

Langeberg Municipality

Draft Strategic Planning 2012 -2016



LANGEBERG MUNICIPALITY

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**“Creating a stable living
environment and sustainable living”**



Langeberg Municipality's draft Strategic Plan



Adl. D Gagiano
Executive Mayor

*“Open
opportunity
society for
all”*

Foreword

We are embarking on a new 5 year plan, which will serve as a roadmap to our destination of a “Stable living environment and sustainable living conditions for all citizens”

We all need to work together to achieve the objectives that will ultimately lead us to our vision of delivering a stable living environment and sustainable living conditions for all citizens. We intend focusing on our eleven key strategic outcomes that will serve as the foundation on which Langeberg will be able to realise it vision. Our objectives will also help us to drive National Government's agenda of job creation, enhancing its infrastructure and ensuring that all citizens in our area have access to the basic services they require.

Our objectives will also assist us in achieving the Western Cape vision of “***Open opportunity society for all***”

With effective leadership, clearly defined strategies and our shared vision we can achieve the success for all our communities within the Langeberg Municipality.

**Ald Diana Gagiano
Executive Mayor**



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Introduction

In order to succeed in delivering services and improve the lives of the Citizens of the Langeberg Municipality, it is important to have a proper plan of action that will be the road map for development. Without a plan one tends to have an approach that is trial and error with the hope that you will reach your destination. For this reason we have embarked upon a process to develop a Municipal Strategic Document that will guide us for the term of office of the current Council. The Citizens of this Municipality will judge our success in accordance with the manner in which we have implemented this strategy.

The Municipal Systems Act (32 of 2000) provides that each new council must develop a 5 year Integrated Development Plan that links, integrates and coordinate plans and take into account proposals for development of the municipality. Through our various planning session the we have developed 11 strategic objectives

Our Slogan of People at the centre of development is embedded in the underlying values: Integrity, honesty, transparency, accessibility and accountability.

In my capacity as Municipal Manager I am committed to ensure that these strategic objectives are achieved to ensure we reach our Vision of a stable environment and stable living conditions for all citizens.

In order to reach all our Objectives we need the energy and resources of citizens, organised civil society and the private sector. The involvement of strategic partnerships with other spheres of government and non-governmental role-players are central in our approach of creating an open opportunity society for all as envisioned in the Overarching Provincial Strategy.

Mr. SA Mokweni
Municipal Manager

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Mr. SA Mokweni
Municipal Manager



VISION

“To create a stable living environment and sustainable living conditions for all citizens”

Human Settlement

MUNICIPAL STRATEGIC OUTCOMES

1. Sustainable Integrated Human Settlement
2. Sustainable Civil Engineering Infrastructure Services
3. Energy efficiency for a sustainable future
4. Provide safe and efficient Road Network
5. Promote Public Safety
6. Provide a Clean Environment
7. Social and Community Development
8. Growth and Economic Development
9. Sound Financial Management
10. Institutional Development and Corporate Governance
11. Good Governance

Public Safety

Economic
Development

Corporate
Governance

Sound
Financial
Management



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Strategic Objective 1 – Sustainable Integrated Human Settlement

Problem statement:

Availability/Identifying of suitable integrated land to be serviced for Housing within the Spatial Development Framework to enhance on the backlog of ±9000 RDP units although only 1500 RDP units can be built with the existing land and external funds available, and we also need to provide GAP housing for individuals earning between R 3500 – R 12 800. Rectification of existing damaged RDP houses due to structural defects.

- **Spatial Development Framework: The slow progress of this revision must be dealt with promptly** so that we can work from an approved SDF.
- **Sustainable Built Environment** : can be obtained by fast tracking all housing processes, as well as planning procedures ensure that all available funds are utilized for the building of houses.
- **Building of Houses:** can be accomplished by identifying an Implementing Agent to manage all housing projects.
- **Provision of Serviced Sites** can be provided by utilizing from the Municipal Bridging Finance which is limited.
- **Urban Control can be managed through an approved SDF and management of Urban Edges and Zoning Schemes.**

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Strategic Objective 2 – Sustainable Civil Engineering Infrastructure Services

Problem statement:

Economic Developments such as expansion of industries, businesses and residential areas puts pressure on the existing water, sewerage, storm water networks and bulk services e.g. storage facilities and purification plants. Outdated water pipelines in the networks of ±318 km's causes water losses that must be reduce to less than 10% which can be costly.

- **Water Services**
 - **Network upgrade:** Replacement of out-dated networks within the available budget.
 - **Water demand management** – Reduction in water losses and management of existing water sources.
 - **Water purification process** should always comply with SABS standards considering the capacity of the plants, which means upgrading must take place regularly, via Master Planning.
 - **Water storage facilities:** Obtaining new Raw Water Sources is vital in order to comply with the growing water demand.
- **Sanitation:** Replacement / Upgrading of networks and purification plants according to the Master Planning.
- **Storm water and Drainage:** Maintaining existing stormwater networks and drainage systems through regular cleaning before and after heavy rains.



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Strategic Objective 3 – Energy efficiency for a sustainable future

Problem statement:

Ensuring kVA supply capacity at 6 Main Substations in conjunction with ESKOM to supply electricity to new and existing developments.

- **Increasing capacity:** Regular upgrading of 6 Main Substations to comply with the notified maximum demand.
- **Upgrading networks:** Replacement of out-dated electricity lines (network of 634 km) within the available budget to ensure reduction in electricity loss to less than the target of 7%.
- **Electrification of houses:** Ensuring sufficient funds in the available budgets as well as submitting applications for electrification subsidies to the Department of Energy.

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Strategic Objective 4 – Provide safe and efficient Road Network

Problem statement:

Maintenance and resealing of ± 197 km of tarred roads and maintenance and tarring of ± 40 km of gravel road is a big challenge.

- **Maintenance of roads** through filling of potholes, resealing and grading. Ensuring submission of claims to Provincial Department for funds to maintain Main Roads in the Municipal Areas.
- **Tarring of gravel roads** Ensure availability of funds in Capital Budget.
- **Building of New Roads** Ensure availability of funds.



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Strategic Objective 5 – Promote Public Safety

Problem statement:

Law Enforcement: *The change of the face of transportation has effected the Langeberg Municipality due to transportation on our roads is increasing drastically. The population growth leads to an additional number of vehicles and pedestrians on roads. These factors lead to an increasing load on the Traffic and Licensing services with regard to all the components of this particular component, i.e. Law enforcement, Licencing, proper traffic calming measures, enforcing Municipal By-laws & policies, promotion/education of traffic and pedestrian safety and curbing the occurrence of corruption.*

Disaster Management: *Due to a world-wide economic crisis, climate changes, large scale movement from rural areas to urban areas, an increase in poverty-stricken areas and informal settlements. The preparation for natural and man-made disasters are becoming even more and more a vital part of the functions of all tiers of government. History shows a frequent occurrence of floods, mountain, bush and veld fires in the area.*

Fire Services: *Providing efficient and properly maintained Fire Services for all communities. Must take into account that the minimum human resources, facilities, transport and equipment are all aimed at the reduction of efficient response times to emergency incidents for the purpose of saving lives and protecting property. The increasing poverty has the effect that in most cases, total losses due to fires are unrecoverable for citizens.*

Law enforcement

- Compilation and execution of a Law enforcement programme to ensure that law enforcement functions, e.g. traffic offences and by-laws are enforced.

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- Ensuring that a test and maintenance programme is executed to ensure that the Traffic vehicle fleet is legal and operational to Road Safety standards.
- Managing a proper Court Section to ensure that all legal requirements regarding the formulation of Traffic Services relevant cases are processed correctly to Courts.
- Providing a system for auditing as well as checks and stops to prevent corruption.

Disaster Management

- Compilation/review of a Disaster Management Core Plan
- Facilitation/coordination and consolidation of readiness plans for Disaster Management

Fire & Rescue

- Compilation of a Fire Protection plan identifying Risks, Needed facilities, Human Resources, vehicle and equipment requirements for the phasing in of a Fire Service over a long, medium and long term basis.

Reduce Road fatalities

- Compilation and execution of a Public Education programme to promote traffic safety to all citizens.
- Implementation and maintenance of road safety objectives e.g. Speed law enforcement, road signs and -markings and speed reducing techniques.
- Compilation and execution of a maintenance programme to ensure that all road markings and signage is maintained on a continuous basis.
- Ensuring that a test and maintenance programme is executed to ensure that the Maintenance vehicle fleet is legal and operable to Road Safety standards and operational needs.
- Security of municipal property



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Security of Municipal Property

- Compilation and execution of a Protection programme to ensure that security functions, e.g. guarding of municipal assets are executed and applicable law enforcement executed.
- Ensuring that a test and maintenance programme is implemented to ensure that the Security vehicle fleet is legal and operable to Road Safety standards.

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Strategic Objective 6 – Provide a Clean Environment

Problem statement:

Waste Management: Proper Waste management in the Langeberg Municipality is vital to contribute to the attempts in mitigating the widespread environmental degradation, biodiversity loss and a decrease in sustainable agricultural production. The Municipality must be devise strategies to promote waste reduction, re-use and recycling.

The Langeberg Municipality is faced with a high level of waste production. The rural nature of the Municipality with the distances between urban and farming areas, causes difficulty in waste collection practices. Air, land and water pollution is worsened by illegal dumping. The landfill site at Ashton is nearing capacity, there is a current capacity of 75 000 m³ available. The annual waste disposal and covering amounts to approximately 33 000 m³ per annum, which means that there is only a period of 2.1 years before full capacity is reached.

Parks & Recreation: The socio-economic pressures of modern day living makes the need for leisure time a necessity. Langeberg municipality is faced with the problem of planning, providing, developing and maintaining suitable, safe and easily accessible facilities for all communities. The development of greening in conjunction with these activities can further be exploited to aid the combat against global warming and the degradation of natural resources in general.

Cemeteries: The increase in population in the Langeberg Municipality has a direct effect on the number of deaths occurring in our area. Due to increases in deaths and the demand for graves provision, acquisition, development and maintenance of land for cemeteries are vital. The further need of families wanting to bury family members next to one another, with resulting reservation of plots for graves is problematic.



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Waste Management

Treatment of Waste

- Reviewing and implementing of the Integrated Waste Management plan.
- Develop and grow an integrated waste management awareness campaign in the communities and among waste management staff members.
- Refine the present organisational structure, secure key staff and ensure that their jobs are relevant.
- Develop a Waste Information System in accordance with the requirements of the National Waste Management Strategy.

Landfill site

- Planning and development of waste transfer stations as replacement for closing landfill sites.
- Reviewing and implementation of the waste collection strategy.
- Ensuring landfill capacity is maintained in terms of legislation and needs by establishing a new landfill site in the face of imminent air space restriction.

Refuse Removal

- Initiating, establishing and maintaining a separation at source plan to aid with Waste recycling.
- Revise and implement a waste management by-law with an appropriate penalty and collection structure in place.
- Develop and implement environmental awareness campaigns in the communities as well as among staff members.

Maintenance of Parks

- Compiling, reviewing and establishing a recreation development plan for the Langeberg Municipal area.
- Identifying, rezoning, planning and development of recreational facilities, e.g. play parks, braai facilities, picnic and relevant leisure facilities.
- Compilation, review and continuous maintenance plan of all recreational areas.

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Maintenance of Cemeteries

- Ensuring cemetery capacity to accommodate burial needs in each town in the Langeberg Municipal area, by e.g. acquisition of land.
- Compilation and annual review of a maintenance plan to ensure tidiness and acceptable aesthetic appearance of cemeteries in the Langeberg area.
- Compiling and reviewing of relevant By-laws governing the burial of deceased in the Langeberg Municipal area.
- Upgrading and maintaining of ablution facilities at all operational cemeteries.



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Strategic Objective 7 – Social and Community Development

Problem statement:

Halls: There is an increase of communities seeking access to halls to cater for community meetings, functions and other social needs.

Sports Fields & Swimming Pools: The main challenge of the Langeberg Municipality is to maintain the balance of proximity of such facilities, i.e. sports fields and swimming pools to communities versus the under utilization of existing facilities.

Libraries: Libraries are being operated by Municipalities as an agent for the Western Cape Provincial Government, the municipality providing Facilities and human resources. The complexities of service delivery and to provide these services to all communities, urban and rural, remains a challenge.

Youth Development: The youth in the Langeberg Municipality are susceptible to social ills such as HIV and AIDS, crime and drug abuse, especially alcohol, dagga and TIK, as well as, a large unemployment number. The main aim of the Youth Advice centre is to address the needs of youth in all facets, e.g. career counselling, preparedness for entering the job market, information on contentious issues like HIV AIDS, poverty alleviation principles and job creation information.

Sports Facilities

- Implementation of an application methodology to secure external funding for the development, upgrading and establishment of sports facilities.
- Ensuring that proper finance control is exercised at all the community facility booking office.

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- Implementation of:
 - a proper booking and record service to ensure availability of sporting facilities and prevent double bookings.
 - A cleaning & maintenance plan to ensure continuance of proper clean, healthy and tidy sporting facilities to accommodate community needs.
 - an occupancy limitation programme to ensure that sports facilities are not over populated/utilised and safe.
 - a security and safety plan to ensure that safety standards are complied with at sporting facilities.

Community Halls

- Implementation of:
 - a proper booking and record service to ensure availability of community facilities and prevent double bookings.
 - a proper cleaning & maintenance plan to ensure continuance of proper clean, healthy and tidy community facilities to accommodate community needs.

Swimming Pools

- Compilation of a multi-year strategic feasibility study for determining the needs for additional swimming pools.
- Implementation of:
 - a public information system to inform the public of swimming season and a continual maintenance plan;
 - an occupancy limitation programme to ensure that swimming pools are not over populated/over utilised and safe, as well as daily checking and maintenance schedules are abided by to ensure water quality standards and equipment are kept at requisite health and safety standards.



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- a security and safety plan to ensure that safety standards are complied with in the swimming pools.

Libraries Services

- Compilation of a multi-year needs analysis for the planning, development, identification of available land and establishment of library service facilities available to all communities;
- Compilation of:
 - a multi-year programme for extending information system availability (including internet access) to all libraries.
 - a needs analysis and implementation plan to consider optional library services to rural (agricultural) areas, e.g. mobile library services.
- Planning, compilation and implementation of educational programmes at libraries.
- Implementation of a proper record keeping system at all libraries.
- Ensuring proper financial control at all libraries.

Youth Development

- Facilitation for educational and outreach programmes for the youth.
- Implementation of Career guidance, HIV/AIDS awareness, educational, and exhibition programmes.
- Dissemination of bursary and job creation information,
- Record keeping system of workshops, assistance, enquiries and number of projects implemented.

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Strategic Objective 8: Growth and Economic Development

Problem statement

In the absence of a marketing strategy for the Langeberg Municipal area as a tourism destination, with specific tourism packages for the different types of tourist visiting the area, towns are still promoted individually. The exclusion of the previously disadvantaged areas as part of tourism development remains a challenge.

Lack of communication between all stakeholders and the lack of reliable tourism statistics hamper service delivery. Unemployment remains one of our biggest challenges. The Global recession also impacted on the industries within our area. Economic Development and support programmes for SMMEs and emerging businesses are a challenge. Past spatial planning is the result of the perpetual decay and lack of urban management currently experienced in the Townships.

Land for emerging farmers remain a concern. Living conditions of farm workers, specifically their right to basic services and access to government services, are becoming a challenge. The introduction of labour brokers within our area and the consequences on the farm workers require attention.

1. Tourism Marketing and Development

- **Implementation of the Tourism Strategy**

The Tourism Marketing Strategy has been completed and needs to be implemented and all the identified projects rolled out effectively. This strategy will guide the Municipality over the next 5 to 10 years. Further, the “buy-in” of all stakeholders must be obtained, both internally and externally.

To systematically implement the projects listed in the strategy



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- **Develop Tourism branding material /maps**

It is important that all marketing material (brochures, maps, activity brochure and other material) be regularly updated and redesigned, and distributed effectively to suitably market the Langeberg region as a preferred destination.

- **Participating in tourism indabas**

It is important that the Municipality attend Tourism Indabas, expos and shows to market the Langeberg region to prospective tourists and tour operators. Further, specific marketing material must be produced for these events. Consideration should also be given to the hosting of a Langeberg Tourism Expo where the offerings of the Langeberg could be showcased.

- **Collaborating with other Tourism agencies (Province / District / Nat)**

Collaboration with other tourism stakeholders is of utmost importance to ensure the maximum exposure of tourism in the Langeberg region. A closer working relationship with the National Department: Tourism, Provincial Department: Tourism, Cape Town Routes Unlimited and the Cape Winelands District Municipality are therefore required to attend local LTA, CWDM and other tourism meetings.

- **Establishing municipal managed tourism information centers.**

Municipal managed tourism information centres versus the funding of Local Tourism Offices must be investigated to ensure that a fair, effective and transparent tourism service is rendered to all tourism stakeholders.

2. **Development of LED strategy**

To achieve the long term vision of the municipality, we will develop a strategy that will involve a number of initiatives aimed at supporting and stimulating SMMEs , local industries and the emerging economy within our area to assist in fulfilling our developmental role .

3. **Establishment of Development Agency**

The establishment of a Langeberg Economic Development Agency whose role will be to:

- Lead, coordinate and drive the economic growth, development and inclusion agenda of

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Langeberg and the district with our province

- Work in collaboration with private partners to increase the rate of growth, deepen the level of development and broaden the participation in the economy
- Engage and consult with economic stakeholders
- Assess the state of the LED strategy and the economic agenda

4. Promote Entrepreneurial skills

- **Enterprise development (skills development)**

Various interventions aimed at uplifting small enterprises are disseminated through the enterprise development programme.

- **Development of a database on all contractors within municipal areas**(registration can be done on website)

A database of all local contractors will be created and will be posted on the municipal webpage for easy access by prospective customers and companies from outside the municipal area, who would want to partner with local SMMEs.

- **Art and culture development**

This program seeks to develop local artists to a level where they could derive economic benefit from their artistic work through exposure to tangible exit opportunities.

5. Facilitate Local Economic Development Opportunities

- **Trade and Investment incentives**

WE will develop trade incentives that are aimed at attracting investment into the municipal area and to retain existing business

- **Extended Public Works Programmes**

We encourage a labour intensive approach where ever possible when implementing municipal projects to provide relief to the unemployed.

- **Neighbourhood development programmes**

Roll out the Neighbourhood development programme in partnership with National Treasury, which is aimed at rejuvenating the townships to improve living conditions and attract



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investment to these areas.

- **Poverty alleviation Projects**

As a municipality we run poverty alleviation projects within our area to try and address the high unemployment rate.

6. Rural Development

- **Facilitate land reform in collaborating with other government departments**

To facilitate assistance/support between existing emerging farmers and the Department: Agriculture.

Assist with the acquisition of agricultural land for future emerging farmers with the Department: Rural Development and Land Reform.

- **Facilitate social development projects in rural area**

By establishing partnerships between commercial farmers, farm workers, wine cellars and the Municipality.

To establish a functional network of present and future service providers for the rural communities.

To promote integrated rural development and social upliftment with the purpose of improving the quality of life and the standard of living of farm workers.

To promote the social, health, civic, physical, economic and intellectual development of rural communities.

To promote rural development in general in the Langeberg area.

To empower farm communities, through skills development initiatives, to take ownership of their own developmental needs.

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Strategic Objective 9 : Sound Financial Management

Problem statement

It is important that the collection rate for services are upheld or bettered to ensure a financial sustainable municipality for service delivery to the community, in spite of the tough economic climate. Residents in the municipal area are not treated equally as businesses outside the old municipal boundaries (rural area) are charged at a lower rates tariff than the businesses within the old municipal boundaries, which means that the income of the municipality are not maximised. Several functions/responsibilities have been allocated to the Supply Chain Management Unit.

No proper demand management are done and therefore are items purchased on an ad-hoc basis which results in (a) higher purchase prices (b) additional procurement processes and (c) longer period from completion of requisition until items are delivered. There is a lack of technical expertise in management of municipal finances of local government and municipalities struggle to retain or to obtain suitable qualified employees.

All municipal assets must be unbundled and the useful lifespan of each asset must be determined annually and depreciation must be calculated accordingly. It is becoming more and more difficult for municipalities to adhere to all requirements and to compile the financial statements timely.

Revenue

- The credit control policy of council will be implemented strictly and fairly, while indigents will be identified and supported.
- An external party will be appointed to recover long outstanding service charges, on a basis of “no recovery, no fee”.
- As there are a lot of business activities on farms in the municipal area, will the farms be valued according to the use of the properties. The farms with business activities will be



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charged the same tariff as for businesses with the old municipal boundaries.

- Properties (other than bona fide farms) in the rural area receive a 50% rebate on their rates and the rates policy will be amended to ensure that all properties are charged according to its use, regardless of where the property is situated.

Supply Chain Management

- The structure of the Supply Chain Management Unit will be reviewed and a proper structure, to fulfil the functions as indicated in the Supply Chain Management policy, will be provided to Council.
- The Financial Interns will be utilised in the SCM unit, on the short term, to provide capacity to the unit. The interns will gain valuable experience.

Demand Management

- The capacity of the Supply Chain Management Unit will be extended to ensure that the functions as indicated in the Supply Chain Management policy can be executed.
- The needs of the municipality will be analysed and supply chain management processes will followed before items/services are needed.

Financial Control

- Financial interns are appointed, trained and developed in the different sections/departments in the Finance Directorate and suitable Interns, with council's approval, will be taken up in the structure of the municipality where capacity is needed.
- Employees in the Finance Directorate will attend the training provided in Local Government Accounting Certificate.
- When consultants are utilised, will they also be used for skills to be transferred to employees in the areas where expertise are needed.

Compliance with MFMA

- Additional capacity in the Budget Office are built by appointing financial interns with grants that are provided by National Treasury and maximum training and learning opportunities are provided.
- The process of compiling financial statements will be analysed and lessons learnt will be utilised to ensure that financial statements are compiled timely.

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Strategic Objective 10 : Institutional Development and Corporate governance

Problem statement

In order to be able to provide a proper staff establishment (structure) for the organization, we need to review and amend the staff structure on an on-going basis. We have a workforce of 657 employees, but have a great need for training in order to equip the employees to fulfil the tasks of the positions they have been employed to. To improve the functioning of the workforce of the organization and to comply to legislative requirements regarding all employees, even the qualified and skilled senior employees need to have continuous training. Non-compliance to legislative requirements and good administrative practices remain a challenge. If policies and by-laws are not revisited from time to time, it can lead to frustration in administrative/legal processes.

1. OPTIMISING OF AND THE DEVELOPMENT OF OUR ORGANIZATIONAL STAFF STRUCTURE

- **Finalising the amended structure**

Any amendments to the staff structure (Organogram), following the amendments to the Structures Act during July 2011, now have to be submitted to the Mayoral Committee for approval. Prior to this amendment the Micro-Staff Structure was approved by the Municipal Manager as the head of the administration, who is also entrusted in terms of legislation with all aspects relating to employees, including their conditions of service etc.

- **Staffing the organisation**

In order for the Municipality to properly render the services required by the Langeberg Community and to have an effective and efficient organisation, there is a need to employ skilled and qualified staff for this purpose.

With the limitations on the income generation capabilities of the Municipality, especially as far as rates income is concerned, care must be taken not to use to large a percentage of the income for staff costs, as it will have an impact on service delivery. Operating capital may also be influenced.



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- Staffing policies need to be reviewed yearly and new policies where needed introduced.
- Job evaluation and salary structures needs to be done.
- Investigate possibilities to assist staff with housing.

2. Promote Skills Development

- Provide sufficient funding for training.
- Ensure accredited service providers are used
- Manage Service delivery implications if staff has to be away for training/courses.
- Adhere to legislative requirements for minimum competency.

3. Good governance and administration

- Documents received in the Municipality MUST be properly dealt with and captured on the document management system.
- Eliminate duplication with the handling of documents, administratively and politically.
- Address the micro management of administration.
- Ensure sufficient systems are in place.

4. Improve the regulatory environment through conducting policy and by-law review

- Revisit all by-laws applicable to the Municipality.
- Appoint a service providers to render this service.
- Continuously revisit policies affecting integrity and liquidity.

5. Improve Community Satisfaction

- Look at improvements to system of customer care.
- Roll out Batho Pele training to identified staff and have refresher courses.
- Training of ward committee members.
- Proper system of customer care and follow up of complaints.
- Provide the necessary support and facilities to ward committees for functioning and meetings.

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Strategic Objective 11 Good Governance

Problem Statement

To effectively execute institutional improvement and to give effect to the IDP challenges. There is a high priority to optimise the organisation. Poor attendance by member of the public at community meetings, insufficient feedback to the community on progress of the challenges identified in the IDP leads to growing mistrust toward the administration and Council. The reactive response to media enquiries and limited use of alternative communication remains a challenge. Implementation of organisational performance management must be operationalised.

It is essential that high levels of cooperation exist between all three spheres of government, in order to ensure effective service delivery. Effective IGR structures are especially important to the developmental role of municipalities. This role can only be fulfilled through the active involvement of all spheres of government in the setting of priorities, resource allocation and development planning .

1. Compliance with Legislation and Policies

- Appointing appropriately qualified staff in vacant positions. Restructure the administration to render efficient and cost effective services ,
- Implementation of the organisational performance management system for all staff to meet the municipal strategic outcomes .
- Adherence to all statutory requirements as stipulated in MSA and MFMA for the development of IDP , Performance and Annual reporting

2. Intergovernmental Relations

Participate in District and Provincial coordinating forums,

3 Facilitate Quarterly meetings with communities by Ward councillors

- Quarterly feedback sessions within different wards
To assist with the arrangement of feedback sessions within the 12 different regular Ward Committee meetings.
- Budget and IDP Izimbizos
Arranging 2 Izimbizo sessions, one during September / October and the other during March / April.



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4. Pro – active regular communication with all stakeholders

- **Development of communication strategy**

Review the current Communication strategy to bring it in line with the latest technology and looking at more innovative ways of communicating with citizens within our municipal area.

- **Monthly external newsletter**

Communicating on a monthly basis with the citizens within our area.

Regular feedback to citizens on Service delivery projects within the municipal area.

- **Administration of municipal website**

Uploading of news on the municipal website, share information from all departments with the general public.

Allow the public to respond and lodge complaints and log/leave comments on the website.

- **Establishing a social network platform**

Development of a Facebook profile of the municipality, in this manner communicating and informing the public of events or important dates within the area.

- **Media briefing sessions**

Proactive briefing sessions with the local newspapers.

5. Deepening Democracy

- **Training of ward committee members**

After the local government elections held during May 2011 new ward committees were established and training w.r.t. their roles and responsibilities is required.

- **Citizen training (subject to availability of funds, apply for funding from GIZ)**

Langeberg Municipality will launch an awareness drive focused on the rights of citizens, and their role in local government.

6 Functioning of Governance Structures

Establishment of all schedule 1 and Section 79 Committees as required by law.

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National and Provincial Priorities Aligned with Langeberg Strategic Objectives

12 National Outcomes	<u>Draft</u> Provincial Strategic	Langeberg Strategic
<p><u>OC 1:</u> Improved quality of basic education</p>	<p><u>SO2:</u> Improving education outcomes Main Indicators: <ul style="list-style-type: none"> ▣ Improving literacy and numeracy in Grades 1 –6 Increasing the numbers passing in Grade 12 including an increase in numbers passing with matric exemption and mathematics and science</p>	
<p><u>OC 2:</u> A long and healthy life for all South Africans. <i>Output 1: Increasing life expectancy</i> <i>Output 2: Decreasing maternal and child mortality rates</i> <i>Output 3: Combating HIV and AIDS and decreasing the burden of disease from Tuberculosis</i> <i>Output 4: Strengthening health system effectiveness</i></p>	<p><u>SO4:</u> Increasing wellness Plan to achieve outcomes:</p> <ul style="list-style-type: none"> • Healthcare 2020 • Immediate action • Premier's summit on reducing the burden of disease • Decreasing the incidence of infectious diseases (HIV and TB) • Decreasing the incidence of injury • Decreasing the incidence of non-communicable diseases • Decreasing the incidence of childhood diseases 	<p><u>SO 5</u> Promote Public Safety <u>SO 6</u> : Provide a clean environment</p>
<p><u>OC 3:</u> All people in South Africa are and feel safe. Output 1: Address overall levels of crime and reduce the levels of contact and trio crimes Output 2: Improve effectiveness and ensure integration of the Criminal Justice System (CJS) Output 3: Combat corruption within the Justice, Crime Prevention and Security Cluster to enhance its effectiveness and its ability to serve as deterrent against crime Output 4: Manage perceptions of crime among the population Output 5: Ensure security at the border environment Output 6: Secure the identity and status of citizens Output 7: Integrate ICT systems and combat cyber crime Output 8: Corruption</p>	<p><u>SO 5:</u> Increasing safety <i>Three "horizons" of the strategy:</i></p> <ul style="list-style-type: none"> • <i>Removing opportunities to commit crime</i> • <i>Decreasing the motivation of offenders to commit crime</i> • <i>Removing the longer-term root causes of crime</i> 	<p><u>SO 5</u> : Promote Public Safety <u>SO 9</u> : Sound Financial Management <u>SO 11</u> Good Governance</p>

National and Provincial Priorities Aligned with Langeberg Strategic Objectives

12 National Outcomes	<u>Draft Provincial Strategic</u>	Langeberg Strategic
<p><u>OC 4:</u> Decent employment through inclusive economic growth.</p> <p>Output 1: Faster and sustainable inclusive growth</p> <p>Output 2: More labour absorbing growth</p> <p>Output 3: Multi-pronged strategy to reduce youth unemployment</p> <p>Output 4: Increased competitiveness, to raise net exports, grow trade as a share of world trade and improve its composition</p> <p>Output 5: Improved cost structure in the economy</p> <p>Output 6: Improved support to small business and cooperatives</p> <p>Output 7: Implementation of the expanded public works programme</p>	<p><u>SO 1:</u> Creating opportunities for growth and jobs</p> <p><i>Plan to achieve outcomes:</i></p> <ul style="list-style-type: none"> ▫ <i>The development of a provincial vision and brand</i> ▫ <i>The development of a corruption-free, efficient public sector</i> ▫ <i>A regulatory environment that is efficient</i> ▫ <i>Infrastructure and asset development strategy</i> <p><i>Second pillar – demand-led, private-sector driven government support for growth sectors, industries and business:</i></p> <ul style="list-style-type: none"> • <i>Establish a Western Cape Economic Development Agency</i> 	<p><u>SO 8 :</u> Growth and Economic Development</p> <p>Branding of area as a tourism destination</p> <p>Development of LED Strategy</p> <p><u>SO9 :</u> Sound Financial Management</p> <p>Adherence to MFMA</p>
<p><u>OC 5:</u> A skilled and capable workforce to support an inclusive growth path.</p> <p><i>Output 1: Establish a credible institutional mechanism for skills planning</i></p> <p><i>Output 2: Increase access to programmes leading to intermediate and high level learning</i></p> <p><i>Output 3: Increase access to occupationally-directed programmes in needed areas and thereby expand the availability of intermediate level skills (with a special focus on artisan skills)</i></p> <p><i>Output 4: Increase access to high level occupationally-directed programmes in needed areas</i></p> <p><i>Output 5: Research, development and innovation in human capital for a growing knowledge economy</i></p>	<p><u>SO 12:</u> Building the best-run regional government in the world</p>	<p><u>SO 11 :</u> Good Governance</p> <p><i>Improve intergovernmental relations between different spheres of government</i></p>

National and Provincial Priorities Aligned with Langeberg Strategic Objectives

12 National Outcomes	<u>Draft</u> Provincial Strategic	Langeberg Strategic
<p><u>OC 6:</u> An efficient, competitive and responsive economic infrastructure network.</p> <p>Output 1: Improving Competition and Regulation</p> <p>Output 2: Ensure reliable generation, distribution and transmission of electricity</p> <p>Output 3: To ensure the maintenance and strategic expansion of our road and rail network, and the operational efficiency, capacity and competitiveness of our sea ports.</p> <p>Output 4: Maintenance and supply availability of our bulk water infrastructure</p> <p>Output 5: Communication and Information technology</p> <p>Output 6: Develop a set of operational indicators for each segment</p>	<p><u>SO 3:</u> Increasing access to safe and efficient transport</p> <p><i>Plan to achieve outcomes:</i></p> <ul style="list-style-type: none"> • <i>Alignment to national interventions</i> • <i>Focusing on provincial priority areas</i> • <i>Ensuring alignment between municipal integrated transport plans and integrated development plans</i> <p><u>SO 10:</u> Integrating service delivery for maximum impact</p> <p><u>SO 1:</u> Creating opportunities for growth and jobs</p>	<p><u>SO 2</u> Sustainable Civil Engineering Infrastructure Service</p> <p><i>Tarring of Roads</i></p> <p><u>SO 3</u> Energy efficiency for a sustainable future</p> <p><i>Maintenance of our electricity networks</i></p> <p><u>SO 4</u> Provide safe and efficient Road network</p>
<p><u>OC 7:</u> Vibrant, equitable and sustainable rural communities with food security for all.</p> <p><i>Output 1: Sustainable agrarian reform,</i></p> <p><i>Output 2: Improved access to affordable and diverse food</i></p> <p><i>Output 3: Rural services and sustainable livelihoods</i></p> <p><i>Output 4: Rural job creation linked to skills training and promoting economic livelihoods</i></p> <p><i>Output 5: Enabling institutional environment for sustainable and inclusive growth</i></p>	<p><u>SO 11:</u> Creating opportunities for growth and development in rural areas</p> <p><i>Plan to achieve outcomes:</i></p> <ul style="list-style-type: none"> ▣ <i>Create a favourable environment in rural areas by focusing on and promoting infrastructure development and service delivery</i> ▣ <i>Create a favourable environment in rural areas by focusing on and promoting the scientific, technical and sanitary environment</i> ▣ <i>Create a favourable environment in rural areas by focusing on and promoting the regulatory environment</i> ▣ <i>Create a favourable environment in rural areas by focusing on and promoting the physical environment</i> ▣ <i>Accelerate enterprise development by focusing on both the commercial and emerging sectors and a comprehensive rural development programme</i> <p><i>Skills development Institutional issues</i></p>	<p><u>SO 8:</u> Growth and Economic Development</p> <p>Skills development</p> <p>Incentive program for businesses</p> <p>Implementation of EPWP projects</p> <p>Programs in Rural areas</p>

National and Provincial Priorities Aligned with Langeberg Strategic Objectives

12 National Outcomes	<u>Draft</u> Provincial Strategic	Langeberg Strategic
<p><u>OC 8:</u> Sustainable human settlements and improved quality of household life</p> <p>Output 1: Upgrading 400 000 units of accommodation within informal settlements</p> <p>Output 2: Improving access to basic services</p> <p>Output 3: Facilitate the provision of 600 000 accommodation units within the gap market for people earning between R 3500 and R12 800</p> <p>Output 4: Mobilisation of well-located public land for low income and affordable housing with increased densities on this land and in general</p>	<p><u>SO 6:</u> Developing integrated and sustainable human settlements</p> <p><i>Plan to achieve outcomes:</i></p> <ul style="list-style-type: none"> ▫ Accelerated delivery of housing opportunities (To this end, PGWC aims to increase the provision of serviced sites from the target of 18 000 this year to 31 000 in 2014/15) ▫ A sense of ownership, rights and responsibilities amongst beneficiaries, owners and tenants ▫ Optimal and sustainable use of resources 	<p><u>SO 1:</u> Sustainable Integrated Human Settlement</p> <p>Building of houses</p> <p>Consumer education programs</p> <p>Provision of Serviced sites</p>
<p><u>OC 9:</u> A responsive, accountable, effective and efficient local government system.</p> <p>Output 1: Implement a differentiated approach to municipal financing, planning and support</p> <p>Output 2: Improving access to basic services.</p> <p>Output 3: Implementation of the Community Work Programme</p> <p>Output 4: Actions supportive of the human settlement outcome</p> <p>Output 5: Deepen democracy through a refined Ward Committee model</p> <p>Output 6: Administrative and financial capability</p> <p>Output 7: Single window of coordination</p>	<p><u>SO 10:</u> Integrating service delivery for maximum impact</p> <p>To ensure that government's investment is effectively coordinated in order to maximise its impact and avoid duplication and fragmentation of service delivery, the PGWC will provide:</p> <ol style="list-style-type: none"> 1. Integrated planning and budgeting by focusing on an IDP indaba, decentralised service delivery model and provincial investment plan 2. Coordinated provincial support to municipalities in the forms of an integrated bursary scheme, Provincial framework for municipal support and bulk infrastructure support plans 3. Integrated service delivery through: <ul style="list-style-type: none"> ▫ Expansion of Thusong centres ▫ Establishment of Thusong zones ▫ Mobile Thusong centres (previously the Integrated Community Outreach Programme) ▫ Thusong extension service 4. Coordinated intergovernmental reporting and engagement through coordinated information gathering and dissemination and coordinated intergovernmental engagement. 	<p>SO 10 Institutional Development and and corporate governance</p> <p>SO 9 : Sound Financial Management</p> <p><u>SO 11 Good Governance</u> Establishment of ward participatory system</p> <p>Development of communication strategy</p> <p>Establishment of external newsletter</p> <p><u>SO 7 :</u> Social and Community Development</p> <p>YAC programs for youth</p> <p>Completion of Thusong centre</p>

National and Provincial Priorities Aligned with Langeberg Strategic Objectives

12 National Outcomes	<u>Draft</u> Provincial Strategic	Langeberg Strategic
<p><u>OC 10:</u> Environmental assets and natural resources that are well protected and continually enhanced. <i>Output 1: Enhanced quality and quantity of water resources</i> <i>Output 2: Reduced greenhouse gas emissions, climate change impacts and improved air/atmospheric quality</i> <i>Output 3: Sustainable environmental management</i> <i>Output 4: Protected biodiversity</i></p>	<p><u>SO7:</u> Mainstreaming Sustainability and Optimising Resource-use Efficiency <i>Plan to achieve outcomes:</i></p> <ul style="list-style-type: none"> • <i>Climate change mitigation</i> • <i>Water management</i> • <i>Pollution and waste management</i> • <i>Biodiversity management</i> • <i>Land use management and agriculture</i> • <i>Built environment</i> 	<p><u>SO 6 :</u> Provide a clean environment Development of Waste management plan <u>SO 2</u> Sustainable Civil engineering Infrastructure service Demand management of water resources <u>SO 3</u> Energy efficiency for a sustainable future Demand Management of electricity</p>
<p><u>OC 11:</u> Create a better South Africa and contribute to a better and safer Africa and World.</p>	<p><u>SO 8:</u> Promoting social cohesion and reducing poverty The PGWC aims to achieve the following three outcomes in order to realise its objective of increasing social cohesion:</p> <ol style="list-style-type: none"> 1. <i>Empowered individuals</i> 2. <i>Functional and bonded families</i> 3. <i>Connected communities that, through social capital, are bridged to one another across racial, gendered, linguistic and class divides, and feel linked with government and organisations in civil society</i> <p><u>SO9</u> Reducing poverty <i>To address unemployment and create jobs, we will:</i></p> <ul style="list-style-type: none"> • <i>Implement the Expanded Public Works Programme</i> • <i>Introduce skills training programmes</i> • <i>Start projects to employ unemployed persons in the private sector</i> • <i>Implement Strategic Objective 1: Creating Opportunities for Growth and Jobs</i> • <i>Link individuals on social security and municipal indigent lists to sustainable programmes and employment opportunities</i> 	<p><u>SO 11</u> Good Governance <i>Training programs for citizens in both rural and urban areas</i></p> <p><u>SO 8 :</u> Growth and Economic Development</p> <ol style="list-style-type: none"> 1. <i>Implement EPWP projects</i> 2. <i>Skills Development programs</i> 3. <i>Arts and culture programs within area</i> 4. <i>Rural development programs</i> 5. <i>Establishments of ECD centres within rural areas</i>

National and Provincial Priorities Aligned with Langeberg Strategic Objectives

12 National Outcomes	<u>Draft Provincial Strategic</u>	Langeberg <u>Strategic</u>
	<p><i>To address food security we will implement:</i></p> <ul style="list-style-type: none"> • <i>An integrated food security programme aimed at indigent households</i> • <i>A provincial food security programme aimed at communities living on farms</i> <p><i>To address health issues, we will implement Strategic Objective 4: Increasing Wellness, especially in indigent communities.</i></p> <p><i>To address education, we will implement:</i></p> <ul style="list-style-type: none"> • <i>An integrated provincial early childhood development strategy for children aged up to five</i> • <i>Strategic Objective 2: Improving Education Outcomes</i> <p><i>To improve the living environment for poor communities, we will:</i></p> <ul style="list-style-type: none"> • <i>Profile the households and communities of the poorest wards</i> • <i>Implement Strategic Objective 6: Developing Integrated and Sustainable Human Settlements</i> • <i>Implement the Social Relief of Distress programme</i> <p><i>To ensure good governance, we will:</i></p> <ul style="list-style-type: none"> • <i>Evaluate the use of government transfer funds by social partners</i> • <i>Ensure that all municipalities develop quality integrated development plans (IDPs)</i> 	
<p><u>OC 12:</u> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.</p> <p>Output 1: Service delivery quality and access</p> <p>Output 2: Human resource management and development</p> <p>Output 3: Business processes, systems, decision rights and accountability management</p> <p>Output 4: Tackling corruption in the public service</p> <p>Outputs, indicators and key activities have not yet been identified for the "empowered, fair and inclusive citizenship" aspects of outcome 13.</p>	<p><u>SO 11:</u> Building the best-run regional government in the world</p>	<p><u>SO 11 :</u> Good Governance</p>

**GOVERNANCE & CORPORATE
SERVICES PORTFOLIO
COMMITTEE**



**Executive Mayor
Cllr D Gagiano**

- Integrated Development Planning
- Organizational Performance Management
- Internal Audit
- Communication
- Intergovernmental and International Relations
- Legal Matters
- Ward Committees
- General Administration
- Human Resources
- Labour Relations
- Property Management
- Client Services / Customer Care

**FINANCE AND ECONOMIC
DEVELOPMENT
PORTFOLIO COMMITTEE**



Councillor EMJ Scheffers

- Budget and Auxiliary Services
- Income Expenditure
- Supply Chain Management
- Information and Communication Technology
- Economic Development
- Tourism

**COMMUNITY SERVICES
PORTFOLIO COMMITTEE**



Councillor N P Crouwcamp

- Sports and Recreation
- Libraries
- Traffic and Law Enforcement
- Disaster Management
- Youth & Social Development
- Community Facilities
- Waste Management (Cleansing)
- Rural Development

**INFRASTRUCTURE DEVELOPMENT
PORTFOLIO COMMITTEE**



Councillor S W Van Eeden

- Electricity Services
- Water Services
- Drainage and Sewerage
- Roads
- Mechanical Workshop

**HOUSING AND PLANNING
PORTFOLIO COMMITTEE**



Councillor K Meyer

- New Housing Projects
- Existing Housing
- Urban Control
- Town Planning
- Building Control

