



THIRD QUARTER REPORT 2019/20

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### THIRD QUARTER INSTITUTIONAL PERFORMANCE REPORT (JAN-MAR 2019/20)

#### **1. Background**

The outcome of 2019/2020 mid-year assessment analysis prompted the council to conduct an adjustment budget in terms of section 28 of the MFMA. Furthermore, National Treasury notice 317 Of 2019 on municipal cost containment measures saw the municipality removing programs from the SDBIP. The municipality programs were reduced from **149** to **123**.

#### **2. Purpose**

The purpose of this report is to give feed-back regarding the institutional performance per Key Performance Area (KPA) scorecard for the third quarter of 2019/20 financial year. The institutional scorecard is derived from the SDBIP. This report is based on information received from the municipal directorates for third quarter assessment of performance ending March 2020. The report is submitted to the internal audit for auditing purpose.

### 3. Executive Summary

This report is an objective view of institutional performance based on the Service Delivery and Budget Implementation Plan (SDBIP) for third quarter 2019/20. **Detailed score card (SDBIP report) is attached as an annexure.**

Below is the Municipality's service delivery performance report as at third quarter (31 March 2020). Where targets are not been achieved, challenges and corrective measures are specified. The corrective measures are designed to ensure that all targets are achieved by the end of the financial year. This quarter **107** Key Performance Indicators were assessed. **62** Key Performance Indicators which constitute **58%** met their targets and **45** Key Performance Indicators which constitute **42%** did not meet targets. The breakdown per KPA is as follows:

KPAs	Number of Targets	Targets Achieved	% Achieved	Targets not Achieved	% not achieved
Spatial Rationale	7	4	57%	3	43%
Basic Services and Infrastructure Development	35	20	57%	15	43%
Local Economic Development	4	3	75%	1	25%
Financial Viability	18	14	78%	4	22%
Good Governance and Public Participation	27	11	41%	16	59%

Municipal Transformation and Organizational Development	16	10	63%	6	37%
<b>Overall Organizational Performance</b>	<b>107</b>	<b>61</b>	<b>58%</b>	<b>46</b>	<b>42%</b>

#### 4. Comparison between 2<sup>nd</sup> quarter and 3<sup>rd</sup> Quarter

KPA's	SECOND QUARTER			THIRD QUARTER		
	Number of Targets	Targets Achieved	Targets Not Achieved	Number of Targets	Targets Achieved	Targets Not Achieved
SPATIAL RATIONAL	7	5	2	7	4	3
BASIC SERVICE	32	15	17	35	20	15
LED	3	3	0	4	3	1

FINANCIAL VIABILITY	16	13	3	18	14	4
GOOD GOVERNANCE	37	30	7	27	11	16
MUNICIPAL TRANSFORMATION	18	13	5	16	10	6
TOTAL TARGETS	113			107		
TARGETS ACHIEVED	79			61		
TARGETS NOT ACHIEVED	34			46		
%	70%			58%		

NB: The Municipality performed better in the second quarter (70%) compared to the quarter under review (58%)

### 5. Summary of none –achieved targets, reasons for none achievement and corrective measures

Project	Targets	Third Quarter Status	Actual Progress	Challenges	Recommended Corrective Action To Be Taken
		2019/2020	(Achieved/Not Achieved)		

100% SPATIAL CATEGORIE

Update of LUMS	All buildings plans approved in 90days of the receipt	34 buildings plans received and 28 approved within 90 days	Not Achieved	Clients have not submitted requested supporting documents	All future application will be screened prior consideration
SPLUMA campaigns	1	0	Not Achieved	SPLUMA Campaigns due to cost-containment measures put into effect	Future campaigns to be conducted during week days at no cost to the municipality.
Land Use Management Scheme campaigns	1	0	Not Achieved	SPLUMA Campaigns due to cost-containment measures put into effect	Future campaigns to be conducted during week days at no cost to the municipality.
<b>KPA 2 - BASIC SERVICE DELIVERY KEY PERFORMANCE INDICATORS</b>					
<b>TECHNICAL SERVICES</b>					
Maruleng indoor sports centre	Roof and glazing completed	Roof completed and 70% on glazing	Not Achieved	Delay on manufacturing of the window frames	Glazing will be completed on the 4th quarter.
Callias Sports Field	50% concrete footing for grand stand	0%	Not Achieved	Due to minimal budget grand stand was taken out from the current financial year budget.	Grand stand will be constructed on the 2020/21 financial year budget.

Electricity	10		Contractor not appointed (scoping report completed)	Not Achieved	Lack of resources for the team to work at the height	Request submitted to SCM for procurement of service provider to maintained high mast light
Street lighting	37		0m road completed(tender advertised)	Not Achieved	Lack of resources for the team to work at the height	Request has been submitted to SCM to procure service provider to maintained street light on the 4th quarter
Roads and bridges	Maintenance of 77km of 308km road		Roofing in progress	Not Achieved	3rd quarter report could not be provided as the official responsible for maintenance is suspended	Director of Technical Services should take responsibility
Buildings	3		0	Not Achieved	Lack of skilled human resources to execute works	Municipality reliance to service providers. Capacitation of the unit is paramount.
Machines	3		2	Not Achieved	The 1 machine didn't need maintenance	To be maintained in fourth



Fencing of cemeteries and Landfilled site	5 graveyards fenced (smooth wire 4,88m thick and fully galvanised, gates, concrete for posts, diamond mesh & VIP toilets)	0	Not Achieved	Sitting of evaluation committee was suspended due to National lockdown	Project will be re advertise on the first quarter 2020/21
Fencing of London landfilled site	1 (smooth wire 4,88m thick and fully galvanised, gates, concrete for posts & diamond mesh completed)	0	Not Achieved	Sitting of evaluation committee was suspended due to National lockdown	Project will be re advertise on the first quarter 2020/21
<b>KPA 2: BASIC SERVICE DELIVERY KEY PERFORMANCE INDICATORS</b>					
<b>Budget and treasury</b>					
Office furniture	Development of specification and submission to budget and treasury for procurement of goods	No specification developed	Not Achieved	No Report	No Report
<b>KPA 2: BASIC SERVICE DELIVERY KEY PERFORMANCE INDICATORS</b>					
<b>COOPERATE SERVICES</b>					
software	Software upgraded	no software upgraded	Not Achieved	there was no approval from treasury	to advertise during the new financial year.

Access control	Appointment	No Appointment	Not Achieved	No Report	No Report
Two way radios	Development of specification and submission to budget and treasury	No specification	Not Achieved	No Report	No Report
Vehicles	3(Grader, cherry picker and TLB purchased)	0	Not Achieved	No Report	No Report
Office equipment	5(Office equipment's purchased)	0	Not Achieved	No Report	No Report
<b>KPA 2: LOCAL ECONOMIC DEVELOPMENT</b>					
LED Forums	1	0	Not Achieved	Awaiting review of LED Strategy	Forums to be conducted once LED Strategy has been reviewed
<b>REVENUE COLLECTION</b>					
Revenue collection	73%	60%	Not Achieved	The payment was made from debt owed by government department.	The municipality is still experience challenges with payment for rates

Personnel Expenditure	75%	68%	Not Achieved	None appointment on the S56 positions	and taxes from the farms Vacant S56 positions to be filled by 31 March 2020
Maintenance Expenditure	75%	41%	Not Achieved	Lack of fixed assets maintenance plan	Plan to develop fixed assets maintenance plan in progress. Routine maintenance is being prioritized by technical service department
Capital Expenditure	75%	58%	Not Achieved	Delay in appointment of service provider for own funded projects	service providers for own funding projects deferred to the financial year due to the outbreak of COVID-19 Which affected procurement activities
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION					
MUNICIPAL MANAGER					

External Auditing	75%	63%	Not Achieved	Most issues were earmarked for 4th quarter implementation. Year-end issues	Continues monitoring of the implementation on the action plan on a monthly basis
	75%	63%	Not Achieved	Most issues were earmarked for 4th quarter implementation. Year-end issues	Continues monitoring of the implementation on the action plan on a monthly basis
	75%	63%	Not Achieved	Most issues were earmarked for 4th quarter implementation. Year-end issues	Continues monitoring of the implementation on the action plan on a monthly basis
	100%	81%	Not Achieved	IA follow up report is updated as and when report are issued and agreed actions being monitored	Continues monitoring of the implementation of agreed actions on a monthly basis
	100%	87%	Not Achieved	Resolution register is updated upon each meeting	Continues monitoring of the resolution register monthly

Risk Management	% implementation of identified risks mitigations	70%	Not Achieved	Management not effectively implementing the agreed action to mitigate the risk	Awareness will be created to ensure the management implementation the agreed action
Corporate Services					
Public Participation	Number of public participation meetings (imbizos) held	0	Not Achieved	No report from public participation officer	No report from public participation officer
	Number of community feedback meetings held	0	Not Achieved	No report from public participation officer	No report from public participation officer
Complaints Management	% of complaints resolved	0%	Not Achieved	No report	No report
Traditional Leaders allowance	Number of traditional leaders receiving allowance for attending council meetings and activities	0	Not Achieved	Council dates clashes with the traditional deals calendar	Circular of council schedule meetings to traditional leaders at the beginning of the second quarter and meeting individual leaders to ascertain

						reasons for non-attendance
<b>Community services</b>						
Disaster Risk Management strategic planning session	Number disaster risks management strategic planning session held	0	Not Achieved	No report	No report	No report
Disaster Risk Management strategic planning session	Number of Disaster Risk Management Plan reviewed	0	Not Achieved	No report	No report	No report
PMS	Number of senior managers ( section 54 and S56) with signed performance agreements within prescribed timeframe	3	Not Achieved	None appointment on the S56 positions	Vacant S56 positions to be filled by 30 June 2020	
	Number of formal assessments conducted (S54 & 56)	0(No Mid-Year assessment conducted)	Not Achieved	Challenge of getting MM from another Municipality	To compile with the schedule for performance	

						assessment and send out invitations on time
				0	Number of other officials other than S 56 managers with Performance Plans	To appoint the Individual Performance Coordinator
				0	Amount actual spent( 1 % of the salary budget of municipality) on implementing workplace skills plan (National Indicator)	No report
Workplace skillsplan				0	Number of service providers with signed Service Level Agreement	No report
Legal Services				0	Number of Local Forum Meetings held	No report
Labour Forum						

## **6. Observations and Recommendations**

- Late submission of reports by directorates.
- Poorly compiled reports without POEs
- Insufficient time in preparation and auditing of institutional report.

### **It is then recommended that:**

1. Compilation of monthly departmental report with POEs
2. Failure to do so the office of the Municipal manager, must institute consequence management (Disciplinary actions).

## **7. CONCLUSION**

This comprehensive report was able to paint a clear picture on areas of strengths as well as weaknesses. It will be used as a yard stick to strengthen areas of achievements and improvements on areas of weaknesses for the fourth quarter report and Annual report.





THIRD QUARTER REPORT

SIGNED BY THE MUNICIPAL MANAGER

  
3/04/2020

MR. MAGABANE T.G

Performance Indicators and Targets for the following Key Performance Areas												
1. Spatial Rationale, 2. Basic Service Delivery, 3. Local Economic Development, 4. Financial Viability, 5. Good Governance and Public Participation, 6. Municipal Transformation												
Organisational Scorecard												
Year	Indicator	Target	Actual	Notes	Target	Actual	Notes	Target	Actual	Notes	Target	Actual
400	Ensure that Planning and Development is informed by the Spatial Development Framework	1 Spatial Development Framework implemented	1	Operational	1 Spatial Development Framework implemented	1	Operational	1 Spatial Development Framework implemented	1	Operational	1 Spatial Development Framework implemented	1
400	Ensure that Land Use Management Scheme is updated	Update of LUMS	98 plans approved within 30 days	Operational	30 days	30 days	Operational	7 Applications received and approved within 30 days	None	None	None	None
400	Ensure that GIS is updated	Update of GIS	11 conducted on the system within 90 days	Operational	90 days	90 days	Operational	34 buildings plans received and 28 approved within 90 days	None	None	None	None
400	Ensure that SPLUMA campaigns are conducted to educate communities about this act	SPLUMA campaigns conducted	4	Operational	4	68 000 (Adjusted)	Operational	0	1	0	1	0
400	Ensure LUMS campaigns are to educate communities about the usage of land	Land Use Management Scheme campaigns	4	(Adjusted)	4	0 (Adjusted)	(Adjusted)	0	1	0	1	0
400	Set aside an amount for the acquisition of land	Land acquisition for development	12,000,000	3,000,000	3,000,000	2,250,000	3,000,000	2,250,000	None	None	None	None
BASIC SERVICE DELIVERY PERFORMANCE INDICATORS												
500	To up grade a road from gravel to paved road	The Oaks internal streets	0.968km paved	825m	4 352 499 (Adjusted)	825m	825m commissioned	825m commissioned	None	None	None	None
500	To up grade a road from gravel to paved road	Sanlang graveyard access road	0m	4,150,000	4,150,000	420m	420m road commissioned	420m road commissioned	None	None	None	None
500	To up grade a road from gravel to paved road	Calais Internal Street	Appointment of a contractor	750,000	750,000	Project Advertisement	Designs Completed	Designs Completed	None	None	None	None

500	To up grade a road from gravel to asphalt road	Balloon access road	Number of kilometres of Balloon access road surfaced	0.2km	14,175,000	1.2km and a bridge	600m sub-base layer, 600m sub-base, and bridge deck completed	None	None	Achieved	Technical Services	Completion certificate
500	To rehabilitate a road	Rehabilitation of Hoedspruit internal streets	Number of metres of Hoedspruit internal streets surfaced	9km	7500000(Adjusted)	500m	Contractor site Establishment completed	None	None	Achieved	Technical Services	Completion certificate
500	To rehabilitate a road	Rehabilitation of Gaborone internal streets	Designs of 2 km road	Polished road	500 000(Adjusted)	Designs	Appointment of Consultant	None	None	Achieved	Technical Services	Detailed design report
500	To rehabilitate a road	Elsenburg access road	Number of metres of box cutting completed	0 km	4 000 000(Adjusted)	500m box cutting	Contractor appointment	None	None	Achieved	Technical Services	Progress reports
500	Construction of low level bridges	Manungu low level bridges	Number of low level bridges constructed	New	1 500 000(Adjusted)	4	Designs completed	None	None	Achieved	Technical Services	Detailed design report
500	To up grade a road from gravel to paved road	Bulswana access road	Number of kilometres of Bulswana access road paved	0 m	6,000,000	1.2 km	1.2km road commissioned	None	None	Achieved	Technical Services	Completion Certificate
500	To up grade a road from gravel to paved road	Madeira access road	Number of kilometres of Madeira access road paved	1km paving completed	455373,37(Adjusted)	1km	1km road commissioned	None	None	Achieved	Technical Services	Completion Certificate
500	To up grade a road from gravel to paved road	Willows access road	Number of metres of Willows access road paved	0.4km paved but not commissioned	5,000,000	900m	No target this quarter	N/A	N/A	N/A	Technical Services	Completion Certificate
500	To up grade a road from gravel to paved road	Newline-Ge-Farie access road	Number of metres of Newline-Ge-Farie access road paved	0m	9 000 000(Adjusted)	1km (1.5km)	1.5km road paved and commissioned	None	None	Achieved	Technical Services	Completion Certificate
500	To rehabilitate a road	Kampersar access road	Number of metres of Kampersar road rehabilitated	0m	750000(Adjusted)	600m (2km)	Site Establishment completed	None	None	Achieved	Technical Services	Completion certificate
500	To up grade a road from gravel to paved road	Worcester access road	Number of Kilometers of Worcester access road paved	0m	6,500,000	1.5km	No target this quarter	N/A	N/A	N/A	Technical Services	Completion Certificate
500	To up grade a road from gravel to paved road	Sodaya to Maitlonyong access road	Number of Kilometers of Sodaya Maitlonyong access road	New	500000(Adjusted)	Contractor Appointed (project advertisement)	Designs completed	None	None	Achieved	Technical Services	Appointment letter
600	Ensure the provision of refuse removal services	Refuse removal from households to the landfill site in Worcester	Number of households with basic waste removal/collection by 30/06/19	1126	8 000 000(Adjusted)	11 206	11,206	None	None	Achieved	Community Services	Quarterly reports
600			Number of commercial, institutional and industrial centres with access to solid waste removal services	50		50 business establishments	50 business establishments	None	None	Achieved	Community Services	Quarterly reports
500	Ensure the construction of indoor sports centre	Manungu indoor sports centre	% of indoor sports centre completed	85% on completion	7 722 259,54(Adjusted)	100% completion	Roof and glazing completed	30% glazing completed	Delay on manufacturing of the window frames	Not Achieved	Technical Services	Completion certificates
500	Ensure the construction of community hall	Lorraine community hall	Designs of community hall completed	New	500 000(Adjusted)	Designs completed	Appointment of Consultant	None	None	Achieved	Technical Services	Detailed design report

500	Ensure the construction of Sports Field	Calias Sports Field	% completion construction work of Calias Sports Field	20.02%	16 325 544(Adjusted)	60 % of sports field constructed	10%	50%	Due to minimal budget grand stand was taken out from the current financial year budget.	Grant stand will be constructed on the 2020/21 financial year budget.	Not Achieved	Technical Services	Progress reports
500	Ensure that municipal electrical assets are maintained ( high mast lights)	Electricity	Number of high mast lights maintained	New	200,000	30	0	10	Lack of resources for the team to work at the height	Request submitted to SCM for procurement of services provider to maintain high mast light	Not Achieved	Technical Services	Quarterly reports
500	Ensure appropriate maintenance of street lighting	Street lighting	Number of street lights maintained	36	300,000	148	0	37	Lack of resources for the team to work at the height	Request has been submitted to SCM to procure service provider to maintain	Not Achieved	Technical Services	Quarterly reports
500	Ensure appropriate maintenance of roads and bridges	Roads and bridges	Number km of municipal roads and bridges maintained	369.7 km	350,000(Adjusted)	308km	0	77	3rd quarter report could not be provided as the official responsible for maintenance is suspended	Director of Technical Services should take responsibility	Not Achieved	Technical Services	Quarterly reports
500	Ensure appropriate maintenance of buildings	Buildings	Number of municipal buildings maintained	13	350,000(Adjusted)	13	2	3	Lack of skilled human resources to execute works	Municipality reliance to service providers. Capacity of the unit is paramount.	Not Achieved	Technical Services	Quarterly reports
500	Ensure appropriate maintenance of vehicles	Routine maintenance of vehicles	Number of Vehicles maintained	10	1,000,000	10	10	10	None	None	Achieved	Corporate Services	Maintenance reports
500	Ensure appropriate maintenance of machines	Machines	Number of municipal heavy machines maintained	3(two graders and tractor)	2,000,000(Adjusted)	3	2	3	The 1 machine didn't need maintenance	To be maintained in fourth	Not Achieved	Corporate Services	Quarterly reports
500	Ensure the construction of community hall	Parks and gardens	Number of parks and gardens maintained	6	150,000	6	6	6	None	None	Achieved	Community Services	Quarterly reports
500	Ensure that cemeteries are fenced	Fencing of Cemeteries and Landfilled site	Number of cemeteries fenced	4	2,000,000	5	0	5	5 graveyards fenced (smooth wire 4,88m thick and fully galvanised, gates, natural lockdown	Project will be re advertised on the first quarter 2020/21	Not Achieved	Technical Services	Completion certificates
500	Ensure that landfill site is fenced	Fencing of London Landfilled site	Number of landfill site fenced	New	4,000,000	1	0	1	1 smooth wire 4,88m thick and fully galvanised, gates, concrete for posts & diamond mesh completed	Project will be re advertised on the first quarter 2020/21	Not Achieved	Technical Services	Completion certificates
300	To purchase office furniture	Office furniture	Number Office furniture purchased	2(Executive Tables,3 Ordinary chairs,65 High back chairs,70 Visitors chairs,14 Boardroom chairs and 600 chairs for 3 community halls	1,000,000	20 tables and 78 chairs	No specification developed	Development of specification and submission to budget and treasury for procurement of goods	None	None	Not Achieved	Budget and Treasury	Financial report
200	To purchase IT equipments	IT equipments	Number of IT equipments purchased	16 laptops	1,000,000(Adjusted)	100 laptops	No target this quarter	No target this quarter	None	N/A	N/A	Corporate Services	Financial report

200	Ensure the software is upgraded	Software upgraded	No software upgrade	900,000	Software upgraded	Software upgraded	no software upgraded	Software upgraded	there was no approval from treasury	to obsolete during the new financial year.	Not Achieved	Corporate Services	Reports
500	Ensure the upgrading of the existing access control equipments	Number of access control equipments upgraded	0	500,000	2	Appointment	No report	Appointment	None	None	Not Achieved	Corporate Services	Reports
600	Purchasing of plant and equipment (lawn mowers)	Number of lawn mowers purchased	now	250,000	10 lawn mower	Development of specification and submission to budget and treasury	Specification developed	None	None	None	Achieved	Community Services	Financial report
500	Purchasing and repair of air conditioners	Number of air conditioners Purchased	30	900,000	5	5 (Installation of air conditioners )	5	None	None	None	Achieved	Corporate Services	Financial report
500	Purchasing of two way radios	Number of two way radios purchased	0	600,000	2	Development of specification and submission to budget and treasury	No specification developed	Development of specification and submission to budget and treasury	None	None	Not Achieved	Community Services	Financial report
10	Purchasing of municipal vehicles	Number of vehicles purchased	14 (1 waste truck and other 7 bakkis 2 sections 1 taxi, 3 trucks vehicles)	7 850 000 (Adjusted)	3 (Grader, cherry picker and TLB)	3 (Grader, cherry picker and TLB purchased)	0	3 (Grader, cherry picker and TLB purchased)	None	None	Not Achieved	Corporate Services	Financial report
10	Purchasing of office equipment	Number of office equipments purchased	4	350,000	5	5 (Office equipments purchased)	0	5 (Office equipments purchased)	None	None	Not Achieved	Budget and Treasury	Financial report
<b>TOURISM DEVELOPMENT</b>													
400	Ensure that K2C is supported	Number of K2C programmes supported	3	200,000	4	2 (environmental monitors & river restoration)	2 (environmental monitors and river restorations programmes supplies	None	None	None	Achieved	SPED	Quarterly reports
400	Ensure that LED programmes are supported	Number of LED programmes supported	109	150,000	8	2	38 programmes supported / Issuing of Business B-BEE = 08 / Business Returns = 07 / Business Advising = 08 / CSD Registrations = 11 / Business Registration Process = 10	None	None	None	Achieved	SPED	Quarterly reports
400	Ensure that LED Forums are convened	Number of LED Forums convened	1	operational	2	1	0	1	Awaiting review of LED Strategy	Forums to be conducted once LED Strategy has been reviewed	Not Achieved	SPED	Quarterly reports
400	Ensure the promotion of Tourism in the municipal area	Number of existing tourism activities supported	7	30 000 (adjusted)	3	1 (Marula festival)	1 Marula Festival Supported from 24-29 February 2020 in Phalaborwa	None	None	None	Achieved	SPED	Quarterly reports

400	Ensure the creation of jobs through Expanded Public Works Programme	EPWP	Number of jobs created through EPWP (NKP)	270	150	No target this quarter	No target this quarter	No target this quarter	No target this quarter	N/A	N/A	N/A	N/A	Technical Services	Quarterly reports
300	Ensure credible valuation roll in place by 30 June 2019	Supplementary valuation roll (2019/2019)	# of supplementary taxes implemented	1	Operational	No target this quarter	No target this quarter	No target this quarter	No target this quarter	N/A	N/A	N/A	N/A	SPED	Summary of valuations, complete detail on financial system.
300	To enhance revenue	Revenue Enhancement	Number of revenue enhancement strategy reviewed	1	Operational	No target this quarter	No target this quarter	No target this quarter	No target this quarter	N/A	N/A	N/A	N/A	Budget and Treasury	2016/17 Enhancement Revenue Strategy
300	Ensure compliance to asset and inventory management policy (GRAP 17)	Asset and inventory management	% compliance to Asset standard (GRAP 17)	100%	Operational	100% compliance to Asset standard (GRAP 17)	100% compliance to Asset standard (GRAP 17)	100% compliance to Asset standard (GRAP 17)	100% compliance to Asset standard (GRAP 17)	None	None	None	None	Budget and Treasury	Quarterly reports
300	Ensure compliance to asset and inventory management policy (GRAP 17)	Asset and inventory management	Number of assets update schedules	12	Operational	3 Updated schedule of assets changes	3 Updated schedule of assets changes	3 Updated schedule of assets changes	3 Updated schedule of assets changes	None	None	None	None	Budget and Treasury	Quarterly reports
300	To fully comply with supply chain Regulation and National Treasury guide on procurement processes	Supply chain management	% compliance to SCM regulations	100%	Operational	100% compliance to SCM regulations	100% compliance to SCM regulations	100% compliance to SCM regulations	100% compliance to SCM regulations	None	None	None	None	Budget and Treasury	Quarterly reports
300	Improved financial viability	Cost coverage	Number of compliant in-year SCM reports submitted on time to Council and Treasury	12	Operational	3 SCM reports	3 SCM reports	3 SCM reports	3 SCM reports	None	None	None	None	Budget and Treasury	Quarterly reports
	Improved financial viability	Revenue collection	Number of acceptable months for municipal sustainability	14 months	Operational	3 months	3 months	11 Months	8 months	overperformance due to sound expenditure control	None	None	None	Budget and Treasury	Financial reports
	Improved financial viability	Revenue collection	% of revenue collected monthly	56%	Operational	73%	80%	60%	15%	The municipality is still experience challenges with payment for rates and taxes from the farms	None	None	None	Budget and Treasury	Financial reports
300	Improved financial viability	Debt coverage	% of debt coverage ratio	0%	Operational	0%	0%	0%	0%	None	None	None	None	Budget and Treasury	Financial reports
300	Ensure that budget management is line with MSCOA	MSCOA	% compliance to MSCOA (uniform reporting for municipalities)	100%	Operational	100%	100%	100%	100%	None	None	None	None	Budget and Treasury	Progress migration reports
300	To ensure compliance with budget and reporting regulations	MFMA reports	Number of S71 reports submitted to the major and provincial treasury within 10 working days of start of the month	12	Operational	3	3	3	3	None	None	None	None	Budget and Treasury	Quarterly reports
			Number of S52 reports submitted to Council within 30 days of the end of each quarter	4	Operational	1	1	1	1	None	None	None	None	Budget and Treasury	Quarterly reports
			Number of S72 reports submitted to Council and provincial treasury after assessment by the accounting officer by 25 January	1	Operational	1	1	1	1	None	None	None	None	Budget and Treasury	Mid-year report
			Number of Adjustment Budget reports submitted to Council in terms of S26	1	Operational	1	1	1	1	None	None	None	None	Budget and Treasury	Council Resolution
300	To ensure compliance with budget and reporting regulations		Number of MFMA reports submitted to council	20	Operational	20 Reports	20 Reports	5	5	None	None	None	None	Budget and Treasury	Council Resolutions

300	Submission of annual financial statements within prescribed timeframe	Submission of annual financial statements to the A-G within the prescribed timeframe	AFS submitted to A-G on 31/08/18	Operational	AFS submitted to A-G 31/08/18	No target this quarter	No target this quarter	No target this quarter	N/A	N/A	N/A	N/A	Budget and Treasury	AFS
200	Submission of Annual Performance Report within prescribed timeframe	Draft Annual Performance report submitted within regulated time	Draft Annual Performance report to AG on 31/08/18	Operational	Draft Annual Performance report to AG by 31/08/18	No target this quarter	No target this quarter	No target this quarter	N/A	N/A	N/A	N/A	Municipal Manager	APR
300	Improved management of municipal grants expenditure	% of personnel budget spent	74%	84170519(Adjusted)	100%	80%	75%	60%	7%	None	None	None	Budget and Treasury	Financial report
300	Ensure compliance to MIG expenditure	% compliance to MIG Expenditure	100%	26,182,000	100%	75%	75%	97%	-22%	None	None	Achieved	Budget and Treasury	Financial report
300	Improved allocation of maintenance budget	% of maintenance budget spent	49%	4,430,000(Adjusted)	100%	41%	75%	41%	34%	Lack of fixed assets maintenance plan	Plan to develop fixed assets maintenance plan in progress. Routine maintenance is being prioritized by technical service department	Not Achieved	Budget and Treasury	Financial report
300	Improved expenditure on capital budget	% of capital budget spent	80%	94,575,777(Adjusted)	100%	55%	75%	55%	17%	Delay in appointment of service provider for own funded projects	service providers for own funded projects deferred to the financial year due to the outbreak of COVID-19 Which affected procurement activities	Not Achieved	Budget and Treasury	Financial report
300	Ensure effective and efficient utilization of fleet	Number of quarterly reports submitted on fleet management	12	Operational	12	3	3	3	None	None	None	Achieved	Budget and Treasury	Quarterly reports
<b>2000 - 2001 - 2002 - 2003 - 2004 - 2005 - 2006 - 2007 - 2008 - 2009 - 2010 - 2011 - 2012 - 2013 - 2014 - 2015 - 2016 - 2017 - 2018 - 2019 - 2020 - 2021 - 2022 - 2023 - 2024 - 2025 - 2026 - 2027 - 2028 - 2029 - 2030 - 2031 - 2032 - 2033 - 2034 - 2035 - 2036 - 2037 - 2038 - 2039 - 2040 - 2041 - 2042 - 2043 - 2044 - 2045 - 2046 - 2047 - 2048 - 2049 - 2050 - 2051 - 2052 - 2053 - 2054 - 2055 - 2056 - 2057 - 2058 - 2059 - 2060 - 2061 - 2062 - 2063 - 2064 - 2065 - 2066 - 2067 - 2068 - 2069 - 2070 - 2071 - 2072 - 2073 - 2074 - 2075 - 2076 - 2077 - 2078 - 2079 - 2080 - 2081 - 2082 - 2083 - 2084 - 2085 - 2086 - 2087 - 2088 - 2089 - 2090 - 2091 - 2092 - 2093 - 2094 - 2095 - 2096 - 2097 - 2098 - 2099 - 2100</b>														
200	Ensure improved audit opinion	Number of improved audit opinion	Unqualified audit opinion (With findings)	4,500,000	Unqualified audit opinion	No target this quarter	No target this quarter	No target this quarter	N/A	N/A	N/A	N/A	Municipal Manager	A-G Auditing Action Plan progress report
200	Ensure improved audit opinion	% compliance to A-G Audit Action Plan (external auditing)	68%	Operational	100%	53%	75%	53%	12%	Most issues were earmarked for 4th quarter implementation, Year end issues	Continuous monitoring of the implementation on the action plan on a monthly basis	Not Achieved	Municipal Manager	A-G Auditing Action Plan progress report
200	To improve municipal internal controls and systems	Submit A-G Action Plan to Council by 31 January	Action plan submitted in February 2019		Submit A-G Action Plan to Council by 31 January	Submit A-G Action Plan to Council by 31 January	Submit A-G Action Plan to Council by 31 January	Submit A-G Action Plan to Council by 31 January	None	None	None	Achieved	Budget and Treasury	A-G Auditing Action Plan

								100%	Operational	58%	% of A-G queries resolved				75%	53%		12%	most issues were earmarked for 4th quarter implementation. Year end issues	Not Achieved	Budget and Treasury	Implementation reports
								100%	Operational	58%	% of internal audit findings resolved				75%	53%		12%	most issues were earmarked for 4th quarter implementation. Year end issues	Not Achieved	Budget and Treasury	Implementation reports
200	To promote good governance		Internal auditing	83%	800,000	100%	100%	100%	Operational	83%	% internal audit findings resolved				100%	83%		17%	IA Follow up report is updated as and when report are issued and agreed actions being monitored	Not Achieved	Municipal Manager	Council resolution and reports
200	To promote good governance		Audit Committee	38%	Operational	100%	100%	4	Operational	38%	% of Audit and Performance Committee resolutions implemented				100%	89%		11%	Resolution register is updated upon each meeting	Not Achieved	Municipal Manager	APC Resolution Register
200	To minimize corrupt activities		Fraud and corruption	0	Operational	4	4	4	Operational	4	Number of PMS audits conducted				1	1		None	None	Achieved	Municipal Manager	Quarterly reports
200	To promote good governance		Risk Management	70%	Operational	4	4	4	Operational	4	Number of audit committee meetings held				1	2		1	1 ordinary and 1 special meeting held	Achieved	Municipal Manager	Quarterly reports
200	To promote good governance		Risk Management	70%	Risk Based Internal Plan	0	All reported cases	All reported cases	Operational	0	Number of fraud and corruption cases investigated				1	0		0	No fraud and corruption cases reported.	Achieved	Municipal Manager	Quarterly reports
200	To promote good governance		Risk Management	70%	Operational	2	2	2	Operational	2	Annual review of strategic risks plan				1	No target this quarter	No target this quarter	N/A	N/A	Not Achieved	Municipal Manager	Council resolution and reports
200	To promote good governance		Risk Management	70%	Operational	16	16	16	Operational	16	% implementation of identified risks mitigations				100%	70%		30%	Senior management created to ensure the agreed action to mitigate the risk.	Not Achieved	Municipal Manager	Council resolution and reports
200	To promote good governance		Risk Management	70%	Operational	2	2	2	Operational	2	Number of risk assessments conducted				1	No target this quarter	No target this quarter	N/A	N/A	Not Achieved	Municipal Manager	Quarterly reports
200	To promote good governance		Risk Management	70%	Operational	2	4	4	Operational	2	Number of institutional Risk Management Committee meetings held				1	1		None	None	Achieved	Municipal Manager	Quarterly reports
200	To promote good governance		MPAC	70%	Operational	16	16	16	Operational	16	% of MPAC resolutions implemented				100%	100%		None	None	Achieved	Corporate Services	MPAC Resolutions register
10	Ensure effective and efficient functioning of Council		Council function and support	16	Operational	4	4	4	Operational	16	Number of council sittings supported				1	3		None	None	Achieved	Corporate Services	Quarterly reports
				15	Operational	4	4	4	Operational	15	Number of executive committee meetings held				1	3		None	None	Achieved	Corporate Services	Quarterly reports



		21	Operational	16	4	0	4	None	None	Not Achieved	Corporate Services	Quarterly reports
	Number of schedule portfolio committees meetings held	21		16	4	0	4	None	None	Not Achieved	Corporate Services	Quarterly reports
DP Strategic Plan - Community Development												
200	To promote community participation and accountability	7	650,000	4	1	0	1	No report received	No report received	Not Achieved	Corporate Services	Quarterly reports
	Number of public participation meetings (Imbizos) held	7		4	1	0	1	No report received	No report received	Not Achieved	Corporate Services	Quarterly reports
200	To promote accountability	56	Operational	56 (4 per ward)	14	0	14	No report received	No report received	Not Achieved	Corporate Services	Quarterly reports
	Number of community feedback meetings held	56		56 (4 per ward)	14	0	14	No report received	No report received	Not Achieved	Corporate Services	Quarterly reports
200	Complainants Management	100%	Operational	100%	100%	0%	100%	No report received	No report received	Not Achieved	Municipal Manager	Complainants Management Register
	% of complainants resolved	100%		100%	100%	0%	100%	No report received	No report received	Not Achieved	Municipal Manager	Complainants Management Register
10	Ensure effective and efficient functioning of ward committees	14	3,807,000	14	14	0	14	No report received	No report received	Not Achieved	Corporate Services	Quarterly reports
	Number of functional ward committees	14		14	14	0	14	No report received	No report received	Not Achieved	Corporate Services	Quarterly reports
10	Ensure effective and efficient functioning of ward committees	148	operational	148	42	0	42	No report received	No report received	Not Achieved	Corporate Services	Quarterly reports
	Number of monthly ward committees reports submitted	148		148	42	0	42	No report received	No report received	Not Achieved	Corporate Services	Quarterly reports
200	Ensure effective and efficient communication	Communication strategy reviewed and implemented annually	65 560(Adjusted)	Communication strategy reviewed and implemented annually	Implementation of the Strategy	Strategy Implemented	None	None	None	Achieved	Municipal Manager	Council Resolution & quarterly reports
	Communication strategy reviewed and implemented annually	Communication strategy reviewed and implemented annually		Communication strategy reviewed and implemented annually	Implementation of the Strategy	Strategy Implemented	None	None	None	Achieved	Municipal Manager	Council Resolution & quarterly reports
10	Provide requisite support to needy learners	6	650,000	4	4	4	4	None	None	Achieved	Corporate Services	Quarterly reports
	Number of learners supported	6		4	4	4	4	None	None	Achieved	Corporate Services	Quarterly reports
10	Ensure that traditional leaders receive allowance for attending council meetings	0	12,000	4	4	0	4	Council status clashes with the traditional deals calendar	Circular of council schedule meetings to traditional leaders at the beginning of the second quarter and meeting individual leaders to ascertain reasons for clash	Not Achieved	Corporate Services	Financial report
	Number of traditional leaders receiving allowance for attending council meetings and activities	0		4	4	0	4	Council status clashes with the traditional deals calendar	Circular of council schedule meetings to traditional leaders at the beginning of the second quarter and meeting individual leaders to ascertain reasons for clash	Not Achieved	Corporate Services	Financial report
200	Ensure that DRM strategic planning session is held in order	0			1	0	1	No report received	No report received	Not Achieved	Community Services	Quarterly reports
	Number disaster risks management strategic planning session held	0			1	0	1	No report received	No report received	Not Achieved	Community Services	Quarterly reports
200	Ensure that DRM strategic planning session is held in order	1			1	0	1	No report received	No report received	Not Achieved	Community Services	Reviewed DRM Plan
	Number of Disaster Risk Management Plan reviewed	1			1	0	1	No report received	No report received	Not Achieved	Community Services	Reviewed DRM Plan
200	Ensure that DRM strategic planning session is held in order to appropriate response to disaster management	6	400 000(Adjusted)	4	1	1(26 February 2020)	None	None	None	Achieved	Community Services	Quarterly reports
	Number disaster risks management awareness campaigns held	6		4	1	1(26 February 2020)	None	None	None	Achieved	Community Services	Quarterly reports
DP Strategic Plan - Quality of Life												
500	Provide support to designated groups	4	0(Adequated)	4		No target this quarter	N/A	No target this quarter	No target this quarter	N/A	Municipal Manager	Quarterly reports
	Elderly	4		4		No target this quarter	N/A	No target this quarter	No target this quarter	N/A	Municipal Manager	Quarterly reports
500	Provide support to elderly	1	0(Adequated)	1		No target this quarter	N/A	No target this quarter	No target this quarter	N/A	Municipal Manager	Reports
	Marriage 16 Days of activism	1		1		No target this quarter	N/A	No target this quarter	No target this quarter	N/A	Municipal Manager	Reports
600	Provide support to HIV/AIDS initiatives	20	0(Adequated)	12		No target this quarter	N/A	No target this quarter	No target this quarter	N/A	Municipal Manager	Quarterly reports
	HIV/AIDS awareness programmes	20		12		No target this quarter	N/A	No target this quarter	No target this quarter	N/A	Municipal Manager	Quarterly reports

600	Provide support to designated groups	Gender programme	Number of gender meetings held	1		0(A-adjusted)	4	No target this quarter	N/A	N/A	N/A	N/A	Municipal Manager	Quarterly reports
600	Provide support to designated groups	Women's month programme	Number of women's month activities initiated and supported	2		0(A-adjusted)	2	No target this quarter	N/A	N/A	N/A	N/A	Municipal Manager	Reports
600	Congratulate mothers who give birth on the 1st January	New born baby	Number of hospital visits			10(A-adjusted)	1	No target this quarter	N/A	N/A	N/A	N/A	Municipal Manager	Quarterly reports
600	Provide support to designated groups	Wandering youth programmes	Number of youth initiatives initiated supported	0		31 000(A-adjusted)	6	No target this quarter	N/A	N/A	N/A	N/A	Municipal Manager	Quarterly reports
600	Ensure that Mayoral sports tournament is organised	Mayoral sports tournament	Number of Mayoral sports tournament held			2 69150(A-adjusted)	2	No target this quarter	N/A	N/A	N/A	N/A	Community Services	Quarterly reports
600	Provide support to designated groups	Disability Programme	Number of disability forum meetings held	4		0(A-adjusted)	4	No target this quarter	N/A	N/A	N/A	N/A	Municipal Manager	Quarterly reports
600	Encourage and reward best performance	Awards to best performing schools	Number of schools receiving awards	1		0(A-adjusted)	3	No target this quarter	N/A	N/A	N/A	N/A	Municipal Manager	Reports
600	Provide support to arts and cultural programmes	Arts & cultural support programme	Number of arts and cultural initiatives supported	4		7 980 (Adjusted)	4	No target this quarter	N/A	N/A	N/A	N/A	Community Services	Quarterly reports
600	Provide support to learners through education guidance	Educational programmes	Number of career exhibition held			2 0(A-adjusted)	1	No target this quarter	N/A	N/A	N/A	N/A	Community Services/Municipal Manager	Quarterly reports
600	Ensure that road awareness campaigns are held	Active Alive	Number of active alive campaigns held	11		0(A-adjusted)	2	No target this quarter	N/A	N/A	N/A	N/A	Community Services	Quarterly reports
600	Ensure that greening initiatives are initiated	Greening programme	Number of greening initiatives initiated	2		0(A-adjusted)	2	No target this quarter	N/A	N/A	N/A	N/A	Community Services	Quarterly reports
600	Ensure that educational awareness campaigns on waste management are held	Educational Awareness campaign on waste management	Number of awareness campaigns on waste management organised	1		0(A-adjusted)	1	No target this quarter	N/A	N/A	N/A	N/A	Community Services	Quarterly reports
600	Ensure that the driver of the year competition is held	Driver of the year	Number of the driver of the year competitions held	1		0(A-adjusted)	1	No target this quarter	N/A	N/A	N/A	N/A	Corporate Services	Quarterly reports
600	Ensure that energy forums are hosted	Energy Forum	Number of energy forums hosted	0		0(A-adjusted)	4	No target this quarter	N/A	N/A	N/A	N/A	Technical Services	Quarterly reports
600	Ensure that library awareness campaigns are held	Library awareness campaigns	Number of library awareness campaigns held	3		0(A-adjusted)	4	No target this quarter	N/A	N/A	N/A	N/A	Community Services	Quarterly reports
600	Ensure that the driver of the year competition is held	Hosting Go Lomisa Morula event	Number of events hosted	1		0(A-adjusted)	1	No target this quarter	N/A	N/A	N/A	N/A	SIFED	Quarterly reports
600	Ensure that SAMISA event	SAMISA	Number of events hosted	New		15 000(Adjusted)	1	No target this quarter	N/A	N/A	N/A	N/A	Community Services	Quarterly reports

600	Ensure that cleaning campaigns are held in villages	Cleanest village campaigns held	1	(Adjusted)		No target this quarter	No target this quarter	N/A	N/A	N/A	Community Services	Quarterly reports
<p><b>200</b> Ensure that IDP/Budget are done within the legislated framework</p> <p><b>200</b> To ensure that IDP strategies are reviewed</p> <p><b>200</b> Sustain management of performance for Section 54 &amp; 56 Managers</p> <p><b>200</b> Sustain management of performance for other officials other than Section 54 &amp; 56 Managers</p> <p><b>200</b> Promote institutional accountability and compliance to PMS framework</p> <p><b>200</b> Promote institutional accountability and compliance to PMS framework</p>												
200	Ensure that IDP/Budget are done within the legislated framework	IDP/Budget adopted by Council on the 31 May 2019	1	800,000	Adopted by Council by 31 May 2020	Draft IDP/Budget by council on 2020-03-26	None	None	None	Achieved	Municipal Manager	Council resolution
200	To ensure that IDP strategies are reviewed	Number of strategic planning session held	1	290,000(Adjusted)		No target this quarter	No target this quarter	N/A	N/A	N/A	Municipal Manager	Report
<p><b>200</b> Sustain management of performance for Section 54 &amp; 56 Managers</p> <p><b>200</b> Sustain management of performance for other officials other than Section 54 &amp; 56 Managers</p> <p><b>200</b> Promote institutional accountability and compliance to PMS framework</p> <p><b>200</b> Promote institutional accountability and compliance to PMS framework</p>												
200	Sustain management of performance for Section 54 & 56 Managers	Number of senior managers (section 54 and 56) with signed performance agreements within prescribed timeframe	2	Operational		0	3	3	None appointment on the 56 positions	None	Municipal Manager	Signed Performance Agreements
200	Sustain management of performance for other officials other than Section 54 & 56 Managers	Number of formal assessments conducted (S54 & 56)	0	Operational		1 (mid-year for 2019/20)	Q1/Q2 Mid-Year assessment conducted	1 (Mid year assessment)	Challenge of getting NMA from another Municipality	Not Achieved	Municipal Manager	Assessment reports
200	Promote institutional accountability and compliance to PMS framework	Number of in-year performance management reports submitted to Council	4	Operational		20	0	20	To appoint the individual Performance Coordinator	Not Achieved	Corporate Services	Performance Plans
200	Promote institutional accountability and compliance to PMS framework	Number of Annual and oversight reports adopted within stipulated timeframes	1	Operational		1	Annual and oversight reports adopted by March 2020	None	None	Achieved	Municipal Manager	Quarterly reports
<p><b>10</b> Ensure capacitated work force</p> <p><b>10</b> Ensure that municipalities appoint people with the necessary skills that will enable them to accelerate the delivery of basic services</p>												
10	Ensure capacitated work force	Skills Development	24	2,800,000(Adjusted)		20	25	5	None	Achieved	Corporate Services	Training reports
10	Ensure that municipalities appoint people with the necessary skills that will enable them to accelerate the delivery of basic services	Workplace skills plan (Technical skills)	10	Operational		No target this quarter	No target this quarter	N/A	N/A	N/A	Corporate Services	Quarterly reports
10	Ensure that municipalities appoint people with the necessary skills that will enable them to accelerate the delivery of basic services	Workplace skills plan (Spatial Planning skills)	10	Operational		No target this quarter	No target this quarter	N/A	N/A	N/A	Corporate Services	Quarterly reports

10	Strengthen the effectiveness and efficiency of municipal minimum competency requirements	Workplace skills plan (Minimum competency requirements) (financial management)	Number of municipal personnel with financial minimum competency requirements	9		No target this quarter	No target this quarter	N/A	N/A	N/A	Corporate Services	Quarterly reports
10	Ensure that people from equity target are appointed in the three highest levels of the municipal management	Employment Equity Plan	Number of staff complement with disability	5	Operational	5	5	None	None	Achieved	Corporate Services	EE reports
10	Ensure that people from equity target are appointed in the three highest levels of the municipal management in compliance with the approved EEP	Employment Equity Plan (NKP)	Number of people from employment equity target group employed in the three highest levels of the municipality (National indicators)	2	Operational	No target this quarter	No target this quarter	N/A	N/A	N/A	Corporate Services	EE reports
10	Ensure that HR Working Groups sessions are held	HR Working Groups	Number of sessions held	4	0 (Adjusted)	1	1	None	None	Achieved	Corporate Services	Reports
10	Ensure that Team Building sessions are held	Strategic planning Ethics	Number of team building sessions held	1	0 (Adjusted)	No target this quarter	No target this quarter	N/A	N/A	N/A	Corporate Services	Reports
<b>100% Strategic Objectives (BID) - Reporting and Information</b>												
10	Ensure capacitated work force	Workplace skillplan	Amount actual spent (1% of the salary budget of municipality) on implementing workplace skills plan (National Indicator)	1,500,000	2,800,000 (Adjusted)	375,000	No report	375,000	No report received	No report received	Corporate Services	Financial report
10	Maximize efficiency of payroll management	Payroll management	% accuracy on payroll information	100%	89,264,355 (Adjusted)	100%	100%	None	None	Achieved	Corporate Services	Payroll report
10	Ensure compliance of overtime regulation	HR Management (Overtime management)	% compliance to overtime regulation	100%	3,314,012 (Adjusted)	100%	100%	None	None	Achieved	Corporate Services	Overtime report
10	Provide requisite legal support	Legal Services	Number of labour grievances resulting in law suit against the municipality	0	1,500,000 (Adjusted)	0	0	None	None	Achieved	Corporate Services	Report
10	Ensure that the municipality has SLA with all service providers	Legal Services	Number of service providers with signed Service Level Agreement	24		5	0	5	No report received	No report received	Corporate Services	Quarterly reports
10	Ensure sound labour practices	Labour Forum	Number of Local Forum Meetings held	3	OPEX	1	0	1	No report received	No report received	Corporate Services	Quarterly reports
10	Ensure safe and healthy working environment	OHS	Number of in-year compliance reports on OHS generated	4	250,000	1	1	None	None	Achieved	Corporate Services	Quarterly reports
<b>100% Strategic Objectives (BID) - Reporting and Information</b>												
10	To ensure implementation of law-enforcement	Policy development by-laws and reviews	Number of by-laws developed/reviewed	15	Operational	No target this quarter	No target this quarter	N/A	N/A	N/A	Corporate Services	Policy and by-law register
			Number of by-laws promulgated	1	Operational	No target this quarter	No target this quarter	N/A	N/A	N/A	Corporate Services	Policy and by-law register

	To ensure that policy workshop is held	Policy workshop	Number of policy workshops held	1	250 000	1		No target this quarter	No target this quarter	N/A	N/A	N/A	N/A	N/A	N/A	Corporate Services	Invitations & attendance register
	Providing and improving compliance to municipal regulatory environment	Policies	Number of policies developed/reviewed	57	Operational	15		No target this quarter	No target this quarter	N/A	N/A	N/A	N/A	N/A	N/A	Corporate Services	Policy and by-law register