



Western Cape
Government

Cultural Affairs and Sport



Heritage Western Cape
Erfenis Wes-Kaap
ILifa leMveli leNtshona Koloni

Annual Performance Plan

2017/2018

HERITAGE WESTERN CAPE

Annual Performance Plan

2017/18

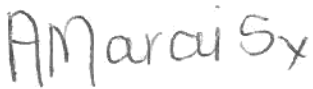
Date of tabling

7 March 2017

FOREWORD

To comply with the requirements of the Public Finance Management Act, 1999 (Act 1 of 1999) and the National Treasury Regulations, the Council of Heritage Western Cape hereby submits its Annual Performance Plan for the Medium-Term Expenditure Framework period 2017/18.

Heritage Western Cape has emerged as a key strategic role-player in the Province's heritage sector since its establishment in 2002 in terms of the National Heritage Resources Act, 1999 (Act 25 of 1999). The mandate of the entity is to advise the Minister of Cultural Affairs and Sport on the implementation of this Act. The present Council of Heritage Western Cape was appointed for the period 1 November 2016 to 31 October 2019.



ANROUX MARAIS
WESTERN CAPE MINISTER OF CULTURAL AFFAIRS AND SPORT

OFFICIAL SIGN-OFF

We, the undersigned, hereby certify that this Annual Performance Plan:

- was developed by the management of the Department of Cultural Affairs and Sport under the guidance of Minister Anroux Marais;
- was prepared in line with the current Strategic Plan of the Department of Cultural Affairs and Sport; and
- accurately reflects the performance targets which the Department of Cultural Affairs and Sport will endeavour to achieve given the resources made available in the budget for 2017/2018.

BRENDA RUTGERS
Chief Financial Officer



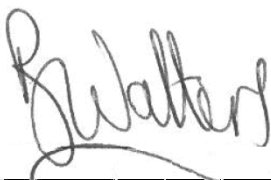
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MXOLISI DLAMUKA
Accounting Authority
Heritage Western Cape



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BRENT WALTERS
Accounting Officer Department of Cultural Affairs and Sport



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Approved by:

ANROUX MARAIS
Executive Authority Department of Cultural Affairs and Sport



Signature

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Acronyms

DCAS	Department of Cultural Affairs and Sport
ECM	Enterprise Content Management
EPWP	Expanded Public Works Programme
HIMS	Heritage Information Management System
HWC	Heritage Western Cape
ICT	Information and Communication Technology
IGIC	Inventories, Grading and Interpretations Committee
MEC	Member of the [Provincial] Executive Council
MTEF	Medium-Term Expenditure Framework
NHRA	National Heritage Resources Act, 1999
PFMA	Public Finance Management Act, 1999
PN	Provincial Notice
SAHRA	South African Heritage Resources Agency

PART A: STRATEGIC OVERVIEW

1. Vision

To celebrate, treasure, maintain and nurture the diverse urban and rural heritage resources of the people of the Western Cape by promoting pride in both tangible and intangible heritage, particularly amongst the previously marginalised.

2. Mission

By establishing, implementing and maintaining an effective integrated heritage resources management strategy in the Western Cape, Heritage Western Cape will ensure systematic identification, conservation, protection and promotion of heritage resources for all our communities and for the benefit of present and future generations.

3. Values

Caring, Competence, Accountability, Integrity, Innovation and Responsiveness.

4. Legislative and other Mandates

Heritage Western Cape (HWC) regards as binding the legislative mandate on which its overall functioning is based:

- to promote good governance at all levels;
- to empower civil society to nurture and conserve the heritage resources so that they may be bequeathed to future generations;
- to lay down general principles for governing heritage resources management throughout the Western Cape; and
- to introduce an integrated system for the identification, assessment and management of heritage resources in the province in terms of the National Heritage Resources Act and its regulations.

4.1 Constitutional mandates

Section	Description
Constitution of the Republic of South Africa, 1996	
Section 24(b)(ii) Environment	Heritage Western Cape must, by legislative and other measures, regulate and monitor the promotion of conservation of the heritage environment in the Western Cape. This may not be exercised in a manner inconsistent with any provision of the Bill of Rights. Annual Reports on this mandate must be submitted to the Western Cape Legislature.
Section 31: Cultural, religious and linguistic communities	Heritage Western Cape must ensure that its programmes and projects take into account the cultural diversity of the population of the Western Cape.
Section 41: Principles of co-operative government and intergovernmental relations	Heritage Western Cape cooperates with all spheres of government. In terms of its mandates Heritage Western Cape works in close cooperation with the Department of Cultural Affairs and Sport, the South African Heritage Resources Agency and municipalities in the Western Cape.
Schedule 5: Functional Areas of Exclusive Provincial Legislative Competence	Heritage Western Cape, the provincial heritage resources authority, is provided with personnel and other shared financial and administrative support to execute and administer its legal mandate by the Department of Cultural Affairs and Sport. The Minister also has certain legal powers and is the appointed appeals authority in the legislation.

Section	Description
Constitution of the Western Cape, 1997, Act 1 of 1998	
Section 70	Provincial legislation must provide for the establishment and reasonable funding, within the Province's available resources, of a cultural council or councils for a community or communities in the Western Cape, sharing a common cultural and language heritage.
Section 81	Heritage Western Cape must implement policies to actively promote and maintain the welfare of the people of the Western Cape, including policies aimed at achieving: • The protection and conservation of the natural historical, cultural historical, archaeological and architectural heritage of the Western Cape for the benefit of the present and future generations. • Heritage Western Cape must implement specific policies to support these provisions.

4.2 Legislative mandates

National Legislation	Reference	Description
The National Heritage Resources Act, 1999	Act No.25, 1999	To advise the Minister on the implementation of the Act. HWC also has a responsibility to establish systems and procedures to execute the prescripts of the Act.
Public Finance Management Act, 1999	Act 1 of 1999	HWC, as a public entity must establish sound financial management systems in compliance with the prescripts of the Act.
Promotion of Access to Information Act, 2000	Act 2 of 2000	This Act gives effect to the right to have access to records held by the state, government institutions and private bodies. Among other things, HWC and every other public and private body must: • compile a manual that explains to members of the public how to lodge an application for access to information that the body holds; and • appoint an information officer to consider requests for access to information held by the body.
Promotion of Administrative Justice, 2000	Act 3 of 2000	This Act: • sets out the rules and guidelines that administrators must follow when making decisions; • requires administrators to inform people about their right to review or appeal and their right to request reasons; • requires administrators to give reasons for their decisions; and • gives members of the public the right to challenge the decisions of administrators in court.

Provincial Legislation	Reference	Description
Western Cape Heritage Resource Management Regulations, 2002	PN 336 of 25 October 2002	These regulations published by the MEC responsible for arts and culture are the founding document of HWC providing its essential mandate within the province and setting out various procedures.
Western Cape Heritage Resource Management Regulations, 2003	PN 298 of 29 August 2003	These regulations published by the Council of HWC setting out procedures for the making of various applications to HWC. (The regulations published on this date are the English version)
Western Cape Heritage Resource Management Regulations, 2003	PN 212 of 10 November 2004	These regulations published by the Council of HWC setting out procedures for the making of various applications to HWC. (The regulations published on this date are the Afrikaans and isiXhosa versions)
Regulations (Heritage Western Cape) on the process for publication of statements of general policy and conservation management plans, 2015	PN 7497/2015 September 2015	These regulations published by the Council of HWC set out the procedure required to publish and adopt Statements of General Policy and Conservation Management Plans.

4.3 Policy mandates

Policy	Description
National policies	
National White Paper on Arts, Culture and Heritage (1996)	This document provides a framework for national and provincial policy on arts, culture, heritage, and library and archive services.
Policies of Heritage Western Cape	
Heritage Western Cape Handbook 20 September 2013 as updated in 2016.	The Handbook contains all the policies, procedures, guidelines and rules of the organisation. It is updated on a regular basis on the organisation's website.

4.4 Planned policy initiatives

The policy initiatives described below are planned for 2017/18

Planned Policy Initiatives	Timeframe
Public Participation policy	31 March 2018
Refund policy on monies paid to HWC	31 March 2018
Intangible Heritage policy on the management of heritage resources	31 March 2018

4.4 Relevant court rulings

Court Case	Reference	Impact on DCAS
<i>Qualidental Laboratories v Heritage Western Cape</i> [2007] SCA 170 (RSA)	Supreme Court of Appeal case no. 647/06	This judgment confirmed the powers conferred on the MEC and Heritage Western Cape to impose conditions on a development in terms of section 48 of the National Heritage Resources Act, 1999.
<i>Top Performers (Pty) Ltd v Minister of Cultural Affairs and Recreation</i>	Western Cape High Court case no. 5591/05	This judgment had a profound impact on the appeal processes of the tribunals appointed by the MEC in terms of section 49 of the National Heritage Resources Act, 1999, read with Regulation 12 of PN 336 of 2003. DCAS and the MEC took corrective steps to ensure fair administrative processes and make provision for the admission of new evidence into the record of a tribunal process, as well as better compliance with the rules of natural justice in terms of the <i>audi alteram partem</i> maxim.
<i>Willows Properties (Pty) Ltd v Minister of Cultural Affairs and Sport</i>	Western Cape High Court case no. 13521/08	The applicant filed an urgent application in the High Court to compel the MEC to make a decision or, alternatively, to issue the Record of Decision in respect of an appeal lodged with the MEC in terms of section 49 of the National Heritage Resources Act, 1999, read with regulation 12(7) of PN 336 of 2003. The impact of the judgment on DCAS is that it must ensure that tribunals issue Records of Decision in good time. Corrective measures have been implemented.

Court Case	Reference	Impact on DCAS
<i>Waenhuiskrans Arniston Ratepayers Association and Another v Verweide Eiendomsontwikkeling (Edms) Bpk and Others 1926/2008 [2009] ZAWCHC 181.</i>	Western Cape High Court case no. 1926/2008	The Court considered whether the South African Heritage Resources Agency or Heritage Western Cape have jurisdiction in respect of sites that have been graded by SAHRA as Grade 1 sites in terms of sections 35 and 36 of the National Heritage Resources Act, 1999. The Court found that, in such cases, SAHRA has jurisdiction. The implication of this judgment for DCAS is that the Department must provide legal assistance to Heritage Western Cape to interpret the legislation, and it must ensure that HWC acts within its legal mandate.
<i>Peter Gees v the Provincial Minister of Cultural Affairs and Sport, Western Cape, the Chairperson, Independent Appeal Tribunal, Heritage Western Cape, the City of Cape Town, City Bowl Ratepayers; & Residents' Association</i>	Western Cape Division of the High Court of South Africa no. 6205/2015	The Court has confirmed that, despite the facts in this case are different than in the Qualidental case, the imposition of conditions are within the parameters of the National Heritage Resources Act, 1999 and are consistent with the overall scheme of the Act. Conditions can be imposed in a permit for demolition of an existing structure older than 60 years in terms of section 34(1) of the Act.
<i>Piketberg Local Heritage Committee and Another v Liebco Vleishandelaars Edms Bpk and others (Heritage Western Cape 2nd Respondent)</i>	Western Cape Division of the High Court of South Africa No. 1103 2016	Application for review of a decision of HWC's Built Environment and Landscape Committee (BELCom). Permission was granted by BELCom to demolish a building on Erf 207 Piketberg. The Piketberg Heritage Committee applied to the High Court to review the decision as the provisions of PAJA were not complied with. The Court considered HWC's present policy of requiring consultation only with registered conservation bodies and held that, as the decisions taken had the potential to affect members of the general public, broader public consultation was required. This will mean that applicants will be required to advertise proposals for comment from the general public.

5. Updated situational analysis

Since its establishment in October 2002, Heritage Western Cape has developed a sound system for the management of applications made to it in terms of the National Heritage Resources Act and is recognised as a leading heritage resources authority in terms of this area of operations. Over the same period it has declared 19 new sites as Provincial Heritage Sites.

Over the past five year strategic planning period the organisation has sought to clarify a number of issues concerning its major area of operations, primarily the processing of applications. In this regard it has developed a number of policies and guidelines, established clear rules for the operation of its Council and committees and has reached agreement with SAHRA on the processing of applications for Grade I sites in the Province.

Due to resource constraints, HWC finds it challenging to implement aspects of its mandate under the NHRA. These include:

- the grading of over 2 500 former national monuments for which it is responsible;
- the declaration of significant numbers of new provincial heritage sites in order to reflect the diversity of the province and the heritage of communities that were neglected in the past;
- the funding of surveys and inventories in order to identify heritage restraints in advance of development, in so doing, relieving tensions between development and conservation;
- ensuring compliance with the NHRA, in particular with conditions set in permits and other records of decisions;
- outreach programmes to communities that highlight positive and stabilising effects that heritage can have in resolving social ills; creating pride of place and enhancing communal identity; and

- interpreting heritage through the erection of explanatory plaques and other measures, and in so doing, contribute to community understanding of heritage.

In recent years there has been a steady increase in the number of applications HWC has processed. Whilst this is a positive development as it indicates greater responsiveness from the public to the requirements of heritage legislation, it has also placed significant constraints on the organisation, as the size of the staff component has not been adequate to address the increase in the volume of work.

5.1 Performance Environment

HWC is an organisation which is charged with the identification, protection, conservation, management and promotion of heritage resources. Due to capacity constraints HWC has primarily focussed on the processing of applications. Some complex and/or controversial applications are dealt with by a variety of committees of heritage practitioners and members of the Council who meet on a monthly basis.

The bulk of applications are processed by the staff at weekly meetings and in terms of delegations from the Council.

HWC has established a committee that deals with surveys, inventories and grading of heritage resources in the Western Cape Province. This committee meets on a quarterly basis.

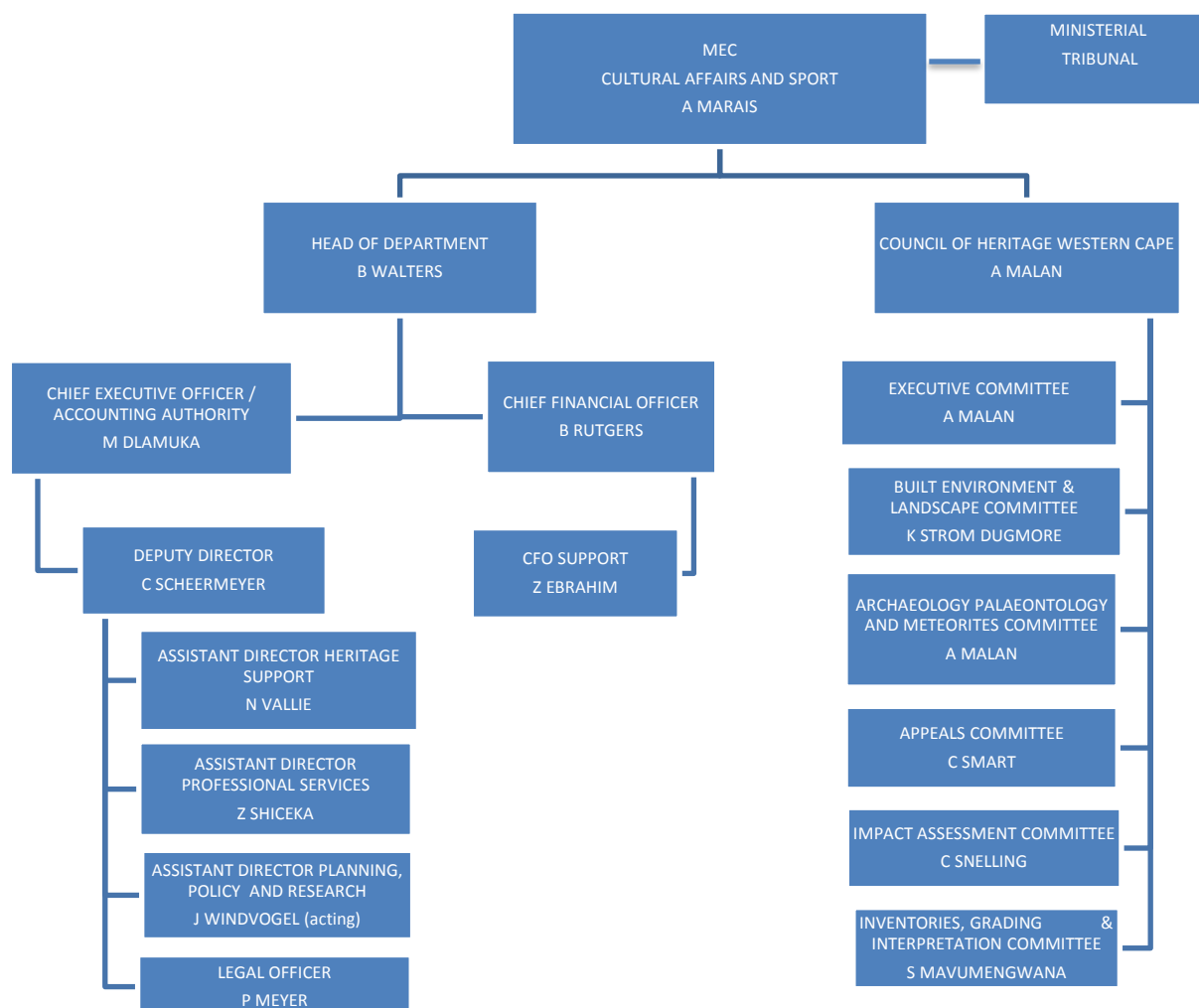
Over the past years HWC has been in negotiations with the City of Cape Town concerning delegation of powers to deal with a variety of aspects of the NHRA. Should agreement be reached, this will likely reduce the number of applications received by HWC from within the metro by approximately 50 percent. Although the number of applications will reduce, these delegations will necessitate the development and implementation of a monitoring and evaluation system of the City of Cape Town operations in terms of the NHRA. HWC has also initiated preliminary engagements with Drakenstein Municipality to discuss the assessment process and delegation of functions to the municipality, should the assessment and negotiations prove successful.

HWC has undertaken a programme to develop an electronic information management system for the management of the moveable and immovable heritage resources of the Province. This project will greatly assist the public to access information on heritage, create greater efficiencies in the application system under the NHRA and automate many bureaucratic tasks presently undertaken by staff.

HWC has received funds from the Lotto Distribution Fund for the implementation of the conservation management plan of the Baboon Point Provincial Heritage Site, at Elands Bay. The funding will be utilised to empower local community members to act as guides and to provide information to promote this important heritage site.

5.2 Organisational environment

Organisational structure



Employment and vacancies

DCAS makes staff available to HWC.

5.3 Description of the strategic planning process

A new Council for Heritage Western Cape was appointed in November 2016. The strategic plan was presented to the Council and its committees in December 2016, where it was agreed that the 2015-2020 annual performance targets were still relevant and were therefore endorsed.

6. Strategic outcome-oriented goals of HWC

The strategic goals of HWC are as follows:

Strategic Goal	To identify, protect, conserve, manage and promote the heritage resources of the Western Cape.
Goal statement	To identify, protect, conserve, manage and promote the heritage resources of the Western Cape for present and future generations.
Justification	HWC as a public entity is bound by the National Heritage Resources Act (Act 25 of 1999) to advise the Minister on the identification, protection, conservation, management, and promotion of heritage resources.
Links	Parent department: Promotion of development and transformation of cultural activities in order to contribute towards nation-building; good governance, social and human capital development; and sustainable economic growth and opportunities.

6.1 Links to provincial strategic goals

The Provincial Strategic Plan is a set of overarching strategic objectives for the Western Cape Government, setting out clear outcomes to be achieved in the medium term. These objectives reflect the needs and priorities of the Western Cape Government and are used to drive integrated and improved performance across the public sector in the Western Cape.

The Provincial Strategic Goals for 2015 to 2019 are:



Provincial Strategic goals are reflected above:

Heritage Western Cape contributes to PSG 3 and 4 in the following manner:

PSG	HWC Contribution
3	Creates an enabling environment that promotes sustainable use of heritage resources in a manner that nurtures diversity and affirms the well-being of communities within the Western Cape.
4	Promotes inclusivity and a sense of belonging through the conservation and integrated management of the cultural heritage resources through the work of heritage conservation bodies and through the committees of Heritage Western Cape.

PART B: STRATEGIC OBJECTIVES

7. Heritage Western Cape

The purpose of Heritage Western Cape is to advise the Minister on the implementation of the National Heritage Resources Act (Act 25 of 1999) and in so doing, protecting and managing the heritage resources of the Western Cape.

7.1 Strategic objectives

STRATEGIC GOAL:	To identify, protect, conserve, manage and promote the heritage resources of the Western Cape.
STRATEGIC OBJECTIVES:	Management of an integrated heritage resources management system in the Western Cape.

Strategic Objective	Management of an integrated heritage resources management system in the Western Cape
Objective statement	Management of an integrated heritage resources management system in the Western Cape that will ensure the identification, conservation, protection and promotion of heritage resources for all our communities and for present and future generations to promote good governance at all levels.
Baseline	• 8 scheduled meetings per annum of the Council and its Executive Committee to implement the NHRA. • 36 scheduled meetings per annum of the committees to make decisions on applications to implement the NHRA. • 44 meetings per annum of the staff to make decisions on applications as per the delegations from the Council to implement the NHRA • 4 scheduled meetings per annum of the committee that considers surveys and applications for formal protection. • Assist in the preparation of nomination dossiers for World Heritage Sites in the Western Cape.
Justification	HWC and its management are governed by the National Heritage Resources Act.
Links	Parent department: Promotion of development and transformation of cultural activities in order to contribute towards nation-building ;good governance , social and human capital development; and sustainable economic growth and opportunities

• **Strategic objective annual targets for 2017/18**

Strategic objective indicator	Audited/Actual performance			Estimated performance- 2016/17 2015/16	Medium-term targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
Number of scheduled meetings of Council and Committees to manage heritage resources in the Western Cape	95	91	100	92	92	92	92

7.2 Resource considerations

Description	14/15	15/16	16/17	17/18	18/19	19/20
Transfer payment	3838	2270	1800	1611	1736	1871
Estimated income stream	1009	1558	1900	1621	955	1125

7.3 Risk management

Risk 1: Heritage resources that are threatened by vandalism.

Mitigation strategy: HWC reports illegal behaviour by the public or professionals to HWC Council and Committees for decisions on prosecution.

Risk 2: Inability to attract and retain appropriately skilled staff.

Mitigation strategy: Prioritisation and continuous liaison with Department of the Premier regarding selection and recruitment processes.

Risk 3: Inadequate capacity to enforce law when heritage resources are threatened by unpermitted developments (structural additions, alterations, restoration, and maintenance of physical landscape interventions) and activities.

Mitigation strategy: HWC officers investigate illegal works and follow up (on legal work) and report to relevant committees established in terms of NHRA for decisions on actions to be taken by the Chief Executive Officer.

Risk 4: Selective understanding by society of the diverse nature of heritage resources and its protection and management.

Mitigation strategy: Utilise social media (twitter and facebook accounts) to create public awareness.

8. Programme performance indicators and annual targets for 2017/18

CUSTOMISED PROVINCE-SPECIFIC PERFORMANCE MEASURES								
Programme performance indicator		Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1	Number of scheduled meetings of the Council and its Executive Committee to implement the NHRA	11	8	9	8	8	8	8
2	Number of scheduled meetings of the committees to make decisions on applications to implement the NHRA	38	36	40	36	36	36	36
3	Number of meetings of the staff to make decisions on applications as per the delegations from the Council to implement the NHRA	46	47	46	44	44	44	44
4	Number of scheduled meetings of the committee that considers surveys and applications for formal protection	-	-	5	4	4	4	4

9. Quarterly targets for 2017/18

Performance indicator		PGS linkage	Reporting period	Annual target	Quarterly targets			
					1 st	2 nd	3 rd	4 th
1	Number of scheduled meetings of the Council and its Executive Committee to implement the NHRA	3 and 4	Quarterly	8	2	2	2	2
2	Number of scheduled meetings of the committees to make decisions on applications to implement the NHRA	3 and 4	Quarterly	36	9	9	9	9
3	Number of meetings of the staff to make decisions on applications as per the delegations from the Council to implement the NHRA	3 and 4	Quarterly	44	11	11	11	11
4	Number of scheduled meetings of the committee that considers surveys and applications for formal protection	3 and 4	Quarterly	4	1	1	1	1

10. Reconciling performance targets with the budget and MTEF

Expenditure estimates

Heritage Western Cape

Programme	Audited outcome			Estimate expenditure	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
R thousand							
Heritage Western Cape	1 147	2 104	3 305	3 700	3 232	2 852	3 043
Subtotal	1 147	2 104	3 305	3 700	3 232	2 852	3 043
Direct charges against the National Revenue Fund	-	-	-	-	-	-	-
Total	1 147	2 104	3 305	3 700	3 232	2 852	3 043
Economic classification							
Current payments	1 147	2 104	3 305	3 700	3 232	2 852	3 043
Compensation of employees							
Goods and services of which:							
Communication	3	2	2	5	8	5	5
Computer services							
Consultants, contractors and special services	52	812	1 337	1 060	749	467	520
Inventory	4	4		57			
Maintenance repair and running costs							
Operating leases							
Travel and subsistence	132	157	203	249	334	346	364
Audit fees	103	110	55	100	100	105	110
Advertising	101	77	62	83	128	91	95
* Other	752	942	1 646	2 146	1913	1804	1 903
Interest and rent on land							
Financial transactions in assets and liabilities							
Transfers and subsidies to:	-	-		-			
Provinces and municipalities							
Departmental agencies and accounts							
Universities							
Public corporations and private enterprises							
Foreign governments and international organisations							
Non-profit institutions							
Households							
Payments for capital assets	-	-		-			
Buildings and other fixed structures							
Machinery and equipment							
Cultivated assets							
Software and other intangible assets							
Land and subsoil assets							
of which: Capitalised compensation							
Total	1 147	2 104	3 305	3 700	3 232	2 852	3 043

*Includes meeting allowance for Heritage Western Cape

Annexure A. Technical indicator description

Strategic Objective Indicator

Indicator title	Number of scheduled meetings of its Council and Committees to manage heritage resources in the Western Cape
Short definition	Scheduled meetings of the Council and Executive Committee ,staff and committees
Purpose/ importance	To review performance and financial reports of HWC. To consider and make decisions on submissions made by staff and committees. To consider applications received and make decisions on behalf of HWC Council. To process applications and make decisions in terms of delegations to staff.
Source/ collection of data	Dates of scheduled meetings, agendas and minutes published on the HWC website.
Method of calculation	Number of meetings held and attendance registers.
Data limitations	Incomplete applications
Type of indicator	Output and impact.
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No.
Desired performance (output)	High performance is desired.
Indicator responsibility	Deputy Director.
Key risk	Challenges with meeting quorum requirements as members are independent professionals in their own right. Inability of staff to regularly convene meetings as planned due to pressure and heavy flow of applications to process.
Mitigation	Calendar of scheduled meetings is approved by Council and circulated prior the year of implementation. Reminders about Council and Executive Committee meetings are circulated a week before the planned meeting so that members can indicate their availability. Fridays are strictly set aside for staff to process applications.

Technical Performance Indicators

No. 1	Indicator title	Number of scheduled meetings of the Council and its Executive Committee to implement the NHRA
	Short definition	8 scheduled quarterly meetings of the Council and Executive Committee.
	Purpose/ importance	To review performance and financial reports of HWC. To consider and make decisions on submissions made by staff and committees.
	Source/ collection of data	Dates of scheduled meetings, agendas and minutes published on the HWC website.
	Method of calculation	Number of meetings held and attendance registers.
	Data limitations	None.
	Type of indicator	Output and impact.
	Calculation type	Cumulative
	Reporting cycle	Quarterly.
	New indicator	No.
	Desired performance (output)	High performance is desired.
	Indicator responsibility	Deputy Director.
	Key risk	Challenges with meeting quorum requirements as members are independent professionals in their own right.
	Mitigation	Calendar of scheduled meetings is approved by Council and circulated prior the year of implementation. Reminders about Council and Executive Committee meetings are circulated a week before the planned meeting so that members can indicate their availability.

No. 2	Indicator title	Number of scheduled meetings of the Committees to make decisions on applications to implement the NHRA
	Short definition	36 scheduled meetings for decision-making committees.
	Purpose/ importance	To consider applications received and make decisions on behalf of HWC Council.
	Source/ collection of data	Dates of scheduled committee meetings, agendas and minutes published on the HWC website.
	Method of calculation	Number of meetings held and attendance registers.
	Data limitations	None.
	Type of indicator	Output and impact.
	Calculation type	Cumulative
	Reporting cycle	Quarterly.
	New indicator	No.
	Desired performance (output)	High performance is desired.
	Indicator responsibility	Deputy Director.
	Key risk	Challenges with meeting quorum requirements as members are independent professionals in their own right.
	Mitigation	Calendar of scheduled meetings is approved by Council and circulated prior the year of implementation. Reminders about meetings are circulated a week before the planned meeting so that members can indicate their availability.

No. 3	Indicator title	Number of meetings of the staff to make decisions on applications as per the delegations from the Council to implement the NHRA
	Short definition	44 staff meetings to make decisions in terms of delegations from Council.
	Purpose/ importance	To process applications and make decisions in terms of delegations to staff.
	Source/ collection of data	- Operational Protocol for the processing of applications made in terms of the NHRA. - Delegations document to staff and committees in terms of the NHRA. - HWC website.
	Method of calculation	Number of meetings held and permits issued.
	Data limitations	Incomplete applications.
	Type of indicator	Output indicator.
	Calculation type	Cumulative
	Reporting cycle	Quarterly.
	New indicator	No.
	Desired performance (output)	High performance is desired.
	Indicator responsibility	Assistant Director: Professional and Administration Support Services.
	Key risk	Inability of staff to regularly convene meetings as planned due to pressure and heavy flow of applications to process.
	Mitigation	Fridays are strictly set aside for staff to process applications.

No. 4	Indicator title	Number of scheduled meetings of the committee that considers surveys and applications for formal protection.
	Short definition	4 Committee meetings to make decisions in terms of delegations from Council.
	Purpose/ importance	To consider applications received and make decisions on behalf of HWC Council.
	Source/ collection of data	Dates of scheduled committee meetings, agendas and minutes published on the HWC website.
	Method of calculation	Number of meetings held and attendance registers.
	Data limitations	Incomplete applications.
	Type of indicator	Output indicator.
	Calculation type	Cumulative
	Reporting cycle	Quarterly.
	New indicator	No.
	Desired performance (output)	High performance is desired.
	Indicator responsibility	Assistant Director: Policy, Research and Planning
	Key risk	Challenges with meeting quorum requirements as members are independent professionals in their own right.
	Mitigation	Calendar of scheduled meetings is approved by Council and circulated prior the year of implementation. Reminders about Council and Executive Committee meetings are circulated a week before the planned meeting so that members can indicate their

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**Western Cape
Government**

Cultural Affairs and Sport

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