

“Good Governance is not about what you do, or do not do – it’s about what is expected of you.”

Chapter 7: Recovery Plan



PART 1: INTRODUCTION AND PURPOSE

7.1 INTRODUCTION AND BACKGROUND

This Recovery Plan is a response from George Municipality to a directive from the Department of Cooperative Governance and Traditional Affairs (Cocta) to develop and implement a turn around strategy (TAS) for each Municipality in the Country. The main objectives set by Cocta for TAS are the following:

- Ensure that municipalities meet the basic service needs of communities.
- Build clean, effective, efficient, responsive and accountable local government.
- Improve performance and professionalism in municipalities.
- Improve national and provincial policy, oversight and support.
- Strengthen partnerships between communities, civil society and local government.

The intention is to move away from a “one size fits all” approach to a more municipal specific approach. The intention is that the Strategy should be part of the Municipal IDP and Budget and be consulted with the community.

7.2 PURPOSE

The purpose of this document is to reflect George Municipality’s Recovery Plan as it was adopted in August 2010. This Recovery Plan replaced the Turn Around Strategy that was adopted in May 2010 as part of the Reviewed IDP and Budget.

7.3 APPROACH AND IMPLEMENTATION OF THE RECOVERY PLAN

Through various work sessions the Municipality identified critical issues that needed urgent attention. The consensus is that should the Municipality be able to attend to all these issues, it will result in an improved organisation and service delivery. It was also agreed that the term “Turn Around Strategy” is not applicable to the situation in George since high level of service delivery takes place, compared to other Municipalities which is in dire straights financially and in providing services. The term Recovery Plan is thus more applicable to George Municipality.



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Each Directorate is responsible for implementation of those issues applicable to that particular Directorate. Monthly reporting is done at Senior Management level and quarterly reporting to Council and the Department of Local Government, Western Cape.

7.4 RECOVERY PLAN OF GEORGE MUNICIPALITY

The following table reflects the Recovery Plan of George Municipality as it was adopted by Council in August 2010.

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GEORGE MUNICIPALITY RECOVERY PLAN IMPLEMENTATION TEMPLATE

Classification	Issues	Status Quo	Changed Situation (Objective)	Actions Required	Time	Responsible Person(s)	Cost
	Name the identified challenge/concern in your Department (organizational issues)	Give a short description of the identified issue or challenge. Be as descriptive as possible, but also as brief as possible	What should the ideal situation be like? Be as specific as possible. (Time bound)	What actions/steps are required to change the situation and reach the objective	The date when the corrective action will be completed	Who will be responsible in the department for the actions	Indicate the cost of the actions
Institutional	Inability to implement application tracking in housing section	Equipment is in place but there is no staff to operate it – plan scanning. Training of other departments not yet undertaken. Application process still being tested and revised – Staff needed at Registry to scan all documents as they cannot go missing. Still reliant on hardcopy files as it is the most reliable method.	<ul style="list-style-type: none"> • Training of staff • Completion of trial run • Provide 1 computer and 1 high volume scanner for scanning of town planning documents • Provision of 1 admin officer at Registry to undertake scanning • All hardcopy files should be scanned and placed in an electronic archive. 	<ul style="list-style-type: none"> • Provide 1 admin officer to scan building plans and train officer accordingly. • Capacity of the server should be increased, new server provided. 	<ul style="list-style-type: none"> • 1 July 2011 • 1 July 2011 	<ul style="list-style-type: none"> • Corporate Services should investigated • Corporate Services • Planning and Housing • IT 	R140 000
Institutional	Too much time being consumed by officials handling general queries	Public queries are channeled through various departments. Most queries are generic and can usually be answered in terms of a “most frequently	<ul style="list-style-type: none"> • Central helpdesk on ground floor 	<ul style="list-style-type: none"> • Corporate Services to investigate feasibility of the central front desk 	<ul style="list-style-type: none"> • July 2011 • 1 Sept. 2011 	<ul style="list-style-type: none"> • Corporate Services • Dept’s • IT 	To be determined R0

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		asked questions” system. Most queries also relate to obtaining and the filling in of application forms. A central helpdesk will assist in addressing most general queries freeing up the officials to undertake other tasks.		<ul style="list-style-type: none"> Employ and/or redeploy admin officials – 1 from each department (7) Appointment of : Senior Administrative Officer R201 968 Provide office equipment, computers, to access central information library – “frequently asked questions” 	<ul style="list-style-type: none"> 1 Aug. 2011 July 2011 	<ul style="list-style-type: none"> M A De Beer E F Herandien 	R40 000 R201 968
Institutional & Personnel	Ineffective interaction and monitoring of Housing Waiting list by dedicated person.	This is done as an additional function by reception personnel and not monitored sufficiently.	The waiting list must be accessible using certain fields to search for information.	Develop a database. Information should be captured in the database.	<ul style="list-style-type: none"> 1 July 2010 December 2011 	B. Badenhorst	To be established .
Institutional	Historic transfers not updated and a backlog of transfers	Personnel must handle old transfers together with new ones. To determine ownership is timeous and usually a difficult process.	To transfer all these properties as soon as possible.	<ul style="list-style-type: none"> Updating of property lists Transfer of properties 	x300 transfers of old housing scheme p/a	B. Badenhorst	R 0 -00

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Institutional	Administration of the selling of vacant housing erven	Currently the selling of housing properties is not done effectively.	<p>To put an effective system in place for the selling of housing erven.</p> <p>To provide the necessary supply of sites for the demand</p> <p>To address the current backlog</p>	<ul style="list-style-type: none"> Updating of property list Tender processes <p>Organogram to be amended to appoint an Administration Officer: Housing Properties (R172,892.00) to deal with selling of properties and handle all queries in this regard. Computer: R5,206.47 Office equipment (Desk, chair, credenza) R5,950.00. Office space required.</p>	1 July 2011 – for system to be in place	B. Badenhorst	R184,048.47
Institutional	Lack of corporate culture and common vision	Inter departmental competitiveness, low morale and negativity, and a concept of a Board of Directors with a “Us vs them” approach	<p>Specific problem areas should be identified and a model should be created to measure present attitudes, set targets and monitor.</p> <p>The first step should be to do an internal personnel</p>	Appoint a service provider, do survey, identify problem areas, draw up a strategy, do workshops to attend to problem areas, re-survey results.	July 2011	C Venter to review vision and mission of Municipality as part of IDP process E. Riddles to	R1 500 000

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			satisfaction survey from Council level through the ranks.			improve organizational culture and internal personnel satisfaction survey	
Institutional	EPWP Programme and principles need to be in place in all departments	Currently only Civil Engineering is implementing and emphasizing the EPWP	All other Departments in the Municipality should apply the EPWP principles in project implementation	Training and capacity building of project managers of other Departments in EPWP	July 2011	J. Quinot	None
Management	OHSAct non-compliance	Compliance with OHSAct not managed adequately and currently departments do not comply with legislative requirements	Each department must have OHSAct manager. Corporate Services to have more effective organisational OHSAct compliance management section	OHSAct compliance officers must be appointed.	Immediately	All / HR	Cost dependent on T grading of officers and number required throughout the organisation
Management	Reliance on consultants	Currently a high reliance on the services of consultants	Reduce reliance on external consultants	Investigate the alternatives and total cost to the organization that this entails, compile a general report for Councils consideration	Nov 2010	All Senior Managers	Currently no cost
Institutional	Landfill space for	Green waste and	Composting facility for	Provide the	30 March	Manager	R2m

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	green waste and builders rubble	builders rubble – Current site full by Febr 2011	green waste and recycling facility for builders rubble.	infrastructure and invite tenders for the managing of the facility	2011	Cleansing and Environmental Health	(providing of infrastructure) R350 000 per year - operating cost
Institutional	Disposal of abattoir waste	Abattoir waste is currently disposed of in trenches.	Alternative methods such as incineration.	<ul style="list-style-type: none"> Given notice that the municipality will no longer accept abattoir waste. Incineration investigated. 	30 December 2010	Manager Cleansing and Environmental Health	Uncertain
Institutional	Disposal of used tyres	Used tyres disposed of at the landfill site for green waste	Recycling of tyres.	<ul style="list-style-type: none"> Provision for tyre storage; Investigate recycling possibility. 	30 June 2011.	Manager Cleansing and Environmental Health	R1m (Capital) R200 000 per year revenue budget.
Institutional	Refuse collection in rural areas	Residents in rural areas handle their own refuse	Refuse collection in the rural areas.	Appointments of refuse collection contractors.	01 July 2011	Manager Cleansing and Environmental Health	R1.5m
Institutional	Cemetery Registry	No referrals on pre-	Cemetery register of all	<ul style="list-style-type: none"> An integrated 	30 July	Manager Park &	± R300 000

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		cemetery.	burials.	computerized register;	2011	recreation	
Institutional	Lack of reliable Time keeping	All municipal staff do not comply strictly with official working hours.	Staff should comply with working hours that should be recorded electronically by means of a fingerprint time and attendance system.	Implementation of an electronic time- , vehicle tracking- and a manual meetings attendance system at all offices and workshops.	30 July 2011	Corporate Services M Matthews	R500 000
Management	The Municipality is currently operating without a detailed long-term financial plan	The existing financial plan consist of the annual budget and medium term capital- and operating programs which are insufficient to cater for the long-term municipal needs.	The required long-term financial plan should at least consist of: <ul style="list-style-type: none"> • Status quo financial analysis • Project rating and ranking system • Long-term forecasting model which can project the impact of inflation, non-payment of services and long-term borrowing on rates and services charges 	Appoint an external service provider to create a long-term financial plan. <ul style="list-style-type: none"> • Workshop plan with management and councillors • Adopt plan • Train departments and users • Compile financial plan and Implement 	01/10/2010	CFO	R150,000
Institutional	Financial policies regulating financial conduct are fragmented and should be consolidated	Separate policies exist for: <ul style="list-style-type: none"> • General Financial rules • Expenditure control <ul style="list-style-type: none"> ▪ Creditor payments 	A single policy catering for all financial aspects should be created	<ul style="list-style-type: none"> • Appoint a service provider to draft a policy • Workshop policy with management and councillors 	01/10/2010	CFO	R50,000

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Classification	Issues	Status Quo	Changed Situation (Objective)	Actions Required	Time	Responsible Person(s)	Cost
Management	One of the issues which resulted in a qualified audit report was the non compliance with the requirements of <u>asset management</u>	<ul style="list-style-type: none"> ▪ Staff remuneration • Budgeting • Virement <p>The structure of the asset management section was created before the implementation of the Municipal Finance Management Act and publication of the GRAP standards</p>	Implement the asset management unit as agreed by the CFO and HR department.	<ul style="list-style-type: none"> • Adopt policy • Train departments and users • Implement policy <p>Create an Asset Management Unit consisting of:</p> <ul style="list-style-type: none"> • An Asset Management Practitioner • And two Asset Management Controllers • Place mr R Roos in the position as Asset Management Practitioner • Transfer two of the existing interns to fill the position off Asset Management Controllers • Management Controllers <p>Transfer one of the existing interns to assist with the compilation of the Financial Statements</p>	01/08/2010	CFO	Expenses will be finance from the Financial Management Grant.
Management	Possibility of Municipal tariffs to high	The general opinion is that tariffs of George Municipality is to high	Tariffs must be affordable, realistic and in line with the cost of providing	Investigate the current tariffs	March 2011	CFO	R 50 000

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		and this could create high levels of service payment dept.	services.	Analyse affordability of tariffs Compile a report Implement new tariffs in draft budget			
Management	Contract Management	Contracts are not centralized but is located within various Departments.	<ul style="list-style-type: none"> Centralize all contracts and implement contract register Electronic contract management system to be utilized 	Introduce electronic contract management system. Each Department to manage their various contracts in terms of the Contract Management System	December 2010	All Senior Managers T Craak	Per Budget
Management	Maintenance of Municipal Buildings	Decline of buildings.	Pro-active maintenance on an annual basis.	<ol style="list-style-type: none"> Compile plan and prioritize maintenance; Filling of posts: Artisans -T6 General Assistant – T3 	31 Aug 2011	G Campher	± R400 000
Institutional	Policies	Various Departments must have control over Council Policies/by-laws	<ul style="list-style-type: none"> Policies to be put on Web and on Collaborator Departments to take ownership of their Policies Policies also to be filed in the registry section 	All Senior Managers to be held accountable for the council Policies relating to its Department.	Immediately	Senior Managers/ T Craak	Not applicable

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Institutional	Implementation of the TASK	Benchmarking post was not completed	Finalize the TASK grading	Dedicated Team	Continuously	T Roodman and E Riddles	Budgeted in 2010/11
Institutional	Outstanding warrant of arrests	Traffic Department struggled over the years to effectively and efficiently execute warrants of arrests.	<p>That the adjudication process with regards to traffic offences at all times be finalized. Timeframe to finalize the current warrants should be nine (9) months.</p> <p>That all internal resources be optimally utilized within the aforementioned time frame.</p> <p>That such resource be utilized on an ongoing basis to minimize any backlog.</p>	<p>Process to optimize internal resources to</p> <p>Traffic Officers appointed to be utilized to execute warrants of arrests on a daily basis. This can be done by the establishment of a warrant team consisting of four (4) traffic officers.</p>	<p>July 2011</p> <p>Traffic Officers to be appointed by 1 August 2010 to execute outstanding warrants of arrests.</p>	PJ JORDAAN D SAPTOE	Budgeted in 2010/11
Institutional	Waiting period for learner’s and driving licences too long. It is currently four (4) months	George Municipality at this stage cannot render the service for learner’s and driving licences according to the needs and demands of the broader community.	To reduce the waiting period for learner’s and driving licences to at least one and a half months.	1. Appoint three (3) examiners for driving licences to enable the traffic department to test more applicants.	Appointment of examiners by 1 August 2010 pending on the availability of funds.	R JACOBS	Cost to Council for the appointment of three examiners will be approximately R 686 160.00 per annum.
Institutional	Vehicle testing	The Municipal	No vehicle testing station	It is in the best	To close		Council will

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	operating at a lost	vehicle testing station is currently operating at a lost to Council.	operated by Council	interest to close the vehicle testing station and inform the Department of Transport and Public works accordingly.	the vehicle testing station with immediate effect and that the Department of Transport and Public Works be informed accordingly.	R JACOBS	have no expenses with regards to a vehicle testing station.
Institutional	Fraud and Corruption within the traffic Department	High risk of fraud and corruption in the Traffic Department	To combat fraud and corruption within the traffic Department with all the resources available, etc. control mechanisms, legislation, computer programmes, etc.	Investigation of cancelled documents Print end of day registers on a daily basis and check payments accordingly and the capturing of documents. Do random spot checks on tests carried out, legal compliance and cashiers.	Special control mechanisms to be put in place with immediate effect.	D SAPTOE L BOESAK E RASI PJ JORDAAN L JANSEN R JACOBS HP JUNIES G CLAASSEN	R 0-00