



MOSSEL BAY MUNICIPALITY

EMPLOYMENT EQUITY PLAN 01 OCTOBER 2024 – 30 SEPTEMBER 2029

APPROVED BY COUNCIL: E246-09/2024 (26 SEPTEMBER 2024)

EFFECTIVE DATE: 01 OCTOBER 2024

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1. DECLARATION

The Mossel Bay Municipality commits itself to the promotion of equal opportunities, fair treatment, the removal of unfair discrimination and the implementation of affirmative action measures in order to redress the disadvantages that designated groups have experienced in the past. The Municipality's aim is to ensure that there is equitable representation across all occupational categories and levels of its workforce.

The Council, all employees and Trade Union representatives commit to attaining the aims of this Employment Equity Plan in order to:

- a.) Offer equal employment opportunities to all current employees and possible future incumbents;
- b.) Rectify imbalances in terms of the composition of the future workforce regarding race, gender and disability;
- c.) Accommodate disabled persons where possible;
- d.) Ensure that no employee's services are terminated as a result of the implementation of this plan;
- e.) Ensure that the job security of employees who are proficient in their work is maintained;
- f.) Comply with and enhance the business and strategic objectives of the Municipality, including the delivery of quality service to the community and clients;
- g.) Offer career growth opportunities to all employees in terms of development on grounds of merit.

2. DEFINITIONS

In terms of the Employment Equity Act, 55 of 1998 as amended, the Mossel Bay Municipality is a designated employer and will herein be referred to as "the Employer".

"Affirmative action measures" means measures designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are represented in all occupational levels in the workforce of the Mossel Bay Municipality. Such measures includes the preferential treatment of designated groups;

“Black people” is a generic term meaning African, Coloured and Indian persons;

“Code of good practice” means a document issued by the Minister of Labour in terms of section 54 of the Employment Equity Act 55 of 1998;

“collective agreement” means a written agreement concerning terms and conditions of employment or any other matter of mutual interest concluded by or in terms of the South African Local Government Bargaining Council (SALGBC);

“Designated group” means black people, women and people with disabilities who –

- are citizens of the Republic of South Africa by birth or descent or became citizens of the Republic of South Africa by naturalisation –
- before 2 April 1994; or
- after 26 April 1994 and who would have been entitled to acquire citizenship by naturalisation prior to that date but who were precluded by apartheid policies;

“Disadvantaged persons” means persons or categories of persons disadvantaged by past or present unfair discrimination;

“Dispute” includes an alleged dispute;

“Disabled” (people with disabilities) includes people who have a long-term or recurring physical, mental, intellectual or sensory impairment which, in interaction with various barriers, may substantially limit their prospects of entry into, or advancement in, employment, and ‘persons with disabilities’ has a corresponding meaning;

“Reasonable accommodation” means any modification or adjustment to a job or to the working environment that will enable a person from a designated group to have access to or participate or advance in employment;

“Workplace forum” means a forum established in terms of Chapter V of the Labour Relations Act.

All terminology not defined under clause 2 of this policy shall bear the same meaning as in the applicable legislation.

3. INTRODUCTION

The Employment Equity Act, Act 55 of 1998 as amended, stipulated the following under Chapter III, Section 20(1):

“A designated employer must prepare and implement an employment equity plan which will achieve reasonable progress towards employment equity in that employer’s workforce.”

A municipality is deemed a designated employer under this Act. This Plan will be the fourth Employment Equity Plan for Mossel Bay Municipality. The previous plan was a 5-year plan applicable for the period 01 October 2019 – 30 September 2024.

4. ASSIGNMENT OF RESPONSIBILITY

An Employment Equity Manager (Senior Manager: Human Resources Management) has been appointed and reports directly to the Director: Corporate Services. The Employment Equity Manager has been delegated the responsibility for overseeing the implementation of the Employment Equity processes. Implementation entails ensuring the correct implementation of Employment Equity measures and to ensure compliance in terms of the current Employment Equity legislation of South Africa.

The Municipal Manager is the custodian of the Employment Equity Plan. The roles and the responsibility of the Municipal Manager as custodian of this Plan include:

- a.) Accountability to the South African Government and key stakeholders;
- b.) Monitoring progress and reviewing compliance in terms of the Employment Equity Policy and Plan;
- c.) Providing strategic support with regards to the implementation of all strategies that enable Employment Equity;
- d.) Identifying internal and external opportunities (current and anticipated) of the Municipality to contribute to equity measures

- e.) Assisting with budgetary needs and requirements in terms of equity measures
- f.) Demonstrating commitment by ensuring that Employment Equity remains part of the strategic agenda of the Municipality.

5. CONSULTATION

Mossel Bay Municipality has an established Employment Equity Forum with representatives from all occupational categories, including Trade Unions representation.

The Forum meets on a quarterly basis, and it's purpose is to consult on employment policies, practices, procedures and the working environment in order to identify barriers for people from the designated groups.

The functions of the Employment Equity Forum representatives are to:

- a.) Represent their respective constituencies in all occupational categories/levels, designated groups, and non-designated groups, as well as a Trade Union level;
- b.) Act on mandates from the relevant constituency on matters identified for consultation;
- c.) Report back to their relevant constituencies on progress and matters discussed by

6. ANALYSIS

6.1 Analysis on existing employment Policies, Procedures and Practices

An analysis was conducted on the Municipality's employment policies, practices, procedures and the working environment in order to identify employment barriers which adversely affect people from designated groups, and in order to determine and eliminate all forms of discrimination in the policies.

Since the compilation of the previous plan in 2019, an Employment Equity Policy was developed and implemented with effect 01 July 2022 where matters in terms of barriers are addressed. The Policy is reviewed annually to ensure relevancy.

6.2 Analysis on existing workforce profile

Mossel Bay Municipality accommodates 1514 permanent positions on its organogram as at July 2024, which consists of the following:

- 1005 filled posts (workforce profile as at June 2024)
- 1347 posts are budgeted for (2023/2024)
- 12 people with disabilities are currently employed
- Women consist of 28% of the current workforce.

WORKFORCE PROFILE JUNE 2024											
Occupational Levels		Male				Female				Totals	PWD
		African	Coloured	Indian	White	African	Coloured	Indian	White		
Top Management	Actual	0	2	1	2	0	0	0	2	7	0
Senior Management	Actual	2	5	0	13	0	2	0	2	24	0
Professionals	Actual	1	5	0	15	4	8	1	10	44	1
Skilled Technical	Actual	48	81	1	48	28	32	0	19	257	2
Semi-Skilled	Actual	62	142	1	15	35	67	0	24	346	7
Unskilled	Actual	95	166	0	14	25	26	0	1	327	2
Totals	Actual	208	401	3	107	92	135	1	58	1005	12

6.3 Analysis of demographic information of the Western Cape

According to Statistics SA from the Census conducted in 2022, the Economically Active Population (EAP) in the Western Cape is as follows:

	<i>African Male</i>	<i>Coloured Male</i>	<i>Indian Male</i>	<i>White Male</i>	<i>African Female</i>	<i>Coloured Female</i>	<i>Indian Female</i>	<i>White Female</i>	TOTAL
Total EAP Western Cape	803000	813000	23000	241000	669000	716000	9000	211000	3485000

	<i>African Male</i>	<i>Coloured Male</i>	<i>Indian Male</i>	<i>White Male</i>	<i>African Female</i>	<i>Coloured Female</i>	<i>Indian Female</i>	<i>White Female</i>	TOTAL
Percentage of Western Cape EAP	23,04%	23,33%	0,66%	6,92%	19,20%	20,55%	0,26%	6,05%	100,00%

The EAP percentage per group (race and gender) will be used across all Occupational Levels for the 5-year plan, or until amendments may be required in terms of legislation.

6.4 Barriers to achievement of the Employment Equity goals

- a.) Current housing and accommodation prices in Mossel Bay are negatively influencing the appointment of appropriate candidates from outside the area.
- b.) The pool of suitably qualified and experienced candidates from designated groups is limited in some cases.
- c.) The retention of qualified and experienced employees from designated groups.
- d.) Some divisions within the Municipality have a relatively small staff complement and/or a low staff turnover, making it difficult to alter the existing representation.
- e.) Regulations on the remuneration / upper limits of Senior Managers.

7. BROAD OBJECTIVES OF THE EMPLOYMENT EQUITY PLAN

The following objectives have been identified:

- a.) To ensure adequate representation of designated groups within all occupational categories and levels within the next 5 years.
- b.) The identification and abolishment of all barriers and practices that hamper the employment of and/or advancement of designated groups.
- c.) To ensure the achievement of equity in the workplace through the promotion of equal opportunities and fair treatment for the entire workforce, including applicants for employment.
- d.) To eliminate all forms of unfair discrimination that may exist in policies, practices, procedures and the work environment.
- e.) To focus on the recruitment of suitably qualified people from designated groups.
- f.) To aggressively implement the Skills Development Plan in order to address all Training and Development issues in support of Employment Equity.
- g.) Compliance to the Employment Equity Act.
- h.) Participation and consultation.
- i.) To promote diversity in the workplace.
- j.) Employee development through Succession Planning and Training initiatives.
- k.) To create an enabling working environment that fosters the realization of the potential of staff.

8. AFFIRMATIVE ACTION MEASURES

Affirmative action measures to address barriers identified during they analysis should be developed to improve the under-representation of designated groups. Such measures relate to, but are not limited to the following:

- a.) The appointment of members from designated groups:** Includes transparent recruitment strategies such as appropriate and unbiased selection criteria and selection panels.
- b.) Increasing the pool of available candidates:** Community investment and bridging programmes (including internships and student programmes) can increase the number of potential candidates.
- c.) Training and development of people from designated groups:** These measures include access to training by members of designated groups, structure training and development programmes such as learnships and internships; on-the-job mentoring and coaching, and accelerated training for new recruits. Where required, diversity training should be provided to responsible managers as well as training in coaching and mentoring skills.
- d.) Promotion of people from designated groups:** This forms part of structured succession planning and would include appropriate and accelerated training.
- e.) Retention of people from designated groups:** Retention strategies would include the promotion of a more diverse organisational culture, interactive communication and feedback strategies, and ongoing labour turnover analysis.
- f.) Reasonable accommodation for people from designated groups:** These measures include providing an enabling environment for disabled workers so that they may fully participate and, in doing so, improve productivity. Examples of reasonable accommodation are accessible working areas and modifications to buildings and facilities, etc.
- g.) Steps to ensure that members of designated groups are appointed in such positions that they are able to meaningfully participate in corporate decision-making processes:** A conscious effort should be made to avoid all forms of tokenism. Candidates must be appointed with commensurate degrees of authority.
- h.) Steps to ensure that the corporate culture of the past is transformed in a way that affirms diversity in the workplace and harnesses the potential of employees:** Such steps could include programmes for all staff, including management, contextualizing

employment equity and sensitising employees with regard to the grounds of discrimination such as race, diversity, gender, disability, and religious accommodation.

i.) Recruiting temporary personnel from designated groups: This measure entails recruiting temporary personnel to fill vacant positions based on employment equity goals as set out in the plan.

9. NUMERICAL GOALS AND TIMEFRAMES

The purpose of numerical goals is to ensure representation of designated groups within all occupational levels of the Mossel Bay Municipality. The under-representation of black people, women and people with disabilities must be a major priority to address the workforce profile and retain them. In order to maintain the EE Plan, annual objectives are indicated on attached annexure A and may be revised annually if so required by legislation or changes within the structure of the Municipality.

10. COMMUNICATION OF THE PLAN

The Employment Equity Manager has been entrusted to consult with employees and/or their representatives and give feedback regarding progress on implementation of the plan. Progress will be communicated through quarterly meetings.

11. MONITORING, EVALUATION AND REVIEW

11.1 Monitoring Procedures

The Employment Equity Manager will be responsible for the implementation and maintenance of the EE Plan which is an ongoing process and will be reported to on the Employment Equity Forum platform.

11.2 Dispute Procedures

Any dispute that arises out of the interpretation and application of this Employment Equity Plan shall be dealt with in terms of the grievance and dispute procedure as well as the disciplinary code applicable to the Mossel Bay Municipality.

The Municipal Manager as the custodian of the Employment Equity Plan shall seek to resolve any disputes that may arise during the implementation of the plan.

12. REPORT

The Employment Equity Manager shall compile reports regarding progress on the implementation of the plan in terms of the Act and submit such to the Director-General before 01 October annually in hard copy format or 15 January annual on the electronic system, or as otherwise required by legislation.

13. TERMS OF REFERENCE

The formulation of this plan has been guided by the requirements of the Employment Equity Act and recommendations by the Department of Labour.

The following legislation is applicable to this EE Plan:

- a.) Constitution of South Africa (108 of 1996)
- b.) Employment Equity Act (55 of 1998 as amended)
- c.) Skills Development Act (97 of 1998)
- d.) Basic Conditions of Employment Act (75 of 1997)
- e.) Labour Relations Act (66 of 1195)
- g.) Code of Good Practice: Preparation, implementation and monitoring of Employment Equity Plan
- h.) Code of Good Practice on key aspects of disability in the workplace.

APPROVED BY COUNCIL:

EFFECTIVE DATE:

ANNEXURE A: ANNUAL GOALS (01 OCTOBER 2024 – 30 SEPTEMBER 2029)

EE Plan: 2024/2025											
EE Plan: Goals as planned for year 2025											
Occupational Levels	EEPlan Targets	Male				Female				Totals	PWD
		African	Coloured	Indian	White	African	Coloured	Indian	White		
Top Management	Actual	0	2	1	2	0	0	0	2	7	0
	Prop Plan	0	2	1	2	0	0	0	2	7	
	Fin Plan	2	2	0	0	1	1	0	0	7	1
	Diff	-2	0	1	2	-1	-1	0	2	0	-1
Senior Management	Actual	2	5	0	13	0	2	0	2	24	0
	Prop Plan	3	5	0	11	1	2	0	1	23	
	Fin Plan	6	6	0	2	5	5	0	1	24	2
	Diff	-4	-1	0	11	-5	-3	0	1	0	-2
Professionals	Actual	1	5	0	15	4	8	1	10	44	1
	Prop Plan	2	6	0	11	5	7	1	10	42	
	Fin Plan	10	10	0	3	9	9	0	3	45	3
	Diff	-9	-5	0	12	-5	-1	1	7	-1	-2
Skilled Technical	Actual	48	81	1	48	28	32	0	19	257	2
	Prop Plan	61	98	1	56	37	41	0	21	315	
	Fin Plan	107	108	3	32	89	95	1	28	464	35
	Diff	-59	-27	-2	16	-61	-63	-1	-9	-207	-33
Semi-Skilled	Actual	62	142	1	15	35	67	0	24	346	7
	Prop Plan	70	126	1	20	40	80	0	27	364	
	Fin Plan	118	120	3	35	98	105	1	31	513	38
	Diff	-56	22	-2	-20	-63	-38	-1	-7	-167	-31
Unskilled	Actual	95	166	0	14	25	26	0	1	327	2
	Prop Plan	91	154	1	15	29	30	1	2	323	
	Fin Plan	106	108	3	32	88	95	1	28	461	35
	Diff	-11	58	-3	-18	-63	-69	-1	-27	-134	-33
Totals	Actual	208	401	3	107	92	135	1	58	1005	12
Totals	Fin Plan	349	353	10	105	291	311	4	92	1514	114
Western Cape Population %		23,04%	23,33%	0,66%	6,92%	19,20%	20,55%	0,26%	6,05%	100,00%	

EE Plan: 2025/2026											
EE Plan: Goals as planned for year 2026											
Occupational Levels	EEPlan Targets	Male				Female				Totals	PWD
		African	Coloured	Indian	White	African	Coloured	Indian	White		
Top Management	Actual	0	2	1	2	0	0	0	2	7	0
	Prop Plan	0	2	1	2	0	0	0	2	7	
	Fin Plan	2	2	0	0	1	1	0	0	7	1
	Diff	-2	0	1	2	-1	-1	0	2	0	-1
Senior Management	Actual	2	5	0	13	0	2	0	2	24	0
	Prop Plan	3	5	0	11	1	2	0	1	23	
	Fin Plan	6	6	0	2	5	5	0	1	24	2
	Diff	-4	-1	0	11	-5	-3	0	1	0	-2
Professionals	Actual	1	5	0	15	4	8	1	10	44	1
	Prop Plan	3	7	0	10	6	7	1	9	43	
	Fin Plan	10	10	0	3	9	9	0	3	45	3
	Diff	-9	-5	0	12	-5	-1	1	7	-1	-2
Skilled 'Technical	Actual	48	81	1	48	28	32	0	19	257	2
	Prop Plan	67	102	1	54	41	46	1	24	336	
	Fin Plan	107	108	3	32	89	95	1	28	464	35
	Diff	-59	-27	-2	16	-61	-63	-1	-9	-207	-33
Semi-Skilled	Actual	62	142	1	15	35	67	0	24	346	7
	Prop Plan	76	126	1	23	46	83	1	28	384	
	Fin Plan	118	120	3	35	98	105	1	31	513	38
	Diff	-56	22	-2	-20	-63	-38	-1	-7	-167	-31
Unskilled	Actual	95	166	0	14	25	26	0	1	327	2
	Prop Plan	93	145	2	18	40	39	1	4	342	
	Fin Plan	106	108	3	32	88	95	1	28	461	35
	Diff	-11	58	-3	-18	-63	-69	-1	-27	-134	-33
Totals	Actual	208	401	3	107	92	135	1	58	1005	12
Totals	Fin Plan	349	353	10	105	291	311	4	92	1514	114
Western Cape Population %		23,04%	23,33%	0,66%	6,92%	19,20%	20,55%	0,26%	6,05%	100,00%	

EE Plan: 2026/2027											
EE Plan: Goals as planned for year 2027											
Occupational Levels	EEPlan Targets	Male				Female				Totals	PWD
		African	Coloured	Indian	White	African	Coloured	Indian	White		
Top Management	Actual	0	2	1	2	0	0	0	2	7	0
	Prop Plan	0	2	1	2	0	0	0	2	7	
	Fin Plan	2	2	0	0	1	1	0	0	7	1
	Diff	-2	0	1	2	-1	-1	0	2	0	-1
Senior Management	Actual	2	5	0	13	0	2	0	2	24	0
	Prop Plan	3	5	0	10	2	2	0	1	23	
	Fin Plan	6	6	0	2	5	5	0	1	24	2
	Diff	-4	-1	0	11	-5	-3	0	1	0	-2
Professionals	Actual	1	5	0	15	4	8	1	10	44	1
	Prop Plan	4	7	0	10	6	7	1	9	44	
	Fin Plan	10	10	0	3	9	9	0	3	45	3
	Diff	-9	-5	0	12	-5	-1	1	7	-1	-2
Skilled Technical	Actual	48	81	1	48	28	32	0	19	257	2
	Prop Plan	76	103	1	49	45	56	1	26	357	
	Fin Plan	107	108	3	32	89	95	1	28	464	35
	Diff	-59	-27	-2	16	-61	-63	-1	-9	-207	-33
Semi-Skilled	Actual	62	142	1	15	35	67	0	24	346	7
	Prop Plan	81	123	1	27	54	89	1	28	404	
	Fin Plan	118	120	3	35	98	105	1	31	513	38
	Diff	-56	22	-2	-20	-63	-38	-1	-7	-167	-31
Unskilled	Actual	95	166	0	14	25	26	0	1	327	2
	Prop Plan	93	136	2	22	47	51	1	9	361	
	Fin Plan	106	108	3	32	88	95	1	28	461	35
	Diff	-11	58	-3	-18	-63	-69	-1	-27	-134	-33
Totals	Actual	208	401	3	107	92	135	1	58	1005	12
Totals	Fin Plan	349	353	10	105	291	311	4	92	1514	114
Western Cape Population %		23,04%	23,33%	0,66%	6,92%	19,20%	20,55%	0,26%	6,05%	100,00%	

EE Plan: 2027/2028											
EE Plan: Goals as planned for year 2028											
Occupational Levels	EEPlan Targets	Male				Female				Totals	PWD
		African	Coloured	Indian	White	African	Coloured	Indian	White		
Top Management	Actual	0	2	1	2	0	0	0	2	7	0
	Prop Plan	1	2	0	2	0	0	0	2	7	
	Fin Plan	2	2	0	0	1	1	0	0	7	1
	Diff	-2	0	1	2	-1	-1	0	2	0	-1
Senior Management	Actual	2	5	0	13	0	2	0	2	24	0
	Prop Plan	4	6	0	7	3	3	0	1	24	
	Fin Plan	6	6	0	2	5	5	0	1	24	2
	Diff	-4	-1	0	11	-5	-3	0	1	0	-2
Professionals	Actual	1	5	0	15	4	8	1	10	44	1
	Prop Plan	5	7	0	9	7	7	1	8	44	
	Fin Plan	10	10	0	3	9	9	0	3	45	3
	Diff	-9	-5	0	12	-5	-1	1	7	-1	-2
Skilled Technical	Actual	48	81	1	48	28	32	0	19	257	2
	Prop Plan	79	103	1	42	57	68	1	27	378	
	Fin Plan	107	108	3	32	89	95	1	28	464	35
	Diff	-59	-27	-2	16	-61	-63	-1	-9	-207	-33
Semi-Skilled	Actual	62	142	1	15	35	67	0	24	346	7
	Prop Plan	93	120	1	28	62	90	1	29	424	
	Fin Plan	118	120	3	35	98	105	1	31	513	38
	Diff	-56	22	-2	-20	-63	-38	-1	-7	-167	-31
Unskilled	Actual	95	166	0	14	25	26	0	1	327	2
	Prop Plan	95	129	2	23	54	63	1	13	380	
	Fin Plan	106	108	3	32	88	95	1	28	461	35
	Diff	-11	58	-3	-18	-63	-69	-1	-27	-134	-33
Totals	Actual	208	401	3	107	92	135	1	58	1005	12
Totals	Fin Plan	349	353	10	105	291	311	4	92	1514	114
Western Cape Population %		23,04%	23,33%	0,66%	6,92%	19,20%	20,55%	0,26%	6,05%	100,00%	

EE Plan: 2028/2029											
EE Plan: Goals as planned for year 2029											
Occupational Levels	EEPlan Targets	Male				Female				Totals	PWD
		African	Coloured	Indian	White	African	Coloured	Indian	White		
Top Management	Actual	0	2	1	2	0	0	0	2	7	0
	Prop Plan	1	2	0	2	0	0	0	2	7	
	Fin Plan	2	2	0	0	1	1	0	0	7	1
	Diff	-2	0	1	2	-1	-1	0	2	0	-1
Senior Management	Actual	2	5	0	13	0	2	0	2	24	0
	Prop Plan	4	6	0	7	3	3	0	1	24	
	Fin Plan	6	6	0	2	5	5	0	1	24	2
	Diff	-4	-1	0	11	-5	-3	0	1	0	-2
Professionals	Actual	1	5	0	15	4	8	1	10	44	1
	Prop Plan	8	8	0	8	7	7	1	6	45	
	Fin Plan	10	10	0	3	9	9	0	3	45	3
	Diff	-9	-5	0	12	-5	-1	1	7	-1	-2
Skilled 'Technical	Actual	48	81	1	48	28	32	0	19	257	2
	Prop Plan	90	103	1	32	71	74	1	27	399	
	Fin Plan	107	108	3	32	89	95	1	28	464	35
	Diff	-59	-27	-2	16	-61	-63	-1	-9	-207	-33
Semi-Skilled	Actual	62	142	1	15	35	67	0	24	346	7
	Prop Plan	93	120	1	28	62	90	1	29	424	
	Fin Plan	118	120	3	35	98	105	1	31	513	38
	Diff	-56	22	-2	-20	-63	-38	-1	-7	-167	-31
Unskilled	Actual	95	166	0	14	25	26	0	1	327	2
	Prop Plan	103	114	2	28	85	92	1	19	444	
	Fin Plan	106	108	3	32	88	95	1	28	461	35
	Diff	-11	58	-3	-18	-63	-69	-1	-27	-134	-33
Totals	Actual	208	401	3	107	92	135	1	58	1005	12
Totals	Fin Plan	349	353	10	105	291	311	4	92	1514	114
Western Cape Population %		23,04%	23,33%	0,66%	6,92%	19,20%	20,55%	0,26%	6,05%	100,00%	