

Overstrand Municipality

Top Layer SDBIP Report 2013/2014 - 1st Quarterly Report (01 July 2013 - 30 September 2013)

Council & Municipal Manager

Ref	Strategic Objective	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	QUARTER ENDING 30 SEPTEMBER 2013					
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures	
TL9	The provision of democratic, accountable and ethical governance	Bi-annual workshop with management to promote sound municipal administration	Number of workshops		2	Agenda and workshop presentations	2	0	0	N/A		
TL10	The provision of democratic, accountable and ethical governance	Quarterly revision of top 10 risks and quarterly progress reports on corrective action to address risks to Executive Management Team	Number of progress reports		4	Progress reports to EMT or Copies of documentation distributed	4	1	1	G	[D12] Municipal Manager: Item served before EMT on 6/8/2013 and 3/9/2013. (September 2013)	
TL11	The provision of democratic, accountable and ethical governance	Quarterly report to the Audit Committee on progress with implementation of key controls as identified in key control deficiencies	Quarterly reports submitted on achievement of committed dates		2	Minutes of the Audit Committee	4	1	0	R	[D13] Municipal Manager: During the 1st Quarter only two Special Audit Committee meetings were held during which discussions took place regarding the unaudited AFS (27 August 2013) and the revised 2012/2013 Audit Strategy (12 September 2013). During these meetings no standing items were tabled for cognizance/ discussion. (September 2013)	[D13] Municipal Manager: The key control assessments for the 4th Quarter 2012/2013 and the 1st Quarter 2013/2014 will be tabled to the Audit Committee during the next scheduled Audit Committee Meeting once the date is set. (September 2013)
TL12	The provision of democratic, accountable and ethical governance	Risk based audit plan approved by the Audit Committee by the end of September	Plan approved			Minutes of Audit Committee meeting during which RBAP was approved	1	1	1	G	[D14] Municipal Manager: The Operational Risk-Based Audit Plan and Internal Audit Program for the financial period 2013/2014 were tabled to/ approved by the Audit Committee during the meeting held on 12 September 2013 (September 2013)	

Management Services

Ref	Strategic Objective	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	QUARTER ENDING 30 SEPTEMBER 2013					
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures	
TL44	The provision of democratic, accountable and ethical governance	1% of the operational budget spent on skills development (Actual expenditure divided by total operational budget)	% of the budget spent on implementation of the WSP		1%	Expenditure reports from SAMRAS	1%	0%	0%	N/A	[D112] Director: Management Services: Training Budget Budget Allocation R2 400 000.00 Budget Spend to Date R412 838.45 Available Budget R1 987 161.55 MFMA: Spend to date R291 666.67 17% spend of training budget (July 2013) [D112] Director: Management Services: Training Budget Budget Allocation R2 400 000.00 Budget Spend to Date R665 829.68. Available Budget R1 734 170.32 MFMA: Spend to date R291 666.67 27,74% spend of training budget (August 2013) [D112] Director: Management Services: Training Budget Budget Allocation R2 400 000.00 Budget Spend to Date R766 585.85. Available Budget R1 633 414.15. MFMA: Spend to date R291 666.67 31.94% spend of training budget (September 2013)	
TL45	The provision of democratic, accountable and ethical governance	Review the Municipal Organisational Staff Structure by the end of June	Structure reviewed		1	New approved posts on the operational budget; LLF minutes (restructuring)	1	0	0	N/A	[D113] Director: Management Services: Outside reporting period. (July 2013) [D113] Director: Management Services: Outside reporting period (August 2013) [D113] Director: Management Services: Outside reporting period (September 2013)	
TL46	The provision of democratic, accountable and ethical governance	Review the Performance Management Framework by the end of February	Framework reviewed		Existing approved framework	Minutes of the Council meeting	1	0	0	N/A		
TL47	The provision of democratic, accountable and ethical governance	Revise the Section 14 Access to Information Manual by the end of June to ensure compliant and up to date policies	Policy revised		0	Letter of confirmation from the Human Rights Commission	1	0	0	N/A		
TL48	The provision of democratic, accountable and ethical governance	90% of the approved and funded organogram filled	% filled		68.75%	HR statistics on filled and vacant posts	90%	90%	94%	G2	[D116] Director: Management Services: Outside reporting period (July 2013) [D116] Director: Management Services: Outside reporting period (August 2013) [D116] Director: Management Services: Total post at the end of September 2013: Filled: 1035 Vacant: 67 Total Posts: 1102 % Filled Post: 94% Vacancy Rate: 6% (September 2013)	
TL49	The provision of democratic, accountable and ethical governance	Review identified HR policies by the end of June	Number of policies reviewed		Review existing approved policies	Minutes of the LLF and Minutes of the Council meeting	4	1	1	G	[D117] Director: Management Services: Outside reporting period (July 2013) [D117] Director: Management Services: Outside reporting period (August 2013) [D117] Director: Management Services: Recruitment & Selection Policy was reviewed and approved by Council on 28 August 2013 (September 2013)	

Ref	Strategic Objective	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	QUARTER ENDING 30 SEPTEMBER 2013				
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL50	The promotion of tourism, economic and social development	Establish partnerships to assist social development strategy delivery	Number of partnerships	New performance indicator	MOU's signed	3	0	0	N/A		

Finance

Ref	Strategic Objective	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	QUARTER ENDING 30 SEPTEMBER 2013				
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL25	The provision of democratic, accountable and ethical governance	Financial viability measured in terms of the available cash to cover fixed operating expenditure ((Available cash+ investments)/ Monthly fixed operating expenditure)	Ratio achieved	2.1	Annual Financial Statements & Sec 71 reports	1.7	0	0	N/A		
TL26	The provision of democratic, accountable and ethical governance	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations ((Total operating revenue-operating grants received)/debt service payments due within the year) (%)	Ratio achieved	27.4	Annual Financial Statements & Sec 71 reports	21.6	0	0	N/A		
TL27	The provision of democratic, accountable and ethical governance	Financial viability measured in terms of the outstanding service debtors (Total outstanding service debtors/ revenue received for services)	% achieved	14%	Annual Financial Statements & Sec 71 reports	14.50%	0%	0%	N/A		
TL28	The provision of democratic, accountable and ethical governance	Achieve a debt recovery rate not less than 90%	% recovered	97.55%	Annual Financial Statements and sec 71 reports	90%	90%	96.63%	G2	[D181] Director: Finance: 2013/06-2013/07 85.24% 2013/05-2013/07 91.52% 2013/04-2013/07 96.52% (July 2013) [D181] Director: Finance: 2013/07-2013/08 81.63% 2013/06-2013/08 95.83% 2013/05-2013/08 96.28% (August 2013) [D181] Director: Finance: 2013/08-2013/09 85.17% 2013/07-2013/09 94.80% 2013/06-2013/09 97.09% (September 2013)	
TL29	The provision of democratic, accountable and ethical governance	Financial statements submitted to the Auditor-General by 31 August	Financial statements submitted	1	E-mail as confirmation of submission	1	1	1	G	[D182] Director: Finance: AFS SUBMITTED TO THE AG ON 30 AUGUST 2013 (August 2013)	
TL30	The provision of democratic, accountable and ethical governance	Compile and submit a feasible capital funding plan by the end of June	Plan approved	1	Minutes of the Council meeting	1	0	0	N/A	[D183] Director: Finance: Meeting held with PT whereby they agreed to co-fund the long term financial plan. Submitted the request for funding to PT on 30 July 2013. (July 2013)	

Protection Services

Ref	Strategic Objective	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	QUARTER ENDING 30 SEPTEMBER 2013				
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL51	The creation and maintenance of a safe and healthy environment	Annually review and submit Disaster Management Plan to the District by the end of March	Plan reviewed	1	Acknowledgement of receipt from the District	1	0	0	N/A		
TL52	The creation and maintenance of a safe and healthy environment	Arrange public safety awareness campaigns	Number of campaigns held	37	Attendance register and agendas	16	4	9	B	[D230] Director: Protection Services: Fire and Life Safety campaigns that was held for the Community of Overstrand (September 2013)	
TL53	The creation and maintenance of a safe and healthy environment	Annually review Community Safety Plan by the end of June in conjunction with the Department of Community Safety	Plan reviewed		Draft will be submitted shortly for adoption by the Department of Community Safety	1	0	0	N/A		
TL54	The creation and maintenance of a safe and healthy environment	Establishment of the Municipal Court by the end of June 2014 to enhance effective law enforcement (MOU signed, appoint staff, facilities)	Number of activities completed		Establishment of court delayed due to external application process challenges	3	1	1	G	[D232] Director: Protection Services: Meeting between O/S Mun and Prov. Justice held on 18/9/13. Draft MOU to be considered. Letter of support for the establishment of the Additional Court received from Adv Mohamed: Regional Head: Justice (September 2013)	
TL55	The creation and maintenance of a safe and healthy environment	Review the Fire Management Plan by the end of March 2014	Plan reviewed		Approved existing Fire Management Plan	1	0	0	N/A		
TL56	The creation and maintenance of a safe and healthy environment	Perform compliance inspections in terms of the National Standard for community fire protection as specified in SANS 10090	Number of inspections performed	240	Completed inspection forms and fire permits	240	60	569	B	[D234] Director: Protection Services: Building inspections, Bussines licences, Burning permits, Fire hydrants inspections, LPG installations, Plans and Fire Safety Compliance Certificates and Town Planning applications and Fire Safety input x 569. Plot Clearing Inspections x 611 (September 2013)	
TL57	The creation and maintenance of a safe and healthy environment	Inspect and assess municipal infrastructure and role players to ensure disaster operational readiness	Assessment report	1	Inspection of infrastructure, minutes of meeting with role players and representatives	1	0	0	N/A		
TL58	The creation and maintenance of a safe and healthy environment	By-law enforcement education and awareness to the community	Number of initiatives	4	Booklets, publications/communications and training sessions	4	1	1	G	[D236] Director: Protection Services: there was none (July 2013) [D236] Director: Protection Services: There was none for the month. (August 2013) [D236] Director: Protection Services: 1 educational campaign was conducted from 02/09/13 till 04/09/203 and all candidates were competent. (September 2013)	

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							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL59	The creation and maintenance of a safe and healthy environment	Optimal collection of fines issued for the financial year	R-value of fines collected per quarter	R 13,085,872	SAMRAS reports	R 5,000,000	R 1,250,000	R 1,635,733.56	G2	[D237] Director: Protection Services: R 1 635 733.56 received for payment of fines (September 2013)	

Community Services

Ref	Strategic Objective	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	QUARTER ENDING 30 SEPTEMBER 2013				
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL1	The provision of democratic, accountable and ethical governance	98% of the operational conditional grant (Libraries, CDW) spent (Actual expenditure divided by the total grant received)	% of total conditional operational grants spent (Libraries, CDW)	76.55%	Quarterly expense reports obtained from SAMRAS	98%	20%	20.20%	G2	[D352] Director: Community Services: COMPLIED (September 2013)	
TL2	The provision of democratic, accountable and ethical governance	Emergency control room measured by the daily recording of enquiries/requests on EMIS completed within the next calendar month	% completed	94.80%	EMIS report on performance	90%	90%	90%	G	[D353] Director: Community Services: COMPLIED WITH (July 2013) [D353] Director: Community Services: complied with (August 2013) [D353] Director: Community Services: complied with (September 2013)	[D353] Director: Community Services: n/a (September 2013)
TL3	The provision of democratic, accountable and ethical governance	m ² of roads resealed according to approved Paveman Management System within available budget	m ² of roads resealed	25005	Main and Adjustments Budgets and approved project plans and statistics kept	120,000	10,000	3,295.68	R	[D354] Director: Community Services: Not applicable (July 2013) [D354] Director: Community Services: Total square meters resealed as per tender for the 1st quarter (September 2013)	[D354] Director: Community Services: Only preparation for reseal done in 1st Quarter. Reseal will commence in second quarter (September 2013)
TL4	The provision of democratic, accountable and ethical governance	Cleaning of stormwater infrastructure twice per annum	Number of cleaning cycles	2	Maintenance reports per area	2	0	0	N/A		
TL5	The provision of democratic, accountable and ethical governance	Quality of effluent comply 90% with SANS 241	% compliance	64.90%	Independent Laboratory test results	90%	90%	83.13%	O	[D356] Director: Community Services: Not applicable (July 2013) [D356] Director: Community Services: Stanford Plant = 89% Kleinmond Plant = 85% Hermanus Plant = 78 % Hawston Plant = 63% Gansbaai Plant = 100% (September 2013)	[D356] Director: Community Services: Hawston: 1 aerator broken for a month (under guarentee). Hermanus EC (Salts) intrusion in sewer network affected compliance negatively. (September 2013)
TL6	The provision of democratic, accountable and ethical governance	Quality of potable water comply 95% with SANS 241	% compliance	Achieved 5 Blue drop awards	Independent Laboratory test results	95%	95%	96.53%	G2	[D357] Director: Community Services: Not applicable (July 2013) [D357] Director: Community Services: Hermanus Plant = 100% Gansbaai - Franskraal Plant = 96% Baardskeerdersbos Plant = 76% Stanford Plant = 100% Kleinmond Plant = 100% Pearly Beach Plant = 98% Buffelsrivier Plant = 100% De Kelders Plant = (September 2013)	
TL7	The provision of democratic, accountable and ethical governance	Limit unaccounted water to less than 25%	% of water unaccounted for	25%	Annual Financial Statements	25%	0%	0%	N/A		
TL8	The encouragement of structured community participation in the matters of the municipality	Ward committee meetings held to facilitate consistent and regular communication with residents	Number of ward committee meetings per ward per annum	8	Minutes of the ward committee meetings held	8	2	2	G	[D359] Director: Community Services: MINUTES OF WARD COMMITTEES HELD ON COLLABORATOR SYSTEM (September 2013)	

Infrastructure and Planning

Ref	Strategic Objective	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	QUARTER ENDING 30 SEPTEMBER 2013				
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL31	The provision and maintenance of municipal services	Limit electricity losses to 8.5% or less	% of electricity unaccounted for	9%	Annual Financial Statements	8.50%	0%	0%	N/A		
TL32	The provision and maintenance of municipal services	Complete construction of the new 66kV substation in Hermanus by the end of December 2013	% completion of the project	70%	Practical completion certificate	100%	0%	0%	N/A		
TL33	The provision and maintenance of municipal services	Replace main substation switch gear in Kleinmond by the end of December 2013	% completion of the project	New capital project for 2013/14	Completion certificate	100%	0%	0%	N/A		
TL34	The provision and maintenance of municipal services	Public awareness drives/programmes together with to water programmes, environmental programmes and solid waste	Number of drives/programmes	8	Documents with information distributed	8	2	2	G	[D399] Director: Infrastructure and Planning: Best Practice on Waste Recycling at SALGA 15 August 2013 (September 2013)	
TL35	The provision and maintenance of municipal services	Construct top structures for the Eluxolweni housing project by the end of June	Number of top structures	211	Practical completion certificate	150	0	0	N/A	[D400] Director: Infrastructure and Planning: No update needed on this KPI (July 2013)	
TL36	The provision and maintenance of municipal services	Complete construction of Phase 1 of the Hermanus parallel road by the end of March 2014	% completion of the project	70%	Completion certificate	100%	0%	0%	N/A		
TL37	The provision and maintenance of municipal services	Complete the upgrade (gravel to paved) of roads in Hawston by the end of June	Km's of gravel paved	New capital project for 2013/14	Completion certificate	1.7	0	0	N/A		
TL38	The provision and maintenance of municipal services	Replacement of water pipes in Overstrand to limit unaccounted water	% completion of the project	New 2 year contract concluded	Payments certificate and minutes of the site meetings	40%	0%	0%	N/A		

Ref	Strategic Objective	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	QUARTER ENDING 30 SEPTEMBER 2013				
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL39	The provision and maintenance of municipal services	Complete the bulk water supply upgrade of Baardskeerdersbos by the end of March 2014	Project completed	New capital project for 2013/14	Completion certificate	1	0	0	N/A		
TL40	The provision and maintenance of municipal services	Complete development of a new cell at Gansbaai landfill site by the end of December 2013	% completion of the project	60%	Completion certificate	100%	0%	0%	N/A		
TL41	The provision and maintenance of municipal services	Achieve two Green Drop awards	Number of awards	2	DWA Green Drop Report	2	2	0	R	[D406] Director: Infrastructure and Planning: The Minister of Water and Environmental Affairs delayed the release of the Green Drop Report until further notice (September 2013)	[D406] Director: Infrastructure and Planning: All stakeholders/municipalities are awaiting further announcements from DWA and its Minister (September 2013)
TL42	The provision and maintenance of municipal services	Development and approval of the Spatial Development Framework and Environmental Management Framework by the end of June	Plan developed and approved	1	Letter from the Provincial Department	1	0	0	N/A	[D407] Director: Infrastructure and Planning: No need to update this KPI (July 2013)	
TL43	The provision and maintenance of municipal services	Report on the implementation of the Water Service Development plan annually by the end of October	Report submitted	1	Letter of submission of Water Services Audit to DWA	1	0	0	N/A		

Economic Development

Ref	Strategic Objective	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	QUARTER ENDING 30 SEPTEMBER 2013				
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL13	The promotion of tourism, economic and social development	Develop of a world class website/e-business platform for marketing and branding of Overstrand by the end of December	Website/e-business platform completed	New indicator	Final project plan for implementation	1	0	0	N/A		
TL14	The promotion of tourism, economic and social development	Assess impact of 2 major festivals into the local economy	Assessments completed	New indicator	Assessment report submitted	2	0	0	N/A		
TL15	The promotion of tourism, economic and social development	Support thirty SMME's and start up businesses	Number of start up businesses and SMME's	30	Statistics from database maintained on employment	30	5	6	G2	[D435] Director: Economic Development: 1 start up business at Zwelihle Taxi Rank Agricultural Project @ Die Kop Plan: 3 Potential Goups identified as beneficiaries Date: 14 August 2013 DTI Incentives: Meeting with Registered Co-ops to transfer funding Information Date: 16 August 2013 POE: Register SARS Assistance: Monthly Visit Date: 6 & 7 August 2013 Total Individuals attended: 211 (August 2013) [D435] Director: Economic Development: 26 September 2013: Provided marketing/development opportunity to 10 Tourism Smme's at the Tourism Showcase 3-4 September 2013: SARS assistance. (September 2013)	[D435] Director: Economic Development: Reached the overall target as per August report. (September 2013)
TL16	The promotion of tourism, economic and social development	Implement eight initiatives aimed at SSME support and stakeholder engagement	Number of initiatives	New indicator	MOU's entered into with partners; training courses; attendance registers	8	2	6	B	[D436] Director: Economic Development: 12 - 14 August 2013 NYDA Basic Entrepreneurship Development Training (EDP) DATE: 19 - 24 August 2013 Co-ops Training in Gansbaai 24 August 2013: SANACO Overstrand Executive Committee meeting 27 August 2013 CCDI Crafters Training (August 2013) [D436] Director: Economic Development: MOU to be signed - WWF (SA): The Implementation support for the activities related to the Small Scale Fisheries Improvement Project in Kleinmond. 26 September 2013: Customer care training and an Educational of the Hermanus area to 36 EPWP Parking Marshalls. (September 2013)	[D436] Director: Economic Development: Reached the overall target as per August report. (September 2013)

Ref	Strategic Objective	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	QUARTER ENDING 30 SEPTEMBER 2013			Departmental SDBIP Comments	Departmental Corrective Measures
							Target	Actual	R		
TL17	The promotion of tourism, economic and social development	The number of people supported through the walk in centre and outreach	Number of people supported	120	Statistics from database maintained on employment	120	30	501	B	<p>[D437] Director: Economic Development: TOTAL Walk-in Centre / Assistance to clients: 233 Tax Number Applications: 2 CIPC Linkages for new business registrations: 12 SARS Enquiries: 4 Internet for Research : 26 Training Enquiries: 4 Bursary Information Required: 12 Total New SMME's: 12 Job Opportunities required: 90 General Business Related Enquiries: 106 (August 2013)</p> <p>[D437] Director: Economic Development: Walk-in Centre: Assistance to clients: 268 Business Assistance Required : 114 CIPC Linkages for new business registrations: 12 SARS enquiries: 15 Internet for Research : 17 Training enquiries: 6 Bursary Information required: 3 Job Opportunities required: 106 General Business Related Enquiries: 7 (September 2013)</p>	
TL18	The promotion of tourism, economic and social development	The number of job opportunities created through the EPWP programme and as per set targets (grant agreement - 77 FTE's)	Number of temporary jobs created	500	Quarterly EPWP reports, signed incentive grant agreement and business plans	500	0	204	B	<p>[D438] Director: Economic Development: WORK OPPORTUNITIES CREATED FOR JULY 2013: 150 TOTAL PROJECTS</p> <ol style="list-style-type: none"> Road Safety - 19 Community Safety - 29 Community Fire Protection - 50 Parking Management Services - 36 EPWP Admin Assistant - 4 Maintenance of Sportgrounds - 5 Masakhane: Cleaning of Toilets - 4 Cleaning Taxi Rank Buildings: Masakhane and Stanford - 2 Duiwelsgat Hiking Trail - 1 (July 2013) <p>[D438] Director: Economic Development: WORK OPPORTUNITIES CREATED FOR AUGUST 2013: 53 TOTAL PROJECTS: Dibanisa Environmental - 7, Cleaning Taxi Rank Buildings - 2, Overstrand Taxi Rank Marshalls - 4, Gansbaai Waste Removal - 9, Hermanus Waste Removal - 10, Kleinmond Waste Removal - 10, Mountain Bike Trail - 3, Hermanus Solid Waste - 8. (August 2013)</p> <p>[D438] Director: Economic Development: WORK</p>	
TL19	The promotion of tourism, economic and social development	Complete the informal trade policy/management of trading sites by the end of September	Policy completed	1	Minutes of the Council meeting	1	1	1	G	<p>[D439] Director: Economic Development: The policy is still within the municipal systems and is constantly reviewed through internal discussions. (September 2013)</p>	
TL20	The promotion of tourism, economic and social development	Outreach programme inclusive of Overstrand municipal area	Number of initiatives	New performance indicator	Advertisements, programme developed, attendance registers	8	2	2	G	<p>[D440] Director: Economic Development: 29 August 2013: Co-operative Strategic Intervention Symposium (August 2013)</p> <p>[D440] Director: Economic Development: 06 September 2013: Youth Suppliers Day (September 2013)</p>	<p>[D440] Director: Economic Development: Reached overall target. A Co-operative Strategic Intervention Symposium held on 29 August 2013 (September 2013)</p>
TL21	The promotion of tourism, economic and social development	Review the LED strategy by the end of March 2014	Strategy reviewed	New performance indicator	Minutes of the Council meeting	1	0	0	N/A		
TL22	The promotion of tourism, economic and social development	Improve the LED maturity assessment position by 2 points	Points improved	12th position in the Western Cape	Assessment report received	2	1	0	R	<p>[D442] Director: Economic Development: Maturity assessment conducted by Province half yearly. (September 2013)</p>	<p>[D442] Director: Economic Development: We are still waiting for the dates of the assessment. (September 2013)</p>
TL23	The promotion of tourism, economic and social development	Compile an action plan to improve on the LED maturity assessment	Plan completed	New performance indicator	Minutes of the Council meeting	2	1	1	G	<p>[D443] Director: Economic Development: Action plan compiled and in place in improving LED (September 2013)</p>	
TL24	The promotion of tourism, economic and social development	Develop a Tourism Marketing and Branding Strategy by the end of December 2013	Strategy developed	New performance indicator	Minutes of the Council meeting	1	0	0	N/A		

Summary of Results

