

CHAPTER FOUR: INSTITUTIONAL TRANSFORMATION

1. POLITICAL STRUCTURE

Senqu Municipality was established in terms of the Provincial Gazette Extraordinary, 28 February, Notice 22 of 2000 (with a number of subsequent amendments). Senqu Municipality is a Category B Municipality. Senqu Municipality was established to be a Collective Executive system type (MSA 117 of 1998)". Council consists of 37 Councillors of which 19 are Ward Councillors and 18 are Proportional Elective Councillors. In addition Traditional Authorities form part of the Council.

Council is responsible for taking political decisions in relation to service delivery issues and playing an oversight role. Council meetings occur once per quarter. Special Council meetings are only convened whenever there is an urgent issue that needs to be discussed and an urgent decision needed to be taken.

Executive Committee Meetings

It is constituted by the Mayor of the municipality as the Chairperson, Political Heads of the Standing Committees of various departments in the municipality and the top management of the municipality. The Mayor as the Chairperson convenes the meetings of the Executive Committee every month.

Standing Committees

The purpose of the Standing Committees is to discuss and recommend certain actions be implemented by the Executive Committee or Council. Standing Committees are as follows:

- Corporate and Support Services Standing Committee
- Integrated Planning, Monitoring and Evaluation Standing Committee
- Technical Services Standing Committee
- Finance Standing Committee
- Community Services Standing Committee

These Standing Committees are chaired by the Portfolio Councillors who form part of the Executive Committee.

The other members of the Standing Committees are Councillors elected by the Council representative of all political parties, Traditional Leaders and the administration of the department concerned. Standing committees meet on a monthly basis.

2. POWERS AND FUNCTIONS

Power & Function	Senqu's Capacity	Responsible Department
Air Pollution	The municipality has no financial resources to develop an air quality plan or engage specific staff for the function	Community Services
Building Regulation	The Municipality has engaged a building inspector but currently has limited resources to engage personnel and ensure implementation of by laws	Technical Services
Child care facilities	The Municipality is in the process of ensuring that current facilities meet minimum health and safety requirements	Community Services
Electricity and gas reticulation	The municipality only has the power to supply electricity within the urban areas. The rural areas are supplied by ESKOM	Technical Services
Fire fighting Services	The Municipality has the function but not the capacity to fulfil the service which is why the District Municipality provides fire fighting services on its behalf	Community Services
Local Tourism	The municipality promotes local tourism in the region and the activities of local tourism organisation	IPME
Municipal Airports	The Municipality has no designated airports anymore	
Municipal Planning	The Municipality has an IDP and SDF which is reviewed annually	IPME and Technical Services
Municipal Health Services	The Municipality only controls waste management as the District Municipality is responsible for food control, water quality, chemical safety, communicable disease control, vector control, environmental pollution control, disposal of the dead and control premises. This is because the District Municipality has the capacity as these areas form part of the Environmental Health Practitioners scope of work. The municipality may only license a food premise after the District provides a permit indicating that the premise meets the standards required	Community Services
Municipal Public Transport	The municipality does not have this function as it does not operate any public transport and the District Municipality has the power to regulate passenger transport services	Technical Services

Power & Function	Senqu's Capacity	Responsible Department
Pontoons, ferries, jetties, piers and harbours	The municipality is not on the coast	
Stormwater management systems in built up areas	The municipality has the power and function	Community Services & Technical Services
Trading regulations	The municipality fulfils this function through various by laws	Community Services
Potable water and sanitation services	The Joe Gqabi District Municipality fulfils the role of both WSA and WSP	
Beaches and amusement facilities	The municipality has no beaches but maintains its public spaces	Community Services
Billboards and display of advertisements in public places	The municipality has by laws to regulate this activity but due to limited resources struggles to enforce them	Community Services
Cemeteries, funeral parlours and crematoria	The Municipality licences these premises once the District Municipality issues a certificate of compliance	Community Services
Cleansing	The municipality regularly cleans streets and public spaces within the urban areas as it lacks capacity and resources to do so in rural areas	Community Services
Control of public nuisances	The Municipality has by laws pertaining to this function but lacks the capacity to enforce by laws	Community Services
Control of undertakings that sell liquor to the public	The Municipality has by laws pertaining to this function but lacks the capacity to enforce by laws	Community Services
Facilities for the accommodation, care and burial of animals	There are no pet cemeteries or kennels in the municipal area	Community Services
Fences and fencing	The Municipality ensures that public areas are fenced and safe and has by laws around fencing of properties	Community Services
Licensing of dogs	The municipality does not license dogs but has by laws pertaining to the keeping of domestic pets	Community Services
Licensing and control of undertakings that sell food to the public	The District Municipality monitors the premises and issues certificates of compliance after which the Municipality may license the premise	Community Services
Local Amenities	The Municipality ensures that places are kept clean and mown and that community halls are functional but lacks the financial resources to ensure that all areas of scenic, natural, cultural and historical value and interest are well maintained	Community Services and IPME
Local sport facilities	The Municipality maintains municipal owned sport facilities in the urban areas	Community Services

Power & Function	Senqu's Capacity	Responsible Department
Markets	No markets exist in the municipal area	
Municipal abattoir	The Municipality does not own any abattoirs and the District Municipal Health services are responsible for ensuring that abattoirs in the area maintain hygiene standards	
Municipal parks and recreation	The Municipality ensures that places are kept clean and mown.	Community Services
Municipal roads	The Municipality does try to build and maintain municipal roads but due to decades of neglect the financial resources are insufficient to meet the demand	Technical Services
Noise pollution	The Municipality lacks the resources to monitor noise pollution but there are by laws	Community Services
Pounds	The Municipality does operate some pounds but due to limited financial resources fails to keep all animals off the road	Community Services
Public places	The municipality does own commonages around the urban areas but struggles to enforce livestock management or prevent land invasion due to limited human and financial resources	Community Services
Refuse removal, refuse dumps and solid waste disposal	The Municipality does do refuse removal in urban areas but due to financial and human resource constraints fails to adhere to all waste management site regulations	Community Services
Street trading	The Municipality has by laws pertaining to the function but has limited capacity to enforce the by laws	Community Services
Street lighting	The Municipality provides street lighting in urban areas but still has a high backlog in new housing developments due to financial constraints and the age of the network	Technical Services
Traffic and parking	The Municipality has limited capacity to control traffic within its area but does provide a drivers licence testing facility	Finance

3. ADMINISTRATIVE STRUCTURE AND LOCATION

The municipality has offices in the following towns with the main office located in Lady Grey.

Lady Grey	Barkly East	Sterkspruit	Rossouw	Rhodes
Main building Old age home building Technical Services	Main building Traffic Department Library – not municipal building	Main office building Boiling Pot Transido Library	Community hall	1 office

Department Library Care giving Centre	Ekhephini Radio Station Home of disabled building	Bunga hall offices MPCC TEBA building Cultural Centre		
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The current office accommodation is insufficient as the municipality has amended its organizational structure which has increased the number of staff establishment. In addition the office in Sterkspruit was burnt down due to protest action and repairs have been delayed due to further protest action. In addition payment facilities for municipal services are only rendered at the Main municipal building based in Lady Grey.

Senqu Municipality implements its Integrated Development Plan through its administration structures headed by the Municipal Manager with the following Departments:

- Municipal Manager's Office responsible for strategic management and internal audit
- Department: Budget and Treasury responsible for expenditure, income, supply chain management, traffic and budget planning
- Department: Corporate and Support Services responsible for administration, document management, labour relations, capacity building, maintenance of buildings and secretariat services for Council
- Department: Community and Social Services responsible for waste management, cleansing, disaster management, community facilities and library services
- Department: Technical and Engineering Services responsible for electricity in urban areas, project management unit, ISD, access roads, storm water maintenance, housing, town planning and land administration
- Department: Integrated Planning, Monitoring and Evaluation responsible for PMS, IDP, LED, monitoring and evaluation, customer care, communication, legal compliance, public participation, governance, risk management, IGR and special programmes.

The current Organogram for all departments is attached as Annexure 2. The administration is headed by the Municipal Manager, Mr. Yawa. The top management consists of five Section 56 Managers, three males and two females who report directly to the Municipal Manager, Mr. Yawa. All Section 56 Managers have been appointed and will sign their annual Performance Agreements aligned to the IDP, budget and SDBIP by 30 July 2014.

4. ORGANISATIONAL STRUCTURE

The organogram was approved on 30 May 2012. On 28 February it was reviewed and the following amendments were made: Post of Fleet Assistant were included as an initial error was made in respect of the transfer of water and sanitation to JGDM, Fleet Management Unit was moved from Corporate Services to Technical Services, PMU Unit moved back to technical Services, Post for Driver of the Speaker was included after a change in Legislation.

All employees have job descriptions within the organogram. The entire organogram indicating filled and unfilled posts is contained in a document which is available from the Corporate Services Department and on the municipal website.

Table 38: Total cost to populate organogram

	Salaries	Housing allowance	Compensation Comm	Medical Aid	Pension	UIF	Bargain Council	Bonus	Leave reserve	Tel	Skills levy	Total
Executive	3 602 160		36 022	247 680	222 180	38 137	792	211 549	130 305	73 200	36 022	459 8046
IPME	3 975 744		39 757	518 952	591 100	41 723	936	196 601	162 745	56 400	39 757	5 623 717
Corporate	3 510 672		35 107	577 920	489 629	37 622	1 224	251 550	146 503	36 000	35 107	5 121 334
Budget & treasury	5 784 932	18 792	57 849	990 720	1 066 339	61 542	2 016	369 247	250 944	60 000	57 849	8 720 230
Less meter readers	331 212		3 312	165 120	89 427	3 588	288	27 601	18 744		3 312	642 605
Sub Total	5 453 720	18 792	54 537	825 600	976 912	57 954	1 728	341 646	232 199	60 000	54 537	8 077 625
Road transport	2 584 944		25 849	866 880	697 935	28 004	1 512	215 412	132 792		25 849	4 579 178
Technical	1 487 076		14 871	165 120	118 338	16 110	360	123 923	56 657	12 000	14 871	2 009 325
Housing	911 868		9 119	206 400	246 204	9 879	360	75 989	43 663		9 119	1 512 600
Road transport	1 623 168		16 232	660 480	438 255	17 584	1 152	135 264	87 101		16 232	2 995 468
Electrical services	1 787 604	12 528	17 876	371 520	306 036	19 664	792	178 763	78 885	19 200	17 876	2 810 744
Plus meter readers	331 212		3 312	165 120	89 427	3 588	288	27 601	18 744		3 312	642 605
Sub total	2 118 816	12 528	21 188	536 640	395 463	23 252	1 080	206 364	97 629	19 200	21 188	3 453 349
Community	1 523 796		15 238	257 484	283 161	15 843	432	60 473	66 062	24 000	15 238	2 261 726
Libraries	484 020		4 840	206 400	130 685	5 244	360	40 335	26 275		4 840	903 000

	Salaries	Housing allowanc e	Compen sation Comm	Medical Aid	Pension	UIF	Bargain Council	Bonus	Leave reserve	Tel	Skills levy	Total
Community halls	1 671 072		16 711	949 440	451 189	18 103	1 656	139 256	98 294		16 711	3 362 433
Waste Manage	5 045 676		50 457	2 889 600	1 362 333	54 661	5 040	420 473	297 523		50 457	10 176 220
TOTAL	33 992 732	31 320	339 927	8 908 596	6 403 383	364 116	16 632	2 418 835	1 577 751	280 800	339 927	54 674 019

(Source Corporate Services 2013)

The organogram has 291 posts. Out of these 200 were funded and have all been filled. The abridged organogram is contained in Annexure 2.

There is a budget to fill 8 posts for 2013/2014.

The table below reflects the filled and unfilled posts per departments.

Municipal Manager	Corporate Services	Finance	IPME	Technical Services	Community Services
11 posts on organogram 8 filled 1 to be filled before June 2013	31 posts on the Organogram 16 is filled 1 to be filled April 2013	<u>BUDGET & TREASURY</u> 37 posts on organogram 21 filled 1 to be filled before June 2013 TRAFFIC 35 posts on organogram 7 filled 13 to be filled before June 2013	21 posts on organogram 11 filled	7 posts on organogram 4 filled HOUSING 9 posts on organogram 4 filled to be filled in 2013 ELECTRICITY 18 posts on organogram 9 filled 2 to be filled before June 2012 ROADS 68 posts on organogram 15 filled PMU UNIT	9 posts on organogram 4 filled WASTE MANAGEMENT 87 posts on organogram 69 filled HALLS & FACILITIES 33 posts on organogram 22 filled LIBRARY 6 posts on organogram 6 filled

Table 39: Filled and Unfilled posts per organogram (Source Corporate Services 2013)

				6 posts on organogram 4 filled	
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Table 40: New appointments for 2011/12 FY

Name & Surname	Employee Number	Department	Position	Date of Appointment
S. Kama	3008	Community	Team Leader Driver	01 July 2011
B.P. Phori	0046	Community	General Assistant (Semi – Skilled)	01 July 2011
R.S. Motlatsi	0093	Community	General Assistant (Semi – Skilled)	01 July 2011
A.Mbudede	3003	Community	General Assistant	01 July 2011
M. Seyisi	0113	Corporate Services	Fleet Management Officer	01 August 2011
N. Ndlangwe	0109	Mayoral	PA/Secretary	01 August 2011
O. Bambilawu	0043	MM' Office	PA/Secretary	01 August 2011
V. Makeba	0121	Community Services	Ranger	01 September 2011
R. Matseletsele	3002	BTO	Natis Clerk	01 September 2011
T.M. Mhlomi	0126	IPME	Building Inspector	01 September 2011
S. Constable	0127	BTO	Cashier	01 October 2011
M. Busakhwe	3019	Technical Services	General Assistant	01 October 2011
K.G Mdlalana	0059	BTO	Creditors Clerk	01 December 2011
M. Nkopane	0128	BTO	Municipal Finance Intern	01 December 2011
X. Jack	0132	Technical Services	Supervisor Call Centre Operator	01 December 2011
N.E. Languza	0130	Technical Services	Call Centre Operator	01 December 2011
M.T. Hoho	0131	Technical Services	Call Centre Operator	01 December 2011
B.C. Rozani	0129	Technical Services	Call Centre Operator	01 December 2011
N. Mangali	0133	Community Services	Assistant Librarian	01 December 2011
T.R Lerabe	3115	BTO	Traffic Officer	01 December 2011
T.J. Qayiso	3116	BTO	Traffic Officer/Examiner	01 December 2011
M.S. Ntyebe	0013	Technical	Heavy Plant Operator	01 April 2012

Name & Surname	Employee Number	Department	Position	Date of Appointment
		Services		
M. Ninzi	0068	Community Services	Assistant Librarian	01 April 2012
S. Ganyathi	3117	Community Services	General Assistant	01 April 2012
L. Majikijela	0014	Technical Services	Senior Electrician	01 June 2012

Source: Corporate Services 2013

The table below indicates contract workers

Table 41: Contract Workers

INITIAL AND SURNAME	DESIGNATION	DEPARTMENT	CONTRACT PERIOD
1. MM. YAWA	MUNICIPAL MANAGER	MM'S OFFICE	5 YEARS
2. T. WONGA	DIRECTOR: CORPORATE SERVICES	MM'S OFFICE	5 YEARS
3. CNL GOLOGOLO	DIRECTOR: COMMUNITY SERVICES	MM'S OFFICE	5 YEARS
4. R. CROZIER	DIRECTOR: TECHNICAL SERVICES	MM'S OFFICE	5 YEARS
5. C. VENTER	CFO	MM'S OFFICE	5 YEARS
6. P. BUSHULA	DIRECTOR: IPME	MM'S OFFICE	5 YEARS
7. S. BOTHA	COO	MM'S OFFICE	5 YEARS
8. X. MNINZELWA	MANAGER: COMPLIANCE	IPME	5 YEARS
9. T VAN ZYL	MANAGER: HR AND LR	CORPORATE SERVICES	5 YEARS
10. R GODSSON	MANAGER: ADMINISTRATION AND COUNCIL SUPPORT	CORPORATE SERVICES	5 YEARS
11. ML THERON	MANAGER: IGR / STAKEHOLDERS INVOLVEMENT / COMMUNICATION	IPME	5 YEARS
12. L. TOBBEN	ELECTRO ELECTRICAL ARTISAN	TECHNICAL	5 YEARS
13. J.J VAN RENSBURG	ELECTRO PRINCIPLE ENGINEERING ASSISTANT/ ELECTRICIAN	TECHNICAL	5 YEARS
14. K FOURIE	BUDGET AND TREASURY OFFICE	FINANCE	5 YEARS
15. P. BROOKS	PMU MANAGER	TECHNICAL	5 YEARS
16. N. CHAMANE	SENIOR AUDIT EXECUTIVE	MM'S OFFICE	5 YEARS

Source: Corporate Services 2013

Employment Equity

The previous Employment Equity Plan of the Municipality expired and the Municipality developed a new five year plan for 2012-2016 with targets. A report on 2012 equity report was acknowledged by the Department of Labour on the 4th January 2013

In terms of local demographics, the following ratios should apply for employment: 98.3% are Black, 0.57 % Coloured, 0.15 Indians and 0.97% white. Senqu does not have any people with disability in the workplace.

Table 42: Employment Equity staffing levels

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL	Black	Female
	A	C	I	W	A	C	I	W	M	F			
Top management	2	0	0	2	2	0	0	0	0	0	6	71.5%	42.90%
Senior Management	0	0	0	1	0	0	0	0	0	0	1	0%	0%
Professionally Qualified and experienced specialists and mid-management	7	0	0	1	12	0	0	3	0	0	23	82.60 %	65.20 %
Skilled Technical and academically qualified workers, junior management, supervisors, foremen and superintendents	11	1	0	1	1	0	0	1	0	0	15	86.70 %	13.40%
Semi-skilled and discretionary decision making	29	0	0	0	13	3	0	0	0	0	45	100%	35.60%
Unskilled and defined decision making	64	2	0	0	26	0	0	0	0	0	92	100%	28.30%
Temp Employees	6	1	0	0	5	1	0	0	0	0	13		
TOTAL	118	4	0	5	59	5	0	4	1	0	196		
TOTAL PERMANENT	61.2 %	1.6 %	0%	2.7 %	29.5%	2.2%	0%	2.2 %	0.5 %	0%	100 %	94.50 %	31.70%
Temporary employees	46.2 %	7.7 %	0%	0%	38.5%	7.7%	0%	0%	0%	0%	100%	61.60 %	46.20%
GRAND TOTAL	60.2 %	2.0 %	0%	2.6%	30.1%	2.6%	0%	2.0 %	0.5 %	0.5%	100%	94.90 %	32.70%

Source: EE Plan 2013

Males dominate all levels from the top to unskilled level apart from at the professional level. Blacks are fairly represented at all levels except senior management level. These levels should be monitored to ensure equitable representation.

As part of the transformation endeavours of Senqu Municipality, serious attention should be given to female representation at senior management, semi-skilled and unskilled levels. In short; employment equity across the municipality is quite good but more women are required in top structures.

Goals to rectify imbalances where they occur are represented in the table below.

Table 43: Employment Equity Goals

Occupational Levels	%	Designated										Total	Vacancies
		Male				Female				Foreign Nationals			
		A	C	I	W	A	C	I	W	Male	Female		
Top Management	Current	2	0	0	2	2	0	0	0	0	0	6	0
	Target 2012												0
	2013												0
	2014												0
	2015												3
	Goals 2016		1			2							0
14-16	Current	0	0	0	2	0	0	0	0	0	0	2	16
Senior Management	Target 2012					1	1						14
	2013	2	1		1	3	0		1				4
	2014	1				1							3
	2015					1							2
	Goals 2016		1										0
10-13	Current	10	1	0	2	14	0	0	3	0	0	30	40
Professionally qualified and	Target 2012												40

Occupational Levels	%	Designated										Total	Vacancies
		Male				Female				Foreign Nationals			
		A	C	I	W	A	C	I	W	Male	Female		
experienced specialists and mid management	2013	3	1										28
	2014	2	1										22
	2015	3	1										14
	Goals 2016	3	2		1	4	3		1				0
	7-9	Current	7				12						19
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Target 2012	1	1			2	1						10
	2013				1	2							7
	2014	1	1				1						4
	2015					1			1				2
	Goals 2016	1				1							0
3-6	Current	39	1			6	1					47	67
Semi-skilled and discretionary decision making	Target 2012												
	2013	3	2			5	2						55
	2014	12	4			10	1						28
	2015	1	1			7	5						14
	Goals 2016	1	1			6	6						
2	Current	65	1			17						83	18
Unskilled and defined decision making	Target 2012												18
	2013					3	2						13

Occupational Levels	%	Designated										Total	Vacancies
		Male				Female				Foreign Nationals			
		A	C	I	W	A	C	I	W	Male	Female		
	2014					2	2						9
2015		2			2							5	
Goals 2016		1			2	2						0	

Source: EE Plan 2013

In order to successfully implement the 2012-2016 equity plan , the following resources will be required:

Programme	Quantity	Resources
Awareness	183	R 100 000
Diversity management programmes	183	R 100 000
Discrimination awareness programmes	183	R 100 000
EE Trainings	183	R 100 000

Source: EEP 2013

For the 2012/13 year the following training occurred

Date	Activity	Target Group	Costs	No
15/02/13	Awareness	Directors	R 50 000	7
2/03/13	Awareness	Employees	R 250 000	196
8 March 2013	Diversity management	Employees, Directors, Councillors	R 50 000	196

3 April 2013	Discrimination awareness	Employees, Directors, Councillors	R 50 000	196
15 April 2013	EE trainings	Employees, Directors, councillors	R 50 000	196

Source EE Plan 2013

The **Employment Equity Forum consisting** of Cllr Mziki, director of Corporate Services, COO, 2 professionals, 2 technical persons, 1 general worker, 1 plant operator and 3 clerical workers including municipal Unions ensure that the plan is implemented by monitoring the implementation, giving feedback to employees, revising the plan annually and preparing an annual report for the Department of Labour.

SKILLS RETENTION

The municipality has skills retention and a scarce skills retention policy but experiences difficulties attracting these types of staff and keeping them due to the rural nature of the municipality and the fact that it can't offer competitive salaries. The scarce skills policy will be approved by Council by end June 2013 where after it can be implemented. After the scarce skills policy has been adopted, the Scarce skills Committee will have to identify the scarce and critical skills.

HR STRATEGY & WSP

The municipality does have an HR strategy. This was adopted on the 30 November 2010 (Annexure 7). It will be replaced by the SALGA one when this is finalised and adapted to the municipal requirements. It does need to be reviewed as it gives no long term plan for the municipality.

The HR strategy promotes recruitment and selection strategy, work place skills and employment equity, EAP, skills retention and lastly promotion and succession. The scope of the strategy includes induction training and staff orientation, implementation of the workplace skills plan, implementation of a training policy and study bursary scheme, succession planning and career pathing and employee assistance programme (EAP).

The goal of the induction programme is to ensure that the new employee feel comfortable in his new working environment, becomes as productive as possible in the shortest possible period and is given every opportunity to succeed in his new job , without being set up for failure. The strategy for ensuring this is to: ensure that employees are recruited in accordance with a council approved recruitment and selection policy which takes into account the provisions of the employment equity act; implementing staff orientation interventions which means taking the employee through a step by step process to ensure that they become familiar with the municipal service as quickly as possible; presenting an induction training course that covers matters like the spheres of government, council structure and committee systems, organogram etc and lastly training in the municipal IDP and PMS..

Implementation of the **WSP** means an annual compilation of the organisation's prioritised training needs based on the IDP. This is done by the **SDF**. The goals of the annually adopted WSP are to capacitate staff members by implementing training interventions based on identified needs and to comply with the skills development act. This is done by budgeting for training and reclaiming funds from the relevant SETA.

In order for training to occur the Training Committee makes recommendations to the necessary structure to approve the following:

- Bursaries for unemployed - The committee makes recommendations for the Municipal Manager to approve
- For staff training programmes and bursaries the approval is done by Director corporate services. After the implementation of trainings programmes the SDF compiles a report for the training committee members for notification
- Internships are pre-approved by Director Corporate Services and approved by Municipal Manager
- Trainees get selected through the normal recruitment and selection processes of the Municipality

A training policy and study bursary policy have been adopted by Council and the aim is to develop the knowledge, skills and attitudes of all municipal employees, set out the roles and responsibilities of those involved in training and lastly to assist financially disadvantaged employees to finance their own training and development. Ultimately this will ensure the optimum utilization of human resources at all levels of the organisation and contribute to the personal aspirations of the individual.

The succession planning and career pathing is to enable managers to plan for their staff requirements for forthcoming years. A policy has been developed which will ensure that the necessary arrangements

are made to ensure that suitably qualified people are available to fill posts and that each staff member's potential is developed to its fullest extent and that there is a career mapped out for him in the municipal service.

Lastly the employee assistance programme is to assist in the identification and resolution of productivity problems of employees impaired by personal concerns but not limited to health. The goals of the programme are to ensure that staff members with personal problems are offered counselling, guidance and assistance to overcome them, to ensure that hr staff are fully trained to provide this assistance where necessary and to promote the wellbeing, productivity and moral of all employees (HR Strategy, 2010)

HR policies consist of the recruitment and selection policy, the leave policy, bursary policy, remuneration policy, promotions and transfer policy, travel and subsistence policy, standby and overtime policy, relieving allowance policy.

Annually a skills audit is done and a WSP developed and adopted by Council. A training committee also assists in prioritising training. However due to lack of financial resources, the WSP is seldom completed on an annual basis.

Training conducted for the 2011/12 financial year was conducted at the cost of R 361 798.58. The following numbers were trained:

Table 44: Training 2012

Employment category	Race											PWD			% trained
	African		Coloured		Indian		White		Total		Total	M	F	Total	
	M	F	M	F	M	F	M	F	M	F					
SOC 100 Legislators	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SOC 100 Directors and Corporate Managers	2	2	0	1	0	0	2	0	4	3	7	0	0	0	
Soc 200 Professionals	16	12	1	0	0	0	4	3	21	15	36	0	0	0	
Soc 300 Technicians and Trade workers	4	0	1	0	0	0	0	0	5	0	536	0	0	0	
Soc 400 Community and Personal Service Workers	5	5	0	0	0	0	0	0	5	5	10	0	0	0	

Soc 500 Clerical and Administrative Workers	2	10	0	3	0	0	0	0	2	13	15	0	0	0	60
Soc 700 Machine Operators and drivers	3	0	0	0	0	0	0	0	3	0	3	0	0	0	14
Soc 800 Labourers	84	15	2	0	0	0	0	0	86	15	101	0	0	0	100
Apprentices	12	0	0	0	0	0	0	0	12	0	12	0	0	0	
TOTALS	128	44	4	4	0	0	6	3	138	51	189	0	0	0	

Source: WSP Reports 2012

24 people were trained in ABET, 1 went on a municipal leadership development, 98 were trained in LED, 1 on IDP Learnership, 100 ward committees trained, 2 road Learnerships and 3 in water services skills programme. This was all as part of the LGSETA scarce skills programme.

All training programmes that are being implemented for Staff and Councillors are linked to the IDP objectives and they are effective to staff. As a result they are able to perform their duties. The insufficient training budget for Councillors is challenging in that out of 37 councillors only twelve were trained in this current financial year. In the previous financial year 189 Officials were trained and no Councillors. In this financial year 137 Officials and 12 Councillors were trained. The LGSETA gave an amount of R234 774.26 for the 2012/13 financial year.

For the 2013/14 financial year training is envisaged for the following:

- Road construction, survey, operator certificates for TLB, graders and compactor trucks
- Electricity construction design and metering
- Computer courses
- Time management
- Stock control
- Environmental management
- Environmental health law
- MA Public administration
- Information science
- SCM audit on processes and procedures
- Financial auditing
- Internal Auditor board exams
- Secretarial course
- CPMD
- Strategic Management
- Project management
- Financial management for non financial persons

- Marketing
- Events management
- Municipal compliance
- Performance audit
- Facilitation
- Accounting
- Municipal financial specific course eg property rates, deeds etc
- Traffic Officer training
- B.Com
- Archives
- Customer care
- OHS
- First Aid
- LED
- Local government law
- Waste management

INTERNAL CONTROL PROCEDURES

If the Code of Conduct is not adhered to by either staff or Councillors, disciplinary action is being instituted. Currently there is only 1 finalised case involving 2 employees –outcome was final written warning. There are still 3 outstanding cases. It is a challenge to secure the services of trained personnel to preside / prosecute over disciplinary enquiries.

The LLF is not fully functional. 2 meetings were held in 2012/2013 financial year and one must still sit on the 27 June 2013. As a result many processes have been delayed like the implementation of the PMS to beyond S56 employees

Record keeping and Information Technology

The Council has approved the Records Management Policy, Central Registry Manual and Access to Information Manual during its Council Meeting held on the 27 March 2013 which regulates the access to information. Furthermore, with the assistance of the Provincial Archivist from Department of Sports, Recreation, Arts and Culture training was conducted on the 12 June 2013 to the municipality's employees on the following aspects:

- ❖ Archival legislation and the role of Provincial Archives and Records Services

- ❖ Roles and responsibilities of users in File Plan implementation
- ❖ Importance of good record keeping practices
- ❖ Identification and care of different categories of records
- ❖ Allocation of reference numbers in correspondences
- ❖ Records maintenance
- ❖ Understanding the logic of the file plan

The IT Manager ensures that the IT policy is followed and that all staff members sign the policy acknowledging their role in keeping the municipal IT system safe from intruders. In addition the server room is kept locked at all times.

PROTEST ACTIONS

No staff protest actions were held in the previous & current financial year.

Mitigating measures are as follows:

- There is a Strike Management Committee (which sits only when there is a protest action)- comprised of Corp Services Director/MM , LR &HR Practitioner, 1 Cllr & organised labour rep.
- There is Essential Services Agreement
- Provisions prescribed in the LRA , Act 66 of 1995 (ss 64 – 77) are / will be followed.

There have however been community protest actions in Sterkspruit since September 2012. The protesters wish to have their own municipality in Sterkspruit. The municipality has responded to all allegations relating to it directly.

It can't take any decisions relating to municipal demarcation as these are done at a national level. It has however taken legal action to prevent any further destruction of municipal property like the burning down of its offices in Sterkspruit and to prevent protestors from threatening and hindering staff and Councillors from fulfilling their legal and mandated jobs. The Municipality has been fully co-operative of all provincial and national attempts to resolve the protest.

INSTITUTIONAL COHESION

The municipality run wellness days to promote institutional cohesion. A netball and soccer team have been developed to play at the SALGA games as well as play against other sector departments and municipalities.

In addition the Induction programme is also tailored to make employees feel part of the institution and promote institutional cohesion. The soon to be launched internal newsletters will also help promote institutional cohesion.