	48	48	48	48	48	573
Licences and permits	299	299	299	299	299	299	299	299	299	299	299	299	299	3 589
Agency services	125	125	125	125	125	125	125	125	125	125	125	125	125	1 497
Transfers and subsidies	12 076	12 076	12 076	12 076	12 076	12 076	12 076	12 076	12 076	12 076	12 076	12 076	12 076	144 906
Other revenue	40	40	40	40	40	40	40	40	40	40	40	40	40	485
Gains	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)	16 378	16 378	16 378	16 378	16 378	16 378	16 378	16 378	16 378	16 378	16 378	16 378	16 378	196 536
<u>Expenditure By Type</u>														
Employee related costs	8 731	8 731	8 731	8 731	8 731	8 731	8 731	8 731	8 731	8 731	8 731	8 731	8 731	104 770
Remuneration of councillors	912	912	912	912	912	912	912	912	912	912	912	912	912	10 949
Debt impairment	1 016	1 016	1 016	1 016	1 016	1 016	1 016	1 016	1 016	1 016	1 016	1 016	1 016	12 187
Depreciation & asset impairment	2 637	2 637	2 637	2 637	2 637	2 637	2 637	2 637	2 637	2 637	2 637	2 637	2 637	31 644
Finance charges	73	73	73	73	73	73	73	73	73	73	73	73	73	872

Bulk purchases - electricity		-	-	-	-	-	-	-	-	-	-	-	-	-
Inventory consumed		150	150	150	150	150	150	150	150	150	150	150	150	1 800
Contracted services		1 973	1 973	1 973	1 973	1 973	1 973	1 973	1 973	1 973	1 973	1 973	1 973	23 680
Transfers and subsidies		10	10	10	10	10	10	10	10	10	10	10	10	120
Other expenditure		2 577	2 577	2 577	2 577	2 577	2 577	2 577	2 577	2 577	2 577	2 577	2 577	30 928
Losses		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure		18 079	18 079	18 079	18 079	18 079	18 079	18 079	18 079	18 079	18 079	18 079	18 079	216 950
Surplus/(Deficit)		(1 701)	(1 701)	(1 701)	(1 701)	(1 701)	(1 701)	(1 701)	(1 701)	(1 701)	(1 701)	(1 701)	(1 701)	(20 414)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		2 478	2 478	2 478	2 478	2 478	2 478	2 478	2 478	2 478	2 478	2 478	2 478	29 734
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		777	777	777	777	777	777	777	777	777	777	777	777	9 320
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	777	777	777	777	777	777	777	777	777	777	777	777	9 320

Functional Classification Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21	2021/22 Medium Term Revenue & Expenditure Framework
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R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue - Functional										
Governance and administration		145	154	167	181	207	207	181	189	186
		887	554	344	390	910	910	207	036	981
Executive and council		102	110	124	139	164	164	137	143	139
Finance and administration		893	923	991	242	562	562	519	591	618
Internal audit		42 995	43 631	42 352	42 148	43 347	43 347	43 687	45 445	47 363
		-	-	-	-	-	-	-	-	-
Community and public safety		6 124	6 366	7 168	7 235	7 897	7 897	6 887	4 580	4 654
Community and social services		1 432	3 149	4 008	3 243	4 215	4 215	3 749	3 929	3 974
Sport and recreation		3 929	2 472	2 539	3 119	3 119	3 119	2 553	41	43
Public safety		763	745	620	873	563	563	585	610	637
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		60 539	39 220	30 495	38 606	47 017	47 017	30 011	32 180	33 480
Planning and development		60 539	39 220	30 495	38 606	47 017	47 017	30 011	32 180	33 480
Road transport		-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		17 632	2 592	2 822	2 845	2 945	2 945	3 060	3 188	3 329
Energy sources		15 211	-	-	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		2 420	2 592	2 822	2 845	2 945	2 945	3 060	3 188	3 329
Other	4	3 179	3 656	3 057	3 814	7 914	7 914	5 105	5 320	5 554
Total Revenue - Functional	2	361	388	885	890	682	682	270	303	997
Expenditure - Functional	-									
Governance and administration		89 254	98 709	101 693	117 255	123 598	123 598	113 130	116 438	121 145
Executive and council		25 802	26 860	26 397	35 859	36 879	36 879	29 234	30 462	31 802
Finance and administration		61 978	70 266	73 420	79 376	84 556	84 556	81 709	83 698	86 964
Internal audit		1 473	1 583	1 876	2 021	2 163	2 163	2 187	2 279	2 379
Community and public safety		32 761	38 172	39 464	43 614	53 226	53 226	48 638	47 072	49 143
Community and social services		21 591	27 006	27 988	31 007	39 310	39 310	35 177	35 977	37 560
Sport and recreation		4 781	3 381	3 370	4 247	4 215	4 215	3 609	934	975
Public safety		4 835	5 640	5 822	5 874	6 340	6 340	6 383	6 547	6 835
Housing		1 554	2 145	2 283	2 487	3 361	3 361	3 469	3 615	3 774

Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		28 107	30 910	29 029	33 216	38 527	38 527	37 329	38 689	40 391
Planning and development		28 107	30 910	29 029	33 216	38 527	38 527	37 329	38 689	40 391
Road transport		-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		24 055	10 685	11 927	12 172	12 107	12 107	12 411	12 620	13 175
Energy sources		15 006	613	679	857	1 122	1 122	1 110	1 053	1 099
Water management		-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		9 049	10 072	11 249	11 315	10 984	10 984	11 301	11 567	12 076
Other	4	4 297	5 281	4 938	5 636	5 645	5 645	5 442	5 670	5 920
Total Expenditure - Functional	3	474	756	051	894	102	102	950	489	775
Surplus/(Deficit) for the year		54 887	22 632	23 834	21 996	40 580	40 580	9 320	13 814	4 223

Functional Classification Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue - Functional	1									
Municipal governance and administration		145	154	167	181	207	207	181	189	186
Executive and council		887	554	344	390	910	910	207	036	981
Mayor and Council		102	110	124	139	164	164	137	143	139
Municipal Manager, Town Secretary and Chief Executive		893	923	991	242	562	562	519	591	618
		102	110	124	139	164	164	137	143	139
		893	916	981	220	550	550	506	577	604
		-	7	11	23	13	13	13	14	15
Finance and administration		42 995	43 631	42 352	42 148	43 347	43 347	43 687	45 445	47 363
Administrative and Corporate Support		793	46	-	-	-	-	-	-	-
Asset Management		854	4 074	208	-	-	-	-	-	-
Finance		40 999	39 287	41 939	42 118	43 303	43 303	43 656	45 412	47 329
Fleet Management		-	-	-	-	-	-	-	-	-
Human Resources		111	138	165	-	14	14	-	-	-
Information Technology		-	-	-	-	-	-	-	-	-
Legal Services		-	-	-	-	-	-	-	-	-
Marketing, Customer Relations, Publicity and Media Co-ordination		-	-	-	-	-	-	-	-	-

<i>Property Services</i>	-	-	-	-	-	-	-	-	-
<i>Risk Management</i>	-	-	-	-	-	-	-	-	-
<i>Security Services</i>	-	-	-	-	-	-	-	-	-
<i>Supply Chain Management</i>	238	86	40	30	30	30	31	32	34
<i>Valuation Service</i>	-	-	-	-	-	-	-	-	-
Internal audit	-	-	-	-	-	-	-	-	-
<i>Governance Function</i>	-	-	-	-	-	-	-	-	-
Community and public safety	6 124	6 366	7 168	7 235	7 897	7 897	6 887	4 580	4 654
Community and social services	1 432	3 149	4 008	3 243	4 215	4 215	3 749	3 929	3 974
<i>Aged Care</i>	-	-	-	-	-	-	-	-	-
<i>Agricultural</i>	-	-	-	-	-	-	-	-	-
<i>Animal Care and Diseases</i>	-	-	-	-	-	-	-	-	-
<i>Cemeteries, Funeral Parlours and Crematoriums</i>	41	45	33	48	48	48	50	52	55
<i>Child Care Facilities</i>	-	-	-	-	-	-	-	-	-
<i>Community Halls and Facilities</i>	178	407	501	180	598	598	621	647	676
<i>Consumer Protection</i>	-	-	-	-	-	-	-	-	-
<i>Cultural Matters</i>	-	-	-	-	-	-	-	-	-
<i>Disaster Management</i>	-	-	658	-	629	629	-	-	-
<i>Education</i>	-	-	-	-	-	-	-	-	-
<i>Indigenous and Customary Law</i>	-	-	-	-	-	-	-	-	-
<i>Industrial Promotion</i>	-	-	-	-	-	-	-	-	-
<i>Language Policy</i>	-	-	-	-	-	-	-	-	-
<i>Libraries and Archives</i>	1 031	2 506	2 615	2 801	2 726	2 726	2 853	2 994	2 994
<i>Literacy Programmes</i>	-	-	-	-	-	-	-	-	-
<i>Media Services</i>	-	-	-	-	-	-	-	-	-
<i>Museums and Art Galleries</i>	183	192	202	213	213	213	225	235	249
<i>Population Development</i>	-	-	-	-	-	-	-	-	-
<i>Provincial Cultural Matters</i>	-	-	-	-	-	-	-	-	-
<i>Theatres</i>	-	-	-	-	-	-	-	-	-
<i>Zoo's</i>	-	-	-	-	-	-	-	-	-
Sport and recreation	3 929	2 472	2 539	3 119	3 119	3 119	2 553	41	43
<i>Beaches and Jetties</i>	-	-	-	-	-	-	-	-	-
<i>Casinos, Racing, Gambling, Wagering</i>	-	-	-	-	-	-	-	-	-
<i>Community Parks (including Nurseries)</i>	3 929	2 472	2 539	3 119	3 119	3 119	2 553	41	43
<i>Recreational Facilities</i>	-	-	-	-	-	-	-	-	-
<i>Sports Grounds and Stadiums</i>	-	-	-	-	-	-	-	-	-
Public safety	763	745	620	873	563	563	585	610	637
<i>Civil Defence</i>	-	-	-	-	-	-	-	-	-

Cleansing	-	-	-	-	-	-	-	-	-
Control of Public Nuisances	-	-	-	-	-	-	-	-	-
Fencing and Fences	-	-	-	-	-	-	-	-	-
Fire Fighting and Protection	-	-	-	-	-	-	-	-	-
Licensing and Control of Animals	-	-	-	-	-	-	-	-	-
Police Forces, Traffic and Street Parking Control	763	745	460	653	343	343	357	372	388
Pounds	-	-	160	220	220	220	229	238	249
Housing	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Informal Settlements	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-
Ambulance	-	-	-	-	-	-	-	-	-
Health Services	-	-	-	-	-	-	-	-	-
Laboratory Services	-	-	-	-	-	-	-	-	-
Food Control	-	-	-	-	-	-	-	-	-
Health Surveillance and Prevention of Communicable Diseases including immunizations	-	-	-	-	-	-	-	-	-
Vector Control	-	-	-	-	-	-	-	-	-
Chemical Safety	-	-	-	-	-	-	-	-	-
Economic and environmental services	60 539	39 220	30 495	38 606	47 017	47 017	30 011	32 180	33 480
Planning and development	60 539	39 220	30 495	38 606	47 017	47 017	30 011	32 180	33 480
Billboards	-	-	-	-	-	-	-	-	-
Corporate Wide Strategic Planning (IDPs, LEDs)	16	7	6	41	9	9	9	10	10
Central City Improvement District	-	-	-	-	-	-	-	-	-
Development Facilitation	-	-	-	-	-	-	-	-	-
Economic Development/Planning	-	-	-	-	-	-	-	-	-
Regional Planning and Development	-	-	-	-	-	-	-	-	-
Town Planning, Building Regulations and Enforcement, and City Engineer	472	304	611	429	404	404	268	279	291
Project Management Unit	60 051	38 908	29 878	38 136	46 604	46 604	29 734	31 891	33 179
Provincial Planning	-	-	-	-	-	-	-	-	-
Support to Local Municipalities	-	-	-	-	-	-	-	-	-
Road transport	-	-	-	-	-	-	-	-	-
Public Transport	-	-	-	-	-	-	-	-	-
Road and Traffic Regulation	-	-	-	-	-	-	-	-	-
Roads	-	-	-	-	-	-	-	-	-
Taxi Ranks	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-
Biodiversity and Landscape	-	-	-	-	-	-	-	-	-

<i>Coastal Protection</i>	-	-	-	-	-	-	-	-	-
<i>Indigenous Forests</i>	-	-	-	-	-	-	-	-	-
<i>Nature Conservation</i>	-	-	-	-	-	-	-	-	-
<i>Pollution Control</i>	-	-	-	-	-	-	-	-	-
<i>Soil Conservation</i>	-	-	-	-	-	-	-	-	-
Trading services	17 632	2 592	2 822	2 845	2 945	2 945	3 060	3 188	3 329
Energy sources	15 211	-	-	-	-	-	-	-	-
<i>Electricity</i>	15 211	-	-	-	-	-	-	-	-
<i>Street Lighting and Signal Systems</i>	-	-	-	-	-	-	-	-	-
<i>Nonelectric Energy</i>	-	-	-	-	-	-	-	-	-
Water management	-	-	-	-	-	-	-	-	-
<i>Water Treatment</i>	-	-	-	-	-	-	-	-	-
<i>Water Distribution</i>	-	-	-	-	-	-	-	-	-
<i>Water Storage</i>	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-
<i>Public Toilets</i>	-	-	-	-	-	-	-	-	-
<i>Sewerage</i>	-	-	-	-	-	-	-	-	-
<i>Storm Water Management</i>	-	-	-	-	-	-	-	-	-
<i>Waste Water Treatment</i>	-	-	-	-	-	-	-	-	-
Waste management	2 420	2 592	2 822	2 845	2 945	2 945	3 060	3 188	3 329
<i>Recycling</i>	-	-	-	-	-	-	-	-	-
<i>Solid Waste Disposal (Landfill Sites)</i>	-	-	-	-	-	-	-	-	-
<i>Solid Waste Removal</i>	2 420	2 592	2 822	2 845	2 945	2 945	3 060	3 188	3 329
<i>Street Cleaning</i>	-	-	-	-	-	-	-	-	-
Other	3 179	3 656	3 057	3 814	7 914	7 914	5 105	5 320	5 554
Abattoirs	-	-	-	-	-	-	-	-	-
Air Transport	-	-	-	-	-	-	-	-	-
Forestry	-	-	-	-	-	-	-	-	-
Licensing and Regulation	3 162	3 647	3 047	3 783	4 883	4 883	5 073	5 286	5 519
Markets	-	-	-	-	-	-	-	-	-
Tourism	17	9	10	31	3 031	3 031	32	33	35
Total Revenue - Functional	233	206	210	233	273	273	226	234	233
	361	388	885	890	682	682	270	303	997
Expenditure - Functional									
Municipal governance and administration	89 254	98 709	693	255	598	598	130	438	145
Executive and council	25 802	26 860	26 397	35 859	36 879	36 879	29 234	30 462	31 802
<i>Mayor and Council</i>	22 702	24 657	24 108	32 964	33 914	33 914	26 178	27 277	28 478

<i>Municipal Manager, Town Secretary and Chief Executive</i>	3 101	2 203	2 289	2 895	2 965	2 965	3 056	3 184	3 325
Finance and administration	61 978	70 266	73 420	79 376	84 556	84 556	81 709	83 698	86 964
<i>Administrative and Corporate Support</i>	13 421	17 733	16 497	16 931	19 410	19 410	17 586	17 960	18 750
<i>Asset Management</i>	5 489	4 483	3 718	3 837	4 637	4 637	4 081	4 252	4 439
<i>Finance</i>	21 989	29 493	32 340	33 378	34 195	34 195	36 769	37 235	38 457
<i>Fleet Management</i>	3 246	4 135	4 905	5 136	7 322	7 322	5 337	5 561	5 806
<i>Human Resources</i>	3 802	3 787	4 243	5 524	5 613	5 613	4 937	5 144	5 371
<i>Information Technology</i>	2 977	3 498	4 118	4 122	4 336	4 336	4 063	4 234	4 420
<i>Legal Services</i>	967	1 141	990	1 381	1 639	1 639	1 324	1 380	1 440
<i>Marketing, Customer Relations, Publicity and Media Co-ordination</i>	703	939	1 011	1 188	1 213	1 213	1 180	1 230	1 284
<i>Property Services</i>	4 067	-	-	-	-	-	-	-	-
<i>Risk Management</i>	1 325	813	1 176	2 544	1 426	1 426	1 482	1 544	1 612
<i>Security Services</i>	2 513	2 676	2 591	3 104	2 187	2 187	2 272	2 368	2 472
<i>Supply Chain Management</i>	1 479	1 567	1 829	2 230	2 578	2 578	2 678	2 791	2 913
<i>Valuation Service</i>	-	-	-	-	-	-	-	-	-
Internal audit	1 473	1 583	1 876	2 021	2 163	2 163	2 187	2 279	2 379
<i>Governance Function</i>	1 473	1 583	1 876	2 021	2 163	2 163	2 187	2 279	2 379
Community and public safety	32 761	38 172	39 464	43 614	53 226	53 226	48 638	47 072	49 143
Community and social services	21 591	27 006	27 988	31 007	39 310	39 310	35 177	35 977	37 560
<i>Aged Care</i>	-	-	-	-	-	-	-	-	-
<i>Agricultural</i>	-	-	-	-	-	-	-	-	-
<i>Animal Care and Diseases</i>	-	-	-	-	-	-	-	-	-
<i>Cemeteries, Funeral Parlours and Crematoriums</i>	133	-	-	-	-	-	-	-	-
<i>Child Care Facilities</i>	-	-	-	-	-	-	-	-	-
<i>Community Halls and Facilities</i>	16 761	19 198	20 510	21 432	27 445	27 445	24 538	25 568	26 693
<i>Consumer Protection</i>	-	-	-	-	-	-	-	-	-
<i>Cultural Matters</i>	-	-	-	-	-	-	-	-	-
<i>Disaster Management</i>	2 553	3 820	5 014	5 539	7 445	7 445	6 047	5 624	5 872
<i>Education</i>	-	-	-	-	-	-	-	-	-
<i>Indigenous and Customary Law</i>	-	-	-	-	-	-	-	-	-
<i>Industrial Promotion</i>	-	-	-	-	-	-	-	-	-
<i>Language Policy</i>	-	-	-	-	-	-	-	-	-
<i>Libraries and Archives</i>	1 655	2 044	2 938	3 261	3 595	3 595	3 736	3 893	4 064
<i>Literacy Programmes</i>	-	-	-	-	-	-	-	-	-
<i>Media Services</i>	-	-	-	-	-	-	-	-	-
<i>Museums and Art Galleries</i>	-	-	-	-	-	-	-	-	-
<i>Population Development</i>	420	1 944	(474)	774	824	824	856	892	931
	-	-	-	-	-	-	-	-	-

<i>Provincial Cultural Matters</i>	-	-	-	-	-	-	-	-	-
<i>Theatres</i>	69	-	-	-	-	-	-	-	-
<i>Zoo's</i>	-	-	-	-	-	-	-	-	-
Sport and recreation	4 781	3 381	3 370	4 247	4 215	4 215	3 609	934	975
<i>Beaches and Jetties</i>	-	-	-	-	-	-	-	-	-
<i>Casinos, Racing, Gambling, Wagering</i>	-	-	-	-	-	-	-	-	-
<i>Community Parks (including Nurseries)</i>	4 781	3 381	3 370	4 247	4 215	4 215	3 609	934	975
<i>Recreational Facilities</i>	-	-	-	-	-	-	-	-	-
<i>Sports Grounds and Stadiums</i>	-	-	-	-	-	-	-	-	-
Public safety	4 835	5 640	5 822	5 874	6 340	6 340	6 383	6 547	6 835
<i>Civil Defence</i>	-	-	-	-	-	-	-	-	-
<i>Cleansing</i>	-	-	-	-	-	-	-	-	-
<i>Control of Public Nuisances</i>	-	-	-	-	-	-	-	-	-
<i>Fencing and Fences</i>	-	-	-	-	-	-	-	-	-
<i>Fire Fighting and Protection</i>	1	2	-	-	-	-	-	-	-
<i>Licensing and Control of Animals</i>	-	-	-	-	-	-	-	-	-
<i>Police Forces, Traffic and Street Parking Control</i>	4 607	5 499	5 822	5 801	6 267	6 267	6 307	6 467	6 752
<i>Pounds</i>	226	138	-	73	73	73	76	79	83
Housing	1 554	2 145	2 283	2 487	3 361	3 361	3 469	3 615	3 774
<i>Housing</i>	1 554	2 145	2 283	2 487	3 361	3 361	3 469	3 615	3 774
<i>Informal Settlements</i>	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-
<i>Ambulance</i>	-	-	-	-	-	-	-	-	-
<i>Health Services</i>	-	-	-	-	-	-	-	-	-
<i>Laboratory Services</i>	-	-	-	-	-	-	-	-	-
<i>Food Control</i>	-	-	-	-	-	-	-	-	-
<i>Health Surveillance and Prevention of Communicable Diseases</i>	-	-	-	-	-	-	-	-	-
<i>including immunizations</i>	-	-	-	-	-	-	-	-	-
<i>Vector Control</i>	-	-	-	-	-	-	-	-	-
<i>Chemical Safety</i>	-	-	-	-	-	-	-	-	-
Economic and environmental services	28 107	30 910	29 029	33 216	38 527	38 527	37 329	38 689	40 391
Planning and development	28 107	30 910	29 029	33 216	38 527	38 527	37 329	38 689	40 391
<i>Billboards</i>	-	-	-	-	-	-	-	-	-
<i>Corporate Wide Strategic Planning (IDPs, LEDs)</i>	2 069	2 436	2 509	2 869	3 391	3 391	3 410	3 553	3 709
<i>Central City Improvement District</i>	-	-	-	-	-	-	-	-	-
<i>Development Facilitation</i>	-	-	15	-	-	-	-	-	-
<i>Economic Development/Planning</i>	-	-	-	-	-	-	-	-	-
<i>Regional Planning and Development</i>	21 052	24 905	23 596	26 564	31 540	31 540	30 184	31 243	32 618

<i>Town Planning, Building Regulations and Enforcement, and City Engineer</i>	-	2 401	1 269	898	1 388	1 243	1 243	1 292	1 346	1 405
<i>Project Management Unit</i>	-	2 585	2 299	2 012	2 395	2 353	2 353	2 444	2 547	2 659
<i>Provincial Planning</i>	-	-	-	-	-	-	-	-	-	-
<i>Support to Local Municipalities</i>	-	-	-	-	-	-	-	-	-	-
Road transport	-	-	-	-	-	-	-	-	-	-
<i>Public Transport</i>	-	-	-	-	-	-	-	-	-	-
<i>Road and Traffic Regulation</i>	-	-	-	-	-	-	-	-	-	-
<i>Roads</i>	-	-	-	-	-	-	-	-	-	-
<i>Taxi Ranks</i>	-	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-	-
<i>Biodiversity and Landscape</i>	-	-	-	-	-	-	-	-	-	-
<i>Coastal Protection</i>	-	-	-	-	-	-	-	-	-	-
<i>Indigenous Forests</i>	-	-	-	-	-	-	-	-	-	-
<i>Nature Conservation</i>	-	-	-	-	-	-	-	-	-	-
<i>Pollution Control</i>	-	-	-	-	-	-	-	-	-	-
<i>Soil Conservation</i>	-	-	-	-	-	-	-	-	-	-
Trading services	-	24 055	10 685	11 927	12 172	12 107	12 107	12 411	12 620	13 175
Energy sources	-	15 006	613	679	857	1 122	1 122	1 110	1 053	1 099
<i>Electricity</i>	-	15 006	613	679	857	1 122	1 122	1 110	1 053	1 099
<i>Street Lighting and Signal Systems</i>	-	-	-	-	-	-	-	-	-	-
<i>Nonelectric Energy</i>	-	-	-	-	-	-	-	-	-	-
Water management	-	-	-	-	-	-	-	-	-	-
<i>Water Treatment</i>	-	-	-	-	-	-	-	-	-	-
<i>Water Distribution</i>	-	-	-	-	-	-	-	-	-	-
<i>Water Storage</i>	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-
<i>Public Toilets</i>	-	-	-	-	-	-	-	-	-	-
<i>Sewerage</i>	-	-	-	-	-	-	-	-	-	-
<i>Storm Water Management</i>	-	-	-	-	-	-	-	-	-	-
<i>Waste Water Treatment</i>	-	-	-	-	-	-	-	-	-	-
Waste management	-	9 049	10 072	11 249	11 315	10 984	10 984	11 301	11 567	12 076
<i>Recycling</i>	-	-	-	-	-	-	-	-	-	-
<i>Solid Waste Disposal (Landfill Sites)</i>	-	-	-	-	-	-	-	-	-	-
<i>Solid Waste Removal</i>	-	9 049	10 072	11 249	11 315	10 984	10 984	11 301	11 567	12 076
<i>Street Cleaning</i>	-	-	-	-	-	-	-	-	-	-
Other	-	4 297	5 281	4 938	5 636	5 645	5 645	5 442	5 670	5 920
Abattoirs	-	-	-	-	-	-	-	-	-	-

Air Transport		-	-	-	-	-	-	-	-	-
Forestry		-	-	-	-	-	-	-	-	-
Licensing and Regulation		2 764	3 141	2 730	3 662	3 673	3 673	3 609	3 760	3 926
Markets		-	-	-	-	-	-	-	-	-
Tourism		1 534	2 140	2 208	1 974	1 972	1 972	1 833	1 910	1 994
Total Expenditure - Functional	3	474	756	051	894	102	102	950	489	775
Surplus/(Deficit) for the year		54 887	22 632	23 834	21 996	40 580	40 580	9 320	13 814	4 223

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Capital expenditure on upgrading of existing assets by Asset Class/Sub-class										
-								29	30	32
Infrastructure		-	-	-	-	-	-	734	894	098
Roads Infrastructure		-	-	-	-	-	-	29	30	32
<i>Roads</i>		-	-	-	-	-	-	734	894	098
<i>Road Structures</i>		-	-	-	-	-	-	-	-	-
<i>Road Furniture</i>		-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
<i>Drainage Collection</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Conveyance</i>		-	-	-	-	-	-	-	-	-
<i>Attenuation</i>		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
<i>Power Plants</i>		-	-	-	-	-	-	-	-	-
<i>HV Substations</i>		-	-	-	-	-	-	-	-	-

<i>HV Switching Station</i>	-	-	-	-	-	-	-	-	-
<i>HV Transmission Conductors</i>	-	-	-	-	-	-	-	-	-
<i>MV Substations</i>	-	-	-	-	-	-	-	-	-
<i>MV Switching Stations</i>	-	-	-	-	-	-	-	-	-
<i>MV Networks</i>	-	-	-	-	-	-	-	-	-
<i>LV Networks</i>	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-
Water Supply Infrastructure	-	-	-	-	-	-	-	-	-
<i>Dams and Weirs</i>	-	-	-	-	-	-	-	-	-
<i>Boreholes</i>	-	-	-	-	-	-	-	-	-
<i>Reservoirs</i>	-	-	-	-	-	-	-	-	-
<i>Pump Stations</i>	-	-	-	-	-	-	-	-	-
<i>Water Treatment Works</i>	-	-	-	-	-	-	-	-	-
<i>Bulk Mains</i>	-	-	-	-	-	-	-	-	-
<i>Distribution</i>	-	-	-	-	-	-	-	-	-
<i>Distribution Points</i>	-	-	-	-	-	-	-	-	-
<i>PRV Stations</i>	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-
Sanitation Infrastructure	-	-	-	-	-	-	-	-	-
<i>Pump Station</i>	-	-	-	-	-	-	-	-	-
<i>Reticulation</i>	-	-	-	-	-	-	-	-	-
<i>Waste Water Treatment Works</i>	-	-	-	-	-	-	-	-	-
<i>Outfall Sewers</i>	-	-	-	-	-	-	-	-	-

<i>Toilet Facilities</i>	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure	-	-	-	-	-	-	-	-	-
<i>Landfill Sites</i>	-	-	-	-	-	-	-	-	-
<i>Waste Transfer Stations</i>	-	-	-	-	-	-	-	-	-
<i>Waste Processing Facilities</i>	-	-	-	-	-	-	-	-	-
<i>Waste Drop-off Points</i>	-	-	-	-	-	-	-	-	-
<i>Waste Separation Facilities</i>	-	-	-	-	-	-	-	-	-
<i>Electricity Generation Facilities</i>	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-
Rail Infrastructure	-	-	-	-	-	-	-	-	-
<i>Rail Lines</i>	-	-	-	-	-	-	-	-	-
<i>Rail Structures</i>	-	-	-	-	-	-	-	-	-
<i>Rail Furniture</i>	-	-	-	-	-	-	-	-	-
<i>Drainage Collection</i>	-	-	-	-	-	-	-	-	-
<i>Storm water Conveyance</i>	-	-	-	-	-	-	-	-	-
<i>Attenuation</i>	-	-	-	-	-	-	-	-	-
<i>MV Substations</i>	-	-	-	-	-	-	-	-	-
<i>LV Networks</i>	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-
Coastal Infrastructure	-	-	-	-	-	-	-	-	-
<i>Sand Pumps</i>	-	-	-	-	-	-	-	-	-
<i>Piers</i>	-	-	-	-	-	-	-	-	-

<i>Revetments</i>	-	-	-	-	-	-	-	-	-
<i>Promenades</i>	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-
<i>Data Centres</i>	-	-	-	-	-	-	-	-	-
<i>Core Layers</i>	-	-	-	-	-	-	-	-	-
<i>Distribution Layers</i>	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-
<u>Community Assets</u>	-	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-
<i>Halls</i>	-	-	-	-	-	-	-	-	-
<i>Centres</i>	-	-	-	-	-	-	-	-	-
<i>Crèches</i>	-	-	-	-	-	-	-	-	-
<i>Clinics/Care Centres</i>	-	-	-	-	-	-	-	-	-
<i>Fire/Ambulance Stations</i>	-	-	-	-	-	-	-	-	-
<i>Testing Stations</i>	-	-	-	-	-	-	-	-	-
<i>Museums</i>	-	-	-	-	-	-	-	-	-
<i>Galleries</i>	-	-	-	-	-	-	-	-	-
<i>Theatres</i>	-	-	-	-	-	-	-	-	-
<i>Libraries</i>	-	-	-	-	-	-	-	-	-
<i>Cemeteries/Crematoria</i>	-	-	-	-	-	-	-	-	-
<i>Police</i>	-	-	-	-	-	-	-	-	-
<i>Parks</i>	-	-	-	-	-	-	-	-	-

<i>Public Open Space</i>	-	-	-	-	-	-	-	-	-
<i>Nature Reserves</i>	-	-	-	-	-	-	-	-	-
<i>Public Ablution Facilities</i>	-	-	-	-	-	-	-	-	-
<i>Markets</i>	-	-	-	-	-	-	-	-	-
<i>Stalls</i>	-	-	-	-	-	-	-	-	-
<i>Abattoirs</i>	-	-	-	-	-	-	-	-	-
<i>Airports</i>	-	-	-	-	-	-	-	-	-
<i>Taxi Ranks/Bus Terminals</i>	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
<i>Indoor Facilities</i>	-	-	-	-	-	-	-	-	-
<i>Outdoor Facilities</i>	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-
<u>Heritage assets</u>	-	-	-	-	-	-	-	-	-
Monuments	-	-	-	-	-	-	-	-	-
Historic Buildings	-	-	-	-	-	-	-	-	-
Works of Art	-	-	-	-	-	-	-	-	-
Conservation Areas	-	-	-	-	-	-	-	-	-
Other Heritage	-	-	-	-	-	-	-	-	-
<u>Investment properties</u>	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
<i>Improved Property</i>	-	-	-	-	-	-	-	-	-

<i>Unimproved Property</i>	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
<i>Improved Property</i>	-	-	-	-	-	-	-	-	-
<i>Unimproved Property</i>	-	-	-	-	-	-	-	-	-
Other assets	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	-	-	-	-	-	-
<i>Municipal Offices</i>	-	-	-	-	-	-	-	-	-
<i>Pay/Enquiry Points</i>	-	-	-	-	-	-	-	-	-
<i>Building Plan Offices</i>	-	-	-	-	-	-	-	-	-
<i>Workshops</i>	-	-	-	-	-	-	-	-	-
<i>Yards</i>	-	-	-	-	-	-	-	-	-
<i>Stores</i>	-	-	-	-	-	-	-	-	-
<i>Laboratories</i>	-	-	-	-	-	-	-	-	-
<i>Training Centres</i>	-	-	-	-	-	-	-	-	-
<i>Manufacturing Plant</i>	-	-	-	-	-	-	-	-	-
<i>Depots</i>	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
<i>Staff Housing</i>	-	-	-	-	-	-	-	-	-
<i>Social Housing</i>	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-

	-	-	-	-	-	-	-	-	-
<u>Intangible Assets</u>	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
<i>Water Rights</i>	-	-	-	-	-	-	-	-	-
<i>Effluent Licenses</i>	-	-	-	-	-	-	-	-	-
<i>Solid Waste Licenses</i>	-	-	-	-	-	-	-	-	-
<i>Computer Software and Applications</i>	-	-	-	-	-	-	-	-	-
<i>Load Settlement Software Applications</i>	-	-	-	-	-	-	-	-	-
<i>Unspecified</i>	-	-	-	-	-	-	-	-	-
<u>Computer Equipment</u>	-	-	-	-	-	-	-	-	-
Computer Equipment	-	-	-	-	-	-	-	-	-
<u>Furniture and Office Equipment</u>	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-
<u>Machinery and Equipment</u>	-	-	-	-	-	-	-	-	-
Machinery and Equipment	-	-	-	-	-	-	-	-	-
<u>Transport Assets</u>	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-
<u>Land</u>	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-

Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Capital Expenditure on upgrading of existing assets	1	-	-	-	-	-	-	29 734	30 894	32 098

2021/2022 SDBIP analysis

KPA1 Municipal Transformation.

KPA2 Service Delivery, the overall performance is in a satisfactory standard.

KPA3 Local Economic and Social development.

KPA4 Good Governance and Public Participation.

KPA5 Financial Viability.

KPA6 Cross-cutting.

ANNEXURE A

KPA	GOAL	OBECTIVE	IDP REF NO	STRATEGY	INDICATOR	2021/2022 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN SDBIP									PORTFOLIO OF EVIDENCE	WARD/ DEPARTM ENTS	
						PROJECT NAME	DEMAND	BASELINE	BACKLOG	ANNUAL TARGET	Q1 TARGET	Q2 TARGET	Q3 TARGET	Q4 TARGET			
Municipal Transformation and Institutional Development	To transform and develop institutional capacity to create an effective and efficient organization	To improve institutional and organizational capacity	MTOD 01	The signing of performance agreements	Number of performance agreements signed reflecting national government priorities	Number of performance agreements signed reflecting national government priorities	5	3	2	5	5	5	5	5	COUNCIL RESOLUTION AND PERFORMANCE AGREEMENTS	CORPORATE SERVICES	
			MTOD 02		Adoption date of reviewed Organogram	Adoption date of reviewed Organogram	30-Jun-22	30-Jun-21	None	30-Jun-22				30-Jun-22	COUNCIL RESOLUTION		
			MTOD 03	Review and implement an effective organogram	Staff vacancy rate	Staff vacancy rate	100%	0	0	100%	100%	100%	100%	100%	100%		REPORT OF VACANCY
			MTOD 04		Percentage of vacant posts filled within 3 months	Percentage of vacant posts filled within 3 months	100%	0	0	100%	100%	100%	100%	100%	100%		VACANCY REPORT OF POST FILLED
			MTOD 05	Implementati on of Workplace Skills Plan (WSP)	Number of trainings held as per the WSP	Number of trainings held as per the WSP	4	4	0	4	1	1	1	1	ATTENDANCE REGISTER OF WSP		
			MTOD 06	Implementati on of the Employment Equity Plan	% of people from employment equity target group employed in the three highest levels of management	% of people from employment equity target group employed in the three highest levels of management	100%	100%	0	100%	100%	100%	100%	100%	100%		EMPLOYMENT EQUITY PLAN
			MTOD 07	To promote a safe working environment	Number of health and safety inspection conducted	Number of health and safety inspection conducted	4	0	0	4	1	1	1	1	1		SIGNED INSPECTION REPORT
			MTOD 08		Number of OHS meetings held	Number of OHS meeting Held	4	0	0	4	1	1	1	1	1		ATTENDANCE REGISTER OF OHS MEETINGS
			MTOD 09	To provide an effective and efficient HR support	Number of wellness programs implemented in a year	Number of wellness programs implemented in a year	1	1	0	1				1	ATTENDANCE REGISTERS OF WELLNESS PROGRAMMES		
			MTOD 10		Number of biometric reports printed	Number of biometric reports printed	12	12	0	12	3	3	3	3	SYSTEM REPORTS		
			MTOD 11		Number of Local Labuor Forum meefings held	Number of Local Labour Forum meetings held	4	4	0	4	1	1	1	1	ATTENDANCE REGISTERS OF LLF MEETINGS		
			MTOD 12		All posts in an organogram have a job description	All posts in an organogram have a job description	100%	100%	0	100%	100%	100%	100%	100%	100%		JOB DESCRIPTION FILE
			MTOD 13	To ensure the functioning of IT	Sever backups and maintenance	Sever backups and maintenance	8	0	0	8	2	2	2	2	GENERATED PRINTOUTS		
			MTOD 14	To improve the standard of administratio	Functional Registry	Functional Registry	100%	100%	0	100%	100%	100%	100%	100%	100%		FILE CONTROL CARDS

			and auxiliary support													
			To promote a sound council support	MTOD 15	Delivery of agenda on time to [EXCO, COUNCIL & TRADITIONAL LEADERS]	Delivery of agenda on time to [EXCO, COUNCIL & TRADITIONAL LEADERS]	100%	100%	0	100%	100%	100%	100%	100%	PROOF OF EMAILS	
				MTOD 16	Number of Council meeting held	Number of Council meeting held	12	12	0	12	3	3	3	3	ATTENDANCE REGISTERS OF COUNCIL	
			Zero tolerance of fraud and corruption	MTOD 17	Number of active suspension longer than three months	Number of active suspension longer than three months	0	0	0	0	0	0	0	0	SUSPENSION REPORT	
				MTOD 18	Salary bill of suspended officials	Salary bill of suspended officials	R0	0	0	R0	R0	R0	R0	R0	SUSPENDED EMPLOYEES SALARY REPORT	
			Review and implement Performance Management System	MTOD 19	Number of quarterly performance reports reviewed, conducted and submitted to council	Number of quarterly performance reports reviewed, conducted and submitted to council	4	4	0	4	1	1	1	1	COUNCIL RESOLUTIONS	
					Number of reports submitted on performance in terms of S46 of the MSA	Number of reports submitted on performance in terms of S46 of the MSA	1	1	0	1				1	ANNUAL PERFORMANCE REPORTS & COUNCIL RESOLUTION	
					% of evaluated Middle Managers (PMS)	% of evaluated Middle Managers (PMS)	100%	100%	0	100%				100%	ATTENDANCE REGISTER OF THE EVALUATION	
					% of evaluated Senior Managers (PMS)	% of evaluated Senior Managers (PMS)	100%	100%	0	100%				100%	ATTENDANCE REGISTER OF THE EVALUATION	
				Maintenance of Unqualified opinion	MTOD 19	Number of Performance Audit Committee Meetings held	Number of Performance Audit Committee Meetings held	4	4	0	4	1	1	1	1	ATTENDANCE REGISTERS OF PERFORMANCE AUDIT COMMITTEE
						Number of Performance Audit Reports submitted to council	Number of Performance Audit Reports submitted to council	4	4	0	4	1	1	1	1	PAC REPORT
						Ensuring and maintaining the Unqualified Audit Opinion	Ensuring and maintaining the Unqualified Audit Opinion	YES	YES	N/A	YES			YES		AUDIT REPORT
						Number of repeat audit findings from Auditor General	Number of repeat audit findings from Auditor General	0	0	0	0			0		ACTION PLAN
			Risk Management	MTOD 20	Number of Risk Management Committee Meetings Held	Number of Risk Management Committee Meetings Held	4	4	0	4	1	1	1	1	ATTENDANCE REGISTERS OF RISK MANAGEMENT COMMITTEE MEETINGS	
			Ensuring risk action plan are attended	MTOD 21	Percentage of action plan attended	Percentage of action plan attended	100%	89%	0	89%	20%	40%	60%	89%	SUMMARY OF ACTION PLANS IMPLEMENTED ANALYSIS	

Basic Service Delivery and Infrastructure Development	To improve service delivery and facilitate the provision and maintenance of new and existing infrastructure.	Advance access to basic services.	SDID 01 (A)	Provide access to solid waste disposal services	Number of households with access to basic solid waste disposal	Number of households with access to basic solid waste disposal	1825	1825	0	1825	1825	1825	1825	1825	BILLING REPORT	ALL WARDS	
			SDID 01 (B)		% of households with access to basic solid waste disposal	% of households with access to basic solid waste disposal	100%	100%	0	100%	100%	100%	100%	100%			
			SDID 02 (A)	Provision of free basic services	Number of households earning less than R4 120 with access to free basic services (Entire households)	Number of households earning less than R4 120 with access to free basic services (Entire households)	1969	1969	0	1969	1969	1969	1969	1969	1969		INDIGENT REGISTER
			SDID 02 (B)		% of households earning less than R4 120 with access to free basic services (Entire households)	% of households earning less than R4 120 with access to free basic services (Entire households)	100%	100%	0	100%	100%	100%	100%	100%	100%		
			SDID 03 (A)	Improve access to electricity	Amount spent on Free Basic Electricity	Amount spent on Free Basic Electricity	R1,200,000.00	R1,200,000.00	0	R1,200,000.00	R300,000.00	R600,000.00	R900,000.00	R1,200,000.00	FREE BASIC ELECTRICITY REPORT		
			SDID 03 (B)		Sandlwana electrification project	Sandlwana electrification project	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE		W11
			SDID 03 (C)		Okhombe electrification project	Okhombe electrification project	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE		W14
			SDID 03 (D)		Moyeni electrification project	Moyeni electrification project	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE		W08
			SDID 03 (E)		Bethane electrification projects	Bethane electrification project	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE		W15
			SDID 04		Ntumba Vehicular bridge	Ntumba Vehicular bridge	100%	14%	36%	100%	70%	100%			PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE		W08
			SDID 05	Edotsheni Pedestrian bridge	Edotsheni Pedestrian bridge	100%	26%	24%	100%	70%	100%			PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	W2		
			SDID 06	Hadebe gravel road	Hadebe gravel road	100%	25%	100%	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	W15		
			SDID 07	Ubivane gravel road	Ubivane gravel road	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	W		
			SDID 08	Hambrook gravel road	Hambrook gravel road	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	W		
			SDID 09	Emaswazini gravel road	Emaswazini gravel road	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	W		

			SDID 10		Halmence gravel road	Halmence gravel road	100%	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	W
			SDID 11	Improve access to Human Settlements Development	Number of units of the human settlements development projects to be completed	Number of units of the human settlements development projects to be completed	546	0	0	546	137	137	136	136	PROGRESS REPORT / HAND-OVER CERTIFICATE	THE WHOLE MUNICIPALITY
			SDID 12	Improving building plans of building development in areas within the Municipal scheme	% of building plans approved inspection conducted in those development	% of building plans approved by inspection conducted in those development	100%	0	0	100%	100%	100%	100%	100%	PROGRESS REPORT ON BUILDING PLANS APPROVED	
			SDID 13		%building plans drawn by the Municipal Draughtsman	%building plans drawn by the Municipal Draughtsman	100%	0	0	100%	100%	100%	100%	100%	PROGRESS REPORT ON COMPLETE BUILDING PLANS DRAWN	
			SDID 14	To achieve 100% CAPEX	The amount of municipal capital budget actual spent on capital projects identified for a particular financial year in terms of the municipal IDP	The amount of municipal capital budget actual spent on capital projects identified for a particular financial year in terms of the municipal IDP	R29,734,000.00	R56,848,064.00	0	R29,734,000.00	R7,433,500.00	R14,867,000.00	R22,300,500.00	R29,734,000.00	SECTION 71 REPORT	
			SDID 15	Maintenance of Unqualified opinion	Ensuring and maintaining the Unqualified Audit Opinion	Ensuring and maintaining the Unqualified Audit Opinion	YES	YES	N/A	YES			YES		AUDIT REPORT	TECHNICAL SERVICES
			SDID 16		Number of repeat audit findings from Auditor General	Number of repeat audit findings from Auditor General	0	0	0	0			0		ACTION PLAN	
			SDID 17	Ensuring risk action plans are attended to	Percentage of action plans attended	Percentage of action plans attended	100%	88%	0	88%	20%	40%	60%	88%	SUMMARY OF ACTION PLANS IMPLEMENTED ANALYSIS	MUNICIPAL MANAGER
Local Economic and Social Development	To respond to social development issues and create a climate conducive for local economic development	Promote economic growth and development	LESD 01	Create jobs through LED initiatives	Number of jobs created through municipal LED initiatives including capital projects	Number of jobs created through municipal LED initiatives including capital projects	300	300	0	300	300	300	300	300	PAYROLL LIST	SOCIAL SERVICES
					Amount spent on jobs created through LED initiatives including capital projects	Amount spent on jobs created through LED initiatives including capital projects	R6,013,000.00	R7,581,000.00	0	R6,013,000.00	R1,503,250.00	R3,006,500.00	R4,509,750.00	R6,013,000.00	GENERAL LEDGER PRINTOUT	
					Number of SMMEs and Co-ops supported	Number of SMMEs and Co-ops supported	40	40	0	40	10	10	10	10	LIST OF SMMEs & CO-OPS	
			LESD 02	EPWP implementation	Number of EPWP functionality reports	Number of EPWP functionality reports	4	4	0	4	1	1	1	1	EXPENDITURE REPORT/EPWP REPORT	
			LESD 03	Provide support to LED	Number of LED Forums Held	Number of LED Forums Held	4	4	0	4	1	1	1	1	ATTENDANCE REGISTERS OF BUSINESS FORUM	
			LESD 04		Average time taken to finalize business license application	Average time taken to finalize business license application	30 days	0	0	30 days	30 days	30 days	30 days	30 days	REPORT OF APPLICATION PROCESSED	

			LESD 05	Provide support to Local Tourism Forums	Number of local Tourism forums held	Number of local Tourism forums held	4	4	0	4	1	1	1	1	ATTENDANCE REGISTERS OF LTF	
			LESD 06	Enhance revenue collection by operating the licensing center	Revenue collected from services rendered	Revenue collected from services rendered	R5,086,000.00	R4,894,887.00	0	R5,086,000.00	R1,271,500.00	R2,543,300.00	R3,814,500.00	R5,086,000.00	TRANSACTION SUMMARY REPORT	
			LESD 07	Ensuring the functioning of libraries	Average number of library visits per library	Average number of library visits per library	4	0	0	4	1	1	1	1	REPORT FROM LIBRARY	
			LESD 08	Maintenance of Unqualified opinion	Ensuring and maintaining the Unqualified Audit Opinion	Ensuring and maintaining the Unqualified Audit Opinion	YES	YES	N/A	YES			YES		AUDIT REPORT	
			LESD 09		Number of repeat audit findings from Auditor General	Number of repeat audit findings from Auditor General	0	0	0	0			0		ACTION PLAN	
			LESD 10	Ensuring risk action plans are attended to	Percentage of action plans attended	Percentage of action plans attended	100%	93%	0	93%	20%	40%	60%	93%	SUMMARY OF ACTION PLANS IMPLEMENTED ANALYSIS	MUNICIPAL MANAGER
Good Governance and Public Participation	To enhance and implement systems and procedures towards accountable local governance.	Effective Public participation	GGPP01	Ensure functional Ward Committees	Number of ward committee meetings held/ Year (15 wards) (1 meeting per month)	Number of ward committee meetings held/ Year (15 wards) (1 meeting per month)	180	180	0	180	45	45	45	45	ATTENDANCE REGISTERS OF WARD COMMITTEES	ALL WARDS
Financial Viability and Financial Management	To Effectively Manage Municipal Financial Resources in a Sustainable and Accountable Manner	To Improve Budget Implementation in the Municipality	FVFM 01	Optimize the expenditure of capital budget	% of Capital expenditure budget implementation (actual capital expenditure / budget capital expenditure x 100)	% of Capital expenditure budget implementation (actual capital expenditure/budget capital expenditure x 100)	100%	100%	0	100%	25%	50%	75%	100%	SECTION 71 REPORTS	
			FVFM 02	Optimize revenue collection	% of cash collected from customers against billing	% of cash collected from customers against billing	100%	70%	0	70%	70%	70%	70%	70%	BILLING RECONCILIATION REPORT	FINANCE DEPARTMENT
			FVFM 03	Optimize Expenditure of operational budget	% of Capital Budget (CAPEX) spent on repairs and maintenance of infrastructure	% of Capital Budget (CAPEX) spent on repairs and maintenance of infrastructure	8%	8%	0	8%	2%	3%	5%	8%	SECTION 71 REPORT	
			FVFM 04	Financial viability expressed in ratios	Debt coverage Ratio: Total operational revenue less operational grants/ debt service payment due within the financial year	Debt coverage Ratio: Total operational revenue less operational grants/ debt service payment due within the financial year	2:1	2:1	0	2:1				2:1	AFS	
					Outstanding service debtors to revenue ratio: Total outstanding service debtors /	Outstanding service debtors to revenue ratio: Total outstanding service debtors /	1:1	1:1	0	1:1				1:1	AFS	

					annual revenue from services	annual revenue from services										
					Costs coverage ratio:((available cash less unspent conditional grants less overdraft) plus short term investments) divided (by monthly fixed operating expenditure less depreciation, amortization, prov for bad debts, impairment and loss of disposal of assets)	Costs coverage ratio:((available cash less unspent conditional grant less overdraft) plus short term investments) divided (by monthly fixed operating expenditure less depreciation, amortization, prov for bad debts, impairment and loss of disposal of assets)	2	2	0	2	2	2	2	2	SECTION 71 REPORTS	
			FVFM 05	Updating of Fixed Asset Register	Number of updates made on the assets register with regard the physical verification of assets	Number of updates made on assets register with regard the physical verification of assets	2	2	0	2		1		1	ASSETS REGISTER	
			FVFM 06	To ensure the effective running of Supply Chain Management †	Convening of BEC meetings within 30 working days after the closing date of an advert (Yes)	Convening of BEC meetings within 30 working days after the closing date of an advert (Yes)	BEC meetings convened within 30 working days after the closing date of an advert (Yes)	N/A	YES	BEC meetings convened within 30 working days after the closing date of an advert (Yes)	BEC meetings convened within 30 days after the closing date of an advert (Yes)	BEC meetings convened within 30 days after the closing date of an advert (Yes)	BEC meetings convened within 30 days after the closing date of an advert (Yes)	BEC meetings convened within 30 days after the closing date of an advert (Yes)	ADVERT & ATTENDANCE REGISTERS OF BEC MEETINGS	
			FVFM 07		Convening of BAC meetings within 14 working days after the BEC meetings (Yes)	Convening of BAC meetings within 14 working days after the BEC meetings (Yes)	BAC meetings convened within 14 working days after the BEC meetings (Yes)	YES	N/A	BAC meetings convened within 14 working days after the BEC meetings (Yes)	BAC meetings convened within 14 working days after the BEC meetings (Yes)	BAC meetings convened within 14 working days after the BEC meetings (Yes)	BAC meetings convened within 14 working days after the BEC meetings (Yes)	BAC meetings convened within 14 working days after the BEC meetings (Yes)	ATTENDANCE REGISTERS OF BAC MEETINGS	
			FVFM 08	Maintenance of Unqualified opinion	Ensuring and maintaining the Unqualified Audit Opinion	Ensuring and maintaining the Unqualified Audit Opinion	YES	YES	N/A	YES			YES		AUDIT REPORT	
			FVFM 09		Number of repeat audit findings from Auditor General	Number of repeat audit findings from Auditor General	0	0	0	0			0		ACTION PLAN	
			FVFM09	Ensuring risk action plans are attended to	Percentage of action plans attended	Percentage of action plans attended	100%	75%	14%	75%	20%	40%	60%	75%	SUMMARY OF ACTION PLANS IMPLEMENTED ANALYSIS	
			CRCI01	Implementation of the Spatial Planning Land Use & Management † Act	% of applications processed within the legal timeframes	% of applications processed within the legal timeframes	100%	100%	0	100%	100%	100%	100%	100%	RESOLUTIONS & PLANNERS REPORTS	MUNICIPAL MANAGER

	Emergency preparedness, A rapid and effective response to disasters and, Post-disaster recovery and rehabilitation	To mitigate the effect of disasters	CRCI02	Functional Disaster Management Centre	Percentage response to reported disasters	Percentage response to reported disasters	100%	100%	0	100%	100%	100%	100%	100%	100%	DISASTER MANAGEMENT REPORTS	SOCIAL SERVICES
			CRCI04	Ensuring compliance and safeguarding of community by enforcing national and local legislation	Number of traffic fines issued	Number of traffic fines issued	600	800	0	600	150	150	150	150	REPORT ON TRAFFIC FINES ISSUED		
	Ensure the implementation of the Integrated Development Plan (IDP)	Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services	CRCI05	Adoption and Implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services	Date of adoption of the IDP	2021/2022 IDP Adoption	30 Jun-22	30-Jun-21	None	30 Jun-22				30 Jun-22	COUNCIL RESOLUTION	CORPORATE SERVICES	
					Number of critical services identified and included in the IDP		10	10	0	10				10	IDP DOCUMENT ON THE WEBSITE		
				Maintenance of Unqualified opinion	Ensuring and maintaining the Unqualified Audit Opinion	Ensuring and maintaining the Unqualified Audit Opinion	YES	YES	N/A	YES			YES		AUDIT REPORT		
					CRCI06	Number of repeat audit findings from Auditor General	Number of repeat audit findings from Auditor General	0	0	0	0			0		ACTION PLAN	
					CRCI07	Ensuring risk actions plans are attended to	Percentage of action plans attended	Percentage of action plans attended	100%	88%	0	88%	20%	40%	60%	88%	SUMMARY OF ACTION PLANS IMPLEMENTED ANALYSIS