

George Municipality

Budget 2009/10 to 2011/12

Medium Term Revenue and
Expenditure Framework

27 May 2009



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Glossary

Adjustments Budget – Prescribed in section 28 of the MFMA. The formal means by which a municipality may revise its annual budget during the year.
Allocations – Money received from Provincial or National Government or other municipalities.
Budget – The financial plan of the Municipality.
Budget Related Policy – Policy of a municipality affecting or affected by the budget, such as the tariffs policy, rates policy and credit control and debt collection policy.
Capital Expenditure - Spending on assets such as land, buildings and machinery. Any capital expenditure must be reflected as an asset on the Municipality's balance sheet.
Cash flow statement – A statement showing when actual cash will be received and spent by the Municipality. Cash payments do not always coincide with budgeted expenditure timings. For example, when an invoice is received by the Municipality it scores as expenditure in the month it is received, even though it may not be paid in the same period.
DORA – Division of Revenue Act. Annual piece of legislation that shows the amount of allocations from national to local government.
Equitable Share – A general grant paid to municipalities. It is predominantly targeted to help with free basic services.
Fruitless and wasteful expenditure – Expenditure that was made in vain and would have been avoided had reasonable care been exercised.
GFS – Government Finance Statistics. An internationally recognised classification system that facilitates like for like comparison between municipalities.
GRAP – Generally Recognised Accounting Practice. The new standard for municipal accounting.
IDP – Integrated Development Plan. The main strategic planning document of the Municipality

KPI's – Key Performance Indicators. Measures of service output and/or outcome.
MFMA – The Municipal Finance Management Act – no 53 of 2003. The principle piece of legislation relating to municipal financial management.
MTREF – Medium Term Revenue and Expenditure Framework. A medium term financial plan, usually 3 years, based on a fixed first year and indicative further two years budget allocations. Also includes details of the previous and current years' financial position.
Operating Expenditure – Spending on the day to day expenses of the Municipality such as salaries and wages.
Rates – Local Government taxation based on an assessed value of a property. To determine the rates payable, the assessed rateable value is multiplied by the rate in the rand.
SDBIP – Service Delivery and Budget Implementation Plan. A detailed plan comprising quarterly performance targets and monthly budget estimates.
Strategic Objectives – The main priorities of the Municipality as set out in the IDP. Budgeted spending must contribute towards the achievement of the strategic objectives.
Unauthorised expenditure – Generally, spending without, or in excess of, an approved budget.
Virement – A transfer of budget.
Virement Policy - The policy that sets out the rules for budget transfers. Virements are normally allowed within a vote. Transfers between votes must be agreed by Council through an Adjustments Budget.
Vote – One of the main segments into which a budget is divided, usually at directorate / department level.

Section 1 - Mayoral Budget Speech

The budget speech is included as a separate document.

Alderman P.H. De Swart
Executive Mayor

Section 2 - Budget Related Resolutions

George Municipality

MTREF 2009/10 – 2011/12

1. The annual budget of the municipality for the financial year 2009/10 and indicative for the two projected years 2010/11 and 2011/12, as set-out in the schedules contained in Annexure 1, be approved:

1.1: Schedule A2 – A4: Budgeted Financial Performance

1.2: Schedule A5 & A5A: Budgeted Capital Expenditure

1.3: Schedule A6: Budgeted Financial Position

1.4: Schedule A7: Budgeted Cash Flow

1.5: Schedule A8: Cash-backed Reserves

1.6: Schedule A9: Asset Management

2. Property rates reflected in the tariff schedule and any other municipal tax reflected are imposed for the budget year 2009/10.

3. Tariffs and charges reflected in the tariff schedule are to be approved for the budget year 2009/10.

4. The measurable performance objectives for revenue from each source reflected in Annexure 3 are to be approved for the budget year 2009/10.

5. The measurable performance objectives for each vote reflected in Annexure 3 are to be approved for the budget year 2009/10.

6. The Integrated Development Plan as adopted as item 3.1 on 29 April 2009.

7. The amended policies for credit control, debt collection and indigents as reflected in Annexure 6 are to be approved for the budget year 2009/10.

8. The other amended budget related policies reflected in Annexure 6 are to be approved for the budget year 2009/10.

Section 3 – Budget Overview

Introduction

This section provides an overview of the George 2009/10 to 2011/12 budget and Medium Term Revenue and Expenditure Framework. It includes an assessment of how the budget links with the national and provincial government contexts along with a review of the fiscal position of George Municipality.

The National, Provincial and District Context

The Municipality's budget must be seen within the context of the policies and financial priorities of national, provincial and district government. In essence, the spheres of Government are partners in meeting the service delivery challenges faced in George. George alone cannot meet these challenges. It requires support from the other spheres of Government through the direct allocation of resources as well as the achievement of their own policies.

The National Context

South Africa has achieved considerable success in achieving macroeconomic stability; however, the economy is still plagued with high levels of unemployment and poverty.

According to Circular Nr 48, the following headline forecasts underpin the national 2009 Budget:

Fiscal Year	2007/08 Actual	2008/09 Estimate	2009/10	2010/11	2011/12
Headline CPI Inflation	8.1	10.8	5.4	5.1	4.6

The following table shows the allocations to local government in the MTEF period;

Local government allocations 2009/10 – 2011/12

R million	Medium Term Estimates		
	2009/10	2010/11	2011/12
National Grants	80 209	97 000	104 467
Equitable share	43 471	55 722	61 369
Infrastructure (MIG)	20 916	24 528	21 058
Electrification Programme	3 172	5 000	6 000
Financial Management (FMG)	750	1 000	1 250
Municipal Systems Improvement	400	750	790
Electricity Demand side management Grant	4 000	2 000	2 000
Public Works Programme	500		
Bulk Infrastructure	7 000	8 000	12 000
Provincial Grants	76 179	41 270	48 917
Integrated Housing & Human Settlement & Development	74 400	40 499	48 038
Community Development worker operational support	72	75	78
Library Services	557	696	801
Integrated Transport Planning	1 000		
Maintenance of Proclaimed Roads	150		
Total Allocations	156 388	138 270	153 384

In addition to the transfers, the Provincial Treasury also publishes the distribution of Provincial payments by the location of provincial payment agencies operating in the Province.

National Treasury Budget Circulars

Each year, National Treasury issues a circular to municipalities advising them of the budget parameters within which municipalities should work when preparing their budgets.

The growth parameters apply to tariff increases for property rates, user and other charges raised by municipalities and municipal entities, to ensure that all spheres of government support the national macro economic policies, unless it can be shown that external factors impact otherwise.

National Treasury has also set out the requirements for funding the budget and producing a credible budget.

Funding the Budget

Section 18(1) of the MFMA states that an annual budget may only be funded from:

- ☞ Realistically anticipated revenues to be collected;
- ☞ Cash backed accumulated funds from previous years' surpluses not committed for other purposes; and
- ☞ Borrowed funds, but only for the capital budget referred to in section 17.

Achievement of this requirement in totality effectively means that a Council has 'balanced' its budget by ensuring that budgeted outflows will be offset by a combination of planned inflows.

Under old budget formats a 'balanced' income generated approach was a key objective and this assisted in ensuring that outflows were matched by inflows, provided revenue collections were realistic. However, GRAP compliant budgets necessitate that budget 'balancing' be much more comprehensive.

New budgeting and accounting formats demand that the budgeted Statement of Financial Performance (Income Statement), the Budgeted Statement of Financial Position (Balance Sheet) and the Budgeted Statement of Cash Flows must be considered simultaneously to ensure effective financial management and sustainability.

A Credible Budget

Amongst other things, a credible budget is a budget that:

- ☞ Funds only activities consistent with the revised IDP and vice versa ensuring the IDP is realistically achievable given the financial constraints of the municipality;
- ☞ Is achievable in terms of agreed service delivery and performance targets;
- ☞ Contains revenue and expenditure projections that are consistent with current and past performance and supported by documented evidence of future assumptions;
- ☞ Does not jeopardise the financial viability of the municipality (ensures that the financial position is maintained within generally accepted prudential limits and that obligations can be met in the short, medium and long term); and
- ☞ Provides managers with appropriate levels of delegation sufficient to meet their financial management responsibilities.

A budget sets out certain service delivery levels and associated financial implications. Therefore the community should realistically expect to receive these promised service delivery levels and understand the associated financial implications. Major under spending due to under collection of revenue or poor planning is a clear example of a budget that is not credible and unrealistic.

Furthermore, budgets tabled for consultation at least 90 days prior to the start of the budget year should already be credible and fairly close to the final approved budget.

Fiscal Overview of George Municipality

Through sound financial management, George Municipality is in a position of financial stability. There is a high level of compliance with the Municipal Finance Management Act and other legislation directly affecting financial management.

The 2007/08 financial statements were the fourth prepared under the new GRAP standards. George was one of the first municipalities in South Africa to prepare financial statements under this format. After a period of receiving unqualified statements, the 2006/07 statements were qualified.

As required by section 71 of the MFMA, the Municipality has strengthened its in year monitoring processes to include regular monthly reporting to the Mayor. Quarterly monitoring of performance indicators also takes place. This regular monitoring allows for interventions and corrective action to be taken should it prove necessary.

The financial challenges facing George are considerable, particularly in terms of the infrastructure needs of the town. Meeting these challenges has to be balanced with keeping rates and tariffs affordable. This is a difficult balancing act and the Municipality will need to embark on a long-term financial strategy linked to the George IDP that will explore all options for meeting these financial challenges.

Budget 2008/09 – Mid Year Review and adjustments budget

As required by Section 72 of the MFMA, the Municipality undertook and mid-year budget and performance assessment in January 2009. The review's outcome was the requirement to produce an adjustments budget to provide for revised projections of capital and operating expenditure and operating income.

The following table shows the original and adjustments budgets for 2008/09.

R'000	Original Budget 2008/09	MYR Adjusted Budget 2008/09	Difference
Capital	R330 202	R299 955	R30 247
Operating Income	R663 697	R654 206	R9 491
Operating Expenditure	R653 941	R676 319	R22 378

The 2008/09 adjustments budget must be taken into account in the preparation of the 2009/10 MTREF. In particular, the capital budget must be set at a level that is realistic in terms of the capacity to deliver.

Budget 2009/10

The budget process in George followed the requirements of the MFMA.

A schedule of key deadlines was prepared for tabling in Council by the Mayor prior to the end of August 2008.

A Budget Committee was established to examine, review and prioritise budget proposals from Directorates.

The Draft budget was tabled on 08 April 2009.

The final budget has to be agreed by Council by the end of May.

The Municipality's budget is again prepared on a 3 year basis. This takes into account the national and provincial 3 year allocations to the Municipality. It is necessary to plan and budget on a 3 year basis to take account of resource constraints and also capacity constraints on service delivery. The MFMA requires municipalities to prepare 3 year budgets to ensure more thorough financial planning and provide for seamless service delivery.

Over the 3 year period, the Municipality is planning to spend R750m on capital investment for the infrastructure needs of the town. In 2009/10 the budgeted capital budget is R249m.

Operating expenditure in 2009/10 is budgeted at R781m.

The MFMA requires municipalities to set out measurable performance objectives when tabling their budgets. These "key deliverables" link the financial inputs of the budget to service delivery on the ground. As a further enhancement to this, quarterly service targets and monthly financial targets are contained in the Service Delivery and Budget Implementation Plan. This must be agreed by the Mayor within 28 days of agreement of the final budget and forms the basis for the Municipality's in year monitoring.

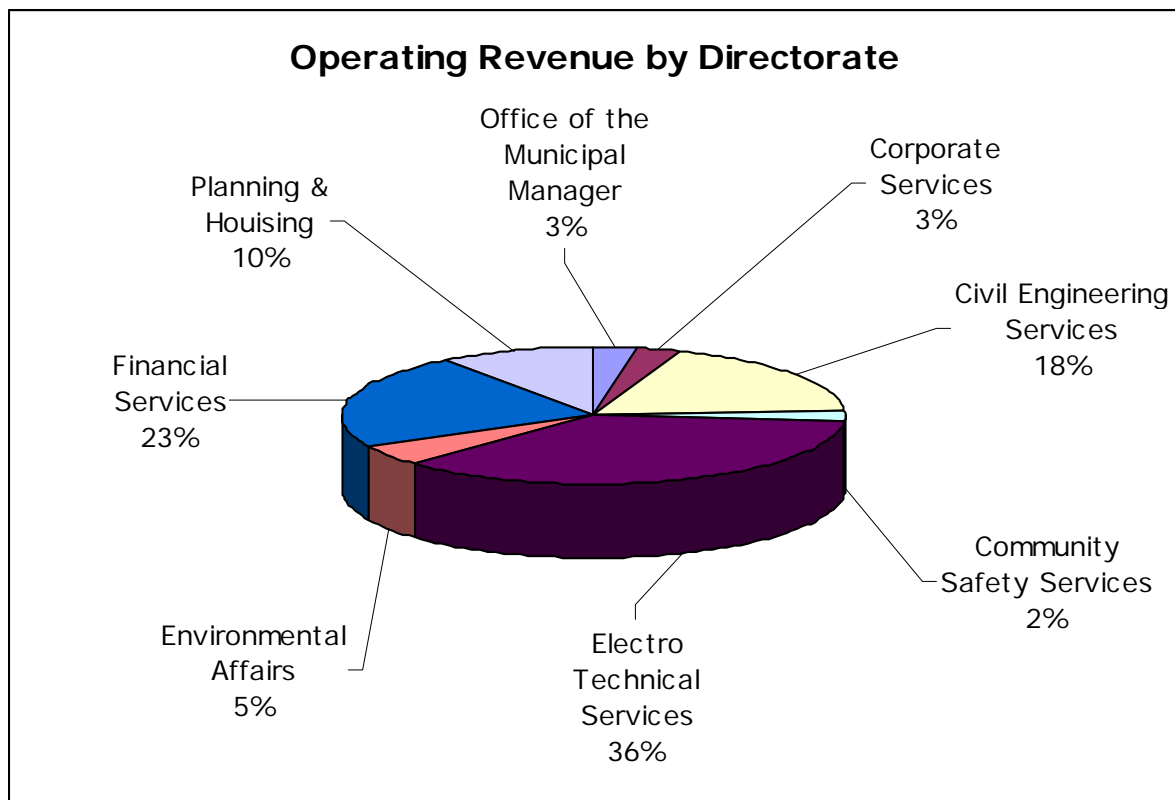
George prepared and is using an SDBIP in 2008/09 and will enhance the process through further verification of the veracity of the performance data in 2009/10.

A Performance Management System is being implemented in the 2009/10 financial year.

Section 4 - Budget 2009/10 to 2011/12; Key Figures

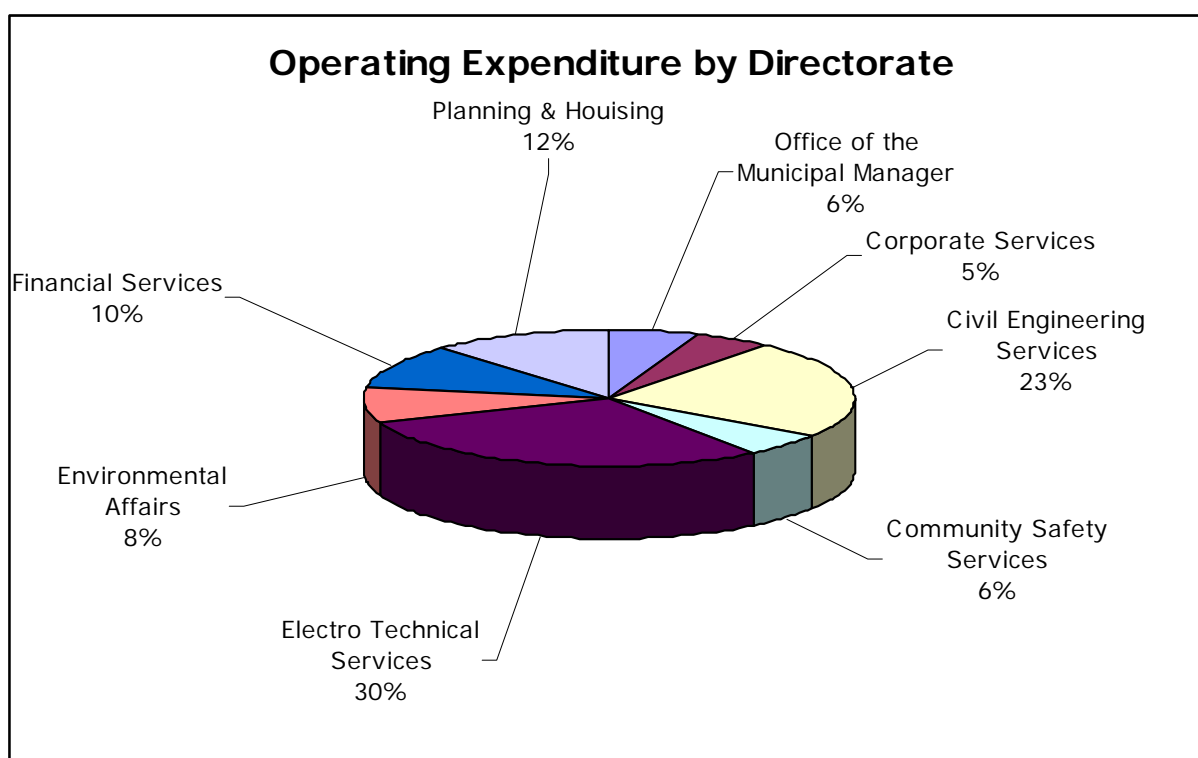
Operating Revenue By Directorate

	Actual 2007/2008 R'000	Revised 2008/2009 R'000	Projection 2009/2010 R'000	Projection 2010/2011 R'000	Projection 2011/2012 R'000
Office of the Municipal Manager	23,720	23,186	25,408	27,832	30,347
Corporate Services	17,766	25,050	23,083	25,366	25,750
Civil Engineering Services	141,132	152,321	163,182	180,450	201,667
Community Safety Services	13,917	20,829	19,715	21,598	23,392
Electro Technical Services	223,725	255,464	324,331	413,791	530,750
Environmental Affairs	32,263	39,744	44,918	52,056	60,131
Financial Services	179,781	188,976	201,964	224,004	241,211
Planning & Housing	36,911	52,251	87,891	22,070	39,714
Total Operating Income	669,215	757,821	890,492	967,168	1,152,962



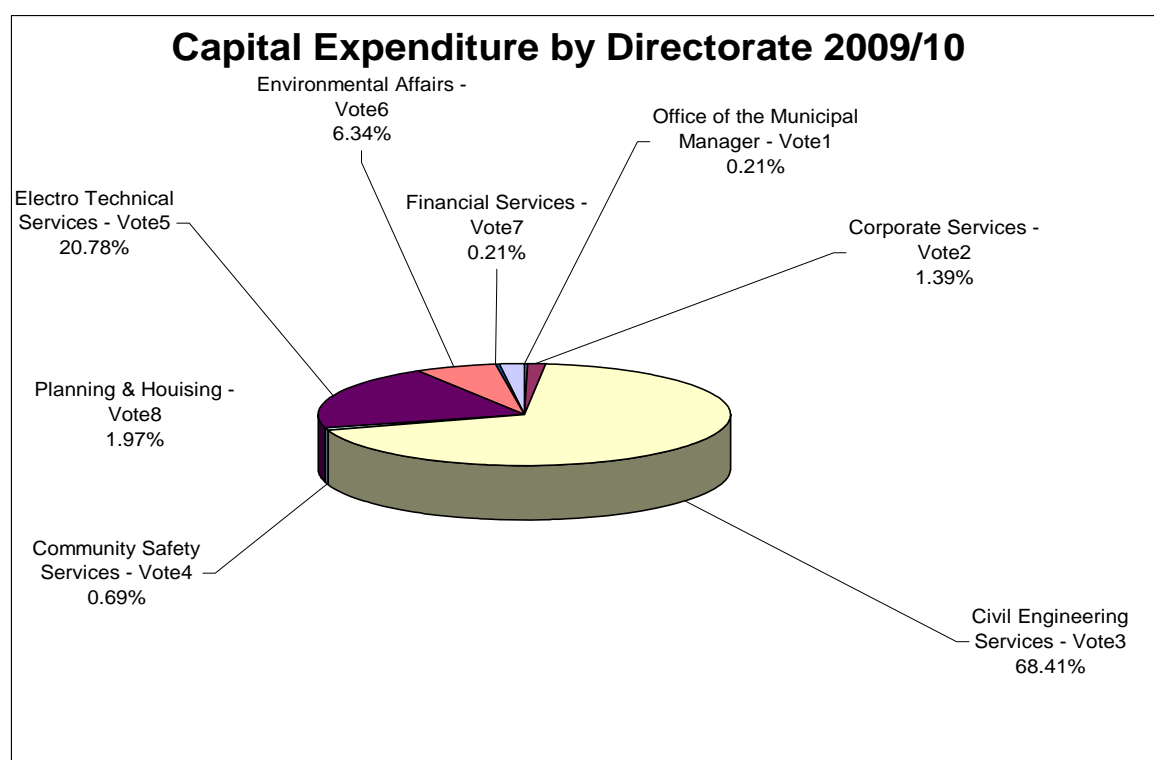
Operating Expenditure By Directorate

	Actual 2007/2008 R'000	Revised 2008/2009 R'000	Projection 2009/2010 R'000	Projection 2010/2011 R'000	Projection 2011/2012 R'000
Office of the Municipal Manager	105,884	49,586	51,160	53,809	63,020
Corporate Services	38,549	47,151	45,861	50,191	52,313
Civil Engineering Services	152,597	197,184	209,091	235,418	260,187
Community Safety Services	40,342	51,044	50,679	55,839	61,814
Electro Technical Services	166,347	213,073	259,927	333,245	426,865
Environmental Affairs	55,785	62,116	73,874	78,457	83,062
Financial Services	68,250	90,446	92,197	115,140	140,266
Planning & Housing	46,393	63,421	107,535	44,478	63,288
Total Operating Expenditure	674,146	774,019	890,323	966,577	1,150,816



Capital Expenditure By Directorate

	Actual 2007/2008 R'000	Revised 2008/2009 R'000	Projection 2009/2010 R'000	Projection 2010/2011 R'000	Projection 2011/2012 R'000
Civil & Technical Services	189,651	213,144	166,868	181,968	167,892
Electrotechnical Services	30,874	41,525	57,167	59,958	57,440
Financial Services	1,560	250	500	550	550
Community Safety	2,617	5,606	1,630	3,550	-
Corporate Services	11,767	7,631	3,280	320	500
Planning and Housing	5,304	5,941	4,655	5,750	-
Environmental Affairs	5,237	11,199	14,480	5,840	6,680
Office of the Municipal Manager	519	837	500	270	-
Total Operating Expenditure	247,529	286,134	249,080	258,206	233,062



Annexure 1 – National Treasury Budget and Reporting Regulations

The Municipal Budget and Reporting Regulations are designed to achieve a range of objectives, including improving the local government sphere's ability to deliver basic services by facilitating improved financial sustainability and better medium term planning and policy choices on service delivery.

Phasing in of formats and tables

National Treasury recognises that it will take time to achieve full compliance with both the letter and spirit of the new formats and tables for municipal budgets, adjustments budgets and in-year reports. It is acknowledged that there are practical difficulties in obtaining or aligning information with the new tables.

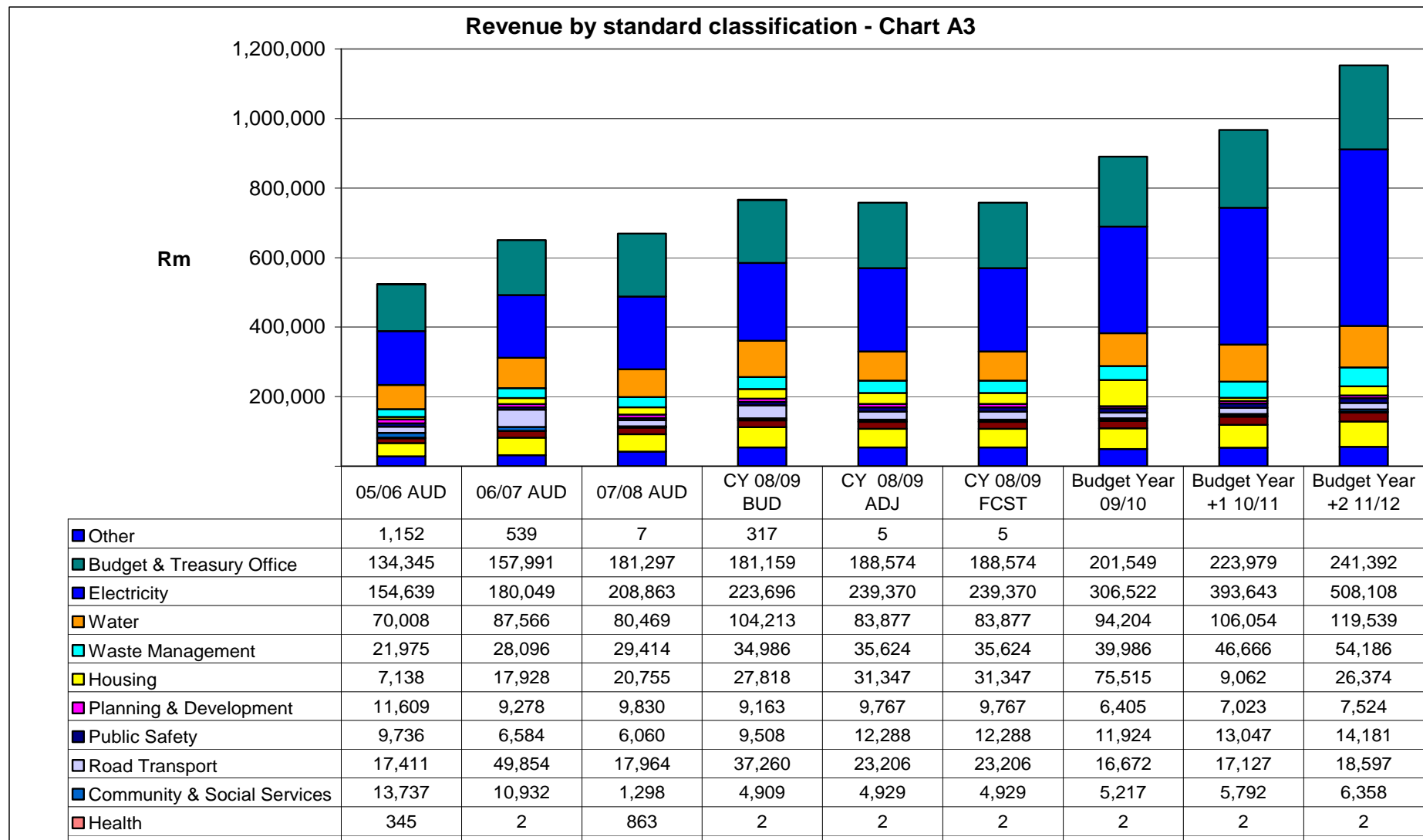
George Municipality complies with the following schedules:

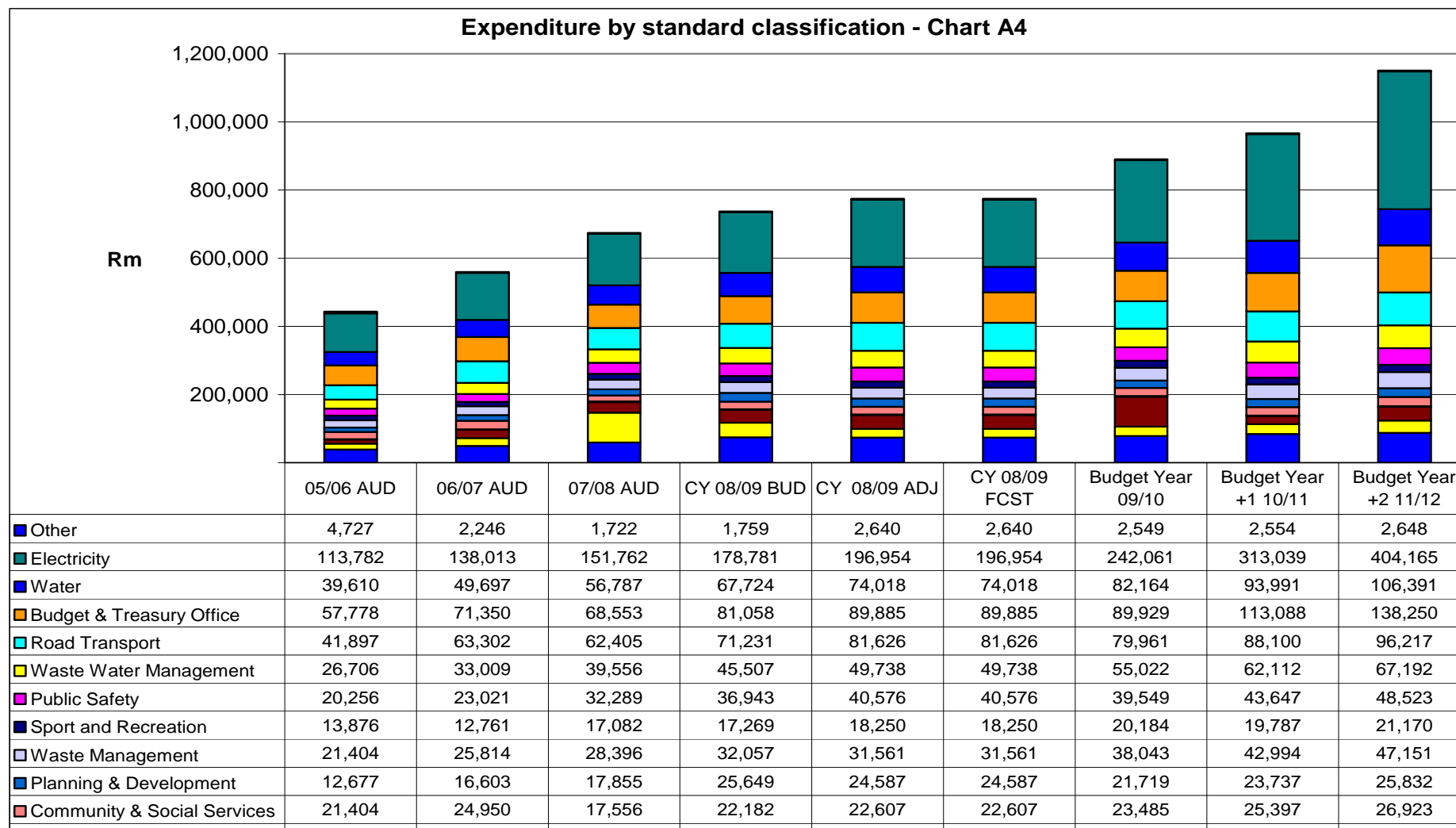
- A2** -Budgeted Financial Performance (by standard classification)
- A3** -Budgeted Financial Performance (by municipal vote)
- A3(a)** - Budgeted Financial Performance (by municipal vote)a
- A4** -Budgeted Financial Performance (by type)
- A5** -Budgeted Capital Expenditure
- A6** -Budgeted Financial Position
- A7** -Budgeted Cash Flow
- A8** -Cash backed reserves
- A9** -Asset Management

Annexure A2 – Budget Schedules

WC044 George - Table A2 Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	Ref	2005/06	2006/07	2007/08	Current Year 2008/09			2009/10 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
R thousand	1									
Revenue - Standard										
<i>Governance and administration</i>		176,599	208,577	241,899	254,445	262,026	262,026	271,862	300,651	322,768
Executive and council		14,181	18,980	18,844	19,522	19,623	19,623	21,419	23,439	25,532
Budget and treasury office		134,345	157,991	181,297	181,159	188,574	188,574	201,549	223,979	241,392
Corporate services		28,073	31,605	41,758	53,763	53,829	53,829	48,894	53,234	55,844
<i>Community and public safety</i>		32,464	36,205	30,431	43,393	50,371	50,371	94,973	30,428	49,742
Community and social services		13,737	10,932	1,298	4,909	4,929	4,929	5,217	5,792	6,358
Sport and recreation		1,507	759	1,455	1,156	1,806	1,806	2,315	2,526	2,827
Public safety		9,736	6,584	6,060	9,508	12,288	12,288	11,924	13,047	14,181
Housing		7,138	17,928	20,755	27,818	31,347	31,347	75,515	9,062	26,374
Health		345	2	863	2	2	2	2	2	2
<i>Economic and environmental services</i>		29,020	59,132	27,794	46,423	32,973	32,973	23,077	24,149	26,121
Planning and development		11,609	9,278	9,830	9,163	9,767	9,767	6,405	7,023	7,524
Road transport		17,411	49,854	17,964	37,260	23,206	23,206	16,672	17,127	18,597
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		285,808	346,529	369,091	421,902	412,451	412,451	500,580	611,939	754,331
Electricity		154,639	180,049	208,863	223,696	239,370	239,370	306,522	393,643	508,108
Water		70,008	87,566	80,469	104,213	83,877	83,877	94,204	106,054	119,539
Waste water management		38,033	50,279	50,338	58,691	53,575	53,575	59,867	65,577	72,498
Waste management		21,975	28,096	29,414	34,986	35,624	35,624	39,986	46,666	54,186
Other	4	1,152	539	7	317	5	5	-	-	-
Total Revenue - Standard	2	523,890	650,443	669,215	766,162	757,821	757,821	890,492	967,168	1,152,962
Expenditure - Standard										
<i>Governance and administration</i>		113,902	143,800	215,641	198,189	189,066	189,066	196,294	226,746	262,466
Executive and council		17,489	22,719	87,677	42,424	25,418	25,418	27,855	29,029	36,488
Budget and treasury office		57,778	71,350	68,553	81,058	89,885	89,885	89,929	113,088	138,250
Corporate services		38,635	49,732	59,412	74,708	73,763	73,763	78,510	84,629	87,728
<i>Community and public safety</i>		68,514	86,752	100,023	116,213	123,828	123,828	172,511	113,304	138,752
Community and social services		21,404	24,950	17,556	22,182	22,607	22,607	23,485	25,397	26,923
Sport and recreation		13,876	12,761	17,082	17,269	18,250	18,250	20,184	19,787	21,170
Public safety		20,256	23,021	32,289	36,943	40,576	40,576	39,549	43,647	48,523
Housing		11,745	24,596	30,931	38,138	40,704	40,704	87,690	22,758	40,156
Health		1,233	1,424	2,165	1,681	1,691	1,691	1,604	1,716	1,982
<i>Economic and environmental services</i>		54,574	79,905	80,260	96,880	106,214	106,214	101,679	111,837	122,049
Planning and development		12,677	16,603	17,855	25,649	24,587	24,587	21,719	23,737	25,832
Road transport		41,897	63,302	62,405	71,231	81,626	81,626	79,961	88,100	96,217
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		206,229	248,779	278,224	325,829	354,912	354,912	419,839	514,689	627,549
Electricity		113,782	138,013	151,762	178,781	196,954	196,954	242,061	313,039	404,165
Water		39,610	49,697	56,787	67,724	74,018	74,018	82,164	93,991	106,391
Waste water management		26,706	33,009	39,556	45,507	49,738	49,738	55,022	62,112	67,192
Waste management		21,404	25,814	28,396	32,057	31,561	31,561	38,043	42,994	47,151
Other	4	4,727	2,246	1,722	1,759	2,640	2,640	2,549	2,554	2,648
Total Expenditure - Standard	3	443,220	559,236	674,148	737,110	774,019	774,019	890,323	966,577	1,150,816
Surplus/(Deficit) for the year		80,670	91,208	(4,933)	29,052	(16,198)	(16,198)	168	591	2,146

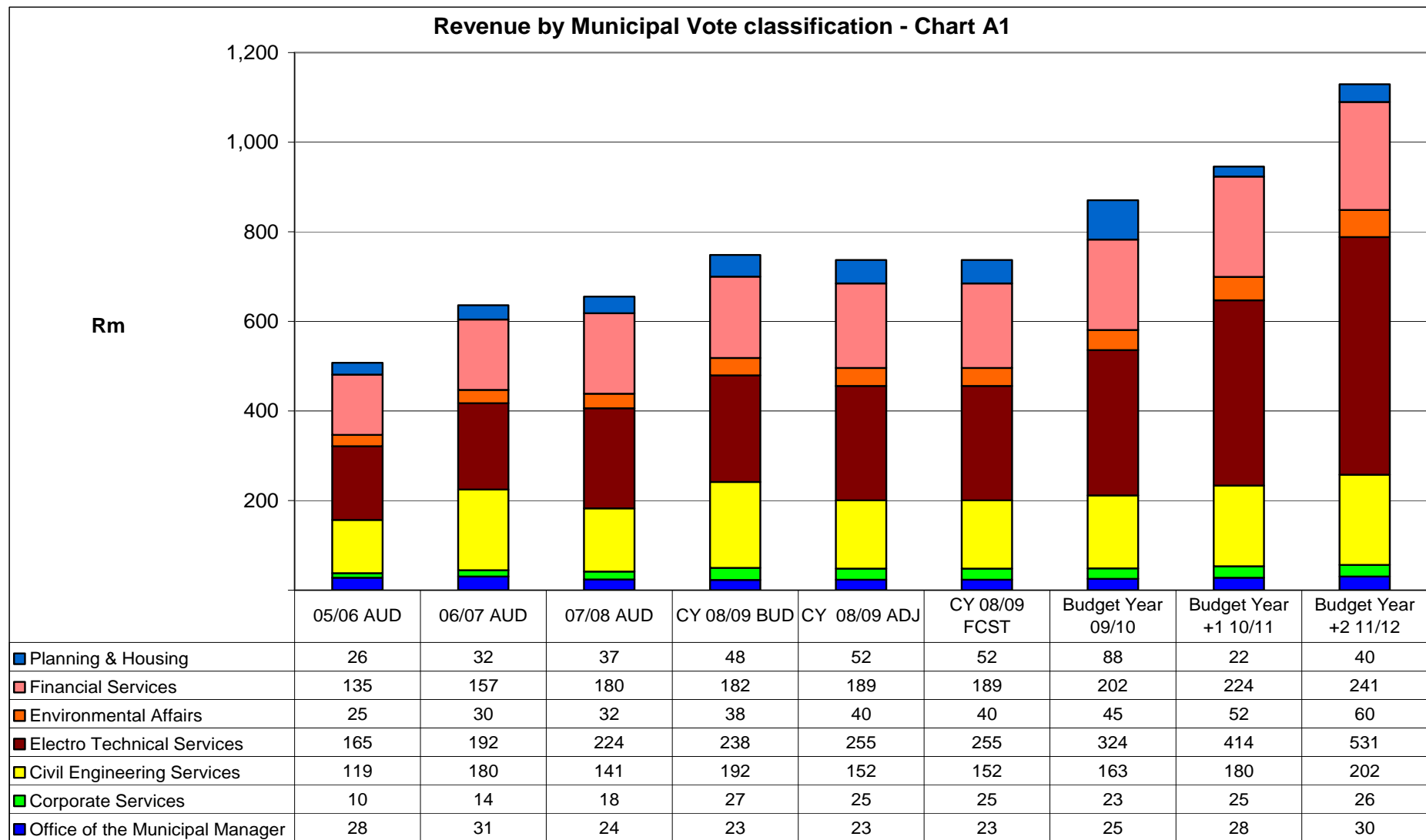


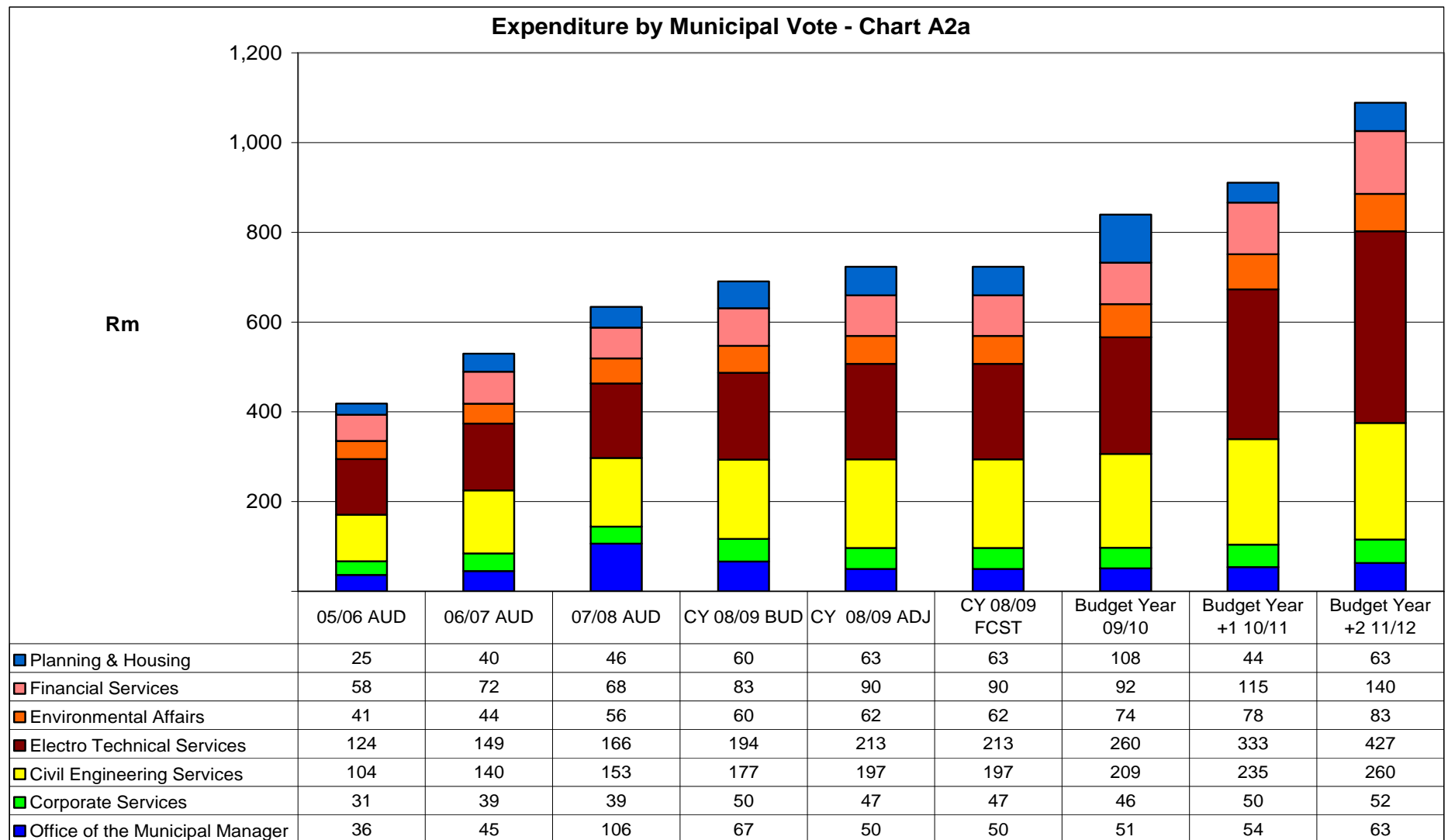


Annexure A3 – Budget Schedules

WC044 George - Table A4 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2005/06	2006/07	2007/08	Current Year 2008/09			2009/10 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
R thousand										
Revenue by Vote	1									
Vote1 - Office of the Municipal Manager		28	31	24	23	23	23	25	28	30
Vote2 - Corporate Services		10	14	18	27	25	25	23	25	26
Vote3 - Civil Engineering Services		119	180	141	192	152	152	163	180	202
Vote4 - Community Safety Services		16	14	14	18	21	21	20	22	23
Vote5 - Electro Technical Services		165	192	224	238	255	255	324	414	531
Vote6 - Environmental Affairs		25	30	32	38	40	40	45	52	60
Vote7 - Financial Services		135	157	180	182	189	189	202	224	241
Vote8 - Planning & Housing		26	32	37	48	52	52	88	22	40
Total Revenue by Vote	2	524	650	669	766	758	758	890	967	1,153
Expenditure by Vote to be appropriated	1									
Vote1 - Office of the Municipal Manager		36	45	106	67	50	50	51	54	63
Vote2 - Corporate Services		31	39	39	50	47	47	46	50	52
Vote3 - Civil Engineering Services		104	140	153	177	197	197	209	235	260
Vote4 - Community Safety Services		25	29	40	46	51	51	51	56	62
Vote5 - Electro Technical Services		124	149	166	194	213	213	260	333	427
Vote6 - Environmental Affairs		41	44	56	60	62	62	74	78	83
Vote7 - Financial Services		58	72	68	83	90	90	92	115	140
Vote8 - Planning & Housing		25	40	46	60	63	63	108	44	63
Total Expenditure by Vote	2	443	559	674	737	774	774	890	967	1,151
Surplus/(Deficit) for the year	2	81	91	(5)	29	(16)	(16)	0	1	2





Annexure A3 (A) – Budget Schedules

WC044 George - Table A4 Budgeted Financial Performance (revenue and expenditure by municipal vote)A										
Vote Description	Ref	2005/06	2006/07	2007/08	Current Year 2008/09			2009/10 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
R thousand										
Revenue by Vote	1									
Vote1 - Office of the Municipal Manager		28	31	24	23	23	23	25	28	30
Office of the Municipal Manager		1	1	2	2	2	2	2	2	3
Office the Assistant Municipal Manager		-	-	-	-	-	-	-	-	-
Office of the Mayor		1	1	1	1	1	1	1	1	1
Local Economic Development		0	-	0	-	0	0	-	-	-
Legal Services		-	-	-	-	-	-	-	-	-
Social Services		12	8	1	-	-	-	-	-	-
Tourism Bureau		-	0	0	0	-	-	-	-	-
Internal Audit		2	3	4	3	3	3	4	4	5
IDP		0	-	0	-	0	0	0	0	0
Council Expenses		6	9	9	11	11	11	12	13	14
Councillors' General Expenses		6	8	7	6	6	6	6	7	8
HIV Projects		0	0	0	-	-	-	-	-	-
Vote2 - Corporate Services		10	14	18	27	25	25	23	25	26
Administration		1	1	1	1	1	1	2	2	2
Client Services		0	0	0	0	0	0	-	-	-
Human Resources		5	9	11	12	12	12	12	13	14
IT Services: Network		0	1	2	6	5	5	4	4	2
Switchboard		1	1	2	3	1	1	1	1	1
Branch Libraries		0	0	0	0	0	0	0	0	0
Pacaltsdorp Hall		0	0	0	0	0	0	0	0	0
Literacy Program		0	-	-	-	-	-	-	-	-
Lawaaikamp Hall		-	-	-	-	-	-	-	-	-
Civic Centre		1	2	0	4	4	4	4	4	5
Main Library		0	0	1	1	1	1	1	1	1
Thembaletu Hall		0	0	0	0	0	0	0	0	0
Rosemore Hall		-	-	0	0	0	0	0	0	0
Conville Hall		0	0	0	0	0	0	0	0	0
Touwsrante Hall		0	0	0	0	0	0	0	0	0
Blanco Hall		0	0	0	0	0	0	0	0	0
Vote3 - Civil Engineering Services		119	180	141	192	152	152	163	180	202
Proclaimed Roads		2	1	1	1	1	1	0	0	0
Civil Administration		7	4	6	9	9	9	10	11	12
Streets & Storm Water		9	41	9	28	14	14	9	9	9
Sewerage: Mainlines/Pumpstation		37	49	50	59	54	54	60	66	72
Water Contamination Control		1	1	0	0	0	0	0	0	0
Water Purification		10	13	1	-	-	-	-	-	-
Water Distribution		54	70	73	95	75	75	84	95	107

Vote4 - Community Safety Services	16	14	14	18	21	21	20	22	23
Fire Services	0	0	0	0	0	0	0	0	1
Hawker Control	0	0	0	0	0	0	0	0	0
Security Services	0	–	–	–	–	–	–	–	–
Traffic Law Enforcement	9	6	6	9	12	12	11	13	14
Traffic Vehicle Registration	5	6	5	6	6	6	5	6	6
Traffic Driver's Licence	1	2	2	2	2	2	2	2	2
Traffic Vehicle Testing Centre	0	0	0	0	0	0	0	0	0
Vote5 - Electro Technical Services	165	192	224	238	255	255	324	414	531
Electricity Administration	1	1	2	1	1	1	1	2	2
Electricity Distribution	154	179	207	222	238	238	305	392	506
Mechanical Workshop	1	1	1	1	1	1	1	1	1
Fleet Management	9	12	14	13	15	15	17	19	21
Vote6 - Environmental Affairs	25	30	32	38	40	40	45	52	60
Cemetries	0	0	0	0	0	0	0	0	0
Forestry	1	1	0	0	0	0	–	–	–
Beach Areas	0	0	0	–	–	–	–	–	–
Herold's Bay Caravan Park	0	0	0	0	0	0	0	0	0
Environmental Administration	–	–	1	1	1	1	1	1	1
Sport Maintenance	1	0	0	–	–	–	–	–	–
Swimming Pool	–	–	0	0	0	0	0	0	0
Environmental Health	0	0	0	0	0	0	0	0	0
Parks & Gardens	0	0	0	1	2	2	2	2	3
Street Cleansing	0	0	0	–	–	–	–	–	–
Refuse Removal	22	27	29	35	36	36	40	47	54
Night Soil Removal	0	–	–	–	–	–	–	–	–
Dumping Site	0	1	0	–	–	–	–	–	–

Public Toilets		0	–	–	–	–	–	–	–	–
Maintenance		0	0	–	1	1	1	1	1	1
Commonage		–	–	–	–	–	–	–	–	–
Vote7 - Financial Services		135	157	180	182	189	189	202	224	241
Finance Administration		22	27	32	21	24	24	21	18	15
Finance General		9	9	13	13	13	13	16	16	17
Assessment Rates		73	84	91	103	104	104	112	125	138
Housing		5	8	7	1	1	1	1	1	1
Stores		2	1	2	1	1	1	2	2	2
Finance : Income		0	0	0	0	0	0	0	0	0
Finance : Budgets		0	0	0	1	1	1	1	1	1
Finance: Remuneration		1	1	1	1	1	1	1	1	1
Supply Chain Management		–	–	0	–	0	0	0	0	0
Finance : Valuation		–	–	–	–	–	–	–	–	–
IT Services : Mainframe		2	1	1	3	3	3	3	3	3
Credit Control		22	26	31	38	41	41	45	57	61
Finance : Expenditure		–	0	–	–	–	–	–	–	–
Financial : Statements		–	–	–	–	1	1	1	1	1
Vote8 - Planning & Housing		26	32	37	48	52	52	88	22	40
Housing Administration		7	18	21	28	31	31	76	9	26
Planning		11	9	10	9	9	9	6	7	7
Properties		8	5	7	12	12	12	6	6	6
Director : Planning		–	0	–	–	0	0	–	–	–
Total Revenue by Vote	2	524	650	669	766	758	758	890	967	1,153

Expenditure by Vote		1								
Vote1 - Office of the Municipal Manager		36	45	106	67	50	50	51	54	63
Office of the Municipal Manager		1	1	2	2	2	2	2	2	3
Office the Assistant Municipal Manager		–	–	3	5	5	5	6	6	7
Office of the Mayor		1	1	1	1	1	1	1	1	1
Local Economic Development		1	3	4	6	4	4	3	3	4
Legal Services		0	1	1	1	1	1	1	1	2
Social Services		12	13	5	6	6	6	6	6	6
Tourism Bureau		3	1	1	1	2	2	2	2	2
Internal Audit		2	3	4	3	5	5	4	4	5
IDP		0	1	1	1	1	1	1	1	1
Council Expenses		6	9	9	11	11	11	12	13	14
Councillors' General Expenses		10	12	76	29	12	12	13	13	19
HIV Projects		1	1	1	1	1	1	1	1	1
Vote2 - Corporate Services		31	39	39	50	47	47	46	50	52
Administration		7	10	9	11	11	11	11	12	13
Client Services		1	1	1	2	2	2	2	2	2
Human Resources		10	13	11	13	13	13	12	13	14
IT Services: Network		2	2	2	6	4	4	4	4	2
Switchboard		2	2	2	3	1	1	1	1	1
Branch Libraries		2	2	2	2	2	2	2	3	3
Pacaltsdorp Hall		0	0	0	0	0	0	0	0	0
Literacy Program		0	–	–	–	–	–	–	–	–
Lawaaikamp Hall		–	–	–	–	–	–	0	0	0
Civic Centre		4	5	6	7	7	7	8	9	9
Main Library		2	3	3	4	4	4	4	5	5
Thembaletu Hall		0	0	0	0	0	0	0	0	0
Rosemore Hall		–	–	0	0	0	0	0	0	0
Conville Hall		0	0	0	1	1	1	1	1	1
Touwsrante Hall		0	0	0	0	0	0	0	0	0
Blanco Hall		0	0	0	0	0	0	0	0	0
Vote3 - Civil Engineering Services		104	140	153	177	197	197	209	235	260
Proclaimed Roads		3	4	2	2	2	2	1	1	1
Civil Administration		7	9	10	11	11	11	11	12	13
Streets & Storm Water		36	56	57	64	74	74	73	81	89
Sewerage: Mainlines/Pumpstation		14	20	22	26	28	28	33	38	41
Water Contamination Control		11	11	16	17	19	19	20	21	24
Water Purification		15	17	21	27	31	31	37	43	50

Water Distribution	17	24	26	29	31	31	34	39	43
Vote4 - Community Safety Services	25	29	40	46	51	51	51	56	62
Fire Services	5	6	7	7	8	8	9	9	10
Hawker Control	0	0	1	1	1	1	1	2	2
Security Services	1	2	3	3	3	3	4	4	5
Traffic Law Enforcement	16	17	25	30	33	33	31	34	38
Traffic Vehicle Registration	2	2	2	3	3	3	3	3	4
Traffic Driver's Licence	1	1	1	2	2	2	2	2	2
Traffic Vehicle Testing Centre	0	1	1	1	1	1	1	1	1
Vote5 - Electro Technical Services	124	149	166	194	213	213	260	333	427
Electricity Administration	10	12	15	17	18	18	18	19	21
Electricity Distribution	104	126	136	162	179	179	224	294	383
Mechanical Workshop	1	1	1	1	1	1	1	1	1
Fleet Management	10	10	14	14	15	15	17	19	21
Vote6 - Environmental Affairs	41	44	56	60	62	62	74	78	83
Cemetries	1	1	1	1	2	2	1	2	2
Forestry	2	1	1	1	1	1	1	1	1
Beach Areas	0	0	0	0	0	0	0	0	0
Herold's Bay Caravan Park	0	0	0	0	0	0	0	0	0
Environmental Administration	–	–	5	4	5	5	9	8	6
Sport Maintenance	3	5	6	6	6	6	6	7	7
Swimming Pool	3	0	1	1	1	1	1	1	1
Environmental Health	0	1	1	1	1	1	1	1	1
Parks & Gardens	8	7	10	10	10	10	13	11	12
Street Cleansing	1	3	4	4	4	4	4	4	5
Refuse Removal	15	19	20	23	22	22	25	27	30
Night Soil Removal	1	1	1	1	1	1	1	1	1

Dumping Site		5	5	5	5	5	5	9	11	12
Public Toilets		1	1	1	1	1	1	1	1	1
Maintenance		0	1	1	1	1	1	1	1	1
Commonage		1	1	1	1	1	1	1	1	1
Vote7 - Financial Services		58	72	68	83	90	90	92	115	140
Finance Administration		6	6	7	2	5	5	2	11	28
Finance General		14	11	8	8	9	9	11	11	11
Assessment Rates		4	4	1	1	2	2	1	1	1
Housing		2	11	3	2	2	2	2	2	1
Stores		1	1	1	1	1	1	1	1	1
Finance : Income		2	6	9	11	11	11	10	11	12
Finance : Budgets		1	1	1	2	2	2	3	3	4
Finance: Remuneration		1	1	1	1	1	1	1	1	1
Supply Chain Management		-	0	1	2	2	2	2	2	2
Finance : Valuation		0	0	0	1	1	1	0	0	0
IT Services : Mainframe		2	2	1	3	3	3	3	3	3
Credit Control		25	25	32	44	46	46	50	63	70
Finance : Expenditure		0	1	2	2	2	2	2	2	3
Financial : Statements		1	1	2	3	3	3	3	3	3
Vote8 - Planning & Housing		25	40	46	60	63	63	108	44	63
Housing Administration		12	25	31	38	41	41	88	23	40
Planning		7	7	7	11	12	12	10	11	11
Properties		2	3	3	5	5	5	4	4	4
Director : Planning		5	6	5	6	6	6	7	7	8
Total Expenditure by Vote	2	443	559	674	737	774	774	890	967	1,151
Surplus/(Deficit) for the year	2	81	91	(5)	29	(16)	(16)	0	1	2

Annexure A4 – Budget Schedules

WC044 George - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2005/06	2006/07	2007/08	Current Year 2008/09				2009/10 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
Revenue By Source											
Property rates	2	72,369	80,301	89,606	101,128	102,116	102,116	102,116	110,135	122,932	136,139
Property rates - penalties & collection charges		2,928	2,841	1,413	1,600	1,600	1,600	1,600	1,850	1,950	2,100
Service charges - electricity revenue	2	144,894	169,189	195,344	212,912	229,592	229,592	229,592	296,300	383,010	497,110
Service charges - water revenue	2	43,623	53,661	62,385	63,937	63,937	63,937	63,937	73,594	83,800	95,335
Service charges - sanitation revenue	2	31,898	37,660	41,245	45,000	45,295	45,295	45,295	49,830	55,110	61,500
Service charges - refuse revenue	2	21,544	25,428	28,110	32,980	33,523	33,523	33,523	38,910	45,490	52,960
Service charges - other		667	56	57	35	35	35	35	10	10	10
Rental of facilities and equipment		2,137	2,111	2,128	2,159	2,159	2,159	2,159	1,906	1,955	1,977
Interest earned - external investments		19,724	30,732	36,250	19,800	23,196	23,196	23,196	20,100	16,800	15,000
Interest earned - outstanding debtors		3,004	3,368	5,082	4,084	4,429	4,429	4,429	4,688	5,018	5,235
Dividends received		18,492	46,855	8,289	42,127	-	-	-	-	-	-
Fines		9,444	6,368	4,863	8,504	11,314	11,314	11,314	10,836	11,848	12,859
Licences and permits		2,121	2,327	2,760	2,639	2,639	2,639	2,639	2,564	2,809	2,969
Agency services		4,373	5,382	4,902	5,723	5,723	5,723	5,723	5,024	5,526	6,028
Transfers recognised - operational		39,478	57,110	53,205	71,852	82,739	82,739	82,739	126,748	70,110	93,574
Other revenue	2	105,400	126,768	133,252	151,683	149,525	149,525	149,525	147,998	160,802	170,167
Gains on disposal of PPE		1,795	288	326	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		523,890	650,443	669,215	766,162	757,821	757,821	757,821	890,492	967,168	1,152,962
Expenditure By Type											
Employee related costs	2	112,040	134,521	205,562	187,045	173,306	173,306	173,306	181,228	194,982	218,354
Remuneration of councillors		5,070	8,391	7,966	8,950	8,950	8,950	8,950	10,292	11,321	12,453
Debt impairment	3	1,017	22,958	2,239	7,764	7,764	7,764	7,764	5,000	5,000	5,000
Depreciation & asset impairment	2	25,524	31,186	40,367	49,739	55,737	55,737	55,737	58,858	72,394	86,518
Finance charges		13,000	19,105	27,338	38,343	35,636	35,636	35,636	44,837	59,681	74,531
Bulk purchases	2	70,430	80,814	88,881	105,000	124,300	124,300	124,300	165,000	225,000	308,000
Other materials	8	-	-	-	-	-	-	-	-	-	-
Contracted services		28,352	32,933	32,325	42,944	46,130	46,130	46,130	105,150	45,500	63,680
Transfers and grants		25,302	27,048	33,366	44,079	46,473	46,473	46,473	48,436	60,187	63,157
Other expenditure	4, 5	162,414	202,279	236,104	253,247	275,723	275,723	275,723	271,523	292,512	319,124
Loss on disposal of PPE		71	3	-	-	-	-	-	-	-	-
Total Expenditure		443,220	559,236	674,148	737,110	774,019	774,019	774,019	890,323	966,577	1,150,816

Surplus/(Deficit)		80,669	91,207	(4,933)	29,052	(16,198)	(16,198)	(16,198)	168	591	2,146
Transfers recognised - capital		-	-	-	(29,034)	16,208	16,208	16,208	(94)	(541)	(2,067)
Contributions recognised - capital	6	-	-	-	-	-	-	-	-	-	-
Contributed assets											
Surplus/(Deficit) after capital transfers & contributions		80,669	91,207	(4,933)	18	10	10	10	74	50	79
Taxation											
Surplus/(Deficit) after taxation		80,669	91,207	(4,933)	18	10	10	10	74	50	79
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		80,669	91,207	(4,933)	18	10	10	10	74	50	79
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		80,669	91,207	(4,933)	18	10	10	10	74	50	79

Annexure A5 – Budget Schedules

WC044 George - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	2005/06	2006/07	2007/08	Current Year 2008/09				2009/10 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure, to be appropriated	2										
Vote1 - Office of the Municipal Manager		54	1,000	519	1,455	837	837	837	500	270	–
Vote2 - Corporate Services		13,456	6,293	11,767	12,451	7,631	7,631	7,631	3,280	320	500
Vote3 - Civil Engineering Services		78,386	144,054	189,651	239,533	213,144	213,144	213,144	166,868	181,968	167,892
Vote4 - Community Safety Services		2,621	4,055	2,617	6,743	5,606	5,606	5,606	1,630	3,550	–
Vote5 - Electro Technical Services		21,388	26,397	30,874	49,272	41,525	41,525	41,525	57,167	59,958	57,440
Vote6 - Environmental Affairs		14,082	6,881	5,237	12,955	11,199	11,199	11,199	14,480	5,840	6,680
Vote7 - Financial Services		–	1,689	1,560	900	250	250	250	500	550	550
Vote8 - Planning & Housing		11,019	13,247	5,304	6,893	5,941	5,941	5,941	4,655	5,750	–
Capital multi-year expenditure sub-total	7	141,006	203,617	247,529	330,202	286,134	286,134	286,134	249,080	258,206	233,062
Total Capital Expenditure - Vote		141,006	203,617	247,529	330,202	286,134	286,134	286,134	249,080	258,206	233,062
Capital Expenditure - Standard											
Governance and administration		3,782	6,374	7,878	4,480	1,627	1,627	1,627	1,750	1,212	550
Executive and council		–	–	–	–	–	–	–	–	–	–
Budget and treasury office		–	1,689	1,560	900	250	250	250	500	550	550
Corporate services		3,782	4,685	6,318	3,580	1,377	1,377	1,377	1,250	662	–
Community and public safety		39,332	20,535	19,923	30,374	22,951	22,951	22,951	23,265	8,500	2,320
Community and social services		13,671	7,293	12,461	13,566	8,163	8,163	8,163	2,780	340	500
Sport and recreation		13,168	6,881	3,608	8,215	6,534	6,534	6,534	14,200	2,360	1,820
Public safety		1,473	2,323	1,121	1,700	2,313	2,313	2,313	1,630	50	–
Housing		11,019	4,038	2,734	6,893	5,941	5,941	5,941	4,655	5,750	–
Health		–	–	–	–	–	–	–	–	–	–
Economic and environmental services		1,148	10,942	8,468	5,533	3,704	3,704	3,704	500	3,700	–
Planning and development		336	10,805	3,615	4,533	3,454	3,454	3,454	500	700	–
Road transport		812	136	4,853	1,000	250	250	250	–	3,000	–
Environmental protection		–	–	–	–	–	–	–	–	–	–
Trading services		96,743	165,766	211,260	289,815	257,852	257,852	257,852	223,565	244,794	230,192
Electricity		17,606	21,712	20,332	45,802	40,273	40,273	40,273	56,417	59,396	57,440
Water		21,787	43,081	48,640	61,027	57,850	57,850	57,850	76,044	74,437	76,735
Waste water management		56,599	100,973	141,011	178,506	155,294	155,294	155,294	90,824	107,531	91,158
Waste management		752	–	1,277	4,480	4,435	4,435	4,435	280	3,430	4,860
Other		–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure - Standard	3	141,006	203,617	247,529	330,202	286,134	286,134	286,134	249,080	258,206	233,062

WC044 George - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

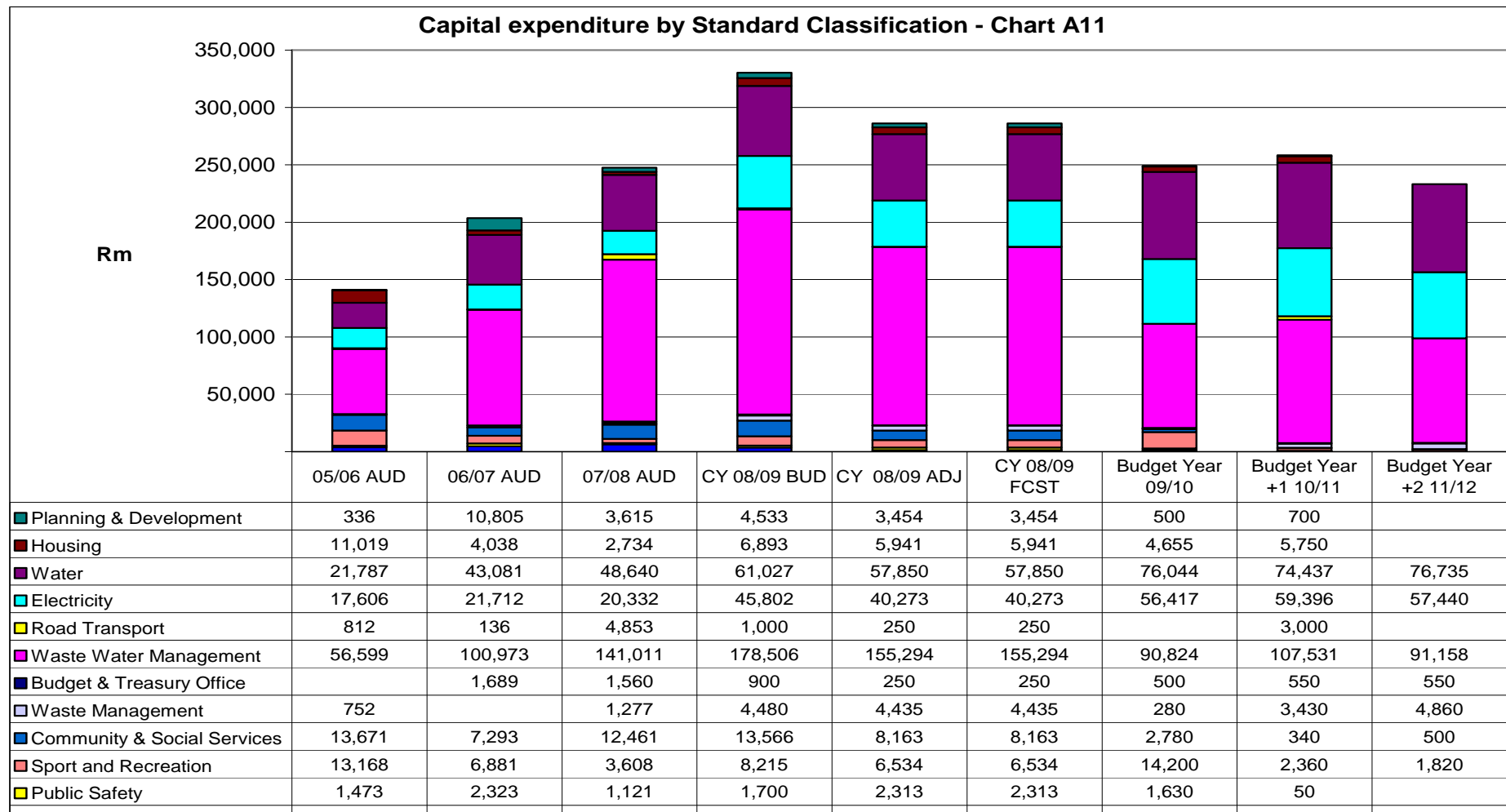
Vote Description	Ref	2005/06	2006/07	2007/08	Current Year 2008/09				2009/10 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
R thousand	1										
Funded by:											
National Government		10,050	23,831	34,699	49,811	30,186	30,186	30,186	48,566	40,112	37,000
Provincial Government		5,750	18,227	35,819	31,050	34,437	34,437	34,437	15,803	30,420	14,092
District Municipality		282	4,572	6,930	-	-	-	-	-	-	-
Other transfers and grants		2,409	225	616	216	216	216	216	7,672	14,500	25,000
Transfers recognised - capital	4	18,492	46,855	78,064	81,077	64,839	64,839	64,839	72,041	85,032	76,092
Public contributions & donations	5	-	1,516	-	3,200	2,490	2,490	2,490	27,900	-	-
Borrowing	6	84,528	94,261	65,773	134,200	126,479	126,479	126,479	125,132	137,580	120,506
Internally generated funds		37,986	60,984	103,692	111,725	92,326	92,326	92,326	24,007	35,594	36,464
Total Capital Funding	7	141,006	203,617	247,529	330,202	286,134	286,134	286,134	249,080	258,206	233,062

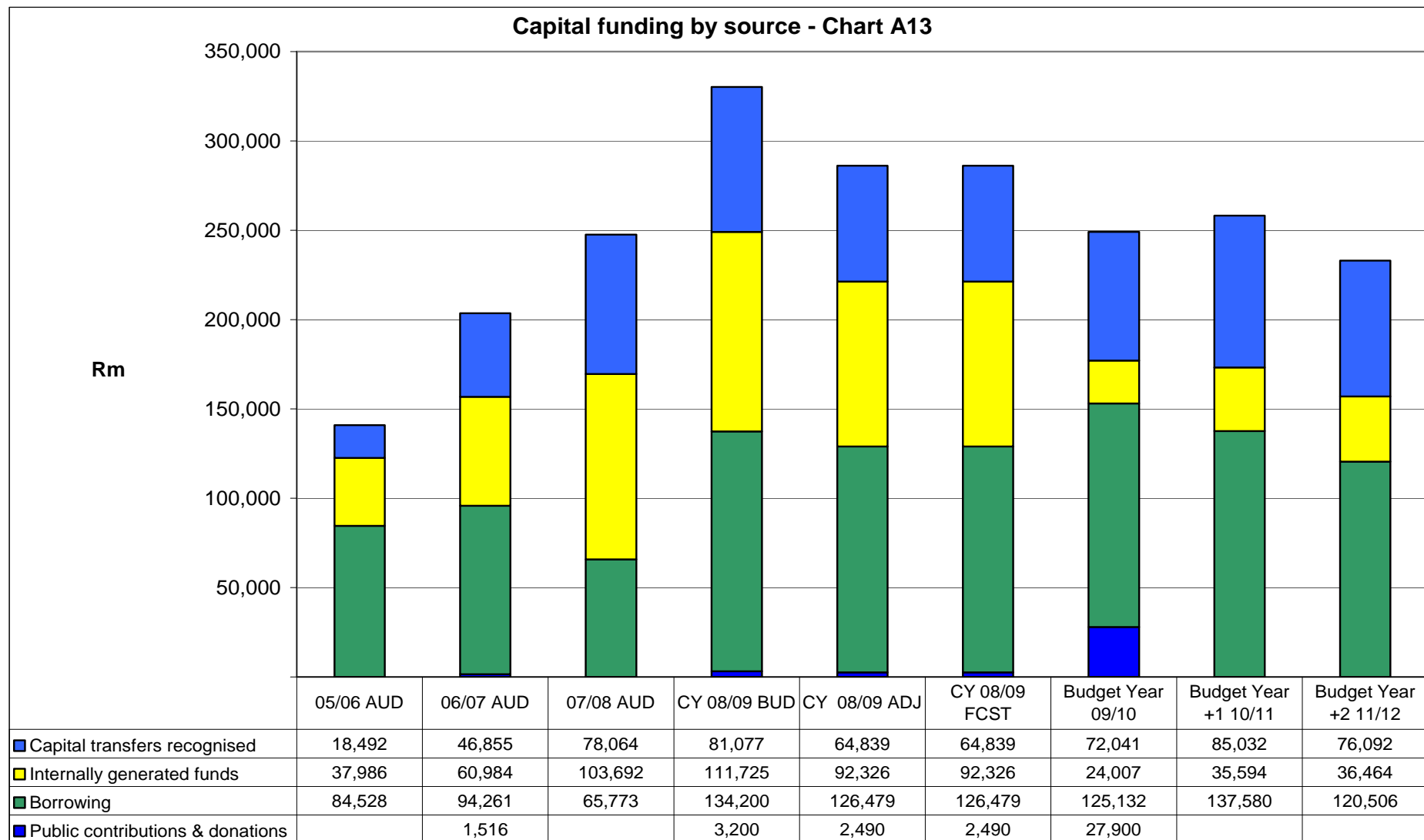
Annexure A5 (A) – Budget Schedules

WC044 George - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding											
Vote Description	Ref	2005/06	2006/07	2007/08	Current Year 2008/09				2009/10 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
Capital expenditure - Municipal Vote	2										
Multi-year expenditure appropriation											
Vote1 - Office of the Municipal Manager		54	1,000	519	1,455	837	837	837	500	270	-
Office of the Municipal Manager		-	-	-	-	-	-	-	-	-	-
Office the Assistant Municipal Manager		-	-	-	-	-	-	-	-	-	-
Office of the Mayor		-	-	-	-	-	-	-	-	-	-
Local Economic Development		-	-	-	490	411	411	411	500	200	-
Legal Services		-	-	-	-	-	-	-	-	-	-
Social Services		54	1,000	519	965	426	426	426	-	70	-
Tourism Bureau		-	-	-	-	-	-	-	-	-	-
Internal Audit		-	-	-	-	-	-	-	-	-	-
IDP		-	-	-	-	-	-	-	-	-	-
Councillors' General Expenses		-	-	-	-	-	-	-	-	-	-
HIV Projects		-	-	-	-	-	-	-	-	-	-
Vote2 - Corporate Services		13,456	6,293	11,767	12,451	7,631	7,631	7,631	3,280	320	500
Administration		-	-	-	-	-	-	-	-	50	-
Client Services		-	-	-	-	-	-	-	-	-	-
Human Resources		-	-	-	-	-	-	-	-	-	-
IT Services: Network		-	-	-	-	-	-	-	500	-	-
Switchboard		-	-	-	-	-	-	-	-	-	-
Branch Libraries		-	-	-	-	-	-	-	160	80	400
Pacaltsdorp Hall		-	-	-	-	-	-	-	-	50	-
Literacy Program		-	-	-	-	-	-	-	-	-	-
Lawaalkamp Hall		-	-	-	-	-	-	-	-	-	-
Civic Centre		13,397	6,206	11,525	12,160	7,336	7,336	7,336	1,670	140	100
Main Library		59	87	241	291	295	295	295	80	-	-
Thembaletu Hall		-	-	-	-	-	-	-	870	-	-
Rosemore Hall		-	-	-	-	-	-	-	-	-	-
Conville Hall		-	-	-	-	-	-	-	-	-	-
Touwsrante Hall		-	-	-	-	-	-	-	-	-	-
Blanco Hall		-	-	-	-	-	-	-	-	-	-
Vote3 - Civil Engineering Services		78,386	144,054	189,651	239,533	213,144	213,144	213,144	166,868	181,968	167,892
Proclaimed Roads		-	-	-	-	-	-	-	-	-	-
Civil Administration		-	-	-	300	247	247	247	700	300	250
Streets & Storm Water		40,098	79,042	90,538	133,456	114,362	114,362	114,362	57,249	63,404	48,470
Sewerage: Mainlines/Pumpstation		14,158	13,960	23,821	39,550	35,932	35,932	35,932	32,075	25,128	13,688
Water Contamination Control		2,342	7,971	26,652	5,500	5,000	5,000	5,000	1,500	19,000	29,000
Water Purification		11,015	16,839	23,210	26,850	21,326	21,326	21,326	49,866	45,000	44,500
Water Distribution		10,771	26,241	25,430	33,877	36,277	36,277	36,277	25,478	29,137	31,985

Vote4 - Community Safety Services	2,621	4,055	2,617	6,743	5,606	5,606	5,606	1,630	3,550	-	
Fire Services	1,473	2,323	1,121	1,700	2,313	2,313	2,313	1,630	50	-	
Hawker Control	-	-	-	223	56	56	56	-	-	-	
Security Services	-	-	-	-	-	-	-	-	-	-	
Traffic Law Enforcement	336	1,596	1,045	3,820	2,988	2,988	2,988	-	500	-	
Traffic Vehicle Registration	812	136	452	1,000	250	250	250	-	3,000	-	
Traffic Driver's Licence	-	-	-	-	-	-	-	-	-	-	
Traffic Vehicle Testing Centre	-	-	-	-	-	-	-	-	-	-	
Vote5 - Electro Technical Services	21,388	26,397	30,874	49,272	41,525	41,525	41,525	57,167	59,958	57,440	
Electricity Administration	-	-	-	30	30	30	30	-	50	-	
Electricity Distribution	17,606	21,712	20,332	45,772	40,243	40,243	40,243	56,417	59,346	57,440	
Mechanical Workshop	-	-	-	-	-	-	-	-	-	-	
Fleet Management	3,782	4,685	10,542	3,470	1,252	1,252	1,252	750	562	-	
Vote6 - Environmental Affairs	14,082	6,881	5,237	12,955	11,199	11,199	11,199	14,480	5,840	6,680	
Cemetries	161	-	175	150	105	105	105	-	-	-	
Forestry	-	-	-	-	-	-	-	-	-	-	
Beach Areas	59	34	27	-	-	-	-	-	-	-	
Herold's Bay Caravan Park	-	-	-	-	-	-	-	-	-	-	
Environmental Administration	-	-	177	110	125	125	125	-	50	-	
Sport Maintenance	11,341	5,749	2,795	5,765	6,169	6,169	6,169	14,200	2,360	1,820	
Swimming Pool	-	-	-	-	-	-	-	-	-	-	
Environmental Health	-	-	-	-	-	-	-	-	-	-	
Parks & Gardens	1,769	1,098	786	2,450	365	365	365	-	-	-	
Street Cleansing	-	-	-	-	-	-	-	-	-	-	
Refuse Removal	752	-	1,277	4,480	4,435	4,435	4,435	280	3,430	4,860	
Night Soil Removal	-	-	-	-	-	-	-	-	-	-	
Dumping Site	-	-	-	-	-	-	-	-	-	-	
Public Toilets	-	-	-	-	-	-	-	-	-	-	
Maintenance	-	-	-	-	-	-	-	-	-	-	
Commonage	-	-	-	-	-	-	-	-	-	-	
Vote7 - Financial Services	-	1,689	1,560	900	250	250	250	500	550	550	
Finance Administration	-	-	-	-	-	-	-	-	-	-	
Finance General	-	1,689	1,560	900	250	250	250	500	550	550	
Assessment Rates	-	-	-	-	-	-	-	-	-	-	
Housing	-	-	-	-	-	-	-	-	-	-	
Stores	-	-	-	-	-	-	-	-	-	-	
Finance : Income	-	-	-	-	-	-	-	-	-	-	
Finance : Budgets	-	-	-	-	-	-	-	-	-	-	
Finance: Remuneration	-	-	-	-	-	-	-	-	-	-	
Supply Chain Management	-	-	-	-	-	-	-	-	-	-	
Finance : Valuation	-	-	-	-	-	-	-	-	-	-	

IT Services : Mainframe	-	-	-	-	-	-	-	-	-	-
Credit Control	-	-	-	-	-	-	-	-	-	-
Finance : Expenditure	-	-	-	-	-	-	-	-	-	-
Financial : Statements	-	-	-	-	-	-	-	-	-	-
Vote8 - Planning & Housing	11,019	13,247	5,304	6,893	5,941	5,941	5,941	4,655	5,750	-
Housing Administration	11,019	4,038	2,734	6,893	5,941	5,941	5,941	4,655	5,750	-
Planning	-	9,209	2,570	-	-	-	-	-	-	-
Properties	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure	141,006	203,617	247,529	330,202	286,134	286,134	286,134	249,080	258,206	233,062





Annexure A6 – Budget Schedules

WC044 George - Table A6 Budgeted Financial Position

Description	Ref	2005/06	2006/07	2007/08	Current Year 2008/09				2009/10 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
R thousand											
ASSETS											
Current assets											
Cash		248,580	301,724	276,157	364,586	457,510	457,510	457,510	706,512	948,200	1,084,156
Call investment deposits	1	15,957	–	–	–	–	–	–	–	–	–
Consumer debtors	1	26,026	23,580	48,432	59,175	70,794	70,794	70,794	88,026	109,582	136,453
Other debtors		30,542	30,222	31,440	32,648	31,698	31,698	31,698	32,907	34,116	35,325
Current portion of long-term receivables		2,638	5,659	731	1,374	1,374	1,374	1,374	1,374	1,287	731
Inventory	2	6,363	16,752	19,800	26,518	26,518	26,518	26,518	33,236	39,955	46,673
Total current assets		330,105	377,937	376,559	484,302	587,894	587,894	587,894	862,057	1,133,140	1,303,338
Non current assets											
Long-term receivables		–	1,671	4,767	3,393	3,393	3,393	3,393	2,018	731	0
Investments		–	18,080	–	–	–	–	–	–	–	–
Investment property		–	–	–	–	–	–	–	–	–	–
Investment in Associate		–	–	–	–	–	–	–	–	–	–
Property, plant and equipment	3	432,271	606,049	812,789	872,558	874,287	874,287	874,287	775,623	787,492	817,736
Agricultural		–	–	–	–	–	–	–	–	–	–
Biological		–	–	–	–	–	–	–	–	–	–
Intangible		1,127	3,618	6,569	9,289	9,289	9,289	9,289	12,010	14,731	17,452
Other non-current assets		23,898	–	–	–	–	–	–	–	–	–
Total non current assets		457,296	629,417	824,124	885,240	886,969	886,969	886,969	789,652	802,954	835,188
TOTAL ASSETS		787,401	1,007,354	1,200,683	1,369,542	1,474,863	1,474,863	1,474,863	1,651,708	1,936,094	2,138,525

WC044 George - Table A6 Budgeted Financial Position

Description	Ref	2005/06	2006/07	2007/08	Current Year 2008/09				2009/10 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
R thousand											
LIABILITIES											
Current liabilities											
Bank overdraft	1	-	-	-	-	-	-	-	-	-	-
Borrowing	4	11,665	10,902	14,501	17,283	17,283	17,283	17,283	19,648	21,527	29,517
Consumer deposits		8,100	8,677	9,764	10,595	10,595	10,595	10,595	11,427	12,259	13,090
Trade and other payables	4	71,440	102,927	92,447	85,860	85,860	85,860	85,860	75,967	66,211	56,430
Provisions		1,564	586	779	1,156	1,156	1,156	1,156	1,015	1,116	1,228
Total current liabilities		92,769	123,092	117,490	114,895	114,895	114,895	114,895	108,057	101,112	100,265
Non current liabilities											
Borrowing		139,333	225,627	303,998	410,873	410,873	410,873	410,873	535,282	672,039	791,645
Provisions		-	133,292	258,211	225,694	218,250	218,250	218,250	240,834	271,198	274,957
Total non current liabilities		139,333	358,919	562,210	636,567	629,123	629,123	629,123	776,116	943,237	1,066,602
TOTAL LIABILITIES		232,101	482,012	679,700	751,462	744,018	744,018	744,018	884,173	1,044,349	1,166,867
NET ASSETS	5	555,300	525,342	520,983	618,080	730,845	730,845	730,845	767,535	891,744	971,658
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		490,624	463,753	454,579	546,860	659,625	659,625	659,625	691,500	810,893	885,991
Reserves	4	64,676	61,589	66,404	71,220	71,220	71,220	71,220	76,036	80,851	85,667
Minorities' interests		-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	5	555,300	525,342	520,983	618,080	730,845	730,845	730,845	767,535	891,744	971,658

Annexure A7 – Budget Schedules

WC044 George - Table A7 Budgeted Cash Flows

Description	Ref	2005/06	2006/07	2007/08	Current Year 2008/09				2009/10 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
R thousand											
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Ratepayers and other		478,001	548,891	441,334	639,813	626,581	626,581	626,581	752,655	821,095	998,209
Government - operating	1	44,258	57,110	53,205	71,852	82,739	82,739	82,739	126,748	70,110	93,574
Government - capital	1	18,492	6,845	8,289	81,077	66,189	66,189	66,189	72,041	85,032	76,092
Interest		22,551	34,100	41,332	23,884	27,625	27,625	27,625	24,788	21,818	20,235
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		(422,012)	(517,459)	(470,424)	(565,171)	(584,239)	(584,239)	(584,239)	(676,919)	(713,150)	(858,131)
Finance charges		(10,160)	(14,502)	(22,484)	(39,031)	(36,343)	(36,343)	(36,343)	(44,837)	(59,681)	(75,472)
Transfers and Grants	1	-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		131,130	114,985	51,252	212,424	182,553	182,553	182,553	254,475	225,223	254,507
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		1,931	306	446	586	586	586	586	726	866	1,006
Decrease (Increase) in non-current debtors		6,578	18,565	1,832	3,393	3,393	3,393	3,393	2,018	731	-
Decrease (increase) other non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		(8,269)	(2,123)	18,080	-	-	-	-	-	-	-
Payments											
Capital assets		(142,472)	(204,132)	(248,920)	(330,202)	(286,114)	(286,114)	(286,114)	(249,080)	(258,206)	(233,062)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(142,232)	(187,383)	(228,563)	(326,223)	(282,135)	(282,135)	(282,135)	(246,336)	(256,609)	(232,056)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		84,659	133,749	162,493	217,355	207,632	207,632	207,632	258,147	292,721	135,031
Increase (decrease) in consumer deposits		1,869	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		(14,174)	(8,207)	(10,748)	(15,127)	(15,127)	(15,127)	(15,127)	(17,283)	(19,648)	(21,527)
NET CASH FROM/(USED) FINANCING ACTIVITIES		72,354	125,542	151,744	202,228	192,505	192,505	192,505	240,863	273,073	113,504
NET INCREASE/ (DECREASE) IN CASH HELD		61,252	53,144	(25,567)	88,429	92,924	92,924	92,924	249,003	241,688	135,956
Cash/cash equivalents at the year begin:	2	187,328	248,580	301,724	276,157	364,586	364,586	364,586	457,510	706,512	948,200
Cash/cash equivalents at the year end:	2	248,580	301,724	276,157	364,586	457,510	457,510	457,510	706,512	948,200	1,084,156

Annexure A8 – Budget Schedules

WC044 George - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2005/06	2006/07	2007/08	Current Year 2008/09				2009/10 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
R thousand											
Cash and investments available											
Cash/cash equivalents at the year end	1	248,580	301,724	276,157	364,586	457,510	457,510	457,510	706,512	948,200	1,084,156
Other current investments > 90 days		15,957	-	-	-	-	-	-	-	-	-
Non current assets - Investments	1	-	18,080	-	-	-	-	-	-	-	-
Cash and investments available:		264,537	319,804	276,157	364,586	457,510	457,510	457,510	706,512	948,200	1,084,156
Application of cash and investments											
Unspent conditional transfers		21,221	33,423	28,381	21,286	21,286	21,286	21,286	14,190	7,095	-
Unspent borrowing		11,665	10,902	14,501	17,283	17,283	17,283	17,283	19,648	21,527	29,517
Statutory requirements	2	2,359	8,693	10,852	13,011	13,011	13,011	13,011	15,169	17,328	19,487
Other working capital requirements	3	12,712	46,674	24,647	(6,304)	(12,467)	(12,467)	(12,467)	(43,586)	(68,345)	(106,677)
Other provisions		1,564	586	779	1,156	1,156	1,156	1,156	1,015	1,116	1,228
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5	102,432	79,406	102,908	162,041	177,660	177,660	177,660	216,036	266,510	333,395
Total Application of cash and investments:		151,952	179,685	182,067	208,473	217,929	217,929	217,929	222,473	245,231	276,950
Surplus(shortfall)		112,585	140,118	94,091	156,113	239,581	239,581	239,581	484,040	702,969	807,206

Annexure A9 – Budget Schedules

WC044 George - Table A9 Asset Management

Description	Ref	2005/06	2006/07	2007/08	Current Year 2008/09			2009/10 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
R thousand										
CAPITAL EXPENDITURE										
<u>Total New Assets</u>	1	141,006	203,617	247,529	330,202	286,134	286,134	249,080	258,206	233,062
Infrastructure - Road transport		40,292	77,111	82,614	121,420	94,944	94,944	50,600	62,000	46,820
Infrastructure - Electricity		18,592	21,927	19,770	45,156	41,090	41,090	56,347	58,978	57,095
Infrastructure - Water		22,354	42,849	47,682	53,200	49,948	49,948	78,864	75,737	78,285
Infrastructure - Sanitation		15,499	12,710	41,170	36,860	31,270	31,270	28,700	39,078	37,688
Infrastructure - Other		381	11,292	11,514	18,600	31,462	31,462	8,505	800	-
Infrastructure		97,117	165,889	202,750	275,236	248,714	248,714	223,016	236,593	219,887
Community		27,257	12,054	7,469	12,820	9,875	9,875	18,179	3,003	2,370
Heritage assets		-	-	-	250	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	16,631	25,673	37,309	41,896	27,545	27,545	7,884	18,610	10,805
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
<u>Total Capital Expenditure</u>	4									
Infrastructure - Road transport		40,292	77,111	82,614	121,420	94,944	94,944	50,600	62,000	46,820
Infrastructure - Electricity		18,592	21,927	19,770	45,156	41,090	41,090	56,347	58,978	57,095
Infrastructure - Water		22,354	42,849	47,682	53,200	49,948	49,948	78,864	75,737	78,285
Infrastructure - Sanitation		15,499	12,710	41,170	36,860	31,270	31,270	28,700	39,078	37,688
Infrastructure - Other		381	11,292	11,514	18,600	31,462	31,462	8,505	800	-
Infrastructure		97,117	165,889	202,750	275,236	248,714	248,714	223,016	236,593	219,887
Community		27,257	12,054	7,469	12,820	9,875	9,875	18,179	3,003	2,370
Heritage assets		-	-	-	250	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets		16,631	25,673	37,309	41,896	27,545	27,545	7,884	18,610	10,805
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class	2	141,006	203,617	247,529	330,202	286,134	286,134	249,080	258,206	233,062

WC044 George - Table A9 Asset Management

Description	Ref	2005/06	2006/07	2007/08	Current Year 2008/09			2009/10 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
R thousand										
ASSET REGISTER SUMMARY - PPE (WDV)	5									
Infrastructure - Road transport		5,989	5,444	5,212	6,212	5,962	5,962	6,000	9,000	11,000
Infrastructure - Electricity		93,018	108,349	123,229	169,031	163,502	163,502	119,919	109,314	100,754
Infrastructure - Water		72,250	111,164	178,390	239,417	236,240	236,240	112,284	106,721	101,000
Infrastructure - Sanitation		57,603	75,933	89,497	105,000	120,000	120,000	139,555	140,000	159,000
Infrastructure - Other		13,211	55,209	220,546	118,053	124,428	124,428	144,206	130,320	104,128
Infrastructure		242,070	356,099	616,873	637,713	650,132	650,132	521,964	495,355	475,882
Community		66,397	91,221	107,485	134,969	133,469	133,469	146,816	169,000	199,420
Heritage assets		607	607	607	607	607	607	607	607	607
Investment properties		–	–	–	–	–	–	–	–	–
Other assets		123,196	158,122	87,823	99,269	90,078	90,078	108,957	125,250	144,547
Agricultural Assets		–	–	–	–	–	–	–	–	–
Biological assets		–	–	–	–	–	–	–	–	–
Intangibles		1,127	3,618	6,569	9,289	9,289	9,289	9,289	12,010	14,731
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	433,398	609,667	819,357	881,847	883,576	883,576	787,633	802,222	835,188
EXPENDITURE OTHER ITEMS										
<u>Depreciation & asset impairment</u>		25,524	31,186	40,367	49,739	55,737	55,737	58,858	72,394	86,518
<u>Repairs and Maintenance by Asset Class</u>		47,611	53,573	60,036	54,259	51,243	51,243	52,135	57,098	61,276
Infrastructure - Road transport		16,809	20,119	22,036	16,180	16,466	16,466	18,965	19,977	20,979
Infrastructure - Electricity		8,237	9,296	12,381	13,849	10,899	10,899	9,678	12,038	13,148
Infrastructure - Water		7,533	8,552	9,598	8,941	7,091	7,091	7,768	8,633	9,663
Infrastructure - Sanitation		6,955	7,707	8,403	7,490	8,428	8,428	8,149	8,866	9,767
Infrastructure - Other		1,351	1,038	105	173	165	165	171	171	182
Infrastructure		40,885	46,712	52,523	46,632	43,049	43,049	44,729	49,684	53,739
Community		3,107	4,361	4,079	3,900	4,058	4,058	2,864	2,808	2,831
Heritage assets		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Other assets		3,619	2,500	3,434	3,728	4,136	4,136	4,542	4,606	4,707
TOTAL EXPENDITURE OTHER ITEMS	6, 7	73,135	84,759	100,403	103,998	106,980	106,980	110,992	129,492	147,794
<i>% of capital exp on renewal of assets</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Renewal of Existing Assets as % of deprecn"</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>R&M as a % of PPE</i>		11.0%	8.8%	7.4%	6.2%	5.9%	5.9%	6.7%	7.3%	7.5%
<i>Renewal and R&M as a % of PPE</i>		11.0%	9.0%	7.0%	6.0%	6.0%	6.0%	7.0%	7.0%	7.0%

Annexure A1 – Other supporting information

WC044 George - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	Ref	2005/06	2006/07	2007/08	Current Year 2008/09				2009/10 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
R thousand											
REVENUE ITEMS:											
<u>Property rates</u>	6										
Total Property Rates		96,660	106,885	118,727	131,101	132,089	132,089	132,089	137,201	152,970	169,445
<i>less Revenue Foregone</i>		24,292	26,584	29,122	29,973	29,973	29,973	29,973	27,066	30,038	33,306
Net Property Rates		72,369	80,301	89,606	101,128	102,116	102,116	102,116	110,135	122,932	136,139
<u>Service charges - electricity revenue</u>	6										
Total Service charges - electricity revenue		144,894	169,189	195,344	212,912	229,592	229,592	229,592	296,300	383,010	497,110
<i>less Revenue Foregone</i>											
Net Service charges - electricity revenue		144,894	169,189	195,344	212,912	229,592	229,592	229,592	296,300	383,010	497,110
<u>Service charges - water revenue</u>	6										
Total Service charges - water revenue		43,623	53,661	62,385	63,937	63,937	63,937	63,937	73,594	83,800	95,335
<i>less Revenue Foregone</i>											
Net Service charges - water revenue		43,623	53,661	62,385	63,937	63,937	63,937	63,937	73,594	83,800	95,335
<u>Service charges - sanitation revenue</u>	6										
Total Service charges - sanitation revenue		31,898	37,660	41,245	45,000	45,295	45,295	45,295	49,830	55,110	61,500
<i>less Revenue Foregone</i>											
Net Service charges - sanitation revenue		31,898	37,660	41,245	45,000	45,295	45,295	45,295	49,830	55,110	61,500
<u>Service charges - refuse revenue</u>	6										
Total refuse removal revenue		21,544	25,428	28,110	32,980	33,523	33,523	33,523	38,910	45,490	52,960
Total landfill revenue											
<i>less Revenue Foregone</i>											
Net Service charges - refuse revenue		21,544	25,428	28,110	32,980	33,523	33,523	33,523	38,910	45,490	52,960
<u>Other Revenue by source</u>											
Fuel levy											
Other revenue	3	105,400	126,768	133,252	151,683	149,525	149,525	149,525	147,998	160,802	170,167
Total 'Other' Revenue	1	105,400	126,768	133,252	151,683	149,525	149,525	149,525	147,998	160,802	170,167

EXPENDITURE ITEMS:											
Employee related costs											
Salaries and Wages	2	71,786	85,222	93,309	109,703	106,637	106,637	106,637	116,451	126,981	138,530
Contributions to UIF, pensions, medical aid		17,753	19,984	21,170	27,992	27,992	27,992	27,992	26,868	29,716	32,889
Travel, motor car, accom: & other allowances		10,546	14,398	72,659	32,417	18,809	18,809	18,809	18,504	17,004	24,194
Housing benefits and allowances		1,001	1,173	1,308	1,284	1,284	1,284	1,284	1,554	1,710	1,881
Overtime		5,372	7,404	10,009	7,046	9,980	9,980	9,980	8,445	9,225	9,480
Performance bonus		544	586	845	1,156	1,156	1,156	1,156	1,015	1,116	1,228
Long service awards											
Payments in lieu of leave		5,038	5,753	6,262	7,447	7,447	7,447	7,447	8,391	9,230	10,153
Post-retirement benefit obligations	4										
sub-total	5	112,040	134,521	205,562	187,045	173,306	173,306	173,306	181,228	194,982	218,354
Less: Employees costs capitalised to PPE											
Total Employee related costs	1	112,040	134,521	205,562	187,045	173,306	173,306	173,306	181,228	194,982	218,354
Contributions recognised - capital											
<i>List contributions by contract</i>											
Total Contributions recognised - capital		-	-	-	-	-	-	-	-	-	-
Depreciation & asset impairment											
Depreciation of Property, Plant & Equipment		25,524	31,186	40,367	49,739	55,737	55,737	55,737	58,858	72,394	86,518
Lease amortisation											
Capital asset impairment											
Total Depreciation & asset impairment	1	25,524	31,186	40,367	49,739	55,737	55,737	55,737	58,858	72,394	86,518
Bulk purchases											
Electricity Bulk Purchases		70,430	80,814	88,881	105,000	124,300	124,300	124,300	165,000	225,000	308,000
Water Bulk Purchases											
Total bulk purchases	1	70,430	80,814	88,881	105,000	124,300	124,300	124,300	165,000	225,000	308,000
Contracted services											
<i>List services provided by contract</i>											
sub-total	1	28,352	32,933	32,325	42,944	46,130	46,130	46,130	105,150	45,500	63,680
Allocations to organs of state:											
Electricity											
Water											
Sanitation											
Other											
Total contracted services		28,352	32,933	32,325	42,944	46,130	46,130	46,130	105,150	45,500	63,680
Other Expenditure By Type											
Repairs and maintenance (to be deleted)		47,611	53,573	60,036	54,259	51,243	51,243				
Collection costs		3,730	3,843	4,375	4,400	4,400	4,400	4,400	4,500	4,900	5,400
Contributions to 'other' provisions		1,020	-	-	-	-	-	-	500	500	500
Consultant fees											
Audit fees											
General expenses	3	110,053	144,863	171,693	194,588	220,080	220,080	271,323	266,523	287,112	313,224
Total 'Other' Expenditure	1	162,414	202,279	236,104	253,247	275,723	275,723	275,723	271,523	292,512	319,124

WC044 George - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)

Description	Ref	Vote1 - Office of the Municipal Manager	Vote2 - Corporate Services	Vote3 - Civil Engineering Services	Vote4 - Community Safety Services	Vote5 - Electro Technical Services	Vote6 - Environmental Affairs	Vote7 - Financial Services	Vote8 - Planning & Housing	Total
R thousand	1									
Revenue By Source										
Property rates		–	–	–	–	–	–	110,135	–	110,135
Property rates - penalties & collection charges		–	–	–	–	–	–	1,850	–	1,850
Service charges - electricity revenue		–	–	–	–	296,300	–	–	–	296,300
Service charges - water revenue		–	–	73,594	–	–	–	–	–	73,594
Service charges - sanitation revenue		–	–	49,830	–	–	–	–	–	49,830
Service charges - refuse revenue		–	–	–	–	–	38,910	–	–	38,910
Service charges - other		–	–	–	10	–	–	–	–	10
Rental of facilities and equipment		–	359	2	225	–	–	500	820	1,906
Interest earned - external investments		–	–	–	–	–	–	20,100	–	20,100
Interest earned - outstanding debtors		–	–	2,700	–	850	950	188	–	4,688
Dividends received		–	–	–	–	–	–	–	–	–
Fines		–	161	2	10,653	20	–	–	–	10,836
Licences and permits		–	–	–	2,562	–	2	–	–	2,564
Agency services		–	–	–	5,000	–	–	24	–	5,024
Other revenue		25,208	21,556	35,904	1,265	27,146	3,056	22,387	11,476	147,998
Transfers recognised - operational		200	1,007	1,150	–	15	2,000	46,781	75,595	126,748
Gains on disposal of PPE		–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contribution)		25,408	23,083	163,182	19,715	324,331	44,918	201,964	87,891	890,492
Expenditure By Type										
Employee related costs		17,615	19,073	38,163	26,645	22,999	20,598	22,357	13,778	181,228
Remuneration of councillors		10,292	–	–	–	–	–	–	–	10,292
Debt impairment		–	–	3,200	–	400	700	700	–	5,000
Depreciation & asset impairment		182	543	35,979	1,740	12,174	2,619	1,034	4,587	58,858
Finance charges		84	3,909	27,147	857	9,131	2,830	–	879	44,837
Bulk purchases		–	–	–	–	165,000	–	–	–	165,000
Other materials		–	–	–	–	–	–	–	–	–
Contracted services		2,720	1,890	1,145	4,162	6,850	13,100	2,309	72,975	105,150
Transfers and grants		1,035	130	–	520	–	3,000	43,501	250	48,436
Other expenditure		19,232	20,316	103,458	16,755	43,373	31,027	22,296	15,066	271,523
Loss on disposal of PPE		–	–	–	–	–	–	–	–	–
Total Expenditure		51,160	45,861	209,091	50,679	259,927	73,874	92,197	107,535	890,323
Surplus/(Deficit)		(25,752)	(22,778)	(45,909)	(30,964)	64,404	(28,956)	109,767	(19,644)	168
Transfers recognised - capital		55	84	4,225	164	(2,744)	1,013	793	(3,683)	(94)
Contributions recognised - capital		–	–	–	–	–	–	–	–	–
Contributed assets		–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		(25,697)	(22,694)	(41,684)	(30,800)	61,659	(27,942)	110,560	(23,328)	74

WC044 George - Supporting Table SA3 Supporting detail to 'Budgeted Financial Position'

Description	Ref	2005/06	2006/07	2007/08	Current Year 2008/09				2009/10 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
R thousand											
ASSETS											
<u>Call investment deposits</u>											
Call deposits < 90 days		15,957	–	–	–	–	–	–	–	–	–
Other current investments > 90 days											
Total Call investment deposits	2	15,957	–	–	–	–	–	–	–	–	–
<u>Consumer debtors</u>											
Consumer debtors		26,026	23,580	48,432	59,175	70,794	70,794	70,794	88,026	109,582	136,453
Less: Provision for debt impairment											
Total Consumer debtors	2	26,026	23,580	48,432	59,175	70,794	70,794	70,794	88,026	109,582	136,453
<u>Debt impairment provision</u>											
Balance at the beginning of the year											
Contributions to the provision											
Bad debts written off											
Balance at end of year		–	–	–	–	–	–	–	–	–	–
<u>Property, plant and equipment (PPE)</u>											
PPE at cost/valuation (excl. finance leases)		637,085	838,225	1,083,593	1,142,622	1,158,323	1,158,323	1,158,323	1,110,307	1,171,283	1,245,102
Leases recognised as PPE	3	123	699	695	369	369	369	369	239	125	27
Less: Accumulated depreciation		204,937	232,875	271,499	270,433	284,405	284,405	284,405	334,922	383,916	427,393
Total Property, plant and equipment (PPE)	2	432,271	606,049	812,789	872,558	874,287	874,287	874,287	775,623	787,492	817,736
LIABILITIES											
<u>Current liabilities - Borrowing</u>											
Short term loans (other than bank overdraft)											
Current portion of long-term liabilities		11,665	10,902	14,501	17,283	17,283	17,283	17,283	19,648	21,527	29,517
Total Current liabilities - Borrowing		11,665	10,902	14,501	17,283	17,283	17,283	17,283	19,648	21,527	29,517
<u>Trade and other payables</u>											
Trade and other creditors		50,219	69,504	56,778	53,951	53,951	53,951	53,951	51,265	48,714	46,291
Unspent conditional transfers		21,221	33,423	28,381	21,286	21,286	21,286	21,286	14,190	7,095	–
Deferred Revenue		–	–	7,288	10,623	10,623	10,623	10,623	10,511	10,401	10,139
VAT											
Total Trade and other payables	2	71,440	102,927	92,447	85,860	85,860	85,860	85,860	75,967	66,211	56,430
<u>Non current liabilities - Borrowing</u>											
Borrowing	4	139,333	225,567	303,954	410,869	410,869	410,869	410,869	535,282	672,039	791,645
Finance leases (including PPP asset element)		–	61	45	4	4	4	4	–	–	–
Total Non current liabilities - Borrowing		139,333	225,627	303,998	410,873	410,873	410,873	410,873	535,282	672,039	791,645

Provisions - non-current											
Retirement benefits		-	-	57,038	-	-	-	-	-	-	-
<i>List other major provision items</i>											
Deferred Revenue		-	133,292	195,779	225,694	218,250	218,250	218,250	240,834	271,198	274,957
Refuse landfill site rehabilitation											
Other		-	-	5,394	-	-	-	-	-	-	-
Total Provisions - non-current		-	133,292	258,211	225,694	218,250	218,250	218,250	240,834	271,198	274,957
CHANGES IN NET ASSETS											
Accumulated Surplus/(Deficit)											
Accumulated Surplus/(Deficit) - opening balance		384,902	401,846	463,753	454,579	546,860	546,860	546,860	659,625	691,500	810,893
GRAP adjustments		22,777	(1,235)	-	-	-	-	-	-	-	-
Restated balance		407,679	400,611	463,753	454,579	546,860	546,860	546,860	659,625	691,500	810,893
Surplus/(Deficit)		80,669	91,207	(4,933)	18	10	10	10	74	50	79
Appropriations to Reserves		(3,844)	-	(4,816)	-	-	-	-	-	-	-
Transfers from Reserves		7,479	-	1,577	-	-	-	-	-	-	-
Depreciation offsets		-	-	-	-	-	-	-	-	-	-
Other adjustments		(1,360)	(28,065)	(1,002)	92,263	112,755	112,755	112,755	31,801	119,344	75,019
Accumulated Surplus/(Deficit)	1	490,624	463,753	454,579	546,860	659,625	659,625	659,625	691,500	810,893	885,991
Reserves											
Housing Development Fund		64,676	61,589	66,404	71,220	71,220	71,220	71,220	76,036	80,851	85,667
Capital replacement		-	-	-	-	-	-	-	-	-	-
Capitalisation		-	-	-	-	-	-	-	-	-	-
Government grant		-	-	-	-	-	-	-	-	-	-
Donations and public contributions		-	-	-	-	-	-	-	-	-	-
Self-insurance		-	-	-	-	-	-	-	-	-	-
Other reserves (<i>list</i>)		-	-	-	-	-	-	-	-	-	-
Revaluation		-	-	-	-	-	-	-	-	-	-
Total Reserves	2	64,676	61,589	66,404	71,220	71,220	71,220	71,220	76,036	80,851	85,667
TOTAL COMMUNITY WEALTH/EQUITY	2	555,300	525,342	520,983	618,080	730,845	730,845	730,845	767,535	891,744	971,658
Total capital expenditure includes expenditure on nationally significant priorities:											
Provision of basic services											
2010 World Cup											

WC044 George - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Ref	2005/06	2006/07	2007/08	Current Year 2008/09			2009/10 Medium Term Revenue & Expenditure Framework			
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12	
R thousand												
Administrative Support	Good Governance and Community Participation		19,067	19,021	35,753	33,357	33,644	33,644	34,783	38,356	40,922	
IDP	Good Governance and Community Participation		49	–	1	–	200	200	200	200	200	
Communication	Good Governance and Community Participation		2,068	1,766	3,785	3,895	2,450	2,450	1,994	2,084	2,219	
Public Amenities	Basic Service Delivery and Infrastructure Investment		3,694	3,472	2,179	6,133	6,803	6,803	7,924	8,663	9,523	
Housing	Basic Service Delivery and Infrastructure Investment		12,632	25,701	25,330	30,839	34,369	34,369	77,852	11,269	28,252	
Revenue Enhancement	Municipal Financial Viability and Management		72,633	83,735	91,438	103,551	104,139	104,139	112,204	125,116	138,500	
Library Services	Good Governance and Community Participation		178	209	944	991	991	991	800	951	1,068	
Public Safety and Law Enforcement	Basic Service Delivery and Infrastructure Investment		9,940	6,760	8,058	9,901	12,681	12,681	12,309	13,448	14,581	
Transport Planning & Traffic Engineering	Basic Service Delivery and Infrastructure Investment		2,199	753	1,398	1,514	1,514	1,514	796	796	796	
Credit Control	Municipal Financial Viability and Management		21,500	26,026	31,181	38,048	40,634	40,634	44,531	56,822	61,369	
Financial Viability and Management	Municipal Financial Viability and Management		33,225	37,791	(40,057)	36,146	40,224	40,224	40,941	37,495	36,447	
Sport Facilities and Development	Basic Service Delivery and Infrastructure Investment		901	116	1,680	584	806	806	823	820	983	
Environmental Health	Basic Service Delivery and Infrastructure Investment		5	1	1,369	1,120	1,120	1,120	1,231	1,352	1,486	
Targeted Groups	Good Governance and Community Participation		11,596	8,466	1,276	40	40	40	54	40	40	
HIV/AIDS	Good Governance and Community Participation		340	1	8	–	–	–	–	–	–	
Waste Management	Basic Service Delivery and Infrastructure Investment		21,975	28,096	30,563	34,036	34,674	34,674	40,116	46,778	54,287	
People Management and Empowerment	Municipal Transformation and Institutional Development		5,138	9,040	10,898	11,644	12,430	12,430	11,657	13,094	13,835	
Public Participation	Good Governance and Community Participation		12,487	16,860	15,925	26,553	26,766	26,766	18,515	20,313	22,185	
Tourism	Local Economic Development		–	4	11	317	6	6	1	–	–	
Sanitation	Basic Service Delivery and Infrastructure Investment		38,029	50,279	69,319	51,433	51,023	51,023	57,298	62,907	69,661	
Spatial Planning	Basic Service Delivery and Infrastructure Investment		11,092	9,087	10,055	8,960	9,240	9,240	5,977	6,579	7,081	
Internal Audit and Risk Management	Good Governance and Community Participation		1,710	3,090	3,902	2,959	3,354	3,354	3,789	4,194	4,615	
Performance Management	Good Governance and Community Participation		980	1,432	1,586	1,872	1,852	1,852	2,263	2,440	2,623	
Intergovernmental Relations	Good Governance and Community Participation		–	–	–	–	–	–	–	–	–	
Valuations	Municipal Financial Viability and Management		–	–	–	–	–	–	–	–	–	
Budget Formulation and Control	Municipal Financial Viability and Management		343	391	302	750	560	560	810	1,000	1,250	
Roads,Streets,Storm Water Drainage and Sidewalks	Basic Service Delivery and Infrastructure Investment		8,723	41,417	32,307	13,035	18,956	18,956	13,699	13,066	13,643	
Local Economic Development	Local Economic Development		276	–	111	–	9	9	–	–	–	
Property Development	Basic Service Delivery and Infrastructure Investment		7,808	4,800	5,310	12,176	12,176	12,176	2,026	2,023	1,840	
Road Transport	Basic Service Delivery and Infrastructure Investment		6,489	7,684	8,119	8,353	8,353	8,353	7,570	8,315	8,975	
Electricity	Basic Service Delivery and Infrastructure Investment		155,350	180,710	227,567	225,301	241,222	241,222	304,868	392,341	506,165	
Water Services	Basic Service Delivery and Infrastructure Investment		63,462	83,737	88,896	73,621	73,795	73,795	85,367	96,168	108,349	
Total Revenue (excluding capital transfers and contributions)			1	523,890	650,443	669,215	737,128	774,029	774,029	890,397	966,627	1,150,895

WC044 George - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Ref	2005/06	2006/07	2007/08	Current Year 2008/09			2009/10 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
R thousand											
Administrative Support	Good Governance and Community Participation		32,064	40,289	41,567	51,213	51,420	51,420	53,128	58,471	62,536
IDP	Good Governance and Community Participation		419	704	732	1,100	1,243	1,243	1,084	1,161	1,239
Communication	Good Governance and Community Participation		3,960	3,711	5,032	5,539	4,159	4,159	3,671	3,908	4,184
Public Amenities	Basic Service Delivery and Infrastructure Investment		17,116	18,286	21,720	23,981	25,373	25,373	28,451	28,403	30,162
Housing	Basic Service Delivery and Infrastructure Investment		13,388	35,456	33,477	40,469	43,036	43,036	89,337	24,276	41,606
Revenue Enhancement	Municipal Financial Viability and Management		5,858	9,786	9,213	12,464	13,107	13,107	11,083	11,908	12,777
Library Services	Good Governance and Community Participation		3,909	4,337	5,300	6,469	6,595	6,595	6,629	7,259	7,985
Public Safety and Law Enforcement	Basic Service Delivery and Infrastructure Investment		21,808	25,408	36,117	40,942	45,160	45,160	44,777	49,416	54,771
Transport Planning & Traffic Engineering	Basic Service Delivery and Infrastructure Investment		2,745	3,627	1,585	1,731	1,731	1,731	833	646	647
Credit Control	Municipal Financial Viability and Management		25,911	26,618	33,622	45,828	48,363	48,363	52,691	65,756	72,286
Financial Viability and Management	Municipal Financial Viability and Management		22,311	20,517	19,630	17,134	20,769	20,769	20,907	29,587	46,844
Sport Facilities and Development	Basic Service Delivery and Infrastructure Investment		5,693	4,982	6,957	6,771	7,159	7,159	6,914	7,838	8,425
Environmental Health	Basic Service Delivery and Infrastructure Investment		412	725	5,448	5,156	6,013	6,013	9,372	8,919	7,474
Targeted Groups	Good Governance and Community Participation		11,966	13,261	4,503	5,705	5,519	5,519	5,504	5,771	5,975
HIV/AIDS	Good Governance and Community Participation		821	699	696	991	903	903	842	892	924
Waste Management	Basic Service Delivery and Infrastructure Investment		21,404	25,814	28,396	32,057	31,561	31,561	38,043	42,994	47,151
People Management and Empowerment	Municipal Transformation and Institutional Development		9,961	13,293	10,895	12,904	12,835	12,835	11,657	13,094	13,835
Public Participation	Good Governance and Community Participation		15,791	20,597	84,757	39,455	22,563	22,563	24,951	25,904	33,141
Tourism	Local Economic Development		2,941	1,281	1,030	1,156	1,787	1,787	1,798	1,804	1,798
Sanitation	Basic Service Delivery and Infrastructure Investment		25,970	32,041	38,531	44,233	48,468	48,468	53,906	60,903	65,883
Spatial Planning	Basic Service Delivery and Infrastructure Investment		6,603	7,212	7,322	11,070	11,518	11,518	9,619	10,574	11,476
Internal Audit and Risk Management	Good Governance and Community Participation		1,710	3,090	3,902	2,959	4,844	4,844	3,789	4,194	4,615
Performance Management	Good Governance and Community Participation		980	1,432	1,586	1,872	1,852	1,852	2,263	2,440	2,623
Intergovernmental Relations	Good Governance and Community Participation		–	–	3,151	5,344	5,057	5,057	5,861	6,340	6,935
Valuations	Municipal Financial Viability and Management		111	405	489	970	970	970	340	367	380
Budget Formulation and Control	Municipal Financial Viability and Management		793	1,192	1,319	2,210	2,341	2,341	2,904	3,289	3,727
Roads,Streets,Storm Water Drainage and Sidewalks	Basic Service Delivery and Infrastructure Investment		36,180	55,764	56,594	64,107	74,012	74,012	73,226	81,032	88,527
Local Economic Development	Local Economic Development		834	2,830	3,601	6,315	4,074	4,074	2,994	3,128	3,504
Property Development	Basic Service Delivery and Infrastructure Investment		1,808	2,784	2,744	5,003	4,766	4,766	3,623	3,825	3,717
Road Transport	Basic Service Delivery and Infrastructure Investment		2,971	3,910	4,225	5,394	5,884	5,884	5,902	6,423	7,043
Electricity	Basic Service Delivery and Infrastructure Investment		114,303	138,678	152,725	179,812	197,985	197,985	243,209	314,310	405,569
Water Services	Basic Service Delivery and Infrastructure Investment		32,476	40,507	47,281	56,759	62,952	62,952	71,016	81,747	93,057
		1	443,220	559,236	674,148	737,110	774,019	774,019	890,323	966,577	1,150,816

WC044 George - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2005/06	2006/07	2007/08	Current Year 2008/09			2009/10 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
R thousand												
Administrative Support	Good Governance and Community Participation	A		3,782	4,685	10,543	3,770	1,499	1,499	1,950	912	250
IDP	Good Governance and Community Participation	B		-	-	-	-	-	-	-	-	-
Communication	Good Governance and Community Participation	C		-	-	-	-	-	-	-	-	-
Public Amenities	Basic Service Delivery and Infrastructure Investment	D		15,386	7,338	12,513	14,760	7,806	7,806	2,540	190	100
Housing	Basic Service Delivery and Infrastructure Investment	E		11,019	4,038	2,734	6,893	5,941	5,941	4,655	5,750	-
Revenue Enhancement	Municipal Financial Viability and Management	F		-	-	-	-	-	-	-	-	-
Library Services	Good Governance and Community Participation	G		59	87	241	291	295	295	240	80	400
Public Safety and Law Enforcement	Basic Service Delivery and Infrastructure Investment	H		1,809	3,919	2,165	5,743	5,356	5,356	1,630	550	-
Transport Planning & Traffic Engineering	Basic Service Delivery and Infrastructure Investment	I		-	-	-	-	-	-	-	-	-
Credit Control	Municipal Financial Viability and Management	J		-	-	-	-	-	-	-	-	-
Financial Viability and Management	Municipal Financial Viability and Management	K		-	1,689	1,560	900	250	250	500	550	550
Sport Facilities and Development	Basic Service Delivery and Infrastructure Investment	L		11,341	5,749	2,795	5,765	6,169	6,169	14,200	2,360	1,820
Environmental Health	Basic Service Delivery and Infrastructure Investment	M		-	-	177	110	125	125	-	50	-
Targeted Groups	Good Governance and Community Participation	N		54	1,000	519	965	426	426	-	70	-
HIV/AIDS	Good Governance and Community Participation	O		-	-	-	-	-	-	-	-	-
Waste Management	Basic Service Delivery and Infrastructure Investment	P		752	-	1,277	4,480	4,435	4,435	280	3,430	4,860
People Management and Empowerment	Municipal Transformation and Institutional Development	Q		-	-	-	-	-	-	-	-	-
Public Participation	Good Governance and Community Participation	R		-	-	-	-	-	-	-	-	-
Tourism	Local Economic Development	S		-	-	-	-	-	-	-	-	-
Sanitation	Basic Service Delivery and Infrastructure Investment	T		16,500	21,931	50,473	45,050	40,932	40,932	33,575	44,128	42,688
Spatial Planning	Basic Service Delivery and Infrastructure Investment	U		-	9,209	2,570	-	-	-	-	-	-
Internal Audit and Risk Management	Good Governance and Community Participation	V		-	-	-	-	-	-	-	-	-
Performance Management	Good Governance and Community Participation	W		-	-	-	-	-	-	-	-	-
Intergovernmental Relations	Good Governance and Community Participation	X		-	-	-	-	-	-	-	-	-
Valuations	Municipal Financial Viability and Management	Y		-	-	-	-	-	-	-	-	-
Budget Formulation and Control	Municipal Financial Viability and Management	Z		-	-	-	-	-	-	-	-	-
Roads,Streets,Storm Water Drainage and Sidewalks	Basic Service Delivery and Infrastructure Investment			40,098	79,042	90,537	133,456	114,362	114,362	57,249	63,404	48,470
Local Economic Development	Local Economic Development			-	-	-	490	411	411	500	200	-
Property Development	Basic Service Delivery and Infrastructure Investment			-	-	-	-	-	-	-	-	-
Road Transport	Basic Service Delivery and Infrastructure Investment			812	136	452	1,000	250	250	-	3,000	-
Electricity	Basic Service Delivery and Infrastructure Investment			17,606	21,712	20,332	45,802	40,273	40,273	56,417	59,396	57,440
Water Services	Basic Service Delivery and Infrastructure Investment			21,787	43,081	48,640	60,727	57,603	57,603	75,344	74,137	76,485
			1	141,006	203,617	247,529	330,202	286,134	286,134	249,080	258,206	233,062

WC044 George - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2005/06	2006/07	2007/08	Current Year 2008/09				2009/10 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
<u>Borrowing Management</u>											
Borrowing to Asset Ratio	Total Long-Term Borrowing/Total Assets	17.7%	22.4%	25.3%	30.0%	27.9%	27.9%	27.9%	32.4%	34.7%	37.0%
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	6.1%	4.9%	5.6%	7.3%	6.6%	6.6%	6.6%	7.0%	8.2%	8.3%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	69.1%	86.2%	95.9%	88.4%	94.9%	94.9%	94.9%	173.1%	169.0%	86.0%
<u>Safety of Capital</u>											
Debt to Equity	Loans, Creditors, Overdraft & Tax Provision/ Funds & Reserves	41.8%	91.8%	130.5%	121.6%	101.8%	101.8%	101.8%	115.2%	117.1%	120.1%
Gearing	Long Term Borrowing/ Funds & Reserves	215.4%	366.3%	457.8%	576.9%	576.9%	576.9%	576.9%	704.0%	831.2%	924.1%
<u>Liquidity</u>											
Current Ratio	Current assets/current liabilities	3.6	3.1	3.2	4.2	5.1	5.1	5.1	8.0	11.2	13.0
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	3.6	3.1	3.2	4.2	5.1	5.1	5.1	8.0	11.2	13.0
Liquidity Ratio	Monetary Assets/Current Liabilities	2.9	2.5	2.4	3.2	4.0	4.0	4.0	6.5	9.4	10.8
<u>Revenue Management</u>											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		109.8%	110.8%	78.3%	78.3%	78.3%	78.3%	97.3%	102.1%	93.9%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	11.3%	9.4%	12.8%	12.6%	14.2%	14.2%	14.2%	14.0%	15.1%	15.0%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
<u>Creditors Management</u>											
Creditors System Efficiency	% of Creditors Paid Within Terms (within 'MFMA' s 65(e))	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<u>Funding of Provisions</u>											
Provisions not funded - %	Unfunded Provn./Total Provisions										
<u>Other Indicators</u>											
Electricity Distribution Losses (2)	% Volume (units purchased and generated less units sold)/units purchased and generated	11.9%	12.3%	3.7%	8.0%	8.0%	8.0%	8.0%	9.0%	7.0%	13.0%

Water Distribution Losses (2)	% Volume (units purchased and own source less units sold)/Total units purchased and own source	0.6%	5.8%	7.3%	10.0%	10.0%	10.0%	10.0%	11.5%	12.0%	13.0%
Employee costs	Employee costs/(Total Revenue - capital revenue)	21.4%	20.7%	30.7%	24.4%	22.9%	22.9%	22.9%	20.4%	20.2%	18.9%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	22.4%	22.0%	31.9%	25.6%	24.1%	24.1%	24.1%	21.5%	21.3%	20.0%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	9.1%	8.2%	9.0%	7.1%	6.8%	6.8%	6.8%	6.9%	6.4%	6.3%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	7.4%	7.7%	10.1%	11.5%	12.1%	12.1%	12.1%	11.6%	13.7%	14.0%
IDP regulation financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	11.4	11.4	15.8	16.2	16.2	16.2	16.0	18.4	21.5	25.4
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	18.5%	16.0%	19.2%	20.3%	21.7%	21.7%	21.7%	21.4%	20.9%	20.4%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	11.7	11.1	8.3	10.1	12.4	12.4	12.4	15.1	18.9	17.5

Description	MFMA section	Ref	2005/06	2006/07	2007/08	Current Year 2008/09				2009/10 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
Funding measures												
Cash/cash equivalents at the year end - R'000	18(1)b	1	248,580	301,724	276,157	364,586	457,510	457,510	457,510	706,512	948,200	1,084,156
Cash + investments at the yr end less applications - R'000	18(1)b	2	112,585	140,118	94,091	156,113	239,581	239,581	239,581	484,040	702,969	807,206
Cash year end/monthly employee/supplier payments	18(1)b	3	11.7	11.1	8.3	10.1	12.4	12.4	12.4	15.1	18.9	17.5
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	80,669	91,207	(4,933)	18	10	10	10	74	50	79
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	5	N.A.	10.1%	7.3%	3.4%	(2.0%)	(6.0%)	(6.0%)	13.9%	15.3%	16.1%
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	108.3%	110.4%	75.1%	100.6%	94.1%	94.1%	94%	98.4%	91.7%	93.6%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	0.3%	6.2%	0.5%	1.7%	1.6%	1.6%	1.6%	0.9%	0.7%	0.6%
Capital payments % of capital expenditure	18(1)c;19	8	101.0%	100.3%	100.6%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	69.1%	85.3%	95.9%	87.2%	93.8%	93.8%	93.8%	145.8%	169.0%	86.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	0.4%	35.6%	15.6%	11.4%	0.0%	0.0%	17.8%	18.5%	19.0%
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	0.0%	185.3%	(28.8%)	0.0%	0.0%	0.0%	(40.5%)	(63.8%)	(100.0%)
R&M % of Property Plant & Equipment	20(1)(vi)	13	11.0%	#NAME?	7.4%	6.2%	5.9%	5.9%	0.0%	0.0%	0.0%	0.0%
Asset renewal % of capital budget	20(1)(vi)	14	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

WC044 George - Supporting Table SA17 Borrowing

Borrowing - Categorised by type	Ref	2005/06	2006/07	2007/08	Current Year 2008/09			2009/10 Medium Term Revenue & Expenditure Framework			
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12	
Parent municipality	1										
Long-Term Loans (annuity/reducing balance)		139,743	227,315	310,142	403,581	403,581	403,581	528,712	666,292	786,798	
Long-Term Loans (non-annuity)		-	-	-	-	-	-	-	-	-	
Local registered stock		2,217	-	-	-	-	-	-	-	-	
Instalment Credit		-	-	-	-	-	-	-	-	-	
Financial Leases		40	493	279	45	45	45	22	(0)	-	
PPP liabilities		-	-	-	-	-	-	-	-	-	
Finance Granted By Cap Equipment Supplier		-	-	-	-	-	-	-	-	-	
Marketable Bonds		-	-	-	-	-	-	-	-	-	
Non-Marketable Bonds		-	-	-	-	-	-	-	-	-	
Bankers Acceptances		-	-	-	-	-	-	-	-	-	
Financial derivatives		-	-	-	-	-	-	-	-	-	
Other Securities		8,998	8,721	8,078	7,248	7,248	7,248	6,548	5,748	4,848	
Municipality sub-total			142,000	227,808	310,421	403,625	403,625	403,625	528,734	666,292	786,798
Entities		1									
Long-Term Loans (annuity/reducing balance)	-		-	-	-	-	-	-	-	-	
Long-Term Loans (non-annuity)	-		-	-	-	-	-	-	-	-	
Local registered stock	-		-	-	-	-	-	-	-	-	
Instalment Credit	-		-	-	-	-	-	-	-	-	
Financial Leases	-		-	-	-	-	-	-	-	-	
PPP liabilities	-		-	-	-	-	-	-	-	-	
Finance Granted By Cap Equipment Supplier	-		-	-	-	-	-	-	-	-	
Marketable Bonds	-		-	-	-	-	-	-	-	-	
Non-Marketable Bonds	-		-	-	-	-	-	-	-	-	
Bankers Acceptances	-		-	-	-	-	-	-	-	-	
Financial derivatives	-		-	-	-	-	-	-	-	-	
Other Securities	-		-	-	-	-	-	-	-	-	
Entities sub-total			-	-	-	-	-	-	-	-	-
Total Borrowing	1		142,000	227,808	310,421	403,625	403,625	403,625	528,734	666,292	786,798

WC044 George - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	2005/06	2006/07	2007/08	Current Year 2008/09			2009/10 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
	1	A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)										
Salary		3,548	4,983	4,871	5,384	5,384	5,384	6,346	6,981	7,679
Pension Contributions		457	808	694	833	833	833	859	945	1,039
Medical Aid Contributions		128	138	111	170	170	170	149	164	180
Motor vehicle allowance		938	2,462	2,290	2,564	2,564	2,564	2,939	3,232	3,556
Cell phone allowance		-	-	-	-	-	-	-	-	-
Housing allowance		-	-	-	-	-	-	-	-	-
Other benefits or allowances		-	-	-	-	-	-	-	-	-
In-kind benefits		-	-	-	-	-	-	-	-	-
Sub Total - Councillors		5,071	8,391	7,966	8,950	8,950	8,950	10,292	11,321	12,453
% increase	4		65.5%	(5.1%)	12.4%	-	-	15.0%	10.0%	10.0%
Senior Managers of the Municipality										
Salary	2	1,183	4,032	6,725	6,539	6,539	6,539	7,193	7,912	8,703
Pension Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Motor vehicle allowance		-	-	-	-	-	-	-	-	-
Cell phone allowance		-	-	-	-	-	-	-	-	-
Housing allowance		-	-	-	-	-	-	-	-	-
Performance Bonus		544	586	845	1,156	1,156	1,156	1,015	1,116	1,228
Other benefits or allowances		-	-	-	-	-	-	-	-	-
In-kind benefits		-	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Municipality		1,727	4,618	7,569	7,695	7,695	7,695	8,208	9,028	9,931
% increase	4		167.5%	63.9%	1.7%	-	-	6.7%	10.0%	10.0%
Other Municipal Staff										
Basic Salaries and Wages		70,603	81,191	86,585	103,164	100,099	100,099	109,258	119,069	129,826
Pension Contributions		11,069	12,881	13,520	17,985	17,985	17,985	17,520	19,272	21,199
Medical Aid Contributions		6,684	7,103	7,650	10,007	10,007	10,007	9,349	10,445	11,689
Motor vehicle allowance		5,203	6,309	5,289	5,581	5,591	5,591	7,039	7,743	8,518
Cell phone allowance		-	-	-	-	-	-	-	-	-
Housing allowance		1,001	1,173	1,308	1,284	1,284	1,284	1,554	1,710	1,881
Overtime		5,372	7,404	10,009	7,046	9,980	9,980	8,445	9,225	9,480
Performance Bonus		-	-	-	-	-	-	-	-	-
Other benefits or allowances		5,038	5,753	6,262	7,447	7,447	7,447	8,391	9,230	10,153
In-kind benefits		5,343	8,089	67,371	26,836	13,219	13,219	11,465	9,261	15,676
Sub Total - Other Municipal Staff		110,314	129,903	197,993	179,350	165,611	165,611	173,020	185,954	208,423
% increase	4		17.8%	52.4%	(9.4%)	(7.7%)	-	4.5%	7.5%	12.1%
Total Parent Municipality		117,111	142,912	213,528	195,995	182,256	182,256	191,520	206,303	230,807
TOTAL SALARY, ALLOWANCES & BENEFITS			22.0%	49.4%	(8.2%)	(7.0%)	-	5.1%	7.7%	11.9%
		117,111	142,912	213,528	195,995	182,256	182,256	191,520	206,303	230,807
% increase	4		22.0%	49.4%	(8.2%)	(7.0%)	-	5.1%	7.7%	11.9%
TOTAL MANAGERS AND STAFF	5	112,040	134,521	205,562	187,045	173,306	173,306	181,228	194,982	218,354

WC044 George - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1.	Ref	No. 10	Salary	Contrib. 1.	Allowances	Performance Bonuses	In-kind benefits 2.	Total Package 3.
Rand per annum								
Councillors	4							
Speaker	5		355,476	-	136,074			491,550
Chief Whip			-	-	-			-
Executive Mayor			369,840	74,484	165,691			610,015
Deputy Executive Mayor			292,581	62,895	136,074			491,550
Executive Committee			2,007,630	325,072	894,031			3,226,732
Total for all other councillors			3,320,739	544,847	1,606,636			5,472,222
Total Councillors	9	-	6,346,266	1,007,298	2,938,506			10,292,070
Senior Managers of the Municipality	6							
Municipal Manager (MM)			952,593	-	-	133,363	-	1,085,956
Chief Finance Officer			795,510	-	-	119,327	-	914,837
Assistant Municipal Manager			834,018	-	-	116,763	-	950,781
Senior Manager: Civil and Technical Services			803,234	-	-	112,453	-	915,687
Senior Manager: Electro-Technical Services			757,263	-	-	106,017	-	863,280
Senior Manager: Corporate Services			778,298	-	-	108,962	-	887,260
Senior Manager: Community Safety			757,262	-	-	106,017	-	863,279
Senior Manager: Planning and Housing			757,263	-	-	106,017	-	863,280
Senior Manager: Environmental Affairs			757,263	-	-	106,017	-	863,280
<i>List of each official with packages >= senior manager</i>								
Head: Internal Audit & Performance Management			-	-	-	-	-	-
Head: Geographical Information & Policy			-	-	-	-	-	-
Head Office of Intergovernmental & Governance Relations			-	-	-	-	-	-
Total Senior Managers of the Municipality	9	-	7,192,704	-	-	1,014,936	-	8,207,640
A Heading for Each Entity	7, 8							
List each member of board by designation								
Chief Executive Officer (CEO)			-	-	-	-	-	-
			-	-	-	-	-	-
Total for municipal entities	9	-	-	-	-	-	-	-
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION		-	13,538,970	1,007,298	2,938,506	1,014,936	-	18,499,710

WC044 George - Supporting Table SA34a Capital expenditure on new assets by asset class

Description		Ref	2005/06	2006/07	2007/08	Current Year 2008/09			2009/10 Medium Term Revenue & Expenditure Framework		
R thousand		1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
Capital expenditure on new assets by Asset Class/Sub-class											
Infrastructure		2	97,117	165,889	202,750	275,236	248,714	248,714	223,016	236,593	219,887
Infrastructure - Road transport			40,292	77,111	82,614	121,420	94,944	94,944	50,600	62,000	46,820
Roads, Pavements & Bridges			40,292	77,111	82,614	121,420	94,944	94,944	50,600	62,000	46,820
Storm water			-	-	-	-	-	-	-	-	-
Infrastructure - Electricity			18,592	21,927	19,770	45,156	41,090	41,090	56,347	58,978	57,095
Generation			-	-	-	-	-	-	-	-	-
Transmission & Reticulation			16,440	20,739	18,027	43,400	39,234	39,234	55,099	57,575	55,445
Street Lighting			2,153	1,189	1,743	1,756	1,856	1,856	1,249	1,404	1,650
Infrastructure - Water			22,354	42,849	47,682	53,200	49,948	49,948	78,864	75,737	78,285
Dams & Reservoirs			22,354	42,849	47,682	53,200	49,948	49,948	78,864	75,737	78,285
Water purification			-	-	-	-	-	-	-	-	-
Reticulation			-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation			15,499	12,710	41,170	36,860	31,270	31,270	28,700	39,078	37,688
Reticulation			15,499	12,710	41,170	36,860	31,270	31,270	28,700	39,078	37,688
Sewerage purification			-	-	-	-	-	-	-	-	-
Infrastructure - Other			381	11,292	11,514	18,600	31,462	31,462	8,505	800	-
Waste Management			282	894	-	1,000	985	985	-	800	-
Transportation			-	2,060	597	600	3,580	3,580	4,000	-	-
Gas			-	-	2,440	-	-	-	-	-	-
Other			98	8,338	8,477	17,000	26,897	26,897	4,505	-	-
Community			3	27,257	12,054	7,469	12,820	9,875	9,875	18,179	3,003
Parks & gardens		7	90	-	592	-	-	-	-	-	-
Sportsfields & stadia			2,164	3,167	2,383	3,970	5,081	5,081	14,200	1,860	1,320
Swimming pools			-	-	-	-	-	-	-	-	-
Community halls			13,397	1,183	1,803	3,660	717	717	2,540	90	-
Libraries			-	-	68	-	-	-	240	80	400
Recreational facilities			10,821	3,651	709	2,650	670	670	500	200	-
Fire, safety & emergency			-	2,206	338	270	510	510	-	-	-
Security and policing			786	1,848	1,577	2,070	2,700	2,700	699	773	650
Buses			-	-	-	-	-	-	-	-	-
Clinics			-	-	-	-	-	-	-	-	-
Museums & Art Galleries			-	-	-	-	-	-	-	-	-
Cemeteries			-	-	-	-	-	-	-	-	-
Social rental housing			-	-	-	-	-	-	-	-	-
Other			-	-	-	200	196	196	-	-	-

WC044 George - Supporting Table SA34a Capital expenditure on new assets by asset class

Description	Ref	2005/06	2006/07	2007/08	Current Year 2008/09			2009/10 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
R thousand	1									
Capital expenditure on new assets by Asset Class/Sub-class										
<u>Heritage assets</u>	9	-	-	-	250	-	-	-	-	-
Buildings		-	-	-	-	-	-	-	-	-
Other		-	-	-	250	-	-	-	-	-
<u>Investment properties</u>		-	-	-	-	-	-	-	-	-
Housing development		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
<u>Other assets</u>	10	16,631	25,673	37,309	41,896	27,545	27,545	7,884	18,610	10,805
General vehicles		4,657	4,359	11,009	9,293	8,142	8,142	120	500	1,000
Specialised vehicles		-	-	-	-	-	-	-	-	-
Plant & equipment		1,917	6,955	4,368	14,801	7,381	7,381	1,541	4,552	3,970
Computers - hardware/equipment		320	539	4,629	4,270	2,966	2,966	1,508	1,678	1,474
Furniture and other office equipment		-	-	-	-	-	-	-	-	-
Abattoirs		-	-	-	-	-	-	-	-	-
Markets		-	-	-	200	56	56	-	-	-
Civic Land and Buildings		4,304	5,784	6,717	7,245	6,046	6,046	2,125	8,500	500
Other Buildings		400	2,876	4,009	-	-	-	-	1,700	300
Other Land		-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)		-	-	-	-	-	-	-	-	-
Other		5,034	5,161	6,576	6,087	2,955	2,955	2,590	1,680	3,560
<u>Agricultural assets</u>		-	-	-	-	-	-	-	-	-
List sub-class										
<u>Biological assets</u>		-	-	-	-	-	-	-	-	-
List sub-class										
<u>Intangibles</u>		-	-	-	-	-	-	-	-	-
Computers - software & programming										
Other (list sub-class)										
Total Capital Expenditure on new assets	1	141,006	203,617	247,529	330,202	286,134	286,134	249,080	258,206	233,062

WC044 George - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description		Ref	2005/06	2006/07	2007/08	Current Year 2008/09			2009/10 Medium Term Revenue & Expenditure Framework			
R thousand		1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12	
<u>Repairs and maintenance expenditure by Asset Class/Sub-class</u>												
<u>Infrastructure</u>	2		40,885	46,712	52,523	46,632	43,049	43,049	44,729	49,684	53,739	
Infrastructure - Road transport			16,809	20,119	22,036	16,180	16,466	16,466	18,965	19,977	20,979	
<i>Roads, Pavements & Bridges</i>			16,809	20,119	22,036	16,180	16,466	16,466	18,965	19,977	20,979	
<i>Storm water</i>			–	–	–	–	–	–	–	–	–	
Infrastructure - Electricity			8,237	9,296	12,381	13,849	10,899	10,899	9,678	12,038	13,148	
<i>Generation</i>			–	–	–	–	–	–	–	–	–	
<i>Transmission & Reticulation</i>			7,438	8,688	11,317	12,349	9,711	9,711	8,978	11,288	12,348	
<i>Street Lighting</i>			800	607	1,065	1,500	1,188	1,188	700	750	800	
Infrastructure - Water			7,533	8,552	9,598	8,941	7,091	7,091	7,768	8,633	9,663	
<i>Dams & Reservoirs</i>			–	–	–	–	–	–	–	–	–	
<i>Water purification</i>			742	877	939	863	1,013	1,013	1,453	1,534	1,622	
<i>Reticulation</i>			6,791	7,676	8,659	8,078	6,078	6,078	6,315	7,099	8,041	
Infrastructure - Sanitation			6,955	7,707	8,403	7,490	8,428	8,428	8,149	8,866	9,767	
<i>Reticulation</i>			6,184	6,846	7,438	6,443	6,341	6,341	6,810	7,586	8,462	
<i>Sewerage purification</i>			771	860	966	1,047	2,087	2,087	1,339	1,280	1,305	
Infrastructure - Other			1,351	1,038	105	173	165	165	171	171	182	
<i>Waste Management</i>			1,303	989	85	130	118	118	123	128	136	
<i>Transportation</i>		2	48	49	19	43	48	48	48	43	46	
<i>Gas</i>			–	–	–	–	–	–	–	–	–	
<i>Other</i>		3	–	–	–	–	–	–	–	–	–	
<u>Community</u>				3,107	4,361	4,079	3,900	4,058	4,058	2,864	2,808	2,831
Parks & gardens		7		461	535	513	533	433	433	433	433	443
Sportsfields & stadia				1,008	1,168	1,186	1,010	1,040	1,040	750	750	750
Swimming pools				–	13	112	158	248	248	208	208	208
Community halls				119	107	139	175	172	172	109	112	115
Libraries				65	101	74	83	153	153	175	105	110
Recreational facilities			116	128	124	90	139	139	111	112	113	
Fire, safety & emergency			132	100	59	73	133	133	43	43	45	
Security and policing			285	303	742	451	431	431	396	406	406	
Buses			–	–	–	–	–	–	–	–	–	
Clinics			46	5	–	–	–	–	–	–	–	
Museums & Art Galleries			–	–	–	–	–	–	–	–	–	
Cemeteries			67	98	78	93	93	93	49	50	51	
Social rental housing	8		681	1,671	915	1,160	1,143	1,143	306	306	306	
Other			128	132	137	75	75	75	285	285	285	

WC044 George - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	Ref	2005/06	2006/07	2007/08	Current Year 2008/09			2009/10 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
R thousand	1									
Repairs and maintenance expenditure by Asset Class/Sub-class										
Heritage assets	9	-	-	-	-	-	-	-	-	-
Buildings		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Housing development		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Other assets	10	3,470	2,480	3,434	3,728	4,136	4,136	4,542	4,606	4,707
General vehicles		2,312	1,423	1,840	2,473	2,923	2,923	3,471	3,542	3,643
Specialised vehicles		-	-	-	-	-	-	-	-	-
Plant & equipment		6	15	5	12	12	12	13	13	13
Computers - hardware/equipment		48	137	128	214	202	202	214	224	224
Furniture and other office equipment		466	434	92	252	184	184	132	134	134
Abattoirs		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Civic Land and Buildings		637	471	1,369	778	815	815	712	694	694
Other Buildings		-	-	-	-	-	-	-	-	-
Other Land		-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Agricultural assets		149	20	-	-	-	-	-	-	-
List sub-class		149	20	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Computers - software & programming		-	-	-	-	-	-	-	-	-
Other (list sub-class)		-	-	-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure	1	47,611	53,573	60,036	54,259	51,243	51,243	52,135	57,098	61,276

Annexure 2 – Rates and tariffs 2009/10

Rates, tariffs and other charges

A tariff list is included as a separate document.

Annexure 3 – Measurable Performance Objectives

This Annexure shows the measurable performance objectives that will be included in departmental Service Delivery and Budget Implementation plans. This must be approved by the Mayor within 28 days of the budget being approved by Council.

The annual target for each of the PI's will be developed for inclusion in the SDBIP. Progress on the performance targets must be reported on quarterly. The indicators show the targets for 2009/10.

Objectives, Goals, KPI's and Targets of the Municipality - 2009/10 Financial Year		
Performance Indicators - Municipal Manager		
Vote	Performance Indicator	Target 2009/10
Strategic Capability & Leadership	Implementation of Council decisions applicable to department	100%
Financial Management	% of Capital budget spent	90%
	Over expenditure on operational budget	0%
	Unresolved audit queries	0%
	Section 71 Budget monitoring report submitted to Mayor 10 working days after end of each month	12
	Compliance with MFMA Reporting requirements	100%
People Management & Empowerment	Number of people from employment equity target groups employed in compliance with the approved EE plan	100%

Objectives, Goals, KPI's and Targets of the Municipality - 2009/10 Financial Year		
Performance Indicators - Municipal Manager		
Vote	Performance Indicator	Target 2009/10
	Staff discipline - Investigations and hearings actioned successfully	32/40 80%
	Skills training - % of targeted staff trained as % of planned training	100%
	Complaints resolved - Nr of complaints from the public actioned within 10 days as % of total nr received	300 100%
	Months during which no successful appeal regarding the awarding of tenders were won against the municipality	0
Performance of Senior Managers	Number of performance assessments relating to senior managers (Two vacancies as at 30 June 2009)	24
	Quarterly meetings of and report to Audit committee, agenda distributed 7 working days in advance of meeting. Risk based audit plan completed / review before 30 June 2010 and quarterly audit of performance information	12 100%
	Performance contracts of all senior managers drafted, discussed with them and signed	7 100%

Objectives, Goals, KPI's and Targets of the Municipality - 2009/10 Financial Year Department: Office of the Municipal Manager				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
		Approval of Internal Audit Plan by Audit Committee	1 Approved Internal Audit Plan	1
		Issuing of Internal Audit Reports based on Internal Audit Plan and Program.	Internal Audit Reports planned to be issued	*To be determined after tender has been awarded and new audit plan has been compiled
		Monthly reporting by Internal Audit Section on Internal Audit Reports issued to the Internal Audit Steering Committee.	Monthly Meetings	12
		Quarterly reporting on Internal Audit Reports issued to the Audit Committee.	Quarterly Meetings	4
	To evaluate the effectiveness of risk management, control and	Annually review of Risk Management Policy.	Risk Management Policy	1
		Annually review and updating of the risks in the Risk Register by departments.	Risk Register	1
		Compilation of Risk Treatment Plans by departments for all risks as per Risk Register.	Risk Treatment Plans	To be determine - Based on amount of risks identified per department

Objectives, Goals, KPI's and Targets of the Municipality - 2009/10 Financial Year Department: Office of the Municipal Manager				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
		Implementation and monitoring of Risks and Risk Treatment Plans by departments.	Risk Register and Risk Treatment Plans discussed on section meetings (standing agenda point)	To be determined based on the amount of meetings planned.

Objectives, Goals, KPI's and Targets of the Municipality - 2009/10 Financial Year Department: Assistant Municipal Manager				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
KPA 18: Local Economic Development	To create and facilitate an enabling environment for LED in the Municipality	Quarterly review and update of the GEDC	4 (1 per quarter)	4 (1 per quarter)
		Implementation of the GLEDSIP	1 plan	1
		Number of LED forum meetings	4 (1 per quarter)	4
		Internal and External Investment and incentive policy	1	1
	Maintenance of an economic and municipal information database	1 Data base maintained	1	1
	Formalise hawking in townships (Community Safety Dept.)	Number of new stalls	10	5
	Annual events for local business and incentive scheme for development (Office of the MM)	Number of events	4	4
Objectives, Goals, KPI's and Targets of the Municipality - 2009/10 Financial Year Department: Assistant Municipal Manager				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
KPA 19: Tourism	Promoting tourism & tourism development in George	Nat & Int. Campaigns	12 Nat & Int. Shows	12
		Tourism database	1	1
	Tourism marketing initiatives and campaigns	% increase in membership of tourism bureau	24 campaigns	26
	Development and implementation of a George Tourism Strategy	1 strategy		1
		George Tourism Strategy Revision and Maintenance	4 GTS workshops Local Events	4 6
	Effective utilisation of the web site as a tourism marketing tool	Number of website hits		
		Joint functions taken place	9	9

Objectives, Goals, KPI's and Targets of the Municipality - 2009/10 Financial Year Department: Assistant Municipal Manager				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
<i>KPA 35: Integrated Development Planning</i>	To ensure effective integrated development planning and performance management in the municipality	IDP Reviewed and adopted	1 Reviewed document adopted by Council	1
		Organizational PMS	0	1
<i>KPA 36: Performance Management</i>	Implementation of an individual PMS System	Performance of senior managers reporting to MM	32	32
		Number of performance assessments relating to senior managers	32	32
		Performance contracts of all senior managers drafted, discussed with them and signed	10	10
Objectives, Goals, KPI's and Targets of the Municipality - 2009/10 Financial Year Department: Assistant Municipal Manager				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
<i>KPA 37: Communication</i>	Effective internal and external communication in the Municipality	Number of internal newsletters	4 (1 p/quarter)	4
		Number of external newsletters	4 (1 per quarter)	4
		Communication strategy reviewed and implemented	1	1
		Municipal web site	1	1
	To ensure effective publicity, marketing and branding of the Municipality	Corporate/marketing related gives	2000	2500
		Number of information articles in George Focus or local press to introduce services or communicate contract number of complaints (MM)	48	48
<i>KPA 38: Intergovernmental Relations</i>	Proper intergovernmental and international relations	Number of international interventions	4	4
		Establish functional sister city agreements	4	4
		Delegations to visit selected Sister Cities internationally	4	4
		Joint functions taken place	9	9

Objectives, Goals, KPI's and Targets of the Municipality - 2009/10 Financial Year Department: Assistant Municipal Manager				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
		Attendance of meetings convened by National and Provincial Government and District Municipality requiring attendance of MM (MM)	100	100
KPA 39: HIV/Aids	To contribute towards the reduction in the prevalence of HIV/AIDS in the Municipal area	Number of special events organised	4	4
		Number of health awareness campaigns held	6	6
		Number of treatment and care projects	6	6
		Number of people counselled by HIV councillors	?	?
KPA 40: Targeted Groups	To facilitate and coordinate the strengthening of targeted groups within the Municipality	Number of educational sessions	100	100
		Number of social programmes	10	10
		Policy developed	1	1

Objectives, Goals, KPI's and Targets of the Municipality Department: Corporate Services				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
KPA 32: Public Participation	To ensure and promote the participation of George communities in the activities of the Municipality	Number of public participation meetings held	4	40 (per ward annually)
		Number of ward committee meetings attended by area managers	5	20
		Number of visits to area managers	500	500
		% Utilization of community halls – private. % Utilization of community halls - official	40% prvt 60% Offic	40% prvt 60% Offic
		Evaluation system for users of halls	1 System	1
		Number of visits to outside sentra	2000	2000
		Objectives, Goals, KPI's and Targets of the Municipality Department: Corporate Services		
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
		No of public participation opportunities attended by staff members as % of planned sessions (MM)	48	48
		Complaints resolved – Nr of complaints resolved within 10 days as % of total nr received (MM)	36/40 90%	36/40 90%
KPA 33: Administrative Support	To provide an effective records management service	X1 Collaborator functional	1	1
		X1 Leave register updated on a monthly basis	1	1
		Response to enquiries with no legal and financial implications	80%	80%

Objectives, Goals, KPI's and Targets of the Municipality Department: Corporate Services				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
	Arrangement of Council/Committee meetings as per the meeting schedule of Council, and compiling the agenda's and minutes to Council meetings	Application in terms of Promotion of access to information act	90%	90%
		Timeous compilation of agendas	98%	98%
		Timeous compilation of departmental instructions following meetings	98%	98%
		Timeous compilation of resolutions	98%	98%
	Management Meetings To improve and maintain the network and IT systems	Timeous compilation of advertisements pertaining to meetings	90%	90%
		Number of management meetings per month	60	60
		Downtime	< 5%	< 5%
		Response time	90%	90%
Objectives, Goals, KPI's and Targets of the Municipality Department: Corporate Services				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
KPA 34: Library Services	The provision of effective library services	% membership increase (Youth / Adults)	0,5%	0,5%
		Number of issues issued per personell	25000	25000
		Number of events held by libraries	40	40
		To turn around the decrease in circulation	8	8
KPA 28: Training and Capacity Building	To facilitate training and development of employees and councillors	Number of participants on literacy programmes	80	80
		Percentage of skills levies claimed back	100%	100%
		Quality of training	100%	100%
		KPA – Percentage of budget actually spent on implementing workplace skills plan	5%	5%

Objectives, Goals, KPI's and Targets of the Municipality Department: Corporate Services				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
KPA 29: Occupational Health and safety	To provide a safe and healthy work environment to all employees	Percentage of occupational health & safety services to line directorates.	100%	100%
		Number of work related accidents reported	100%	100%
KPA 30: People Management and Empowerment	To maintain sound labour relations	Sound & effective labour relations policies and practices established	100%	100%
		Employee assistance Programme (EAP)	100%	100%
		Staff discipline – Investigations and hearings completed successfully (MM)	32/40 80%	32/40 80%
	Recruitment and selection of staff for budgeted vacancies	Percentage of vacant budgeted posts filled	90%	90%
	Annually review the macro structure prepared, financial implications indicated, submitted to Mayor and adopted	1 review (MM)	1	1

Objectives, Goals, KPI's and Targets of the Municipality Department: Financial Services					
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets	
				2009/10	
KPA 20: Financial viability and management	To measure financial viability as expressed in the ratios prescribed in the Planning and Performance Management Regulations, 2001	Annual Financial Statements	1 Set of audited financial statements	1	
		Debt coverage ratio			
		Outstanding service debtors to revenue ratio			
		Cost coverage ratio			
	To comply and implement the supply chain management regulations	Supply Chain Management report	Quarterly	4	
	To developed and implement appropriate financial related policies for the Municipality	Cash management and investment policy	Annually	1	
	To ensure that 100% of the municipal employees and Councillors receive their salaries correctly every month	Payment of Salaries	100%	100%	
		Salary related deductions	100%	100%	
	To ensure that the municipality's banking is 100% in line with the requirements of the MFMA.	Number of Bank Reconciliation	12	12	
		Daily Banking	100%	100	
	Objectives, Goals, KPI's and Targets of the Municipality Department: Financial Services				
	Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
2009/10					
	To perform proper internal auditing of the municipality	Quarterly meetings of and report to Audit Committee, Agenda distributed 7 working days in advance of meeting. Risk based audit plan completed / review before 30 June 2008 and quarterly audit of performance information (MM)	12 Meetings	12 Meetings	
KPA 21: Revenue enhancement	Maintaining a sound revenue base for the Municipality	Billing prior to last working day of month	100%	100%	
		Billing rate	100%	100%	
		Owner Property Updated	95%	95%	
		Correctness of billing	95%	95%	
		Accurate meter readings	98%	98%	
KPA 22: Credit Control	To maintain effective credit control in the Municipality	Credit control: Referral to Engineers	100%		

Objectives, Goals, KPI's and Targets of the Municipality Department: Financial Services				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
		Handing-over of Debtors	100%	100%
		Credit control: Trend	98%	98%
		Payment of Creditors within 30 days	100%	100%
		Sound, authorised expenditure	100%	100%
KPA 23: Financial Reporting	To improve the financial system to accommodate the reporting	Number of Treasury Reports	12 Annually	12
		Number Quarterly Reports	4 Annually	4
		Performance Evaluation Report	1 Annually	1
		Annual report of Department	1 Annually	1
		Unresolved audit queries (MM)	0%	0%
Objectives, Goals, KPI's and Targets of the Municipality Department: Financial Services				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
		Section 71 Budget monitoring report submitted to the Mayor 10 working days after end of each month (MM)	12 per year	12
		Compliance with MFMA Reporting requirements (MM)	100%	100%
KPA 24: Valuations	To ensure full implementation of the property rates Act	Percentage of Ad-hoc valuations	100%	100%
		Number of interim Valuations	Quarterly	Quarterly
KPA 25: Risk Management	Facilitate proper risk management in the Municipality	Risk Management: Insurance claims	Quarterly	4
		Risk assessment and Risk Policy	Quarterly	4
KPA 26: Asset management	To manage and control all assets in the Municipality in a cost effective way to provide a continues service to the public	Updated asset register: purchases	1 updated register	1

Objectives, Goals, KPI's and Targets of the Municipality Department: Financial Services				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
		Asset Management: Depreciation	Monthly depreciation	12
KPA 27: Budget Formulation and control	To compile the annual budget according to the MFMA and relevant legislation	1 Adopted draft budget before end of March each year	1 Draft Budget	1 Draft Budget
		Adopted budget before end of May each year	1 Budget	1 Budget
		KPA – Percentage of capital budget actually spent on capital projects	100%	100
		Monthly Balancing of the General ledger	12	12
		% of Capital budget spent (MM)	90%	90%
		Over expenditure on operational budget (MM)	0%	0%

Objectives, Goals, KPI's and Targets of the Municipality Department: Environmental Affairs				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
KPA 14: Environmental Health	To provide effective provision of municipal environmental health services as determined by the NHA	Number of complaints received	600	600
		Percentage of complaints addressed	85%	85%
		Number of environmental health information sessions held	10	10
		Number of routine inspections carried out	120	120
KPA 15: Public Amenities	Maintain and control public amenities and areas to	Public toilets per 10 000 population	0.6	0.6
		Number of person hours spend on cleaning public toilets	72000	72000
		Weed control in cemeteries	600 hours	600 hours
		Cubic meter wood harvested in open spaces	0	0
Objectives, Goals, KPI's and Targets of the Municipality Department: Environmental Affairs				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
		Number of person hours spend on cleaning of beaches	7600	7600
		Number of overnight stays at Harolds Bay camp site	1400	1400
		Hectares of alien vegetation cleared	50	50
		Hectares of grass cut/month	5800	5800
		Number of trees planted	2000	2000
		Number of trees pruned	5000	5000
KPA 16: Waste Management	To provide an integrated waste management service	% total waste collected recycled	6%	8%
		Tons of household refuse collected	31000	31200

Objectives, Goals, KPI's and Targets of the Municipality				
Department: Environmental Affairs				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
		KPA – Percentage of households with access to basic level of solid waste removal	95%	96%
		% of households with weekly refuse collection service	95%	96%
		Number of person hours spend cleaning streets	240000	242000
KPA 30: People Management and Empowerment	Effective management of the Environmental Affairs Department	KPA: % of Capital budget spent	90%	95%
		KPA – The number of people from employment equity target groups employed in compliance with the approved employment equity plan	90%	90%
Objectives, Goals, KPI's and Targets of the Municipality				
Department: Environmental Affairs				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
KPA 20: Financial viability and management		Number of Municipal buildings disability friendly	5	5
		Number of new appointees inline with employment equity plan	90%	90%
KPA 17: Sport facilities and Development	To develop, improve and manage municipal sport facilities and facilitate sport	Develop sport club and facilities database	95	95
		Number of approved contracts with sport clubs	6	6
		% utilization of sport facilities	95%	95%
		Number / % of sport clubs affiliated to sport council	6	6
		Number of Municipal sport facilities disable friendly	7	7
	The development and implementation of a sport development strategy in the Municipality	Sport Development Strategy	1	1

Objectives, Goals, KPI's and Targets of the Municipality Department: Community Safety				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
KPA 12: Public Safety and Law Enforcement	To reduce and effectively extinguish fires in the Municipality	Number of fires attended. Person hours spend on fires	360	360
		Average reaction time attending to fires – urban	08-Sep	7-8 minutes
		Average reaction time attending to fires – rural.	minutes	18 minutes
		Number of fire prevention inspections conducted	350	360
		Training of staff in fire fighting	16	18
Objectives, Goals, KPI's and Targets of the Municipality Department: Community Safety				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
	To promote and improve road safety in the Municipality	Number of road traffic accidents (deaths/major/minor)	800	790
		Number of moving violations	24000	23800
		Number of taxi violations	600	580
		Number of defects on vehicles	800	780
		Number of road safety educational events held	10	12
		Number of arrests	400	410
	To control stray animals	Number of prosecutions of owners of stray animals	20	20
		Number of animas impounded	100	100

Objectives, Goals, KPI's and Targets of the Municipality Department: Community Safety				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
	To develop, update and implement the Municipal Disaster Management Plan	Disaster management plan in place. Revision of disaster management plan	1	1
	To effectively enforce municipal by-laws and regulations	Number of by-laws offences / number of arrests	1000	1050
KPA 13: Road Transport	To ensure road safety through the regulation and control of	Number of applicants tested for drivers licences. Number of applicants tested for learner drivers licences	12800	12900
		Number of drivers licences renewals	14000	14100
Objectives, Goals, KPI's and Targets of the Municipality Department: Community Safety				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
		Number of vehicle registrations processed	61000	61000
		Number of vehicles tested	1800	1800
		Increase in LEO's who meet legislative requirements	16	18
		Evacuation exercises	10	10

Objectives, Goals, KPI's and Targets of the Municipality Department: Planning and Housing				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
KPA 8: Housing	To provide in the needs of the homeless by providing safe and integrated human settlements	Number of new low cost housing units build	130	150
		Number of new crèches build	1	1
		Number of crèches maintained and upgraded.	11	4
		Number of new community halls build	1	1
		Quality control on number of housing units	390	450
		Number of routine land management inspections in informal areas	2736	2736
		Number of housing related policies adopted by Council	2	1
Objectives, Goals, KPI's and Targets of the Municipality Department: Planning and Housing				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
		No. of community meetings held regarding housing projects	12	12
		Completed subsidy forms submitted to Province	130	150
		Completion of final delivery forms	130	150
		Site meetings (Top structures)	24	24
		Project meetings	12	12
		Transfer documentation	500	550
KPA 9: Spatial Planning	To achieve development in a sustainable manner while preserving the environment and	Implementation of an Integrated Zoning Scheme	1	1
Address all illegal buildings		75%	75%	
KPA 10: Environmental Management		Development of an Integrated Human Settlement Plan	1 Integrated Human Settlement Plan	1

Objectives, Goals, KPI's and Targets of the Municipality Department: Planning and Housing				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
		Develop Environmental Management System	1	1
		Administration of OSCA Permits	80%	80%
		Policy Development	1	1
		Number of land use applications processed – Structure Plan Amendments, Rezoning, Subdivisions, Departures, etc.	75%	75%
Objectives, Goals, KPI's and Targets of the Municipality Department: Planning and Housing				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
		Completion of the George Spatial Development Framework and the 8 Spatial Development Plans specifically identified areas in George	1 SDF	1
		Development of Urban Renewal Studies	3 Studies	3
		Percentage of building plans approved within 8 weeks	75%	80%
KPA 11: Property Development	To facilitate private and public property development in a sustainable manner	Number of property developments effectively facilitated	2	2

Objectives, Goals, KPI's and Targets of the Municipality Department: Planning and Housing				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
		Percentage of Alienation and Letting of Property applications handles within stipulated time frame	75%	80%
		Number of Property Leases	80%	80%
		Number of property acquisitions are handled effectively and efficiently	2	3
		Selling of Land – Income generated through selling of land	R10 000 000	R4 000 000
Objectives, Goals, KPI's and Targets of the Municipality Department: Planning and Housing				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
		Initiating and co – ordinating the development of new industrial and residential townships	3	1
		Managing alienation of Council property	75%	75%
		Managing of property leases	80%	80%

Objectives, Goals, KPI's and Targets of the Municipality Department: Electro-Technical Services				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
KPA 5: Electricity KPA 6: Street lightning KPA 7: Traffic Lights	Effective management of the Dept:	% of capital budget spent	90%	90%
		Operational expenses per unit of electricity sold	<33.9 c/kWh	<33.9 c/kWh
		Electricity master plan updated and aligned with budget & IDP	1	1
		3 Year capital budget aligned with master plans and IDP to address immediate needs	1	1
		KPA – Interventions to address the skills shortage to enable compliance with approved employment equity plan	70%	70%
			70%	70%
		Staff complement	150	150
		Quality of Supply	90%	90%
Objectives, Goals, KPI's and Targets of the Municipality Department: Electro-Technical Services				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
		Affordable, effective and efficient administration	90%	90%
	To distribute electricity to all residents in George	KPA – Percentage of households with access to basic level of electricity. (subject to availability of funds)	100%	100%
		Quality of service	90%	90%
		Quality of supply	90%	90%
	Electrification of all households in George	Number of new electricity connections (subject to availability of funds)	120	120
		Preventative maintenance programmes in place and active	1	1
		Number of workplace incidents	0	0
		Fleet Management system to manage & replace units economically	90%	90%

Objectives, Goals, KPI's and Targets of the Municipality Department: Civil and Technical Services				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
<i>MKPA 1: Sanitation</i>	To provide and maintain safe and sustainable sanitation management and infrastructure	Percentage of new sewerage connections provided within 1 week of application	95%	95%
		Percentage of sewerage blockages cleared within 48 hours	98%	98%
		Percentage of households with access to basic level of sewerage services	95%	96%
		% of sewerage purified to requirements of SANS	95%	96%
<i>MKPA 2: Water Services</i>	To provide world class water services in George to	KPA – Percentage of households with access to basic level of water	95%	95%
Objectives, Goals, KPI's and Targets of the Municipality Department: Civil and Technical Services				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
		Percentage of new water connections within 1 week of application	95%	95%
		% of water losses through network	10%	10%
		% of water losses through purification	10%	10%
		% of pipe bursts repaired within 48 hours	98%	98%
		Replacement of water meters	800	800
		% of water purified to meet SANS requirements	95%	95%
		Replacement of water mains	4400	4400
<i>MKPA 3: Roads Streets, Storm water drainage and Sidewalks</i>	To provide and maintain storm water infrastructure to	% of households with access to storm water services	75%	75%

Objectives, Goals, KPI's and Targets of the Municipality Department: Civil and Technical Services				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
MKPA 4: Transport Planning & Traffic Engineering		% of manholes cleared from debris	10%	10%
	To provide world class transport routes and functional streets	Km of gravel streets upgraded to permanent surface	90	90
		Km of road rehabilitated to an acceptable level	5	5
		Km of tarred roads resealed	7	7
		KPA: % of Capital budget spend	100	100
KPA 30: People Management and Empowerment	Effective management of the Civil and Technical	% of approved capital projects completed within time	85%	85%
		% of council decisions applicable to directorate implemented	98%	98%
Objectives, Goals, KPI's and Targets of the Municipality Department: Civil and Technical Services				
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets
				2009/10
KPA 20: Financial viability and management		% of land development applications commented on within 14 days	80%	80%
		% of building plan applications commented on within 14 days	90%	90%
		% of master plans approved: WSDP/Water & Sewerage/Roads master plan	100%	100%

Annexure 4 – Disclosure on implementation of the MFMA & other applicable legislation

Municipal Finance Management Act – No 56 of 2003

The MFMA became effective on 1st July 2004. The Act aims to modernise budget and financial management practices within the overall objective of maximising the capacity of municipalities to deliver services.

The MFMA covers all aspects of municipal finance including budgeting, supply chain management and financial reporting.

The various sections of the Act are phased in according to the designated financial management capacity of municipalities. George has been designated as a medium capacity municipality.

The MFMA is the foundation of the municipal financial management reforms which municipalities are implementing. George has been designated as a pilot municipality for the reforms. It is engaged in a partnership arrangement with National Treasury and is the recipient of special grants to support its pilot status.

The MFMA and the budget

The following explains the budgeting process in terms of the requirements in the MFMA. It is based on National Treasury's guide to the MFMA.

The budget preparation process

Overview

A central element of the reforms is a change to the way that municipalities prepare their budgets.

The MFMA requires a council to adopt three-year capital and operating budgets that take into account, and are linked to, the municipality's current and future development priorities (as contained in the IDP) and other finance-related policies (such as those relating to free basic service provision).

These budgets must clearly set out revenue by source and expenditure by vote over three years and must be accompanied by performance objectives for revenue and expenditure, a cash flow statement and particulars on borrowing, investments, municipal entities and service delivery agreements, grant allocations and details of employment costs.

The budget may be funded only from reasonable estimates of revenue and cash-backed surplus funds from the previous year and borrowings (the latter for capital items only).

Budget preparation timetable

The first step in the budget preparation process is to develop a timetable of all key deadlines relating to the budget and to review the municipality's IDP and budget-related policies.

The budget preparation timetable should be prepared by senior management and tabled by the mayor for council adoption by 31 August (ten months before the commencement of the next budget year).

Budget preparation and review of IDP and policy

The mayor must co-ordinate the budget preparation process and the review of council's IDP and budget-related policy, with the assistance of the municipal manager.

The mayor must ensure that the IDP review forms an integral part of the budget process and that any changes to strategic priorities as contained in the IDP document have realistic projections of revenue and expenditure. In developing the budget, the management must take into account national and provincial budgets, the national fiscal and macro-economic policy and other relevant agreements or Acts of Parliament. The mayor must consult with the relevant district council and all other local municipalities in that district as well as the relevant provincial treasury and the National Treasury when preparing the budget, and must provide the National Treasury and other government departments with certain information on request.

This process of development should ideally occur between August and November, so that draft consolidated three-year budget proposals, IDP amendments and policies can be made available during December and January. This allows time during January, February and March for preliminary consultation and discussion on the draft budget.

Tabling of the draft budget

The initial draft budget must be tabled by the mayor before council for review by 30 March.

Publication of the draft budget

Once tabled at council, the municipal manager must make public the appropriate budget documentation and submit it to both the National Treasury and the relevant provincial treasury and any other government departments as required. At this time, the local community must be invited to submit representations on what is contained in the budget.

Opportunity to comment on draft budget

When the draft budget is tabled, council must consider the views of the local community, the National Treasury and the relevant provincial treasury and other municipalities and government departments that may have made submissions on the budget.

Opportunity for revisions to draft budget

After considering all views and submissions, council must provide an opportunity for the mayor to respond to the submissions received and if necessary to revise the budget and table amendments for council's consideration.

Following the tabling of the draft budget at the end of March, the months of April and May should be used to accommodate public and government comment and to make any revisions that may be necessary. This may take the form of public hearings, council debates, formal or informal delegations to the National Treasury, provincial treasury and other municipalities, or any other consultative forums designed to address stakeholder priorities.

Adoption of the annual budget

The council must then consider the approval of the budget by 1 June and must formally adopt the budget by 30 June. This provides a 30-day window for council to revise the budget several times before its final approval.

If a council fails to approve its budget at its first meeting, it must reconsider it, or an amended draft, again within seven days and it must continue to do so until it is finally approved – before 1 July.

Once approved, the municipal manager must place the budget on the municipality's website within five days.

Budget implementation

Implementation management – the service delivery and budget implementation plan

The municipal manager must within fourteen days of the approval of the annual budget (by 14 July at the latest) submit to the mayor for approval a draft service delivery and budget implementation plan and draft annual performance agreements for all pertinent senior staff.

A service delivery and budget implementation plan is a detailed plan for implementing the delivery of municipal services contemplated in the annual budget and should indicate monthly revenue and expenditure projections and quarterly service delivery targets and performance indicators.

The mayor must approve the draft service delivery and budget implementation plan within 28 days of the approval of the annual budget (by 28 July at the latest).

This plan must then be monitored by the mayor and reported on to council on a regular basis.

Managing the implementation process

The municipal manager is responsible for implementation of the budget and must take steps to ensure that all spending is in accordance with the budget and that revenue and expenditure are properly monitored.

Variation from budget estimates

Generally, councils may incur expenditure only if it is in terms of the budget, within the limits of the amounts appropriated against each budget vote – and in the case of capital expenditure, only if council has approved the project.

Expenditure incurred outside of these parameters may be considered to be unauthorised or, in some cases, irregular or fruitless and wasteful. Unauthorised expenditure must be reported and may result in criminal proceedings.

Revision of budget estimates – the adjustments budget

It may be necessary on occasion for a council to consider a revision of its original budget, owing to material and significant changes in revenue collections, expenditure patterns, or forecasts thereof for the remainder of the financial year.

In such cases a municipality may adopt an adjustments budget, prepared by the municipal manager and submitted to the mayor for consideration and tabling at council for adoption.

The adjustments budget must contain certain prescribed information, it may not result in further increases in taxes and tariffs and it must contain appropriate justifications and supporting material when approved by council.

The supporting annexure contains a summary of the budget and financial management cycle.

Requirements of the MFMA relating to the contents of annual budgets and supporting documentation.

Section 17 of the MFMA stipulates that an annual budget of a municipality must be a schedule in the prescribed format and sets out what must be included in that format. In its MFMA circular 28, National Treasury set out detailed guidance on the contents of budget documentation and the supporting schedules. George Municipality has made every effort to comply with the circular.

The following table shows how George Municipality complies with the disclosure requirements of section 17 of the MFMA.

Requirement	Disclosure in budget documentation
Schedule of reasonably anticipated revenue for the budget year from each revenue source	Annexure 1
Schedule showing appropriations of expenditure for the budget year under the different votes of the Municipality	Annexure 1
Schedule setting out indicative revenue per revenue source and projected expenditure by vote for the two financial years following the budget year	Annexure 1
Schedule setting out- (i) estimated revenue and expenditure by vote for the current year and (ii) actual revenue and expenditure by vote for the financial year preceding the current year.	Annexure 1
Draft resolutions - (i) approving the budget of the Municipality (ii) imposing any municipal tax and setting any municipal tariffs as may be required for the budget year and (iii) approving any other matters that may be prescribed.	Section 2 – Budget Related Resolutions
Measurable performance objectives for revenue from each source and for each vote in the budget, taking into account	Annexure 3 – Measurable Performance Objectives and Departmental Service Delivery and Budget Implementation

Requirement	Disclosure in budget documentation
the Municipality's Integrated Development Plan.	Plans
Projection of cash flow for the budget year by revenue source broken down per month	Annexure 1
Proposed amendments to the Municipality's integrated development plan following the annual review of the IDP in terms of section 34 of the Municipal Systems Act	Item 9.3 on agenda of 31 March 2008.
Particulars of the Municipality's investments	Annexure 1
Any prescribe information on municipal entities under the sole or shared control of the Municipality	Not applicable – no entities as defined by section 1 of the Municipal Systems Act
Particulars of all proposed new municipal entities which the Municipality intends to establish or in which the Municipality intends to participate	Not applicable
Particulars of any proposed service delivery agreements, including material amendments to existing service delivery agreements	Annexure 5
Particulars of any proposed allocations or grants by the municipality to- (i) other municipalities (ii) any municipal entities and other external mechanisms assisting the municipality in the exercise of its functions or powers (iii) any other organs of state (iv) any organisations or bodies	Annexure 1 – To be completed if applicable

Requirement	Disclosure in budget documentation
referred to in section 67 (1) (bodies outside Government)	
<p>The proposed cost to the municipality for the budget year of the salary, allowances and benefits of-</p> <p>(i) each political office bearer of the Municipality</p> <p>(ii) councillors of the municipality</p> <p>(iii) the municipal manager, the chief financial officer, each senior manager of the municipality and any other official of the municipality having a remuneration package greater than or equal to that of a senior manager</p>	Annexure 1
<p>The proposed cost for the budget year to a municipal entity under the sole or shared control of the Municipality of the salary, allowances and benefits of-</p> <p>(i) each member of the entity's board of directors and</p> <p>(ii) the chief executive officer and each senior manager of the entity</p>	Not applicable – no entities as defined by section 1 of the Municipal Systems Act
Any other supporting documentation as may be prescribed	The supporting documentation as set out in National Treasury's MFMA circular 28 is included in annexure 1.

Other Legislation

In addition to the MFMA, the following legislation also influences Municipality budgeting;

The Division of Revenue Act 2007 and Provincial Budget Announcements

Three year national allocations to local government are published per municipality each year in the Division of Revenue Act, 2007 (Act No. 1 of 2007). The Act places duties on municipalities in addition to the requirements of the MFMA, especially with regard to reporting obligations.

Allocations to the Municipality from Provincial Government are announced and published in the Province's budget.

Section 18 of the MFMA states that annual budgets may only be funded from reasonably anticipated revenues to be collected. The provision in the budget for allocations from national and provincial government should reflect the allocations announced in the DORA or in the relevant Provincial Gazette.

The Municipal Systems Act - No 32 of 2000 and Municipal Systems Amendment Act no 44 of 2003

One of the key objectives of the Municipal Systems Act is to ensure financially and economically viable communities. The requirements of the Act link closely to those of the MFMA. In particular, the following requirements need to be taken into consideration in the budgeting process;

- ☛ Chapters 4 and 5 relating to community participation and the requirements for the Integrated Development Planning process.
- ☛ Chapter 6 relating to performance management which links with the requirements for the budget to contain measurable performance objectives and quarterly performance targets in the Service Delivery and Budget Implementation Plan.
- ☛ Chapter 8 relating to the requirement to produce a tariff policy.

Annexure 5 – Budget 2009/10 to 2011/12; Supporting Information

Budget process overview

Section 53 of the MFMA requires that the Mayor provides general political guidance over the budget process and the priorities that must guide the preparation of the budget.

The Act requires the formal budget process to start with the tabling by the Mayor in Council of a schedule showing the key budget deadlines. This was prepared for tabling in Council on 30 August 2007.

Integrated Development Plan (IDP)

In terms of Section 34 of the Local Government: Municipal Systems Act, 2000, Act 32 of 2000, the IDP must be revised annually. Such a revision process was thus approved by the Mayor. The review process this year had a different approach since the Municipality embarked on a ward-based planning system. This is in response to comments made by the Ministry of Local Government and Housing on the previous IDP that planning should be spatially refined. It was therefore decided ward committees should be utilised as the basic point of departure in the review process. The results of this process are part of the final IDP document for 09/10 financial year.

As part of implementing an organisational performance management system the Municipality went through a process of identifying relevant operational key performance indicators and targets per Department. The Municipality, with assistance from a service provider, went through an elaborate public and ward committee meeting process. In total 40 meetings took place, all at different locations making it as accessible as possible for all members of the public to attend. In certain instances transport was arranged taking people to the respective venues. The purpose of these meetings was to identify the strengths, opportunities, weaknesses and threats of each ward, according to the community in that ward. A second outcome was to identify projects specific to each ward and lastly to make a set of ward plans available for future reference.

Alignment with the draft budget also took place and the service delivery budget implementation plans (SDBIP's) will easily be aligned with the IDP, due to this new format.

The draft IDP was approved by Council on 29 April 2009. Public meetings were subsequently held in order to obtain public input on both the draft 2009/2010 IDP and the draft budget for 2009/2010. Inputs regarding the needs/requirements of the public were noted and accommodated in the 2009/2010 IDP and Budget.

The Municipality defined three key strategies during this review process:

- 1) Grow the Economy
- 2) Human Capital Development
- 3) Environment to Sustain Development

These strategies are the backbone of development in George and with the 41 Municipal Key Performance Areas and various projects and programmes identified in the IDP, the Municipality is set to deliver within very challenging times.

IDP Roadshows for 2009/10 Budget:

DATE	WARDS	VENUE	ATTENDANCE
23 April 2009	2,3,18 & 19	Civic Centre	13
23 April 2009	16	Heroldsbay NG Kerksaal	8*
28 April 2009	5 & 6	Rosemoore Hall	72
29 April 2009	7,8 & 20	Lawaaikamp	40*
5 May 2009	4	Wilderness Beach Hotel	22
5 May 2009	4	Touwsrante	59
6 May 2009	9,10,11	Thembaletu High School	91
6 May 2009	12,13	Thembaletu Community Hall	134
7 May 2009	14	Newdawn Park Primary	37
7 May 2009	15	Pacaltsdorp Community Hall	8*
11 May 2009	7	Lawaaikamp	64
12 May 2009	15	Pacaltsdorp Community Hall	19

12 May 2009	1 & 16	Blanco Hall	74
13 May 2009	8,17,20	Conville Community Hall	66*
18 May 2009	17	Conville Community Hall	52
18 May 2009	20	Youth for Christ Centre	68
19 May 2009	8	Parkdene Primary	133

Budget Assumptions

Budgets are prepared in an environment of uncertainty. To prepare meaningful budgets, assumptions need to be made about internal and external factors that could influence the budget. Documentation of the assumptions used in preparing the budget assists understanding of the information. The section provides a comprehensive summary of all the assumptions used in preparing the budget.

Inflation Outlook

In the Medium Term Budget Policy Statement, inflation (CPIX) is estimated at 5.4%, 5.1% and 4.6% respectively for the years 2009 to 2011.

The following allowances are included in the operating budget for general inflation over the MTREF period.

	2009/10	2010/11	2011/12
General inflation	10%	10%	10%

Interest Rates

The prospect of low inflation levels means that interest rates are not forecast to increase substantially over the MTREF.

The following assumptions are built into the MTREF;

	2009/10	2010/11	2011/12
Average Interest Rate – New Borrowing	12.0%	12.0%	12.0%
Average Interest Rate - Investments	13.0%	13.0%	13.0%

Rates, tariffs, charges and timing of revenue collection

The rates, tariffs and charges for the 2009/10 budget are included in annexure 2.

The following table shows the assumed average percentage increases built into the MTREF for rates tariffs and charges;

	2009/10	2010/11	2011/12
Rates	9%	9%	9%
Tariffs : Water	12%	12%	12%
Sewerage	9%	9%	9%
Electricity*	30%	30%	30%
Cleansing	15%	15%	15%
Charges	9%	9%	9%
<i>* Proposed increase from ESKOM will lead to this high increase in tariffs. Subject to approval by NERSA.</i>			

The cash flow statement in annexure 1 shows when rates and tariffs are expected to be collected over the financial year. In general terms, the timing of rates, tariffs and charges is based on the following;

Rates	Annual billing in July. Interim billing throughout the year
Tariffs	Monthly billing. On-going prepayment meters. Seasonal fluctuations.
Charges	Generally steady state throughout the financial year with seasonal fluctuations.

Growth or decline in tax base of the municipality

Under the Property Rates Act 2004, properties were re-valued for the 2008/09 budget. The new valuation roll with the date of valuation of 1 July 2007 resulted in extreme increases in the valuation of most properties in the George area. The main objective of the municipality remained not to over burden the rate payers but only to determine an income to be generated from assessment rates that is based on the amount received during the 2008/09 financial year plus a reasonable increase in the region of 9%.

Collection rates for each revenue source and customer type

The following bad debt provisions and collection rates are assumed in the MTREF for rates and tariffs.

	2009/10	2010/11	2011/12
Provision for bad and doubtful debts	R5m	R5m	R5m
Assumed collection rate	95%	95%	95%

Price movements on specifics e.g. bulk purchases

The following amounts are included in the MTREF for increases in bulk purchases;

	2009/10	2010/11	2011/12
ESKOM	R165m	R225m	R308m

Average salary increases

The MTREF includes the following average percentage increases for wages and salary and for councillors' allowances;

	2008/09	2009/10	2010/11
Councillors	11.5%	11.5%	11.5%
Senior Managers	11.5%	11.5%	11.5%
Administrative, professional, technical and clerical	11.5%	11.5%	11.5%
Manual	11.5%	11.5%	11.5%

Industrial relations climate, reorganisation and capacity building

The ability of the Municipality to deliver quality services is virtually entirely dependant on its staff. Failure by the Municipality to invest in its staff to ensure that the capacity and skills exist to meet the challenges being faced by George will ultimately mean a failure to deliver services.

The Municipality has made the following amounts available for training over the MTREF period.

	2009/10	2010/11	2011/12
Training Budget	R1.7m	R1.7m	R1.7m

Trends in demand for free or subsidised basic services

George's criteria for supporting free or subsidised basic services are set out in the Indigent Policy. The Government allocates revenue via the Equitable Share grant with the primary aim of assisting municipalities with the costs of providing free or subsidised basic services. Any costs over and above the Equitable Share allocation are met by the Municipality.

The following table shows the assumed cost of the indigent support policy over the MTREF and the amounts allocated to the

Municipalities through the Division of Revenue Act. The two outer years DORA allocations are indicative.

R'000	2009/10	2010/11	2011/12
Cost of indigent support	R50 493	R63 358	R69 706
Equitable Share	R43 471	R55 722	R61 369
Amount met by the Municipality	R7 022	R7 636	R8 337

Ability of the municipality to spend and deliver on the programmes

In 2007/08 the Municipality spent R247m out of an adjusted capital budget of R250m, equating to 98% of the total budget. Against the original budget of R273m the spending was 90%.

Spending is monitored closely throughout the year and Senior Managers must ensure that capital schemes are supported by robust planning. The Municipality is currently reviewing its capital planning processes.

The SDBIP includes monthly cash flows of expenditure and is used as the basis for budget monitoring.

Implications of restructuring and other major events into the future

The budget does not include any provision for the establishment of a Regional Electricity Distributor (RED) for George as council does not support the move towards a RED. There is therefore still considerable uncertainty as to how and when this would operate.

The Municipality has completed the re-organization process. An amount of R6 million has been budgeted for 2008/09 budget to implement the micro structure partially.

Salaries, Allowances and Benefits

Supporting tables in Annexure 1 (c) summarises the salary, allowances and benefits over the MTREF.

Annual Cash Flows by source

Schedule A7 in Annexure 1 shows the annual cash flow by source.

Sources of Funding

	2009/10	2010/11	2011/12
Investment Interest	R14.6m	R11.3m	R10.m

The Municipality receives contributions from developers to provide infrastructure and other works as part of the conditions of agreeing planning permission.

	2009/10	2010/11	2011/12
Contributions to capital investment	R11.8m	R11.8m	R11.8m

The MFMA prescribes the conditions within which municipalities may borrow through either short or long term debt.

In simple terms, the Act stipulates that short term debt can be used to meet immediate cash flow needs but that it must be fully repaid within the financial year that it was incurred. Long term debt can only be incurred for capital expenditure or to re-finance existing long term debt. Proposals to incur long term debt must go through a public consultation process.

The cash flow projections will determine the likely need to borrow short term. It is not projected that any short term borrowing will be required over the MTREF period.

Based on these measures of affordability, the Municipality has made the following budgeted provisions for borrowing for capital expenditure over the MTREF.

	2009/10	2010/11	2011/12
Long-term borrowing	R125.1m	R137.6m	R120.5m

National and Provincial Conditional Grant Allocations 2009/10 to 2011/12

Name of Grant	Operating / Capital	Allocating Authority / Department	Amount 2009/10 R'000	Indicative 2010/11 R'000	Indicative 2011/12 R'000	Purpose of the Grant
Integrated housing and human settlement development grant	Operating	Province / Local Government and Housing	74 400	33 509	36 843	<p>To finance the funding requirements of national housing programmes (excluding recurrent costs recoverable from assets falling under the pre-1994 stock).</p> <p>To facilitate the establishment and maintenance of integrated and sustainable human settlements to ensure economically viable and socially equitable communities in areas with ecological integrity promoting convenient and safe access to economic opportunities, health, educational and social amenities.</p>
Mobility Strategies	Operating & Capital	Province / Transport & Public Works				Provision of plans, facilities and systems that will assist movement within the public transport system.
Local Government Project Preparation Grant	Operating	Province / Local Government and Housing				To assist municipalities with investigations into problems with basic sanitation services, evaluation of alternative solutions and making specific project proposals.
Spatial Planning	Operating	Province / Environmental Affairs and Development				To provide financial support to municipalities for projects/studies which are required in order for municipalities to further the alignment of their Spatial Development Frameworks (SDF's) with the

National and Provincial Conditional Grant Allocations 2009/10 to 2011/12

Name of Grant	Operating / Capital	Allocating Authority / Department	Amount 2009/10 R'000	Indicative 2010/11 R'000	Indicative 2011/12 R'000	Purpose of the Grant
		Planning				Western Cape Spatial Development Framework (SCPSDF) and other related spatial planning projects.
Local Government Financial Management Grant	Operating	National / National Treasury	750	1 000	1 250	To promote and support reforms to financial management and the implementation of the Municipal Finance Management Act (MFMA)
Municipal Systems Improvement Programme	Operating	National / Provincial and Local Government	400	750	790	To assist municipalities in building in-house capacity to perform their functions and stabilise institutional and governance systems as required by the Local Government Municipal Systems Act of 2000
Municipal Infrastructure Grant (MIG)	Capital	National / Provincial and Local Government	20 916	24 528	21 058	To supplement municipal capital budgets to eradicate backlogs in municipal infrastructure utilised in providing basic services for the benefit of poor households. To provide for municipal infrastructure rehabilitation and renewal To eradicate the bucket sanitation system mainly in urban townships.
Integrated National	Capital	National / Minerals and	3 172	5 000	6 000	To implement the Programme (INEP) by providing capital subsidies to municipalities

National and Provincial Conditional Grant Allocations 2009/10 to 2011/12

Name of Grant	Operating / Capital	Allocating Authority / Department	Amount 2009/10 R'000	Indicative 2010/11 R'000	Indicative 2011/12 R'000	Purpose of the Grant
Electrification Programme		Energy				to address the electrification backlog of permanently occupied residential dwellings, the installation of bulk infrastructure and rehabilitation of electrification infrastructure
Library Services	Operating	Provincial Government	557	696	801	To enable public libraries to render an improved service by addressing staffing shortages.
Provincial contribution towards the acceleration of housing delivery	Operating	Provincial Government	0			To fund housing within municipalities who demonstrated capacity to plan and deliver housing rapidly, with the emphasis on rural areas.
Community development worker(CDW) operational support grant	Operating	Provincial Government	72	75	78	To provide financial assistance to municipalities to cover the operational costs pertaining to the functions of the community development workers including the regional coordinators.

Annexure 6 – Budget Related Policies

Copies of the budget policies are attached as separate documents.

Annexure 7 – Municipality Detailed Capital Plan

Included with item as Annexure C.