

DIRECTORATE EXECUTIVE SUMMARIES AND SCORECARDS FOR 2017-2018

Directorate of the Mayor
Corporate Services

Energy
Finance

Informal Settlements, Water and Waste
Transport and Urban Development
Area Based Service Delivery
Assets and Facilities Management
Safety and Security
Social Services



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

This volume comprises of the following:

Directorate of the Mayor
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Assets and Facilities Management
Safety and Security
Social Services

☒ CONSIDERED BY THE EXECUTIVE MAYOR

P. de Lille

EXECUTIVE MAYOR

☐ NOT APPROVED

DATE

15 June 2017

COMMENT:



CITY OF CAPE TOWN
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DIRECTORATE OF THE MAYOR



DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2017/2018

EXECUTIVE DIRECTOR: CRAIG KESSON

CONTACT PERSON: JOY-ANN ADAMS

Website: (for detailed SDBIP):

www.capetown.gov.za/idp



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

Making progress possible. Together.

VISION OF THE CITY:

To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most. To deliver quality services to all residents. To serve the citizens of Cape Town as a well-governed and corruption free administration.

In pursuit of this vision the City's mission is as follows:

- To contribute actively to the development of its environment, human and social capital
- To offer high-quality services to all who live in, do business in or visit Cape Town as a tourist
- To be known for its efficient, effective and caring government

This is a one year plan giving effect to the IDP and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2017/2018 financial year. It considers what was set out in the IDP and the Directorate Executive Summary It indicates what the Department needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.

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1. EXECUTIVE SUMMARY

- The Directorate of the Mayor is a newly structured directorate.
- The Directorate provides corporate strategic leadership, support and monitoring and evaluation of the organisation to ensure that the programmes of the Integrated Development Plan (IDP), Social Development Strategy (SDS) and Economic Growth Strategy (EGS) are implemented.
- The Directorate's core customers include the Executive Mayor, members of the Mayoral Committee, committees of Council, the City Manager, the Executive Management Team as well as the residents and various communities within the City.
- Leading the development of the strategy and policy processes in the City and ensuring that the City is strategy-led and that decisions are made based on analysed information, research and evidence.
- Further a customer centric culture throughout the organisation through training and communication and development and implementation of operational efficiency plans and change management and leadership to build a culture of excellence in service delivery.
- Hardwire innovative, design led approaches and effective engagement with customers and the decisions that affect them and enable and strengthen organisational effectiveness by offering strategic advice and drive implementation of identified initiatives in the Organisational Development and Transformation Plan (ODTP) which will yield behavioural changes required by the organisation in order to achieve the objectives set by Council.
- Provide direction to the City in terms of its brand identity, communication to various target audiences and media management. By centralising funding, policy, campaign management and control of the City's corporate identity, the department has been mandated to focus the City's efforts in these fields in a focussed, disciplined and streamlined manner.
- Co-ordinating strategic alignment of all city-wide policies and strategies, research, major communications, enhancing the City's Capital Programme and improving Project Management Governance within the City, coordinating the City's international exchanges and establishing international links. As well as responding to service delivery queries and facilitating community requests.
- Drive good corporate governance at a strategic level by the management of Internal Audit, Integrated Risk Management, Ombudsman, Forensics, Ethics and Integrity
- Create an enabling environment to attract investment that generates economic growth and job creation.
- Drive resilience issues and develop and implement a resilience strategy in partnership with the 100 Resilient Cities Network.
- The capital expenditure for the directorate for 2017/18 is R17 107 859 and the operating expenditure is R591 852 460.

2. PURPOSE AND SERVICE MANDATE OF THE DEPARTMENT

The directorate provides a number of services at corporate to internal stakeholders including the Executive Mayor, the Mayoral Committee, committees of Council, the City Manager, the Executive Management Team, the administration.

These services include integrated and strategic communications and branding for the organisation, policy and by-law development, strategic planning, performance monitoring, business improvement and innovation, probity oversight, support for investment and enterprise development, as well as support for the Offices of the Executive Mayor, the Executive Deputy Mayor, the Speaker and the Chief Whip.

The activities the Directorate support all five of the IDP Strategic Focus Areas in that it provides enabling functions to support the organisation in achieving the strategic mandate for the IDP. However, this is closely linked to the SFA of the Well Run City, through service activities, and the Opportunity City, through the enterprise and investment development activities.

The overarching goal of the directorate is to be a centre of excellence that enable the whole organisation to achieve its democratic mandate and the strategic imperatives directed by the IDP, SDS and EGS and to consistently improve the effectiveness and responsiveness of the organisation in meeting the service delivery needs of residents.

3. STRATEGIC ALIGNMENT TO THE IDP

STRATEGIC FOCUS AREA	DIRECTORATE OBJECTIVE	DEPARTMENTAL OUTPUT
SFA 1 – Opportunity City	1.1 Positioning Cape Town as a forward looking globally competitive business City 1.3 Economic Inclusion 1.4 Resource Efficiency and Security	• To create the right conditions for enterprises to start up, grow and expand in Cape Town through the Ease-of-doing business programme. The Business Support Project includes the SME One Stop Shop, Red tape reduction and Doing Business Reform. • To project a compelling narrative about Cape Town as a high quality place to invest, live, work and visit through the Cape Town Business Brand Programme. The business brand project includes Invest Cape Town, Leveraging strategic events and Tourism destination marketing. • To enact City-enabled initiatives or services that will further enhance the attractions of Cape Town as an investment destination through the economic development and growth programme. Projects include the Business Incentive project and Green economy project. • To enhance economic growth in the city economy by working collaboratively with other relevant stakeholders through the partnership development programme. Projects include Trade and development and business engagement.

		• The City will drive economic inclusion to improve citizens quality of life and levels of self-determination and create an enabling environment for economic growth through the Skills Investment programme which includes the Special-purpose vehicle (SPV) skills development and apprenticeship investment and graduate internship project. • Drive resilience issues and develop and implement a resilience strategy in partnership with the 100 Resilient Cities Network.
SFA 4 – Inclusive City	4.3 Building Integrated Communities	• Media liaison and management • Social Media Management • Publication development • Digital Communication systems and processes, • Photography, Videography and Audio-Visual services.
SFA 5 - Well-Run City	5.1 Operational Sustainability	• Risk register, internal financial controls, performance management, compliance with legislative requirements etc. • Compliance and alignment with corporate processes and procedures e.g. Human Resource programmes, finance programmes • Transversal Management • Providing training on the Project & Portfolio Management Tool to the relevant staff in various directorates across the organisation • Performance Monitoring and Evaluation • Policy and By-law development, research support, IDP drafting and review • Innovation and Operational Effectiveness to drive the City's Government Modernization initiatives in order to prepare the City for future challenges and opportunities. • Improving organisational culture, drive emotional commitment to the Values of the organisation, drive Talent Management strategy and equip the organisation with tools to drive and lead Change. • Financial Management programmes developed and implemented • Governance Accountability training module reviewed and continuously updated • Probity oversight functions including Internal Audit, Integrated Risk Management, Ombudsman, Forensics, Ethics and Integrity

4. PERFORMANCE PROGRESS AND OUTCOMES

4.1 Past year's performance

The Directorate of the Mayor is a newly formed directorate.

4.2 Areas of Business Improvement

The Directorate of the Mayor is a newly formed directorate.

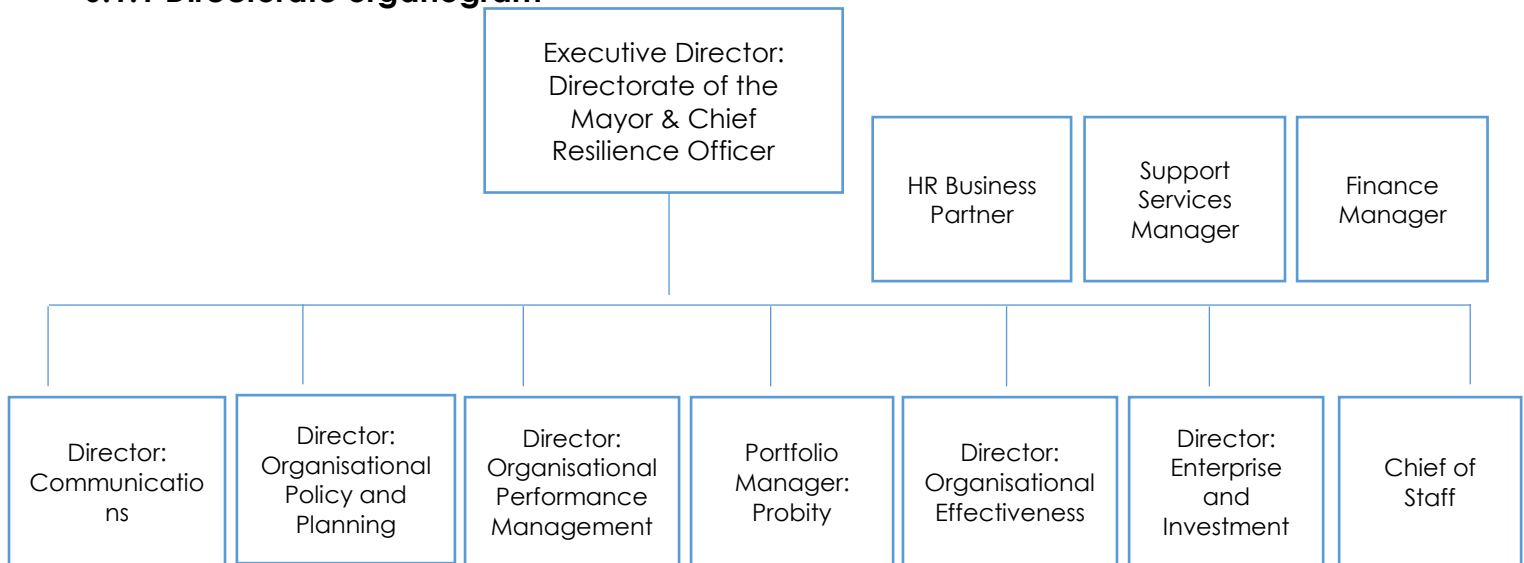
5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

Partners / Stakeholders		Departmental roles and responsibilities
Internal	External	
Executive Mayor		❖ Assist Mayor in the performance of her statutory and delegated duties. ❖ Research and Communications Support. ❖ Transversal Management Support. ❖ Performance Monitoring and Evaluation Support. ❖ Capital Programme Monitoring
Mayoral Committee		❖ Coordinate with MMC in terms of policy and strategy functions, transversal management and coordinate performance assessments.
Council's Committees		❖ Coordinate in terms of delegated responsibilities for policy and strategy and performance monitoring
City Manager, Executive Management Team and organisation as a whole		❖ Coordinate transversal management ❖ Performance Monitoring and Evaluation of organisation for mayoralty ❖ Advise on support on policy and legislative matters
	Intergovernmental departments	❖ Coordinate with Western Cape Government ❖ Communicate with National government
	The Auditor General	❖ Coordinate with Western Cape Government ❖ Communicate with National government
	International community, including diplomatic corps and international mayors	❖ Establish sound relations with all concerned
	Communities	❖ Establish sound relationships with community groups
	City of Cape Town Residents	❖ Investigate service delivery complaints ❖ Liaise with complainants
	100 Resilient Cities Network	❖ Development and implementation of a resilience strategy in partnership with the 100 Resilient Cities Network

6. RESOURCES

6.1 Senior management capability and structure.

6.1.1 Directorate organogram



6.1.2 Give an indication of possible outsource services

- **Organisational Policy and Planning:**

As the department is relatively small, it contracts out components of its key projects which require specialist inputs e.g. The annual Community Satisfaction Survey and by-law development, as well as certain portfolio management functions.

- **Communications:**

The department outsources the manufacture of communication material – posters, leaflets, merchandise, etc. To manufacture these would require the purchase of specialised machinery and the need to provide for skilled staff to operate this. By outsourcing we avoid the costs of obtaining this equipment and are able to procure the most appropriate production agencies/suppliers as and when they are needed.

The department has also outsourced much of its creative development – graphic design, writing, photography, etc. Communication work is diverse and demand fluctuates in unpredictable ways – it is simply not cost effective to staff up for all the work that could be needed. By having a range of creative service providers available if and when needed, we are able to allocate resources for ad hoc projects and to allocate appropriate talent per project as well.

Web Development has also been outsourced: Reason: this is a new and highly dynamic field. Website developers who are au fait with the latest trends and developments in the

field are in short supply and are not needed on a permanent basis by the City. By outsourcing this type of development, we are able to access top expertise as and when required in a dynamic, rapidly evolving field.

- **Organisational Effectiveness and Innovation**

In order to augment internal capacity the departmental will outsource the following services:

- Most of the training functions
- Some of the coaching functions
- Surveys

Risk to outsourcing relates to consistency of application.

- **Enterprise and Investment**

The department outsources the manufacture and design of certain communication materials for the purposes of destination marketing in general, including investment destination marketing. The department also outsources the investment and film promotion functions to Wesgro, the Western Cape Investment and Trade and Promotion Agency, an entity of the Western Cape Government.

- **Probity**

Outsourcing of investigations may be required in cases where resources or expertise are not available in-house. Benefits derived from outsourcing investigations are obtaining skill sets not readily available in-house (e.g. forensic IT Specialists) and leveraging off the skill sets during the outsourced investigation. The City has no control over the amount of complaints or matters requiring investigation and as a consequence investigations may be outsourced when needed.

6.1.3 Lead and Contributing Directorate (Link to the City's Transversal Management System)

See attached SDBIP

6.2 Financial Information

6.2.1 Summary of revenue by source

<u>Revenue By Source</u>	<u>Directorate of the Mayor</u>
User Charges for Services	51,468.91-
Rent of Facilities and Equipment	73,866.84-
Interest Earned on Outstanding Debtors	4,606.50-
Operating Grants,Subsidies & Contributions	3,166,123.00-
Other Income	28,173.27-
Total Revenue (excluding capital transfers and contributions)	3,324,238.52-

6.2.2 Summary of operating expenditure by type

Expenditure By Type	Directorate of the Mayor
Employee related costs	298,748,366.90
Remuneration of councillors	4,868,433.50
Depreciation & asset impairment	8,643,385.19
Other materials	905,578.50
Contracted services	79,127,988.62
Transfers and grants	71,515,274.13
Other expenditure	93,855,160.29
Total Expenditure	557,664,187.13

6.2.3 Summary of capital expenditure by type

Departments	Proposed Budget 2017/18	Proposed Budget 2018/19	Proposed Budget 2019/20
Communications	480 000	1 180 000	480 000
Enterprise & Investment	120 000	0	620 000
Management: Directorate of the Mayor	50 000	50 000	203 386
Organisational Effectiveness	720 000	40 000	40 000
Organisational Performance Management	12 696 000	190 000	190 000
Organisational Policy & Planning	782 000	34 000	34 000
Probity	2 181 366	665 830	512 444
Executive Coordination	78 000	78 000	78 000
Total Capex: DOM	17 107 366	2 237 830	2 157 830

6.2.4 Major Projects Aligned To PPM (IDP Linkage)

- None

6.2.5 Narrative on Directorate capital programme

The majority of the directorate's capital budget will be spent by the Project Portfolio Management Branch on the PPM system. Overall, the PPM system will assist the organisation in delivering on its capital budget by ensuring a standardised project pipeline that improves the planning and management of capital spending across the City.

The remainder of the capital budget will largely be spent on providing stationery and equipment required to support the directorate in delivering services internally to the organisation.

7. RISK ASSESSMENT

Management, with the assistance of the Integrated Risk Management (IRM) Department, has applied their minds and due care taken to ensure that risks which could impact on them not achieving the Directorate's objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

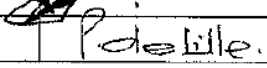
Risk Registers are utilised as a management tool in order to manage identified risks of the Directorate. The risks identified and rated equal to or above the Council approved risk acceptance level will be reported to the Executive Management Team (EMT). The Executive Director to inform / discuss the Directorate's risks with the relevant Mayoral Committee member on a six monthly basis.

8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SCORECARD

See attached Scorecard

9. AUTHORISATION

The undersigned do hereby indicate their agreement with the contents of this document and the outcomes.

	Name	Signature	Date
Executive Director	Craig Kesson		01/06/17
Executive Mayor	Patricia de Lille		01/06/17

10. APPENDICES:

Annexure E: 2017/2018 Directorate Scorecard template

	A	B	C	D	E	F	G	H	I	J	K	L	O	
1	2017/2018 DIRECTORATE OF THE MAYOR : DIRECTORATE SCORECARD													
2	Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator	Baseline 2015/ 2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person	
3	Pillar & Corp Objective	CSC Indicator no.							30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018		
4	SFA 3 Caring City	3.A	(L)Directorate of the Mayor	3.1 Excellence in basic services	Community satisfaction survey (Score 1-5) City Wide	2.9	3.0	2.9	N/A	N/A	N/A	2.9	Director: Organisational Policy and Planning	
5	SFA 4 Inclusive City	4.E	(L) Corporate Services	4.3 Building Integrated Communities	Percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the City's approved employment equity plan (EE)	66.34%	90%	75%	75%	75%	75%	75%	Director: Org Effectiveness and Innovation	
6	SFA 5 Well-Run City	5.B	(L) Finance	5.1 Operational sustainability	Opinion of the Auditor-General	Clean audit	Clean audit	Clean audit	Submission of Performance report for 2015/2016	Clean audit for 2016/17	N/A	N/A	Director: OPM	
7					Percentage of Probity activities completed (audit engagements, investigations, risk registers, completed lodged cases)	New	New	100%	25%	55%	75%	100%	Portfolio Manager: Probity	
8					Number of identified processes reviewed, developed and implemented for operational efficiency	New	New	4	1	2	3	4	Director: Org Effectiveness and Innovation	
9					Percentage of staff and councillors trained in values integration (100%)	New	New	100%	20%	50%	70%	100%	Director: Org Effectiveness and Innovation	
10					Percentage completion of development of a framework for evidence based analysis	New	New	100%	30%	50%	80%	100%	Director: Organisational Policy and Planning	
11					Innovation Project: Innovation forums held per year	New	New	4	1	2	3	4	Director: Org Effectiveness and Innovation	
12					Change leadership: No of leadership engagements per year	New	New	4	1	2	3	4	Director: Org Effectiveness and Innovation	
13					Percentage of Communications SDBIP functional indicators achieved	New	New	100%	100%	100%	100%	100%	100%	Director: Communications
14					Percentage of Organisational Performance Management SDBIP functional indicators achieved	New	New	100%	100%	100%	100%	100%	100%	Director: OPM
15					Percentage of Enterprise and Investment SDBIP functional indicators achieved	New	New	100%	100%	100%	100%	100%	Director: Enterprise and Investment	

	A	B	C	D	E	F	G	H	I	J	K	L	O
1	2017/2018 DIRECTORATE OF THE MAYOR : DIRECTORATE SCORECARD												
2	Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator	Baseline 2015/ 2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person
3	Pillar & Corp Objective	CSC Indicator no.							30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018	
16	KEY OPERATIONAL INDICATORS:												
17	SFA 1 Opportunity City	1.F	(L) Social Services	1.3 Economic inclusion	Number of Expanded Public Works programmes (EPWP) opportunities created	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Craig Kesson
18		1.G			Percentage budget spent on implementation of WSP	New	95%	95%	10%	30%	70%	95%	Craig Kesson
19			(L) Social Services		Number of Full Time Equivalent (FTE) work opportunities created	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Craig Kesson
20			(L) Corporate Services		Number of external trainee and bursary opportunities (excluding apprentices)	New	N/A	N/A	N/A	N/A	N/A	N/A	Craig Kesson
21					Number of apprentices	N/A	N/A	NA	N/A	N/A	N/A	N/A	Craig Kesson
22	SFA 3 Caring City	3.F	(L) Corporate Services	3.1 Excellence in basic services	Percentage adherence to Citywide service requests	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Craig Kesson
23	SFA 4 Inclusive City		(L) Corporate Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	New	New	85%	85%	85%	85%	85%	Craig Kesson
24					Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	New	2%	2%	2%	2%	2%	2%	Craig Kesson

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1	2017/2018 DIRECTORATE OF THE MAYOR : DIRECTORATE SCORECARD													
2	Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator	Baseline 2015/ 2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person	
	Pillar & Corp Objective	CSC Indicator no.							30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018		
3														
25	SFA 5 Well-Run City		(L) Corporate Services	5.1 Operational sustainability	Percentage of absenteeism	New	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Craig Kesson	
26		5.C	(L) Finance		Percentage spend of capital budget	New	90%	90%	20%	42%	65%	90%	Craig Kesson	
27		5.D			Percentage spend on repairs and maintenance	New	95%	95%	22%	46%	70%	95%	Craig Kesson	
28			(L) Corporate Services		Percentage OHS incidents reported	New	New	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Craig Kesson	
29					Percentage OHS investigations completed	New	New	100%	100%	100%	100%	100%	Craig Kesson	
30					Percentage vacancy rate	New	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	Craig Kesson	
31			(L) Finance		Percentage of operating budget spent	New	95%	95%	18%	44%	72%	95%	Craig Kesson	
32					Percentage of assets verified	New	100% asset register verified	100% asset register verified	N/A	N/A	60%	100% asset register verified	Craig Kesson	
33			(L) Directorate of the Mayor		Percentage Internal Audit findings resolved	New	75%	75%	75%	75%	75%	75%	75%	Craig Kesson
34					Percentage of Declarations of Interest completed	New	100%	100%	0%	0%	0%	100%	Craig Kesson	
	Executive Director:  Executive Mayor:  Date: 26 May 2017. Date:													
35														

Key Performance Indicator	Definition	Reporting Data Source
Community satisfaction survey (Score 1 - 5) - safety and security	A statistically valid, scientifically defensible score from the annual survey of residents of perceptions of the overall performance of the safety and security services provided by the City of Cape Town. The measure is given against the non-symmetrical Likert scale ranging from : 1 being poor; 2 being fair; 3 being good; 4 being very good and 5 excellent. The objective is to improve the current customer satisfaction level.	
Percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the City's approved employment equity plan (EE) (NKPI)	The indicator measures the percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the City's approved employment equity plan. Each directorate contributes to the corporate achievement of targets and goals by implementing its own objectives of quantitative and qualitative goal setting. Level 1 – Executive Directors Level 2 – Portfolio managers and Directors Level 3 - Managers Proxy measure for NKPI.	
Opinion of the Auditor General	The indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor-General in determining his opinion. An unqualified audit opinion refers to the position where the auditor, having completed his audit, has no reservation as to the fairness of presentation of financial statements and their conformity with General Recognised Accounting Practice. This is referred to as 'clean audit'. Alternatively, in relation to a qualified audit opinion, the auditor would issue this opinion in whole, or in part, over the financial statement if these are not prepared in accordance with General Recognised Accounting Practice, or could not audit one or more areas of the financial statements. Future audit opinions will cover the audit of predetermined objectives.	

Key Performance Indicator	Definition	Reporting Data Source
Percentage of Probity activities completed (audit engagements, investigations, risk registers, completed lodged cases)	This indicator measures the percentage per quarter of the completed number of audit engagements, investigations, risk registers, completed lodged cases / (divided by) annual target of the completed number of audit engagements, investigations, risk registers, completed lodged cases for the year (173+80+210+500=963). Forensics Ethics and Integrity: 173 Internal Audit: 80 Integrated Risk Management: 210 Ombudsman: 500 - authorised forensic and ethics cases investigated and reported on by Forensic, Ethics and Integrity (Cumulative) - actual final reports issued as completed (on a cumulative basis) as per the approved risk based Internal Audit plan. - risk registers completed (signed off) on level 1, 2 and 3 of the organization structure for which Integrated Risk Management did workshops. - cases lodged with the Ombudsman completed This will be an annual target which will be monitored on a quarterly basis; Q1- 25% Q2 - 55% Q3 - 75% Q4 - 100%	
Number of identified processes reviewed, developed and implemented for operational efficiency	This indicator measures the number of innovation forums held per year. This will be evidenced by 4 x Business Process improvement reports.	
Percentage of staff and councillors trained in values integration (100%)	Percentage of staff and councillors who have attended values integration sessions which include inter alia workshops and programmes as well as industrial theatre interventions.	
Percentage completion of development of a framework for evidence based analysis.	The indicator reflects the percentage progress towards the completion of a framework for evidence based analysis aligned to City processes and will be used as an input into City processes. This will include a review of City evidence needs, the data, analysis, tools and repositories available; a gap analysis and the development of a framework for evidence-based analysis; integrated and transversal information to inform strategic decision-making and planning. Q1= 30% - review of evidence needs and data Q2= 50% - review of analysis, tools and repositories Q3= 80% - gap analysis, draft framework for evidence based analysis prepared Q4= 100% - framework for evidence based analysis completed	
Innovation Project: Number of innovation forums held per year	This indicator measures the number of innovation forums held per year. This will be evidence by 4 x Innovation Forum outcomes reports.	

Key Performance Indicator	Definition	Reporting Data Source
Change leadership : No of leadership engagements per year	There will be 4 Leadership engagements per year: -Leadership summits/Leadership seminars/Internal leadership conferences/Talks	
Percentage of Communications SDBIP functional indicators achieved	The indicator measures the achievement of the department's functional indicators, excluding the KOIs.	
Percentage of Organisational Performance Management SDBIP functional indicators achieved	The indicator measures the achievement of the department's functional indicators, excluding the KOIs.	
Percentage of Enterprise and Investment SDBIP functional indicators achieved	The indicator measures the achievement of the department's functional indicators, excluding the KOIs.	
Number of Expanded Public Works programmes (EPWP) opportunities created	This indicator measures the number of work opportunities created through the expanded Public Works Programme (EPWP). An EPWP work opportunity is paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for Special Public Works Programmes.	Data Source: EPWP MIS
Percentage budget spent on implementation of WSP for the City	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Formula: Measured against training budget.	
Number of Full Time Equivalent (FTE) work opportunities created	Refers to one person-year of employment. One person year is equivalent to 230 person days of work. The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g. leave, holidays, etc.).1 FTE = person days divided by 230.	Data Source: EPWP MIS
Number of external trainee and bursary opportunities (excluding apprentices)	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships. This is an accumulative quarterly measure. The target refers to the 4th quarter final total.	Data Source: SAP BI Report
Number of apprentices	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships. This is an accumulative quarterly measures. The target refers to the 4th quarter final total.	Data Source: SAP BI Report

Key Performance Indicator	Definition	Reporting Data Source
Percentage adherence to Citywide service requests	The service request must be completed within the approved timeframes. This indicator measures the percentage adherence to city-wide service standards based on external notifications. External notifications are requests for services from the public.	Data Source: SAP & SAP BI
Percentage adherence to EE target in all appointments (internal & external)	Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled) This indicator measures: 1. External appointments -The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target. 2. Internal appointments -The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target. 3. Disabled appointments -The number of people with disabilities employed at a point in time. This excludes foreigners, but includes SA White males with disabilities. Note: If no appointments were made in the period preceding 12 months, the target will be 0%.	
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	This indicator measures : The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the `Percentage adherence to EE target', but is indicated separately for focused EE purpose. This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2.	

Key Performance Indicator	Definition	Reporting Data Source
Percentage of absenteeism	A: Actual number of days absent due to sick and unpaid/unauthorised leave in the directorate or department. B: ((number of working days for month) * number of staff members))*100%. Formula: $C = (A1 + A2/B) * 100$ A1: Sick Leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / Time Management / All Absences) and enter the total number of absent days for sick leave. Enter the number of employees who took sick leave in the comments column A2: Unpaid/ Unauthorised leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / All Absences) and enter the total number of absent days as per the "Unpaid" column of the report (authorised and unauthorised is separated). Enter the number of employees who took "unpaid" leave in the comments column B: Total number of staff X Total number of working days for the month The Target will be 5% or less for the rolling 12 month period.	Data Source: SAP & SAP BI A training manual is available to assist with the extraction of the report.
Percentage spend of capital budget	Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.	Directorate Finance Managers extract data quarterly
Percentage spend on repairs and maintenance	Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based. Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure. Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers. Secondary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour provided In-house / internally.	Directorate Finance Managers extract data quarterly

Key Performance Indicator	Definition	Reporting Data Source
Percentage OHS incidents reported	Incidents measures the number of injuries on duty (includes all categories) reported expressed as a percentage of the total number of employees for the directorate and/or department for the specific quarter. The average number of employees over the 3month period will be used to accomodate the movement of employees. <u>Formula:</u> Incidents reported (A)= $\frac{(B) \text{ Injuries on duty (eg.1 July - 30 Sept)}}{(C) \text{ Total number of employees (an average over the 3month period)}} \times 100$ = %	
Percentage OHS investigations completed	Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. Completed will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes. <u>Formula:</u> Investigations completed (D)= $\frac{(E) \text{ No. of incidents investigations completed within 30 days}^*}{(F) \text{ No. of incidents}} \times 100$ = % <i>*Refers to the number of incidents on the denominator for investigations that was completed within 30days at reporting date.</i>	
Percentage vacancy rate	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The Target is a vacancy rate of 7% or less.	
Percentage of Operating Budget spent	<u>Formula:</u> Total actual to date as a percentage of the total budget including secondary expenditure.	Directorate Finance Managers extract data quarterly

Key Performance Indicator	Definition	Reporting Data Source
Percentage of assets verified	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress. Q1=N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance (responsible) Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the department Q4= 100% represents All assets have been verified.	
Percentage Internal Audit findings resolved	It is the reporting and monitoring of the reduction (in percentage) of the findings of audit follow-ups performed in the quarter. The timing for corrective action implementation is normally provided by line. Audits / follow-ups will always only take place after agreed implementation dates of corrective action. It will either be 'Not Applicable' to Management if an audit or follow-up hasn't taken place at the time of reporting or there will be a percentage change / status quo if an audit has taken place and there has been improvement / no change respectively in the situation since the last audit.	Riaan Vosloo from Internal Audit sends the data to the Directorate performance representatives (OPRG) on a quarterly basis
Percentage of Declarations of Interest completed	This indicator will measure: "The total number of completed declarations of interest as a % total number of staff as required by legislation and applicable city policies.	

CORPORATE SERVICES

Corporate Services

Wide variety of corporate services.



DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2017/2018

EXECUTIVE DIRECTOR: LUNGELO MBANDAZAYO

CONTACT PERSON: LUNGELO MBANDAZAYO

Website:

www.capetown.gov.za/idp



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

Making progress possible. Together.

VISION OF THE CITY:

To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most. To deliver quality services to all residents. To serve the citizens of Cape Town as a well-governed and corruption free administration.

In pursuit of this vision the City's mission is as follows:

- To contribute actively to the development of its environment, human and social capital
- To offer high-quality services to all who live in, do business in or visit Cape Town as a tourist
- To be known for its efficient, effective and caring governance.

This is a one year plan giving effect to the IDP and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2017/2018 financial year. It considers what was set out in the IDP and the Directorate Executive Summary. It indicates what the Directorate needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.



**CITY OF CAPE TOWN
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1. EXECUTIVE SUMMARY

Corporate Services Directorate by nature is a transversal Directorate. Its core purpose is to provide strategic and operational multidisciplinary services and professional partnerships to Directorates, supporting and enabling service delivery for the City, through value adding programmes, systems, processes, policies and knowledge management. As enablers of service delivery, Corporate Services contributes and underpins all IDP Strategic Focus Areas.

2. PURPOSE AND SERVICE MANDATE OF THE DEPARTMENT

Corporate Services will deliver superior support services using best practices, procedures and systems thereby enabling the City of Cape Town to achieve its core mandate of service delivery.

CS will continue to add value to the City by providing high quality internal support to the various Business Units, thereby significantly contributing to the efficiency and effectiveness of the "CITY of Cape Town".

In order to achieve the above and to provide high quality, cost – effective and efficient support services to the City of Cape Town, CS will continue to align itself with the ethos of service excellence in that it continually endeavours to improve on the quality, effectiveness and efficiency of the services it renders to the municipality. The transversal services rendered within the municipality:

- Render professional **legal advice services** through the provision of legal opinion, compliance checks for legality requirements in respect of reports, policies and by-laws, drafting of contracts, litigates to protect the municipality's interests in matters challenged in courts of law;
- Provides a corporate centre of excellence in relation to **human resources** strategies, organisational design and development services, HR and related policies, Business improvement, Change management, Collective bargaining, Labour relations, general HR & business consultative services and also Corporate Administrative functions, including the Employee Interaction Centre and Personnel Administration;
- Render **executive and council support** to council and its committees through professional committee services;
- Enables and strengthens the management, use and application of **information and knowledge** in order to support City's planning and service delivery. Enables the integration of information and knowledge from the various departments of the City to ensure sharing and dissemination of information and knowledge corporately and to external customers and stakeholders;
- As a strategic technology partner to the City, **IS&T** provides Information Technology and Communication services to the organisation through business process automation, electronic and radio services as well as systems that enables service delivery thereby contributing to the City of Cape Town becoming a more efficient and effective local authority;

3. STRATEGIC ALIGNMENT TO THE IDP

LINKAGE TO IDP

SFA	OBJECTIVES	PROGRAMMES	INITIATIVES (INPUTS AND OUTPUTS)
SFA 1 – OPPORTUNITY CITY	1.2. Leveraging technology for progress	1.2 a Digital City Programme	Public Wi-Fi Access Point Location (Zone) is a physical place where one or more Public Wi-Fi Access Points are installed. Such location be inside a building (e.g. library), at a complex (e.g. a sport stadium) on the outside of a municipal building or in a public open space (e.g. a park).
SFA 1 – OPPORTUNITY CITY	1.2. Leveraging technology for progress	1.2 a Digital City Programme	A Public Wi-Fi Access Point is an active Wi-Fi transmission device installed and owned by the City of Cape Town, which broadcasts one or more network names (Service Set Identifiers or SSID) usable by any member of the public in possession of a suitable Wi-Fi-enabled reception device, and which permits internet access free of charge.
SFA 1 – OPPORTUNITY CITY	1.3. Economic Inclusion	1.3 a Skills investment Programme	Planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions, which will address the needs arising out of local

			government's skills sector plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the employment equity plan, ensuring incorporation of relevant developmental equity interventions into the plan.
SFA 4 Inclusive City	4.2: An efficient, integrated transport system	4.2.d Intelligent transport systems programme	4.2.d.4 Free WiFi access on MyCiTi buses project. The project aims to improve access to information on the MyCiTi system.
SFA 1 – Opportunity City	Objective 1.1: Positioning Cape Town as a forward-looking, globally competitive city	1.1.c Infrastructure investment programme	1.1.c.2 Infrastructure asset management project Develop of the Infrastructure Asset Management Plan (IAMP) on SAP
SFA 1 – Opportunity City	Objective 1.1: Positioning Cape Town as a forward-looking, globally competitive city	1.1.d.2 Road congestion relief project	1.1.d.2 Road congestion relief project Implementation of a flexitime system

4. PERFORMANCE PROGRESS AND OUTCOMES

4.1 Past year's performance

The past year's information is available in the Annual Reports located on the site:
www.capetown.gov.za/idp

Even though the Directorate is fairly new, departments that formed it were operational in the past financial year.

The past years performance of the Directorate is further underlined in the respective departmental plans, as the departments in the Directorate are the key contributors to the Directorates performance. We have highlighted a few achievements as a representation of the Directorates performance this past year as follows:

- Progress on implementation of Broadband project: Optic fibre and Wifi access points

Demand: 50(additional WiFi Access Points to be constructed)

Supply: 64

Backlog: N/A

Demand: 50(additional City or Government buildings connected)

Supply: 63

Backlog: N/A

- Rand value of capital invested in engineering infrastructure

Demand: R 185 069 821

Supply: R175 310 082 spent by the end of June 2016

Backlog: R10m

- Number of external trainee and bursary opportunities created (City wide)

Demand: 1100 opportunities to be created

Supply: 1511 opportunities to be created by the end of June 2016

Backlog: N/A

- Number of Municipal meetings open to the public

Demand: 174 meetings

Supply: 183 meetings held by the end of June 2016

Backlog: N/A

- Percentage budget spent on implementation of Workplace Skills Plan (WSP) for the City

Demand: 95% of budget to be spent

Supply: 104.85% spent by the end of June 2016

Backlog: N/A

4.2 Areas of Business Improvement

Business Improvement is a key focus of Corporate Services. Not only improving its own internal operations, but through the unique role it plays in the City it is able to facilitate and enable business improvement across the organisation. The ED:Corporate Services will convene a workshop on the 28th of February 2017 where all strategies will be discussed and this will be thoroughly outlined in the final Executive Summary.

5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

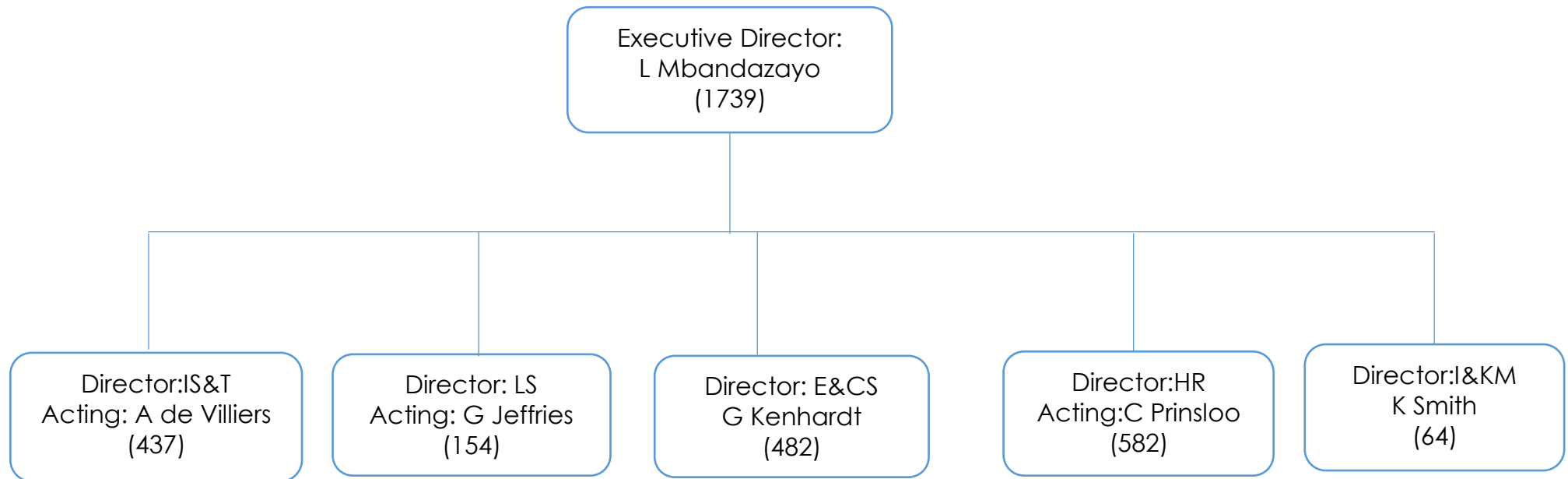
Partners/ Stakeholders	Roles and Responsibilities
<u>Partners</u> Suppliers	Providers of goods and services
<u>Internal Customers</u> - Executive Mayor - Mayoral Committee - City Manager - Executive Management Team Members - Portfolio Committees - Line departments - Staff	<u>Executive Management Team and City Manager:</u> - Provide an administrative support and guidance in terms of policy and procedures <u>Executive Mayor \ Mayoral Committee \ Portfolio Committees:</u> - Decision making, Political oversight and Monitoring <u>Staff and Line Departments:</u> - Recipients of Services - Information sharing; users of information
<u>External Stakeholders</u> - Residents in the Cape Town area - Citizens, - Media - Businesses in the Cape Town area	<u>Universities and other Educational Entities</u> Link between the City and Cape Town-based universities

Partners/ Stakeholders	Roles and Responsibilities
• Institutions, civic organisations and other specific groupings • Universities and other Educational Entities • Applicants and students and tertiary institutions • National and Provincial Government and other Governmental bodies/partners • Department of Labour • Unions • Commission for Gender Equality • Disabled People of South Africa	<u>National, Provincial Government and other Governmental bodies\partners\ Department of Labour\ Unions</u> • Primary partner/funder for training <u>Department of Labour\ Unions</u> • Primary bargaining partners <u>Businesses in the Cape Town Area\ Citizens</u> • Recipient of Telecommunications services and other Joint venture's

6. RESOURCES

6.1 Senior management capability and structure.

6.1.1 Directorate organogram



6.1.2 Give an indication of possible outsource services

- N/A

6.1.3 Lead and Contributing Directorate (Link to the City's Transversal Management System)

- See the Directorate SDBIP attached

6.2 Financial Information

6.2.1 Summary of revenue by source

Directorate: Corporate Services									
Budgeted Financial Performance (revenue and expenditure)									
Description	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Operating Revenue By Source									
Property rates	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-
Service charges - other	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	21	13	123	-	-	-	-	-	-
Interest earned - external investments	-	-	-	-	-	-	-	-	-
Interest earned - outstanding debtors	-	-	9	10	10	10	25	26	28
Dividends received	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	2	5	3	3	1	4	4
Licences and permits	-	-	-	-	-	-	-	-	-
Agency services	-	-	-	-	-	-	-	-	-
Transfers and subsidies	-	479	11,990	9,536	8,536	8,536	9,633	10,993	12,745
Other revenue	50,450	13,553	32,390	62,388	62,360	62,360	57,414	60,569	63,901
Gains on disposal of PPE	223	-	271	-	-	-	-	-	-
Total Operating Revenue (excluding capital transfers and contributions)	50,694	14,045	44,785	71,939	70,910	70,910	67,073	71,592	76,677

6.2.2 Summary of operating expenditure by type

Directorate: Corporate Services									
Budgeted Financial Performance (revenue and expenditure)									
Description	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Expenditure By Type									
Employee related costs	446,658	534,650	595,687	719,942	726,486	723,100	784,755	853,700	927,005
Remuneration of councillors	118,545	127,192	133,351	146,243	141,453	141,453	150,918	160,728	171,175
Debt impairment	94	(27)	(67)	–	–	–	–	–	–
Depreciation & asset impairment	143,499	122,630	137,298	142,670	158,742	158,742	157,912	154,328	152,981
Finance charges	3,830	7,327	8,928	11,650	13,903	12,837	14,695	15,504	16,356
Bulk purchases	–	–	–	–	–	–	–	–	–
Other materials	11,338	10,971	11,985	13,946	29,498	17,136	26,237	27,860	29,513
Contracted services	149,809	207,212	135,631	145,053	142,387	159,652	138,281	146,509	155,452
Transfers and subsidies	0	–	–	–	–	–	–	–	–
Other expenditure	259,525	282,328	357,987	468,918	458,514	458,063	468,689	513,494	542,023
Loss on disposal of PPE	119	97	169	60	60	60	64	67	71
Total Operating Expenditure	1,133,417	1,292,380	1,380,968	1,648,483	1,671,042	1,671,042	1,741,551	1,872,190	1,994,576

6.2.3 Summary of capital expenditure by type

WC000 Cape Town - Supporting Table SA36 Detailed capital budget

Municipal Vote/Capital project R thousand	Program/ Project description	Project number	Asset Class 4.	Asset Sub-Class 4.	Total Estimate	Prior year outcomes		2017/2018 Medium Term Revenue & Expenditure Framework			Project information	
						Audited Outcome 2015/16	Adjusted Budget 2016/17	Budget Year 2016/17	Budget Year 2017/18 +1	Budget Year 2018/19 +2	Ward location	New or renewal
Parent municipality:												
Corporate Services	Various	Various	Various	Various		N/A	N/A	N/A	351 686	339 446	Multi	various
Total Capital expenditure									351 686	339 446	Multi	Various

6.2.4 Major Projects Aligned To PPM (IDP Linkage)

- Broadband
- Cape Town Connect
- ERP Business Systems
- Enterprise Monitoring & Management
- Microsoft Infrastructure Services
- Smart City Strategy
- e-HR

6.2.5 Narrative on Directorate capital programme

This Directorate, with the exception of the Information Systems and Technology (IS&T) Department, does not have a capital intensive programme due to the nature of the functions required. The IS&T's capital programme consists of two broad categories, namely, IS&T back-end Infrastructure and Telecommunications Infrastructure, which houses the Broadband project.

7. RISK ASSESSMENT

Management, with the assistance of the Integrated Risk Management (IRM) Department, has applied their minds and due care taken to ensure that risks which could impact on them not achieving the Directorate's objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

Risk Registers are utilised as a management tool in order to manage identified risks of the Directorate. The risks identified and rated equal to or above the Council approved risk acceptance level will be reported to the Executive Management Team (EMT). The Executive Director to inform / discuss the Directorate's risks with the relevant Mayoral Committee member on a six monthly basis.

7.1 Revenue risks

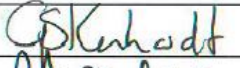
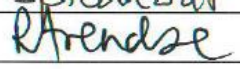
N/A

8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SCORECARD

Refer to the attached *Annexure A: Directorate Scorecard*

9. AUTHORISATION

The undersigned do hereby indicate their agreement with the contents of this document and the outcomes.

	Name	Signature	Date
Executive Director	 L Mbandazayo		11/05/2017
Mayco Member	 R Arendse		2017.05.12

10. APPENDICES:

Annexure A: 2017/2018 Directorate Scorecard template

2017/2018 Corporate Services Directorate Scorecard														
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Capex Budget	Opex Budget	Responsible Person
Pillar & Corporate Objective	CSC Indicator no.							30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018			
SFA 1 Opportunity City	TBD	Corporate Services	1.1 Positioning Cape Town as a forward-looking, globally competitive city	1.1.c Development of the Infrastructure Asset Management Plan (IAMP) on SAP	NEW	NEW	Completion of an IAMP implementation ready to be piloted.	Initiation of IAMP project and completion of Project Initiation process.	Completion of Project Scoping exercise.	Completion of Business Blueprint.	Final preparation for Go live of the IAMP Pilot.	R 5 m	R5 m	Director IS&T
SFA 1 Opportunity City	TBD	Corporate Services	1.1 Positioning Cape Town as a forward-looking, globally competitive city	1.1.d.2 Road congestion relief project implementation of a flexitime system	NEW	NEW	Implementation and completion of pilot phase of the new flexi-time plan.	Completion of assessment of departmental feedback on 1st Quarter pilot	Completion of ICT - needs analysis for implementation of flexi-time plan for Corporate Services directorate.	Completion of Phase One of the pilot phase.	Acompletion and presentation of the final assessment of the full pilot process.	R5	N/A	Director IS&T
SFA 1 Opportunity City	TBD	Corporate Services	1.2 Cape Town recognised as the most digital City in Africa	1.2 Number of public Wi-Fi locations	NEW	NEW	60	12	28	44	60	N/A	N/A	Director IS&T
SFA 1 Opportunity City	TBD	Corporate Services	1.2 Cape Town recognised as the most digital City in Africa	1.2 Number of public Wi-Fi Access Points	NEW	NEW	150	30	70	110	150	N/A	N/A	Director IS&T
SFA 1 Opportunity City	TBD	Corporate Services	1.3.b Enabling environment for economic growth (skills focus)	1.3.b Percentage budget spent on implementation of WSP for the City	104.85%	95%	95%	10%	30%	70%	95%	N/A	N/A	Director HR
SFA 1 Opportunity City	TBD	Social Services	1.3 Economic inclusion	Number of Expanded Public Works programmes (EPWP) opportunities created	2271	216	320	58	160	240	320	N/A	N/A	Manager Support Services
SFA 1 Opportunity City	TBD	Social Services	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	NEW	NEW	43	8	22	32	43	N/A	N/A	Manager Support Services
SFA 1 Opportunity City	TBD	Corporate Services	1.3 Economic inclusion	Number of external trainee and bursary opportunities (excluding apprentices)	389	850	717	203	407	562	717	N/A	N/A	Director HR
SFA 1 Opportunity City	TBD	Corporate Services	1.3 Economic inclusion	Number of apprentices	35	320	200	100	100	150	200	N/A	N/A	Director HR

2017/2018 Corporate Services Directorate Scorecard														
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Capex Budget	Opex Budget	Responsible Person
Pillar & Corporate Objective	CSC Indicator no.							30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018			
SFA 1 Opportunity City	TBD	Corporate Services	1.3 Economic inclusion	Percentage adherence to EE target in all appointments (internal & external)	90.11%	80%	80%	80%	80%	80%	80%	N/A	N/A	HR Business Partner
SFA 1 Opportunity City	TBD	Corporate Services	1.3 Economic inclusion	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	2.76%	2%	2%	2%	2%	2%	2%	N/A	N/A	HR Business Partner
SFA 1 Opportunity City	TBD	Corporate Services	1.3 Economic inclusion	Percentage of absenteeism	3.01%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	N/A	N/A	Director HR
SFA 1 Opportunity City	TBD	Corporate Services	1.3 Economic inclusion	Percentage budget spent on implementation of WSP	127.60%	95%	95%	10%	30%	70%	95%	N/A	N/A	Director HR
SFA 3 Caring City	TBD	Corporate Services	3.1 Excellence in basic services	Percentage adherence to Citywide service standard based on all external notifications	124.26%	100%	90%	90%	90%	90%	90%	N/A	N/A	Manager Support Services
SFA 4 Inclusive City	TBD	Corporate Services	4.2 An efficient, integrated transport system	4.2.d.4 Free WiFi access on MyCiTi buses project. The project aims to improve access to information on the MyCiTi system	NEW	NEW	Completion of Phase One of the Wi-Fi on buses project	Completion of assessment of the current pilot project and presentation of results to stakeholders.	Completion of Project Plan for Final Implementation	Initiation of Phase One of final implementation	Completion of Initiation process	N/A	N/A	W De Villiers
SFA 5 Well-Run City	TBD	Finance	5.1 Operational sustainability	Percentage spend of Capital Budget	96.26%	90%	90%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	90%	N/A	N/A	Directorate Finance Manager

ENERGY



DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2017/2018

ACTING EXECUTIVE DIRECTOR: Gisela Kaiser
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Website: (for detailed SDBIP):
www.capetown.gov.za/idp



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

Making progress possible. Together.

VISION OF THE CITY:

To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most. To deliver quality services to all residents. To serve the citizens of Cape Town as a well-governed and corruption free administration.

In pursuit of this vision the City's mission is as follows:

- To contribute actively to the development of its environment, human and social capital
- To offer high-quality services to all who live in, do business in or visit Cape Town as a tourist
- To be known for its efficient, effective and caring governance.'

This is a one year plan giving effect to the Integrated Development Plan (IDP) and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2017/2018 financial year. It considers what was set out in the IDP and indicates what the Energy Directorate needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.

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1. EXECUTIVE SUMMARY

The executive summary of the Energy Directorate's Service Delivery and Budget Implementation Plan 2017/2018 provides an overview of delivery by the core departments of the directorate; namely Electricity Generation & Distribution and Sustainable Energy Markets.

The directorate's service delivery and budget implementation plan (SDBIP) is developed in alignment with the City's new Term of Office Integrated Development Plan (IDP) and further unpacked in the line department's business plans and SDBIPs to ensure effective and efficient service delivery.

Key priorities of the Directorate in relation to the new Term of Office IDP are.

- Excellence in basic service delivery
- Mainstreaming basic service delivery to informal settlements and backyard dwellers
- Resource efficiency and security
- Operational Sustainability

2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE

Core purpose

- To build a more resilient, low carbon and resource efficient future for Cape Town
- To ensure sustainable municipal infrastructure and services (energy) that will enable economic development
- To provide/support equitable access to basic energy services for all the citizens of Cape Town
- The provision of basic energy services to backyarders on Council owned land as a priority across Cape Town

Service Mandate

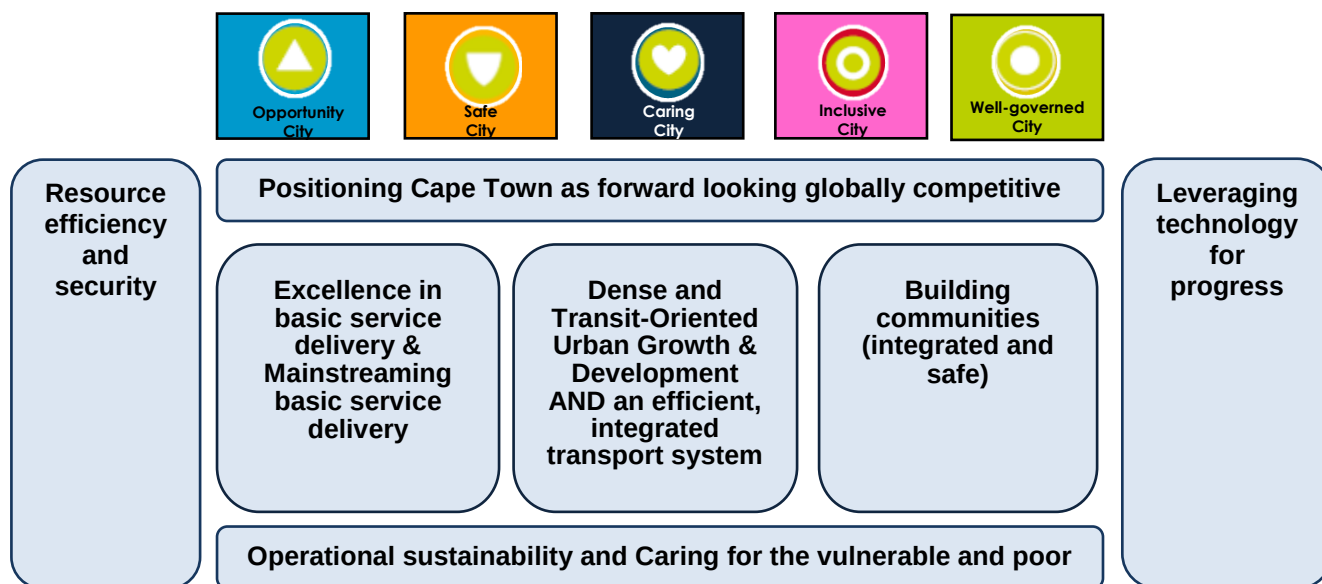
The Constitution stipulates that the municipality has a responsibility to support the right of citizens of Cape Town to have access to basic services and to a well-managed, clean and healthy environment. Municipal powers and functions are dealt with in Section 156 (Schedules 4B and 5B) of the Constitution. Specific functions are contained in Schedule 4B pertaining to electricity reticulation, and schedule 5B pertaining to street lighting. The specific functions in these schedules regarding air pollution, building regulations, public transport, and waste disposal are also to be taken into account.

To meet this responsibility, Energy must ensure the provision of effective and reliable energy services through the sustainable management of resources and service delivery infrastructure. The Sustainable Energy Markets (SEM) department aims to build a more efficient, affordable and sustainable mix of energy services for all Cape Town citizens. A primary task of SEM is to drive the overall reduction in Cape Town's carbon emissions.

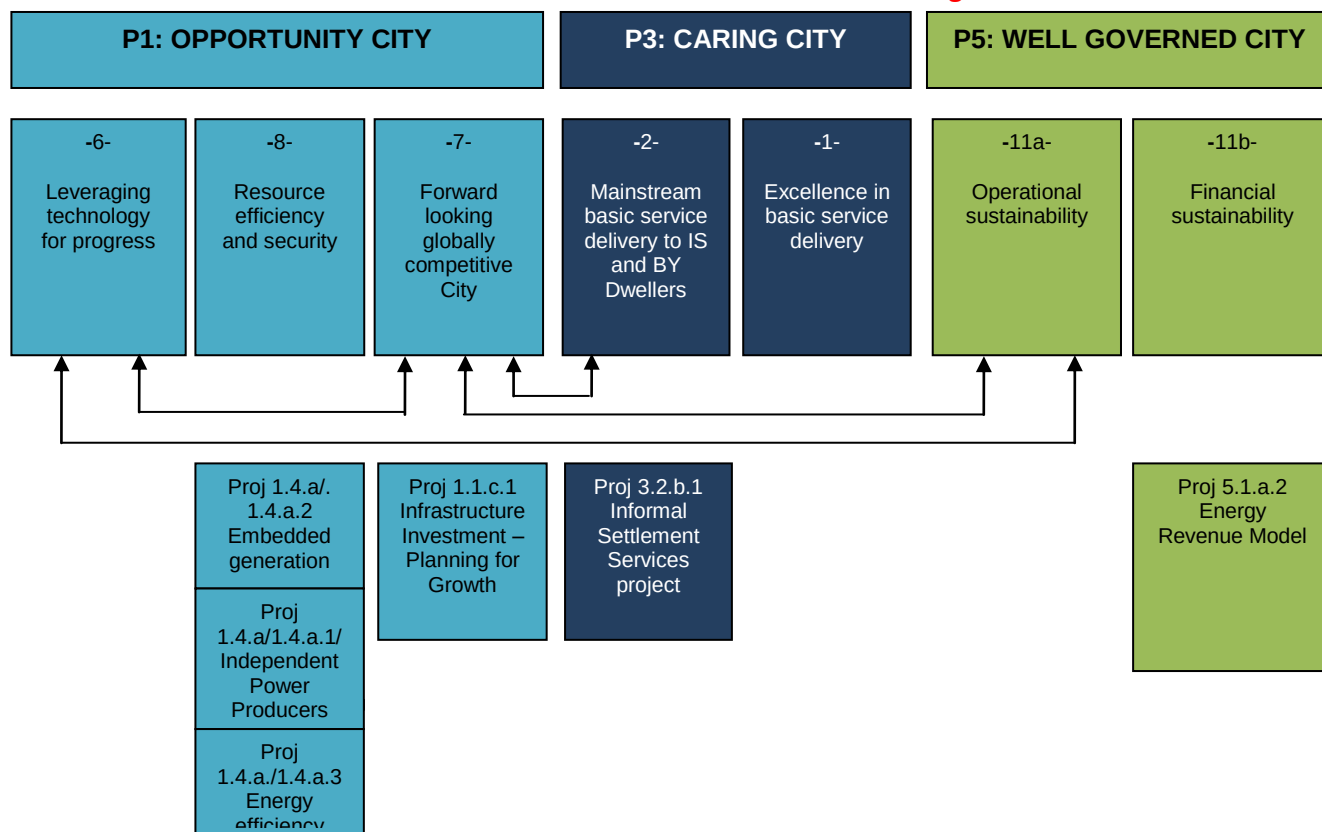
Electricity Generation & Distribution (EGD) department distributes electricity to residential and commercial/industrial customers in the CCTES supply area. The department is licensed by the National Energy Regulator of South Africa (NERSA) to undertake this function. Under the NERSA licence, the standard of services provided must meet the requirements as set out in the national standards NRS047 and NRS048.

3. STRATEGIC ALIGNMENT TO THE IDP

The alignment of the business plan with the Integrated Development Plan (IDP) Pillars, Organisational Design and Transformation Programme (ODTP) priorities and programmes is shown below.



Transformational Priorities and Strategies



KEY DIRECTORATE PROGRAMMES IN THE NEW TERM OF OFFICE IDP:

Programme 1.1.c Infrastructure Investment Programme:	1.1.c.4 Infrastructure Maintenance Project: 1.1.c.4 Infrastructure Planning for Growth
	1.1.c.2 Infrastructure Investment Research Project
Programme 1.3.a Skills Investment Programme:	1.3.a.1 SPV Skills Development and Apprenticeship Investment and Graduate Internship Project
1.4.a Energy Efficiency and Supply Programme:	1.4.a.1 Independent power producers project
	1.4.a.2 Embedded Generation project
	1.4.a.3 Energy Efficiency Project
1.4.b Climate Change Programme	1.4.b 2 Mitigation Climate Change Project
Programme 3.1.a Excellence in Basic Service delivery:	Quality of Supply
	Quality of Service
Programme 3.2.a Basic Service Delivery Programme:	3.2.a.1 Encouraging and supporting backyard dwellings/Informal Settlements
	- Electrification Plan for Informal Settlements - Backyarder Programme
5.1.a Efficient, responsible and sustainable programme	5.1.a.2 Energy revenue model development and reducing energy poverty for the poorest households, while improving energy efficiency

Programme 1.1.c Infrastructure Investment Programme:

1.1.c.4 Infrastructure Maintenance Project:

1.1.c.4 Infrastructure Planning for Growth

Electricity Infrastructure

Management of legacy medium-voltage switchgear: The City faces serious challenges in the management and maintenance of equipment on the medium-voltage distribution system, mainly due to ageing infrastructure. This applies to all types of medium-voltage switchgear on the system.

The City aims to achieve the following in general:

- Networks: Develop the high voltage and medium voltage networks to ensure reliable electricity supply.
- Informal Settlements: Provide services and upgrades to un-serviced informal settlements.
- Network upgrades: Provision to informal and backyarder services will require upgrade or replacement of many networks which are old and inefficient. Refurbishment and replacement of existing assets to achieve balance, cost-efficiency and long-term viability of infrastructure.
- Identify infrastructure hotspots where enhancement of development rights may need to be limited in the short to medium term, and establish monitoring mechanisms to review their status.
- Electrification of Low Cost Housing Developments, IS and BY: Electrification in the city in terms of City and Western Cape Government (WCG)'s Human Settlement Plans. Facilitate prioritisation of electrical connection backlogs in informal areas serviced by Eskom.
- A 30-year programme has been initiated, through which all obsolescent medium-voltage switchgear will be replaced with equipment complying with modern best-practice specifications, thereby improving safety and security of supply as well as reducing maintenance requirements.

- Low-voltage and medium-voltage distribution network infrastructure: Investment in the medium-voltage distribution network is required, and a new voltage level is being considered to improve efficiencies. Over the next five years, existing substations, underground cables and overhead power lines across the metropolitan area will be upgraded and refurbished as part of a 15-year network development programme

1.1.c.2 Infrastructure Investment Research Project

1.1.c.2 Infrastructure asset management

In 2006 NERSA conducted technical audits of major electricity distributors including EGD in which maintenance was highlighted as a major area of concern. Subsequent to this EGD has embarked on a multi-year programme to implement enterprise asset management (EAM) using the SAP platform and conforming to PAS55 standards. Through the systematization, standardization and centralization of functions asset management will form an integral part of day to day activities to create an efficient, predictable operational environment.

With the transfer of assets from the legacy systems to SAP, not enough time was spent on implementing a comprehensive AMP. The main focus was on financial systems which resulted in a lack of operational focus. Physical asset master data was extremely limited and of poor quality. This led to the need for a total rebuild of SAP EAM (SAP PM – Plant Maintenance Module – and related modules) and to collect and populate asset master data. This work is in progress, with a new master data design and data collection having been completed for distribution MV and LV, but will take some time yet before it is completed for all EGD physical assets, including Facilities, Generation and secondary functions. The current focus is on the HV master data design. Full operationalization will take place in the medium term.

Programme 1.3.a Skills Investment Programme:

1.3.a.1 SPV Skills Development and Apprenticeship Investment and Graduate Internship Project

Skills development and training is vital to address critical shortages in Cape Town to meet the needs of the organisation and the local economy. Apprenticeship investment in Electricity Generation & Distribution Department will meet the demand side of the labour market, using the training the City provides to either become skilled technicians employed by government or to move as newly qualified people into the private sector.

Programme 1.4.a Energy Efficiency and Supply Programme

1.4.a.1 Independent power producers project

- Promote and facilitate the implementation of renewable energy generation To keep abreast of national and provincial developments regarding renewable energy and facilitate the incorporation thereof into City processes.
- To investigate the possibility of entering into long term Power Purchase Agreements (PPAs) with Independent Power Producers (IPPs)

1.4.a.2 Embedded generation project

- Manage the City's small scale embedded generation (SSEG) program which enables consumers to connect SSEG to the electrical grid.
 - Promote the finalization of national technical specifications for the connection of SSEG to utility electrical grids.
 - Establish a PV installer accreditation programme in the absence of a national initiative.

1.4.a.3 Energy efficiency projects

The Directorate aims to continue to promote and implement its energy efficiency programme.

Programme 1.4.b Climate change programme

1.4.b.2 Mitigation climate change project

The City will aim to reduce Cape Town's carbon footprint in order to contribute to the global reduction of greenhouse gas emissions and make the local economy more competitive. This will be done through the implementation of a range of carbon emission reduction projects in line with the aims of the Energy2040 goals

Programme 5.1.a Efficient, responsible and sustainable programme

5.1.a.2 Energy revenue model development

The aim is to implement a revenue model that reduces the City's reliance on electricity sales to sustain its operations. As consumers become more energy-efficient and adopt more small-scale embedded generation, the electricity distribution business model needs to change to keep the City's rates account affordable, as well as financially sustainable. The City's electricity tariffs will also need to be constantly reviewed to be increasingly cost-reflective while remaining affordable.

In addition, the opportunities presented by new technologies and renewable energy will be explored to reduce energy poverty for the poorest households, while improving energy efficiency. This will include further investigations into solar geysers and demand side management, with a special emphasis on informal settlements and backyarders.

Programme 3.1.a Excellence in Basic Service delivery:

Quality of Supply

The EGD core business is to provide reliable electricity supply to customers in the EGD supply area. To ensure that the quality of electricity supply meets the required regulatory standards, EGD monitors its performance in terms of NERSA guidelines as set out in the NRS 048 part 1 and part 2 documents.

Quality of Service

The minimum standards and reporting lines for the quality of service to Electricity to customers is set out in the NRS 047 part 1 and part 2 documents. These specifications cover a number of services including customer driven complaints, enquiries, requests, quotations and forums. The standard response times and satisfaction indices for counter services, telephonic replies and written replies are stipulated in these documents.

Mainstreaming basic service delivery to informal settlements and backyard dwellers

The widespread occurrence of informal settlements and informal dwellings in the yards of houses in formal townships in South Africa is an urban reality. EGD is responsible for the electrification of informal settlements and backyard dwellings within the City of Cape Town supply area in order that the City meets its constitutional and statutory obligations to provide basic municipal services, and to afford occupiers of backyard dwellings direct access to the supply of electricity.

Access is undertaken in terms of the City's electrification policy and as part of the EGD electrification plan and backyarder programme which are funded through the Integrated National Electrification Programme (INEP) and the Urban Settlement Development Grant (USDG). Once access to the service has been provided, there is no distinction between the quality of supply and service levels to informal, back-yarder and formal residential areas.

Electrification Plan for Informal Settlements

A lack of service connections still exists in the electrification of informal settlements in some areas. At this stage the bulk of these are found in the portion of the Metro which is in the Eskom supply area. With a change in DoE policy, Eskom have embarked on the electrification of informal areas which comply in terms of the City's electrification policy utilizing INEP grant funding. The City has also allocated USDG funds sourced internally by the EGD to fund electrification in informal settlements in the Eskom supply area. Certain informal areas in both supply areas are excluded in terms of the electrification policies as dwellings are below the 50-year flood line, are in road, rail and power line reserves and servitudes or on privately owned land.

Electrification is an on-going process as informal settlements grow and will therefore continue over the medium to long-term. The electrification plan budget is shown below. It is combined for both informal settlement and formal housing electrification to movement of funds to match the dynamic environment of informal and subsidized housing provision.

Backyarder Programme

Backyarder is a term used to describe where the occupier (owner or tenant) of formal housing has allowed others to establish informal dwellings in the yard of a property. These dwellings do not have direct access to services from the City and are reliant on obtaining these services via the occupier of the formal dwelling.

This project supports the key pillar of the caring city by assisting in alleviating poverty through the provision of subsidised electricity supplies to backyard dwellings and is guided by considerations of equity, affordability and sustainability. It also supports the shift toward embracing informality and semi-formality. Currently the programme is restricted to backyard dwellings on City Rental Units within the metro and the future provision these services will require major focus and investment with pressure on financial sustainability as many of the networks are very old, inefficient and often require extensive replacement.

4. PERFORMANCE PROGRESS AND OUTCOMES

4.1 Past year's performance

The past year's information is available in the Annual Reports located on the site:

www.capetown.gov.za/idp

Performance of the past year for the projects/programmes previously coordinated by the Energy and Climate Unit (now in SEM department) can be found in the Annual Report of the Environmental Resource Management department (post-ODTIP Environmental Management).

Overall progress on electrification (informal settlements)

Access to electricity – A backlog still exists in informal settlements in the Cape Metro Area, mainly in the Eskom area of supply. Some households in this category have the added challenge of being located on Encumbered Land (informal dwellings located either on private land, below the 50-year flood line, under power lines, road or rail reserves, storm water retention or detention ponds, unstable land and any other health or safety hazard). To alleviate the backlog, registration of servitudes on privately owned properties are considered, relocation of structures from land that is not suitable for the provision of electricity to more suitable land and electrification on road or rail reserves upon permission from the respective Business Authority. Moreover, the majority of service requests for the provision of informal settlement connections are as a result of infills/new connections resulting from burnt area infills within an existing informal settlement and new pockets.

4.2 Areas of Business Improvement

There are a number of Service Improvement initiatives that will be rolled out over the business plan period. These will include customer campaigns to educate and create awareness amongst electricity consumers regarding various projects including rationalised electricity tariffs, the cost of the theft of electricity and of vandalism of electricity infrastructure.

The Solar Water Heater, Electricity Savings and Small-Scale Embedded Generation information and behaviour change programmes will be further developed and implemented in order to build a more resource efficient and lower carbon future for Cape Town.

The legal position of the City of Cape Town being able to own/purchase green power will be established and the City's way forward mapped.

The sustainable electrification/low income energy services plan will be developed as a significant contribution to ensuring better services for low income citizens and to the revision of the electricity revenue model.

5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

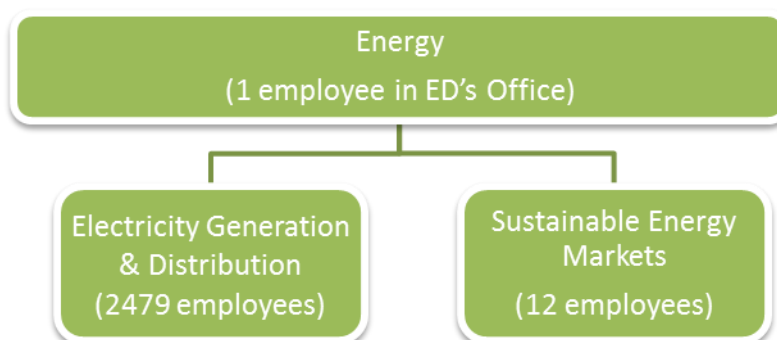
Partner/Stakeholder	Needs/Roles and Responsibilities
• Customers • Communities • Business/industry	Service delivery; electricity distribution, electrification projects, uninterrupted supply; reasonable turnaround time on service requests
Internal Partners • Councillors • External Service Delivery Directorates • Corporate • Unions	Information sharing; communication of directorate requirements and service standards; policy development and implementation; service coordination
External Partners • National and Provincial Government • Parastatals • Community based Organisations • Business Sector • Sector Service Authorities • Institutions for Higher Learning • Non-Governmental Organisations • Funders • City to city partnerships and networks (e.g. C40)	Information and knowledge management, service delivery coordination, implementation, research, compliance with regulatory frameworks, programme and project support, funding (both grant and loan)

Transversal Committee	Working Group Involvement
Economy and Environment Cluster Committee	Green Economy Energy and Climate Change
Energy and Utilities Transversal Committee	
Sustainability and Resilience	

6. RESOURCES

6.1 Senior management capability and structure.

6.1.1 Directorate organogram



SEM department to have 30-40 employees by end June 2018.

SAP BI as at January 2017

6.1.2 Possible outsource services

- None.

6.1.3 Lead and Contributing Directorate (Energy – Lead)

Programme	Project	Lead Directorate	Contributing Directorates
1.4.a Energy Efficiency and Supply Programme	1.4. a..1 Independent Power Producers Project:	Energy	Directorate of the Mayor (Enterprise and Investment)
	1.4.a..2 Embedded Generation Project:	Energy	Informal Settlements, Water & Waste Services
	1.4.a.3 Energy Efficiency Project	Energy	Transport & Urban Development Authority Assets and Facilities Management

			Informal Settlements, Water & Waste Services
1.11 Climate Change Programme	1.11.2 Mitigation Climate Change Project Project: achieving energy and carbon targets	Energy	Transport & Urban Development Authority, Informal Settlements, Water & Waste Services
5.1.a Efficient, responsible and sustainable programme	5.1.a.2 Energy revenue model development and reducing energy poverty for the poorest households, while improving energy efficiency	Energy	Finance

6.2 FINANCIAL INFORMATION*

6.2.1 Summary of revenue by source

REVENUE	R
<u>Sales: External</u>	
Credit Meters	(8 380 015 084)
Prepaid Meters	(3 554 208 702)
Free Basic Electricity	(160 637 805)
Public Lighting	(653 458)
<u>Sales: Internal</u>	
Municipal	(326 576 026)
Street Lighting	(210 251 688)
Traffic Lights	(2 733 141)
Total Sales	(12 635 075 904)
Miscellaneous Income	(42 120 761)
	(12 677 196 665)
<u>OTHER</u>	
Interest Earned - Outstanding Debtors	(22 000 000)
Developers Contribution	(70 325 062)
Conditional Grant - USDG	(1 400 000)
Deferred Income (Grants Funding)	(187 500 000)
Profit on sale of assets	(2 500 000)
Total Other	(283 725 062)
Total Revenue	(12 960 921 727)

Savings from energy efficiency interventions across municipal operations amount to R50 000 000 per annum

6.2.2 Summary of operating expenditure by type

EXPENDITURE	R
Employee Related Costs	1 147 301 156
General Expenses	191 145 228
Contracted Services	51 738 657
Repairs & Maintenance (Total)	562 941 293
Repairs & Maintenance (Primary)	276 415 744
Repairs & Maintenance (Secondary)	286 525 549
	1 953 126 335
<u>OTHER</u>	
Bulk Purchases	8 094 800 000
Collection Costs (Vendors Commission)	79 096 710
Connection Fee	32 314 000
Capital Charges	668 847 720
Conditional Grant - USDG	1 400 000
Grants and Donations	187 500 000
Contributions	
Bad Debts Provision/Working Capital Reserve	171 106 182
Housing Fund	209 316
Medical Aid - Post Retirement	23 924 847
Transfer to Capital Replacement Reserve	
CRR - project funding and Eskom refunds	215 354 120
Sale of assets	2 500 000
Developers Contributions	70 325 062
Total Other	9 547 377 956
<u>SECONDARY</u>	
Contribution to Rates	1 263 578 818
Support Services	284 990 669
Internal Utilities	241 357 695
Insurance Department Premiums	15 376 495
Activity Based Costs	(289 345 142)
Total Secondary	1 515 958 535
Total Expenditure	13 016 462 826
Surplus / (Deficit) to be funded by Rates	(55 541 099)

6.2.3 Summary of capital expenditure by type

CAPEX - Rands	2017/18
External Financing Fund (EFF)	507,969,900
Capital Replacement Reserve (CRR)	596,294,110
Grants & Donations (CGD)	187,500,000
Revenue	1,050,000
	1,292,814,010

6.2.4 Major Projects Aligned To PPM (IDP Linkage)

Project	Strategic Focus Area	Directorate Objective	IDP Programme
Electrification	SFA 3 – Caring City	Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.2.a Basic Service Delivery Programme
MV Switchgear Replacement	SFA 1 – Opportunity City	Positioning Cape Town as a forward looking globally competitive City	1.1.e Economic Development and Growth Programme
Meter Replacement Project	SFA 3 – Caring City	Excellence in Basic Service Delivery	3.1.a Excellence in Basic Service Delivery
Paardevlei Development	SFA 1 – Opportunity City	Positioning Cape Town as a forward looking globally competitive City	1.1.e Economic Development and Growth Programme
Electricity Demand Side Management	SFA 1 – Opportunity City	Resource Efficiency and Security	1.4.a Energy Efficiency and Supply Programme
Street Lighting	SFA 1 – Opportunity City	Excellence in Basic Service Delivery	3.1.a Excellence in Basic Service Delivery
Public Lighting	SFA 3 – Caring City	Positioning Cape Town as a forward looking globally competitive City	1.1.c Infrastructure Investment Programme

6.2.5 Narrative on Directorate capital programme

Electrification

The provision of subsidised connections to Informal Settlements and Subsidised Housing Developments. Benefits include increased safety at night, reduces risk of fires through the installation of safe and legal connections, it improves quality of life for beneficiaries and restores human dignity. Approximately R50m will be allocated annually to future Electrification projects.

Oakdale switching station upgrade phase 3

Implementation in 2018/19 with a total project cost of R365m- this will consist of building a 132kV switching station at the Triangle Substation location. Changing the electricity network from 66kV to 132kV for this area of supply.

Prepayment Meter replacement

A strategic decision was made to accelerate the further roll out of prepayment meters to the remainder of the credit meters. This will result in less administration costs and assist the City with non-electricity debt recovery. This is at an estimated cost of R62m per year.

Paardevlei Development Project

EGD to establish a new HV supply point as well as MV & LV network to the new Paardevlei development. This development will mainly benefit low income groups. Estimated implementation is 2018/19 at a total estimated cost of R334.4m.

Renewable Energy and Energy Efficiency in own operations

The City of Cape Town is leading by example by implementing energy efficiency retrofit programmes within municipal operations since 2009. This includes traffic lights, street lights, buildings and wastewater treatment plant retrofits. The buildings energy efficiency programme is further complemented with rooftop solar photovoltaic systems. This is accompanied by energy management training for facilities staff, smart driver training for fleet and behaviour change programmes for building users. The City has also developed an Internal Resource Management protocol for implementation across municipal operations and a resource data management system to track, monitor and report savings and consumption. These interventions have resulted into significant carbon and financial savings and forms part of the City's Energy2040 Goal.

Implementation in 2017/18 will include continued extensive energy efficiency retrofits of municipal buildings. Continued research and analysis of PV supply for own use – either on municipal buildings or larger scale ground-mounted systems – will be completed in 2017/18, for implementation in 2018/19.

The Resource Efficiency programme aims to ensure that municipal buildings are equipped with renewable energy, such as photovoltaic (PV's) installations, which will save the money as the cost of solar is less than Eskom supplied electricity. Energy security is ensured as solar is a reliable form of energy. The environmental benefit is that the sustainable supply of energy reduces the buildings overall carbon emissions. This programme forms part of the City's Energy 2040 goals.

The aim of the Energy Efficiency programme is to upgrade municipal buildings with energy efficient technology. This will enable reduced electricity consumption which saves the City money. Reduce maintenance as the technology last longer. The environmental benefit is that there a reduction in carbon emissions from the reduced electricity consumption. The improved technology enables the City to upgrade ageing and obsolete technology. This programme forms part of the City's Energy 2040 goals.

Street Lighting

Street Lighting is required across the Metro to provide for the safe movement of both vehicular and pedestrian traffic throughout The City. We aim to ensure that the most effective technology is utilised to provide every area of The City with adequate lighting. The department plans to add R65M of lighting infrastructure to the network on average.

7. RISK ASSESSMENT

Management, with the assistance of the Integrated Risk Management (IRM) Department, has applied their minds and due care taken to ensure that risks which could impact on them not achieving the Directorate's objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

Risk Registers are utilised as a management tool in order to manage identified risks of the Directorate. The risks identified and rated equal to or above the Council approved risk acceptance level will be reported to the Executive Management Team (EMT). The Executive Director to inform/discuss the Directorate's risks with the relevant Mayoral Committee member on a six monthly basis.

7.1 Revenue risks

Risks to achieving revenue projections:

- Security and quality of supply
- Certain aspects of the economic slowdown are still evident
- The increase in the indigent register

8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SDBIP

Key objectives and indicators on the Corporate Scorecard where Energy is the lead directorate.

Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Annual Target 2016/17 (30 Jun 2017)	2017/18 (Quarterly Targets)			
Pillar	CSC Indicator no.					30 Sept 2017 Q1	31 Dec 2017 Q2	31 Mar 2018 Q3	30 Jun 2018 Q4
SFA1 - Opportunity city	1.A	Energy	1.1.a Ease of doing business	Number of outstanding valid applications for commercial electricity services expressed as a percentage of commercial customers	New	<0.2%	<0.2%	<0.2%	<0.2%
SFA 3 - Caring city	3.D	Energy	3.1 Excellence in Basic Service delivery	Number of outstanding valid applications for electricity services expressed as a percentage of total number of billings for the service	< 0.7%	< 0.6%	< 0.6%	< 0.6%	< 0.6%
SFA 3 - Caring city	3.K	Energy	3.2. Mainstreaming of basic service delivery to informal settlements and backyard dwellers so that there is an improvement in living conditions, a focus on creating tenure and a reduced dissatisfaction with the level and quality of City services.	Number of electricity subsidised connections installed	1,500	375	750	1,125	1,500

The full Energy Directorate SDBIP is attached as annexure to the executive summary.

9. AUTHORISATION

The undersigned do hereby indicate their agreement with the contents of this document and the outcomes.

	Name	Signature	Date
Executive Director	Gisela Kaiser		15 APRIL 2017
Mayco Member	Cllr Xanthea Limberg		24 April 2017

10. APPENDICES:

Annexure: 2017/2018 Directorate SDBIP template.

2017/2018 ENERGY DIRECTORATE SCORECARD												ANNEXURE B1
Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/16 (30 June 2016)	Annual Target 2016/17 (30 June 2017)	Annual Target 2017/18 (30 June 2018)	Quarterly Targets				Responsible Person/s
Pillar, Corp Obj No and Program No/ Statutory/Strategic Plan	CSC Indicator no.							30 Sept 2017 Q1	31 Dec 2017 Q2	31 Mar 2018 Q3	30 June 2018 Q4	
SFA 1 Opportunity City	1.C	Energy	1.1 Positioning Cape Town as a forward-looking, globally competitive city	Number of outstanding valid applications for commercial electricity services expressed as a percentage of commercial customers	New	New	< 0.2%	< 0.2%	< 0.2%	< 0.2%	< 0.2%	Gary Ross
SFA1 Opportunity city	KOI (1)	Social Services	1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) opportunities created	New	1 183	500	125	250	375	500	Gary Ross
SFA 1 Opportunity City	KOI (3)	Social Services	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	New	New	82	20	40	60	82	Gary Ross
SFA 1 Opportunity City	KOI (4)	Corp Services	1.3 Economic inclusion	Number of external trainee and bursary opportunities (excluding apprentices)	New	25	25	19	19	25	25	Selwyn Scholtz
SFA 1 Opportunity City	KOI (5)	Corp Services	1.3 Economic inclusion	Number of apprentices	New	195	195	195	195	195	195	Selwyn Scholtz
SFA 1 Opportunity City	KOI (2)	Corp Services	1.3 Economic inclusion	Percentage budget spent on implementation of WSP	New	95%	95%	10%	30%	70%	95%	Roshan Davids

2017/2018 ENERGY DIRECTORATE SCORECARD												ANNEXURE B1
Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/16 (30 June 2016)	Annual Target 2016/17 (30 June 2017)	Annual Target 2017/18 (30 June 2018)	Quarterly Targets				Responsible Person/s
Pillar, Corp Obj No and Program No/ Statutory/Strategic Plan	CSC Indicator no.							30 Sept 2017 Q1	31 Dec 2017 Q2	31 Mar 2018 Q3	30 June 2018 Q4	
SFA 1 Opportunity City		Energy	1.4 Resource Efficiency and Security	Reduction in energy consumption across municipal operations	New	New	≥3%	n/a	n/a	n/a	≥3%	Sumaya Mahomed
SFA 1 Opportunity City		Energy	1.4 Resource Efficiency and Security	Energy and carbon emissions reductions in line with the Energy2040 goal targets	New	New	≥ -1% CO2e reduction	n/a	n/a	n/a	≥ -1% CO2e reduction	Sarah Ward
SFA 1 Opportunity City		Energy	1.4 Resource Efficiency and Security	CCT's legal position on large scale generation resolved and way forward concluded	New	New	Progress report to Mayor	n/a	n/a	n/a	Progress report to Mayor	Leila Mahomed Weideman
SFA 1 Opportunity City		Energy	1.4 Resource Efficiency and Security	Small-scale embedded generation - commercial sector legal connections	New	New	5 MW	n/a	n/a	n/a	5 MW	Brian Jones
SFA 1 Opportunity City		Energy	1.4 Resource Efficiency and Security	GWh of electricity purchased to meet electricity consumption target	10 150 GWh	9 926 GWh	9 928 GWh	2 624 GWh	5 038 GWh	7 429 GWh	9 928 GWh	Peter Jaeger
SFA 1 Opportunity City		Energy	1.4 Resource Efficiency and Security	Maximum Demand - maximum loading placed on system transmission network	1 834 MW	1 844 MW	1 840 MW	1 840 MW	1 840 MW	1 840 MW	1 840 MW	Peter Jaeger
SFA 3 Caring City		Corp Services	3.1 Excellence in basic services	Percentage adherence to Citywide service requests	New	100%	90%	90%	90%	90%	90%	Gary Ross
SFA 3 Caring city	3.D	Energy	3.1 Excellence in Basic Service delivery	Number of outstanding valid applications for electricity services expressed as a percentage of total number of billings for the service	New	< 0.7%	< 0.6%	< 0.6%	< 0.6%	< 0.6%	< 0.6%	Gary Ross
SFA 3 Caring city		Energy	3.1 Excellence in Basic Service delivery	Adherence to NRS 047-1:2002 service standards – Quotations to customers	New	New	95%	-	-	-	95%	Christo Steyn

2017/2018 ENERGY DIRECTORATE SCORECARD												ANNEXURE B1
Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/16 (30 June 2016)	Annual Target 2016/17 (30 June 2017)	Annual Target 2017/18 (30 June 2018)	Quarterly Targets				Responsible Person/s
Pillar, Corp Obj No and Program No/ Statutory/Strategic Plan	CSC Indicator no.							30 Sept 2017 Q1	31 Dec 2017 Q2	31 Mar 2018 Q3	30 June 2018 Q4	
SFA 3 Caring city		Energy	3.1 Excellence in Basic Service delivery	Adherence to NRS 047-1:2002 service standards – Provision of a supply	New	New	95%	-	-	-	95%	Christo Steyn
SFA 3 Caring City		Energy	3.1 Excellence in Basic Service delivery	SAIFI (Systems Average Interruption Frequency Index)	65.00%	<1.3hrs	<1.3hrs	<1.3hrs	<1.3hrs	<1.3hrs	<1.3hrs	Peter Jaeger
SFA 3 Caring City		Energy	3.1 Excellence in Basic Service delivery	CAIDI (Customer Average Interruption Duration Index)	247.00%	<2.3hrs	<2.3hrs	<2.3hrs	<2.3hrs	<2.3hrs	<2.3hrs	Peter Jaeger
SFA 3 Caring City		Energy	3.1 Excellence in Basic Service delivery	HV + MV SAIDI (System Average Interruption Duration Index):	160.00%	<3hrs	<3hrs	<3hrs	<3hrs	<3hrs	<3hrs	Peter Jaeger
SFA 3 Caring City		Energy	3.1 Excellence in Basic Service delivery	% burning rate of all public and street lights.	93%	90%	90%	90%	90%	90%	90%	Brinley van der Schyff
SFA 3 Caring City		Corp Services	3.2a Excellence in Basic Service Delivery	Community satisfaction survey (score 1-5) for residents - Energy	New	3.0	3.0	-	-	-	3.0	Gary Ross
SFA 3 Caring city	3.K	Energy	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	Number of electricity subsidised connections installed	2 909	1 500	1 500	375	750	1 125	1 500	Maurisha Hammer
SFA 3 Caring city	USDG		3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	Rand value of Street Lighting			R18 000 000	R350 000	R900 000	R5 500 000	R20 000 000	Gary Ross Donovan Leeuwendaal

Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/16 (30 June 2016)	Annual Target 2016/17 (30 June 2017)	Annual Target 2017/18 (30 June 2018)	Quarterly Targets				Responsible Person/s
Pillar, Corp Obj No and Program No/ Statutory/Strategic Plan	CSC Indicator no.							30 Sept 2017 Q1	31 Dec 2017 Q2	31 Mar 2018 Q3	30 June 2018 Q4	
SFA 5 Well-Run City	KOI (12)	Corp Services	5.1 Operational sustainability	Percentage OHS investigations completed	New	100%	100%	100%	100%	100%	100%	Gary Ross
SFA 5 Well-Run City	KOI (9)	Corp Services	5.1 Operational sustainability	Percentage of absenteeism	New	<5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Gary Ross
SFA 5 Well-Run City	KOI (14)	Corp Services	5.1 Operational sustainability	Percentage vacancy rate	New	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	Gary Ross
SFA 5 Well-Run City	KOI (18)	DOM	5.1 Operational sustainability	Percentage of Declarations of Interest completed	New	100%	100%	0%	0%	0%	100%	Gary Ross
SFA 5 Well-Run City		Energy	5.1 Operational sustainability	Low income energy services (LEIS) plan - sustainable electrification	New	New	100% LEIS plan complete and approved	n/a	n/a	n/a	100% LEIS plan complete and approved	Sarah Ward

Approved by Acting Executive Director:
Energy
Gisela Kaiser

Approved by Mayco Member:
Utilities & Energy
Xanthea Limberg

Date: 20/02/2017

Date: 20/2/2017

Targets are subject to final approval of the 2017/18 budget.

FINANCE

DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2017/2018

EXECUTIVE DIRECTOR: KEVIN JACOBY

CONTACT PERSON: MARIA HARGRAVE

Website: (for detailed SDBIP):

www.capetown.gov.za/idp



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

Making progress possible. Together.

VISION OF THE CITY:

- To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most.
- To deliver quality services to all residents.
- To serve the citizens of Cape Town as a well-governed and corruption free administration.

In pursuit of this vision the City's mission is as follows:

- To contribute actively to the development of its environment, human and social capital
- To offer high-quality services to all who live in, do business in or visit Cape Town as a tourist
- To be known for its efficient, effective and caring governance.'

This is a one year plan giving effect to the IDP and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2017/2018 financial year. It considers what was set out in the IDP and the Directorate Executive Summary It indicates what the Department needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.

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1. EXECUTIVE SUMMARY

The Finance Directorate promotes sound and sustainable management of the City's financial resources, in compliance with the Municipal Finance Management Act, together with other related legislation, policies and procedures.

The Directorate's core functions are mainly led by Strategic Focus Areas 1 – Opportunity City, and 5 – Well-Run City, giving validity to the City's objectives:

- “1.1 Positioning Cape Town as a forward looking Globally Competitive City; and
- 5.1 Operational sustainability”

The Directorate's main priorities include among others the following:

- Providing an enabling environment to optimise the utilisation of financial resources allocated to service delivery of the City
- Clean audit for the City
- Maintaining a good credit rating for the City
- City's Revenue Collection
- Supplementary and General Valuations Projects

The Directorate's strategy on achieving these priorities is contained in the Directorate's Scorecard in line with the City's IDP and Scorecard.

2. PURPOSE AND SERVICE MANDATE OF THE DEPARTMENT

In supporting the City's Priority 11 – Operational Sustainability, the Directorate's intention and purpose is, *inter alia*:

- Provision and maintenance of meaningful, accurate and coherent financial records to facilitate the management and control of expenditure activities against the objectives set by the budget and all forms of financial and statutory accountability finally embraced in the audited financial statements.
- Building a credible standing with the Auditor-General for the promotion of confidence in the financial records of the City.
- Managing the City's banking, investments, borrowings and cash flow (including municipal bond issues) in the most cost effective and efficient manner possible.

- Giving financial effect to the strategic focus of the City in the form of a short, medium and long term financial plan which is credible, viable and sustainable.
- Ensuring timeous and accurate payment of City creditors, councillors and officials.
- Establishment and management of standardised grant fund governance protocols aimed at ensuring corporate financial and reporting (financial/non-financial) visibility coupled with legislative and policy compliance whilst maximising the City's grant fund receipts.
- Controlling the creation and annual reviewing of all budget related policies, coordinating the annual miscellaneous and consumptive tariff setting processes, evaluation and reporting on the distribution of all billed municipal charges on an affordable and collectable basis at the proposed tariffs, providing financial control and support for the establishment.
- Providing a sustainable and credible revenue management service which supports the City, taking into account an affordable and appropriate user-pays strategy, whilst acknowledging the severe economic challenges faced by many of the City's poorer residents.
- Providing on-going support to the City's Directorates and Departments in the acquisition of goods, services and construction works.
- Producing and maintaining Valuation Rolls in terms of prescribed legislation.
- Developing and reviewing financial and finance-related policies.
- Ensuring compliance to legislation, and the implementation and maintenance of good governance.

The Finance Directorate's intention is achieved through each of its six Departments:

<u>Budgets</u>	To give financial effect to the strategic focus of the City in the form of a short, medium and long term financial plan which is credible, viable and sustainable.
<u>Expenditure</u>	To provide a financially controlled environment using the limited resources and internal controls by ensuring timeous and accurate payment of City Creditors, Councillors and Officials in compliance with relevant legislation. Furthermore, the Department ensures that all Payroll accounts are reconciled and that the City has a well-managed Travel Management system.

<u>Grant Funding</u>	The key imperatives of the Grant Funding Department relate to its mandates in terms of supporting the City's operational and financial sustainability through its structured acquisition, governance and reporting roles with respect to the diverse array of conditional grant funds received from National and Provincial government.
<u>Revenue</u>	The Revenue Department is a customer focused Department, comprising competent and dedicated staff, providing accountable revenue management services and informing citizens through council structures as to their responsibility in creating a solvent and prosperous City.
<u>Supply Chain Management</u>	SCM supports and manages procurement policy, systems and processes for the acquisition and disposal of goods, works and services. Promotes compliance to a procurement system which is fair, equitable, transparent, cost-effective and competitive. Promotes black economic empowerment and local economic development and also encourages the promotions of small businesses in order to create sustainability and economic opportunities for the residents of the City.
<u>Treasury</u>	Provision and maintenance of meaningful, accurate and coherent financial records to facilitate the management and control of expenditure activities against the objectives set by the budget and all forms of financial and statutory accountability finally embraced in the audited financial statements. To build a credible standing with the Auditor-General for the promotion of confidence in the financial records of the City. To ensure asset management is pro-active for accountability over an extensive array of assets. To manage the City's banking, investments, borrowings and cash flow (including municipal bond issues) in the most cost effective and efficient manner possible. To ensure the continuous viability of the General Insurance Fund and the City's Exempt Status under the Compensation for Occupational Injuries and Diseases Act (130 of 1993) and management of the Fund's core functions inherent in the provision of a self-insurance concept facility to the City. Increase the city's "resilience" in its service delivery process and targets. Responsible for regulating, managing and monitoring Municipal Entities for maximum shareholding returns, financial performance, legislative and policy compliance. Municipal entities operate openly and transparently and that the community and City receives a return on the service provided.
<u>Valuations</u>	Deliver a high quality and impartial valuation service to customers to sustain a cost effective, just, and accurate valuation roll in the provision of fair and equitable rates for the City by ensuring an effective revenue stream. Enhance the business processes internal and external to the department in preparation for the next General Valuation in 2018/2019, including the following : - Data integrity - Efficient and effective IS&T infrastructure, software and systems - Valuation methodology - Workflow and processes - Rates policy and modelling

Finance Directorate customers are both internal and external, including:

External Customers – Citizens and ratepayers, Different spheres of government (National, Provincial, Local); the Auditor-General; Parastatals; the Business Sector; Municipal Entities; Regulatory and ad hoc stakeholders; financial institutions, commercial banks/investors; private sector; institutions (e.g. IMFO, SALGA, NGO's); MPAC; Development and Social Community; Service providers and contractors; Vendors/suppliers; the Audit Committee; Unions; the media.

Internal Customers – City of Cape Town Political and Oversight: Leadership (Mayoral Committee and Members, Council, Councillors, Transversal Committees, Mayor's Office, Risk Committee, Sub-councils and ward committees, etc.; City's Directorates and Line Departments (officials).

The Finance Directorate aims to ensure that excellent and sustainable financial governance is instilled throughout the organisation, with clear internal controls, policies and standardised procedures that will ensure legislative compliance and minimise fraud and corruption. The Directorate hopes, over time to ensure that the MFMA is fully implemented in every area and that there is true value for money achieved through the use of the public funds entrusted to local government and these funds are always utilised for the provision of service delivery in a way that is fair, equitable and transparent.

3. STRATEGIC ALIGNMENT TO THE IDP LINKAGE TO IDP AND CHANGE IN INDICATORS AND TARGETS

A municipality's financial plan integrates the financial relationships of various revenue and expenditure streams giving effect to the IDP as a whole. The City is funded by public money, and it therefore is expected to exercise the highest levels of corporate governance, promoting The Well-Run City, and ensuring ongoing operational sustainability.

The Finance Directorate supports the City's Integrated Development Plan in its entirety, providing financial resources and services which enable the City to be an efficient, effective and development-oriented public service for Cape Town.

STRATEGIC FOCUS AREA 1 – OPPORTUNITY CITY:

Objective 1.1: Positioning Cape Town as a forward looking Globally Competitive City
Programme 1.1a “Ease of business”

- 1.B Average number of days to issue rates clearance certificate

STRATEGIC FOCUS AREA 5 – WELL-RUN CITY:

Objective 5.1: Operational sustainability

Programme 5.1.a “Efficient, responsible and sustainable programme”

- 5.A Opinion of independent rating agency
- 5.B Opinion of the Auditor-General
- 5.C Percentage spend of capital budget (NKPI)
- 5.D Percentage spend on Repairs and Maintenance
- 5.E Cash/Cost coverage ratio (excluding unspent conditional grants) (NKPI)
- 5.F Net Debtors to Annual Income (NKPI)
- 5.G Debt (total borrowings)/Total Operating Revenue (NKPI)

4. PERFORMANCE PROGRESS AND OUTCOMES

4.1 Past year's performance

The Finance Directorate's performance for the past years has been extremely positive, demonstrated by the ongoing high credit ratings received, as well as the achievement of numerous clean audits, bringing credibility and financial sustainability to the City.

4.1.1 The Budget Department has met all its goals and objectives, on both corporate, directorate and departmental indicators over the past years. Actual positive results, inter alia, are the:

- Submission of 2017/2018 Budget to Council for adoption by 31 May 2017
- Ongoing compliance by the submission of regular monthly Financial Monitoring Reports, indicating regular monitoring, assessment and reporting of relevant in-year financial results
- Progress against milestones to SCOA implementation

4.1.2 Within Expenditure - Compliance with legislation in payment of suppliers within 30 days (the City pays on average 97% of invoices within 30 days); an achievement of 87% of invoices submitted electronically against 13% manual; consistent and accurate payment of salaries to Officials, Councillors, Ward Forum Members and EPWP Workers; and management of the City's Travel and Accommodation Services in a cost effective manner.

4.1.3 Revenue Department has continued to reach its high target of 95% for the collection/payment ratio, in spite of difficult economic times. A further target which was regularly met was the '95% of Rates Clearance Certificates (RCCs) issued within 10 working days'.

4.1.4 Supply Chain Management - The number B-BBEE service providers who have conducted business with the City in last financial year (1 July 2015 to 30 June 2016) were 2971 and this equates to 84.07 % of the overall number of service providers used. A total of 219 464 purchase orders were issued to the B-BBEE vendors which equates to 94.25% of the total number of orders with a total value R13 963 662 290 which is equivalent to 92.17% of our total purchase orders for this period.

4.1.5 Treasury Department has a number of achievements which should be noted, including:

- The continuous, positive contributions to the City's clean audit
- Ensuring that the department as well as our Municipal Entities process are in line with that of the City and compliant with the MFMA.
- High investment rating from Moody's still applicable for the City.
- Effective cash management
- Managing a successful CA Academy programme to mitigate any loss of skills.

4.1.6 The focus of the Valuations Department for 2016/17 was the implementation of GV2015 with effect 1 July 2016, including the consideration of objections and appeals. GV2015 resulted in a total property value of approximately R1,156 trillion for 845 764 properties, with a modest 2.41% objections involving 20 385 properties. These objections were dealt with within the financial year, together with approximately 1 300 appeals being heard by the independent Valuation Appeal Boards.

The past year's information is available in the Annual Reports located on the site:

www.capetown.gov.za/idp

4.2 Areas of Business Improvement

4.2.1 Budgets:

- Progress on successful mSCOA pilot implementation and integration with budget actions
- Specification of user requirements for development of an automated virement process via integrated ERP tool
- Investigative document on seamless costing / ABC support service changes in SAP ERP or alternative integrated system.

4.2.2 Expenditure:

- Improvement of statistics on payments of creditors within 30 days.
- The development and implementation of Electronic Data Interchange (EDI), that will allow quick upload of data from Suppliers invoice system directly into the City's SAP system.
- Training and development of GRNer's.

- Continuing with our drive towards the complete set of supporting (purchase related) documents to be viewable in SAP by starting the process of the development of attaching of the goods receipting documentation in conjunction with Treasury.
- Monthly and/or Quarterly submission of statistical reports of all outstanding invoices older than 30 days to Line Departments, Finance Management Meetings and the Finance Transversal Committee
- In-house EPWP payment system.
- Payment of maintenance orders directly to the beneficiaries account.

4.2.3 Grant Funding:

- The primary 2017/2018 objectives of the Department, as a consequence of the primary departmental objectives, will be the establishment of structured standardised corporate operating procedures addressing conditional grant fund internal application/ governance/ reporting (internal/external) protocols as well as the development of external strategic conditional grant fund national and provincial relationships wherein the City establishes itself as a major contributor to the conditional grant fund legislative development and implementation environment.

4.2.4 Revenue:

The Department is implementing and improving the following business improvement initiatives and projects:

- Ongoing increasing of E-services and E-billing users
- Automated Debt Management Processes
- Automated Rates Clearance Processes
- Automated the Move-in and Move-out process
- Automated Refund process
- Automated Low Bulk Cost Housing process.
- Online Motor Vehicle renewal of licence process
- Ongoing and increasing the number of other municipal debts collected via blocking/limiting of pre-paid electricity purchases

4.2.5 Supply Chain Management:

- Finalisation of recruitment of key positions.
- Establishment of the procurement excellence and governance unit.
- Revision of the SCM Policy.
- E-Procurement and E-Tendering.
- Training of staff.
- Completeness of the Demand Plan.
- Optimisation of the structure.
- Review of certain job functions.
- Appointment of SCM Practitioners to Support Executive Directors

4.2.6 Treasury:

- Staff training and development.
- Improvement of communication to line departments.

- Refinement of business processes to meet full implementation of ODTF process.
- Full implementation support of mSCOA.

4.2.7 Valuations:

- Special attention will be given to improve on optimising City revenue by improving the consistency of property data. This will be achieved by close co-operation across departments, directorates and systems, e.g. Planning, Revenue, IS&T, Property Management and Valuations.

5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

Partners/ Stakeholders	Roles and Responsibilities
Council directorates, departments and branches	Finance is a support service to the City and its Directorates and Departments
City of Cape Town Political and Oversight Leadership (Mayoral Committee and Members, Council, Councillors, Portfolio Committees, Mayor's Office, Risk Committee, Politicians and Political Leadership, Audit Committee, Sub-councils and ward committees etc.)	Perform an oversight role. Monitor progress of the Directorate in achieving its objectives. Give guidance and support
Other tiers of government	Republic of South Africa (R.S.A) - National government Provincial government of the Western Cape (PAWC) Local Government
Auditor-General	Conduct annual audit and issue audit report
National Department of Cooperative Governance and Traditional Affairs	This department is the custodian of the MPRA and any Bills or proposed amendments are being discussed with them by the IMFO Valuation and Rating Forum to seek consensus prior to it being submitted to Parliament. However, where consensus cannot be reached, the Forum will seek to present its views to the relevant Committee of Parliament.
External Audit Firms	Assist Auditor-General
Counterparty banks / Investors	Facilitate loans, investments and banking transactions
JSE	Facilitate Bond issues
Cluster working groups: Energy and Climate Change committee Broadband Working Group Standard Chart of Accounts (SCOA)	Representing Finance Department at this committee Plays instrumental role in implementation of mSCOA NT pilot project at the City. Member of national working group to review sustainability and

NT Working group on review of metros' revenue streams and sources	levels of metros' revenue
Credit Rating agencies	Facilitate an credit assessment of the City
SRAs	Responsible and accountable for implementing the approved Business Plan and budget to improve and upgrade their geographical area.
Organisations or bodies	They apply to the line departments or Sub-councils for grant funding and are then responsible and accountable for utilising the grant funds in accordance with Council's decisions.
Institute of Municipal Finance Officers (IMFO). This includes the Metro CFO Forum and the Valuation and Rating Forum.	Provide guidance on matters submitted by the City and other municipalities on technical matters affecting municipal finance. This includes requests to seek amendments to legislation which will be allocated to a committee or forum to drive on behalf of IMFO. The Valuation and Rating Forum consults wide on matters affecting valuation and rating.
Payment of municipal accounts via Third Parties, e.g. Pick n Pay, Shoprite, Checkers, SA Post Office, etc.	Responsible for the payments made at all Third Party Stores and paying funds over to the City.
Project developers	Specific linkage relates to financial control and payments
External Providers	Responsible for Development of Staff.
Internal: All departments External: Suppliers vendors/tenderers	To plan their respective departmental future needs with regards to goods and services and to communicate this to SCM An inter-dependant relationship which is mutually beneficial should exist with suppliers
Citizens	The community Customers, account holders and property owners Voters Residents
CTICC	The official lines of communication are between the Executive Mayor and the Chairperson of the Board, as outlined in legislation, but facilitate through Shareholding Management within the Finance Directorate. The CTICC complies with the legislative requirements as outlined in local government legislation; the majority of these are contained in the Municipal Finance Management Act. All roles and responsibilities are outlined in the Service Delivery Agreement between the City and the CTICC.
Internal fora e.g. BSC/BSM/BOC, Finance Managers Forum (FMF), GPRC	Sundry financial / budgetary direction, support and guidance
MPAC	Investigate matters referred by Council
Budget Committee	Provide guidance for amendments to budget related policies, By-laws and tariffs as well as reviewing the TMA modelling results to determine whether the TMA would be affordable to all the residents.
Revenue Management Task Team (RMTT)	Responsible to streamline Debt Collection.

(Previously known as Multi-Disciplinary Debt Management Task Team (MDDMTT))	
Budget Committee	Responsible to finalise tariffs and amendments to Credit Control and Debt Collection Policy
Audit Committee	Responsible to perform an oversight role to monitor organization wide activities
ERP	Provision of reliable and efficient systems

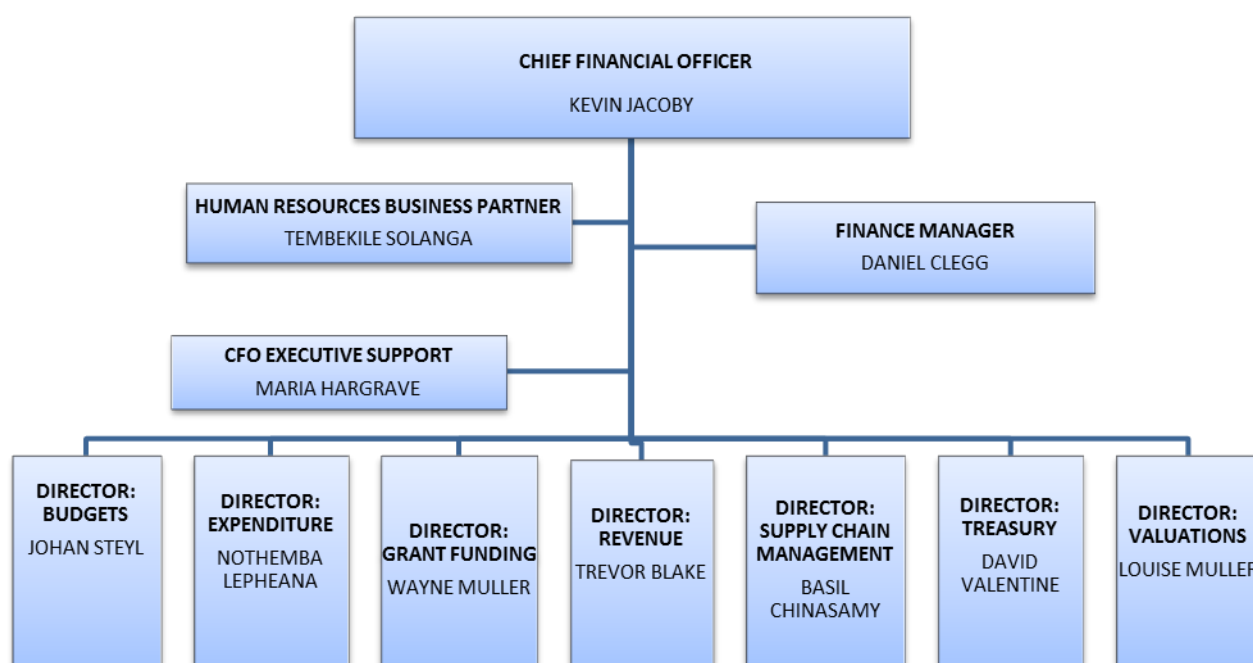
6. RESOURCES

6.1 Senior management capability and structure

Finance Directorate's senior management team consists of the Chief Finance Officer and seven Directors.

Legislated Competency Levels: The Executive Director (CFO) and all the Directors have been through the MFMA Minimum Competency Training and have completed the course.

6.1.1 Finance Directorate organogram:



6.1.2 Give an indication of possible outsource services

- Expenditure:
 - The City is anticipating to pay a significant amount of its EPWP projects, which is currently being paid by a service provider, in-house by June 2017.
- Revenue:
 - Printing of monthly invoices.
 - Electricity vendors.
 - Third parties for payment of municipal accounts, e.g. Pick 'n Pay, SA Post Office, Shoprite Checkers, etc.
 - Panel of Attorneys for Legal Actions in Debt Management.
 - The TransUnion Credit Bureau (Pty) Ltd – provision of electronic function for tracing, adverse credit listing and related services.
 - Armed-Carrier Services for the collection of all monies taken in at all the City's offices.
- Valuations:

Due to the lack of internal resources, the following functions will be done with the assistance of short term labour broker contracts:

 - Sales data review
 - Residential and non-residential data verification

6.1.3 Lead and Contributing Directorate (Link to the City's Transversal Management System)

1.1.g Leveraging the City's assets Programme:

1.1g.1 Private sponsors project – CSI and Collaboration Work Group:

The City has established an internal private sponsors working group to consider how best to harness Cape Town residents, businesses and philanthropic organisations' goodwill and intent to make the City a better place in which to live, work and play. This group will continue to identify opportunities and facilitate officers of support for the duration of the five-year term of office.

Further, the Finance Directorate is the lead directorate for the City pertaining to all finance management related deliverables.

6.2 Financial Information

Directorate: Finance									
Budgeted Financial Performance (revenue and expenditure)									
Description	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<u>Operating Revenue By Source</u>									
Property rates	5,546,824	2,408,061	6,745,047	6,959,000	7,577,601	7,577,601	8,463,429	9,114,611	9,707,060
Service charges - electricity revenue	–	0	–	–	–	–	–	–	–
Service charges - water revenue	(92)	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	(85)	–	(8)	–	–	–	–	–	–
Service charges - refuse revenue	5	–	(0)	–	–	–	–	–	–
Service charges - other	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment	9	0	13	1	1	1	2	2	2
Interest earned - external investments	448,957	162,494	634,910	588,693	588,693	588,693	773,468	826,210	857,268
Interest earned - outstanding debtors	67,330	22,284	69,621	138,294	98,294	98,294	98,344	103,751	109,457
Dividends received	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits	1	1	679	422	422	422	444	469	494
Licences and permits	2	0	(0)	–	–	–	–	–	–
Agency services	137,654	59,627	171,430	143,000	143,000	143,000	151,151	159,464	168,235
Transfers and subsidies	3,078,261	1,235,667	4,024,225	4,114,340	4,290,429	4,290,429	4,783,642	5,247,193	5,696,614
Other revenue	50,237	13,244	42,976	31,158	31,158	31,158	36,722	45,323	47,816
Gains on disposal of PPE	(92)	–	142	–	–	–	–	–	–
Total Operating Revenue (excluding capital transfers and contributions)	9,329,011	3,901,379	11,689,035	11,974,908	12,729,599	12,729,599	14,307,200	15,497,022	16,586,946
<u>Expenditure By Type</u>									
Employee related costs	1,736,092	522,897	970,748	778,679	760,476	763,426	896,376	961,277	1,038,143
Remuneration of councillors	–	–	–	–	–	–	–	–	–
Debt impairment	251,229	83,404	48,666	282,029	282,029	282,029	342,843	361,700	381,593
Depreciation & asset impairment	9,026	8,860	9,725	11,256	11,677	11,677	14,626	15,907	16,499

Finance charges	776,759	749,516	731,375	858,623	859,393	859,393	992,773	1,427,599	1,793,128
Bulk purchases	–	–	–	–	–	–	–	–	–
Other materials	15,004	16,922	16,438	19,594	17,554	17,448	16,026	16,853	17,782
Contracted services	37,698	39,356	45,787	95,281	72,148	67,567	75,484	68,437	72,341
Transfers and subsidies	6,176	4,373	4,254	2,000	2,000	2,000	2,114	2,230	2,353
Other expenditure	638,839	675,091	736,202	898,367	1,124,000	1,128,352	1,030,353	1,058,114	1,117,726
Loss on disposal of PPE	52	52	63	–	–	–	–	–	–
Total Operating Expenditure	3,470,876	2,100,471	2,563,258	2,945,828	3,129,276	3,131,892	3,370,596	3,912,117	4,439,566
Surplus/(Deficit)	5,858,135	1,800,907	9,125,777	9,029,081	9,600,323	9,597,707	10,936,604	11,584,904	12,147,380
Transfers & subsidies capital NT & PT	(482)	–	100	–	–	–	50	–	–
Transfers & subsidies capital agency,oth	(1,000)	–	–	–	–	–	–	–	–
Transfers & subsidies capital in-kind	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	5,856,652	1,800,907	9,125,877	9,029,081	9,600,323	9,597,707	10,936,654	11,584,904	12,147,380
Taxation									
Surplus/(Deficit) after taxation	5,856,652	1,800,907	9,125,877	9,029,081	9,600,323	9,597,707	10,936,654	11,584,904	12,147,380
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	5,856,652	1,800,907	9,125,877	9,029,081	9,600,323	9,597,707	10,936,654	11,584,904	12,147,380
Share of surplus/ (deficit) of associate									
Surplus/(Deficit) for the year	5,856,652	1,800,907	9,125,877	9,029,081	9,600,323	9,597,707	10,936,654	11,584,904	12,147,380
Capital Expenditure	–	–	–	–	–	–	17,136	15,249	16,419

6.2.4 Major Projects Aligned To PPM (IDP Linkage)

IDP Extract: 1.1.a Ease-of-business programme:

"1.1.a.1 Business Support Project

To create the right conditions for enterprises to start up, grow and expand in Cape Town, the City will facilitate business support to 500 small and medium enterprises (SMEs) a year, for the next five years. This will be done through a one-stop shop solution, with the City providing assistance with regulation compliance, business-related bottlenecks and advice, and skills development – both on its own as well as in partnership with support organisations and business incubators....."

IDP Extract: 4.3.h Cross-subsidisation Programme:

"4.3.h.1 Rebates and Indigent Project

Cross-Subsidisation: *As part of the City's role in caring for the vulnerable and poor, the Cross-Subsidisation initiative serves to enhance cross subsidization of the poor, and buttress the sustainability of the system, the Rebates and Indigent Projects which have been identified. The project will include modelling as part of the City's Budget Process, tariffs and rebates based on the current policies to determine the impact of proposed tariff increases on residential clients, with specific reference to the poor and vulnerable to maximize such relief and ensuring tariffs are affordable and sustainable. The cost and extent of providing relief to the indigent, vulnerable and rebates to the elderly will be determined during the annual budget process."*

IDP Extract: 5.1.a Efficient, responsible and sustainable Programme:

"5.1.a.1 Efficient services Project

In addition to the ongoing assessment of service delivery efficiency at all levels of the City, a unit will be created in the Directorate of the Mayor to help develop and implement operational efficiency plans. Where appropriate, this unit will also facilitate systems accreditation according to international standards."

6.2.5 Narrative on Directorate capital programme

7. RISK ASSESSMENT

Management, with the assistance of the Integrated Risk Management (IRM) Department, has applied their minds and due care taken to ensure that risks which could impact on them not achieving the Directorate's objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

Risk Registers are utilised as a management tool in order to manage identified risks of the Directorate. The risks identified and rated equal to or above the Council approved risk acceptance level will be reported to

the Executive Management Team (EMT). The Executive Director to inform/discuss the Directorate's risks with the relevant Mayoral Committee member on a six monthly basis.

7.1 Revenue risks

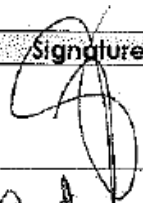
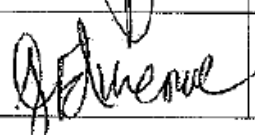
Any risks to achieving revenue projections, any expected major shifts in revenue patterns and planned alternative sources of revenue, are available in the Finance Directorate Risk Register.

8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SDBIP

The Finance Directorate's objectives and indicators are contained on the Finance Directorate 2017/2018 Scorecard which is attached as ANNEXURE A.

9. AUTHORISATION

The undersigned do hereby indicate their agreement with the contents of this document and the outcomes.

	Name	Signature	Date
Executive Director – Chief Financial Officer	Kevin Jacoby		17 May 2017
Mayco Member: Finance	Clir Johan van der Merwe		18 May 2017

APPENDICES:

Annexure A: 2017/2018 Finance Directorate Scorecard

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
	ANNEXURE A													
1														
2	2017/2018 FINANCE DIRECTORATE SCORECARD													
3	Alignment to IDP		Corporate Objective	Indicator	Baseline 2015/2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Capex Budget	Opex Budget	Responsible Person
4	Pillar & Corporate Objective	Measuring Directorate						30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018			
5	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)		5.1 Operational sustainability (ODTP 11)	Percentage of Capital Projects screened in SAP PPM to determine the readiness of projects for delivery for the next planned fiscal year from a financial, technical, strategic and implementation perspective	New	95% of the current and next fiscal years planned capital projects successfully screened in SAP PPM	N/A	N/A	95%	N/A	N/A			Chief Financial Officer and Directors
6	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)		5.1 Operational sustainability (ODTP 11)	Percentage of Project Manager Comments completed in SAP PPM to report on projects for delivery within the current fiscal year from a financial, timeline, procurement and implementation perspective	New	95% of current fiscal years Project Manager comments on capital projects successfully completed in SAP PPM on a monthly basis	95%	95%	95%	95%	95%			Chief Financial Officer and Directors
7	SFA 1: The Opportunity City 1.3 Economic Inclusion (ODTP 10)	Finance	1.3 Economic Inclusion (ODTP 10)	1.B Average number of days to issue rates clearance certificate	New		10	10	10	10	10			Director: Revenue, Trevor Blake
8	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	5.A Opinion of independent rating agency	High investment rating (A1.za)	High investment rating	High investment rating	High investment rating	High investment rating	High investment rating	High investment rating			Director: Treasury, David Valentine
9	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	5.B Opinion of the Auditor-General	Clean Audit Achieved	Clean Audit	Clean Audit	Submission of Annual Financial Statements and Consolidated Financial Statements for 2016/2017	Clean Audit for 2016/2017	Resolve 60% of audit management issues	Clean Audit			Director: Teasury, David Valentine

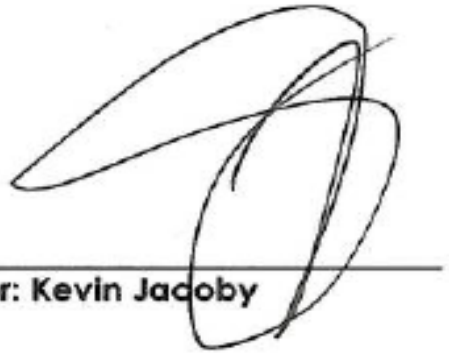
	A	B	C	D	E	F	G	H	I	J	K	L	M	N
2	2017/2018 FINANCE DIRECTORATE SCORECARD													
3	Alignment to IDP		Corporate Objective	Indicator	Baseline 2015/2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Capex Budget	Opex Budget	Responsible Person
4	Pillar & Corporate Objective	Measuring Directorate						30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018			
10	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	5.C Percentage spend of capital budget (City) - NKPI	89.60%	90%	90%	Currently not available	Currently not available	Currently not available	90%			Director: Budgets, Johan Steyl
11	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	5.D Percentage spend on repairs and maintenance (City)	94.48%	95%	95%	Currently not available	Currently not available	Currently not available	95%			Director: Budgets, Johan Steyl
12	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	5.E Cash/cost coverage ratio (excluding unspent conditional grants) - (City) - NKPI	2.02:1	2:1	2:1	Currently not available	Currently not available	Currently not available	2:1			Director: Treasury, David Valentine
13	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	5.F Net Debtors to annual revenue (City) - NKPI	20.39%	21.50%	21.50%	Currently not available	Currently not available	Currently not available	21.50%			Director: Treasury, David Valentine
14	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	5.G Debt (total borrowings) to total operating revenue (City) - NKPI	5.83:1	27%	27%	Currently not available	Currently not available	Currently not available	27%			Director: Treasury, David Valentine
15	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	Progress against major milestones of budget cycle plan to ensure the submission of the 2018/2019 Budget to Council for adoption	2016/2017 Budget adopted May 2016	Adherence to major milestones of budget cycle plan - Submission of 2017/2018 Budget to Council for adoption by 31 May 2017	Submission of 2018/2019 Budget to Council for adoption by 31/05/2018	Initial budget engagement to relevant for a (e.g. BSC)	Modelled determination of major budget assumptions eg. Tariff increases, growth parameters	Tabled budget at Council by 31/03/2018	Submission of 2018/2019 Budget to Council for adoption by 31/05/2018			Director: Budgets Johan Steyl
16	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	Percentage of Operating Budget spent (City)	Achievement as at 30 June 2016 = 96.44%	95%	95%	quarterly targets still to be finalised	quarterly targets still to be finalised	quarterly targets still to be finalised	95%			Director: Budgets, Johan Steyl
17	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	Number of reports submitted indicating regular monitoring, assessment and reporting of relevant in-year financial results	Annual total of 12 reports	12 reports	12 reports	3 reports	3 reports	3 reports	3 for 4th quarter, making an Annual Total of 12 reports			Director: Budgets Johan Steyl

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
	2017/2018 FINANCE DIRECTORATE SCORECARD													
2														
3	Alignment to IDP		Corporate Objective	Indicator	Baseline 2015/2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Capex Budget	Opex Budget	Responsible Person
4	Pillar & Corporate Objective	Measuring Directorate						30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018			
18	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	Establishment of conditional grant fund application protocols and applications based Standard Operating Procedures for all national/provincial conditional grant funds received by the City	New	New	100%	25%	50%	75%	100%			Director: Grant Funding Wayne Muller
19	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	Establishment of conditional grant fund reporting protocols (financial/non-financial) and reporting based Standard Operating Procedures for all national/provincial conditional grant funds received by the City	New	New	100%	25%	50%	75%	100%			Director: Grant Funding Wayne Muller
20	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	Revenue collected as a percentage of billed amount	95.64%	95%	95%	95%	95%	95%	95%			Director: Revenue, Trevor Blake
21	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	Milestones towards the submission of Rates and Tariffs for the Total Municipal Account (TMA) for consideration by Council	Review and refine TMA model and present to BC. Submission of Rates and Tariffs for consideration by Council	Submission of Rates and Tariffs for consideration by Council	Review and refine TMA model and present to BC. Submission of Rates and Tariffs for consideration by Council	n/a	n/a	Gather data to populate TMA model. Present scenarios to BC. Budget tabled at Council informed by TMA modelling	Review and refine TMA model and present to BC. Submission of Rates and Tariffs for consideration by Council			Director: Budgets Johan Steyl
22	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	A11.3.1 A Treasury-approved credible and measurable financial management improvement strategy to achieve and/or sustain an unqualified audit opinion within a maximum of two financial years (Y/N)	Resolved 100% of audit management issues within targeted dates, including emerging risks	Attended to the Action Plan in accordance with the set time frames	Resolved 100% of audit management issues within targeted dates, including emerging risks	Submission of Annual Financial Statements and Consolidated Financial Statements	Prepare a comprehensive Audit Action Plan based on the 2015/16 year audit outcomes	Resolved 60% of audit management issues within targeted dates including emerging risks	Resolved 100% of audit management issues within targeted dates, including emerging risks			Director: Treasury, David Valentine
23	SFA 1: The Opportunity City 1.3 Economic Inclusion	Finance	1.3 Economic Inclusion (ODTP 3)	Percentage of the Rand value of Purchase orders allocated to B-BBEE Suppliers/service providers	92%	60%	60%	60%	60%	60%	60%			Director: Supply Chain Management, Basil Chinasamy

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
2	2017/2018 FINANCE DIRECTORATE SCORECARD													
3	Alignment to IDP		Corporate Objective	Indicator	Baseline 2015/2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Capex Budget	Opex Budget	Responsible Person
4	Pillar & Corporate Objective	Measuring Directorate						30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018			
24	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	Average turnaround time of tender procurement processes in accordance with procurement plan	19 weeks	16 weeks	16 weeks	16 weeks	16 weeks	16 weeks	16 weeks			Director: Supply Chain Management, Basil Chinasamy
25	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	Percentage of timeous and accurate payment of Suppliers paid in compliance with relevant legislation, policy and procedures	96%	96%	96%	96%	96%	96%	96%			Director: Expenditure, Nothemba Lepheana
26	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	Legal compliance wrt the implementation of a Annual Supplementary Valuation Roll	Annual Supplementary Roll (SV 08 to GV 2012) certified by Municipal Valuer 30 June 2016	Annual Supplementary Valuation Roll (SV 01 attached to GV 2015) certified by the Municipal Valuer by 30 June 2017	Annual Supplementary Valuation Roll (SV 02 attached to GV 2015) certified by the Municipal Valuer by 30 June 2018	Advertisement of Supplemental Valuation in Press and S/V 01/2015 Notices posted	100% of SV01/2015 objections captured into workflow	95% of SV01/2015 objections resolved	Annual Supplementary Valuation Roll (SV 02 attached to GV 2015) certified by the Municipal Valuer by 30 June 2018			Director: Valuations, Louise Muller & all Managers
27	SFA 1: The Opportunity City 1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)		1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)	1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Work Group Activity plan developed and Annual Implementation report to Mayco	Actual as at 30 June 2017		Annual report to MAYCO on the implementation of CSI and Collaboration Work Group Activity Plan	Developed Activity Plan and submitted to oversight committee	N/A	N/A	Annual report to MAYCO on the implementation of CSI and Collaboration Work Group Activity Plan			Chief Financial Officer
28	SFA 1: The Opportunity City 1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)		1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)	1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Percentage of work group activity plan milestones delivered	Actual as at 30 June 2017		90%	N/A	N/A	N/A	90%			Chief Financial Officer
29	SFA 1: The Opportunity City 1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)	Finance	1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)	1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Carry out internal communication campaign on process to facilitate compliance	New Indicator	New Indicator	Directives on process published on CityWeb	N/A	Directives on process published on CityWeb	N/A	Directives on process published on CityWeb			Chief Financial Officer
30	SFA 1: The Opportunity City 1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)	Finance	1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)	1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Register of contributions maintained	New Indicator	New Indicator	Maintained register as prescribed by Policy and MFMA	Maintained register as prescribed by Policy and MFMA	Maintained register as prescribed by Policy and MFMA	Maintained register as prescribed by Policy and MFMA	Maintained register as prescribed by Policy and MFMA			Chief Financial Officer

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
2	2017/2018 FINANCE DIRECTORATE SCORECARD													
3	Alignment to IDP		Corporate Objective	Indicator	Baseline 2015/2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Capex Budget	Opex Budget	Responsible Person
4	Pillar & Corporate Objective	Measuring Directorate						30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018			
31	2017/18 KEY OPERATIONAL INDICATORS (KOI's):													Contact Person
32	SFA 1: Opportunity City 1.3 Economic Inclusion (ODTP 3)	Social Services	1.3 Economic Inclusion (ODTP 3)	1.F Number of Expanded Public Works Programme (EPWP) work opportunities created	111	68	Finance Directorate: Annual Target - 150	Finance Directorate: Annual Target - 150	Finance Directorate: Annual Target - 150	Finance Directorate: Annual Target - 150	Finance Directorate: Annual Target - 150			Executive Director: Social Services
33	SFA 1: Opportunity City 1.3 Economic Inclusion (ODTP 3)	Corporate Services	1.3 Economic Inclusion (ODTP 3)	Percentage budget spent on implementation of WSP	Directorate achievement as at 30 June 2016 = 100%	95%	95%	10%	30%	70%	95%			Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 694 8344
34	SFA 1: Opportunity City 1.3 Economic Inclusion (ODTP 3)	Social Services	1.3 Economic Inclusion (ODTP 3)	Number of Full Time Equivalent (FTE) work opportunities created	New	New	To be determined by directorate	To be determined by directorate	To be determined by directorate	To be determined by directorate	To be determined by directorate			Executive Director: Social Services
35	SFA 1: Opportunity City 1.3 Economic Inclusion (ODTP 3)	Corporate Services	1.3 Economic Inclusion (ODTP 3)	Number of external trainee and bursary opportunities (excluding apprentices)	64	48	30	10	17	25	30			Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 694 8344
36	SFA 1: Opportunity City 1.3 Economic Inclusion (ODTP 3)	Corporate Services	1.3 Economic Inclusion (ODTP 3)	Number of apprentices	Not applicable to Finance Directorate	Not applicable to Finance Directorate	Not applicable to Finance Directorate	Not applicable to Finance Directorate	Not applicable to Finance Directorate	Not applicable to Finance Directorate	Not applicable to Finance Directorate			Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 694 8344
37	SFA 4: Inclusive City 4.3 Building Integrated Communities (ODTP 10)	Corporate Services	4.3 Building Integrated Communities (ODTP 10)	Percentage adherence to EE target in all appointments (internal & external)	96.07%	85%	85%	85%	85%	85%	85%			Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
38	SFA 4: Inclusive City 4.3 Building Integrated Communities (ODTP 10)	Corporate Services	4.3 Building Integrated Communities (ODTP 10)	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	3.69%	2%	2%	2%	2%	2%	2%			Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
39	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Corporate Services	5.1 Operational sustainability (ODTP 11)	Percentage of absenteeism	3.96%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%			Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 694 8344
40	SFA 3: Caring City 3.1 Excellence in basic services (ODTP 6)	Corporate Services	3.1 Excellence in basic services (ODTP 6)	Percentage adherence to Citywide service requests	123.44%	100% (based on a 80% threshold) indicator is being updated	90%	90%	90%	90%	90%			Shaun Van Der Merwe Contact: 021 400 2117 Cell: 084 235 3316

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
	2017/2018 FINANCE DIRECTORATE SCORECARD													
2														
3	Alignment to IDP		Corporate Objective	Indicator	Baseline 2015/2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Capex Budget	Opex Budget	Responsible Person
4	Pillar & Corporate Objective	Measuring Directorate						30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018			
41	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	Percentage spend of Capital Budget	97%	90%	90%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	90%			Directorate Finance Manager
42	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	Percentage spend on repairs and maintenance	100%	95%	95% (Subject to approval in Council in March 2017)	Directorate and Departments to set their own targets for repairs and maintenance	Directorate and Departments to set their own targets for repairs and maintenance	Directorate and Departments to set their own targets for repairs and maintenance	95% (Subject to approval in Council in March 2017)			Directorate Finance Manager
43	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Corporate Services	5.1 Operational sustainability (ODTP 11)	Percentage OHS incidents reported	0.28%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%			Human Resources Business Partner

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
	2017/2018 FINANCE DIRECTORATE SCORECARD													
2														
3	Alignment to IDP		Corporate Objective	Indicator	Baseline 2015/2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Capex Budget	Opex Budget	Responsible Person
4	Pillar & Corporate Objective	Measuring Directorate						30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018			
44	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Corporate Services	5.1 Operational sustainability (ODTP 11)	Percentage OHS investigations completed	100%	100%	100%	100%	100%	100%	100%			Human Resources Business Partner
45	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Corporate Services	5.1 Operational sustainability (ODTP 11)	Percentage vacancy rate	6%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%			Fritz Le Roes Contact: 021 400 9106 Cell: 082 823 2430
46	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	Percentage of Operating Budget spent	96%	95%	95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%			Directorate Finance Manager
47	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Finance	5.1 Operational sustainability (ODTP 11)	Percentage of assets verified	100%	100% asset register verified	100%	N/A=ALL directorates 25%=Finance Directorate	N/A=ALL directorates 50%=Finance Directorate	60% = ALL Directorates 75% = Finance Directorate	100%			Directorate Finance Manager
48	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Directorate of the Mayor	5.1 Operational sustainability (ODTP 11)	Percentage Internal Audit findings resolved	92%	70%	75%	75%	75%	75%	75%			Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959
49	SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	Directorate of the Mayor	5.1 Operational sustainability (ODTP 11)	Percentage of Declarations of Interest completed	100%	100%	100%	0%	0%	0%	100%			Lisa Anne Coltman Contact: 021 400 9296 Cell: 083 562 1688
50	 Executive Director: Kevin Jacoby  Mayco Member: Johan van der Merwe 17 May 2017. Date: 18 Mei 2017. Date:													

2017/2018 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
Percentage of Capital Projects screened in SAP PPM to determine the readiness of projects for delivery for the next planned fiscal year from a financial, technical, strategic and implementation perspective	Projects Screened in SAP PPM for the budget (95%) – per budget cycle for the current fiscal year and next fiscal year, measured at adjustment budget stage and at draft budget stages. Measurement: Metrics extracted from SAP PPM from budget submissions. Screening includes: - Screening Questionnaire - Implementation Complexity Questionnaire - Strategic Themes Questionnaire - GIS Location Mapping
Percentage of Project Manager Comments completed in SAP PPM to report on projects for delivery within the current fiscal year from a financial, timeline, procurement and implementation perspective	Monthly PM Comments completion (95%) – aggregated quarterly and quarterly values averaged for the yearly statistic. Measurement: Metrics extracted from SAP PPM on a monthly basis.
1.B Average number of days to issue rates clearance certificate	This indicator measures the average number of days it takes to issue a rates clearance certificate. Rates Clearance Certificates will be issued only once the correct payments and required documentation have been received and verified as correct.
5.A Opinion of independent rating agency	A report which reflects credit worthiness of an institution to repay long-term and short-term liabilities. Credit rating is an analysis of the City's key financial data performed by an independent agency to assess its ability to meet short- and long-term financial obligations. Indicator standard/Norm/Benchmark The highest rating possible for local government which is also subject to the Country's sovereign rating.
5.B Opinion of the Auditor-General	This indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor General in determining his opinion. An unqualified audit opinion refers to the position where the auditor, having completed his audit, has no reservation as to the fairness of presentation of financial statements and their conformity with General Recognised Accounting Practices. This is referred to as “clean opinion”. Alternatively, in relation to a qualified audit opinion, the auditor would issue this opinion in whole, or in part over the financial statement if these are not prepared in accordance with General Recognised Accounting Practice or could not audit one or more areas of the financial statements. Future audit opinions will cover the audit of predetermined objectives.
5.E Cash/Cost Coverage ratio (excluding unspent conditional grants) (NKPI)	The Ratio indicates the ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month. Proxy measure for NKPI.
5.F Net Debtors to Annual Income (NKPI)	Net current debtors are a measurement of the net amounts due to the City for which the anticipation of the recovery is realistic. Proxy measure for NKPI.
5.G Debt (total borrowings) to Total Operating Revenue (NKPI)	The purpose of the ratio is to provide assurance that sufficient revenue will be generated to repay liabilities. Proxy measure for NKPI.

2017/2018 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Work Group Activity plan developed and Annual Implementation report to Mayco	Work group activity: Integrated activity plan informed by transversal strategies relevant to the work group eg. IHSF, EGS ect Annual Implementation report: Transversal report on the strategic outcomes of the city
1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Percentage of work group activity plan milestones delivered	Percentage of transversal work group activities delivered
1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Carry out internal communication campaign on process to facilitate compliance	Internal communication campaign taking place mid-year and at year-end
1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Register of contributions maintained	Maintain a register containing all contributions received
5.C Percentage spend of capital budget (NKPI)	Percentage reflecting year-to-date spend/total budget, less any contingent liabilities relating relating to the capital budget. The total budget is the Council-approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year-end. Proxy measure for NKPI.
5.D Percentage spend on Repair and Maintenance	Percentage reflecting year-to-date spend (including second cost)/total repairs and maintenance budget. Note that the 'in year reporting' during the financial year will be indicated as a trend (year-to-date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned maintenance includes assets inspection and measures to prevent known failure modes, and can be time or condition based. Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on repairs and maintenance are considered operational expenditure. Primary repairs and maintenance cost refer to repairs and maintenance expenditure incurred for labour and materials paid to outside suppliers. Second repairs and maintenance cost refer to repairs and maintenance incurred for labour provided in house/internally
Percentage of Operating Budget spent (City)	Total actual to date as a percentage of the total budget including secondary expenditure.

2017/2018 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
Number of reports submitted indicating regular monitoring, assessment and reporting of relevant in-year financial results	Regular monitoring, assessment and reporting of all relevant financial data sets, advice on corrective action and proposals in respect of variances between budget and progressive actuals. Compliance to relevant legislative frameworks w.r.t. other tiers of government. Under-spending or -recovery of budgetary provisions impacts negatively on municipalities' ability to deliver on its projects and services. Continuous and pro-active steps in monitoring progressive results could address this aspect timeously. In this regard internal procedures managed by the Budget Department (eg. FMR and PCER) is key to highlight variances and propose and implement remedial action towards optimum budget implementation and realisation. Ultimate format and mechanism must be in accordance with municipal budget-related legislation and directives.
Establishment of conditional grant fund application protocols and applications based Standard Operating Procedures for all national/provincial conditional grant funds received by the City	Application protocols and application SOP's are defined as a clear set of standardised processes, primary documents (grant appropriate) and procedures that allow for clear, auditable and transparent grant fund applications to be completed by the applicant directorate/department.
Establishment of conditional grant fund reporting protocols (financial/non-financial) and reporting based Standard Operating Procedures for all national/provincial conditional grant funds received by the City	Reporting protocols and reporting SOP's are defined as a clear set of standardised processes, primary documents (grant appropriate) and reporting procedures directly aligned to the reporting requirements of each of the individual Grant Fund Frameworks/Provincial Gazettes/DORA that allow for clear, auditable and transparent grant fund reporting to be completed by the funded directorate/department. The protocol addresses financial and non-financial reports.
Revenue collected as a percentage of billed amount	To measure the receipts as a percentage of billing covering the immediate 12 months period.
Milestones towards the submission of Rates and Tariffs for the Total Municipal Account (TMA) for consideration by Council	Model, monitor and administer the setting of Tariffs and Rates by developing a tariff and rating structure to ensure a more even spread of the total municipal account (TMA) burden over all properties. The resultant spread of the financial burden must result in billings that can be collected and must protect the indigent and less fortunate against unrealistic increases in municipal accounts. Model, monitor and administer the setting of Tariffs and Rates by developing an affordable and equitable tariff and rating structure for the total municipal account (TMA) for submission to BSC and ultimately to Council for approval
AI1.3.1 A Treasury-approved credible and measurable financial management improvement strategy to achieve and/or sustain an unqualified audit opinion within a maximum of two financial years (Y/N)	This indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor General to determine whether the City addressed all the potential weaknesses identified in the previous year.
Percentage of the Rand value of Purchase orders allocated to B-BBEE Suppliers/service providers	Ratio of the total rand value of purchase orders allocated to B-BBEE suppliers/service providers to the total overall rand value of purchase orders allocated to suppliers/service providers by the City of Cape Town
Average turnaround time of tender procurement processes in accordance with procurement plan	To increase the through-put of tenders from advertising to award of tenders above R200 000.
Percentage of timeous and accurate payment of Suppliers paid in compliance with relevant legislation, policy and procedures	This indicator is in compliance with section 65 (e) of the MFMA, which requires that all money owing by the municipality be paid within 30 days of receiving the relevant invoice or statement, unless prescribed otherwise for certain categories of expenditure.
Legal compliance wrt the implementation of a Annual Supplementary Valuation Roll	Quarterly targets to ensure legislative compliance due to the changes in legislation implemented: Quarter 1: SV to be advertised in the Press and all SV notifications to have been posted; Quarter 2: All SV objections to be captured into workflow; Quarter 3: 95% of the SV objections to be resolved; Quarter 4: Annual Supplementary Valuation Roll (SV 02 attached to GV 2015) certified by the Municipal Valuer by 30 June 2018.

2017/2018 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
Key Operational Indicator Definitions:	
Number of Expanded Public Works programmes (EPWP) opportunities created	Refers to paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for the Expanded Public Works Programmes.
Percentage budget spent on implementation of WSP for the City	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Formula: Measured against training budget.
Number of Full Time Equivalent (FTE)work opportunities created	Refers to one person-year of employment. One person year is equivalent to 230 person days of work. The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g. leave, holidays, etc.). 1 FTE = person days divided by 230.
Number of external trainee and bursary opportunities (excluding apprentices)	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships. This is an accumulative quarterly measure. The target refers to the 4th quarter final total.
Number of apprentices	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships. This is an accumulative quarterly measures. The target refers to the 4th quarter final total.

2017/2018 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
Percentage adherence to EE target for all levels of staff employed (internal & external)	Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled) This indicator measures: <u>1. External appointments -</u> The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target. <u>2. Internal appointments -</u> The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target. <u>3. Disabled appointments -</u> The number of people with disabilities employed at a point in time. This excludes foreigners, but includes SA White males with disabilities. <u>Note:</u> If no appointments were made in the period preceding 12 months, the target will be 0%.

2017/2018 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	This indicator measures : The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the 'Percentage adherence to EE target', but is indicated separately for focused EE purpose. This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2
Percentage of absenteeism	A: Actual number of days absent due to sick and unpaid/unauthorised leave in the directorate or department. B: ((number of working days for month) * number of staff members))*100%. Formula: $C = (A1 + A2/B) * 100$ A1: Sick Leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / Time Management / All Absences) and enter the total number of absent days for sick leave. Enter the number of employees who took sick leave in the comments column A2: Unpaid/ Unauthorised leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / All Absences) and enter the total number of absent days as per the "Unpaid" column of the report (authorised and unauthorised is separated). Enter the number of employees who took "unpaid" leave in the comments column B: Total number of staff X Total number of working days for the month
Percentage adherence to Citywide service requests	Measure the percentage adherence to Citywide service standard based on all external notifications.
Percentage spend of capital budget	Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.
Percentage spend on repairs and maintenance	Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based. Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure. Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers. Secondary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour provided In-house / internally.

2017/2018 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
Percentage OHS incidents reported	Incidents measures the number of injuries on duty (includes all categories) reported expressed as a percentage of the total number of employees for the directorate and/or department for the specific quarter. The average number of employees over the 3 month period will be used to accomodate the movement of employees. <u>Formula:</u> Incidents reported (A) = $\frac{(B) \text{ Injuries on duty (eg.1 July - 30 Sept)}}{(C) \text{ Total number of employees (an average over the 3month period)}} \times 100$ = %
Percentage OHS investigations completed	Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes. <u>Formula:</u> Investigations completed (D) = $\frac{(E) \text{ No. of incidents investigations completed within 30 days}^*}{(F) \text{ No. of incidents}} \times 100$ = % <i>*Refers to the number of incidents on the denominator for investigations that was completed within 30 days at reporting date.</i>
Percentage vacancy rate	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.
Percentage of Operating Budget spent	<u>Formula:</u> Total actual to date as a percentage of the total budget including secondary expenditure.

2017/2018 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
Percentage of assets verified	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress. Q1=N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance (responsible) Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the directorate/ department
Percentage Internal Audit findings resolved	It is the reporting and monitoring of the reduction (in percentage) of the findings of audit follow-ups performed in the quarter. The timing for corrective action implementation is normally provided by line. Audits / follow-ups will always only take place after agreed implementation dates of corrective action. It will either be 'Not Applicable' to Management if an audit or follow-up hasn't taken place at the time of reporting or there will be a percentage change / status quo if an audit has taken place and there has been improvement / no change respectively in the situation since the last audit.
Percentage of Declarations of Interest completed"	This indicator will measure: "The total number of completed declarations of interest as a % of the total number of staff as required by legislation and applicable city policies.

INFORMAL SETTLEMENTS, WATER & WASTE SERVICES



DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2017/2018

EXECUTIVE DIRECTOR: Gisela Kaiser
CONTACT PERSON: David Paulse

Website: (for detailed SDBIP):
www.capetown.gov.za/idp



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

Making progress possible. Together.

VISION OF THE CITY:

To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most. To deliver quality services to all residents. To serve the citizens of Cape Town as a well-governed and corruption free administration.

In pursuit of this vision the City's mission is as follows:

- To contribute actively to the development of its environment, human and social capital
- To offer high-quality services to all who live in, do business in or visit Cape Town as a tourist
- To be known for its efficient, effective and caring governance.'

This is a one year plan giving effect to the Integrated Development Plan (IDP) and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2017/2018 financial year. It considers what was set out in the IDP and indicates what the Informal Settlements, Water & Waste Services Directorate needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.

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1. EXECUTIVE SUMMARY

The executive summary of the Informal Settlements, Water & Waste Services Directorate's Service Delivery and Budget Implementation Plan 2017/2018 provides an overview of delivery by the core departments of the directorate; namely Water & Sanitation, Solid Waste Management and Informal Settlements & Backyarders.

The directorate's service delivery and budget implementation plan (SDBIP) is developed in alignment with the City's new Term of Office Integrated Development Plan (IDP) and further unpacked in the three line department's business plans and SDBIPs to ensure effective and efficient service delivery.

Key priorities of the Directorate in relation to the new Term of Office IDP are.

- Excellence in basic service delivery
- Mainstreaming basic service delivery to informal settlements and backyard dwellers
- Resource efficiency and security
- Operational sustainability

2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE

Core purpose

- To ensure sustainable municipal infrastructure and services (water, sanitation and solid waste management) that will enable economic development
- To provide equitable access to basic services for all the citizens of Cape Town
- Implementation of upgrading projects for informal settlements
- The provision of basic services to backyarders on Council owned land as a priority across the City of Cape Town

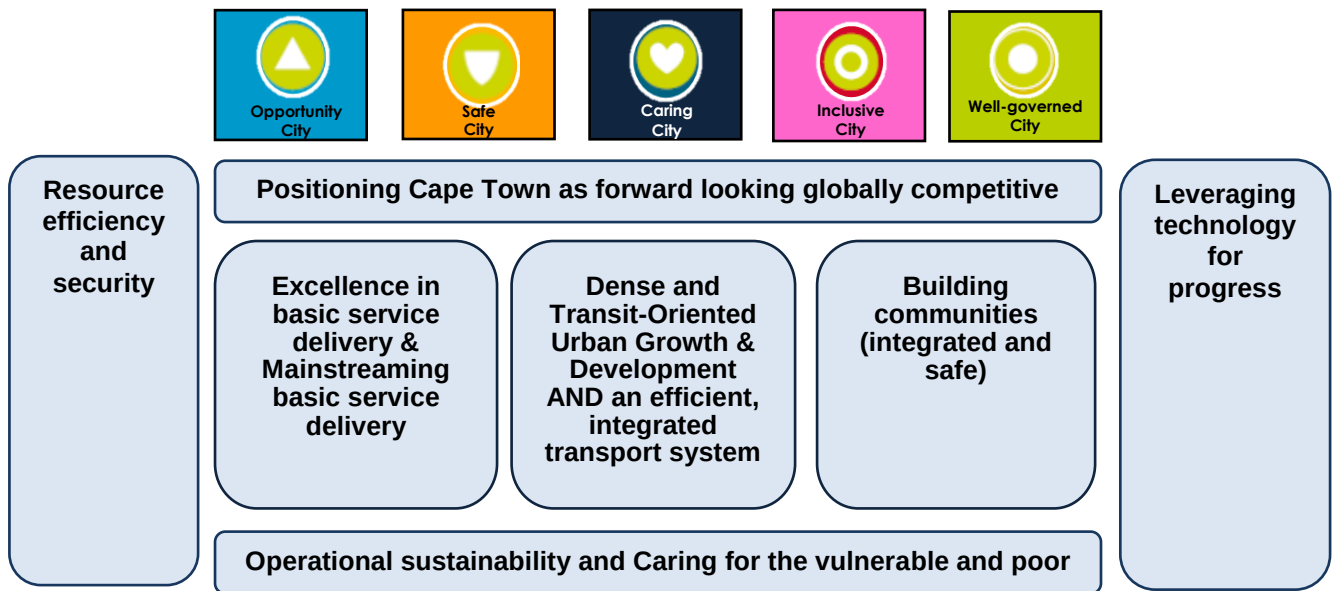
Service Mandate

The Constitution stipulates that the municipality has a responsibility to ensure that citizens of Cape Town have access to basic services. Municipal powers and functions are dealt with in Section 156 (Schedules 4B and 5B) of the Constitution. Specific functions are contained in Schedule 4B pertaining to electricity reticulation, water and sanitation and schedule 5B pertaining to cleansing, refuse removal, refuse dumps and solid waste disposal.

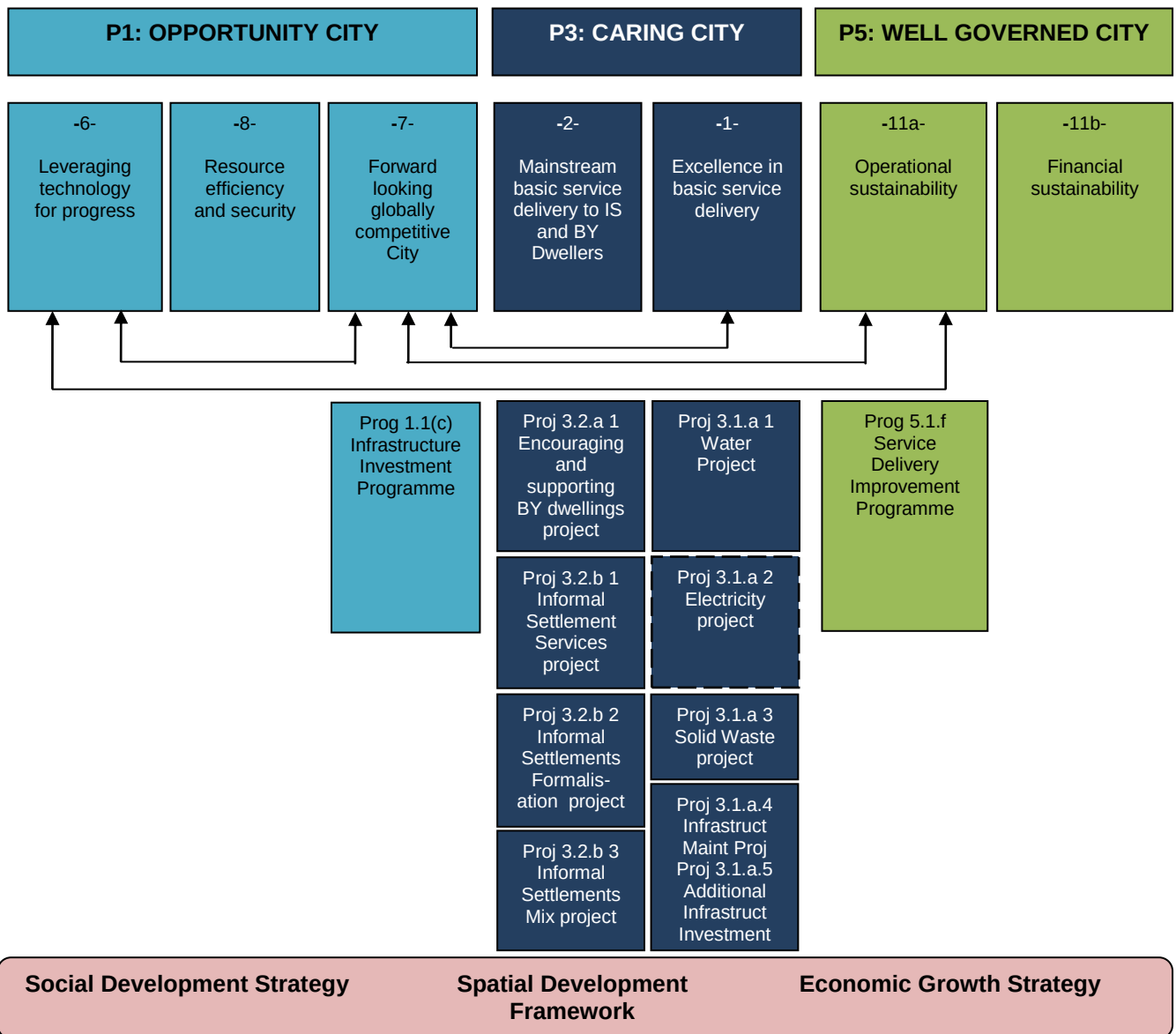
To meet this responsibility Informal Settlements, Water & Waste Services must ensure the provision of effective and reliable water, sanitation and solid waste management services through effective management of natural resources and service delivery infrastructure. The provision of electricity to backyard residences and informal settlements is in collaboration with the Energy Directorate.

It is also recognized that a transversal approach is necessary in addressing Informal Settlements and Backyarders where cross-cutting challenges prevail that touch on issues of poverty, social, economic, health, policing, engineering and many other functions.

3. STRATEGIC ALIGNMENT TO THE IDP



Transformational Priorities and Strategies



KEY DIRECTORATE PROGRAMMES IN THE NEW TERM OF OFFICE IDP:

SFA 1 – Opportunity City: Objective 1.1 Positioning Cape Town as a forward looking, globally competitive City Programme 1.1c Infrastructure Investment Programme:	1.1.c.2 Infrastructure Asset Management Project 1.1.c.3 Bulk Water Supply System Augmentation and Maintenance Project 1.1.c.4 Infrastructure Maintenance Service Project 1.1.c.5 Support Services Project
SFA 1 – Opportunity City: Objective 1.3 – Economic Inclusion Programme 1.3 a Skills Investment Programme:	1.3.a.1 SPV Skills Development and Apprenticeship Investment and Graduate Internship Project
SFA 1 – Opportunity City: Objective 1.3 – Economic Inclusion Programme 1.3.b EPWP Job Creation Programme:	1.3.b.1 EPWP Mainstreaming Project 1.3.b.2 EPWP Informal Settlements Project

SFA 1 – Opportunity City Objective 1.4 Resource Efficiency and Security Programme 1.4.b Climate Change Programme:	1.4.b.7 Waste Minimisation and recycling project
SFA 1 – Opportunity City Objective 1.4 Resource Efficiency and Security 1.4.c City resilience programme	1.4.c.1 Integrated resilience project - Water Demand Management
SFA 3 – Caring City: Objective 3.1 Excellence in Basic Service Delivery Programme 3.1.a Excellence in Basic Service delivery:	3.1.a.1 Water Project 3.1.a.3 Solid Waste Project 3.1.a.4 Infrastructure Maintenance Project 3.1.a.5 Additional Infrastructure Investment
SFA 3 – Caring City: Objective 3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers Programme 3.2.a Basic Service Delivery Programme:	3.2.a.1 Encouraging and supporting backyard dwellings Project
SFA 3 – Caring City: Objective 3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers Programme 3.2.b Human Settlements Programme:	3.2.b.1 Informal settlements Services Project 3.2.b.2 Informal settlement formalisation Project

IDP Programme 1.1.c Infrastructure Investment Programme: Infrastructure Maintenance Project:

Infrastructure Planning for Growth

Integrated Master Planning of Water and Sanitation Infrastructure

To ensure long term sustainability, Water and Sanitation Services had by 2010 developed an Integrated Master Plan. The objectives of the master planning process are:

- To balance demand and capacity, all water and sanitation branches will use the same base data, assumptions and design parameters to ensure consistency;
- Infrastructure plans within Water and Sanitation Services are fully aligned;
- Alignment with the City's Spatial planning and IDP strategies are achieved;
- To provide sound information on which capital budgets for future years can be improved
- The plan is kept up to date annually to ensure reliable planning based on it.

In line with the IDP Focus Area of infrastructure led development and economic growth the Water Services Development Plan (WSDP) will:

- Focus on maintaining and replacing aging existing infrastructure;
- Improve delivery of services to informal areas, and
- Promote efforts to densify the city by reviewing and upgrading infrastructure to accommodate higher residential density.

The Master Planning Process rests on an evidence-based and deterministic model, using existing property information, accurate aerial photography and topography, as well as measured water supplied-, water consumption- and sewage treatment volumes to determine unit demands, which can be imposed on future planning scenarios to predict spatial water demands and sanitation discharge. This is incorporated into SAP PPM as the long-term project plan of identified new projects required for new development.

i. Bulk Water Maintenance

A continuing maintenance programme will be implemented City-wide to ensure that distribution pipelines, water treatment works and reservoirs are either refurbished or replaced as required.

ii. Bulk Sewer Replacement and Rehabilitation

The city has an extensive sewer network in place that requires constant maintenance. In an effort to progressively achieve a more compact City with densification and a Transit Orientated Development (TOD) approach, the bulk sewers of the city will come under increasing pressure. The most recent of such critical sewers rehabilitated are the Langa interceptor and the Northern Areas Sewer.

iii. Wastewater Treatment Maintenance

The Water and Sanitation Department in addition to the master planning which covers with the development and upgrading of infrastructure including wastewater treatment works, is also focusing on growing its 'asset management maturity' with the implementation of a Strategic Municipal Asset Management (SMAM) programme

iv. Water Demand Management Interventions

Water demand management is an essential core requirement for sustainability of water supply to the City. The efficient use of scarce water resources for the City of Cape Town's growing needs and the aim to maximize on the use of existing infrastructure are critical factors that drive the Water Demand Management and Water Conservation Strategy (WC/WDM Strategy). The Water & Sanitation Department is applying the resources required to implement water demand management interventions, including: (a) reduction of high pressure, minimum night flow for residential consumers, (b) education programmes, (c) plumbing leak and meter repair programmes, (d) pipe replacement, treated effluent re-use, water restrictions and stepped tariffs.

Water Demand Management primarily aims to obtain an overall reduction in the water demand across the City and does this by a proactive investment in infrastructure to achieve real loss reduction. The projects are required to minimise losses in the Bulk and Reticulation system but also save on infrastructure, chemicals and energy for required treatment. At lower pressures, the life of the reticulation system is extended. These interventions postpone the need for expensive infrastructure upgrades.

v. Sewer Blockage, Storm-water Ingress and Pollution Control

Sewer interventions include the sewer blockage programme, the storm-water ingress programme as well as an Industrial Effluent Catchment profiling programme. These projects are being rolled out City-wide and aim to reduce overload in the sewer system, thereby prolonging infrastructure integrity and protecting the environment. An important element is raising awareness with the public on preventing and reporting sewer blockages and overflows.

The following key programmes have been earmarked for the five year term:

- Pressure management
- Treated Effluent – Reuse
- Expansion the treated effluent network

vi. Solid Waste

Various infrastructure projects will be undertaken in the next five years to address ongoing rehabilitation of old landfill sites, Landfill Gas Infrastructure for Flaring, Materials Recovery Facility in Bellville, an Integrated Waste Management Facility in Helderberg, various drop-offs and fleet replacement.

The City also carries out a number of waste minimization activities to reach continually increasing waste minimization targets. These include ongoing, as well as new waste minimization and related activities in response to the focus areas above, as well as other National and Provincial targets and requirements.

Invest in a proactive service infrastructure maintenance response system

Due to the aging of the meters in the city, a meter replacement programme is in place. Accurate water metering ensures that actual consumed water quantities are charged for, as water meters have been found to increasingly under-measure with age. Accurate metering also assists in obtaining a more accurate estimation of the City's water balance, which in its simplest terms is the measurement of the difference between the amount of water supplied into the system and that which is consumed.

Infrastructure asset management

The infrastructure asset management plan (IAMP) is a corporate project that is aligned with the National Department of Cooperative Governance and Traditional Affairs (COGTA) and National Treasury's requirements to establish, implement and use a comprehensive infrastructure plan.

Bulk Water Supply System Augmentation and Maintenance

It is critical to augment, refurbish and maintain the City's bulk water supply system, to ensure a safe, reliable and sustainable supply of water to Cape Town and its surrounding region. Many parts of South Africa, including the Western Cape, have experienced drought in 2015 and 2016. After successive winters with below average rainfall, the combined storage of the major dams of the Western Cape Water Supply System (WCWSS), at the end of the 2016 winter rainfall season, is at 63%. The City will be ensuring the protection of the region's water resources and water supply to consumers by implementing appropriate water restrictions over the coming hydrological year. This will ensure that over the short term drought event, consumers will receive an ongoing, if restricted, supply of water and that the dams do not run empty over the next few hydrological years.

It is projected that the bulk water supply system in the north eastern and north western corridors of the City will come under increasing stress in the future due to the growth of these areas. Augmentation of the bulk water system will be required to ensure that supply capacity can meet the future demand for water. The proposed Bulk Water Augmentation Scheme, comprising a 500 ML/day water treatment works, two 300 ML bulk reservoirs, two 100 ML reservoirs and bulk water conveyance pipelines, will increase the overall capacity of the bulk water supply system, as well as increased supply capacity to the northern areas of the city.

Development of Reticulation infrastructure

Approximately R230m has been provided to ensure that the necessary upgrade and replacement of various infrastructure components be implemented. These infrastructure upgrades include various replacement projects in Gugulethu, Manenberg, Hanover Park and Brackenfell as well as water infrastructure upgrades across the City.

Wastewater Treatment Capacity

Investment in Wastewater Treatment Works (WWTW) Infrastructure in various parts of the city is critical in improving or maintaining a healthy physical environment particularly in downstream rivers around the city. Whilst there is ongoing maintenance on all WWTW around the city there will major upgrades in 4 of the 24 plants. It should be noted that the Borchards Quarry, Zandvliet, Wesfleur, Mitchells Plain, Athlone and Bellville plants are serving a mix of middle- and lower income areas.

Infrastructure Maintenance Service

Water and Sanitation services are essential Municipal services and very susceptible to generating public complaints and can impact on the health of users and the environment. A high-level process flow has been identified, necessary to achieve effective data acquisition and management systems to support service delivery.

Support Services Project

Scientific Services: Scientific Services verifies that the department complies with the water quality checks and standards as set out by the National Department of Water and Sanitation (DWS) and serve others requiring laboratory sampling tests. Labs for experimental research activities, lab infrastructure expansion is required. This will allow for the addition of air quality monitoring stations, equipment to formulate a climate change predictive model, as well as the development of molecular biology techniques to assist in monitoring of emerging pollutants such as Legionella in various water types. Over the five year term state-of-the-art technology for testing solid waste samples as per licence requirements will be acquired.

Engineering and Assets Management (EAM): The EAM branch of Water and Sanitation will have 4 major areas of work during the IDP period, namely Fleet Management, Telemetry and SCADA, Workshop upgrades and Integrated Asset Management.

Fleet Management: A short-term 2 year objective has been set to centralise fleet management and the workshop facility. The EAM branch will be implementing a fleet management strategy to improve service delivery, rationalise the use of vehicles, limit standing time and over time, reduce reliance on the large number of hired vehicles without compromising response times. Procurement of fleet and plant equipment required to service additional growth will cost approximately R20 Million /annum over the 5 year term.

Integrated Asset management: The Project is aimed at enabling efficient maintenance delivery via a mobile solution. The project will be managed in two distinct phases of Improving Asset Data, Maintenance Planning and its Scheduling on SAP, followed by the addition of a Mobility component to receive and complete record of work in the field. It will deliver end-to-end processes focussed on plant maintenance and more efficient management of enterprise assets, resulting in reduced operating costs, better managed capital expenditures, improved environmental, health and safety performance and asset utilization.

IDP Programme 1.3.a Skills Investment Programme:

SPV Skills Development and Apprenticeship Investment and Graduate Internship Project

Skills development and training is vital to address critical shortages in Cape Town to meet the needs of the organisation and the local economy. Apprenticeship investment in Water & Sanitation and Solid Waste Management will meet the demand side of the labour market, using the training the City provides to either become skilled technicians employed by government or to move as newly qualified people into the private sector.

IDP Programme 1.3.b EPWP Job Creation Programme:

EPWP Public Works Project

The Informal Settlements, Water & Waste Services Directorate is a major contributor to the City's Expanded Public Works Programme and continues to integrate EPWP into meaningful interventions to support the City's objectives such as the sanitation and maintenance project in informal settlements.

IDP Programme 1.4.b Climate Change Programme:

Waste Minimisation and recycling project

The City will aim to further enable the re-use or recycling of waste materials into economic resources, at the same time reducing waste to landfill, and contributing to a resource-efficient economy by continuing to implement various waste minimisation and recycling projects across the city. These include the construction and implementation of additional integrated waste management facilities, material recovery facilities and/or drop-off sites, expansion of the City's "Think Twice" kerbside recycling collection (separation at source) programme, chipping of garden waste at over 12 facilities within the city (including drop-offs and landfill sites) for composting offsite, the continued distribution of home composting containers to residents in the City and facilitating the crushing and re-use of construction and demolition waste or builders rubble at selected city waste management facilities

IDP Programme 3.1.a Excellence in Basic Service delivery:

Water Project

Water reusing initiative

This will involve the treatment and re-use of water which is piped via a separate network of pipes to clients for irrigation. Given the current success of this service, the City is looking to expand the treated effluent reticulation network to other areas of the city, with the Athlone, Bellville and Macassar areas being most likely to benefit as there is a larger demand in these areas as well as, in most cases, fewer infrastructure requirements.

Springs and streams

The City is working to make use of the significant excess flow that some of these streams offer. Certain high-yielding springs can be used for irrigation of sports fields, parks and other larger-scale gardens.

Solid Waste Project

New refuse bin tagging system

The City has begun a project to fit all 240-litre wheelie bins with identification tags to ensure more efficient service provision and revenue accuracy. The tags will allow the City to monitor each bin serviced and to identify bins that are lost, stolen, or illegally serviced without being City property

IDP Programme 3.2.a Basic Service Delivery Programme:

Encouraging and supporting backyard/informal dwellings

Informal settlements and backyard rentals are an essential part of the housing supply process whereby households are investing in their own houses and generating additional income through rentals. While it is recognised that informal settlements provide sub-optimal housing, they serve a critical function in the urban environment where households have secured access at extremely low financial cost and have started to piece together various livelihood strategies.

Most of the existing informal settlements in Cape Town have been in existence for a considerable number of years and the households living in them have made significant investments (in terms of their low incomes) both in terms of funds into their structures and their social capital into the community.

Backyard dwellings is a growing phenomenon in the country and is becoming more prominent in areas such as Dunoon, Doornbach, Khayelitsha and numerous low cost housing projects as well as public rental stock. This will raise a challenge to provide adequate services to backyarders and will require infrastructure upgrades in some areas unable to cope. The targeted households for this intervention are households living in backyard dwellings, as well as households in the R0 to R3 200 and R3 201 to R6 400 income categories in new family formation and in overcrowded conditions.

IDP Programme 3.2.b Human Settlements Programme:

Informal Settlements Services Project

Upgrading: One of the strategic developments of the Integrated Human Settlements Framework (IHSF) is the regularisation and the progressive upgrade of all informal settlements. The aim is therefore to move from a pipeline of comprehensive upgrade project to broad-based and ongoing improvement to services, public space as well as tenure to settlements while households formalise their top structures. The City will ensure the provision of and access to basic municipal services (water, sanitation, electricity and refuse removal) to households in informal settlements and at the same time empower these households by transferring ownership of the plot (where possible) so that those citizens who have the necessary means can construct their own informal, modular or brick-and-mortar structures.

General Services: City is committed to providing and maintaining services to informal settlement areas in line with the national guideline levels, which include one tap per 25 families within 200 m, a minimum of one toilet per five families, and weekly refuse removal. Individual electricity connections are also provided where possible and subject to the applicable legislation.

Re-blocking: The City has also embraced an innovative model (re-blocking) to improve service delivery in settlements which cannot be formalised to full township standards. Re-blocking can however only be done on CoCT property. Re-blocking can be defined as a community-driven process to reconfigure and reposition shelters that are densely located within an informal settlement according to a plan prepared and agreed in the community. The implementation of this initiative is in partnership with recognised NGOs working with the City.

The re-clustering of the shelters results in better utilisation of space; improved living environment of households living in informal settlements; courtyards and space for shared services; an appropriate distance between structures to prevent spread of fires; access and exit roads for emergency, service vehicles and community use; access to basic services (1:1 where possible); safer, healthier settlements; basis for formal upgrading (after future de-densification). Re-blocking initiatives is dependent of the self-mobilisation of communities, with community members and the NGOs responsible for improved informal top structures and the Human Settlements Department responsible for the services and access tracks/roads.

Water and Sanitation: The current standard of service as described below is what the programme strives to continually deliver to all of the many informal settlements.

- i. **Water & Sanitation technology solutions:** The water supply to informal settlements is provided in the form of standpipes while for sanitation there is a range of sanitation technology solutions implemented, based on the specific conditions of the settlement.
- ii. **Waterless technology solutions:** Due to the current drought imperative, other waterless technologies will be explored in the 5 year term. Partnerships with reputable institutions e.g. Tertiary institutions, the Water Research Commission and others will to be included in agreements to ensure that the City remains the “beacon in Africa for the provision of Water and Sanitation services”.
- iii. **Repairs and maintenance:** The ever-present harsh conditions in informal settlements remain a challenging environment to work in. As a result, the ongoing maintenance and repairs to the existing infrastructure in Informal Settlements dictate that realistic performance indicators be utilised.

- iv. The city plans to deliver across the city over the next 5 years
 - Water supply via standpipes 2017- 2023 at an estimated R 24 Million
 - Sanitation installations 2017- 2023 at an estimated R 118 Million
- v. **Capacity enhancement:** Additional resources will be made available to the Informal Settlement Unit to enhance its capacity, of which the Expanded Public Works Programme (EPWP) is key. It is being embraced throughout the Department of Water and Sanitation (DWS) to improve service delivery while also creating jobs and hence alleviating poverty.

Settlement Establishment Project:

Backyard rental units: An additional focus is to improve service delivery to existing backyard dwellings at City rental units by providing households with access to basic municipal services. These services include the provision and maintenance of water, sanitation, electricity and refuse removal. These facilities are provided in the form of a precast structure containing a flush toilet, a tap with a washing trough attached to it, electricity connections for up to three structures, as well as a 240 litre refuse bin per backyard.

Backyarder services: The initiative of providing basic services to backyarder dwellers in City rental units will be rolled out across the City where such installations are possible.

Further areas for service installation will be identified. Progress on this programme will be measure against the number of households benefiting from access to basic services.

Informal Settlement Formalisation Project

Upgrading of informal settlements

The future growth of the Cape Town population will place continued and increasing strain on City resources and infrastructure. To this end the City of Cape Town will focus on households living in informal settlements. The following interventions are components of this project.

Categorisation and prioritisation of informal settlements: The Informal Settlements and Backyarders Department had developed the Informal Settlements Development Matrix to categorise and prioritise all informal settlements in the city. This provides a high level development plan for the informal settlements.

Informal settlement upgrading framework: An investment and upgrading framework for informal settlements is created whereby the City provides an increased level of services as well as security of tenure.

The emphasis is on higher densities and layouts that support incremental completion over an indefinite period. Where individual sites could not be developed in an formal upgrading project the City will prioritise the development of 'super-blocks' which is an incremental development approach for the upgrading of informal settlements in manageable portions. This approach clusters pockets of informality within the greater informal settlement which allows for the provision of higher quality of services such as primary roads and installation of service connection to these pockets until the whole settlements could be serviced with one on one services. This is a systematic approach to ultimately formalise an informal settlement.

Informal Settlement and Backyarders Department : The City has a dedicated **Informal Settlement and Backyarders Department** that is responsible for the **categorisation and prioritisation** of all settlements the development of high level plans for each settlement , the provision of basic and essential services, the upgrading of informal settlements, and the undertaking of relocations to install and manage services as required.

Relocation: Substantial relocation could be required of households as part of the upgrading process. Relocation is undertaken on the basis that relocating households receive a housing opportunity that is the same as for those remaining in the settlement.

4. PERFORMANCE PROGRESS AND OUTCOMES

4.1 Past year's performance

The past year's information is available in the Annual Reports located on the site:

www.capetown.gov.za/idp

Overall progress on water & sanitation

The City of Cape Town provides access to water and sanitation services for all residents in the city, in line with the national government policy. Formal properties receive services through a metered connection and Informal settlement households receive free and unrestricted services via communal water points. Furthermore, services within informal settlements and backyards are continually being improved in line with the City's own higher internal standards.

i. Water

All households within the City of Cape Town have an adequate supply of water at the required National Norms and Service standards (basic water supply facilities within 200 m). Intermittently some settlements or dwellings temporarily fall outside the national service standard where e.g. settlements as a whole are being upgraded, or as in the case of some new settlements or dwellings, where it takes time to put in the required infrastructure to be able to provide water services. There are also a small number of settlements on private property where it is not possible to bring water services within the required 200 m. Where feasible, the City investigates the possibility of acquiring such property or relocating the households.

The City will always endeavour to provide a 100 % service rate according to the prescribed norms and standards (where legally serviceable). On top of that, the City aims for its own internal higher service standard of a minimum 1 tap per 25 households within a maximum of 100 m.

ii. Sanitation

The City of Cape Town fully complies in terms of meeting the national guidelines of adequate sanitation as described in the Strategic Framework for Water Services (2003). The City managed to provide adequate access to sanitation services in informal settlements by 2011/12, as confirmed in the Department of Water Affairs (now called the Department of Water and Sanitation) Report on the Status of Sanitation Services in South Africa (2012).

The City continues to aim for its own internal higher service standard, which is to top the national standard with minimum of 1 toilet per 5 households. Where the national guidelines talks about the ventilated pit toilet as the minimum service technology, this configuration represents less than 0.5% of the sanitation technologies offered by the City, while close to 50% of informal settlement households is estimated to have access to full flush toilets at the ratio of maximum five households to one toilet.

Overall progress on refuse removal

The City of Cape Town's Waste Management provides access to basic services for residents to as close to 100% as possible within the constraints of available funds and unplanned growth. All formal households receive the basic refuse removal service of weekly kerbside refuse collection using the wheelie bin system.

99.74% of informal settlements have access to refuse removal services through a door-to-door refuse collection and ongoing area-cleaning services. The remainder, 0.26%, are those areas not accessible to deliver the service. (Example: Haasendal)

Overall progress on electrification (informal settlements)

Access to electricity – A backlog still exists in informal settlements in the Cape Metro Area, mainly in the Eskom area of supply. Some households in this category have the added challenge of being located on Encumbered Land (informal dwellings located either on private land, below the 1:50 year flood line, under power lines, road or rail reserves, storm water retention or detention ponds, unstable land and any other health or safety hazard). To alleviate the backlog, registration of servitudes on privately owned properties are considered, relocation of structures from land that is not suitable for the provision of electricity to more suitable land and electrification on road or rail reserves upon permission from the respective Business Authority. Moreover, the majority of service requests for the provision of informal settlement connections are as a result of infills/new connections resulting from burnt area infills within an existing informal settlement and new pockets.

Progress on the roll-out of improved services to backyard residences

The City has improved the services to backyarders in Council rental stock or on City land: Going forward the directorate will:

- continue the provision of electricity, water, sanitation and refuse services to backyard dwellers residing in council rental stock or on city land;
- determine the possibility of sustainable services to backyard residents on private land.

4.2 Areas of Business Improvement

The Directorate will continue working on implementing the improved standards for services in informal settlement and backyarders. Operational processes will be reviewed to facilitate alignment with the area based model and achieving a turn-around time on service requests in alignment with standards as contained in the service departments' customer charters.

5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

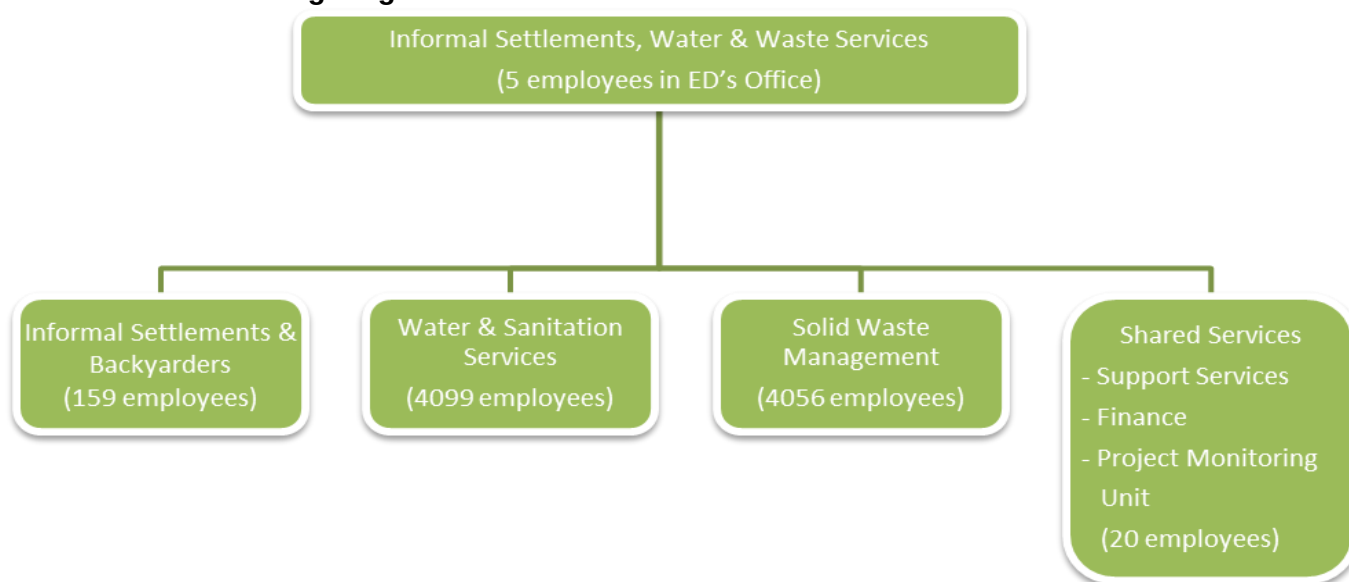
Partner/Stakeholder	Needs/Roles and Responsibilities
• Customers • Communities • Business/industry	Service delivery; water, sanitation, electrification and the provision of solid waste removal, uninterrupted supply; reasonable turnaround time on service requests
Internal Partners • Councillors • External Service Delivery Directorates • Corporate	Information sharing; communication of directorate requirements and service standards; policy development and implementation; service coordination

• Unions	
External Partners • National and Provincial Government • Parastatals • Community based Organisations • Business Sector • Sector Service Authorities • Institutions for Higher Learning	Information and knowledge management, service delivery coordination, implementation, research, compliance with regulatory frameworks
Transversal Committee	Working Group Involvement
	• Green Economy Energy and Climate Change
	• Sustainable Communities

6. RESOURCES

6.1 Senior management capability and structure.

6.1.1 Directorate organogram



SAP BI as at January 2017

6.1.2 Outsourced services

- Solid Waste Management secured a range of external service providers through the Supply Chain process for a maximum of 3 years for the provision and enhancement of services.
- Zandvliet Waste Water Treatment Works (WWTW) – more cost effective to outsource the running of WWTW which has resulted in lower operational costs.

6.1.3 Lead and Contributing Directorate (ISWWS – Lead)

Programme	Project	Lead Directorate	Contributing Directorates
1.1.c Infrastructure Investment Programme:	1.1.c.3 Bulk water supply system augmentation and maintenance Project 1.1.c.4 Infrastructure Maintenance Service Project 1.1.c.5 Support Services Project	Informal Settlements, Water & Waste Services	
1.4.b Climate Change Programme:	1.4.b.7 Waste Minimisation and recycling project	Informal Settlements, Water & Waste Services	
1.4.c City resilience programme	1.4.c.1 Integrated resilience project Specifically for the “Water Demand Management” component	Energy	Informal Settlements, Water & Waste Services
3.1.a Excellence in Basic Service delivery:	3.1.a.1 Water Project 3.1.a.3 Solid Waste Project 3.1.a.4 Infrastructure Maintenance Project 3.1.a.5 Additional Infrastructure Investment	Informal Settlements, Water & Waste Services	
3.2.a Basic Service Delivery Programme:	3.2.a.1 Encouraging and supporting backyard dwellings Project	Informal Settlements, Water & Waste Services	Energy
Programme 3.2.b Human Settlements Programme:	3.2.b.1 Informal settlements Services Project 3.2.b.2 Informal settlement formalisation Project	Informal Settlements, Water & Waste Services	Transport & Urban Development Authority, Energy

6.2 DIRECTORATE FINANCIAL INFORMATION:

Directorate: Informal Settlements, Water & Waste Serv									
Budgeted Financial Performance (revenue and expenditure)									
Description	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<u>Operating Revenue By Source</u>									
Property rates	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue	13 764	6 201	17 948	16 830	16 830	16 830	–	–	–
Service charges - water revenue	2 185 912	754 613	2 984 862	3 066 664	3 251 164	3 251 164	3 932 868	4 382 084	4 867 180
Service charges - sanitation revenue	1 208 289	442 986	1 546 709	1 643 277	1 710 777	1 710 777	2 092 272	2 332 091	2 589 072
Service charges - refuse revenue	916 380	378 230	1 089 062	1 232 872	1 216 872	1 216 872	1 341 882	1 471 173	1 599 278
Service charges - other	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment	52	128	64	58	58	58	127	134	142
Interest earned - external investments	4	1	–	–	–	–	–	–	–
Interest earned - outstanding debtors	108 805	37 981	127 522	127 000	127 000	127 000	153 000	161 415	170 293
Dividends received	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits	40	28	15 010	–	–	–	–	–	–
Licences and permits	–	–	216	318	318	318	807	851	898
Agency services	–	–	–	–	–	–	–	–	–
Transfers and subsidies	39 098	7 402	53 511	52 419	57 732	57 732	53 639	67 836	48 458
Other revenue	52 180	13 507	52 759	35 057	37 658	37 658	35 262	37 202	39 248
Gains on disposal of PPE	12 522	–	5 193	3 000	3 000	3 000	5 000	4 756	5 017
Total Operating Revenue (excluding capital transfers and contributions)	4 537 047	1 641 077	5 892 856	6 177 495	6 421 409	6 421 409	7 614 858	8 457 541	9 319 585
<u>Expenditure By Type</u>									
Employee related costs	1 534 823	1 708 240	1 984 094	2 325 912	2 295 566	2 294 106	2 795 612	3 007 022	3 315 597
Remuneration of councillors	–	–	–	–	–	–	–	–	–
Debt impairment	341 149	559 582	821 286	614 482	868 982	868 982	974 960	1 086 721	1 193 613
Depreciation & asset impairment	457 354	488 433	541 915	619 333	618 741	618 741	699 063	794 984	832 983
Finance charges	42 299	41 386	47 208	60 141	60 685	60 685	63 278	69 388	73 122
Bulk purchases	297 377	382 602	403 354	401 300	401 300	401 300	445 335	485 000	525 860

Other materials	322 042	309 965	259 897	343 514	495 917	503 834	482 801	509 989	539 034
Contracted services	1 360 514	1 333 722	1 522 256	1 767 322	1 718 955	1 708 240	1 903 324	2 169 061	2 309 611
Transfers and subsidies	–	–	–	–	–	–	–	–	–
Other expenditure	321 793	358 839	389 002	459 685	392 925	397 183	374 875	390 917	415 441
Loss on disposal of PPE	265	712	3 991	48	48	48	51	54	57
Total Operating Expenditure	4 677 614	5 183 481	5 973 004	6 591 738	6 853 119	6 853 119	7 739 299	8 513 136	9 205 318
Surplus/(Deficit)	(140 568)	(3 542 404)	(80 147)	(414 243)	(431 710)	(431 710)	(124 441)	(55 595)	114 268
Transfers & subsidies capital NT & PT	225 867	103 824	447 644	546 023	507 334	507 334	585 764	655 097	559 744
Transfers & subsidies capital agency,oth	9 514	5 448	8 342	12 000	12 000	12 000	12 000	12 000	12 000
Transfers & subsidies capital in-kind	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	94 814	(3 433 133)	375 839	143 781	87 624	87 624	473 323	611 502	686 012
Taxation									
Surplus/(Deficit) after taxation	94 814	(3 433 133)	375 839	143 781	87 624	87 624	473 323	611 502	686 012
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	94 814	(3 433 133)	375 839	143 781	87 624	87 624	473 323	611 502	686 012
Share of surplus/ (deficit) of associate									
Surplus/(Deficit) for the year	94 814	(3 433 133)	375 839	143 781	87 624	87 624	473 323	611 502	686 012
Capital Expenditure	–	–	–	–	–	–	2 445 238	2 535 665	2 518 546

6.2.1 Major Projects Aligned To PPM (IDP Linkage)

Dept	Initiative Description	Item Description	Financial Status	IDP SFA	IDP Programme
SWM	Plant & Vehicles: Replacement	Plant & Vehicles: Replacement FY2018	Approved	An Opportunity City	Investment in Infrastructure
		Plant & Vehicles: Replacement FY2019			
		Plant & Vehicles: Replacement FY2020			
SWM	New Drop-off Facilities	New Prince George Drop-off	Approved	An Opportunity City	Investment in Infrastructure
		Beaconvale New Drop-off			
SWM	Development of Transfer Station	Helderberg Transfer Station: Material Recovery Facility New	Approved	An Opportunity City	Investment in Infrastructure
		Coastal Park: Design & Develop a Material Recovery Facility			
		Helderberg: design & Develop a Drop-off			
		Athlone Transfer Station: material Recovery Facility New			
SWM	Development of Landfill Site Infrastructure	Bellville Landfill Site: Landfill Gas Infrastructure to Flaring	Approved	Opportunity City	Investment in Infrastructure
		Coastal Park Landfill Site: Landfill Gas Infrastructure to Flaring			
		Vissershok North Landfill Site: Landfill Gas Infrastructure to Flaring			
		Vissershok South Landfill Site: Landfill Gas Infrastructure to Flaring			
		Coastal Park Landfill Site: Development of Airspace			
		Vissershok North Landfill Site: Development of Airspace			
		Development of the Regional Landfill Site			
		Purchase of the Land for the Regional landfill Site			
W&S	Emergency Water Resource Schemes	Table Mountain Group Aquifer Desalination Cape Flats Aquifer Water Reclamation from Waste Water	Approved	An Opportunity City	Investment in Infrastructure
W&S	Contermanskloof Reservoir	Contermanskloof Reservoir	Approved	An Opportunity City	Investment in Infrastructure
W&S	Zandvliet WWTW-	Zandvliet WWTW: Prim Treatment & Sludge	Approved	An Opportunity	Investment in Infrastructure

	Extension			City	
W&S	Borchards Quarry WWTW	Borchards Quarry WWTW	Approved	An Opportunity City	Investment in Infrastructure
W&S	Meter Replacement Programme	Meter Replacement Programme	Approved	An Opportunity City	Maintenance of Infrastructure
W&S	Phillipi Collective Sewer	Phillipi Collective Sewer	Approved	An Opportunity City	Maintenance of Infrastructure
W&S	Bulk Reticulation Sewers in Milnerton rehabilitation	Bulk Retic sewers in Milnerton rehab	Approved	An Opportunity City	Maintenance of Infrastructure
IS&BY	Urbanisation: Backyards/ Informal Settlement Upgrade	IDA/UISP Sweethomes-Philippi	Approved	A Caring City	Service delivery in informal settlements

6.2.2 Narrative on Directorate capital programme

☐ Water & Sanitation

Emergency Water Resource Schemes

Program for additional water resources.

Contermanskloof Reservoir

Design and construction of a new 100 mega litre bulk storage reservoir due to the growth in the Blaauberg/De Noon catchment area.

Zandvliet WWTW-Extension

Upgrade of the Waste Water Treatment works to increase the capacity due to capacity constraints.

Borchards Quarry WWTW

Upgrade of the Waste Water Treatment works to increase the capacity due to capacity constraints.

Meter Replacement Programme

Meter Replacement Program to ensure accuracy of meters, and to implement the water leaks project.

Phillipi Collective Sewer

The refurbishment and upgrading of the Phillipi Sewer to ensure service to the greater Phillipi Community.

Bulk Reticulation Sewers in Milnerton rehabilitation

A number of Bulk Sewers were identified in the Milnerton area which has reached its serviceable life. An Upgrade to increase the capacity is also required due to More growth in the surrounding area & densification in the area. The Local Human settlement catchment will also benefit from a reliable sewer system.

☐ **Solid Waste Management**

Replacement of Plant & Vehicles in accordance with our 7 Year Vehicle Replacement Plan in order to address the challenges associated with ageing fleet such as frequency in breakdowns and the negative consequences thereof on service delivery and to keep maintenance costs at affordable levels.

The construction of Material Recovery Facilities at the following facilities (Athlone Transfer Station, Coastal Park Landfill Site and The future Helderberg Transfer Station Site to allow for the increase in the Waste Minimisation targets.

Investment in landfill gas management technology at all landfill sites in an effort to contain the harmful effects of these potent gases on human health as well as the environment (Gas Management Systems at Bellville, Coastal Park, Vissershok-North & South landfill sites).

Development and the upgrade of waste drop-off facilities, which serve as an important element in the network of infrastructure required to incrementally achieve effective and integrated approaches to the overall management of waste.

The Development of additional Air-space at Vissershok (North and South) & Coastal Park Landfill Site.

The purchase of the Land and Development of the Regional Landfill Site.

☐ **Informal Settlements and Backyarders**

Urbanisation: Backyarders/Informal Settlements Upgrade – IDA Sweethomes – Philippi

Construct civil and electrical infrastructure for the establishment of an informal settlements programme.

Urbanisation: Backyarders/Informal Settlements Upgrade – IDA Kalkfontein Informal Settlement

Construct civil and electrical infrastructure for the establishment of an informal settlements programme.

Water Dispensing & Management Devices – City Rental

The installation of water dispensing and management devices in City Rental stock units as part of the Backyarders Programme.

Informal Settlements Sanitation Installation

Depending on site conditions, full-flush toilets may be installed, where possible, otherwise a portable flush toilet or container toilet is provided.

7. RISK ASSESSMENT

Management, with the assistance of the Integrated Risk Management (IRM) Department, has applied their minds and due care taken to ensure that risks which could impact on them not achieving the Directorate's objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

Risk Registers are utilised as a management tool in order to manage identified risks of the Directorate. The risks identified and rated equal to or above the Council approved risk acceptance level will be reported to the Executive Management Team (EMT). The Executive Director to inform/discuss the Directorate's risks with the relevant Mayoral Committee member on a six monthly basis.

7.1 Revenue risks

Risks to achieving revenue projections:

- Security and quality of supply
- Certain aspects of the economic slowdown are still evident
- The increase in the indigent register

8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SDBIP

Key objectives and indicators on the Corporate Scorecard where ISWWS is the lead directorate.

Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Annual Target 2016/17 (30 Jun 2017)	2017/18 (Quarterly Targets)			
Pillar	CSC Indicator no.					30 Sept 2017 Q1	31 Dec 2017 Q2	31 Mar 2018 Q3	30 Jun 2018 Q4
SFA1 - Opportunity city	1.H	ISWWS	1.4. Resource efficiency and security	1.H Percentage compliance with drinking water quality standards	98%	98%	98%	98%	98%
SFA 3 - Caring city	3.B	ISWWS	3.1 Excellence in Basic Service delivery	3.B Number of outstanding valid applications for water services expressed as a percentage of total number of billings for the service	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%
	3.C	ISWWS		3.C Number of outstanding valid applications for sewerage services expressed as a percentage of total number of billings for the service	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%
	3.E	ISWWS		3.E Number of outstanding valid applications for refuse collection service expressed as a percentage of total number of billings for the service	< 0.7%	< 0.6%	< 0.6%	< 0.6%	< 0.6%
SFA 3 - Caring city	3.G	ISWWS	3.2. Mainstreaming of basic service delivery to informal settlements and backyard dwellers so that there is an improvement in living conditions, a focus on	3.G Number of water services points (taps) provided	600	50	120	300	600
	3.H			3.H Number of sanitation service points (toilets) provided	2,800	100	500	1,600	2,800
	3.I			3.I Percentage of informal settlements receiving a door-to-door refuse collection service	99%	99%	99%	99%	99%

SFA 3 - Caring city	3.J	creating tenure and a reduced dissatisfaction with the level and quality of City services.	3.J Number of service points (toilet and tap with hand basin) provided to backyarders	1,700	250	600	900	1,200
	3.O		3.O Number of sites serviced in the informal settlements	New	300	600	1,200	2,800

The full ISWWS Directorate SDBIP is attached as annexure to the executive summary.

9. AUTHORISATION

The undersigned do hereby indicate their agreement with the contents of this document and the outcomes.

	Name	Signature	Date
Executive Director	Gisela Kaiser		13 April 2017
Mayco Member	Cllr Xanthea Limberg		24 April 2017

10. APPENDICES:

Annexure: 2017/2018 Directorate SDBIP template.

	A	B	C	D	E	F	H	I	J	K	L	M	P	Q
1	2017/2018 Informal Settlements, Water & Waste Services (ISWWS) Directorate SDBIP													ANNEXURE A1
2	Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/16 (30 June 2016)	Annual Target 2016/17 (30 June 2017)	Annual Target 2017/18 (30 June 2018)	Quarterly Targets				Responsible Person/s	General Comment
3	Pillar, Corp Obj No and Program No/ Statutory/Strategic Plan	CSC Indicator no.							30 Sept 2017 Q1	31 Dec 2017 Q2	31 Mar 2018 Q3	30 June 2018 Q4		
4	SFA1 - Opportunity city	1.H	ISWWS	1.4. Resource efficiency and security	1.H Percentage compliance with drinking water quality standards	99.67%	98%	98%	98%	98%	98%	98%	Peter Flower Contact person: Willem van der Merwe	
5	SFA1 - Opportunity city		DOM	1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) opportunities created	New	SWM = 8 500 IS = 1 138 W&S = 5 100 Total = 14 738	SWM = 10 000 IS = 4138 W&S = 2 100 Total = 16 238	SWM =2 000 IS = 828 W&S =300 Total = 3 128	SWM = 4 500 IS = 2 069 W&S =600 Total = 7 169	SWM =5 000 IS = 3 104 W&S = 1 200 Total = 9 304	SWM = 10 000 IS = 4138 W&S = 2 100 Total = 16 238	Rustim Keraan Riana Pretorius Peter Flower Contact person: Regan Melody	
6	SFA1 - Opportunity city		DOM	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	New	New	SWM =1 620 IS = 672 W&S = 340 Total =2 632	SWM =800 IS = 70 W&S = 45 Total =915	SWM =1 000 IS = 172 W&S = 95 Total = 1 267	SWM =1 300 IS = 422 W&S =195 Total = 1 917	SWM =1 620 IS = 672 W&S = 340 Total =2 632	Rustim Keraan Riana Pretorius Peter Flower Contact person: Regan Melody	
7	SFA 1 Opportunity City		Corp Services	1.3 Economic inclusion	Number of external trainee and bursary opportunities (excluding apprentices)	New	SWM = 30 IS = 5 W&S = 95 Total = 130	SWM = 30 IS = 7 W&S = 95 Total = 132	SWM =10 IS = 2 W&S = 40 Total = 52	SWM =15 IS = 2 W&S = 60 Total = 77	SWM = 20 IS = 5 W&S = 70 Total = 95	SWM = 30 IS = 7 W&S = 95 Total = 132	Rustim Keraan Riana Pretorius Peter Flower Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344	
8					Number of apprentices	New	SWM = 10 IS = 0 W&S = 20 Total = 30	SWM = 10 IS = 0 W&S = 20 Total = 30	SWM =0 IS = 0 W&S = 10 Total = 10	SWM =5 IS = 0 W&S = 15 Total = 20	SWM = 8 IS = 0 W&S = 18 Total = 26	SWM = 10 IS = 0 W&S = 20 Total = 30	Rustim Keraan Riana Pretorius Peter Flower Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344	
9	SFA 1 Opportunity City		Corp Services	1.3 Economic inclusion	Percentage budget spent on implementation of WSP	New	New	95%	10%	30%	70%	95%	Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344	
10	SFA 3 - Caring city	3.B	ISWWS	3.1 Excellence in Basic Service delivery	3.B Number of outstanding valid applications for water services expressed as a percentage of total number of billings for the service	0.29%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	Peter Flower Contact person: Willem van der Merwe	
11		3.C	ISWWS		3.C Number of outstanding valid applications for sewerage services expressed as a percentage of total number of billings for the service	0.24%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	Peter Flower Contact person: Willem van der Merwe	

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3	Pillar, Corp Obj No and Program No/ Statutory/Strategic Plan	CSC Indicator no.							30 Sept 2017 Q1	31 Dec 2017 Q2	31 Mar 2018 Q3	30 June 2018 Q4		
12		3.E	ISWWS		3.E Number of outstanding valid applications for refuse collection service expressed as a percentage of total number of billings for the service	0.01%	< 0.7%	< 0.6%	< 0.6%	< 0.6%	< 0.6%	< 0.6%	Rustim Keraan Contact person: Othelie Muller	
13	SFA 3 - Caring city	3.G	ISWWS	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.G Number of water services points (taps) provided to informal settlements	919	600	600	50	120	300	600	Riana Pretorius	
14	SFA 3 - Caring city	3.H	ISWWS	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.H Number of sanitation service points (toilets) provided to informal settlements	3 058	2 800	2 800	100	500	1 600	2 800	Riana Pretorius	
15	SFA 3 - Caring city	3.I	ISWWS	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.I Percentage of informal settlements receiving a door-to-door refuse collection service	99.74%	99%	99%	99%	99%	99%	99%	Rustim Keraan	
16	SFA 3 - Caring city	3.J	ISWWS	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.J Number of service points (toilet and tap with hand basin) provided to backyarders	New	1 700	1 200	250	600	900	1 200	Riana Pretorius	
17	SFA 3 - Caring city	3.O	ISWWS	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.O Number of sites serviced in the informal settlements (incremental housing & reblocking)	New	New	2 800	300	600	1 200	2 800	Riana Pretorius	
18	SFA 3 Caring City		Corp Services	3.1 Excellence in basic service delivery	Percentage adherence to Citywide service requests	New	New	90%	90%	90%	90%	90%	Peter Flower Riana Pretorius Rustim Keraan	
19	SFA 3 – Caring City		Corp Services	3.1 Excellence in basic service delivery	Community satisfaction survey (score 1-5) - ISWWS	New	New	2.9	-	-	-	2.9	Peter Flower Riana Pretorius Rustim Keraan Contact persons: David Paulse Karen Small	Annual survey conducted by DI&GIS.
20	SFA 4 Inclusive City		Corp Services	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	New	New	≥2%	≥2%	≥2%	≥2%	≥2%	Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane Contact person: Michael Siyolo (021 400 1250) (084 300 0609)	

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3	Pillar, Corp Obj No and Program No/ Statutory/Strategic Plan	CSC Indicator no.							30 Sept 2017 Q1	31 Dec 2017 Q2	31 Mar 2018 Q3	30 June 2018 Q4		
21	SFA 4 Inclusive City		Corp Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	New	New	85%	85%	85%	85%	85%	Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane Contact person: Michael Siyolo (021 400 1250) (084 300 0609)	
22	SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Percentage spend of capital budget	New	New	90%	ISWWS Projected Cash flow/Total Budget	ISWWS Projected Cash flow/Total Budget	ISWWS Projected Cash flow/Total Budget	90%	Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane Contact person: Bevan van Schoor	
23	SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Percentage spend on repairs and maintenance	New	New	95%	ISWWS Projected Cash flow/Total Budget	ISWWS Projected Cash flow/Total Budget	ISWWS Projected Cash flow/Total Budget	95%	Peter Flower Riana Pretorius Rustim Keraan Contact person: Bevan van Schoor	
24	SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Percentage of operating budget spent	New	New	95%	ISWWS Projected Cash flow/Total Budget	ISWWS Projected Cash flow/Total Budget	ISWWS Projected Cash flow/Total Budget	95%	Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane Contact person: Bevan van Schoor	
25	SFA 5 Well-Run City		Corp Services	5.1 Operational sustainability	Percentage of absenteeism	New	New	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane Contact person: Charl Prinsloo	
26	SFA 5 Well-Run City		Corp Services	5.1 Operational sustainability	Percentage OHS incidents reported	New	New	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane Contact: Dikeledi Tshuduku (021 400 5261)	
27	SFA 5 Well-Run City		Corp Services	5.1 Operational sustainability	Percentage OHS investigations completed	New	New	100%	100%	100%	100%	100%	Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane Contact: Dikeledi Tshuduku (021 400 5261)	

	A	B	C	D	E	F	H	I	J	K	L	M	P	Q
	2017/2018 Informal Settlements, Water & Waste Services (ISWWS) Directorate SDBIP												ANNEXURE A1	
1														
2	Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/16 (30 June 2016)	Annual Target 2016/17 (30 June 2017)	Annual Target 2017/18 (30 June 2018)	Quarterly Targets				Responsible Person/s	General Comment
3	Pillar, Corp Obj No and Program No/ Statutory/Strategic Plan	CSC Indicator no.							30 Sept 2017 Q1	31 Dec 2017 Q2	31 Mar 2018 Q3	30 June 2018 Q4		
28	SFA 5 Well-Run City		Corp Services	5.1 Operational sustainability	Percentage vacancy rate	New	New	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane Fritz Le Roes Contact: 021 400 9106 Cell: 082 8232 430	
29	SFA 5 Well-Run City		DOM	5.1 Operational sustainability	Percentage of Declarations of Interest completed	New	New	100%	0%	0%	0%	100%	Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane Lisa Anne Coltman Contact: 021 400 9296 Cell: 083 562 1688	
30	SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Percentage of assets verified	New	New	100% asset register verified by directorate	-	-	60% asset register verified by directorate	100% asset register verified by directorate	Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane Contact person: Ntombekhaya Nchukana	Reporting commences in 3rd quarter.
31	SFA 5 Well-Run City		Internal Audit	5.1 Operational sustainability	Percentage Internal Audit findings resolved	New	New	75%	75%	75%	75%	75%	Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959	
32	Targets are subject to final approval of the 2017/18 IDP & budget.													
	Approved by Executive Director: ISWWS Gisela Kaiser Approved by Mayco Member: Utilities & Energy Glor Xanthea Limberg Date: 13 April 2017 Date: 24 April 2017													

Key Performance Indicator	Definition
Percentage spend of capital budget	Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.
1.C Rand value of capital invested in engineering infrastructure	Investment into engineering infrastructure relates to growth, refurbishment and replacement of water, sanitation, electricity, solid waste (removal and disposal) infrastructure.
Percentage spend on repairs and maintenance	Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based. Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure. Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers. Secondary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour provided In-house / internally.
1.F Number of outstanding valid applications for water services expressed as a percentage of total number of billings for the service	This indicator reflects the number outstanding valid applications expressed as a percentage of total number of active billings for the service_(where down payment has been received) for water services (where valid applications translate into an active account) for domestic customers as extracted from the City of Cape Town's SAP database. Proxy measure for NKPI.
1.G Number of outstanding valid applications for sewerage services expressed as a percentage of total number of billings for the service	This indicator reflects the number outstanding valid applications (where down payment has been received) for sewerage services (where valid applications translate into an active account) expressed as a percentage of total number of active billings for the service. Billing equates to active contract accounts (sewerage services) for domestic customers as extracted from the City of Cape Town's SAP database. Proxy measure for NKPI.
1.H Number of outstanding valid applications for electricity services expressed as a percentage of total number of billings for the service	This indicator reflects the number outstanding valid applications (where down payment has been received) for electricity services (meter and prepaid) (where valid applications translate into an active account) expressed as a percentage of total number of active billings for the service. Proxy measure for NKPI.
1.I Number of outstanding valid applications for refuse collection service expressed as a percentage of total number of billings for the service	This indicator reflects the number outstanding valid applications (C3 notifications) for a new refuse collection service at the end of a reporting period, expressed as a percentage of total number of active billings for formal residential refuse collection services as at the end of the same reporting period. Billing equates to active contract accounts (formal kerbside refuse collection service) for domestic customers as extracted from the City of Cape Town's SAP database. Proxy measure for NKPI.
Number of Expanded Public Works programmes (EPWP) opportunities created	This indicator measures the number of work opportunities created through the Expanded Public Works Programme (EPWP) • An EPWP work opportunity is paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for Special Public Works Programmes. • In the case of Social Sector projects, learnerships also constitute work opportunities.

Key Performance Indicator	Definition
1.K Percentage of treated potable water not billed	The percentage of treated potable water not billed pertains to non-revenue water. This is the volume of potable water that is treated but is either lost or not billed for, expressed as a percentage of total potable water treated. It is calculated on a 12-month rolling basis in order to smooth out short-term fluctuations. The aim is to reduce the percentage of treated potable water not billed over the planned period and is reflected in the targets.
Number of external trainee and bursary opportunities (excluding apprentices)	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships. This is an accumulative quarterly measure. The target refers to the 4th quarter final total.
Number of apprentices	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships. This is an accumulative quarterly measures. The target refers to the 4th quarter final total.
Percentage adherence to Citywide service standard based on all external notifications	The service standard will be based on X% notifications closed within Y number of days. The percentage notifications and the number of days will be determined by each directorate in consultation with the Service Management Project team and will be guided by current performance and available external benchmarks.
3.E Improve basic services	
Number of water services points (taps) provided	This indicator reflects the number of taps provided in informal settlements and for backyarders in City rental stock (pilot) during the period under review. Certain taps may however have been vandalised or removed after provision.
Number of sanitation service points (toilets) provided	This indicator reflects the number of toilets provided in informal settlements and for backyarders in City rental stock (pilot) during the period under review. Certain toilets may however have been vandalised or removed after provision.
Percentage of informal settlements receiving door-to-door refuse collection service	This indicator reflects the percentage of informal settlements receiving a weekly door-to-door refuse removal collection service for the period under review. The collection of domestic refuse in informal settlements is done through contract services, employing local labour. Three-year contracts are awarded to a legitimate main contractor through the procurement tender process.
3.F Number of electricity subsidised connections installed	This indicator reflects the number of subsidised connections installed per annum in informal settlements, rental stock backyarders (pilot) and low cost housing.
3.G Percentage compliance with drinking water quality standards	Measure of potable water sample pass rate according to the SANS 241 standard.

Key Performance Indicator	Definition
Percentage adherence to EE target	This indicator measures : <u>1. External appointments -</u> The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. The general EE target = 80% - i.e. 80% of all appointments should be EE compliant. <u>2. Internal appointments -</u> The number of internal appointments, promotions and advancements over a 12 month period. This will be calculated as a percentage based on the general EE target of 80%. to disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. <u>Formula:</u> Number of EE (external, internal and disabled) appointments / Total number of posts filled (external, internal and disabled)
Percentage adherence to EE target (disabled)	This indicator measures : The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the 'Percentage adherence to EE target', but is indicated separately for focused EE purpose.
Percentage OHS incidents reported	Incidents measures the number of injuries on duty (includes all categories) reported expressed as a percentage of the total number of employees for the directorate and/or department for the specific quarter. The average number of employees over the 3 month period will be used to accomodate the movement of employees. <u>Formula:</u> Incidents reported (A) = $\frac{(B) \text{ Injuries on duty (eg. 1 July - 30 Sept)}}{(C) \text{ Total number of employees (an average over the 3month period)}} \times 100$ = %
Percentage OHS investigations completed	Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes. <u>Formula:</u> Investigations completed (D) = $\frac{(E) \text{ No. of incidents investigations completed within 30 days }^*}{(F) \text{ No. of incidents}} \times 100$ = % <i>*Refers to the number of incidents on the denominator for investigations that was completed within 30 days at reporting date.</i>

Key Performance Indicator	Definition
Percentage of absenteeism	A: Actual number of days absent due to sick and unpaid/unauthorised leave in the directorate or department. B: ((number of working days for month) * number of staff members))*100%. <u>Formula:</u> $C = (A1 + A2/B) * 100$ A1: Sick Leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / Time Management / All Absences) and enter the total number of absent days for sick leave. Enter the number of employees who took sick leave in the comments column A2: Unpaid/ Unauthorised leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / All Absences) and enter the total number of absent days as per the "Unpaid" column of the report (authorised and unauthorised is separated). Enter the number of employees who took "unpaid" leave in the comments column B: Total number of staff X Total number of working days for the month
Percentage vacancy rate	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. A target is max 7% vacancy rate. The measure will be 93% filled positions.
Percentage budget spent on implementation of WSP for the City	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. <u>Formula:</u> Measured against training budget.
5.C Community satisfaction survey (Score 1 -5) - Utility Services	A statistically valid, scientifically defensible score from the annual survey of residents of perceptions of the overall performance of the services provided by the City of Cape Town (Utility Services). The measure is given against the non-symmetrical Likert scale ranging from : 1 being Poor; 2 being Fair; 3 being Good; 4 being Very Good and 5 Excellent
Number of risk registers signed and submitted to IRM timeously	This indicator measures whether the risk owner signed off the risk register pertaining to the responsibilities encapsulated (summarised or captured) in the disclaimer "Council is ultimately responsible and the City Manager is accountable for Risk Management. Risk Management is delegated to Executive Management and Management. IRM's responsibilities are limited to the facilitation of the risk identification, assessment and treatment processes. Risks assessed with a rating below the approved risk appetite remain the responsibility of the risk owner and should not be regarded as 'inferior risks'. These require management actions but will not be monitored during IRM processes. Sign-off serves as a certification that risks were not manipulated in any manner nor omitted on purpose. Reasonable assurance can be provided that key risks have been identified." The evidence for the measurement is captured by IRM Department on an excel spreadsheet will be made available for SDBIP purposes.
Percentage of Operating Budget spent	<u>Formula:</u> Total actual to date as a percentage of the total budget including secondary expenditure.
Revenue collected as a percentage of billed amount	The calculation of a percentage of payments received on amounts billed.

Key Performance Indicator	Definition
Percentage of assets verified	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress.
Percentage Internal Audit findings resolved	It is the reporting and monitoring of the reduction (in percentage) of the findings of audit follow-ups performed in the quarter. The timing for corrective action implementation is normally provided by line. Audits / follow-ups will always only take place after agreed implementation dates of corrective action. It will either be 'Not Applicable' to Management if an audit or follow-up hasn't taken place at the time of reporting or there will be a percentage change / status quo if an audit has taken place and there has been improvement / no change respectively in the situation since the last audit.

TRANSPORT AND URBAN DEVELOPMENT AUTHORITY: TDA CAPE TOWN



TDA
CAPE TOWN

*The City of Cape Town's Transport
and Urban Development Authority*



DIRECTORATE EXECUTIVE SUMMARIES OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2017/2018

COMMISSIONER TDA: MELISSA WHITEHEAD

CONTACT PERSON: JODY VAN WYK

Website: www.capetown.gov.za/idp



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

Making progress possible. Together.

VISION:

The City of Cape Town's transport and urban development authority (TDA) is currently developing its Comprehensive Integrated Transport Plan (CITP) for the period 2017 to 2022. The vision of TDA primarily focuses on four of the 11 Transformational Priorities that emanate out of the Organisational Development and Transformation Plan (ODTP), namely:

- Excellence in Basic Service Delivery
- Dense and Transit-Oriented Urban Growth and Development
- Building Integrated Communities
- An Efficient, Integrated Transport System

This is a one-year plan giving effect to the IDP and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2017/2018 financial year under the auspices of TDA Cape Town. It considers what was set out in the IDP, the Economic Growth Strategy, the Social Development Strategy, the TOD Strategic Framework and the Comprehensive Integrated Transport Plan and indicates what TDA needs to do to deliver, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

TDA Mandate

By-law No. 7716

Strategy of Together to be developed and implemented through the following TDA functions:

- Transport Planning Authority
- Contracting Authority
- Municipal Regulatory Entity
- TDA Business Management
- Investment Management
- Enforcement
- Liaison, Communication, Stakeholder Management
- Infrastructure Management
- Network Operations Management
- Urban Planning
- Human Settlements
- Urban Sustainability

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1. EXECUTIVE SUMMARY

Last year (2016) the City took a bold step to establish the Transport and Urban Development Authority, known as TDA Cape Town, by combining the functions of transport, urban development and elements of human settlements into one sphere of control, with the overarching aim of socially, economically and spatially transforming the City and reversing the effects of apartheid. TDA Cape Town will be one of the most exciting spaces in the City of Cape Town. It will be responsible for implementing our Transit Oriented Development (TOD) Strategic Framework thereby curbing urban sprawl and allowing for densification and intensification and reducing the cost of access.

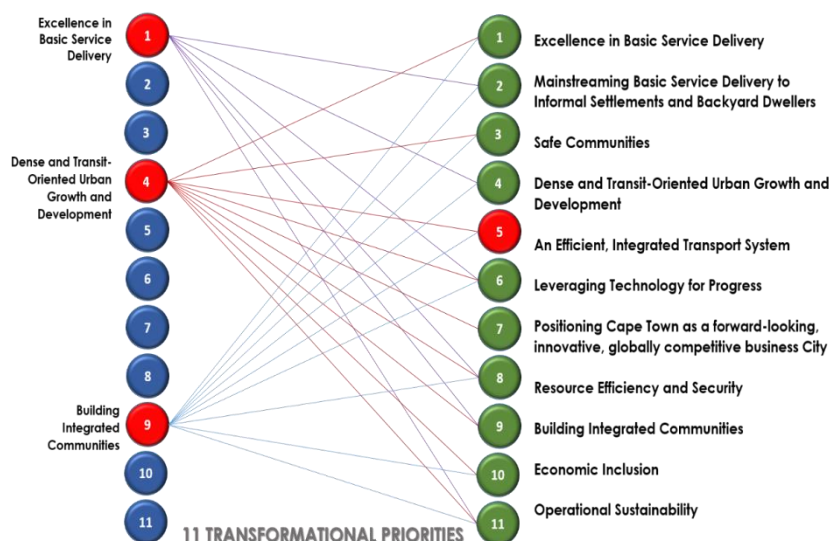
By combining the functions of transport, urban development and elements of human settlements into one sphere of control, TDA has the sole aim of reversing the effects of apartheid through performance-oriented and investment-led service delivery we will unlock the door to social, economic and spatial transformation in Cape Town using business-oriented principles. There are accordingly a number of strategic planning documents that will drive the service delivery and investment agenda of TDA. Some of the positioning strategy will be developed over the course of the 2017/18 financial year and some will be reviewed:

1. The Strategy of Together: The City of Cape Town's focus is on spatial transformation and the TDA Bylaw No 7716 of 2017 has put forward the need for the development of the strategy of together which will, amongst others, enable the implementation of the TOD Strategic Framework.

2. The Built Environment Performance Plan 2017/18 is also part of the responsibility of TDA to compile. After consultation with National Treasury and the Executive Mayor it has been agreed that a third Integration Zone be added so as to move towards a more comprehensive approach to spatial transformation and service delivery within the urban quadrant. The three Integration Zones are therefore:

- Voortrekker Road Corridor Integration Zone
- Metro South East Integration Zone
- Blue Downs Rail Corridor Integration Zone

3. The Cape Town Spatial Development Framework Review: The third strategic component that is under review is the MSDF. It is critical that this review takes



into account the 11 Transformational Priorities of the IDP as well as the parameters in the BEPP that need to be taken forward in the medium to Long Term. The other aspect that will be addressed is in relation to the management of the Urban Edge.

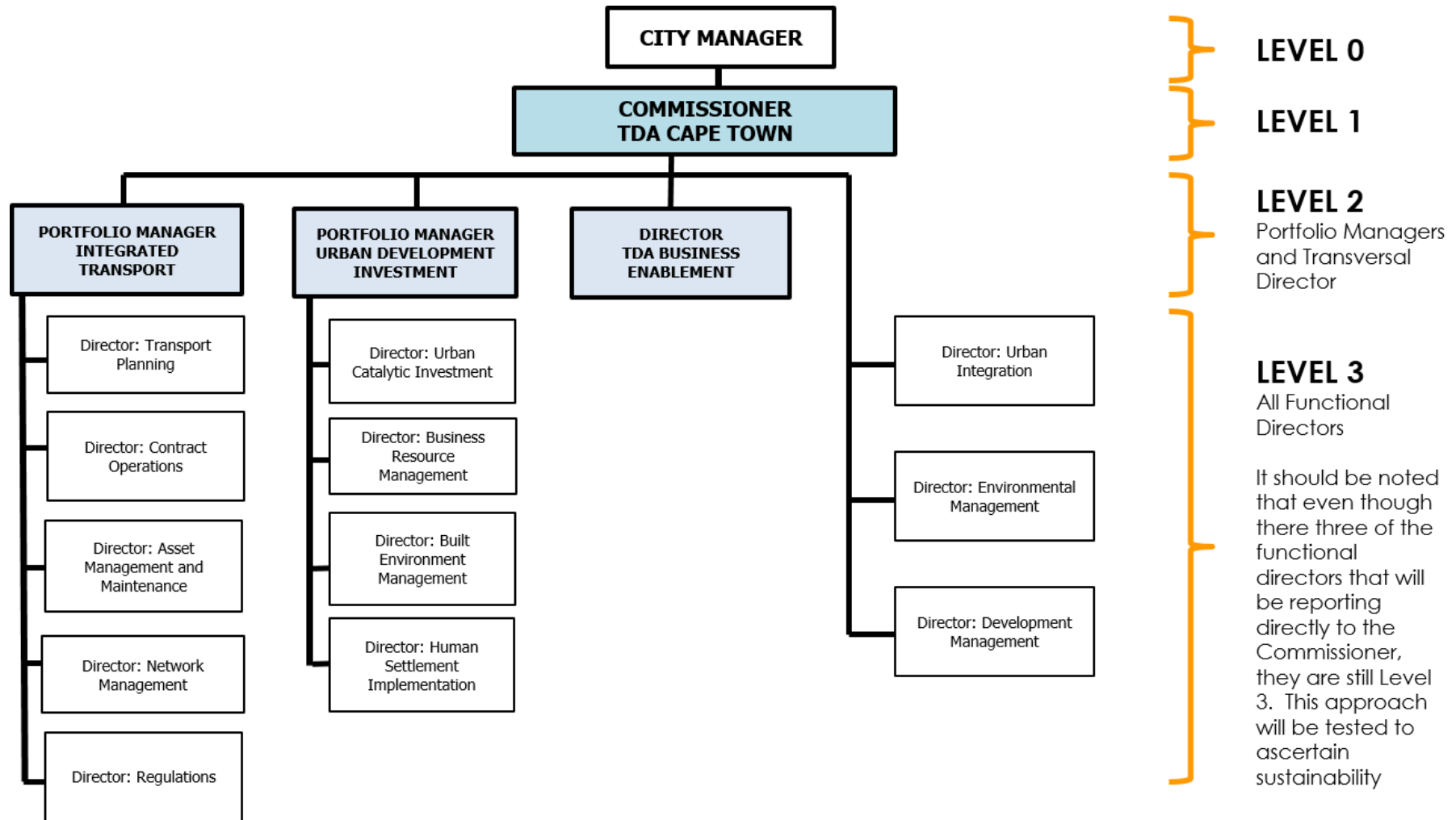
Like many other cities in the world we continue to experience rapid urbanisation as more and more people move to Cape Town in search of opportunities and with it comes numerous challenges. Further, apartheid spatial planning created a fragmented city which not only saw people put far from economic opportunities but lack of investment to bring economic activity into those areas. These challenges need a fresh, innovative approach as we can no longer do the same things and expect different results. We have an opportunity to use the challenges to our advantage by *RE-IMAGINING OUR CITY* and responding to growth in a responsible and innovative way which ensures that our city works more efficiently and effectively.

4. The City of Cape Town has entered into a new 5-year term of office and therefore has developed a new IDP 2017-2022. As a result of this and due to the changes in strategic direction, the decision was made to develop a new Comprehensive Integrated Transport Plan (CITP) as required by the National Land Transport Act, No. 5 of 2009. The CITP is in the process of being developed, with the stakeholder consultation having been completed. Further in this regard, the IPTN Network, Operations, Implementation and Business Plans will form an integral part of the new CITP. The IPTN deals with both the road and rail network within the City as well as across the functional area.

2. ORGANOGRAM, PURPOSE AND SERVICE MANDATE OF TDA CAPE TOWN

The twelve (12) Functions contained in the Constitution of the Transport and Urban Development Authority for Cape Town Amendment By-law, 2017, have been translated into a management structure with thirteen departments, each of which have two key objectives namely performance-orientated service delivery and focused, integrated investment. These functions are listed as follows:

-  The TDA Business Enablement Department is the overarching department focusing on coordinating, monitoring and enabling the business principles of the Authority so as to facilitate the achievement of the mandate of TDA, with the focus being on ensuring that the end user and community needs are addressed in an efficient, effective and targeted manner, within the overall context and direction of the City.

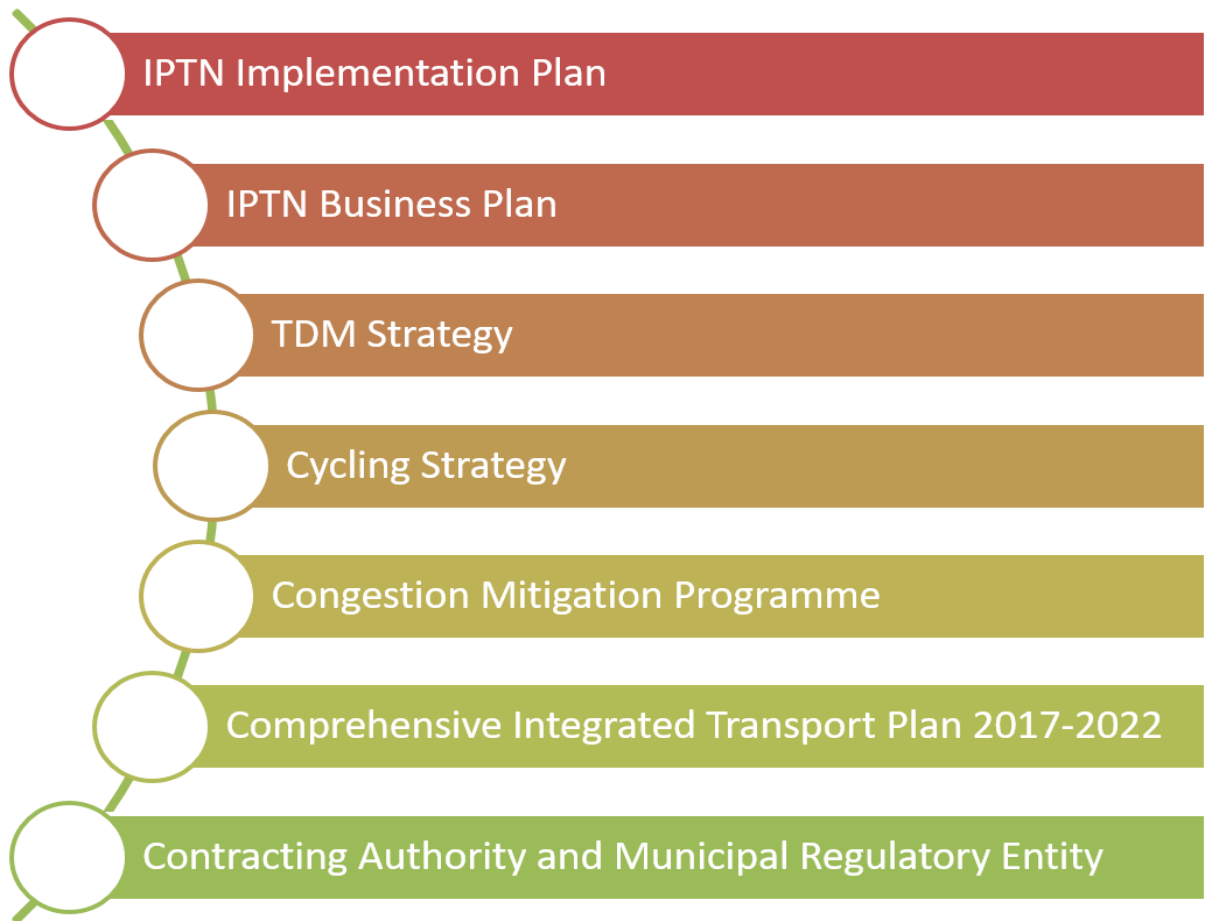


INTEGRATED TRANSPORT PORTFOLIO

- ✚ The Transport Planning Department essentially focuses on the key core components in the integrated transport management process, namely the medium to long term plan (CITP) and related policies, sector plans and strategies. Transport Planning also includes long term strategic planning and public transport planning and management.
- ✚ The Contract Operations Department focuses on contractual and operational management of the IRT contracts and MyCiti service, in order to make up the composite whole of scheduled road-based public transport services. The focus in 2017/18 will also relate to the management of public transport facilities.
- ✚ The Asset Management and Maintenance Department is responsible for the overall management and maintenance of all road and stormwater assets falling under the auspices of TDA. It also manages the districts and depots under 4 Area Managers as well as including the registration and management of all plant for the rollout of the management and maintenance of the infrastructure. It has also recently started to focus on the informal track and stormwater network.
- ✚ The Network Management Department is considered essential to deal with the added functions in terms of the road and rail network management. Further it deals with the traffic related systems as well as the traffic management and public transport enforcement. This Department is also responsible for network and related modal integration.
- ✚ The Regulations Department is necessary as the City is to be assigned the Municipal Regulatory Entity function, as determined in the NLTA. It is essential that all related functions in terms of regulation are consolidated in one department so that there can be synergy and the efficient management of regulation. This includes industry management and transition as well as managing operating licences.

SHORT TERM PRIORITIES

TDA CAPE TOWN: INTEGRATED TRANSPORT



URBAN DEVELOPMENT INVESTMENT PORTFOLIO

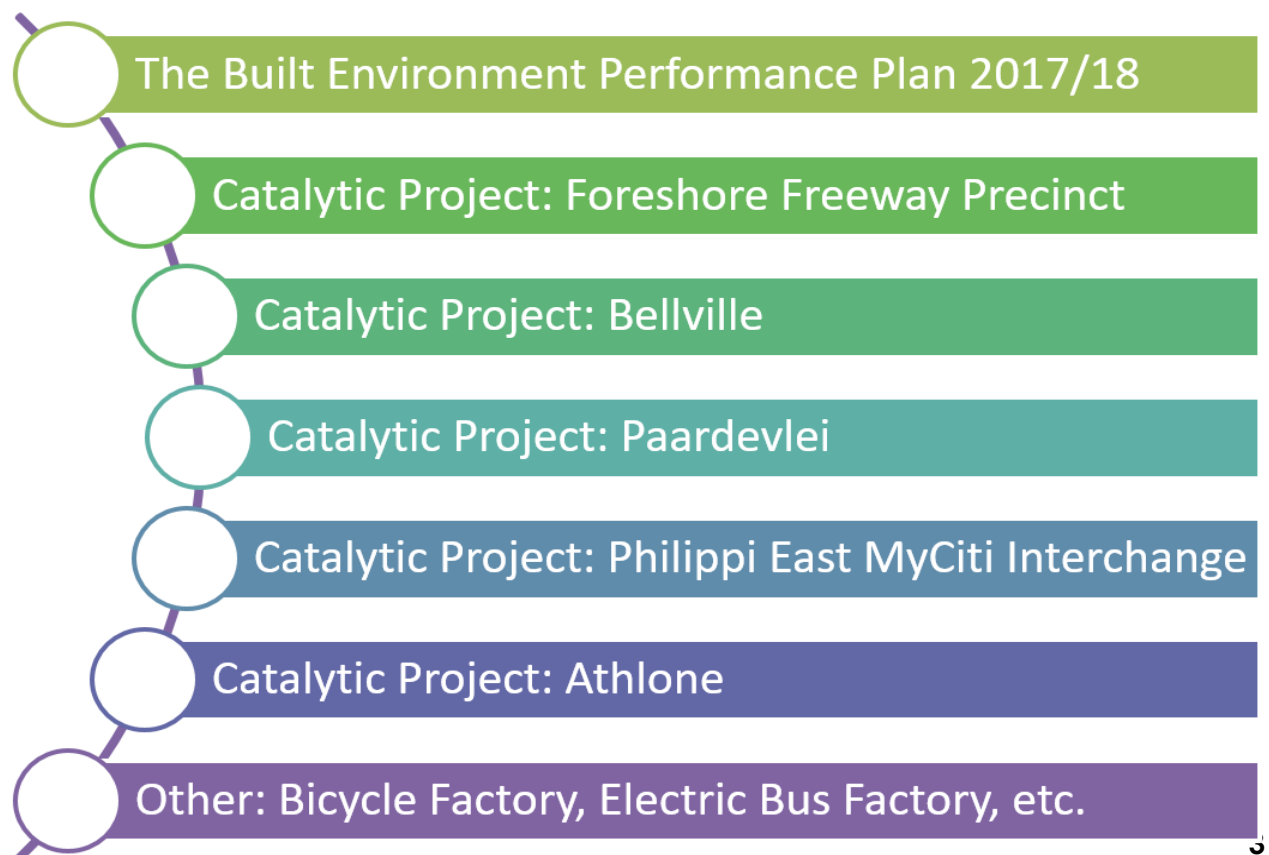
- ✚ The Business Resource Management Department responsible for all the financial management functions under one umbrella in TDA which includes budgeting, revenue management and investment as well as the management of the MLTF and the AFC. This allows for the "costing" of the entire business and the long term financial management of an integrated transport and urban development system for the City of Cape Town, as well as for long term financial and fiscal sustainability of the City.
- ✚ The Built Environment Management Department is responsible for all construction and capital investment related to public transport, NMT, roads and related local stormwater, and facilities as well as capital investment in the urban management functions. This Department is to be founded on the PPM principles and will be refocused on the programme approach so as to ensure focused service delivery across TDA Cape Town's service delivery requirements.

✚ The Urban Catalytic Investments Department will undertake investment planning and infrastructure asset management profiling, the sourcing of alternative funding sourcing, for major catalytic projects that are transversal in nature. It will also be responsible for the formulation, costing and tactical management of the City's Built Environment Performance Plan as well as the City-wide Spatial Development Framework (SDF). This will include the grant and City funding for investment into the social, economic and environment aspect of the built environment. to keep abreast of innovation in terms of infrastructure, services, technology, systems, financial opportunities and governance structures in the built environment.

✚ The Human Settlements Implementation Department This Department uses an integrated project-based approach to develop, direct the implementation of and manage human settlement projects and programmes, within the context TDA Cape Town's urban governance agenda. The focus will be on the end user and to enable the improvement of the quality of life for citizens of the City of Cape Town, whether through growth or urbanization. This Department has been recently restructured within Human Settlements.

SHORT TERM PRIORITIES

TDA CAPE TOWN: URBAN INVESTMENT



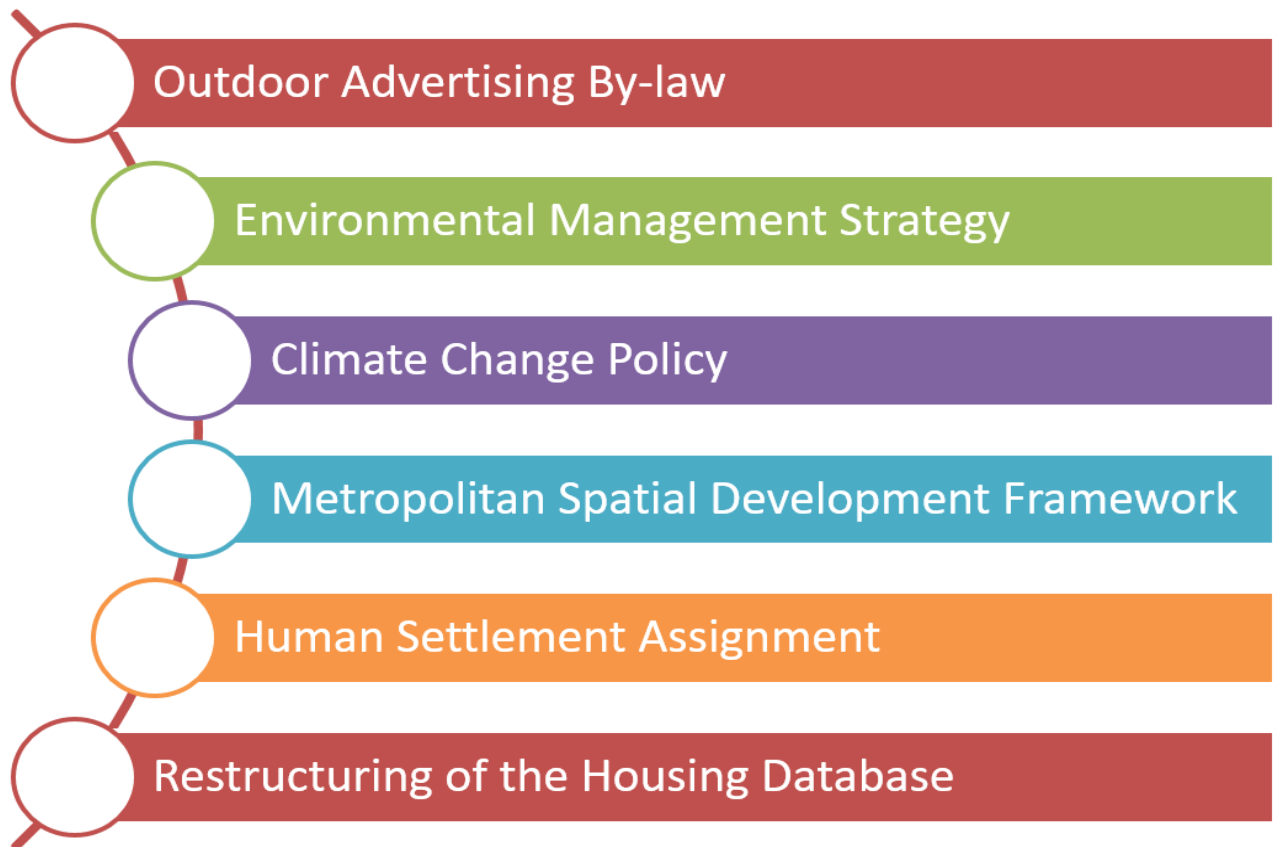
- ✚ The Urban Integration Department has been established with the primary aim to perform the transversal management functions that manifest themselves in the urban environment. The National Development Plan and the Integrated Urban Development Framework (IUDF) are the guides to the City's refocus on customer centricity and focused service delivery. Within this context, this Department will knit together the key foundational aspects that will make up the core of the Urban Development functions of TDA, including human settlements, urban planning, environmental management and land use management, as well as be the interface between the 12 Functions of the TDA as well as the other service delivery directorates of the City.

- ✚ The Environmental Management Department for the development, design, implementation and management of environmental policy and strategy and related future planning on at least climate change, resource conservation and efficiency management as well as sustainable communities. It is also responsible for the development, management and overseeing the City's Biodiversity Strategy from planning to policy development and for action planning and the development, design, implementation and management of coastal management policy and strategy and related future planning.

- ✚ The Development Management Department is responsible for development, implementation and management of land development procedures, processes, systems and controls related to key functional areas embodied in Land Use Management, in accordance with the Municipal Planning By-law and SPLUMA. Analysis of the adequacy, functionality and sustainability of land use management procedures, recommendations and improving controls and processes. Evaluation of the performance of the LUMS in order to influence the strategic planning. Property development trend analysis. This is to include heritage application management.

SHORT TERM PRIORITIES

TDA CAPE TOWN: URBAN DEVELOPMENT



3. STRATEGIC ALIGNMENT TO THE IDP

In May 2016 the City of Cape Town adopted the Transit Oriented Development (TOD) Strategic Framework, which sets a transit-led development agenda at all levels of the built environment. Transit Oriented Development (TOD) is a data-driven strategic founding strategy that underpins all development for the City of Cape Town, whether in response to growth or urbanisation. Transformational Priorities 4, 7, 9, 10 and 11 take their lead from this Transformational Priority. TOD must be manifested at all levels of intervention whether at a metropolitan, corridor, precinct, programme or land parcel level. The intent over the next five years is to give effect to the TOD Strategic Framework through the implementation of an array of projects where either the City is the catalyst to the service delivery and investment or where the City sets the development agenda and the private sector takes up the market demand.

TOD is also to be the spatial transformation strategy for the City of Cape Town. It is transit-led and can be manifested through densification, intensification, upgrading and infill within the urban fabric, so as to consolidate the urban fabric in the right places and make it more efficient, for the benefit of the citizens of Cape Town. TOD brings a new approach to integrated spatial and transportation planning and will guide us to realise:

- A city where the urban space is compact and well connected
- A city where developments are conducive to economic and social efficiency
- A city where residents have easy access to efficient, sustainable and affordable public transport
- A city where living and breathing is easy as shorter travelling distances will reduce the number of carbon emissions from transport.

South African cities, and in this instance, Cape Town, are very inefficient and costly, due to spatial disparities, segregated land uses and access constraints. The question is how to implement this vision for the benefit of those that live, work and play in the City. The aim is to elaborate on a sequential developmental logic of the built environment and the ramping up of TOD at each level as identified in the TOD Strategic Framework, 2016. Some of the priorities include:

- Re-orientation and redesign of the City's Built Environment Performance Plan and ensure that it is data-driven and costed
- Development of a new Spatial Development Framework
- Package and commence the project management for the 6 TOD Priority Projects that have been identified, where the City will be responsible catalytic investor
- Development of the TOD Toolkit and implementation manual that needs to give effect to re-engineered land use management
- TOD Action Plan relating to development and investment within a 500m radius of BRT and Rail Stations. There is a need to reimagine the investment into the Voortrekker Road Investment Corridor by redefining the two key nodes, namely the CBD on the one side of the Corridor and Bellville on the other. Both have been identified as City TOD catalytic investment priorities.

Two of the City's TOD catalytic projects are the Foreshore Freeway Precinct with a component of social housing within the CBD, and the Bellville Precinct, inclusive of the multimodal PTI and Paint City.

- In the same vain as in the MSE, there is a need to link the rollout and phasing of the PRASA modernisation with the upgrading and imagination of Bellville and of the related public transport interchange. This will include investment into inclusionary housing, social housing and the overall stimulation of the market in accordance with the TOD principles of liveable communities. The City's investment in Bellville needs to be undertaken in cooperation with PRASA.
- It is also considered critical that the human settlement agenda be redirected so as to be consolidated within the urban core, as bounded by intervention zones and ensuring that there is a densification and intensification of development so as to support the transit led investment. Bellville is a key precinct, as defined in the TOD Strategic Framework where the City aims to invest so as to not only demonstrate TOD but also ensure that the city becomes more compact and efficient. This will also include developments that are tenure-blind and change the design of social, transitional and low income housing alternatives.

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

TDA STAKEHOLDERS	ROLE OF THE CITP
Community in Cape Town	Local government's focus is on targeted service delivery. This CITP, SDF and BEPP all derive from the five strategic pillars ("the Five Pillars") of the City's Integrated Development Plan ("the IDP") and provides a short, medium and long term plan for the delivery of transport and related services to all identified communities.
National Government	National Department of Transport (NDOT), National Treasury, National Department of Human Settlements, COGTA, Environment and Land Reform provide policy, legislation and financial direction to the various departments of TDA and provides the strategic and legislative context.
Provincial Government	The City has a strong relationship with Western Cape Province and over the next five years will develop a new relationship as functions are assigned to the City by Province and Province takes up a stronger coordinating role.
State Owned Enterprises (SOEs)	There are numerous transport related SOEs that the City has a relationship with. These need to be developed further over the next five years for the benefit of sustainable service delivery. The key SOEs include PRASA, SANRAL, TRANSNET and ACSA and the HDA.
Transport Stakeholders	Transport Stakeholders include all operators whether scheduled or on demand. TDA will broker and consolidate new relationships with them. This CITP maps out the various processes that will be embarked on by TDA in the next five years and beyond. The aim is to enter into working partnerships with the key stakeholders in the next 6 months through the establishment of working MOAs. The focus is on three MOA's: • TDA and the Minibus Taxi Industry • TDA and PRASA • TDA, Province and GABS

Functional Area	As has been agreed in the Western Cape Growth and Development Strategy and Western Cape Land Transport Framework, this CITP covers Cape Town's Functional Area.
Educational Institutions	Over the next five years and beyond, TDA aims, through this CITP, to forge relationships with key educational institutions so as to facilitate innovation in service delivery.
Business	TDA has been established with a strong investment perspective. Service delivery will be costed and there will, with the assistance of the business community, be a move towards a socio-economic approach to integrated, intermodal and interoperable transport as well as TOD development
Transport Industry	There are many facets to the transport industry from an Intelligent Transport System to non-motorised transport, from construction to public transport systems, and from road to rail. This CITP addresses all these different dimensions.
International Investment Community	TDA has taken service delivery to the next level by identifying its governance responsibilities and investment opportunities within the international context for the benefit of Cape Town's citizens, businesses and visitors.
Internal	In terms of TDA's Implementation Plan and Long Term Strategy and in terms of the relationship between policy directives and the priority programmes and projects described in identified strategies, this SDBIP Strategy will ensure that all services delivered and budget expenditure are not only in accordance with the City's IDP but also ensure the delivery of an integrated, sustainable urban environment. Internal refers to the 13 TDA Departments as well as the relationship between TDA and its sister directorates, with specific reference to: Corporate Finance, Safety and Security, Corporate Services, Informal Settlements Water and Waste; Assets and Facilities Management, Directorate of the Mayor, Social Services and Area Based Service Delivery Directorates.

6. RESOURCES

Resources are subject to change each year. TDA Cape Town is a result of combining the functions of transport, urban development and elements of human settlements into one sphere of control. TDA Cape Town has the overarching aim of reversing the effects of apartheid through performance-oriented and investment-led service delivery. ODTP I has created the initial structure and ODTP II has begun to refine the structure of the authority so as to ensure the efficient and effective execution of the identified 12 Functions that have been allocated to TDA.

6.1 Senior management capability and structure.

With the new interdependent matrix structure of TDA the Authority will be able to achieve much more. 2017/18 is being used as the year to consolidate the structure that emanated out of ODTP I and ODTP II, set in place the various projects and programmes, and ensure that the performance and investment-based methodology is ingrained.

6.2 Financial Information

Directorate: Transport & Urban Development Authority									
Budgeted Financial Performance (revenue and expenditure)									
<i>Description</i>	<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>Current Year 2016/17</i>			<i>2017/18 Medium Term Revenue & Expenditure Framework</i>		
<i>R thousand</i>	<i>Audited Outcome</i>	<i>Audited Outcome</i>	<i>Audited Outcome</i>	<i>Original Budget</i>	<i>Adjusted Budget</i>	<i>Full Year Forecast</i>	<i>Budget Year 2017/18</i>	<i>Budget Year +1 2018/19</i>	<i>Budget Year +2 2019/20</i>
<u>Operating Revenue By Source</u>									
<i>Property rates</i>	–	–	–	–	–	–	–	–	–
<i>Service charges - electricity revenue</i>	0	–	–	–	–	–	–	–	–
<i>Service charges - water revenue</i>	–	–	–	–	–	–	–	–	–
<i>Service charges - sanitation revenue</i>	–	–	–	–	–	–	–	–	–
<i>Service charges - refuse revenue</i>	–	–	–	–	–	–	–	–	–
<i>Service charges - other</i>	–	–	–	–	–	–	–	–	–
<i>Rental of facilities and equipment</i>	332	32	6 511	6 598	6 598	6 598	7 018	7 404	7 812
<i>Interest earned - external investments</i>	70	0	84	–	–	–	95	100	105
<i>Interest earned - outstanding debtors</i>	13	14	337	20	20	20	21	21	22
<i>Dividends received</i>	–	–	–	–	–	–	–	–	–
<i>Fines, penalties and forfeits</i>	972	592	7 085	1 238	1 132	1 132	2 196	2 317	2 445

Licences and permits	8 554	1 738	7 465	3 033	11 033	11 033	11 664	12 304	12 980
Agency services	–	–	–	–	–	–	–	–	–
Transfers and subsidies	635 676	163 821	988 651	1 189 460	1 489 615	1 489 615	874 236	899 164	1 058 594
Other revenue	187 902	94 435	363 226	368 440	372 417	372 417	394 329	422 976	446 252
Gains on disposal of PPE	3 358	–	3 798	–	–	–	–	–	–
Total Operating Revenue (excluding capital transfers and contributions)	836 876	260 631	1 377 159	1 568 789	1 880 816	1 880 816	1 289 559	1 344 287	1 528 211
Expenditure By Type									
Employee related costs	1 075 212	969 505	1 031 530	1 228 448	1 169 037	1 168 167	1 277 101	1 383 562	1 502 431
Remuneration of councillors	–	–	–	–	–	–	–	–	–
Debt impairment	–	–	–	–	–	–	–	–	–
Depreciation & asset impairment	496 689	595 014	662 287	703 441	804 856	804 856	788 731	780 700	806 310
Finance charges	2 372	3 272	3 226	2 291	13 074	22 679	2 341	2 548	2 683
Bulk purchases	–	–	–	–	–	–	–	–	–
Other materials	38 535	49 112	44 324	50 402	90 919	90 798	84 918	89 921	95 233
Contracted services	1 217 995	1 606 618	1 650 117	2 075 445	2 516 330	2 507 622	2 269 487	2 356 285	2 610 270
Transfers and subsidies	142 873	83 990	165 811	289 944	318 911	318 911	8 878	1 205	1 272
Other expenditure	94 045	129 163	141 868	238 699	153 074	152 618	129 423	133 782	140 285
Loss on disposal of PPE	75	123	157	–	–	–	–	–	–
Total Operating Expenditure	3 067 796	3 436 798	3 699 320	4 588 669	5 066 201	5 065 651	4 560 879	4 748 004	5 158 484
Surplus/(Deficit)	(2 230 919)	(3 176 167)	(2 322 162)	(3 019 880)	(3 185 385)	(3 184 835)	(3 271 320)	(3 403 717)	(3 630 273)
Transfers & subsidies capital NT & PT	1 235 121	243 881	1 316 333	1 283 288	1 403 061	1 403 061	1 373 911	1 132 044	1 281 919
Transfers & subsidies capital agency, oth	–	74	638	15 000	7 550	7 550	20 000	20 000	20 000
Transfers & subsidies capital in-kind	–	–	100	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(995 798)	(2 932 212)	(1 005 090)	(1 721 592)	(1 774 774)	(1 774 224)	(1 877 408)	(2 251 673)	(2 328 354)
Taxation									
Surplus/(Deficit) after taxation	(995 798)	(2 932 212)	(1 005 090)	(1 721 592)	(1 774 774)	(1 774 224)	(1 877 408)	(2 251 673)	(2 328 354)
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	(995 798)	(2 932 212)	(1 005 090)	(1 721 592)	(1 774 774)	(1 774 224)	(1 877 408)	(2 251 673)	(2 328 354)
Share of surplus/ (deficit) of associate									
Surplus/(Deficit) for the year	(995 798)	(2 932 212)	(1 005 090)	(1 721 592)	(1 774 774)	(1 774 224)	(1 877 408)	(2 251 673)	(2 328 354)
Capital Expenditure	–	–	–	–	–	–	1 942 035	1 712 219	1 824 511

6.3 Major Features of Expenditure

The majority of the capital funding for TDA is sourced from grant funding, with the focus being on PTNG, USDG, ICDG and CMTF funding sources and it also has the HSDG operating grant to manage and will be getting the PTOG on assignment of the Contracting Authority function. The focus of expenditure is on the rollout of the MyCiti services, the rehabilitation of concrete roads in disadvantaged communities, the provision of Dial-a-Ride services to persons with disability and the review of the Comprehensive Integrated Transport Plan on the one hand and the delivery of infrastructure and top structures for the human settlement function as well as social housing and GAP housing.

1. INTEGRATED TRANSPORT PRIORITIES

- Development and rollout of an integrated ticket and integrated timetable across scheduled road and rail transport
- Reduction in public transport, private car, non-motorized transport and freight user groups priority costs, as identified in the TDI, through various interventions
- Congestion mitigation strategy and action plan that includes infrastructure, operational and behavioural interventions such as travel demand management (TDM)
- Finalisation of the status of rail in Cape Town and the development and auctioning of a comprehensive rail masterplan for the City of Cape Town
- Upgrading and rehabilitation of the road network, especially focusing on those roads that have been categorised as very poor or poor quality
- Further rollout of the IPTN, focusing on Phase 2A, Blue Downs Rail Link, Klipfontein Corridor and the restructuring of the GABS services upon assignment as the feeder services. Construction and rollout of Phase 2A of the BRT as well as construction of the missing infrastructure related to the T17 Corridor
- The linkage of the above investment with the rollout and phasing of the PRASA modernisation to link with the upgrading of related public transport interchanges along the corridor.
- The design, tendering and rollout of a unified system of bus shelters and stops across the City of Cape Town
- The design, tendering and rollout of a bike-share system for Cape Town
- PRASA must take the developmental lead in this Intervention Zone with the design and development of the Blue Downs Rail Link. The City will, as a secondary intervention also reprioritise the Blue Downs feeders, the restructuring of the bus network upon assignment of the Contracting Authority function and the development of the BRT corridor along Symphony Way.

2. INTEGRATED URBAN DEVELOPMENT AND TRANSIT-LED DEVELOPMENT PRIORITIES

- The human settlement investment along the corridor needs to be within 500m of a rail and BRT station and the TOD-related tool are to be employed. This will also include a major hotel redevelopment programme as well as the initiation of the Inner Cities housing initiative, starting in the Woodstock and surrounds area.
- Two of the major integrated human settlement investment potentials (dense and intense developments on greenfield sites) are Paardevlei, which is the proposed node in the eastern segment of the City, and Ottery, which is a recently identified opportunity that is in the southern segment of the City.
- Other major investments where the City is to be the catalyst is the Philippi BRT interchange. This is where, once the City has rolled out the full extent of the IPTN, at least 6 of the 9 corridors with interchange at. There is a major opportunity therefore for the City to invest in this hub and stimulate economic investment within the interchange hub as well as facilitate TOD investment in the immediate surroundings.
- The Nolungile Precinct is a further investment area. This broader precinct includes:
 - The Public Transport Interchange upgrade along with the upgrade of the rail station and the development of the BRT station. This includes the rollout of the new maintenance and management methodology as determined by the Minibus Taxi Transformation Model
 - Initiation of a new precinct upgrading in relation to the ORIO funding, including the upgrading of the surrounding residential development and the identification of new residential opportunities
 - A partnership with ACSA in relation to the Strickland land that has just been purchased. There are major opportunities for mixed use development as well as commercial development opportunities on this site.

- The Vuyani PTI and Precinct, which is also within the MSE integration zone also provides economic opportunities using TOD principles so as to stimulate further the viability and sustainability of the investment into the transportation network.
- The Khayelitsha CBD, which is linked to a rail station as well as a planned BRT service, as well as the Mitchells Plain Town Centre both have major developmental potential, especially investment that will stimulate the economic land uses. The City of Cape Town is to investigate opportunities and the use of TOD mechanisms that will stimulate the market in these two second order zones.
- Restructuring service delivery interventions as well as private sector development where budgets are aligned to implementation strategies (local, provincial, national and State Owned Enterprises) and that are directed towards the developmental priorities of the City
- Within the context of the Strategy of Together, the development and rollout of a Poverty Alleviation Strategy for the City of Cape Town, Informal Settlement Intervention Strategy and Service Delivery Sector Plans that all enable the building of integrated, sustainable, efficient and accountable communities.

SHORT TERM PRIORITIES

BEGIN FORMULATING THE STRATEGY OF TOGETHER



7. RISK ASSESSMENT

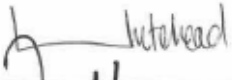
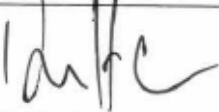
Management, with the assistance of the Integrated Risk Management (IRM) Department, has applied their minds and due care taken to ensure that risks which could impact on them not achieving the Authority's objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework. Risk Registers are utilised as a management tool in order to manage all risks of the Authority. The risks identified and rated, equal or above the Council approved rating (appetite) will be reported to the Executive Management Team (EMT), as well as to the relevant Mayoral Committee member on a six monthly basis. A new, more proactive risk assessment plan for TDA and its two portfolios and 13 departments is on the verge of being finalised.

8. OBJECTIVES AND INDICATORS OF THE TDA SCORECARD

The objectives and indicators of TDA Cape Town are detailed in the attached Service Delivery and Budget Implementation Plan (SDBIP). The draft SDBIP and draft Budget will be submitted to the March Council Meeting before it goes for Public Participation. It must be highlighted that this is the first Integrated SDBIP of its kind for TDA Cape Town which is supported by the IDP Department who was also involved during the process to verify and check that this Executive Summary and the final SDBIP is compliant before the Executive Mayor signs off on these documents.

9. AUTHORISATION

The undersigned do hereby indicate their agreement with the contents of this document and the outcomes.

	Name	Signature	Date
Commissioner: TDA Cape Town	Melissa Whitehead		28/3/2017
Transport and Urban Development Authority: Mayco Member	Brett Herron		29/03/2017
Transversal Transport and Urban Development Section 79 Committee Chairperson	Anthony Moses		

10. APPENDICES: Annexure A: Draft 2017/2018 TDA SCORECARD

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	2017/2018 TRANSPORT & URBAN DEVELOPMENT AUTHORITY DIRECTORATE SDBIP													
2	ALIGNMENT TO IDP		Link to the TDA Functions	Corporate Objective	Indicator (To include unit of measure)	Baseline 2016 / 2017	Program / Statutory or Strategic Plan /TCT functional plan	Annual Target 2017	Annual Target 30 June 2018	TARGETS				Responsible Person
3	SFA & Corporate Objective	CSC Indicator no.								30 Sept 2017	31 Dec 2017	31 Mar 2018	30 Jun 2018	
4	SFA 4 Inclusive City		Commissioner	4.1 Dense and transit-oriented growth and development	Develop the Strategy of Together	New	4.1.a Spatial integration and transformation programme	New	Finalise Blueprint	Conceptual framework	Internal stakeholder consultation	1st Draft of Blueprint	Finalise Blueprint	Melissa Whitehead, Erika Naude & Gershwin Fortune
5	SFA 1 Opportunity City	1.A	Development Management	1.1 Positioning Cape Town as forward looking globally competitive City	Percentage of building plans approved within 30 - 60 days	94.10%	1.1.a Ease-of-business programme	90%	90%	90%	90%	90%	90%	Cheryl Walters
6	SFA 4 Inclusive City		Transport Planning	4.2: An efficient, integrated transport system	Create a New Comprehensive Integrated Transport Plan	CITP 2016-2017	4.2.a Integrated Public Transport Network 2032 programme CITP & IPTN	New CITP 2017/2022 submitted for approval	New CITP 2017-2022	Stakeholder consultation and draft completed	Commence New CITP Public Participation	New CITP to Committees	New CITP 2017-2022	Maddie Mazaza
7			Network Management	4.2: An efficient, integrated transport system	Evaluate and award the parking management tender and the conclusion of the procurement of contractors to manage the parking system	Parking Management Contracts concluded	4.2.a Integrated Public Transport Network 2032 programme		Complete S33 and R34 processes and appeal period and commission contract	Complete evaluation, Bid Evaluation Committee process and Due Diligence	Complete award to preferred bidder, commence and complete the majority of the system testing process	Complete award and commence S33 and R34 processes	Complete S33 and R34 processes and appeal period and commission contract	Peter Sole
8			Transport Planning	4.2: An efficient, integrated transport system	The finalization of IPTN Phase 2 planning	IPTN 2032	4.2.a Integrated Public Transport Network 2032 programme	IPTN - Phase 2	1. Finalize Phase 2a planning & detailed design 2. Conceptual planning for Blue Downs Rail Corridor	Annual target	Annual target	Annual target	1. Finalize Phase 2a planning & detailed design 2. Conceptual planning for Blue Downs Rail Corridor	Maddie Mazaza & Dave Buerger
9			Transport Planning	4.2: An efficient, integrated transport system	IPTN phase 2 continued construction	IPTN 2032	4.2.a Integrated Public Transport Network 2032 programme	IPTN - Phase 2	3. Entire feeder network - Commencement of contracted scheduled services	Annual target	Annual target	Annual target	3. Entire feeder network - Commencement of contracted scheduled services	Maddie Mazaza & Dave Buerger

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	2017/2018 TRANSPORT & URBAN DEVELOPMENT AUTHORITY DIRECTORATE SDBIP													
2	ALIGNMENT TO IDP		Link to the TDA Functions	Corporate Objective	Indicator (To include unit of measure)	Baseline 2016 / 2017	Program / Statutory or Strategic Plan /TCT functional plan	Annual Target 2017	Annual Target 30 June 2018	TARGETS				Responsible Person
3	SFA & Corporate Objective	CSC Indicator no.								30 Sept 2017	31 Dec 2017	31 Mar 2018	30 Jun 2018	
10			Regulations & Contract Operations	4.2: An efficient, integrated transport system	Development of a Model Contract for future use when contracting VOC's		4.2.a Integrated Public Transport Network 2032 programme	Development of a Model Contract for future use when contracting VOC's	Development of a Model Contract for future use when contracting VOC's	Annual target	Annual target	Annual target	Development of a Model Contract for future use when contracting VOC's	Abdul Bassier & Sipho Afrika
11				4.2: An efficient, integrated transport system	Performance based operational and management systems inclusive of standard practices, penalties, customer service and smooth transfer from Prov Government to Local Government		4.2.a Integrated Public Transport Network 2032 programme	Establishment of the VOC Penalty Committee	Fully functional Penalty Committee and Comprehensive reporting system	Annual target	Annual target	Annual target	Fully functional Penalty Committee and Comprehensive reporting system	
12	SFA 4 Inclusive City		Transport Planning Contract Operations	4.2: An efficient, integrated transport system	Implement and manage the City's Universal Access Plan		4.2.b Travel demand management programme	Universal Access Programme	1. Dail a Ride 2. Infrastructure Audit 3. Universal Access Forum & Universal Access Design Plan	Annual target	Annual target	Annual target	1. Dail a Ride 2. Infrastructure Audit 3. Universal Access Forum & Universal Access Design Plan	Maddie Mazaza & Sipho Afrika
13			Regulations	4.2 An efficient, integrated transport system	Develop & Implement through business plans 3 TOC's / RTC's		4.2.b Travel demand management programme	Finalisation and implementation socio-economic model for all affected minibus taxi operators	1) Develop Business Plans and 2) Company formed for the 3 Pilots: i) Du Noon ii) Khayelitsha and iii) Mitchells Plain	Annual target	Annual target	Annual target	1) Develop Business Plans and 2) Company formed for the 3 Pilots: i) Du Noon ii) Khayelitsha and iii) Mitchells Plain	Abdul Bassier
14	SFA 3 Caring City		Asset Management & Maintenance	3.1 Excellence in basic service delivery	Implement 2 priority interventions for identified informal settlements based on the stormwater and access track strategy formulated		3.1.a Excellence in service delivery	1. Implementation of Stormwater channels in Doornbach 2. Storm water management for Metro south east via implementation of appropriate flood mitigation measures - river cleaning projects	1. Implementation of Stormwater channels in Doornbach 2. Storm water management for Metro south east via implementation of appropriate flood mitigation measures - river cleaning projects	Annual target	Annual target	Annual target	1. Implementation of Stormwater channels in Doornbach 2. Storm water management for Metro south east via implementation of appropriate flood mitigation measures - river cleaning projects	Henry Du Plessis
15			Network Management		Develop the TDA IMS blue print and phased rollout plan		4.2.b Travel demand management programme	Deliver Overall IIMS Blueprint. Development and implementation of TCT data warehouse with analysis & reporting tools, asset management master data solution, and MRE OLS solution in progress.	Development and Implementation of an Integrated Information Management System (IIMS) as part of the TCT TAMS Programme	Detailed blueprints for three approved work packages as part of IIMS Phase 1 completed. Development of three approved work packages as part of IIMS Phase 1 contract. Draft tender specifications for additioinal work packages (IIMS Phase 2).	Ongoing Development of three approved work packages as part of IIMS Phase 1 contract. TCT data warehouse implemented. MRE OLS solution functional. Tender processes for additioinal work packages (IIMS Phase 2).	Ongoing Development of approved work packages as part of IIMS Phase 1 contract. TCT dashboards, analysis and reporting tools operational. TCT asset master data solution established. Tenders awarded for additioinal work packages (IIMS Phase 2).	Fully operational data warehousing solution with analysis and reporting functionality. Asset management master data solution established. MRE OLS solution completed. IIMS Spatial data integration actioned. New contracts for additional work packages in place (IIMS Phase 2).	Toni van Niekerk

	A	B	C	D	E	F	G	H	I	J	K	L	M	N			
1	2017/2018 TRANSPORT & URBAN DEVELOPMENT AUTHORITY DIRECTORATE SDBIP																
2	ALIGNMENT TO IDP		Link to the TDA Functions	Corporate Objective	Indicator (To include unit of measure)	Baseline 2016 / 2017	Program / Statutory or Strategic Plan /TCT functional plan	Annual Target 2017	Annual Target 30 June 2018	TARGETS				Responsible Person			
3	SFA & Corporate Objective	CSC Indicator no.								30 Sept 2017	31 Dec 2017	31 Mar 2018	30 Jun 2018				
16	SFA 4 Inclusive City		Infrastructure	4.2 An efficient, integrated transport system		Develop a new Pavement Management System (PMS), Bridge Management System (BMS) and Load Management System (LMS)		4.2.b Travel demand management programme	Development of a comprehensive road network asset management strategy	1. Appoint consultant for PMS, BMS & LMS 2. Finalize details of investigations and deliverables 3. Proceed with investigations.	Annual target	Annual target	Annual target	1. Appoint consultant for PMS, BMS & LMS 2. Finalize details of investigations and deliverables 3. Proceed with investigations.	Dave Buerger		
17						Roads Rehabilitation (NT requirement - USDG)			USDG	10 km	25km	5km	12km	17km	25km		
18			Asset Management & Maintenance					Rand Value of Roads Rehabilitation (This is a NT requirement/ USDG		USDG	n/a	131 200 000	30 100 000	63 550 000	95 050 000		131 200 000
19								Rand Value of Storm water Rehabilitation / improvements		USDG	n/a	13 000 000	2 000 000	4 500 000	6 000 000		13 000 000
20						Percentage completion of Storm water rehabilitation / improvements (This is a NT requirement/ USDG		USDG	n/a	(Lining and enclosing 0.5km SW channel, reconstruction of culvert to accom. 100yr flood.)	16%	37%	50%	100%	Henry Du Plessis		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	2017/2018 TRANSPORT & URBAN DEVELOPMENT AUTHORITY DIRECTORATE SDBIP													
2	ALIGNMENT TO IDP		Link to the TDA Functions	Corporate Objective	Indicator (To include unit of measure)	Baseline 2016 / 2017	Program / Statutory or Strategic Plan /TCT functional plan	Annual Target 2017	Annual Target 30 June 2018	TARGETS				Responsible Person
3	SFA & Corporate Objective	CSC Indicator no.								30 Sept 2017	31 Dec 2017	31 Mar 2018	30 Jun 2018	
21	SFA Inclusive City			4.3. Building integrated communities	Kilometres of roads gravelled			2 km	2 km	Annual target	Annual target	Annual target	2 km	
22					Kilometres of stormwater drainage installed			1 km	1 km	Annual target	Annual target	Annual target	1 km	
23					Kilometres of surfaced roads resealed			n/a	60 km	Annual target	Annual target	Annual target	60 km	
24					Number of public transport interchanges (incl IRT bus stations, taxi ranks) constructed or upgraded.	3		3	3 PTI's	Annual target	Annual target	Annual target	3 PTI's	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	2017/2018 TRANSPORT & URBAN DEVELOPMENT AUTHORITY DIRECTORATE SDBIP													
2	ALIGNMENT TO IDP		Link to the TDA Functions	Corporate Objective	Indicator (To include unit of measure)	Baseline 2016 / 2017	Program / Statutory or Strategic Plan /TCT functional plan	Annual Target 2017	Annual Target 30 June 2018	TARGETS				Responsible Person
3	SFA & Corporate Objective	CSC Indicator no.								30 Sept 2017	31 Dec 2017	31 Mar 2018	30 Jun 2018	
25	SFA 4 Inclusive City		Infrastructure	4.2 An efficient, integrated transport system	Number of bus stops (excl taxis) constructed	60		60 bus stops	50 bus stops	Annual target	Annual target	Annual target	50 bus stops	Dave Buerger
26					Number of Non-Motorised Transport km constructed	10km		10 km	12 km	Annual target	Annual target	Annual target	12 km	
27	SFA 4 Inclusive City			4.1 Dense and transit oriented growth and development	% completion of Sir Lowry's Pass River upgrade		USDG	n/a	100%	14%	35%	71%	100%	
28	SFA 3 Caring City			3.2 Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers	Rand value of Sir Lowry's Pass River upgrade		USDG	n/a	7 000 000	1 000 000	2 500 000	5 000 000	7 000 000	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	2017/2018 TRANSPORT & URBAN DEVELOPMENT AUTHORITY DIRECTORATE SDBIP													
2	ALIGNMENT TO IDP		Link to the TDA Functions	Corporate Objective	Indicator (To include unit of measure)	Baseline 2016 / 2017	Program / Statutory or Strategic Plan /TCT functional plan	Annual Target 2017	Annual Target 30 June 2018	TARGETS				Responsible Person
3	SFA & Corporate Objective	CSC Indicator no.								30 Sept 2017	31 Dec 2017	31 Mar 2018	30 Jun 2018	
30	SFA 4 Inclusive City			4.3 Building integrated communities	Rand value of Roads : Bulk housing projects		USDG	n/a	66 000 000	12 100 000	28 100 000	47 900 000	66 000 000	Rayan Rughubar Jens Kuhn
31	SFA 4 Inclusive City			4.3 Building integrated communities	Percentage completion of Roads: Bulk Housing projects completed		USDG	n/a	100%	18%	42%	72%	100%	Rayan Rughubar Jens Kuhn
32	SFA 4 Inclusive City			4.3. Building integrated communities	Informal settlements upgrade		USDG	n/a	200m	35m	95m	150m	200m	Paul Vink Wayne Muller
33	SFA 4 Inclusive City			4.3. Building integrated communities	Informal settlements upgrade		USDG	n/a	2 000 000	350 000	950 000	1 500 000	2 000 000	Paul Vink Wayne Muller
34	SFA 2 Safe City		Network Management	2.1 Safe communities	Consolidate the parameters of public transport enforcement required in the City, delivery roles and responsibilities, financial sources and establish the mechanisms for such enforcement	New	2.1.c Policing service programme	Develop a Public Transport Law Enforcement (PTLE) model for TCT Roll-out of a functional Transport Enforcement Branch (TEB) for TCT	Continue to investigate the decriminalization of certain transport offences Roll-out of a functional Transport Enforcement Branch (TEB) for TCT	Development of a Transport Enforcement Strategy in consultation with TfL	Conclude a joint Performance Management Model with Safety & Security pertaining the Transport Enforcement Unit (TEU)	Develop a Staff Structure for TEB	Continue to investigate the decriminalization of certain transport offences Roll-out of a functional Transport Enforcement Branch (TEB) for TCT	Peter Sole

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	2017/2018 TRANSPORT & URBAN DEVELOPMENT AUTHORITY DIRECTORATE SDBIP													
2	ALIGNMENT TO IDP		Link to the TDA Functions	Corporate Objective	Indicator (To include unit of measure)	Baseline 2016 / 2017	Program / Statutory or Strategic Plan /TCT functional plan	Annual Target 2017	Annual Target 30 June 2018	TARGETS				Responsible Person
3	SFA & Corporate Objective	CSC Indicator no.								30 Sept 2017	31 Dec 2017	31 Mar 2018	30 Jun 2018	
35	SFA 4 Inclusive City		Network Management	4.2 An efficient, integrated transport system	Deliver on the Traffic Signals Upgrade Project		4.2.d Intelligent transport systems programme	Traffic Signal Upgrade initiatives 1. Replace 75 Controllers 2. Development of 20 Functioning Traffic Counting stations on major arterials 3. Review signal progression on 5 major corridors	Traffic Signal Upgrade initiatives 1. Replace 75 Controllers 2. Development of 20 Functioning Traffic Counting stations on major arterials 3. Review signal progression on 5 major corridors	Annual target	Annual target	Annual target	Traffic Signal Upgrade initiatives 1. Replace 75 Controllers 2. Development of 20 Functioning Traffic Counting stations on major arterials 3. Review signal progression on 5 major corridors	Peter Sole
36	SFA 1 Opportunity City		Transport Planning	1.4 Resource efficiency and security	Develop the TDA Carbon Footprint	New	1.4.b Climate change programme	N/A	TDA Carbon footprint service provider actioned 50%	TDA Carbon Footprint Project specified	N/A	TDA Carbon Footprint Service Providers	TDA Carbon footprint service provider actioned 50%	Maddie Mazaza
37			Environmental Management	1.4 Resource efficiency and security	Develop Environmental action plans	New	1.4.b Climate change programme	N/A	Roll-out of electric busses, Coastal Management Strategy, Biodiversity Plan	TDA Carbon Footprint Project specified	N/A	First electric busses deployed and operational	1. Coastal management Strategy 2. Biodiversity Plan	Osman Asmal & Henry Du Plessis
38			Development Management	1.1 Positioning Cape Town as forward looking globally competative City	% of Land Use Applications finalised within the statutory timeframe of 180 days as provided for in section 102(1) of the Municipal Planning By-law		1.1.a Ease-of-business programme	90%	90%	Annual target	Annual target	Annual target	90%	Cheryl Walters

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	2017/2018 TRANSPORT & URBAN DEVELOPMENT AUTHORITY DIRECTORATE SDBIP													
2	ALIGNMENT TO IDP		Link to the TDA Functions	Corporate Objective	Indicator (To include unit of measure)	Baseline 2016 / 2017	Program / Statutory or Strategic Plan /TCT functional plan	Annual Target 2017	Annual Target 30 June 2018	TARGETS				Responsible Person
3	SFA & Corporate Objective	CSC Indicator no.								30 Sept 2017	31 Dec 2017	31 Mar 2018	30 Jun 2018	
39	SFA 4 Inclusive City		Commissioner	4.1: Dense and transit-oriented growth and development	50% Catalytic Projects - (5+2) packaged in 1st two years		4.1.b TOD catalytic projects programme	1. Foreshore Freeway Precinct 2. Bellville 3. Athlone 4. Paardevelei 5. Phillipi 6. Conradie 7. TRUP	20% Packaged in 2017/18	Annual target	Annual target	Annual target	20%Packaged in 2017/18	Melissa Whitehead
40	SFA 4 Inclusive City		Urban Catalytic Investment	4.3 Building integrated communities	Annual revision of BEPP	Approved BEPP 2017/18	4.3.a Built environment integration programme	Approved BEPP 2018/19	Approved BEPP 2018/21	Completion of Review assessment and re-establishment of BEPP Tech committee	Submission of Draft BEPP (November) / Internal departmental engagement concluded and schedule of external meetings provided	Alignment of BEPP content with Budget / IDP review and Intergovernmental review (IGR) complete	BEPP 2018/19 submitted to political structures and approved	Frank Cumming
41	SFA 3 Caring City		Human Settlements Implementation	3.1 Excellence in basic service delivery	Number of Human Settlement opportunities provided (Serviced Sites)	Sites: 3 822	3.1.c Housing programme	Serviced Sites: 5 257	Serviced Sites: 5 556	340	587	691	1 808	Rayan Rughubar
42					Number of Human Settlement opportunities provided (Top Structure)	Top Structures: 3 372		Top Structures: 4 243	Top Structures: 4 760	645	1496	2196	3 153	
43			Urban Integration	3.2 Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers	Number of Registration of Transfers in historical projects	500	3.2.b Human settlements programme	500	500	100	200	300	500	Nomso Baliso

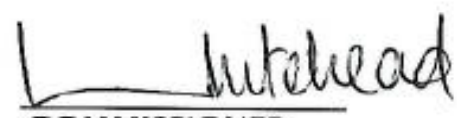
	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	2017/2018 TRANSPORT & URBAN DEVELOPMENT AUTHORITY DIRECTORATE SDBIP													
2	ALIGNMENT TO IDP		Link to the TDA Functions	Corporate Objective	Indicator (To include unit of measure)	Baseline 2016 / 2017	Program / Statutory or Strategic Plan /TCT functional plan	Annual Target 2017	Annual Target 30 June 2018	TARGETS				Responsible Person
3	SFA & Corporate Objective	CSC Indicator no.								30 Sept 2017	31 Dec 2017	31 Mar 2018	30 Jun 2018	
45	SFA 3 Caring City		Human Settlements Implementation	3.1 Excellence in basic service delivery	Progress on milestones towards the implementation of an Integrated Human Settlements Framework	New	3.1.c Housing programme	Align Budget and Projects for implementation of IHSF 2016/2017 - 2018/2019	Align Budget and Projects for implementation of IHSF 2017/2018 - 2019/2020	Progress on IHSF Implementation Plans	Progress on IHSF Implementation Plans	Alignment of Directorate structure for implementation of IHSF going forward	Align Budget and Projects for implementation of IHSF 2017/2018 - 2019/2020	Rayan Rughubar
46		3.L		3.2 Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers	3.L Percentage progress made in establishing a verifiable database that determines housing needs [AT]	New	3.2.a Basic service delivery programme	New	50%	N/A	N/A	N/A	50%	Toni van Niekerk
47		3.M		3.2 Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers	3.M Percentage of allocated housing opportunity budget spent	New	3.2.a Basic service delivery programme	New	90%	18%	34%	51%	90%	Rayan Rughubar

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	2017/2018 TRANSPORT & URBAN DEVELOPMENT AUTHORITY DIRECTORATE SDBIP													
2	ALIGNMENT TO IDP		Link to the TDA Functions	Corporate Objective	Indicator (To include unit of measure)	Baseline 2016 / 2017	Program / Statutory or Strategic Plan /TCT functional plan	Annual Target 2017	Annual Target 30 June 2018	TARGETS				Responsible Person
3	SFA & Corporate Objective	CSC Indicator no.								30 Sept 2017	31 Dec 2017	31 Mar 2018	30 Jun 2018	
48	SFA 4 Inclusive City	4.A	Contract Operations	4.1 Dense and transit-oriented growth and development	4.A Number of passenger journeys per kilometre operated [AT]	New	4.1.a Spatial integration and transformation programme	New	1.07	N/A	N/A	N/A	1.07	Sipho Afrika
49		4.B	Built Environment Management		4.B Percentage identified priority projects moved from preliminary to inception phase [BT]	New		New	10%	N/A	N/A	N/A	10%	Erika Naude & Frank Cummings
50		4.C			4.C Percentage identified priority projects moved from inception to implementation phase Note: This indicator will be reported on in 2021/2022 financial year.	New		New	New ^{N1}	New ^{N1}	New ^{N1}	New ^{N1}	Erika Naude & Frank Cummings	
51		4.D	Contract Operations	4.2 An efficient, integrated transport system	4.D Total number of passenger journeys on MyCiti [C]	18.5 Million	4.2.f Efficient, integrated public transport programme	New	19.1 million	4.9 million	9.6 million	14.4 million	19.1 million	Sipho Afrika
52		IC1		4.3 Building integrated communities	New subsidised units developed in Brownfields developments as a percentage of all new subsidised units city-wide	37%	BEPP	New	38%	N/A	N/A	N/A	38%	
53		IC6		4.3 Building integrated communities	% households accessing subsidy units in integration zones that come from informal settlements	100%	BEPP	New	100%	N/A	N/A	N/A	100%	
54		IC7		4.3 Building integrated communities	Number of human settlement opportunities within Integration Zones that are within 500 metres from the integrated public transport network as a percentage of all dwelling units within Integration Zones	60.73%	BEPP	New	61.00%	N/A	N/A	N/A	61.00%	
55		WG7		4.2: An efficient, integrated transport system	Value of catalytic projects as listed in the BEPP at financial closure as a % of total MTREF capex budget value	0%	BEPP	New	0.464%	N/A	N/A	N/A	0.464%	
56		WG8		4.2: An efficient, integrated transport system	The budgeted amount of municipal capital expenditure for catalytic projects contained in BEPP, as a percentage of the municipal capital budget.	0.12%	BEPP	New	0.84%	N/A	N/A	N/A	0.84%	

FIVE-YEAR CORPORATE SCORECARD, 2017 TO 2022		
(2017/18)		
INDICATOR	IDP Objective	INDICATOR DEFINITION
1.A Percentage of building plans approved within 30-60 days	1.1	Percentage of applications approved within statutory timeframes (30–60 days). The objective is to improve approval times. This improvement will be in the trend over the course of the five-year term of the Integrated Development Plan, but will be targeted annually as the weighted average percentage achieved for the specific year. The approval of building plans is measured within the statutory timeframes of 30 days for structures of <500 m ² and 60 days for structures of >500 m ² . See section A7 of the National Building Regulations Act 103 of 1977.
3.L Percentage progress made in establishing a verifiable database that determines housing needs	3.2	The indicator aims to verify and quantify the housing-opportunity database to determine whether all beneficiaries who are eligible for a housing opportunity have been identified.
3.M Percentage of allocated housing-opportunity budget spent	3.2	This indicator measures the percentage of the allocated housing budget that has been spent (capital and operating).
4.A Number of passenger journeys per kilometre operated (MyCiTi)	4.2	The aim is to have more passengers travelling per kilometre scheduled on the MyCiTi transport system. The purpose of the indicator is to measure efficiency improvements in the usage of MyCiTi buses.
4.B Percentage of identified priority projects moved from preliminary to inception phase	4.2	This indicator measures the percentage of progress made with identified priority projects that were moved from preliminary to inception phase. The identified priority projects are:
		*the Foreshore Freeway precinct;
		*Bellville;
		*Paardevelei;
		*Philippi East MyCiTi interchange and precinct;
		*Athlone power station;
		*Two Rivers Urban Park (TRUP); and
4.C Percentage of identified priority projects moved from inception to implementation phase	4.2	* the Conradie project.
		This indicator measures the percentage of progress made with identified priority projects that were moved from inception to implementation phase. The identified priority projects are:
		*the Foreshore Freeway precinct;
		*Bellville;
		*Paardevelei;
		*Philippi East MyCiTi interchange and precinct;
		*Athlone power station;
4.D Total number of passenger journeys on MyCiTi	4.2	*Two Rivers Urban Park (TRUP); and
		*the Conradie project.
		An efficient, integrated transport system is measured in part through the increase in passenger journeys undertaken.
		A passenger journey is calculated from the first boarding of a bus at a feeder stop or main station to the last exit from a bus at a feeder stop or main station, including any transfers between buses (single journey).

2017/2018 KEY OPERATIONAL INDICATORS (KOIs)												
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/2016	Annual Target 30 June 2017	Targets (* - Please note that KOI indicators which are reflected on the Corporate Scorecard for 2017/2018 are subject to approval of the CSC)				Contact Person
No.	Pillar & Corporate Objective	CSC Indicator no.						30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018	
1	SFA 1 Opportunity City	1.F	Social Services	1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) work opportunities created	Direct./ Dept. achievement as at 30 June 2016	10 649	Quarterly targets must be developed for each Directorate and Department in consultation with EPWP office	Quarterly targets must be developed for each Directorate and Department in consultation with EPWP office	Quarterly targets must be developed for each Directorate and Department in consultation with EPWP office	11 549	Executive Director: Social Services
2	SFA 1 Opportunity City	1.G	Corporate Services	1.3 Economic inclusion	Percentage budget spent on implementation of WSP	95%	95%	10	30	70	95%	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
3	SFA 1 Opportunity City	-	Social Services	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	New	New	Quarterly targets must be developed for each Directorate and Department in consultation with EPWP office	Quarterly targets must be developed for each Directorate and Department in consultation with EPWP office	Quarterly targets must be developed for each Directorate and Department in consultation with EPWP office	2 750	Executive Director: Social Services
4	SFA 1 Opportunity City	-	Corporate Services	1.3 Economic inclusion	Number of external trainee and bursary opportunities (excluding apprentices)	Direct./ Dept. achievement as at 30 June 2016	118	60	85	100	122	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
5	SFA 1 Opportunity City	-	Corporate Services	1.3 Economic inclusion	Number of apprentices	Direct./ Dept. achievement as at 30 June 2016	Targets as at 2016/2017	0	20	30	40	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
6	SFA 3 Caring City	3.F	Corporate Services	3.1 Excellence in basic services	Percentage adherence to Citywide service requests	Direct./ Dept. achievement as at 30 June 2016	100% (based on a 80% threshold) Indicator is being updated	90%	90%	90%	90%	Shaun Van Der Merwe Contact: 021 400 2117 Cell: 084 235 3316
7	SFA 4 Inclusive City	-	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	Direct./ Dept. achievement as at 30 June 2016	85%	85%	85%	85%	85%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
8	SFA 4 Inclusive City	-	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	Direct./ Dept. achievement as at 30 June 2016	2%	2%	2%	2%	2%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
9	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage of absenteeism	Direct./ Dept. achievement as at 30 June 2016	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344

2017/2018 KEY OPERATIONAL INDICATORS (KOIs)												
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/2016	Annual Target 30 June 2017	Targets (* - Please note that KOI indicators which are reflected on the Corporate Scorecard for 2017/2018 are subject to approval of the CSC)				Contact Person
No.	Pillar & Corporate Objective	CSC Indicator no.						30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018	
10	SFA 5 Well-Run City	5.C	Finance	5.1 Operational sustainability	Percentage spend of capital budget	City's achievement = 85.7% Direct./ Dept. achievement as at 30 June 2016	90%	As per project cash flow	As per project cash flow	As per project cash flow	90%	Directorate Finance Manager
11	SFA 5 Well-Run City	5.D	Finance	5.1 Operational sustainability	Percentage spend on repairs and maintenance	95.8%	95%	18.1%	43.2%	65.4%	95%	Directorate Finance Manager
12	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage OHS incidents reported	Direct./ Dept. achievement as at 30 June 2016	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Dikeledi Tshuduku Contact: 021 400 5261
13	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage OHS investigations completed	Direct./ Dept. achievement as at 30 June 2016	100%	100%	100%	100%	100%	Dikeledi Tsukudu Contact: 021 400 5261 Cell: 082 4412 894
14	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage vacancy rate	Direct./ Dept. achievement as at 30 June 2016	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	Fritz Le Roes Contact: 021 400 9106 Cell: 082 8232 430
15	SFA 5 Well-Run City	-	Finance	5.1 Operational sustainability	Percentage of operating budget spent	Direct./ Dept. achievement as at 30 June 2016	95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Directorate Finance Manager
16	SFA 5 Well-Run City	-	Finance	5.1 Operational sustainability	Percentage of assets verified	Direct./ Dept. achievement as at 30 June 2016	100% asset register verified	N/A=ALL directorates 25%=Finance Directorate	N/A=ALL directorates 50%=Finance Directorate	60% = ALL Directorates 75% = Finance Directorate	100%	Directorate Finance Manager
17	SFA 5 Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage Internal Audit findings resolved	Direct./ Dept. achievement as at 30 June 2016	75%	75%	75%	75%	75%	Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959
18	SFA 5 Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage of Declarations of Interest completed	Direct./ Dept. achievement as at 30 June 2016	100%	0%	0%	0%	100%	Lisa Anne Coltman Contact: 021 400 9296 Cell: 083 562 1688
				(* - Please note that KOI indicators which are reflected on the Corporate Scorecard for 2017/2018 are subject to approval of the CSC)								



COMMISSIONER
TDA
MELISSA WHITEHEAD

28/3/2017
DATE

2017/2018 KEY OPERATIONAL INDICATORS (KOIs)		
No.	Key Performance Indicator	Definition
1	Number of Expanded Public Works Programme (EPWP) work opportunities created	Refers to paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for the Expanded Public Works Programmes.
2	Percentage budget spent on implementation of WSP for the City	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Formula: Measured against training budget.
3	Number of Full Time Equivalent (FTE) work opportunities created	Refers to one person-year of employment. One person year is equivalent to 230 person days of work. The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g. leave, holidays, etc.). 1 FTE = person days divided by 230.
4	Number of external trainee and bursary opportunities (excluding apprentices)	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships. This is an accumulative quarterly measure. The target refers to the 4th quarter final total.
5	Number of apprentices	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships. This is an accumulative quarterly measures. The target refers to the 4th quarter final total.
6	Percentage adherence to Citywide service requests	Measure the percentage adherence to Citywide service standard based on all external notifications.
7	Percentage adherence to EE target for all levels of staff employed (internal & external)	Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled) This indicator measures: <u>1. External appointments -</u> The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target. <u>2. Internal appointments -</u> The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target. <u>3. Disabled appointments -</u> The number of people with disabilities employed at a point in time. This excludes foreigners, but includes SA White males with disabilities. <u>Note:</u> If no appointments were made in the period preceding 12 months, the target will be 0%.

2017/2018 KEY OPERATIONAL INDICATORS (KOIs)		
No.	Key Performance Indicator	Definition
8	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	This indicator measures : The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the `Percentage adherence to EE target', but is indicated separately for focused EE purpose. This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2
9	Percentage of absenteeism	A: Actual number of days absent due to sick and unpaid/unauthorised leave in the directorate or department. B: ((number of working days for month) * number of staff members))*100%. Formula: C= (A1 + A2/B) * 100 A1: Sick Leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / Time Management / All Absences) and enter the total number of absent days for sick leave. Enter the number of employees who took sick leave in the comments column A2: Unpaid/ Unauthorised leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / All Absences) and enter the total number of absent days as per the "Unpaid" column of the report (authorised and unauthorised is separated). Enter the number of employees who took "unpaid" leave in the comments column B: Total number of staff X Total number of working days for the month The Target will be 5% or less for the rolling 12 month period.
10	Percentage spend of capital budget	Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.
11	Percentage spend on repairs and maintenance	Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based. Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure. Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers. Secondary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour provided In-house / internally.
12	Percentage OHS incidents reported	Incidents measures the number of injuries on duty (includes all categories) reported expressed as a percentage of the total number of employees for the directorate and/or department for the specific quarter. The average number of employees over the 3 month period will be used to accomodate the movement of employees. Formula: Incidents reported (A)= $\frac{(B) \text{ Injuries on duty (eg.1 July - 30 Sept)}}{(C) \text{ Total number of employees (an average over the 3month period)}} \times 100$ = %

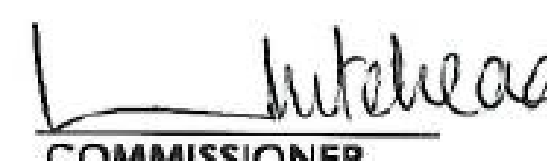
2017/2018 KEY OPERATIONAL INDICATORS (KOIs)		
No.	Key Performance Indicator	Definition
13	Percentage OHS investigations completed	Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes. <u>Formula:</u> $\text{Investigations completed (D)} = \frac{\text{(E) No. of incidents investigations completed within 30 days}^*}{\text{(F) No. of incidents}} \times 100$ $= \%$ <i>*Refers to the number of incidents on the denominator for investigations that was completed within 30 days at reporting date.</i>
14	Percentage vacancy rate	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.
15	Percentage of operating budget spent	<u>Formula:</u> Total actual to date as a percentage of the total budget including secondary expenditure.
16	Percentage of assets verified	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress. Q1=N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance (responsible) Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the directorate/ department Q4= 100% represents All assets have been verified.
17	Percentage Internal Audit findings resolved	It is the reporting and monitoring of the reduction (in percentage) of the findings of audit follow-ups performed in the quarter. The timing for corrective action implementation is normally provided by line. Audits / follow-ups will always only take place after agreed implementation dates of corrective action. It will either be 'Not Applicable' to Management if an audit or follow-up hasn't taken place at the time of reporting or there will be a percentage change / status quo if an audit has taken place and there has been improvement / no change respectively in the situation since the last audit.
18	Percentage of Declarations of Interest completed	This indicator will measure: "The total number of completed declarations of interest as a % of the total number of staff as required by legislation and applicable city policies.

2017/2018 KEY OPERATIONAL INDICATORS (KOIs)												
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/2016	Annual Target 30 June 2017	Targets (* - Please note that KOI indicators which are reflected on the Corporate Scorecard for 2017/2018 are subject to approval of the CSC)				Contact Person
No.	Pillar & Corporate Objective	CSC Indicator no.						30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018	
1	SFA 1 Opportunity City	1.F	Social Services	1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) work opportunities created	44 942	45 000	11 250	22 500	33 750	45 000	Executive Director: Social Services
2	SFA 1 Opportunity City	1.G	Corporate Services	1.3 Economic inclusion	Percentage budget spent on implementation of WSP	95%	95%	10	30	70	95%	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
3	SFA 1 Opportunity City	-	Social Services	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	New	New	1 007	2 936	5 453	8 389	Executive Director: Social Services
4	SFA 1 Opportunity City	-	Corporate Services	1.3 Economic inclusion	Number of external trainee and bursary opportunities (excluding apprentices)	Direct./ Dept. achievement as at 30 June 2016	Targets as at 2016/2017	Quarterly targets must be developed for each Directorate and Department in consultation with Corporate Services	Quarterly targets must be developed for each Directorate and Department in consultation with Corporate Services	Quarterly targets must be developed for each Directorate and Department in consultation with Corporate Services	Annual Targets for each Directorate and Department will be developed by line departments in consultation with Corporate Services.	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344

2017/2018 KEY OPERATIONAL INDICATORS (KOIs)												
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/2016	Annual Target 30 June 2017	Targets (* - Please note that KOI indicators which are reflected on the Corporate Scorecard for 2017/2018 are subject to approval of the CSC)				Contact Person
No.	Pillar & Corporate Objective	CSC Indicator no.						30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018	
5	SFA 1 Opportunity City	-	Corporate Services	1.3 Economic inclusion	Number of apprentices	Direct./ Dept. achievement as at 30 June 2016	Targets as at 2016/2017	In consultation with Directorate target (Must be included but N/A to be stated - if not applicable to the Directorate)	In consultation with Directorate target (Must be included but N/A to be stated - if not applicable to the Directorate)	In consultation with Directorate target (Must be included but N/A to be stated - if not applicable to the Directorate)	Annual Targets for each Directorate and Department will be developed by line departments in consultation with Corporate Services.	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
6	SFA 3 Caring City	3.F	Corporate Services	3.1 Excellence in basic services	Percentage adherence to Citywide service requests	Direct./ Dept. achievement as at 30 June 2016	100% (based on a 80% threshold) Indicator is being updated	90%	90%	90%	90%	Shaun Van Der Merwe Contact: 021 400 2117 Cell: 084 235 3316
7	SFA 4 Inclusive City	-	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	Direct./ Dept. achievement as at 30 June 2016	85%	85%	85%	85%	85%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
8	SFA 4 Inclusive City	-	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	Direct./ Dept. achievement as at 30 June 2016	2%	2%	2%	2%	2%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
9	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage of absenteeism	Direct./ Dept. achievement as at 30 June 2016	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
10	SFA 5 Well-Run City	5.C	Finance	5.1 Operational sustainability	Percentage spend of capital budget	City's achievement = 85.7% Direct./ Dept. achievement as at 30 June 2016	90%	As per project cash flow	As per project cash flow	As per project cash flow	90%	Directorate Finance Manager
11	SFA 5 Well-Run City	5.D	Finance	5.1 Operational sustainability	Percentage spend on repairs and maintenance	95.8%	95%	95%	95%	95%	95%	Directorate Finance Manager

2017/2018 KEY OPERATIONAL INDICATORS (KOIs)

Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/2016	Annual Target 30 June 2017	Targets (* - Please note that KOI indicators which are reflected on the Corporate Scorecard for 2017/2018 are subject to approval of the CSC)				Contact Person
No.	Pillar & Corporate Objective	CSC Indicator no.						30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018	
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13	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage OHS investigations completed	Direct./ Dept. achievement as at 30 June 2016	100%	100%	100%	100%	100%	Dikeledi Tsukudu Contact: 021 400 5261 Cell: 082 4412 894
14	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage vacancy rate	Direct./ Dept. achievement as at 30 June 2016	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	Fritz Le Roes Contact: 021 400 9106 Cell: 082 8232 430
15	SFA 5 Well-Run City	-	Finance	5.1 Operational sustainability	Percentage of operating budget spent	Direct./ Dept. achievement as at 30 June 2016	95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Directorate Finance Manager
16	SFA 5 Well-Run City	-	Finance	5.1 Operational sustainability	Percentage of assets verified	Direct./ Dept. achievement as at 30 June 2016	100% asset register verified	N/A=ALL directorates 25%=Finance Directorate	N/A=ALL directorates 50%=Finance Directorate	60% = ALL Directorates 75% = Finance Directorate	100%	Directorate Finance Manager
17	SFA 5 Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage Internal Audit findings resolved	Direct./ Dept. achievement as at 30 June 2016	75%	75%	75%	75%	75%	Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959
18	SFA 5 Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage of Declarations of Interest completed	Direct./ Dept. achievement as at 30 June 2016	100%	0%	0%	0%	100%	Lisa Anne Coltman Contact: 021 400 9296 Cell: 083 562 1688
(* - Please note that KOI indicators which are reflected on the Corporate Scorecard for 2017/2018 are subject to approval of the CSC)												



 COMMISSIONER
 TDA

DATE

28/3/2017

MELISSA WHITEHEAD

AREA-BASED SERVICE DELIVERY DIRECTORATE



DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2017/2018

**EXECUTIVE DIRECTOR: DR. LOUIS SCHEEPERS
CONTACT PERSON: ASHLEY ARENDSE**

Website: (for detailed SDBIP):

www.capetown.gov.za/idp



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

Making progress possible. Together.

VISION OF THE CITY:

To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most. To deliver quality services to all residents. To serve the citizens of Cape Town as a well-governed and corruption free administration.

In pursuit of this vision the City's mission is as follows:

- To contribute actively to the development of its environment, human and social capital
- To offer high-quality services to all who live in, do business in or visit Cape Town as a tourist
- To be known for its efficient, effective and caring government

This is a one year plan giving effect to the IDP and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2017/2018 financial year. It considers what was set out in the IDP and the Directorate Executive Summary It indicates what the Department needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.

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1. EXECUTIVE SUMMARY

The Directorate: Area Based Service Delivery was established on 1 January 2017 through the Organisational Development and Transformation Programme (ODTP).

The Directorate aims to embed a customer-centred service delivery improvement programme focused on:

- Improving service delivery at a local level through an integrated customer-centric service delivery model; and
- Improving area coordination and management of service delivery in a specified area with agreed upon area boundaries.

Departments/Functions include:

- Customer Relations
 - Public Participation
 - Inter Directorate Sub Council Governance
 - Programme Management Wards
 - Local Area Economic Development (Informal Trading & Local Tourism)
-
- Four Area Directors
 - Sub-councils
 - Mayoral Urban Regeneration Programmes (MURP)

Map of Area- Based City Boundaries attached as Appendix B

The Business Plan for 2017/18 is the key planning instrument informing the directorate's core business focus and allocation of resources during the period 1 July 2017 to 30 June 2018. It is an information resource about the objectives, nature of and approach to the Directorate's work.

The content of this Business Plan is aligned with the Strategic Focus Areas and underlying objectives of the City's Five –Year Integrated Development Plan, other primary strategies as well as the 2017/2018 budget.

Amongst others, a brief outline of the Directorate and Departments' / units focus areas for 2017/2018 is provided.

2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE

Chapter 7 of the Constitution of the Republic of South Africa sets out the service delivery mandate of Local Government. In particular, Section 151 puts an obligation on Local Government “ to ensure the provision of services to communities in a sustainable manner.”

All other legislative imperatives of the Departments are listed in their Business Plans.

The Directorate's operational service delivery objectives include, but not limited to the following:

Operational
To Implement Service Level agreements with clear roles and responsibilities to be signed formally / agreed between service departments and area managers.
To monitor customer service requests with applicable line departments in line with service standards
To monitor identified backlogs on customer service requests (C3 notifications) and ensure that appropriate resources from line departments are assigned accordingly
To be responsible for regular reports on service delivery performance data and coordinate activities within the Citizen Interface Facilities in the service areas
To ensure execution and oversight for operational sustainability in terms of efficient, responsible and sustainable programmes, value-awareness programmes and other key service delivery-related improvement programmes.
To Develop an overarching strategy or framework for Public Participation and Community Engagement
Develop Public Participation supporting materials and methodological guides that enable differentiated approaches (choosing the appropriate methodology for the required activity)
To facilitate development of monitoring and evaluation tools and mechanisms for public engagement throughout the organisation.
To implement Mayoral Urban Regeneration Programmes which are aligned with the new Area Based approach to specifically mainstream the Violence Prevention through Urban Upgrading (VPUU) methodology and the Ceasefire programme which will continue to work with high priority communities at risk. This to be done to reduce violence through partnerships with the relevant safety and security agencies and to design neighbourhood upgrading programmes to facilitate improved safety and living conditions within these identified programme areas.

To facilitate informal trading plans and local tourism at the area level based on high level strategic planning of the areas

To ensure that transversal projects/ and or cross cutting projects are rolled out across 4 service areas and to establish standard operating procedures to ensure co-ordination and participation of projects at service area level

To provide administrative and logistical support to the Subcouncils, Chairpersons, four Area Representatives and 116 Ward Committees within their respective areas

3. OVERVIEW OF INDIVIDUAL DEPARTMENTS'/UNITS FUNCTIONS AND KEY DELIVERABLES:

3.1 Customer Relations :

The Customer Relations (CR) unit provides an effective and efficient customer relations service to the City's customers to address their requirements in terms of access to municipal service delivery, thereby creating a positive image of the City of Cape Town.

The goal of the unit is to provide a contact centre service to the City's residents and businesses that will ensure a speedy and effective response to customer enquiries and service requests relating to accounts enquiries, general enquiries and service delivery, thereby supporting a customer centric organisation. This is in line with Strategic Focus Area (SFA) 4 of the IDP - "An inclusive City". The focus is to improve the overall customer experience while engaging with the City.

In 2017/18 the departmental focus will be mainly, but not limited to the following:

- Improving direct customer support in the four geographic areas
- Promoting the customer self-service option for customers to log and follow up on their service requests.
- Expanding on social media as an additional communication channel
- Installing additional FreeCall lines for residents living in outlying areas
- Expanding the range of services available via the contact centre towards creating one call centre number for non-emergencies.

Improve the overall customer experience by:

- Adopting a Customer Relations Strategy and Customer Experience Policy

- Providing training in customer care and business knowledge to staff at touch points in order to improve consistency of service and improve the use of SAP as CRM for recording all customer contacts and service requests.
- Requesting customer feedback after calls/emails to improve customer experience
- Improving first call resolution to reduce call/email volumes
- Promoting the Body of Knowledge to City representatives and front-of-house staff.

All planned projects of the Department for this period are outlined in the Departmental Business Plan and Service Delivery Budget implementation plan (SDBIP).

3.2 Public Participation:

This unit is responsible for co-ordinating, advising and executing public participation across the City. The functions has been included within the Area Based Service Delivery Directorate in order to allow for improved interactions with the local community in respect of matters such as organising, advising , coordination , communication and distribution of information as Public Participation focus on involvement of the local community in the affairs of the City.

The Departmental focus for 2017/2018 will be mainly, but not limited to the following:

- Develop an overarching strategy or framework for Public Participation and Community Engagement within the City of Cape Town through in-depth consultations and dialogues within the City;
- Develop supporting materials and methodological guides that enable a differentiated approach (choosing the appropriate methodology for the required activity);
- Facilitate the development of monitoring and evaluation tools and mechanisms for public engagement throughout the organisation
- Provide knowledge management services in supporting a coordinated approach to public enagement (basic guidelines for Public Participation)
- Undertake public engagements and provide advise in support of line departments , sub-councils and portfolio/transversals committees and Area Based committees

- Provide training and development services to line department officials
- Development of a database to identify trends in relation to service delivery protests in order to develop appropriate responses to these protests

All planned projects of the unit for this period are outlined in the Departmental Business Plan and Service Delivery Budget implementation plan (SDBIP).

3.3 Local Area Economic Development

3.3.1 Informal Trading

Key projects includes:-

- Informal Trading Management:
 - Creating New Trading Opportunities
 - Implementation of Markets Management Framework in 2 pilot areas
 - Business Improvement process to enhance the ease of doing business
- Business Precinct Management:
 - Implementation of Business Precinct Management model piloted in 2 areas
- Facilitating Access to Affordable and Viable Business Support Infrastructure:
 - Informal Trading Infrastructure Norms and Standards
 - Informal Trading Infrastructure Investment Plan
- Trader Support and Development Functions:
 - Facilitate Access affordable and Viable Business Support Infrastructure
 - Micro Enterprise Support and Development Workshops
 - Leadership Development programme
 - Induction Manual for New Entrants to the Informal Sector (Blended platform)
 - Informal Trading Summit
 - Cape Town Summer Market
- Urban Agriculture:
 - Urban Agriculture Support and Development Pilot Project
 - Urban Agriculture Research and Development

All planned projects of the department for this period are outlined in the Departmental Business Plan and Service Delivery Budget implementation plan (SDBIP).

3.3.2 Local Tourism Development

Key projects includes: -

- Drive the implementation of a tourism development plan for the 4 Areas through Local Area Tourism Development
- Implement (World Tourism Market WTM Africa)Tourism Sector Support Programme by the Increase of the participation of local tourism businesses and entrepreneurs at World Tourism Market Africa.
- Develop a Smart Living Home Stay Audit Toolkit
- Identify Homestays in all four areas and roll-out Smart Living programme in the four (4) Areas.
- Rolling out coastal / marine tourism awareness workshops in identified communities (2 workshops)
- Engaging with targeted schools in coastal areas (4 High Schools)
- Drive the implementation of the Tourism Development Framework through the development of local area tourism by Increasing the participation of Local Communities in Tourism Day / Month Celebrations
- Tourism Infrastructure Interventions by Strand Pavilion etc
- Destination Khayelitha: Continue to drive the activation of the Look out Hill facility as a sought after venue for events that appeal to both locals and visitors alike.

All planned projects of the Department for this period are outlined in the Departmental Business Plan and Service Delivery Budget implementation plan (SDBIP).

3.4 Area –Departments

3.4.1 Sub-councils :

The Department renders strategic, operational and specialist support to the decision-making structures within the City. It establishes institutes and manages the activities of Sub Councils and Ward Participatory Mechanisms. It undertakes transversal management through the Area Based Service Delivery Model implemented across the four areas.

In 2017/18 the departmental focus will be mainly, but not limited to the following:

- To provide administrative and logistical support to the Subcouncils, Chairpersons, four Area Representatives and 116 Ward Committees within their respective areas;
- To manage the Liquor Licence application process;
- To manage the Implementation Protocol of the Community Development Workers (CDW's) Programme;
- To manage Community Organisation Database.
- The management & execution of transversal projects

All planned projects of the Department for this period are outlined in the Departmental Business Plan and Service Delivery Budget implementation plan (SDBIP).

3.4.2 Mayors Urban Regeneration Programme (MURP) :

Mayoral Urban Regeneration Programmes is tasked to facilitate, co-ordinate and support interventions aimed at addressing nodal priorities as identified by communities and directed by strategic intents of the City of Cape Town. The main purpose of the function is to uplift former neglected, dysfunctional CBDs, Town Centres and Community Nodes by improving safety, quality of life and socio-economic situation, with a focus on the public and shared environment. It also seeks to introduce sustainable integrated urban management of public infrastructure in partnership with communities, public and private sector stakeholders.

The Department focuses on Geographic areas of the City which are aligned with the new Area Based approach with a view to the institutionalisation of the methodology of the MURP Programme through the introduction of integrated urban management, the coordination of planning, community engagement and investment with a strategic focus.

In 2017/18 the departmental focus will be mainly, but not limited to the following:

A Safety and violence prevention: -

- A general increase in the safety of the beneficiary communities;
- Introduction of alternative conflict resolution mechanism to support the peaceful coexistence of the communities;

- Mainstreaming of MURP methodology into planning procedures of the state institutions.

Upgrading of neighbourhood facilities:

- Upgrading of built environment at a local level
- Better provision and integration of public and private social and commercial services to the beneficiary communities

Economic development:

- Increase the potential of the communities to become self-sustaining through a range of economic and income generation activities;
- Integrated approach to Planning, Budgeting, and Implementation.

Community development and area based operation and management :

- Strengthening the capacities and competencies of representative community structures;
- Support sustainable community based management of local service nodes
- The programme has developed five fully integrated work-streams to achieve these goals:
 - Community participation;
 - Social crime prevention;
 - Situational crime prevention (built environment);
 - Integrated operations, management and maintenance;
 - Knowledge management.

In 2017/18 the departmental/ units focus will be mainly, but not limited to the following:

All planned projects of the Department units for this period are outlined in the Departmental Business Plan and Service Delivery Budget implementation plan (SDBIP).

4. STRATEGIC ALIGNMENT TO THE IDP

4.1 LINKAGES TO THE IDP

The Directorate is Transversal in nature, and thus spans across all 5 IDP Strategic Focus Areas(SFA's) together with the interdependencies of the 11 Strategic Priorities which are all relevant to the areas based approach in the organisation namely:

- **Opportunity City** - focuses on the creation of an environment that stimulates sustainable economic growth, investment and job creation.
- **Safe City** - aims to create an environment where citizens feel safe. It goes beyond policing and includes aspects such as disaster and risk management, rescue services, and traffic and by-law enforcement in order to address safety as a well-rounded concept while considering social factors in our approach.
- **Caring City** - concentrates on looking after the people of Cape Town and especially those who are most in need of assistance.
- **Inclusive City** - incorporates the aspect of all three of the previous strategic focus areas in that true inclusivity can only be achieved through an environment where there is access to economic opportunities to ensure economic inclusivity, where citizens feel safe and cared for and where communities are truly integrated.
- **Well-run City** - aspires to do this through focusing on financial and operational sustainability, human resource development and organisational re-structuring to ensure that the City delivers its services in an efficient and effective manner.

The 11 priorities are as follows:

- Positioning Cape Town as a forward-looking globally competitive business City
- Leveraging technology for progress
- Economic inclusion
- Resource efficiency and security
- Safe communities
- Excellence in basic service delivery
- Mainstreaming basic service delivery to informal settlements and backyard dwellers
- Dense and transit orientated urban growth and development
- An efficient, integrated transport system
- Building integrated communities
- Operational Sustainability

In addition to the City's strategies and frameworks, the Directorate derives its objectives and work programme from the IDP. The following IDP programmes and linkages are addressed in the individual Departments' SDBIPs, namely:

Objectives	Directorate projects / initiatives / linkages
OPPORTUNITY CITY	
1.1 Positioning Cape Town as a forward looking globally competitive city	To leverage tourism successes and grow investment offerings etc ; Informal trading Implementing area -based service delivery model
1.3- Economic inclusion	EPWP , Informal trading
SAFE CITY	
2.1 – Holistic Crime Prevention Programme	Safety and security through partnerships which includes the MURP Community upgrades and action plans. Reducing violence through Ceasefire programme e.g. Hanover Park , Manenberg and Bishop Lavis
CARING CITY	
3.1 – Excellence in basic services - The focus is to improve the overall customer experience while engaging with the City.	All departments in a variety of projects at various levels at different levels working towards an improved customer experience.
INCLUSIVE CITY	
4.3.c	Public Participation programme
4.3.c.1 Public engagement projects	All departments in a variety of projects at various levels; Customer Relations create an environment where customers can engage with the City.
WELL-RUN CITY	
Human resource development	All departments involved
5.1.f Service Delivery improvement programme	All departments involved
Annual Community Satisfaction Survey	All departments participates
Financial and operational sustainability	All departments involved

5. LINKAGES TO OTHER SUPPORTING STRATEGY

5.1 Economic Growth Strategy (EGS):

The Directorate is gearing up its implementation of City Strategies and is setting goals to achieve this.

The EGS provides the strategic direction for the economic goals of the City and its partners over the short to medium term. The principal objective of the EGS is to grow the economy and create jobs - the overarching objective of the Opportunity City. It is now realised that a 'whole organisation' effort is required and all line departments must contribute to unlocking potential economic activity in the City. The informal sector is a significant contributor to job creation and economic growth, particularly in township areas. The informal sector is the only source of income for many families in the City of Cape Town.

It is therefore imperative that the various transversal city policies, planning and regulatory frameworks take cognizance of, and incorporate principles to deal with informality. The department therefore has an important advocacy role to ensure that planning frameworks such as the IDP, the City's Spatial Development Framework, Transport Planning Frameworks include strategies to deal with informality in general and informal trading in particular. This will enable the City to develop effective policies and strategies to deal with the informal economy. The Directorate fully subscribes to and plays an active role in this.

5.2 Social Development Strategy (SDS)

The SDS also places strong emphasis on addressing poverty, inequality and social ills while providing for the participation of people in their own development. The SDS sets out what the City is doing, plans to do and articulates where external stakeholders, such as contracted service providers and organisations receiving City grants, must contribute to creating an opportunity, safe, caring, inclusive and well-run city that allows people to reach their potential.

In this light, the Directorate is involved in crime prevention through environmental design (CPTED), which is widely regarded as an important strategy in the fight against crime and disorder. CPTED principles are already embedded in the Directorate's MURP programme, and guidelines for the implementation of these principles throughout the rest of the organisation have been developed. The Directorate will also partner with Social Development into community food gardens etc.

6. PERFORMANCE PROGRESS AND OUTCOMES

Achievements

Note: This is a new Directorate , even though some of its component existed before, and thus their achievement highlights are mentioned below:-

- The City's corporate contact centre answered 1 021 618 calls during the 2015/2016 financial year. The calls were answered in the customers' preferred language (English, Afrikaans or Xhosa), and the majority related to accounts, water technical enquiries, motor vehicle registration and traffic fines and other service enquiries and requests.

Achievements cont.

- The Customer Relations Department continued to install FreeCall lines in municipal buildings, such as clinics, housing offices, libraries and community centres in outlying areas. By 30 June 2016, a total of 154 FreeCall lines had been installed with the aim of improving access to service delivery through the City's call centre. Residents can use the FreeCall lines to report faults, register complaints and make enquiries at no personal cost.
- The Customer Relations Department also embarked on another call centre support learnership for unemployed job seekers, in cooperation with an external service provider. As a result, 17 learners have received call centre knowledge and practical working experience within the municipal working environment.
- The Customer Relations Department also made a concerted effort to improve its response times in order to further improve customer satisfaction levels.
- Mayor's Market provided 320 opportunities for entrepreneurs
- Ward Allocations achieved 92% project completion
- Culture and Heritage promotion: Culture and Heritage tourism action plan implemented i.e. tourism routes and experiences developed; and niche plans developed
- Cease Fire Programme under way in both Hanover Park and Manenberg (baseline)
- 41 Trading plans developed and 5 approved.
- Collected and plotted the spatial information of 3500 trading bays that will enable the implementation of Phase 2 of the Informal Trading E-Permitting System which is a one-stop-shop system that will allow informal traders to view, identify and apply for trading space in the city online.

7. Areas of business improvement

The following is a selection of the most important initiatives by the Directorate:

- To fulfil the directorate's economic facilitation mandate, an e - Trading Plan Management System needs to be developed to place information products on to the e-platform
- Consolidation and refinement of the Mayoral Urban Regeneration Programme, including appropriate resourcing thereof and capacitation of staff to run a coherent, well planned and innovative programme
- Aligning the existing Subcouncil Cluster System to the proposed Area Based Model
- Develop and Implement Service level Agreements (SLA's) between Area Based Service Delivery and Line Directorates
- Improve and embed monitoring and evaluation systems in respect of Public Participation;
- Improving direct customer support in the four geographic areas
- Promoting the customer self-service option for customers to log and follow up on their service requests.
- Expanding on social media as an additional communication channel

8. RESOURCES

8.1 Senior Management Organogram

An organogram of the Directorate's Departments and Senior Management Structure is illustrated below and will be updated:- See Appendix A attached.

9. DIRECTORATE FINANCIAL INFORMATION:

Directorate: Area-Based Service Delivery									
Budgeted Financial Performance (revenue and expenditure)									
Description	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<u>Operating Revenue By Source</u>									
Property rates	118 437	56 811	150 645	164 517	169 260	169 260	198 921	209 880	221 423
Service charges - electricity revenue	–	–	–	–	–	–	–	–	–
Service charges - water revenue	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	–	–	0	–	–	–	–	–	–
Service charges - refuse revenue	–	–	–	–	–	–	–	–	–
Service charges - other	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment	382	214	–	–	–	–	–	–	–
Interest earned - external investments	–	–	–	–	–	–	–	–	–
Interest earned - outstanding debtors	612	307	756	0	0	0	0	0	0
Dividends received	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits	–	–	621	–	–	–	–	–	–
Licences and permits	–	0	(48)	–	–	–	–	–	–
Agency services	–	–	–	–	–	–	–	–	–
Transfers and subsidies	742	587	2 727	794	939	939	886	886	886
Other revenue	2 399	975	3 613	2 104	2 104	2 104	2 224	2 346	2 475
Gains on disposal of PPE	40	–	10	–	–	–	–	–	–
Total Operating Revenue (excluding capital transfers and contributions)	122 612	58 894	158 323	167 415	172 303	172 303	202 031	213 112	224 784
<u>Operating Expenditure By Type</u>									
Employee related costs	135 079	145 059	154 773	169 901	168 125	168 125	230 656	243 261	264 110
Remuneration of councillors	(3)	–	–	–	–	–	–	–	–
Debt impairment	3 553	4 025	4 519	4 936	5 078	5 078	5 968	6 235	6 578
Depreciation & asset impairment	5 628	6 754	7 186	7 641	7 767	7 767	10 314	10 470	11 310
Finance charges	449	529	208	8	8	8	1 074	9	10
Bulk purchases	–	–	–	–	–	–	–	–	–
Other materials	2 552	4 055	3 368	5 278	6 569	6 578	8 583	9 059	9 506
Contracted services	39 916	25 594	35 316	56 764	56 656	56 612	72 192	87 663	92 593
Transfers and subsidies	8 288	19 835	24 414	16 221	16 221	16 221	5 312	18 074	19 069
Other expenditure	136 017	152 525	163 618	180 796	187 102	184 502	212 911	226 226	238 958
Loss on disposal of PPE	44	15	32	–	–	–	–	–	–
Total Operating Expenditure	331 523	358 391	393 434	441 547	447 527	444 892	547 009	600 999	642 132

Directorate: Area-Based Service Delivery									
Budgeted Financial Performance (revenue and expenditure)									
Description	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Surplus/(Deficit)	(208 911)	(299 497)	(235 111)	(274 132)	(275 224)	(272 589)	(344 978)	(387 887)	(417 348)
Transfers & subsidies capital NT & PT	20 513	167	356	295	2 344	2 344	2 259	30 150	58 243
Transfers & subsidies capital agency,oth	–	–	–	–	–	–	–	–	–
Transfers & subsidies capital in-kind	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(188 398)	(299 330)	(234 755)	(273 836)	(272 880)	(270 245)	(342 719)	(357 737)	(359 105)
Taxation									
Surplus/(Deficit) after taxation	(188 398)	(299 330)	(234 755)	(273 836)	(272 880)	(270 245)	(342 719)	(357 737)	(359 105)
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	(188 398)	(299 330)	(234 755)	(273 836)	(272 880)	(270 245)	(342 719)	(357 737)	(359 105)
Share of surplus/ (deficit) of associate									
Surplus/(Deficit) for the year	(188 398)	(299 330)	(234 755)	(273 836)	(272 880)	(270 245)	(342 719)	(357 737)	(359 105)
Capital Expenditure	–	–	–	–	–	–	39 430	73 970	105 763

10. RISKS

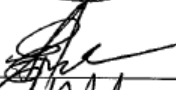
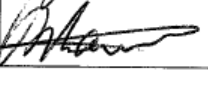
Management, with the assistance of the Integrated Risk Management (IRM) Department, has considered and taken due care to ensure risks which could impact on achieving objectives are identified, addressed and managed on a day-to-day basis in accordance with the City's approved IRM policy and framework. Risk registers are utilised as a tool to manage risks of the various departments. Risks identified and rated equal or above Council's approved (appetite) rating gets reported to EMT, as well as the MayCo member on a six monthly basis.

11. DIRECTORATE SDBIP 17/18 OBJECTIVES AND INDICATORS

Refer to attached detailed SDBIP (**Appendix C**).

12. AUTHORISATION

The undersigned do hereby indicate their agreement with the contents of and outcomes stated in this document.

<u>Name</u>	<u>Designation</u>	<u>Signature</u>	<u>Date</u>
Dr. Louis Scheepers	Executive Director		26/4/2017
Cllr Suzette Little	Area Representative: North		3/5/2017
Cllr Eddie Andrews	Area Representative: South		2/5/2017
Cllr Albert Ntsodo	Area Representative: East		3/5/2017
Cllr Siyabulela Mamkeli	Area Representative: Central		4/05/2017

13. APPENDICES

Appendix 1 :- Directorate 2017/2018 SDBIP

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	Q
1	DIRECTORATE: AREA BASED SERVICE DELIVERY 2017/18 SDBIP														
2	ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2015 / 2016	Annual Target 2017	Program name and number	Annual Target 30 June 2018	Frequency	TARGETS				Responsible Person
3	SFA & Corporate Objective	CSC Indicator no.									30 Sept 2017	31 Dec 2017	31 Mar 2018	30 Jun 2018	
4	SFA 4 - Inclusive City Programme: 4.3 b	-	Area Based Service Delivery Directorate	<u>Objective 4.3</u> Building Integrated Communities	80% of calls answered within 10 minutes	Less than 80% of calls answered	80%	4.3 (b) - Citizen Value Programme	80%	Quarterly	80%	80%	80%	80%	Pat Lockwood Manager: Customer Relations
5	SFA 4 - Inclusive City Programme: 4.3 b	-		<u>Objective 4.3</u> Building Integrated Communities	Customer Satisfaction Survey for the Corporate Contact Centre (Likert Scale 1-5)	New	≥ 3 on Likert scale	4.3 (b) - Citizen Value Programme	≥ 3 on Likert scale	Quarterly	N/A	N/A	N/A	≥ 3 on Likert scale	Pat Lockwood Manager: Customer Relations
6	SFA 4 - Inclusive City Programme: 4.3 c	-		<u>Objective 4.3</u> Building Integrated Communities	Percentage increase Community Based Vendors Registration Programme	New	New	4.3 (c) -Public Participation Programme	25%	Quarterly	5%	10%	15%	25%	Area Directors
7	SFA 1 - Opportunity City Programme: 1.1 a Ease of Business Programme	-		<u>Objective 1.1</u> Positioning Cape Town as forward looking globally competitive City	Percentage Increase in New Permitted Trading Bays EGS Strategy 1: Coordinate local development programmes to enhance informal sector	New	New	1.1 (a) - Ease of Business Programme	10% Conversion from Free Trading to Permitted Trading	Quarterly	Proposed "To-Be" Trading Plan Mapping for Khayelitsha finalised	Stakeholder Engagement Finalised	Draft Report to Line Management	10% Conversion from Free Trading to Permitted Trading	Zimlo Lalendle Zolile Siswana

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	Q
1	DIRECTORATE: AREA BASED SERVICE DELIVERY 2017/18 SDBIP														
2	ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2015 / 2016	Annual Target 2017	Program name and number	Annual Target 30 June 2018	Frequency	TARGETS				Responsible Person
3	SFA & Corporate Objective	CSC Indicator no.									30 Sept 2017	31 Dec 2017	31 Mar 2018	30 Jun 2018	
8	SFA 1 - Opportunity City Programme: 1.1 a Ease of Business Programme	-	Area Based Service Delivery Directorate	<u>Objective 1.1</u> Positioning Cape Town as forward looking globally competitive City	Number of Stakeholder Activations Draft Master Plan	New	New	1.1 (a) - Ease of Business Programme	1X Summary Report Including ORIO Rollout Plan	Quarterly	1X Draft chapter to the Socio Economic section of the ORIO Project	Informal Sector Stakeholder Activation for Area 1 and 2	Infomal Sector Stakeholder Activation for Area 3 and 4	1X Summary Report Including ORIO Rollout Plan	Zimlo Lalendle Zolile Siswana
9	SFA 1 - Opportunity City	-		<u>Objective 1.1</u> Positioning Cape Town as forward looking globally competitive City	Local Area Tourism Development for Areas 1-4	New	New	1.1. e Economic Development and Growth Programme	Final Draft completed for submission to Sub- councils	Quarterly	Area- wide stakeholder engagement session for areas 1	Collation of data and formulation of plan for area 1	First Draft completed for area 1	Final Draft completed for submission to Sub- councils for Area 1	Mthetheleli Hugo
10											Area- wide stakeholder engagement session for area 2	Collation of data and formulation of plan for area 2	First Draft completed for area 2	Final Draft completed for submission to Sub- councils for Area 2	
11											Area- wide stakeholder engagement session for area 3	Collation of data and formulation of plan for area 3	First Draft completed for area 3	Final Draft completed for submission to Sub- councils for Area 3	
12											Area- wide stakeholder engagement session for area 4	Collation of data and formulation of plan for area 4	First Draft completed for area 4	Final Draft completed for submission to Sub- councils for Area 4	
13	SFA 1 - Opportunity City	-	Area Based Service Delivery Directorate	<u>Objective 1.1</u> Positioning Cape Town as forward looking globally competitive City	Percentage progress on ward allocation projects implementation within Area Based Service Delivery Areas 1 - 4	92%	93%	1.1 (f) - Partnership Development Programme	93%	Annual	10%	40%	60%	93%	Area Directors
14	SFA 1 - Opportunity City	-		<u>Objective 1.1</u> Positioning Cape Town as forward looking globally competitive City	75% of 116 Functioning Ward Committees	114%	100%	1.1 (f) - Partnership Development Programme	100%	Quarterly	75%	75%	75%	100%	Catherine Overmeyer

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	Q
1	DIRECTORATE: AREA BASED SERVICE DELIVERY 2017/18 SDBIP														
2	ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2015 / 2016	Annual Target 2017	Program name and number	Annual Target 30 June 2018	Frequency	TARGETS				Responsible Person
3	SFA & Corporate Objective	CSC Indicator no.									30 Sept 2017	31 Dec 2017	31 Mar 2018	30 Jun 2018	
15	SFA 4 - Inclusive City Programme: 4.3 c.1	-	Area Based Service Delivery Directorate	Objective 4.3 Building Integrated Communities	Percentage Public Participation Processes executed as per the Implementation Plan	New	New	4.3 (c) -Public Participation Programme	90%	Quarterly	90%	90%	90%	90%	Irwin Robson
16	SFA 4 - Inclusive City Programme: 4.3 c.1	-		Objective 4.3 Building Integrated Communities	Draft Public Participation Standard Operational Procedure (SOP)	New	New	4.3 (c) -Public Participation Programme	Mayco recommendation to Council	Quarterly	Approval of roleplayers	Draft Public Participation SOP and repeal existing Public Participation Guidelines and Standard Operating procedures (SOP)	Submission to Oversight Committees	Mayco recommendation to Council	Irwin Robson
17	SFA 4 - Inclusive City Programme: 4.3 c.1	-		Objective 4.3 Building Integrated Communities	Draft a Monitoring and Evaluation Strategy for Public Participation	New	New	4.3 (c) -Public Participation Programme	Approved M&E Strategy	Quarterly	Draft M&E Strategy	Communicate to internal line departments directly involved with PPP (Public participation processes)	Submission to Oversight Committees	Approved M&E Strategy	Irwin Robson
18	SFA 2 - Safe City Programme: Holistic Crime Prevention	-	Area Based Service Delivery Directorate	Objective 2.1 Safe Communities	Completion of Safety Plans for Hanover Park, Manenberg, Bonteheuwel and Bishop Lavis	New	3	2.1 (b) - Holistic Crime Prevention Programme	4	Quarterly	0	1	3	4	MURP Managers
19	SFA 2 - Safe City Programme: Holistic Crime Prevention	-		Objective 2.1 Safe Communities	Completion and approval of Community Action Plans for the designated MURP areas (1 in each subcouncil area including present backlog due to staff shortage)	4	4	2.1 (b) - Holistic Crime Prevention Programme	8	Quarterly	0	2	6	8	MURP Managers

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	Q
1	DIRECTORATE: AREA BASED SERVICE DELIVERY 2017/18 SDBIP														
2	ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2015 / 2016	Annual Target 2017	Program name and number	Annual Target 30 June 2018	Frequency	TARGETS				Responsible Person
3	SFA & Corporate Objective	CSC Indicator no.									30 Sept 2017	31 Dec 2017	31 Mar 2018	30 Jun 2018	
20	SFA 2 - Safe City Programme: Holistic Crime Prevention	-	✓	<u>Objective 2.1</u> Safe Communities	Roll-out of Ceasefire phase 2 to 3 areas (Elsies River, Delft and Lavender Hill)	1	1	2.1 (b) - Holistic Crime Prevention Programme	3	Quarterly	0	1	2	3	Ivan Anthony/ Alastair Graham
21	SFA 4 - Inclusive City Programme: 4.3.b.3	-		<u>Objective 4.3</u> Building Integrated Communities	Progress on the development of a City-wide anti-racism and discrimination help desk	New	New	4.3 (b) - Citizen Value Programme	Help Desk functional	Determine ideal venues for the Help Desk	Source furniture and equipment for Help Desk	Source personnel for Help Desk	Help Desk functional	4 Area Directors	
22	KEY OPERATIONAL INDICATORS														
23	SFA 1 - Well Run city	5C	Finance	<u>Objective 5.1</u> -	Percentage spend of Capital Budget	City's achievement =85.7%	New	1.2 (b) -Maintenance of infrastructure	90%	Quarterly	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	90%	Directorate Finance Manager
24		5D		Operational sustainability	Percentage spend on repairs and maintenance	City's achievement =95.8%	New	1.2 (b) -Maintenance of infrastructure	95%	Quarterly	Directorate and Departments to set their own targets for repairs and maintenance	Directorate and Departments to set their own targets for repairs and maintenance	Directorate and Departments to set their own targets for repairs and maintenance	95%	Directorate Finance Manager
25	SFA 1 - Opportunity City	1F	Social Development Services	<u>Objective 1.3</u> Economic inclusion	Number of Expanded Public Works programmes (EPWP) opportunities created	N/A	New	1.3 (b) - EPWP Job Creation Programme	200	Quarterly	36	100	150	200	Departments
26	SFA 1 - Opportunity City	-		<u>Objective 1.3</u> Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	N/A	New	1.3 (b) - EPWP Job Creation Programme	43	Quarterly	8	22	32	43	Departments

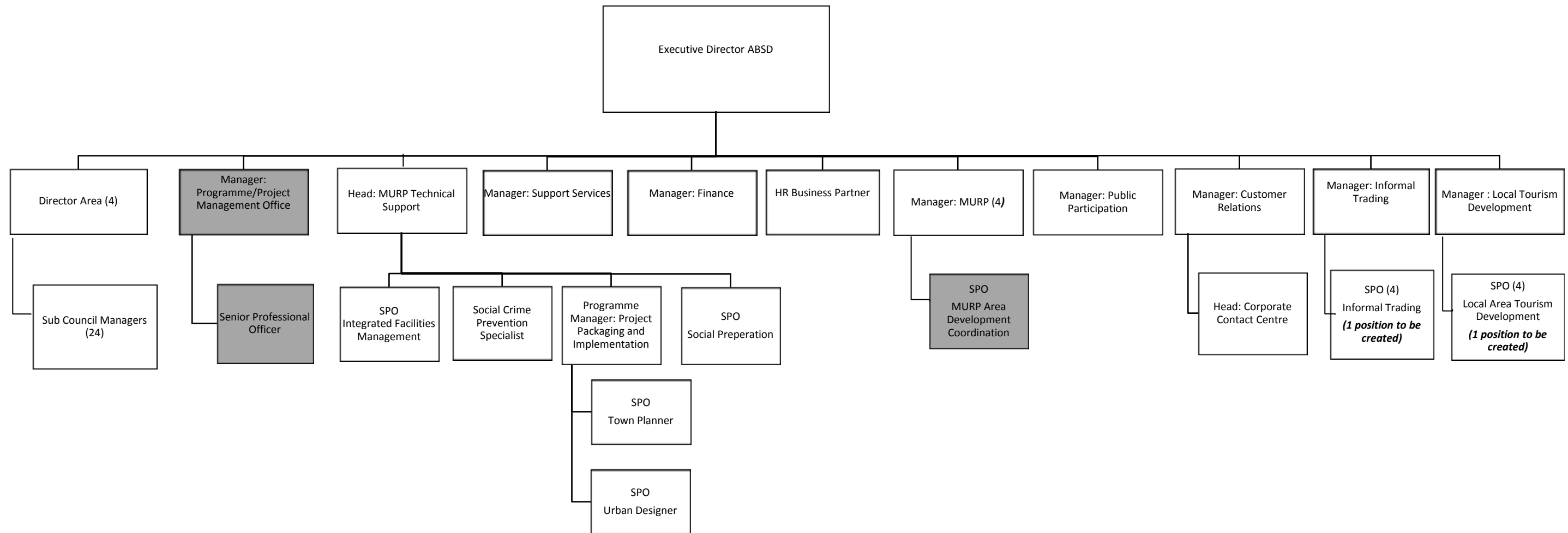
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	Q
1	DIRECTORATE: AREA BASED SERVICE DELIVERY 2017/18 SDBIP														
2	ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2015 / 2016	Annual Target 2017	Program name and number	Annual Target 30 June 2018	Frequency	TARGETS				Responsible Person
3	SFA & Corporate Objective	CSC Indicator no.									30 Sept 2017	31 Dec 2017	31 Mar 2018	30 Jun 2018	
27	SFA 1 - Opportunity City	-	Corporate Services	Objective 1.3 Economic inclusion	Number of external trainee and bursary opportunities (excluding apprentices)	N/A	48	1.3 (a) - Skills Investment Programme	43	Quarterly	5	19	19	43	Departments
28	SFA 1 - Opportunity City	-		Objective 1.3 Economic inclusion	Number of apprentices	N/A	N/A	1.3 (a) - Skills Investment Programme	N/A	N/A	N/A	N/A	N/A	N/A	N/A
29	SFA 3. Caring City	3.F	Corporate Services	Objective 3.1 Excellence in basic services	Percentage adherence to Citywide service requests	N/A	100%	3.1(a) - Excellence in Basic Service Delivery	90%	Quarterly	90%	90%	90%	90%	Departments
30	SFA 4 - Inclusive City	-		Objective 4.3	4.3.a.1 Percentage adherence to EE target in all appointments (internal & external)	N/A	New	4.3 (b) - Citizen Value Programme	85%	Quarterly	85%	85%	85%	85%	Departments
31		-		Building integrated communities	4.3.a.2 Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD).	N/A	New	4.3 (b) - Citizen Value Programme	2%	Quarterly	2%	2%	2%	2%	Departments
32		-			Percentage vacancy rate	N/A	≤ 7%	5.1 (a) - Efficient, Responsible and Sustainable Programme	≤ 7%	Quarterly	≤ 7%	≤ 7%	≤ 7%	≤ 7%	Departments

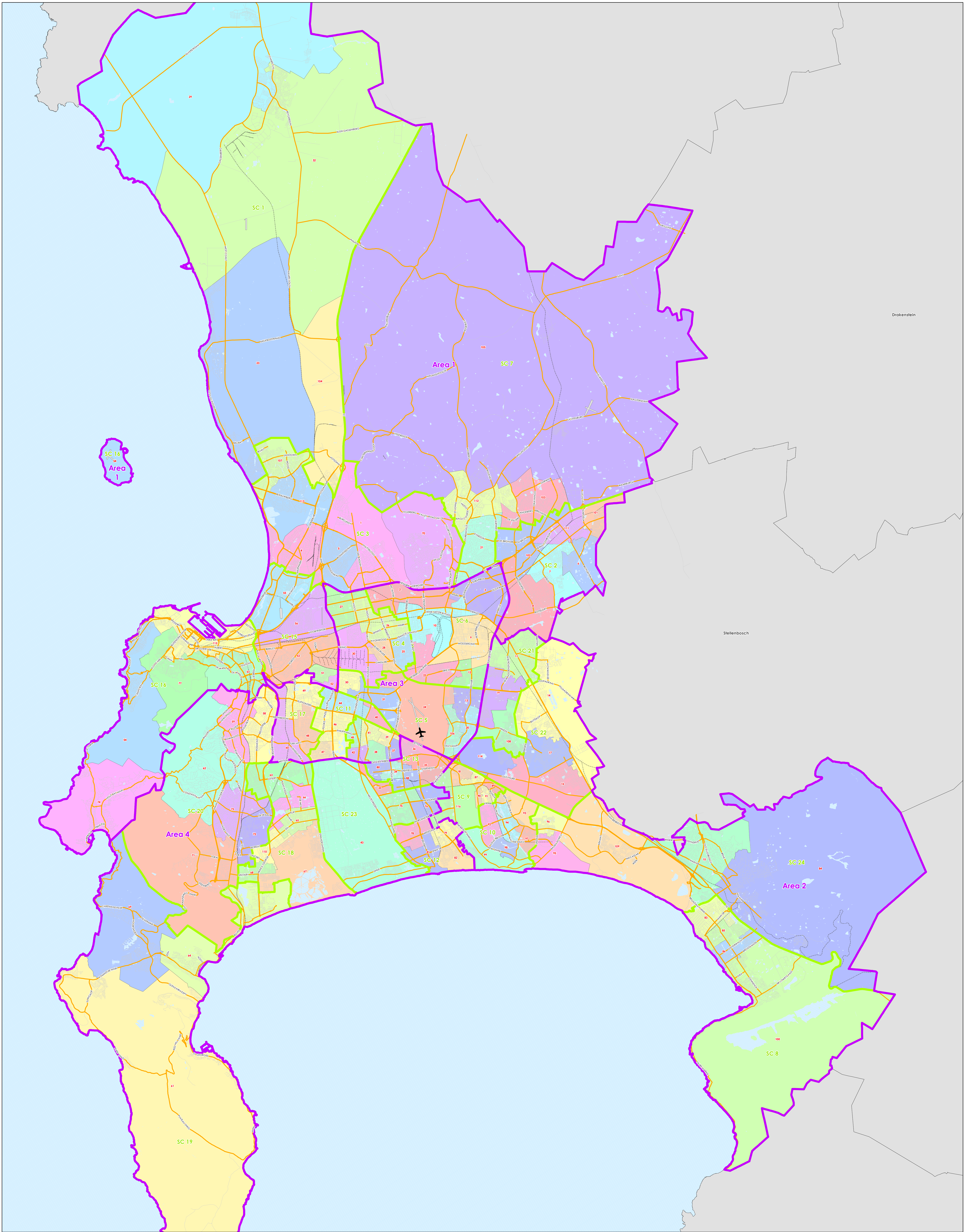
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	Q
1	DIRECTORATE: AREA BASED SERVICE DELIVERY 2017/18 SDBIP														
2	ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2015 / 2016	Annual Target 2017	Program name and number	Annual Target 30 June 2018	Frequency	TARGETS				Responsible Person
3	SFA & Corporate Objective	CSC Indicator no.									30 Sept 2017	31 Dec 2017	31 Mar 2018	30 Jun 2018	
33	SFA 5 - Well Run City	-	Corporate Services	Objective 5.1 - Operational sustainability	Percentage OHS incidents reported	N/A	New	5.1 (a) - Efficient, Responsible and Sustainable Programme	≤ 5%	Quarterly	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Departments
34		-			Percentage OHS investigations completed	N/A	New	5.1 (a) - Efficient, Responsible and Sustainable Programme	100%	Quarterly	100%	100%	100%	100%	Departments
35		-			Percentage of absenteeism	N/A	New	5.1 (a) - Efficient, Responsible and Sustainable Programme	≤ 5%	Quarterly	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Departments
36		-			Percentage budget spent on implementation of WSP	N/A	New	5.1 (e) - Service Delivery Skills Programme	95%	Quarterly	To be determined by the Directorate in consultation with Corporate services	To be determined by the Directorate in consultation with Corporate services	To be determined by the Directorate in consultation with Corporate services	95%	Departments
37	SFA 5 - The Well Run City	-	Finance	Objective 5.1 - Operational sustainability	Percentage of Operating Budget spent	N/A	New	5.1 (a) - Efficient, Responsible and Sustainable Programme	95%	Quarterly	Dir/ Depart projected cash flow	Dir/ Depart projected cash flow	Dir/ Depart projected cash flow	95%	Departments
38		-			Percentage of assets verified	N/A	New	5.1 (c) - Compliant Service Delivery Programme	100% asset register verified	Quarterly	N/A=ALL directorates 25%=Finance directorate	N/A=ALL directorates 50%=Finance directorate	60% = All Directorates 75%=Finance directorate	100%	Departments

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	Q
1	DIRECTORATE: AREA BASED SERVICE DELIVERY 2017/18 SDBIP														
2	ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2015 / 2016	Annual Target 2017	Program name and number	Annual Target 30 June 2018	Frequency	TARGETS				Responsible Person
3	SFA & Corporate Objective	CSC Indicator no.									30 Sept 2017	31 Dec 2017	31 Mar 2018	30 Jun 2018	
39	SFA 5 - The Well Run City	-	Directorate of the Mayor	Objective 5.1 - Operational sustainability	Percentage of Declarations of Interest completed	N/A	New	5.1 (c) - Compliant Service Delivery Programme	100%	Quarterly	Nil	Nil	Nil	100%	Departments
40		-			Percentage Internal Audit findings resolved	N/A	New	5.1 (c) - Compliant Service Delivery Programme	75%	Quarterly	75%	75%	75%	75%	Departments
42	Approved by Executive Director Dr Louis Scheepers Approved by Area Representative : North Cllr Suzette Little Approved by Area Representative : South Cllr Eddie Andrews Approved by Area Representative : East Cllr Albert Ntsodo Approved by Area Representative : Central Cllr Siyabulela Mamkeli Date 26/4/2017 Date 03/05/2017 Date 2/05/2017 Date 3/5/2017 Date 04/05/2017														

OVERVIEW OF AREA-BASED SERVICE DELIVERY STRUCTURE

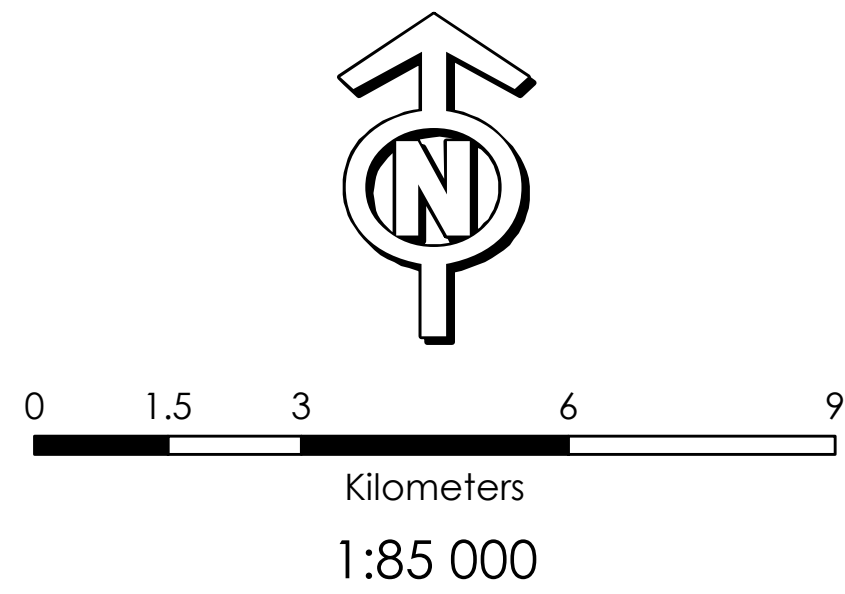
ANNEXURE A





Legend

- | | |
|---|---|
|  Subcouncils 2016 |  Standing Waterbodies/Structures |
|  Airport Runway |  Local Municipalities |
|  Major Roads |  Wards 2016 |
|  Other Roads |  Railway |
|  Area-Based Service Delivery Areas | |



DIRECTORATE ASSETS AND FACILITIES MANAGEMENT



DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2017/2018

EXECUTIVE DIRECTOR: KELCY LE KEUR

CONTACT PERSON: PETER WILLIAMS

Website: (for detailed SDBIP):

www.capetown.gov.za/idp



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

Making progress possible. Together.

VISION OF THE CITY:

- To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most.
- To deliver quality services to all residents in line with the City's citizen centricity focus as one of the key principles in delivering its services.
- To serve the citizens of Cape Town as a well-governed and corruption free administration.

In pursuit of this vision the City's mission is as follows:

- To contribute actively to the development of its environment, human and social capital
- To offer high-quality services to all who live in, do business in or visit Cape Town as a tourist
- To be known for its efficient, effective and caring governance.

This is a one year plan giving effect to the IDP and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2017/2018 financial year. It considers what is set out in the Draft IDP 2017-2022, the Economic Growth Strategy (EGS), the Social Development Strategy (SDS), City Development Strategy (CDS), Transversal Management System (TMS) and Organisational Transformation Plan (ODTP). The Directorate Executive Summary indicates what the Directorate needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.

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Annexure A: 2017/2018 Directorate SDBIP

1. EXECUTIVE SUMMARY

Local Governments in South Africa are custodians of substantial numbers of assets worth billions of Rands including land, buildings, infrastructure, plant and equipment. On a daily basis assets are being acquired, built, maintained and disposed of in the course of providing community services. Local Governments manage, control and use municipal immovable property assets in terms of the Local Government Municipal Finance Management Act, 2003 and are guided by the Municipal Asset Transfer Regulations gazetted on 22 August 2008 no 878. Municipal Administrations are further guided by Policy directives adopted by their presiding Councils.

The municipal asset base is built-up through processes of decentralisation, devolution, nationalisation, donation, purchase, development (built/constructed), acquisitions, transfers or reversion of properties to the local government as part of legal processes and settlements of land disputes and revenue generating activities such as rates collection. Immovable property assets can also be transformed in value and use as a result of sales, leases, rentals and investment in improvements.

Assets are generally segregated into 3 classes:

- Intangible Assets which comprises of software, licences, rights, copy rights, intellectual property, etc.
- Movable Assets comprises of fleet, machinery, equipment, information systems, equipment, furniture, inventory, etc
- Immovable Assets comprising of Immovable Property such as land, buildings and real rights in property, Infrastructure consisting of service reticulation and plant including water, sanitation, electricity, solid waste, transport, IT networks, etc with the last sub-category Plant and Equipment which consists of processing plants.

Through the Organisational Development Transformation Plan (ODTP) process the City was rethinking the way it intends managing its assets into the future in terms of its Movable Assets and Immovable Property Assets.

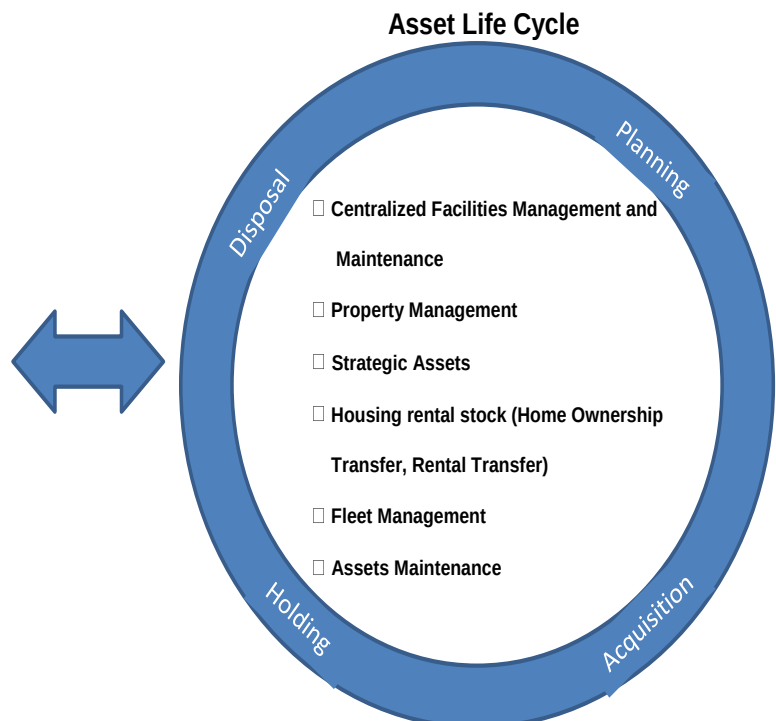
As a result of the ODTP process Council approved a new Macro Organisation Structure at its Council Meeting on 24 August 2016. A new Directorate Assets and Facilities Management was thus created in order to address the current fragmented approach, lack of clarity around roles, responsibility and accountability to name but a few challenges experience to date.

The Assets and Facilities Management Directorate functionality will serve a diverse spectrum of customers and stakeholders in the execution of its mandate. The customer and stakeholder base ranges from internal Service Departments, the Political leadership, the Private and Public sector and to the general community at large.

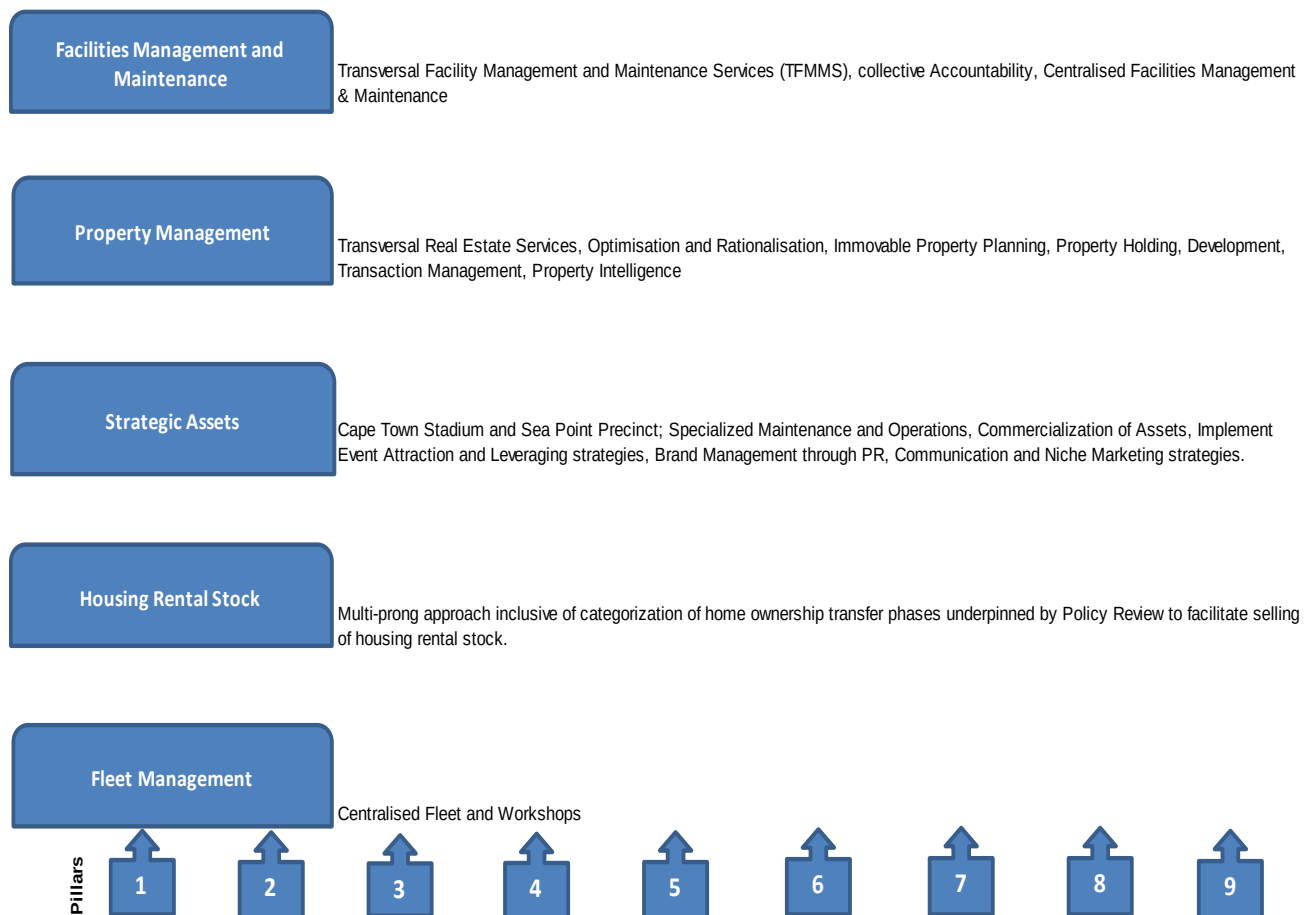
The key principles to be addressed and service offering by the Directorate can be illustrated as follows:

Pillars

- 1 Customer centricity
2. Custodial oversight
3. Portfoliorisation
4. Asset Accountability
5. Combination of centralized and developed functionality
6. Transversal Services
7. Information Systems and data
8. Business Support Systems solutions
9. Optimisation and Rationalisation



The focus areas going forward for the Directorate is depicted below:



2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE

The City has a substantial portfolio of assets. The efficient and effective distribution and management of these assets is critical to the sustained service delivery objectives of the City and the community it serves. In order to achieve these objectives a new Directorate Assets and Facilities management was established which would engage in the complete asset life cycle management which includes the phases:

- ☐ Planning
- ☐ Acquisition
- ☐ Holding
- ☐ Maintenance
- ☐ Disposal

The key role of Assets and Facilities Management will be the leveraging of immovable property assets throughout the asset life cycle by embedding:

- ☐ Custodial oversight
- ☐ Portfoliorisation
- ☐ Transversal Real Estate
- ☐ Centralized Facilities Management & Maintenance
- ☐ Business Systems Solutions
- ☐ Optimization and rationalization of immovable property assets

Assets and Facilities Management will also be responsible for Fleet (moveable assets) which comprises of:

- ☐ Fleet (Vehicles)
- ☐ Plant Equipment

The various departments that falls within this directorate and to deliver on its mandate are the following:

- ☐ Property Management (which include Priority Assets)
- ☐ Home Ownership Transfer, Tenancy Management and Staff Housing
- ☐ Centralized Facilities Management and Maintenance
- ☐ Fleet Management, and
- ☐ Cape Town Stadium and Sea Point Precincts.

The Property Management Department is responsible promote and oversee the optimal deployment and utilisation of the City of Cape Town's immovable property asset portfolio in alignment with the strategic objectives of the City for the benefit of all of the citizens of the City, and this is achieved through the following objectives:

- Fostering a culture of fact based performance reporting on all immovable property assets
- Influencing and directing the reform of property management
- Promoting and implementing the asset life cycle management of all immovable assets

- Providing quality, cost effective immovable property services valued by our customers
- Developing sound customer relationships and becoming customer centric
- Improving organisational cohesiveness around immovable property asset management

The Home Ownership Transfer, Tenancy Management and Staff Housing Department is responsible to direct, manage and control the operations with regards to the selling and leasing of the City's Public Housing Assets as well as develop and implement maintenance plans in respect of such Public Housing Assets and administer properties envisaged to be retained as operational staff housing and this is achieved through the following objectives:

- Developing and managing business processes linked to tenancy management and the provision of a customer-focused service at Housing Estate Offices
- Managing reactive and planned maintenance in line with Health and Safety regulations at City owned rental dwellings and hostels
- Sale and transfer of saleable rental dwellings and the administration of delayed homeownership dwellings.

The Facilities Management and Maintenance Department is responsible for the development and implementation of Transversal Facility Management and Maintenance Services (TFMMS) to service both centralised and devolved operating methodologies. It will also be responsible for procuring multi-disciplinary building services, Building Enterprise Systems and setting the norms and standards for facility management and maintenance and play a quality assurance role on all City of Cape Town facilities. In addition it will also be responsible for the compliance functionality to ensure statutory compliance of corporate buildings and buildings owned by centralised asset users.

The Fleet Management Department will essentially focus on providing a comprehensive fleet management service to fulfil the City of Cape Town vehicles, plant and workshop requirements. The department will be responsible to manage

over 4000 Fleet (Vehicles and Plant Equipment) and the devolved fleets (self – owned vehicles and plant) which will inter alia involved the following:

- Attend to special projects, emergencies in support of Disaster Management Services and other Directorates (e.g. emergencies, whale recoveries, informal housing fires etc.)
- Ensure availability of Fleet
- Procurement and disposal of Fleet
- Repairs and maintenance of Fleet
- On road fuelling of the Fleet
- Introduce fuel saving projects
- Private hire management of Fleet
- Legislative compliance

The Cape Town Stadium and Sea Point Precincts Department will be responsible to provide the City with a strategic competitive advantage, to profile and position Brand Cape Town on a global platform, to act as an enabler and leverage in the City's tourism, travel, events and investment strategies to optimally activate commercial opportunities and to provide facilities for the City's inhabitants to interact in a way that will promote and foster social integration.

3. STRATEGIC ALIGNMENT TO THE IDP

The Directorate's mandate and functions linked to the Draft IDP 2017-2022 are as follows:

SFA 1: Opportunity City

Objective 1.1 Positioning Cape Town as forward looking globally competitive City

1.1.a Ease of Business Programme

The Departments Property Management and Cape Town Stadium and Sea Point Precincts went through vigorous initiatives in the past to address this matter and envisaged that the current momentum be maintained to keep enhancing the ease of doing business in Cape Town in the forefront.

1.1.b Cape Town Business Brand Programme

The Cape Town Stadium and Sea Point Precinct contributes to the economic growth of the City through attracting and the hosting of major events, effective maintenance and management of these facilities and optimizing the utilization through the implementation of a marketing plan through seeking partnerships. The Precinct is the premier event locality in the City and it is also extensively utilised by local, national and international film companies.

1.1.g Leverage the City's Assets

The Assets and Facilities Management Directorate will have as its key responsibilities: Property Management; Fleet Management; Facilities Management; Home Ownership Transfer, Tenancy Management and Staff Housing; and managing the Cape Town Stadium and Sea Point Precinct as an integrated entity. The Property Management function will be responsible for managing the identification and leveraging of city assets through asset rationalisation and optimisation in order to stimulate economic benefit for the City.

Some major and key strategic capital projects that is currently underway includes, but not limited to, the following:

- Upgrade of Athlone Stadium
- Upgrading of City Hall
- Upgrade of Good Hope Centre
- Upgrade to the Grand Parade
- Granary Project
- Major Upgrading – Central/North and South Regions

Over the next five years the following major strategies and the roll out thereof will be embarked upon:

- Corporate Fleet Management Strategy
- Facilities Management Strategy and
- Continue with the implementation of the Immovable Property Asset Management Policy

Objective 1.3 Economic Inclusion

1.3.b EPWP Job Creation Programme

The Directorate will contribute to one of the greatest challenge to mainstream EPWP throughout City departments and to instil management structures that manage the programme for the organisation. Major events have a substantial impact on the local economy and thus contribute to the City's Economic Growth Strategy through facilitating job creation and contributing to the EPWP program.

SFA 3: Caring City

Objective 3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers

3.2.b Human Settlement Programme

The objective of this programme is to transfer ownership of all City rental properties across the City which is deemed as saleable (properties located on an individual erf with one-on-one service connections) to eligible tenants which will result in the creation of homeowners. An initiative of this programme focuses on approximately 10 569 rental units that are regarded as saleable.

Furthermore, some key capital projects earmarked for upgrading includes, inter alia, the following:

- Langa Hostels CRU Project: Special Quarters
- Langa Hostels CRU Project : Siyahlala
- Langa Hostels CRU Old Police Site
- Langa Hostels CRU Project: New Flats

4. PERFORMANCE PROGRESS AND OUTCOMES

4.1 2015/16 Financial Year's performance

Key highlights of Assets and Facilities' overall success during 2015/16 financial year based on the IDP 2012-2017 include inter alia:

Programme 1.1(b): Events programme

The following events were hosted:

- The World Rugby HSBC Sevens at the Cape Town Stadium.
- The Lionel Ritchie and Mariah Carey concerts at Cape Town Stadium.
- Shooting of the feature film "Curse of Hendon "on site
- Annual Jehovah's Witness Convention
- SA Menswear Week
- Inaugural Cape Town Cycle Tour Lifestyle Expo
- The CT Stadium took over the management of the Green Point Athletics Stadium from July 2015. A close working relationship was fostered with the Western Province Athletics and in total 35 athletic meetings was hosted.
- The Green Point Park annually has more than 700 000 visitors

Programme 1.5(a): City strategic assets investigation

The City has made substantial progress with the development and implementation of the immovable property asset management framework, which has been designed to align the City's management of immovable property assets with international best practice. The following have been developed and implemented on corporate information technology platforms:

- business system solutions for the immovable property asset register, dealing with inventory; and
- the immovable property asset management system, which deals with performance.

Data capture for the asset register is progressing and the first performance assessment of a portfolio of immovable property assets has been completed. In December 2015,

Council approved the Immovable Property Asset Management Policy designed to guide the allocation, use and management of immovable property assets.

Programme 3.3(b): Rental stock disposal programme

The City operates this programme as part of its efforts to afford current tenants of City-owned rental properties (classified as saleable) the opportunity to purchase their rental units and become owners. During 2015/16, 1 065 rental units were sold to housing beneficiaries. Efforts are ongoing and have been intensified to create more awareness. The reviewed allocation policy now also allows for rightsizing of saleable units to willing buyers where present tenants do not wish to take transfer of the unit they are occupying.

4.2 Areas of Business Improvement / Main challenges

The major challenge for the new Directorate is to transform from a historically fragmented service to one that recognises that immovable property assets –

- Are expensive in terms of their capital value and annual cost of maintenance.
- Need to be carefully managed over their life span to ensure best value.
- It takes time to determine new property needs in order to acquire and provide these to a client base that has competing interests, a fluctuating demand and a relatively short term view of asset needs and utilisation.

The following key principles are required to address this major challenge and should underpin further operations in order to deliver on its future service offerings:

- Customer centricity
- Custodial Oversight
- Portfoliorisation
- Asset Accountability
- Combination of Centralised and Devolved functionality
- Transversal Services
- Information
- Business support system solutions
- Optimisation and Rationalisation

- Strategic and Prestige Assets

Some key high level areas for the Directorate is to ensure that the relevant Departments focus on the following strategic interventions:

Property Management

- ✓ Transversal Management Services
- ✓ Optimisation and Rationalisation

Home Ownership Transfer, Tenancy Management and Staff Housing Department

- ✓ Multi-prong approach inclusive of categorisation of home ownership transfer phases underpinning by Policy
- ✓ Review to facilitate transfer of housing rental stock
- ✓ Health and Safety

Facilities Management and Maintenance Department

- ✓ Transversal Facilities Management and Maintenance services (TFMMS)
- ✓ Centralised Facilities Management

Fleet Management Department

- ✓ Centralised Fleet and Workshops
- ✓ Business processes
- ✓ Implementation of the proposed strategies of the investigation of an external service provider as a best practice for the future.
- ✓ Capital Requirements Proposal - A presentation were compiled and presented to the City`s Budget Steering Committee
- ✓ Fleet Information Management – acquisition of a suitable Fleet Management Software package compatible to SAP
- ✓ Enhance workshops productivity through improving the following:
 - Vendor quality management through an improved vendor selection process and putting of service provider panels in place
 - The repairs and maintenance business processes including tracking of vehicles

- Improve fleet operational strategy management focussing on:
 - Embed the principle of service authority vs service provider
 - Improving asset life-cycle management
 - Investigate alternative funding mechanisms
 - Proper cost management
 - Improve fleet governance focussing on improving:
 - Fleet information management – Software
 - Fleet utilisation including right sizing
 - Performance management
 - Fleet pool management

Cape Town Stadium and Sea Point Precincts Department

- ✓ Develop a standardised maintenance strategy
- ✓ Develop a standardised events, delivery and leveraging strategy
- ✓ Develop an integrated customer centric bookings system
- ✓ Implement an integrated Brand Management, Niche Marketing, PR & Communications strategy.
- ✓ Potential establishment of a Municipal Entity
- ✓ Activate commercialisation

5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

The newly established Assets and Facilities Management Directorate will serve a diverse spectrum of customers and stakeholders in the execution of its mandate. The customers and stakeholders' base will consist of internal service departments, the City's political leadership as well as the private and public sector to the general community at large.

6. RESOURCES

Part of the ODTP, the newly established Directorate is in the process of filling two strategic appointments namely the Director: Home Ownership Transfer, Tenancy Management and Staff Housing and Director: Fleet Management, concluding Phase

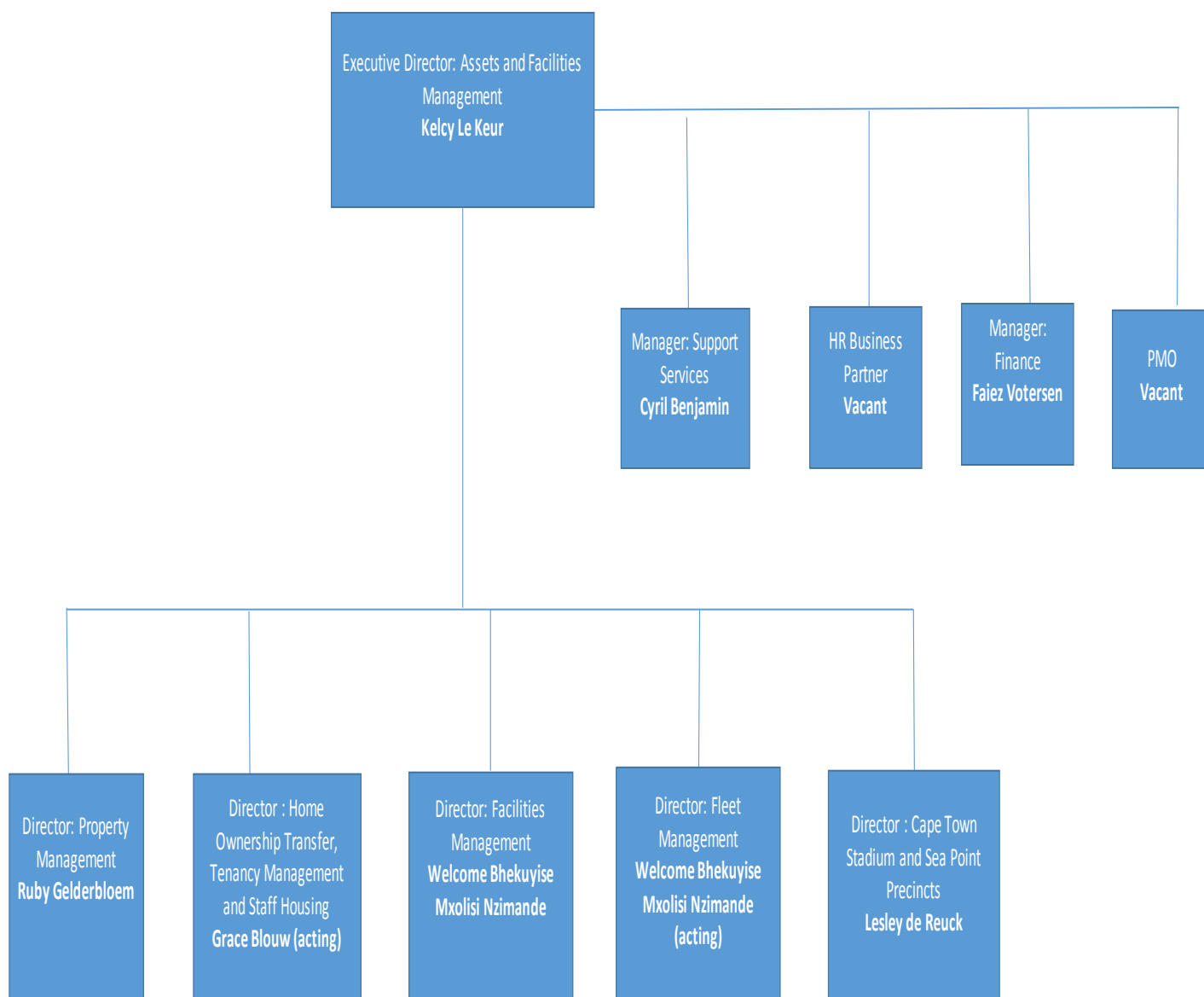
2, finalising the restructuring process of levels 4 and below as well as the filling of vacancies. This will be measured ongoing and annually to ensure that the Directorate is adequately and sufficiently resourced to deliver on its mandate.

6.1 Senior management capability and structure.

6.1.1 Directorate organogram

The current Directorate's senior management structure is depicted as follows:

ASSETS AND FACILITIES MANAGEMENT



6.2 Financial Information

Attached below are Assets and Facilities Management Directorate final budget figures approved in May by Council for the new financial year.

Directorate: Assets & Facilities Management									
Budgeted Financial Performance (revenue and expenditure)									
Description	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Operating Revenue By Source									
Property rates	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	1	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	532	532	532	594	659
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	-	-	2	-	-	-	-	-	-
Service charges - other	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	296 640	136 203	331 672	371 349	370 817	370 817	388 531	438 958	463 100
Interest earned - external investments	120	28	-	-	-	-	95	100	105
Interest earned - outstanding debtors	12 270	4 563	8 007	7 013	7 013	7 013	9 606	10 242	10 616
Dividends received	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	0	0	1 039	-	-	-	-	-	-
Licences and permits	80	0	91	-	-	-	-	-	-
Agency services	-	-	-	-	-	-	-	-	-
Transfers and subsidies	58 969	(124)	-	1 000	83	83	1 000	1 000	1 000
Other revenue	21 613	9 368	23 283	21 050	21 050	21 050	19 823	20 913	22 064
Gains on disposal of PPE	45 958	27 338	114 441	74 000	35 000	35 000	34 000	35 870	37 843
Total Operating Revenue (excluding capital transfers and contributions)	435 651	177 376	478 535	474 411	434 495	434 495	453 587	507 676	535 388
Expenditure By Type									
Employee related costs	392 451	428 678	467 136	579 798	553 853	550 377	660 219	712 590	773 779
Remuneration of councillors	-	-	-	-	-	-	-	-	-
Debt impairment	92 881	170 317	124 317	125 873	125 873	125 873	159 259	168 018	177 259
Depreciation & asset impairment	298 009	310 756	325 716	342 400	345 312	345 312	372 706	392 282	394 943
Finance charges	27 813	24 236	24 982	29 290	29 290	29 290	30 959	32 662	34 458
Bulk purchases	-	-	-	-	-	-	-	-	-
Other materials	110 823	26 848	26 824	36 237	42 536	42 436	41 976	44 523	47 133
Contracted services	403 113	332 211	382 804	384 454	375 781	375 893	389 921	413 594	438 904
Transfers and subsidies	3 109	5 311	2 505	1 450	1 450	1 450	1 500	1 583	1 670
Other expenditure	138 926	140 720	151 344	186 014	288 673	292 687	194 940	208 608	221 430
Loss on disposal of PPE	1 235	1 764	3 189	27	27	27	28	30	31
Total Operating Expenditure	1 468 359	1 440 840	1 508 817	1 685 541	1 762 794	1 763 344	1 851 509	1 973 889	2 089 607
Surplus/(Deficit)	(1 032 708)	(1 263 464)	(1 030 282)	(1 211 130)	(1 328 300)	(1 328 850)	(1 397 922)	(1 466 213)	(1 554 219)
Transfers & subsidies capital NT & PT	255 504	121 851	93 576	71 696	6 301	6 301	-	-	-
Transfers & subsidies capital agency, oth	-	-	-	12 000	12 000	12 000	-	-	-
Transfers & subsidies capital in-kind	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(777 204)	(1 141 613)	(936 706)	(1 127 433)	(1 309 998)	(1 310 548)	(1 397 922)	(1 466 213)	(1 554 219)
Taxation									
Surplus/(Deficit) after taxation	(777 204)	(1 141 613)	(936 706)	(1 127 433)	(1 309 998)	(1 310 548)	(1 397 922)	(1 466 213)	(1 554 219)
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	(777 204)	(1 141 613)	(936 706)	(1 127 433)	(1 309 998)	(1 310 548)	(1 397 922)	(1 466 213)	(1 554 219)
Share of surplus/ (deficit) of associate									
Surplus/(Deficit) for the year	(777 204)	(1 141 613)	(936 706)	(1 127 433)	(1 309 998)	(1 310 548)	(1 397 922)	(1 466 213)	(1 554 219)
Capital Expenditure	-	-	-	-	-	-	395 019	281 917	265 214

7. RISK ASSESSMENT

Some key risks for the Directorate were identified which can be depicted as follows:

Overall for Directorate

- Lack of clarity around accountability in the management of immovable property assets which will see a continuation of a situation characterized by mandate confusion, variations in norms and standards, disavowing of assets leading to deterioration in service levels and asset value and integrity.

Property Management

- Income from sale of land and leases – economic pressure and low development/risk environment

Home Ownership Transfer, Tenancy Management and Staff Housing

- Financial resource implications for the ongoing operations and Maintenance of CRU's and Hostels in relation to ageing rental stock, inadequate resources to maintain services provided through the backyarder project, vandalism of existing facilities as well as Health and Safety.
- Unsafe working environment eg vandalism of property and staff safety
- Tenants in breach of their terms of lease
- Lack of management of rental stock which leads to unlawful occupation

Facilities Management and Maintenance

- Maintenance of facilities due to ageing infrastructure, irregular preventative and scheduled maintenance

- Security, vandalism, budget constraints and PSIRA legislative increases have averaged 7,5% + demand increases compared to the City's average of 5% parameter increases
- Increased in service requests from internal stakeholders as a result of anti-social behaviour /increase in crime etc.

Fleet Management

- Ageing of vehicles and plant having huge implications on repairs and maintenance cost.
- Insufficient funding has been provided in order to bring these vehicles and plant back to optimal performance
- Excessive downtime of aged fleet as well un-roadworthy and unsafe fleet
- Unable to repair and maintain old fleet due to unavailable obsolete spares
- Human lives at stake due to unreliable fleet
- Lack of fleet data

Cape Town Stadium and Sea Point Precincts

- The establishment of a Municipal Entity to manage the Cape Town Stadium and the consultant HR process to transfer/second staff to the ME could again result in uncertainty, re; job security with the potential loss of specialized skills. The consequences thereof will impact on business continuity and service delivery.

7.1 Revenue risks

Rental income is under pressure as a result in the growth of outstanding rental debt. Appropriate debt management measures to be put in place to address this situation.

8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SDBIP

The objectives and indicators of the Directorate are detailed in the attached Service Delivery and Budget Implementation Plan (SDBIP) at Annexure A.

9. AUTHORISATION

The undersigned do hereby indicate their agreement with the contents of this document and the outcomes.

	Name	Signature	Date
Executive Director	Kelcy Le Keur		19/4/2017
Mayco Member	Cllr Stuart Diamond		21/4/2017

10. APPENDICES:

See attached Directorate's Final SDBIP and KOIs 2017/2018

ASSETS AND FACILITIES MANAGEMENT DIRECTORATE 2017/18 FINAL SDBIP												
Alignment to IDP		Measuring Department	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person
Pillar & Corporate Objective	CSC Indicatio r no.							30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018	
SFA 3 Caring City Objective 3.2 3.2.b Human Settlement Programme	3.N	HOT	Mainstreaming basic service delivery to informal settlements and backyard dwellers	Number of Deeds of Sale Agreements signed with identified beneficiaries on transferrable rental units	1066 deeds of sale agreements signed	1000 deeds of sale agreements signed	1000 deeds of sale agreements signed	250 deeds of sale agreements signed	500 deeds of sale agreements signed	750 deeds of sale agreements signed	1000 deeds of sale agreements signed	Grace Blouw/new Director
SFA 3 Caring City Objective 3.2 3.2.b Human Settlement Programme	N/A	HOT	Mainstreaming basic service delivery to informal settlements and backyard dwellers	Progress on milestones towards the development and implementation of an Asset Management Plan [To be rollout over a 3-5 year period]	Asset Management Implementation Plan (100%)	Asset Management Implementation Plan 100% spend of budget for FY16/17	Asset Management Implementation Plan 100% spend of budget for FY17/18	Asset Management Implementation Plan 25% spend of budget for FY17/18	Asset Management Implementation Plan 50% spend of budget for FY17/18	Asset Management Implementation Plan 75% spend of budget for FY17/18	Asset Management Implementation Plan 100% spend of budget for FY17/18	Craig Moorgas/ new Director
SFA 1:The Opportunity City 1.1 1.1.b Cape Town Business Brand Programme	N/A	CT Stadium & Sea Point Precincts	Positioning Cape Town as forward looking globally competitive City	Develop and Implement the Cape Town Stadium and Sea Point Precincts as a Brand Management Investment Portfolio	New	New	Submitted Integrated Cape Town Stadium and Sea point Precinct Brand Management Investment Portfolio Strategy and roll out of Phase 1	N/A	1st Draft of an Integrated Cape Town Stadium and Sea Point Precinct Brand Management Investment Portfolio Strategy	N/A	Submit Integrated Cape Town Stadium and Sea Point Precinct Brand Management Investment Portfolio Strategy and commence with Phase 1 Roll out	Leslie De Reuck
SFA 1:The Opportunity City 1.1 1.1.g Leverage the City's assets	N/A	Fleet Management	Positioning Cape Town as forward looking globally competitive City	Development of a Corporate Fleet Management Strategy	New Indicator	New	Submitted Corporate Fleet Management Strategy	N/A	1st Draft of the Corporate Fleet Management Strategy	N/A	Submit final draft of Corporate Facilities Management Strategy	Bheki Nzimande / new Director Fleet Management

ASSETS AND FACILITIES MANAGEMENT DIRECTORATE 2017/18 FINAL SDBIP

Alignment to IDP		Measuring Department	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person
Pillar & Corporate Objective	CSC Indicatio or no.							30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018	
SFA 1:The Opportunity City 1.1 1.1.g Leverage the City's assets	N/A	Facilities Management	Positioning Cape Town as forward looking globally competitive City	Development of a Corporate Facilities Management Strategy	New Indicator	New Indicator	Submitted Corporate Facilities Management Strategy	N/A	1st Draft Corporate Facilities Management Strategy	N/A	Submitted Final Corporate Facilities Management Strategy	Bheki Nzimande
SFA 1:The Opportunity City 1.1 1.1.g Leverage the City's assets	N/A	Property Management	Positioning Cape Town as forward looking globally competitive City	Development of an Optimisation and Rationalisation Strategy	New Indicator	New Indicator	Submitted Optimisation and Rationalisation Strategy	N/A	1st Draft Optimisation and Rationalisation Strategy	N/A	'Submitted Final draft Optimisation and Rationalisation Strategy	Ruby Gelderbloem


Executive Director: Assets and Facilities Management
Kelcy Le Keur

18/4/2017
Date

Mayco Member: Assets and Facilities Management
Stuart Diamond

24/4/2017
Date

AFM DIRECTORATE 2017-2018 KEY OPERATIONAL INDICATORS (KOIs)												
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/2016	Annual Target 30 June 2017	Targets				Contact Person
No.	Pillar & Corporate Objective	CSC Indicator no.						30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018	
1	SFA 5 Well-Run City	5.C	Finance	5.1 Operational sustainability	Percentage spend of capital budget	City's achievement = 85.7%	90%	20%	50%	75%	90%	Directorate Finance Manager
2	SFA 5 Well-Run City	5.D	Finance	5.1 Operational sustainability	Percentage spend on repairs and maintenance	95.8%	95%	20%	50%	75%	95%	Directorate Finance Manager
3	SFA 1 Opportunity City	1.F	Social Services	1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) work opportunities created	City Achievement = 44942	1681	Annual target	Annual target	Annual target	1681	Regan Melody Contact: 021 400 9360 Cell: 079 445 3376
4	SFA 1 Opportunity City	-	Social Services	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	New	278	Annual target	Annual target	Annual target	278	Regan Melody Contact: 021 400 9360 Cell: 079 445 3376
5	SFA 1 Opportunity City	-	Corporate Services	1.3 Economic inclusion	Number of external trainee and bursary opportunities (excluding apprentices)	Direct. achievement as at 30 June 2016	38	3	8	13	38	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
6	SFA 1 Opportunity City	-	Corporate Services	1.3 Economic inclusion	Number of apprentices	Direct. achievement as at 30 June 2016	65	7	20	28	65	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
7	SFA 3 Caring City	3.F	Corporate Services	3.1 Excellence in basic services	Percentage adherence to Citywide service requests	Direct. achievement as at 30 June 2016	100% (based on a 80% threshold) Indicator is being updated	90%	90%	90%	90%	Shaun Van Der Merwe Contact: 021 400 2117 Cell: 084 235 3316
8	SFA 4Inclusive City	-	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	Direct. achievement as at 30 June 2016	85%	85%	85%	85%	85%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
9	SFA 4Inclusive City	-	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	Direct. achievement as at 30 June 2016	2%	2%	2%	2%	2%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
10	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage of absenteeism	Direct. achievement as at 30 June 2016	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344

AFM DIRECTORATE 2017-2018 KEY OPERATIONAL INDICATORS (KOIs)												
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/2016	Annual Target 30 June 2017	Targets				Contact Person
No.	Pillar & Corporate Objective	CSC Indicator no.						30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018	
11	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage OHS incidents reported	Direct. achievement as at 30 June 2016	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Jerry Henn Manager: Occupational Health & Safety Contact: 021 400 9312
12	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage OHS investigations completed	Direct. achievement as at 30 June 2016	100%	100%	100%	100%	100%	Jerry Henn Manager: Occupational Health & Safety Contact: 021 400 9312
13	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage vacancy rate	Direct. achievement as at 30 June 2016	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	Fritz Le Roes Contact: 021 400 9106 Cell: 082 8232 430
14	SFA 1 Opportunity City	1.G	Corporate Services	1.3 Economic inclusion	Percentage budget spent on implementation of WSP	Direct. achievement as at 30 June 2016	95%	10%	30%	70%	95%	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
15	SFA 5 Well-Run City	-	Finance	5.1 Operational sustainability	Percentage of operating budget spent	Direct. achievement as at 30 June 2016	95%	20%	45%	70%	95%	Directorate Finance Manager
16	SFA 5 Well-Run City	-	Finance	5.1 Operational sustainability	Percentage of assets verified	Direct. achievement as at 30 June 2016	100% asset register verified	N/A=ALL directorates 25%=Finance Directorate	N/A=ALL directorates 50%=Finance Directorate	60%	100%	Directorate Finance Manager
17	SFA 5 Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage Internal Audit findings resolved	Direct. achievement as at 30 June 2016	75%	75%	75%	75%	75%	Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959
18	SFA 5 Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage of Declarations of Interest completed	Direct. achievement as at 30 June 2016	100%	0%	0%	0%	100%	Sonja Thomas Contact: 021 487 2517 Cell: 083 4125 449
 Executive Director: Assets and Facilities Management Kelcy Le Keur 18/4/2017 Date												

DRAFT 2017-2018 KEY OPERATIONAL INDICATORS (KOIs)	
Key Performance Indicator	Definition
Number of Expanded Public Works Programme (EPWP) work opportunities created	Refers to paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for the Expanded Public Works Programmes.
Percentage budget spent on implementation of WSP for the City	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Formula: Measured against training budget.
Number of Full Time Equivalent (FTE) work opportunities created	Refers to one person-year of employment. One person year is equivalent to 230 person days of work. The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g. leave, holidays, etc.). 1 FTE = person days divided by 230.
Number of external trainee and bursary opportunities (excluding apprentices)	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships. This is an accumulative quarterly measure. The target refers to the 4th quarter final total.
Number of apprentices	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships. This is an accumulative quarterly measures. The target refers to the 4th quarter final total.
Percentage adherence to Citywide service requests	Measure the percentage adherence to Citywide service standard based on all external notifications.
Percentage adherence to EE target for all levels of staff employed (internal & external)	Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled) This indicator measures: <u>1. External appointments –</u> The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target. <u>2. Internal appointments –</u> The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target. <u>3. Disabled appointments –</u> The number of people with disabilities employed at a point in time. This excludes foreigners, but includes SA White males with disabilities. Note: If no appointments were made in the period preceding 12 months, the target will be 0%.

DRAFT 2017-2018 KEY OPERATIONAL INDICATORS (KOIs)	
Key Performance Indicator	Definition
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	This indicator measures: The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the `Percentage adherence to EE target`, but is indicated separately for focused EE purpose. This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2
Percentage of absenteeism	A: Actual number of days absent due to sick and unpaid/unauthorised leave in the directorate or department. B: ((number of working days for month) * number of staff members))*100%. Formula: C= (A1 + A2/B) * 100 A1: Sick Leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / Time Management / All Absences) and enter the total number of absent days for sick leave. Enter the number of employees who took sick leave in the comments column A2: Unpaid/ Unauthorised leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / All Absences) and enter the total number of absent days as per the "Unpaid" column of the report (authorised and unauthorised is separated). Enter the number of employees who took "unpaid" leave in the comments column B: Total number of staff X Total number of working days for the month The Target will be 5% or less for the rolling 12 month period.
Percentage spend of capital budget	Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.
Percentage spend on repairs and maintenance	Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend).Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based. Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure. Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers. Secondary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour provided In-house / internally.
Percentage OHS incidents reported	Incidents measures the number of injuries on duty (includes all categories) reported expressed as a percentage of the total number of employees for the directorate and/or department for the specific quarter. The average number of employees over the 3 month period will be used to accomodate the movement of employees. <u>Formula:</u> Incidents reported (A)= <u>(B) Injuries on duty (eg.1 July - 30 Sept)</u> (C) Total number of employees (an average over the 3month period) x 100 = %
Percentage OHS investigations completed	Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes.Formula:Investigations completed (D)= (E) No. of incidents investigations completed within 30 days * (F) No. of incidents x100 = %*Refers to the number of incidents on the denominator for investigations that was completed within 30 days at reporting date.
Percentage vacancy rate	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.

DRAFT 2017-2018 KEY OPERATIONAL INDICATORS (KOIs)	
Key Performance Indicator	Definition
Percentage of operating budget spent	<u>Formula:</u> Total actual to date as a percentage of the total budget including secondary expenditure.
Percentage of assets verified	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress. Q1=N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance (responsible) Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the directorate/ department Q4= 100% represents All assets have been verified.
Percentage Internal Audit findings resolved	It is the reporting and monitoring of the reduction (in percentage) of the findings of audit follow-ups performed in the quarter. The timing for corrective action implementation is normally provided by line.Audits / follow-ups will always only take place after agreed implementation dates of corrective action. It will either be 'Not Applicable' to Management if an audit or follow-up hasn't taken place at the time of reporting or there will be a percentage change / status quo if an audit has taken place and there has been improvement / no change respectively in the situation since the last audit.
Percentage of Declarations of Interest completed"	This indicator will measure: "The total number of completed declarations of interest as a % of the total number of staff as required by legislation and applicable city policies.

SAFETY & SECURITY DIRECTORATE



DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

2017/2018

EXECUTIVE DIRECTOR: RICHARD BOSMAN

CONTACT PERSON: ANTON VISSER

Website: www.capetown.gov.za/idp
(for detailed SDBIP)



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

Making progress possible. Together.

VISION OF THE CITY:

- To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most.
- To deliver quality services to all residents.
- To serve the citizens of Cape Town as a well-governed and corruption free administration.

In pursuit of this vision the City's mission is as follows:

To contribute actively to the development of its environment, human and social capital

To offer high-quality services to all who live in, do business in or visit Cape Town as a tourist

To be known for its efficient, effective and caring governance.

This is a one year plan giving effect to the IDP and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2017/2018 financial year. It considers what was set out in the IDP and the Directorate Executive Summary indicates what the Department needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

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1. EXECUTIVE SUMMARY

During the new financial year, the Directorate will aim to improve on its current high level of service delivery in line with the IDP objectives. Particular emphasis will be placed on developing existing resources which will include the introduction of specialised training initiatives, securing specialist guidance from partner agencies in the international arena, focussing on the implementation and expansion of innovative crime and disorder prevention programmes and keeping up with innovative technological advancements in policing and emergency services fields.

The Directorate will continue to dedicate resources and programmes to ensure the maximum effectiveness of the various components of safety provision through fostering of partnerships to build capacity.

2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE

The Safety and Security Directorate provides a wide range of services that aims to improve the general safety and therefore the quality of life of all residents and visitors to Cape Town. The Directorate's areas of responsibility include the functions of crime prevention, traffic enforcement, by-law enforcement, disaster risk management, fire-fighting, emergency rescue as well as an emergency call centre function. The Directorate is also responsible for the effective management of major events.

In terms of policing, the primary mandate belongs to the South African Police Service (SAPS), which is directed by National Government. The City's Metro Police, Traffic Services and Law Enforcement Departments are, however, efficient policing services with a proven capacity to improve the safety of residents.

However, safety also goes beyond policing. A truly safe city manages disasters and risks, enforces traffic regulations, and provides fire and rescue services. Safety is essential to the public enjoyment of open spaces, city beaches and nature reserves. The Safety & Security Directorate will continue to dedicate resources and programmes to ensure the maximum effectiveness of the various components of safety provision. This will entail the fostering of partnerships to build capacity. These partnerships come in various forms. International partnerships will allow for training and models of best practice to be applied to improve efficacy. Local partnerships will foster community relationships, which are critical to building a safer city.

To this end, the directorate aims to establish dedicated neighbourhood safety teams to extend the roll-out of the neighbourhood watch programme and continue with the practice of civilian oversight. To build local responsiveness and capacity, it will increase public awareness and participation at a broader level, primarily through initiatives such as the Disaster Risk Awareness and By-law awareness programmes.

To build internal capacity, the directorate will align its staffing models with national and international best practice. Further to this, it will also invest in staff training and capacity building while, at the same time, expand its volunteer programmes for Law

Enforcement, Fire Services and Disaster Risk Management. Environmental compliance and enforcement will be promoted through staff training and other programmes to ensure compliance with the City's bylaws and other relevant legislation. This capacity will also extend to innovative safety policies.

The directorate will continue to invest in specialised units and programmes like the Emergency and Policing Incident Command program (EPIC). Furthermore, its strategies will be directed through a policy of information and technology-led processes to align with international best practice, while also adopting new technologies to increase its effectiveness.

Safety innovation will extend to meeting the need for greater capacity and designing more effective solutions for safety. This includes influencing urban design to prevent social disorder and disruption, modelled on the success of the Violence Prevention through Urban Upgrading (VPUU) programme. By continuously aligning itself with international best practice and proven safety strategies, while working with the limited resources available, the Directorate will continue to build a safe city in which residents feel secure and that responds to their needs.

The City utilises its 'regulatory' and 'service delivery' functions in order to maintain personal safety and public health as well as manage risks and disasters. Services are provided to all people residing in the metro. People with low incomes often live in high densities on the periphery of the City in areas which are vulnerable to flooding, fire and disease. These areas are often crime-ridden and, hence, more resources need to be allocated to these areas to make them safer, cleaner and prevent fires, flooding and disasters. This reorientation of service delivery requires a careful balancing of resources that ensures all people in the City receive the necessary services, but those that are more vulnerable receive services that enable them to live in a clean, healthy and safe environment.

This balancing of resources and priority areas will be guided by the Safety and Security Directorate's Strategic Information Management Service and the analytical capacity that EPIC will bring. It is for instance known that informal settlements and rental stock will demand more attention and re-sources than other areas.

All departments will be proactive in providing services that maintain a safe and healthy environment in a manner that promotes social development and supports the livelihood strategies of communities.

High levels of crime and violence constitute a key challenge for Cape Town. The rates of murder and drug-related crimes are much higher than the national averages. Crime and the fear of crime have a damaging effect on the quality of life of people. It negatively impacts victims but also adversely affects households by restricting access to services and employment. The causes of crime are complex and multifaceted. Traditional policing and law enforcement cannot solve these problems alone. The City therefore follows a whole-of-society approach which demands a transversal methodology. This includes the Violence Prevention through Urban Upgrading (VPUU) projects which is based on international best practice and includes situational and social crime prevention and community involvement.

It also includes the surveillance of streets, equipment and public spaces which is an aspect of situational crime prevention. Surveillance through formal mechanisms such as CCTV and visible policing or through informal mechanisms such as the support of neighbourhood watch and other community organisations, acts to create and maintain safe communities. In addition, such an approach provides for visible policing and specialised law enforcement.

The City supports programmes to strengthen community safety initiatives. This includes capacitating neighbourhood watches and deploying Neighbourhood Safety Officers and School Resource Officers in areas with high crime levels. These programmes will be strengthened with the establishment of dedicated neighbourhood safety teams.

3. STRATEGIC ALIGNMENT TO THE IDP

LINKAGE TO IDP (EGS and SDS IF APPLICABLE) AND CHANGE IN INDICATORS AND TARGETS

Key Performance Indicator 2.1: Overall crime rate in Cape Town as it pertains to contact crimes, as measured by the Annual SAP's Official Crime Statistics. This KPI is linked to the IDP Objective 2.1 and IDP Program 2.1.c that calls for a 24 hour integrated law enforcement model which will see the services of the Metro Police, Traffic and Law Enforcement Departments being accessible to the public on a 24-hour basis.

This is a long term indicator which the directorate will endeavour to achieve over the 5-year IDP term.

Key Performance Indicator 2.2: Perceptions of violent crime in Cape Town as measured by means of the Victims of Crime Survey (VOCS). This KPI is linked to the IDP Objective 2.1 and IDP Program 2.1.c that calls for a 24 hour integrated law enforcement model which will see the services of the Metro Police, Traffic and Law Enforcement Departments being accessible to the public on a 24-hour basis.

This is a long term indicator which the directorate will endeavour to achieve over the 5-year IDP term.

Key Performance Indicator 2.A: Number of new areas equipped with CCTV surveillance cameras. This KPI is linked to the IDP Objective 2.1 and IDP Program 2.1.a which calls for the expansion of the City's CCTV surveillance capacity.

Key Performance Indicator 2.B: Community satisfaction survey. This indicator measures community perception in respect of the prevailing levels of general disorder in the City. The City's Community Satisfaction Survey measures public perception around a number of these issues i.e.

- Visible presence of traffic enforcement
- Action taken against illegal land invasions
- Action taken against illegal dumping
- Acting on complaints relating to noise and other disturbances
- By-Laws being enforced.

This Indicator will be influenced directly by the expansion of resources, improved efficiency and partnerships and therefore links directly to all four Objectives of the IDP Strategic Focus Area of a Safe City and is linked to the IDP Objective 2.1 and IDP Program 2.1.a (Safety Technology Programme), 2.1.b (Holistic Crime Prevention Programme) and 2.1.d (Neighbourhood Safety Programme)

Key Performance Indicator 2.4: Number of auxiliary/volunteer staff members trained, appointed and deployed relates directly to the IDP Program 2.1.e (Safety Volunteer Program), under the IDP Objective 2.1 which calls for the expansion of staff and capital resources in the policing departments and emergency services. It will measure performance made with the implementation of main initiatives of this IDP Objective.

Key Performance Indicator 2.5: Percentage response times for fire emergency incidents within 14 minutes from call receipt up to arrival. Performance in respect of this indicator is directly dependant on achievements in support of IDP program 2.1.c.2 (Staff Capacity Project) under the IDP Objective 2.1.

Key Performance Indicator 2.6: Number of Metro Police Youth Cadets recruited, relates directly to the initiative under IDP Objective 2.1, programme 2.1.b.5 - which requires the Safety and Security Directorate to expand its Metro Police Youth Cadet Programme to allow for 75 learners to be accommodated per year over the five year period.

Key Performance Indicator 2.7: Percentage Budget Spent on the integrated information management system (EPIC) which relates directly to IDP Objective 2.1, programme 2.1.a.1: Spatial Crime Mapping Project. The Directorate's new technology initiative namely, Programme EPIC (Emergency and Policing Incident Command) will provide an integrated system for incident management, including call logging, dispatch and real-time situational awareness and reporting. This Indicator was used in the Directorate SDBIP in the previous year and is relevant to all Departments of the Directorate.

Key Performance Indicator 2.8: The inspection of premises for compliance to liquor and business licenses relates to IDP SFA 3, Program 3.3.a.3 which requires the efficient policing of substance abuse. This indicator is of significant importance as the illegal liquor trade impacts negatively on all communities.

Key Performance Indicator 2.9: Percentage of Neighbourhood Watch satisfaction survey. This indicator relates to IDP Program 2.1d.1 which calls for the strengthening of the City neighbourhood policing capacity.

Key Performance Indicator 2.10: Number of Neighbourhood Safety Teams established. This indicator relates to IDP Program 2.1.d.1 Neighbourhood Policing Project. This indicator relates to the Directorate's Neighbourhood Safety Teams (NST) project which will be aimed at strengthening its neighbourhood policing capacity and to ensure that Neighbourhood Safety Officers (NSOs) are able to deliver a quality service that is on par with that delivered by neighbourhood policing officers in major cities the world over.

4. PERFORMANCE PROGRESS AND OUTCOMES

4.1 Past year's performance

In order to position the City of Cape Town as a safe city, five key objectives - each with its own underpinning programmes - were identified in the 2015/16 review of the City's IDP

OBJECTIVE	PROGRAMME
2.1: Expanding staff and capital resources in policing departments and emergency services to provide improved services to all, especially the most vulnerable communities	2.1(a): Increase in operational staff complement
2.2: Resource departments in pursuit of optimum operational functionality	
2.3: Enhance information-driven policing with improved information-gathering capacity and functional specialisation	2.3(a): Improved efficiency through information and technology-driven policing
	2.3(b): Intelligent crime prevention
2.4: Improve efficiency of policing and emergency staff through effective training	2.4(a): Training and human resources development
2.5: Improve safety and security through partnerships	2.5(a): Strengthen community capacity to prevent crime and disorder
	2.5(b): Strengthen community capacity to respond to emergency situations

Table 2.1: 2015/16 IDP objectives and programmes for SFA2

KEY SAFE CITY ACHIEVEMENTS IN 2015/16

- 81,64% of emergency incidents responded to within 14 minutes from initial call;
- Total of 18 City staff members trained as environmental management inspectors;
- The City's CCTV network is the largest public area surveillance agency in Africa, and the only agency in Southern Africa that covers residential areas, informal settlements and CBDs;
- R14 Million invested in Automatic Number Plate Recognition (ANPR) Technology.
- Reduced number of accidents at Cape Town's five highest accident frequency intersections.
- Significant improvement in the recovery of fine income owed to the City.
- DRM Plan updated and revised, giving effect to a comprehensive disaster risk assessment Municipal Disaster Risk Management

Policing overview

The City has three policing departments in the form of Metro Police, Traffic Services and Law Enforcement, The objectives and priorities of these departments are set out in the City's legally required Annual Police Plan. The main objective of this plan is to ensure the integrated delivery of efficient policing services.

The City has established an integrated Roadblock Unit, comprising 18 members from various departments, including the City's Traffic Services, Metro Police, Law Enforcement and Province's Traffic Department. The Unit is responsible for executing roadblocks on a permanent basis across the city, with a specific focus on drunken driving, stolen vehicles and illegal street racing. They will detect and seize illegal firearms and drugs, and work to track down people with outstanding warrants as well as those wanted by SAPS.

The Metro Police continued to clamp down on Cape Town's illegal drug and alcohol trade in the period under review, and numerous intelligence-led operations led to the disruption of many dealing activities.

During the period under review, 225 477 notices (including fines and compliance notices) were issued for bylaw offences across the city. Significant results were also achieved in the combating of illegal land invasions, with 100% of reported cases being successfully managed. This effectively means that land invasions were prevented in Cape Town over the 12-month reporting period.

The Law Enforcement and Security Department's Liquor Control Unit continued its action against illegal liquor trading. The unit conducted 3 634 inspections for compliance with the relevant liquor and business legislation.

Law Enforcement's Stabilisation Unit was launched in July 2015. This specialised unit comprised 90 EPWP workers who have received extensive training to perform saturation

policing in areas with high levels of violence. The unit was deployed in gang-ridden suburbs such as Manenberg, Bishop Lavis, Ottery and Hanover Park for daily law enforcement in a bid to quell gang flare-ups in these areas.

The Stabilisation Unit also forms part of a greater Manenberg upgrade strategy. As such, the unit had arrested nearly 50 suspects in Manenberg one month into its launch and deployment. It currently has 32 members deployed in Manenberg to augment ongoing enforcement operations by SAPS as well as the City's Metro Police and Law Enforcement Departments.

The City's Traffic Services Department has an Operations Section, which undertakes specialised and general enforcement activities, provides road safety education at schools, and manages traffic at all events affecting Cape Town's roads.

During the 2015/2016 financial year, 2 452 514 traffic fines were issued and 41 478 drivers were screened for driving under the influence of alcohol.

Traffic Services has managed to better the overall target related to the reduction of accidents at 5 highest frequency intersections at the end of this financial year. Accidents are mostly uncontrollable actions that are caused due to careless driver behaviour. Reporting of accident details is still not as accurate as it should be but there are 2 intersections which are visible from CCTV cameras and this has improved accuracy of information. Traffic services have planned regular visible patrols and enforcement at all intersections and the number of accidents is therefore less than the target which is a positive outcome.

All of the targets of the other Traffic Services specific indicators for the previous year have been exceeded and this is briefly indicated below:

Indicator	Target	Actual
<i>Number of speed checks conducted.</i>	3 200	4 383
<i>Waiting period from application to appointment date.</i>	2.5 months	2 months
<i>Number of reclaim roadblock conducted</i>	960	1 635
<i>Monitor rand value of License Income</i>	48 000 000	R 51 630 945.89
<i>Number of driver tests conducted.</i>	90 720	91 153

Emergency services overview

City Emergency Services comprise the 107 Public Emergency Call Centre, the Fire and Rescue Service and the Disaster Risk Management Centre. Despite the increased pro-active awareness initiatives conducted, the City is still experiencing a number of informal settlement and bush, grass and rubbish fires. The matters which impacted on the ability of the Fire and Rescue Service to effectively mitigate the incidents are being addressed through

collaborated efforts. No major mountain or vegetation fires occurred during the year under review.

The City has set itself a target of responding to at least 80% of all fire and other emergency incidents within 14 minutes from the call receipt to arrival on the scene. During the previous financial year, fire and rescue units achieved an 81,64% compliance with this target. It once again needs to be mentioned that the City's Fire and Rescue Service is not operating at full strength and that continues efforts will have to be made in working towards securing the resources required to meet the standards set in the SANS Code 10090 – Community protection against Fire. The Fire and Rescue Service practised very good fiscal discipline and stayed within its operating budget during the period, while spending 100% of its capital budget allocation

The capacity of the City's 107 Public Emergency Communication Centre was enhanced to ensure a continued acceptable level of service to the community in life and property threatening situations. This included the recruitment of personnel to deal with distressed callers, as well as public education and awareness staff tasked with visiting communities to promote the service and encourage safety within the home, school or workplace.

The City's 107 Public Emergency Communication Centre (PECC) celebrated its 15th birthday on 1 August 2015. The centralised 107 emergency number was implemented in 2000, covering Cape Town's municipal area falling under the historical '021' dialling code. The centre went live with just seven call-taking workstations and five training stations staffed on a 24-hour basis, enabling residents to ask for help whenever their life or property is in danger, putting them in touch with the nearest relevant emergency service provider. Since then, the PECC has grown in size and technological know-how. Today, it is home to 68 highly trained emergency communicators working on a shift basis. They are able to communicate in English, Afrikaans and Xhosa, and more than 80% of calls are answered within 10 seconds. The staff members are also trained to deal with callers who are often in a state of panic when dialling through to the service. The majority of the callers seek medical assistance, followed by requests for assistance on matters pertaining to law enforcement.

While many nuisance calls are still received on the toll free lines, during the 2015/16 period the Public Emergency Communication Centre answered a total of 589 945.

In the follow-up to the Comprehensive Disaster Risk Assessment for the City of Cape Town, which was undertaken in 2009/10, an integrated disaster-risk management planning initiative on a prioritised basis i.r.o. the hazards identified in this assessment, has been initiated and is being co-ordinated by the DRMC. Integrated Disaster Risk Management (DRM) Planning Task Teams, with the representation of all lead and supporting role-players, have been established to draft and/or to review existing disaster risk management plans which cover all pro-active and re-active aspects for each of the hazards, in order of their priority ratings. The pro-active aspects in each hazard-specific DRM Plan cover hazard descriptions, their risk, vulnerability and manageability assessments and the risk reduction and preparedness initiatives which can be undertaken by the various role-players. The hazard-specific re-active aspects of the DRM Plans include response, relief and rehabilitation strategies.

Preventative and mitigation measures will be implemented at high risk events that will include a standardised risk assessment procedure, venue inspection and safety audit.

Assistance with planning and advising on event safety and emergency plans, the establishment of a full or downscaled Venue Operations Centre (VOC) to manage public safety aspects during high-risk events, ensuring adequate inter-organisational communication and cooperation, adequate public address and communication infrastructure, and the adequate deployment of public safety personnel.

The DRMC developed a standardised Emergency Planning Guide Pack for National Key Points and Major Hazardous Installations. The Service will implement this guide pack to assist with the emergency management planning of National Key Points, Major Hazardous Installations, Important Places and Areas. This guide pack includes the following documentation: emergency planning information questionnaire, risk assessment form, On-site Emergency Risk Management Plans for both smaller organizations and for critical installations, Off-site Emergency Response Plan, assessment of organisation's emergency response exercise form & recognition of emergency preparedness certificate. These new and uniformed emergency planning formats will assist organisations / facilities to improve their emergency / evacuation management arrangements.

In line with its commitment to being a well-run city, preparedness to effectively deal with a major disaster is a highly essential service for the City of Cape Town. The City has therefore taken its disaster preparedness to the next level by upgrading its terrestrial trunked radio (TETRA) digital radio communications network with the latest technology, representing an investment of R23 million. The upgraded TETRA network is the largest public service and safety communications network in South Africa, serving more than 13 500 users. This includes 11 000 officials of the City's Safety and Security and Utility Services directorates, and some 2 500 external users of surrounding municipalities, including Province's Emergency Medical Services. The TETRA radios also provide a vital communication link between the City's Metro Police Department and community neighbourhood watches. The City of Cape Town is currently one of only three municipalities in South Africa that operates its own TETRA network. The system has proven its reliability over the past 14 years.

In order for DRMC to reach its optimum potential, a need for an increase in staffing and funding is necessary. The growing and increase in population with its demands and challenges placed on this service, necessitates that such action is forthcoming.

5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

Partners/ Stakeholders	Roles and Responsibilities
WCED	Partnering with the City in respect of the School Resource Officer (SRO) project
DEA (US)	The provision of various drug enforcement related training
FBI (US)	The provision of leadership related training
US State Department	The coordination of various organisational building initiatives

DOCS	Partnering with the City in respect of the neighbourhood watch support programme.
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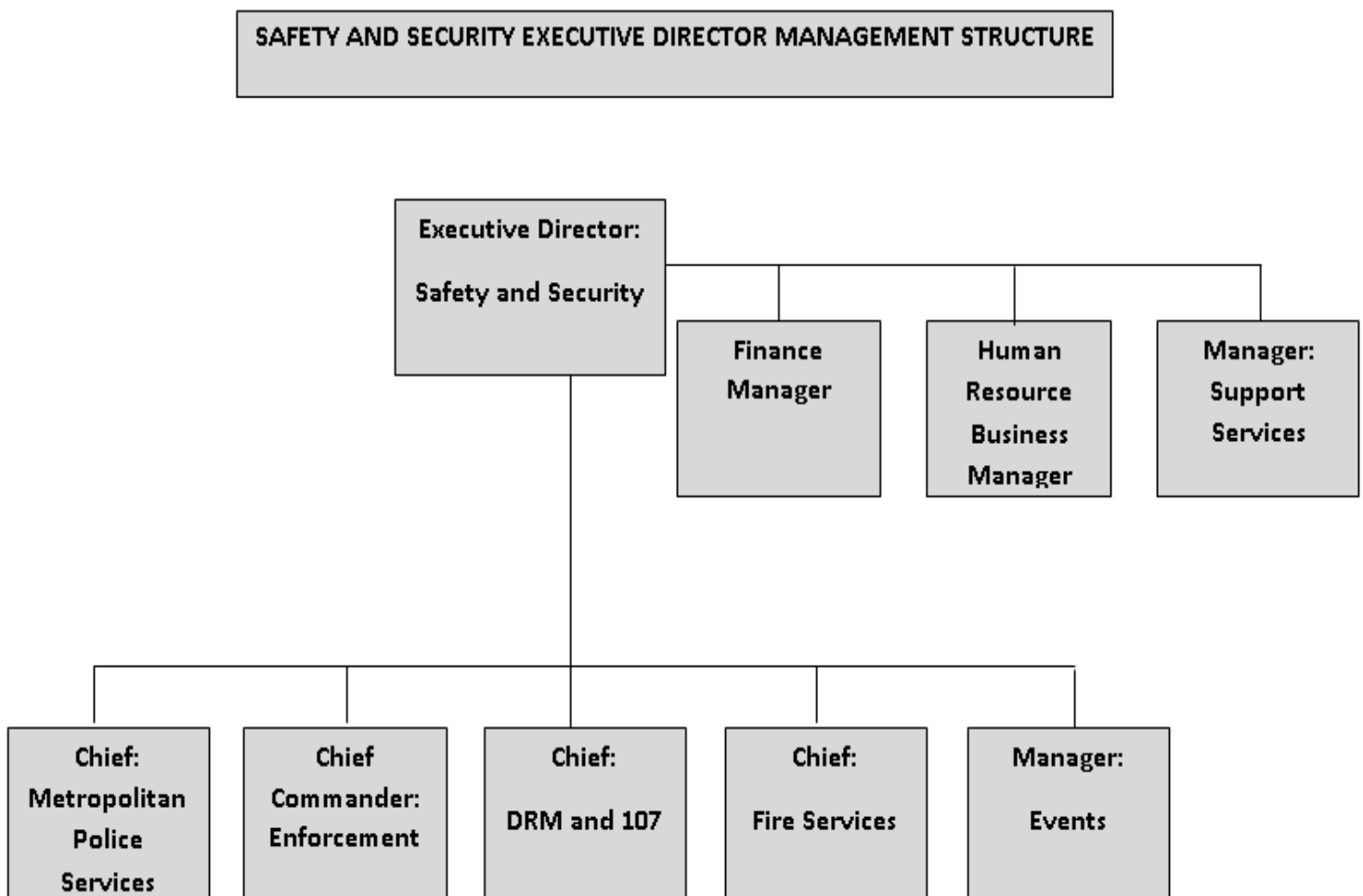
6. RESOURCES

6.1 Senior management capability and structure.

The Executive Management Team (EMT) leads the City's drive to achieve its strategic objectives as outlined in the Integrated Development Plan (IDP) each year.

On 24 August 2016, Council aligned the City of Cape Town's senior administrative structure to give effect to the newly adopted Organisational Development and Transformation Plan (ODTP), i.e. the City Manager and the Executive Directors.

6.1.1 Directorate organogram



6.1.2 Give an indication of possible outsource services

Fine Income and Administration (Traffic Services)

The fine income and administration/enforcement is administered by Syntell (Pty) Limited. As a private company, Syntell does not do any enforcement. That remains the competency of Traffic Services. Syntell provides the technology, systems, support and back-office services necessary for effective enforcement.

In terms of the tender, Syntell provides the following:

- The supply, installation and maintenance of digital camera systems to enforce speed and light violations at fixed and mobile sites
- Video camera systems capable of automatically detecting and recording vehicles disobeying stop signs and/or railway crossings
- Contravention systems and full back-office services for the processing of all camera generated and hand written fines
- Serving of summonses
- Portable units capable of remote connection to the Syntell system
- Average speed over distance enforcement systems
- Bus lane enforcement system
- Processing of all offences and infringements issued under the AARTO Act, should the Act be implemented during the period of the current tender

The service is outsourced due to the fact that the City of Cape Town neither has the capability nor the capacity to deliver these systems and services.

Surveillance Operators and CCTV Maintenance (Cape Town Metropolitan Police Department)

The surveillance of the City's CCTV cameras is outsourced as part of a public/private partnership agreement when the CCTV division has been established. The benefits derived from this partnership means that there are no human resources required from the City, replacement for absent operators are easily found and the burden on salaries are considerably less.

The command and control from the City is restricted to operational issues and all other related matters are administered by the service provider.

CCTV maintenance is outsourced as the City does not have a CCTV maintenance division to maintain Public Area CCTV. The maintenance by an external service provider ensures optimal functionality.

6.1.3 Lead and Contributing Directorate (Link to the City's Transversal Management System)

The Safety & Security Directorate is the lead directorate and is responsible for ensuring that the strategies are achieved through its departments contributing to the directorate's deliverables.

6.2 DIRECTORATE FINANCIAL INFORMATION

The Draft Capital Budget for 2017/2018 amounts to R 70.7 million. The draft general expenses budget of R 205.7 million includes an amount of R 32.8 million for Repairs and Maintenance Primary, R 31.2 million for uniforms and protective clothing and R35.7 million for contracted services. The draft Revenue Budget amounts to R 1.11 billion, R 808.5 million relates to the Traffic Fine income (this includes the total fines issued not necessarily recovered. The realistic fine income is R 241.5 million.) Our fine income within 2016/17 has dramatically increased due to more aggressive interventions to collect outstanding traffic fines by the department.

Directorate: Safety & Security									
Budgeted Financial Performance (revenue and expenditure)									
Description	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Operating Revenue By Source									
Property rates	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue	5	(4)	–	–	–	–	–	–	–
Service charges - water revenue	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	–	–	4	–	–	–	–	–	–
Service charges - other	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment	410	180	376	254	254	254	268	283	298
Interest earned - external investments	4	0	–	–	–	–	–	–	–
Interest earned - outstanding debtors	1 097	299	1 255	1 900	1 900	1 900	1 130	1 191	1 256
Dividends received	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits	725 184	81 814	1 098 967	1 072 847	1 072 887	1 072 887	1 140 262	1 202 969	1 269 132
Licences and permits	38 086	14 929	37 161	28 347	28 347	28 347	29 962	31 610	33 349
Agency services	12 602	3 970	11 838	10 993	10 993	10 993	11 620	12 353	13 033
Transfers and subsidies	37 862	9 849	40 867	43 203	47 836	47 836	47 931	19 811	19 658
Other revenue	18 944	21 736	23 825	10 836	10 795	10 795	11 754	12 400	13 082
Gains on disposal of PPE	88	–	54	–	–	–	–	–	–
Total Operating Revenue (excluding capital transfers and contributions)	834 281	132 775	1 214 347	1 168 379	1 173 012	1 173 012	1 242 927	1 280 617	1 349 809

Expenditure By Type									
Employee related costs	1 216 183	1 367 810	1 471 550	1 649 906	1 616 663	1 614 060	1 832 594	1 966 517	2 135 588
Remuneration of councillors	3	–	–	–	–	–	–	–	–
Debt impairment	464 654	605 795	764 300	808 516	808 516	808 516	854 602	901 605	951 193
Depreciation & asset impairment	41 854	33 558	41 982	55 196	57 618	57 618	66 630	79 812	79 093
Finance charges	3 159	3 817	4 085	4 729	4 729	4 729	4 999	5 274	5 564
Bulk purchases	–	–	–	–	–	–	–	–	–
Other materials	16 660	62 181	67 104	85 526	89 636	87 875	79 814	83 928	88 999
Contracted services	83 215	70 414	84 177	95 253	95 741	96 962	105 757	104 273	109 922
Transfers and subsidies	18 013	2 644	28 720	37 158	42 713	37 982	38 805	40 940	43 191
Other expenditure	121 094	130 163	147 889	167 727	156 428	161 301	165 276	172 310	182 200
Loss on disposal of PPE	325	540	326	32	32	32	34	35	37
Total Operating Expenditure	1 965 160	2 276 921	2 610 131	2 904 045	2 872 076	2 869 076	3 148 512	3 354 695	3 595 786
Surplus/(Deficit)	(1 130 879)	(2 144 146)	(1 395 784)	(1 735 666)	(1 699 063)	(1 696 063)	(1 905 585)	(2 074 078)	(2 245 978)
Transfers & subsidies capital NT & PT	1 868	1 693	22 394	33 084	31 284	31 284	24 700	–	–
Transfers & subsidies capital agency,oth	1 000	–	–	–	–	–	–	–	–
Transfers & subsidies capital in-kind	218	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(1 127 793)	(2 142 453)	(1 373 390)	(1 702 581)	(1 667 780)	(1 664 780)	(1 880 885)	(2 074 078)	(2 245 978)
Taxation									
Surplus/(Deficit) after taxation	(1 127 793)	(2 142 453)	(1 373 390)	(1 702 581)	(1 667 780)	(1 664 780)	(1 880 885)	(2 074 078)	(2 245 978)
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	(1 127 793)	(2 142 453)	(1 373 390)	(1 702 581)	(1 667 780)	(1 664 780)	(1 880 885)	(2 074 078)	(2 245 978)
Share of surplus/ (deficit) of associate									
Surplus/(Deficit) for the year	(1 127 793)	(2 142 453)	(1 373 390)	(1 702 581)	(1 667 780)	(1 664 780)	(1 880 885)	(2 074 078)	(2 245 978)
Capital Expenditure	–	–	–	–	–	–	191 120	105 722	50 515

6.2.1 Narrative on Directorate capital programme

The Draft Capital Budget for 2017/2018 amounts to R 70.7 million

7. RISK ASSESSMENT

Management, with the assistance of the Integrated Risk Management (IRM) Department, has applied their minds and due care taken to ensure that risks which could impact on them not achieving the Directorate's objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

Risk Registers are utilised as a management tool in order to manage identified risks of the Directorate. The risks identified and rated equal to or above the Council approved risk acceptance level will be reported to the Executive Management Team (EMT). The Executive Director to inform / discuss the Directorate's risks with the relevant Mayoral Committee member on a six monthly basis.

7.1 Revenue risks

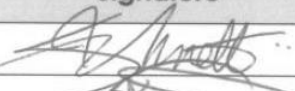
Although the actual fine income has increase over the last year, with actual income amounting to R 316m, the Fine Accruals are still a major concern, this is largely due to non-payment of fines and the willingness of courts to reduce fines. Although various initiatives have been implemented more still needs to be done to increase the fine income from 25%.

8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SCORECARD

This portion is based on the Directorate Scorecard Excel Spreadsheet. For ease of reference see Annexure E: 2017/2018 Safety & Security Directorate Scorecard.

9. AUTHORISATION

The undersigned do hereby indicate their agreement with the contents of this document and the outcomes.

	Name	Signature	Date
Acting Executive Director	IAN SCHNETLER		4/4/2017
Mayco Member	JP SMITH		4-4-2017

10. APPENDICES:

Annexure E: 2017/2018 Directorate Scorecard template

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	2017/2018 SAFETY AND SECURITY: DIRECTORATE SCORECARD												
2	Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person
3	Pillar & Corporate Objective	Programme & CSC Indicator no.							30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018	
4	SFA 2 - Safe City	2.A	Safety & Security	2.1 Safe Communities	2.A Number of new areas with CCTV Surveillance camera	New	8	8	Annual Target	Annual Target	Annual Target	8	Director: Barry Schuller Metropolitan Police Department
5	SFA 2 - Safe City	2. B	Safety & Security	2.1 Safe Communities	2.B Community satisfaction survey (Score 1 -5) - safety and security	2.9	2.9	2.9	Annual Target	Annual Target	Annual Target	2.9	All Departments
6	SFA 2 - Safe City	2.1. C	Safety & Security	2.1 Safe Communities	Percentage 24 hour operationalisation of the Metro Police, Traffic Services and Law Enforcement departments	New	Operational night shift staff to be the equivalent of 10% (Traffic 10%, L.E 10%,Metro 10%) or more of the operational day staff compliment (The percentage night shift staff will be additional staff)	Operational night shift staff to be the equivalent of 10% (Traffic 10%, L.E 10%,Metro 10%) or more of the operational day staff compliment (The percentage night shift staff will be additional staff)	Annual Target	Annual Target	Annual Target	Operational night staff to be the equivalent of 10% or more of the operational day staff compliment (The percentage night shift staff will be additional staff)	Wayne Le Roux (Chief Metro Police) Rudolf Wiltshire (Chief: Law Enforcement) Heathcliff Thomas (Chief: Traffic Services)
7	SFA 2 - Safe City	2.1. D	Safety & Security	2.1 Safe Communities	Number of Neighbourhood Safety Teams established	New	0	1	Annual Target	Annual Target	Annual Target	1	Wayne Le Roux (Chief: Metro Police) Rudolf Wiltshire (Chief: Law Enforcement)
8	SFA 2 - Safe City	2.1 C	Safety & Security	2.1 Safe Communities	Number of manual speed checks conducted	4383	3600	4400	1100	2200	3300	4400	Heathcliff Thomas Chief: Traffic 021 918 2196
9	SFA 2 - Safe City SFA 4 - Inclusive City	2.1 C 4.3.D	Safety & Security	2.1 Safe Communities	Number of drivers screened for driving under the influence	41478	24000	60000	15000	30000	45000	60000	Heathcliff Thomas Chief: Traffic 021 918 2196
10	SFA 2 - Safe City	2.1	Safety & Security	2.1 Safe Communities	Number of fire fatalities per 100 000 of population	<2.94 per 100 000	<5 per 100 000	<5 per 100 000	<1.25 per 100 000	<2.5 per 100 000	<3.75 per 100 000	<5 per 100 000	Ian Schnetler Chief: Fire and Rescue Services 021 590 1738

	A	B	C	D	E	F	G	H	I	J	K	L	M
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2	Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person
3	Pillar & Corporate Objective	Programme & CSC Indicator no.							30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018	
11	SFA 2 - Safe City	2.1	Safety & Security	2.1 Safe Communities	Number of Fire Safety Inspections	4839	6000	6000	1500	3000	4500	6000	Ian Schnetler Chief: Fire and Rescue Services 021 590 1738
12	SFA 1 Opportunity City	1.1. b	Safety & Security	1.1 Opportunity City	No of Events supported as recommended by the Special Events Committee and decided by the Executive Mayor	80	100	100	Annual Target	Annual Target	Annual Target	100	Manager Events
13	SFA 1 Opportunity City	1.1. b	Safety & Security	1.1 Opportunity City	Completion of phase 1 of the on-line events permitting system	New	Phase 1 of the on-line events booking system completed	Phase 1 of the on-line events booking system completed	Annual Target	Annual Target	Annual Target	Phase 1 of the on-line events booking system completed	Manager Events
14	SFA 2 - Safe City	2.1. a	Safety & Security	2.1 Safe Communities	Percentage Budget Spent on integrated information management system (EPIC 2)	99%	100%	100%	Annual Target	Annual Target	Annual Target	100%	Executive Director Richard Bosman 021 400 3355
15	SFA 2 - Safe City	2.1. a	Safety & Security	2.1 Safe Communities	Percentage Utilization of EPIC	New	75%	75%	75%	75%	75%	75%	All Departments
16	SFA 2 - Safe City	2.1. a	Safety & Security	2.1 Safe Communities	Perform and present weekly analysis of gun shots identified my means of gunshot location technology (Shotspotter) in order to inform management decision making	New	Maintain weekly review sessions	Maintain weekly review sessions	Maintain weekly review sessions	Maintain weekly review sessions	Maintain weekly review sessions	Maintain weekly review sessions	Petrus Robberts (Director: Policing and Enforcement Servcies) 021 444 4050
17	SFA 2 - Safe City	2.1. a	Safety & Security	2.1 Safe Communities	Percentage of identified City requirements being met by available Remotely Piloted Aircraft Systems (RPAS) technology	New	0%	20%	0%	0%	10%	20%	Wayne Le Roux (Chief: Metro Police) Anton Visser (Manager: Support)
18	SFA 2 - Safe City		Safety & Security	2.1 Safe Communities	Number of emergency planning and preparedness courses conducted	29	16	16	4	8	12	16	Greg Pillay Manager: Disaster Risk Management Centre 021 597 5012

	A	B	C	D	E	F	G	H	I	J	K	L	M
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2	Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person
3	Pillar & Corporate Objective	Programme & CSC Indicator no.							30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018	
19	SFA 2 - Safe City		Safety & Security	2.1 Safe Communities	Number of Emergency preparedness exercises/drills conducted	5	4	4	1	2	3	4	Greg Pillay Manager: Disaster Risk Management Centre 021 597 5012
20	SFA 2 - Safe City	2.1 c 2 & 3	Safety & Security	2.1 Safe Communities	Percentage response times for fire and other emergency incidents within 14 minutes from call receipt up to arrival	82%	80%	80%	80%	80%	80%	80%	Ian Schnetler Chief: Fire and Rescue Services 021 590 1738
21	SFA 2 - Safe City	2.1.b	Safety & Security	2.1 Safe Communities	Number of Inspections at Scrap Metal Dealers	1913	1750	1785	446	892	1338	1785	Rudolf Wiltshire Chief: Law Enforcement 021 900 1710
22	SFA 4 - Inclusive City	4.3.d	Safety & Security	2.1 Safe Communities	Number of liquor premises inspected for compliance in terms of City By-laws and Provincial Legislation	3634	2733	2788	697	1394	2091	2788	Rudolf Wiltshire Chief: Law Enforcement 021 900 1710
23	SFA 2 - Safe City	2.1.c	Safety & Security	2.1 Safe Communities	Number of training interventions with National and International partners	6	6	7	0	2	4	6	Executive Director Richard Bosman 021 400 3355
25	SFA 2 - Safe City	2.1.b.5	Safety & Security	2.1 Safe Communities	Number of learners attending Metro Police Youth Camps	New	480	480	4 camps x 40 learners per camp = 160	3 camps x 40 learners per camp = 120	3 camps x 40 learners per camp = 120	2 camps x 40 learners per camp = 80	Wayne Le Roux Chief: Metro Police 021 427 5160
26	SFA 2 - Safe City	2.1.b.5	Safety & Security	2.1 Safe Communities	Number of Metro Police Youth Cadets recruited	53	40	40	0	0	0	40	Wayne Le Roux Chief: Metro Police 021 427 5160
27	SFA 2 - Safe City	2.1 C	Safety & Security	2.1 Safe Communities	Percentage of operational staff successfully completing specific legislative training interventions (firearms training)	95%	95%	95%	95%	95%	95%	95%	Wayne Le Roux Chief: Metro Police 021 427 5160
28	SFA 2 - Safe City	2.1 c	Safety & Security	2.1 Safe Communities	Percentage operational staff undergoing by-law refresher training	41%	35%	35%	5%	15%	25%	35%	Wayne Le Roux (Chief Metro Police) Rudolf Wiltshire (Chief: Law Enforcement) Heathcliff Thomas (Chief: Traffic Services)

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	2017/2018 SAFETY AND SECURITY: DIRECTORATE SCORECARD												
2	Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person
3	Pillar & Corporate Objective	Programme & CSC Indicator no.							30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018	
29	SFA 2 - Safe City	2.1.d	Safety & Security	2.1 Safe Communities	Number of neighbourhood watch members trained or retrained in terms of community based crime prevention practices	New	1200	1200	300	600	900	1200	Anton Visser Manager: Support 021 400 1170
30		2.1.e	Safety & Security	2.1 Safe Communities	Percentage compliance to the Auxilliary Law Enforcement recruitment and training plan	New		80%	20%	40%	60%	80%	Rudolf Wiltshire (Chief: Law Enforcement)
31	SFA 2 - Safe City	2.1.d	Safety & Security	2.1 Safe Communities	Number of by-law education and awareness sessions held	New		24	6	12	18	24	Rudolf Wiltshire (Chief: Law Enforcement)
32	SFA 2 - Safe City		Safety & Security	2.1 Safe Communities	Rand value of upgrade of fire station (USDG funding)	New		11700000	1872000	3393000	4212000	2233000	Ian Schnetler Chief: Fire and Rescue Services 021 590 1738
33	SFA 2 - Safe City		Safety & Security	2.1 Safe Communities	Percentage completion of upgrade of fire station (USDG funding)	New		100% (4 fire stations)	16	29	36	19	Ian Schnetler Chief: Fire and Rescue Services 021 590 1738
34	SFA 5 Well-Run City	5.C	Finance	5.1 Operational sustainability	Percentage spend of Capital Budget	89.57%	90%	90%	10%	20%	55%	90%	Directorate Finance Manager: Moses Matthys 021 400 2234
35	SFA 5 Well-Run City	5.D	Finance	5.1 Operational sustainability	Percentage spend on repairs and maintenance	94.48%	95%	95% (Subject to approval in Council in March 2017)	25%	50%	75%	95% (Subject to approval in Council in March 2017)	Directorate Finance Manager: Moses Matthys 021 400 2234
36	SFA 1 Opportunity City	1.F	Social Services	1.3 Economic inclusion	Number of Expanded Public Works programmes (EPWP) opportunities created	929	1000	1000	180	500	750	1000	Grant Stephens Contact: 021 417 4084 Cell: 084 2252 028
37	SFA 1 Opportunity City	CSC#	Corporate Services	1.3 Economic inclusion	Number of external trainee and bursary opportunities (excluding apprentices)	New	30	30	11	11	8	30	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	2017/2018 SAFETY AND SECURITY: DIRECTORATE SCORECARD												
2	Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person
3	Pillar & Corporate Objective	Programme & CSC Indicator no.							30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018	
38	SFA 1 Opportunity City	CSC#	Corporate Services	1.3 Economic inclusion	Number of apprentices	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
39	SFA 3 Caring City	3.F	Corporate Services	3.1 Excellence in basic services	3.F Percentage adherence to Citywide service requests	100%	100% (based on a 80% threshold) Indicator is being updated	90%	90%	90%	90%	90%	Shaun Van Der Merwe Contact: 021 400 2117 Cell: 084 235 3316
40	SFA 1 Opportunity City	CSC#	Corporate Services	4.3 Building integrated communities	Percentage adherence to EE target in all appointments (internal & external)	85%	85%	85%	85%	85%	85%	85%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
41	SFA 1 Opportunity City	CSC#	Corporate Services	4.3 Building integrated communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	2%	2%	2%	2%	2%	2%	2%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
42	SFA 1 Opportunity City	CSC#	Corporate Services	5.1 Operational sustainability	Percentage of absenteeism	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
43	SFA 5 Well-Run City	CSC#	Corporate Services	5.1 Operational sustainability	Percentage OHS incidents reported	New	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Dikeledi Tshuduku Contact: 021 400 5261
44	SFA 5 Well-Run City	CSC#	Corporate Services	5.1 Operational sustainability	Percentage OHS investigations completed	New	100%	100%	100%	100%	100%	100%	Dikeledi Tsukudu Contact: 021 400 5261 Cell: 082 4412 894
45	SFA 5 Well-Run City	CSC#	Corporate Services	5.1 Operational sustainability	Percentage vacancy rate	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	Fritz Le Roes Contact: 021 400 9106 Cell: 082 8232 430
46	SFA 1 Opportunity City	CSC#	Corporate Services	1.3 Economic inclusion	Percentage budget spent on implementation of WSP	95%	95%	95%	To be determined by directorate In consultation with Corporate Services	To be determined by directorate In consultation with Corporate Services	To be determined by directorate In consultation with Corporate Services	95%	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
47	SFA 1 Opportunity City	-	Social Services	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	New	232	232	42	116	174	232	Executive Director: Social Services

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	2017/2018 SAFETY AND SECURITY: DIRECTORATE SCORECARD												
2	Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2015/2016	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person
3	Pillar & Corporate Objective	Programme & CSC Indicator no.							30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018	
48	SFA 5 Well-Run City	CSC#	Finance	5.1 Operational sustainability	Percentage of Operating Budget spent	95%	95%	95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Directorate Finance Manager: Moses Matthys 021 400 2234
49	SFA 5 Well-Run City	CSC#	Finance	5.1 Operational sustainability	Percentage of assets verified	100%	100% asset register verified	100%	N/A=ALL directorates 25%=Finance Directorate	N/A=ALL directorates 50%=Finance Directorate	60% = ALL Directorates 75% = Finance Directorate	100%	Directorate Finance Manager: Moses Matthys 021 400 2234
50	SFA 5 Well-Run City	CSC#	Directorate of the Mayor	5.1 Operational sustainability	Percentage Internal Audit findings resolved	70%	70%	70%	70%	70%	70%	70%	Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959
51	SFA 5 Well-Run City	CSC#	Directorate of the Mayor	5.1 Operational sustainability	Percentage of Declarations of Interest completed	New	100%	100%	0%	0%	0%	100%	Sonja Thomas Contact: 021 487 2517 Cell: 083 4125 449
52	Executive Director Safety and Security: Richard Bosman Mayoral Committee Member: Safety and Security Alderman J.P Smith												

2017/2018: SAFETY AND SECURITY SDBIP (DEFINITIONS)

Key Performance Indicator	Definition
Percentage spend of capital budget	Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.
Percentage spend on repairs and maintenance	Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based. Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure. Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers. Secondary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour provided In-house / internally.
Number of Expanded Public Works programmes (EPWP) opportunities created	This indicator measures the number of work opportunities created through the expanded Public Works Programme (EPWP). An EPWP work opportunity is paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for Special Public Works Programmes.
Number of external trainee and bursary opportunities (excluding apprentices)	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships. This is an accumulative quarterly measure. The target refers to the 4th quarter final total.
Number of apprentices	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships. This is an accumulative quarterly measures. The target refers to the 4th quarter final total.

2017/2018: SAFETY AND SECURITY SDBIP (DEFINITIONS)

Key Performance Indicator	Definition
Percentage adherence to Citywide service standard based on all external notifications	Measure the percentage adherence to Citywide service standard based on all external notifications.
Percentage adherence to EE target for all levels of staff employed (internal & external)	Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled) This indicator measures: <u>1. External appointments -</u> The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target. <u>2. Internal appointments -</u> The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target. <u>3. Disabled appointments -</u> The number of people with disabilities employed at a point in time. This excludes foreigners, but includes SA White males with disabilities. <u>Note:</u> If no appointments were made in the period preceding 12 months, the target will be 0%.
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	This indicator measures : The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the 'Percentage adherence to EE target', but is indicated separately for focused EE purpose. This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2

2017/2018: SAFETY AND SECURITY SDBIP (DEFINITIONS)

Key Performance Indicator	Definition
Percentage of absenteeism	A: Actual number of days absent due to sick and unpaid/unauthorised leave in the directorate or department. B: ((number of working days for month) * number of staff members))*100%. Formula: $C = (A1 + A2/B) * 100$ A1: Sick Leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / Time Management / All Absences) and enter the total number of absent days for sick leave. Enter the number of employees who took sick leave in the comments column A2: Unpaid/ Unauthorised leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / All Absences) and enter the total number of absent days as per the "Unpaid" column of the report (authorised and unauthorised is separated). Enter the number of employees who took "unpaid" leave in the comments column B: Total number of staff X Total number of working days for the month The Target will be 5% or less for the rolling 12 month period.
Percentage OHS incidents reported	Incidents measures the number of injuries on duty (includes all categories) reported expressed as a percentage of the total number of employees for the directorate and/or department for the specific quarter. The average number of employees over the 3 month period will be used to accomodate the movement of employees. <u>Formula:</u> Incidents reported (A)= $\frac{(B) \text{ Injuries on duty (eg.1 July - 30 Sept)}}{(C) \text{ Total number of employees (an average over the 3month period)}} \times 100$ = %

2017/2018: SAFETY AND SECURITY SDBIP (DEFINITIONS)

Key Performance Indicator	Definition
Percentage OHS investigations completed	Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes. <u>Formula:</u> $\text{Investigations completed (D)} = \frac{\text{(E) No. of incidents investigations completed within 30 days}}{\text{(F) No. of incidents}} \times 100$ $= \%$ <i>*Refers to the number of incidents on the denominator for investigations that was completed within 30 days at reporting date.</i>
Percentage vacancy rate	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.
Percentage budget spent on implementation of WSP for the City	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Formula: Measured against training budget.
Percentage of Operating Budget spent	<u>Formula:</u> Total actual to date as a percentage of the total budget including secondary expenditure.

2017/2018: SAFETY AND SECURITY SDBIP (DEFINITIONS)

Key Performance Indicator	Definition
Percentage of assets verified	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress. Q1=N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance (responsible) Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the directorate/ department Q4= 100% represents All assets have been verified.
Percentage Internal Audit findings resolved	It is the reporting and monitoring of the reduction (in percentage) of the findings of audit follow-ups performed in the quarter. The timing for corrective action implementation is normally provided by line. Audits / follow-ups will always only take place after agreed implementation dates of corrective action. It will either be 'Not Applicable' to Management if an audit or follow-up hasn't taken place at the time of reporting or there will be a percentage change / status quo if an audit has taken place and there has been improvement / no change respectively in the situation since the last audit.
Percentage of Declarations of Interest completed"	This indicator will measure: "The total number of completed declarations of interest as a % of the total number of staff as required by legislation and applicable city policies.

SOCIAL SERVICES



DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2017/2018

EXECUTIVE DIRECTOR: ERNEST SASS
CONTACT PERSON: MARK TRIPOD

Website: www.capetown.gov.za/idp

Annexure A



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

Making progress possible. Together.

VISION OF THE CITY:

To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most. To deliver quality services to all residents. To serve the citizens of Cape Town as a well-governed and corruption free administration.

In pursuit of this vision the City's mission is as follows:

To contribute actively to the development of its environment, human and social capital

To offer high-quality services to all who live in, do business in or visit Cape Town as a tourist

To be known for its efficient, effective and caring governance.'

This is a one year plan giving effect to the IDP and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2017/2018 financial year. It considers what was set out in the IDP and the Directorate Executive Summary It indicates what the Department needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.

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1. EXECUTIVE SUMMARY

A priority for the Directorate is to focus on improving the access for poor communities to opportunities and to contribute in addressing the social ills as well as to support the vulnerable and marginalised groups. The aim of this approach is for people at community level to become capacitated to play a meaningful role in the social transformation and development of their communities and become inclusive, cohesive and sustainable.

Through the Directorate's role in communicable diseases and infection outbreak control and the monitoring of access to safe water, food, air, and the general living environment, it is also a key contributor to a Safe City.

Further, Social Services is the lead implementer of the Social Development Strategy (SDS) and as such ensures co-ordination of same across all Directorates. As the key driver of the City's EPWP programme the Directorate is also a primary contributor to the Economic Growth Strategy (EGS).

Service delivery is achieved through four service delivery departments namely:

- Recreation and Parks
- City Health
- Social Development and Early Child Hood Development
- Library and Information Services

This Service Delivery and Budget Implementation Plan (SDBIP) has therefore been developed to ensure delivery on the City's strategies, priorities and objectives as set out in the IDP, SDS and EGS as well as to ensure that mandated core social service business is provided in an efficient, effective and sustainable manner.

2. PURPOSE AND SERVICE MANDATE OF DIRECTORATE

The purpose of the Directorate: Social Services is to improve the, health and well-being of its citizens of Cape Town by delivering on specific City priorities set out in the Integrated Development Plan (IDP) whilst also continuing to provide and maintain a range of core social services relating to Social Facilities, Services & Developmental Programmes.

As a Caring City, the Social Services Directorate's key focus is to improve the living conditions, health and well-being of the City's communities and individuals through the provision of a range of social facilities, services and developmental programmes.

Within Strategic Focus Area (SFA) 4: Inclusive City it is recognised that there are deep social challenges in Cape Town linked to the country's historical roots, including substance abuse and gangsterism, with the youth being the most at risk of falling into the vicious cycle. Further, criminal activity appears

to occur more often in areas of social deprivation and poverty. The following City Objectives and Programmes have therefore been identified as a priority under this SFA for which Social Services is the key driver:

- Objective: Building Integrated Communities
 - Programme: Substance Abuse
 - Programme: Non-Government Substance Abuse Partnership
 - Programme: Primary Healthcare
 - Programme: Homeless People

As an Opportunity City, Economic Inclusion, the City's priority is to invest in the expanded public works (EPWP) and community works programs to support skills development in order to boost employability of participants and create the skills base required for a growing economy. The Directorate is responsible for driving out and mainstreaming the City's EPWP Programme within the City.

Further, through the directorate's four service delivery departments the broad social challenges and needs are addressed by providing and maintain a holistic and integrated range of mandated social facilities, services and developmental programmes.

This includes:

- The delivery of a comprehensive Primary Health Care Service that includes both personal Primary Health Care (commonly referred to as clinic services) and Municipal Health (also referred to as Environmental Health) Services).
- The provision of a number of targeted social development programmes focusing on substance abuse, street (homeless) people, youth development, early childhood development, poverty alleviation and vulnerable groups
- Providing access to the services and resources required for informational, educational, cultural and recreational needs through a free public library service that includes spaces and programmes for social development.
- Providing attractive, safe, accessible and sustainable social facilities and spaces where the citizens of Cape Town can engage in active and passive recreation.
- The provision of a dignified and efficient interment service.
- The provision of new Social Service facilities that are planned and developed in a joint, integrated, clustered and multifunctional manner in areas that maximise community use, ownership and pride. Protective measures will also be put in place to ensure that these facilities are safe and secure.
- Developing, implementing and maintaining community orientated arts, culture and heritage programmes, services, infrastructure and partnerships

3. STRATEGIC ALIGNMENT TO THE IDP

Social Services has a primary link to three of the IDP's SFAs and is the lead Directorate for the following Objectives and Programmes within them as presented below.

SFA 1: Opportunity City

- **Objective: Economic Inclusion.**
 - **Programme: EPWP Job Creation**

The EPWP is a national government programme that aims to provide social protection through the creation of jobs. The programme's mandate is to contribute to development by providing work opportunities to poor and unemployed people in the labour-intensive delivery of public and community assets and services

SFA 3: Caring City

- **Objective: Excellence in Basic Service delivery**
 - **Programme: Social Services facility provision**

The City endeavours to plan and deliver services across the various systems of public management that also includes a range of social services and programmes so as to represent a holistic commitment to improving the living conditions and health of residents and to promote individual and community welfare.

SFA 4: Inclusive City

- **Objective: Building Integrated Communities**
 - **Programme: Substance Abuse**

Substance abuse is a priority area, given the high incidence of drug and alcohol abuse in Cape Town. This programme is aligned to the approved "Prevention and Early Intervention of Alcohol and Other Drug Use" Policy, as well as the "Alcohol and Other Drug Harm Minimization and Mitigation" Strategy. The City will continue to collaborate at local and provincial level to offer initiatives that promote awareness of and provide support
 - **Programme: Non-Government Substance Abuse Partnership**

Only a fraction of NGOs/NPOs that run substance abuse related programmes receive funding assistance from the City of Cape Town. This is because many NGOs lack the information on the process of engaging with the City or the strategies guiding substance abuse interventions within the City. A framework document will be compiled which will provide guiding information. Upon approval, the framework will be communicated and an implementation plan will be developed in collaboration with stakeholders.
 - **Programme: Primary Healthcare**

Although The National Health Act, No. 61 of 2003, allocates the responsibility of provision of personal Primary Health Care Services to the Provincial Health Department, schedule 4A of the

Constitution allows those services to be assigned to Local Government via mutual agreement. The City is committed to working collaboratively with the province through the Service Level Agreement to ensure seamless delivery of health services to the vulnerable and poor.

Further, the National Department of Health has introduced the "Ideal Clinic" which is aimed at improving quality of care and customer centricity approach to health service provision. These transformational national priorities are aimed at transforming health service provision to the citizens. The city commits to developing and implementing plans that will eventually result in clinics being declared ideal and compliant against these compulsory standards.

- **Programme: Homeless People**

The programme is aligned to the approved "Street People" Policy. The aim is to reduce the number of people living/sleeping/surviving on the streets, and ensure that street people are given the necessary development assistance to achieve reintegration, accommodation and employment.

4. PERFORMANCE PROGRESS AND OUTCOMES

4.1 Past year's performance

The Social Services Directorate was formed on 1 January 2017 and is made up of three former directorates namely, City Health, Social Development & Early Childhood Development and Community Services.

All seven corporate scorecard indicators for which these directorates were responsible for have either met or exceeded the year end target.

The complete report on the past year's performance of these former directorates is available in the Annual Reports located on the site:

<http://www.capetown.gov.za/en/IDP/Pages/default.aspx>

4.2 Areas of Business Improvement

The City is in the process of implementing a Transversal Management System (TMS) as a management device to improve integration and coordination of service delivery and planning. An area based approach will be deployed to ensure that services are coordinated and delivered on an area basis. The City is currently implementing Phase two of its ODTP process to enable this approach to be adopted as part of the corporately driven restructuring process.

The Directorate will however explore areas where services can be improved through the use of technology and through IT modernization initiatives.

5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN:

Partners/ Stakeholders	Roles and Responsibilities
National Departments	Policy direction Monitoring and evaluation
Provincial Departments	• Funding & Service Level agreement • Protocol Agreements • Policy direction • Monitoring and evaluation
NGOs, CBOs Sector based institutions, Friends based Groups, Volunteers	Extensive partnerships with a large number of organizations who augment our resources in terms of service delivery
Other partners	Academic and research institutions make substantial donations and service inputs
Other Directorates	Social Services departments interacts with other Directorates / Departments such as Water & Sanitation and Informal Settlements in various forums

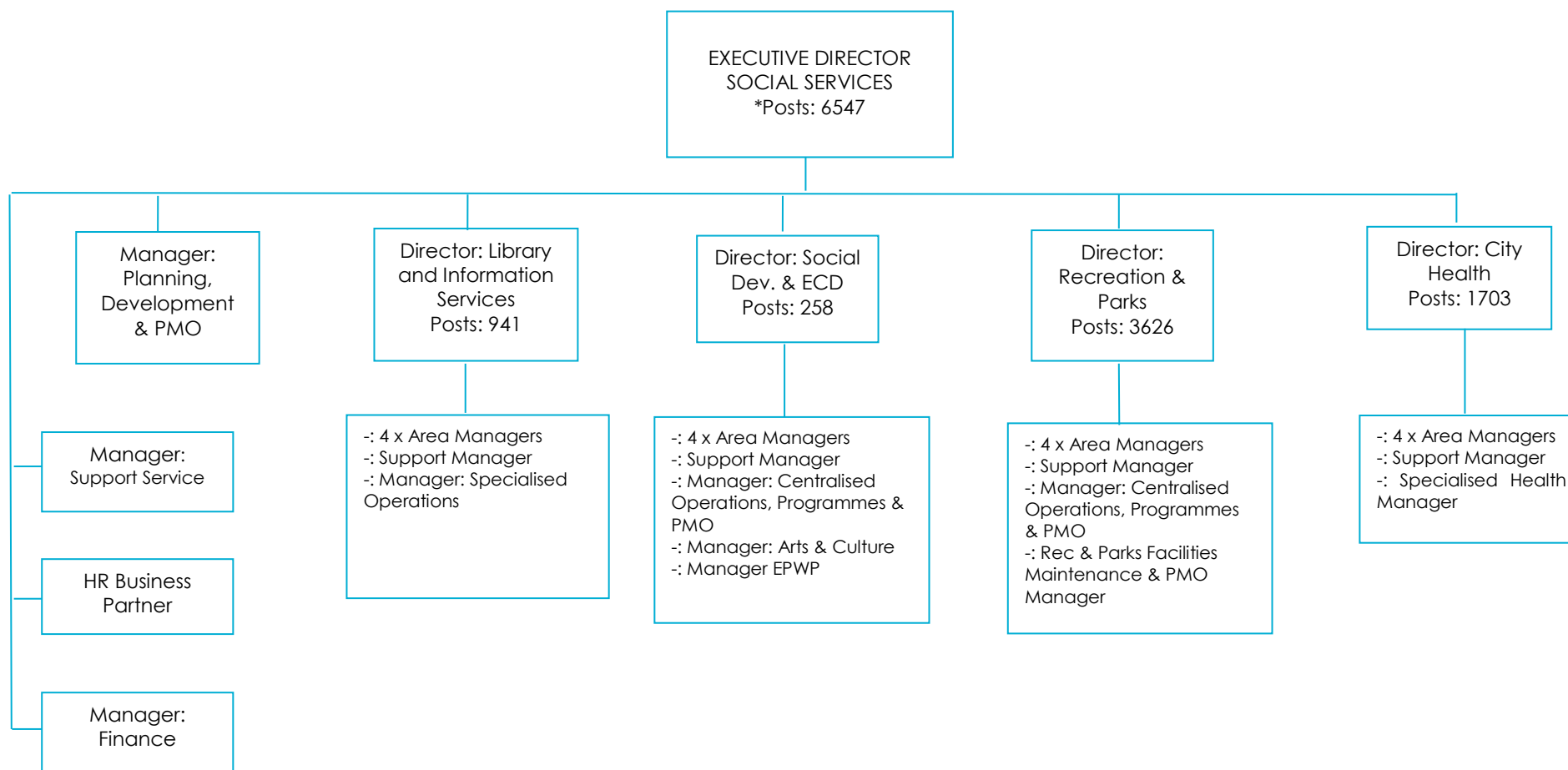
6. RESOURCES

6.1 Senior management capability and structure.

Social Services' senior management structure is headed by an Executive Director, four Departmental Directors, a Manager: Finance, a Manager Support Services, a Manager: Planning, Development & PMO and a HR Business Partner.

The high level organogram is presented below:

6.1.1 Directorate organogram



*Post numbers reflect status before the ODTP unbundling

6.1.2 Possible outsource services

The directorate will regularly reviews its approach on utilising a combination of own and contracted resources to deliver the services within the City. This has proven to be the most cost effective resourcing strategy and provides a level of flexibility to respond to organisational needs more speedily than would be the case if these services were exclusively outsourced or performed internally.

6.1.3 Lead and Contributing Directorate

Social Services is the lead Directorate for the following programmes in the IDP:

- Programme: EPWP Job Creation
- Programme: Substance Abuse
- Programme: Non-Government Substance Abuse Partnership
- Programme: Primary Healthcare
- Programme: Homeless People

6.2 Directorate Financial Information

Directorate: Social Services									
Budgeted Financial Performance (revenue and expenditure)									
Description	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<u>Operating Revenue By Source</u>									
Property rates	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue	62	18	78	41	41	41	41	44	48
Service charges - water revenue	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	–	–	0	–	–	–	–	–	–
Service charges - other	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment	19 606	10 565	11 673	4 772	7 020	7 020	21 171	21 746	22 942
Interest earned - external investments	0	0	–	–	–	–	–	–	–
Interest earned - outstanding debtors	54	16	53	–	–	–	–	–	–
Dividends received	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits	2 938	1 056	3 118	3 321	3 321	3 321	3 510	3 703	3 907
Licences and permits	2 731	836	814	1 245	1 245	1 245	1 316	1 389	1 465
Agency services	–	–	7	–	–	–	–	–	–
Transfers and subsidies	442 709	150 272	553 063	586 928	603 473	603 473	680 409	747 104	796 547
Other revenue	17 542	6 082	33 848	57 593	61 178	61 178	51 666	55 098	58 128
Gains on disposal of PPE	478	–	494	–	–	–	–	–	–
Total Operating Revenue (excluding capital transfers and contributions)	486 119	168 846	603 148	653 900	676 278	676 278	758 114	829 083	883 036
<u>Expenditure By Type</u>									
Employee related costs	1 311 947	1 493 424	1 590 859	1 882 032	1 800 587	1 805 589	2 120 985	2 265 310	2 458 780
Remuneration of councillors	–	–	–	–	–	–	–	–	–
Debt impairment	3 218	5 111	2 896	–	–	–	–	–	–
Depreciation & asset impairment	100 072	105 621	127 808	139 112	131 781	131 781	139 842	140 256	133 634
Finance charges	6 670	7 957	9 053	16 757	17 255	17 250	18 248	19 225	20 255
Bulk purchases	–	–	2	–	–	–	–	–	–
Other materials	201 478	224 196	240 538	269 331	295 949	295 336	304 019	334 259	362 545

Contracted services	538 562	491 614	629 102	703 845	749 149	740 574	759 841	912 387	967 573
Transfers and subsidies	15 403	39 570	34 046	2 125	2 275	2 275	12 861	13 568	14 315
Other expenditure	136 534	137 035	84 174	106 564	102 870	107 061	107 341	114 824	122 575
Loss on disposal of PPE	208	545	499	13	13	13	14	15	15
Total Operating Expenditure	2 314 093	2 505 073	2 718 977	3 119 779	3 099 879	3 099 879	3 463 150	3 799 844	4 079 694
Surplus/(Deficit)	(1 827 974)	(2 336 227)	(2 115 829)	(2 465 879)	(2 423 601)	(2 423 601)	(2 705 036)	(2 970 761)	(3 196 657)
Transfers & subsidies capital NT & PT	106 374	33 534	84 587	118 753	129 847	129 847	146 550	105 751	57 500
Transfers & subsidies capital agency,oth	1 255	524	8 288	–	291	291	–	–	–
Transfers & subsidies capital in-kind	2 025	–	–	–	6 600	6 600	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(1 718 320)	(2 302 169)	(2 022 954)	(2 347 126)	(2 286 863)	(2 286 863)	(2 558 486)	(2 865 010)	(3 139 157)
Taxation									
Surplus/(Deficit) after taxation	(1 718 320)	(2 302 169)	(2 022 954)	(2 347 126)	(2 286 863)	(2 286 863)	(2 558 486)	(2 865 010)	(3 139 157)
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	(1 718 320)	(2 302 169)	(2 022 954)	(2 347 126)	(2 286 863)	(2 286 863)	(2 558 486)	(2 865 010)	(3 139 157)
Share of surplus/ (deficit) of associate									
Surplus/(Deficit) for the year	(1 718 320)	(2 302 169)	(2 022 954)	(2 347 126)	(2 286 863)	(2 286 863)	(2 558 486)	(2 865 010)	(3 139 157)
Capital Expenditure	–	–	–	–	–	–	283 413	198 834	128 598

6.2.1 Major Projects Aligned to PPM: The following major project(s) are aligned to PPM viz.

- Construction of the Du Noon Library
- Upgrade of Blue Ridge Park, Wallacedene
- Metro South-East Cemetery Development
- Upgrade Booking Facility - Maitland Cemetery
- Vaalfontein Cemetery Development
- Upgrade: Elizabeth to Jack Muller Park
- Upgrade - Manenberg Integrated Project
- Upgrade Wynberg Park
- Ocean View Synthetic Pitch
- Sea Winds Synthetic Pitch
- Construction of ECD Centre - Delft
- Construction of ECD Centres - Strand
- Extension of Ikhwezi Clinic
- Matthew Goniwe Clinic
- Zakhele Clinic
- Extension of Gugulethu Clinic
- Extension of Tafelsig Clinic
- New Fisantekraal Clinic
- New Pelican Park Clinic
- Extension of Elsies River Clinic
- Extension of Uitsig Clinic
- Heideveld ECD
- Youth Centre in Delft

6.2.2 Narrative on Directorate capital programme

The core function of our capital programme is to provide Social Facilities, e.g. Libraries, Early Childhood Development Centre's, Health Clinics and Recreational facilities this programme is linked to the SFA: Caring City as follows:

- Objective: Excellence in Basic Service delivery
 - Programme: Social Services facility provision

The directorate capital programme in the context of the overall capital programme of the City of Cape Town:

Directorate	% of Total Budget	Approved 2017/18 Budget R'000
**City Health	0.6%	37 520
City Manager	0.3%	17 946
**Community Services	2.9%	186 340
Corporate Services & Compliance	6.0%	386 908
Energy, Environmental & Spatial Planning	0.9%	61 359
Finance	2.1%	136 866
Human Settlements	7.7%	499 542
Safety & Security	2.0%	132 043
**Social Dev & Early Childhood Development	0.3%	17 460
**Tourism, Events & Economic Development	0.6%	42 150
Transport for Cape Town	22.2%	1 442 311
Utility Services	54.4%	3 528 831
TOTAL: CITY OF CAPETOWN	100%	6 489 277

- Information as per approved 2016/17 Budget Book
- ****Social Services** current Capital Budget = R265 351 145 which equates to 4.1% of the 2016/17 Capital Budget

7. RISK ASSESSMENT

Management, with the assistance of the Integrated Risk Management (IRM) Department, has applied their minds and due care taken to ensure that risks which could impact on them not achieving the Directorate's objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

Risk Registers are utilised as a management tool in order to manage identified risks of the Directorate. The risks identified and rated equal to or above the Council approved risk acceptance level will be reported to the Executive Management Team (EMT). The Executive Director to inform / discuss the Directorate's risks with the relevant Mayoral Committee member on a six monthly basis.

7.1 Revenue risks

Due care is taken to ensure that revenue risks which could impact on not achieving the Directorate's objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SDBIP

The Directorate's 17/18 scorecard is attached as Annexure A1. The Directorate also reports on two Corporate Scorecard indicators as presented below.

Objective	Indicator	Baseline (June 2017 target)	Target Sept 2017	Target Dec 2017	Target March 2018	Target June 2018
Objective 1.3. Economic Inclusion EPWP Job Creation Programme	Number of Expanded Public Works programmes (EPWP) opportunities created (city wide)	45000	11250	22500	33750	45000
Objective 4.3 Building Integrated Communities Substance Abuse Programme	Number of Strengthening Families programmes implemented	16	4	8	13	18

9. AUTHORISATION

The undersigned do hereby indicate their agreement with the contents of this document and the outcomes

	Name	Signature	Date
Executive Director: Social Services	Mr Ernest Sass		31/08/17
Mayco Member: Safety & Security and Social Services	Alderman JP Smith		31-08-2017

10. APPENDICES:

Annexure A1: 2017/2018 Social Services Directorate Scorecard

	A	B	C	D	E	F	G	H	I	J	K	L	O	
1	2017/2018 SOCIAL SERVICES DIRECTORATE SCORECARD													Annexure A 1
2	Alignment to IDP													
3	Pillar, Corp. Obj.& Program.	CSC Indicator No	Measuring Directorate	Corporate Objective	Indicator	Baseline 15/16	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person	
									30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018		
4														
5	SFA 1: Opportunity City Prog. 1.3.b	1.F	Social Serv	1.3 Economic Inclusion	City Wide Number of Expanded Public Works programmes (EPWP) work opportunities created	44942	45000	45 000	11 250	22 500	33 750	45 000	Director: SDECD	
6	SFA 1: Opportunity City Prog. 1.3.b	na	Social Serv	1.3 Economic Inclusion	City Wide Number of Full Time Equivalent (FTE) work opportunities created	New	New	8389	1 007	2 936	5 453	8 389	Director: SDECD	
7	SFA 2: Safe City Prog. 2.1.b	na	Social Serv	2.1 Safe Communities	Number ECD centres assisted towards compliance	New	New	120	30	60	90	120	Director: SDECD	
8	SFA 3: Caring City 3.1.b	na	Social Serv	3.1 Excellence in basic service delivery	Customer Satisfaction: Access and maintaining of social facilities (Score 1-5 Likert scale)	New	New	3.1	N/A	N/A	N/A	3.1	ED : Social Services	
9	SFA 3: Caring City 3.1.b	na	Social Serv	3.1 Excellence in basic service delivery	Percentage completion of Construction of Health care Facilities	New	New	100%	11%	32%	61%	100%	Manager: PMO	
10	SFA 3: Caring City 3.1.b	na	Social Serv	3.1 Excellence in basic service delivery	Rand value of construction of Health care facilities	New	New	R 29 843 188	R 3 337 042	R 9 510 977	R 18 260 692	R 29 843 188	Manager: Finance	
11	SFA 3: Caring City 3.1.b	na	Social Serv	3.1 Excellence in basic service delivery	Rand value of Park Upgrades/ Developments	New	New	R 10 700 000	R 75 000	R 450 000	R 1 575 000	R 10 700 000	Manager: Finance	

	A	B	C	D	E	F	G	H	I	J	K	L	O	
1	2017/2018 SOCIAL SERVICES DIRECTORATE SCORECARD													Annexure A 1
2	Alignment to IDP													
3	Pillar, Corp. Obj.& Program.	CSC Indicator No	Measuring Directorate	Corporate Objective	Indicator	Baseline 15/16	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person	
									30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018		
4														
12	SFA 3: Caring City 3.1.b	na	Social Serv	3.1 Excellence in basic service delivery	Percentage completion of Parks Upgrades/ Developments	New	New	100%	1%	4%	15%	100%	Manager: PMO	
13	SFA 3: Caring City 3.1.b	na	Social Serv	3.1 Excellence in basic service delivery	Rand value of Recreational Facilities Upgrades/ Developments	New	New	R 20 038 487	R 0	R 20 038 487	R 20 038 487	R 20 038 487	Manager: Finance	
14	SFA 3: Caring City 3.1.b	na	Social Serv	3.1 Excellence in basic service delivery	Percentage completion of Recreational Facilities (constructed/ completed)	New	New	100%	0%	100%	100%	100%	Manager: PMO	
15	SFA 3: Caring City 3.1.b	na	Social Serv	3.1 Excellence in basic service delivery	Rand value of Cemetery Upgrades	New	New	R 22 500 000	R 0	R 1 400 000	R 11 000 000	R 22 500 000	Manager: Finance	
16	SFA 3: Caring City 3.1.b	na	Social Serv	3.1 Excellence in basic service delivery	Percentage completion of Cemetery Upgrades	New	New	100%	0%	6%	48.9%	100%	Manager: PMO	
17	SFA 3: Caring City 3.1.b	na	Social Serv	3.1 Excellence in basic service delivery	Percentage reduction in the number of incidents of vandalism and theft in pilot site	New	New	10%	N/A	N/A	N/A	10%	Director: Recreation & Parks	

	A	B	C	D	E	F	G	H	I	J	K	L	O		
1	2017/2018 SOCIAL SERVICES DIRECTORATE SCORECARD													Annexure A 1	
2	Alignment to IDP														
3	Pillar, Corp. Obj.& Program.	CSC Indicator No	Measuring Directorate	Corporate Objective	Indicator	Baseline 15/16	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person		
4									30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018			
18	SFA 3: Caring City Prog. 3.2.b	3.P	Social Serv	3.2. Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers	Number of community services facilities within informal settlements	New	New	1	0	0	0	1	Manager: PMO		
19	SFA 4: Inclusive City Prog. 4.3.d	na	Social Serv	4.3 Building integrated communities	Number of clients screened at the Substance Abuse Outpatient Treatment Centres	1741	1687	1704	426	852	1278	1704	Director: City Health		
20	SFA 4: Inclusive City Prog. 4.3.d	na	Social Serv	4.3 Building integrated communities	Percent of clean drug tests of clients within the program	65%	≥65%	≥65%	≥65%	≥65%	≥65%	≥65%	Director: City Health		
21	SFA 4: Inclusive City Prog. 4.3.d	4.E	Social Serv	4.3 Building integrated communities	Number of Strengthening Families programmes implemented	16	16	18	4	8	13	18	Director: SDECD		
22	SFA 4: Inclusive City Prog. 4.3.d	na	Social Serv	4.3 Building integrated communities	Number of integrated Substance Abuse Awareness and Prevention Projects implemented	New indicator	224	224	32	94	162	224	Director: SDECD		
23	SFA 4: Inclusive City Prog. 4.3.d	na	Social Serv	4.3 Building integrated communities	Number of Foetal Alcohol Syndrome Simulator initiatives implemented	New indicator	40	40	6	14	26	40	Director: SDECD		
24	SFA 4: Inclusive City Prog. 4.3.d	na	Social Serv	4.3 Building integrated communities	Percentage prescribed stakeholders attending Local Drug Action Committee (CTADAC) meetings	NA	New indicator	≥80%	≥80%	≥80%	≥80%	≥80%	Director: SDECD		

	A	B	C	D	E	F	G	H	I	J	K	L	O	
1	2017/2018 SOCIAL SERVICES DIRECTORATE SCORECARD													Annexure A 1
2	Alignment to IDP													
3	Pillar, Corp. Obj.& Program.	CSC Indicator No	Measuring Directorate	Corporate Objective	Indicator	Baseline 15/16	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person	
									30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018		
4														
25	SFA 4: Inclusive City Prog. 4.3 .f	na	Social Serv	4.3 Building integrated communities	ART clients remaining on ART end of month –total	52 487	54002	57209	54804	55605	56407	57209	Director: City Health	
26	SFA 4: Inclusive City Prog. 4.3 .g	na	Social Serv	4.3 Building integrated communities	Number of "Give Responsibly Campaigns" in support of a humane approach to homelessness implemented	16	16	16	3	6	11	16	Director: SDECD	
27	SFA 4: Inclusive City Prog. 4.3 .g	na	Social Serv	4.3 Building integrated communities	Research on reasons for homelessness conducted in selected City hot spots (one per Area)	New indicator	New indicator	Research Conducted	Project Plan Approved	Research Conducted	Results Analysed	Research Conducted	Director: SDECD	
28	SFA 4: Inclusive City Prog. 4.3 .g	na	Social Serv	4.3 Building integrated communities	Implement and assess safe space created for street people	New indicator	New indicator	Implemented and assessed	N/A	Implemented	Implemented and assessed	Implemented and assessed	Director: SDECD	
29	SFA 4: Inclusive City	na	Social Serv	4.3 Building integrated communities	Transversal Youth Development strategy: Number of youth development programmes/ projects/ interventions implemented	New	New	Baseline established in order to set targets for the following financial year	N/A	N/A	Baseline established in order to set targets for the following financial year	Baseline established in order to set targets for the following financial year	Director: SDECD	
30	SFA 4: Inclusive City	na	Social Serv	4.3 Building integrated communities	Transversal Youth Development strategy: Number of youth participating in youth development programmes/ projects/ interventions	New	New	Baseline established in order to set targets for the following financial year	N/A	N/A	Baseline established in order to set targets for the following financial year	Baseline established in order to set targets for the following financial year	Director: SDECD	

	A	B	C	D	E	F	G	H	I	J	K	L	O	
1	2017/2018 SOCIAL SERVICES DIRECTORATE SCORECARD													Annexure A 1
2	Alignment to IDP													
3	Pillar, Corp. Obj.& Program.	CSC Indicator No	Measuring Directorate	Corporate Objective	Indicator	Baseline 15/16	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person	
4									30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018		
31	SFA 4: Inclusive City	na	Social Serv	4.3 Building integrated communities	Alcohol & Other Drugs strategy: Number of projects, programmes and initiatives implemented to effect the AOD Strategy in Support of the National Drug Master Plan	New	New	Baseline established in order to set targets for the following financial year	N/A	N/A	Baseline established in order to set targets for the following financial year	Baseline established in order to set targets for the following financial year	Director: SDECD	
32	SFA 2: Safe City	na	Social Serv	2.1 safe Communities	Social & Situational Crime Prevention strategy: Number of programmes/ projects/ interventions to reduce crime in 4 targeted areas in support of the overarching SSCP Strategy	New	New	Baseline established in order to set targets for the following financial year	N/A	N/A	Baseline established in order to set targets for the following financial year	Baseline established in order to set targets for the following financial year	Director: SDECD	
33	SFA 2: Safe City	na	Social Serv	2.1 safe Communities	Percent of routine domestic water samples complying with SANS 241 quality standards	100%	>99%	>99%	≥99%	≥99%	≥99%	≥99%	Director: City Health	
34	SFA 2: Safe City	na	Social Serv	2.1 safe Communities	Percentage food samples complying with relevant legislation standards	97%	75%	75%	75%	75%	75%	75%	Director: City Health	
35	SFA 2: Safe City	na	Social Serv	2.1 safe Communities	Number of Health & Hygiene Projects related to informal settlements completed	1063	600	600	150	300	450	600	Director: City Health	

	A	B	C	D	E	F	G	H	I	J	K	L	O	
1	2017/2018 SOCIAL SERVICES DIRECTORATE SCORECARD													Annexure A 1
2	Alignment to IDP													
3	Pillar, Corp. Obj.& Program.	CSC Indicator No	Measuring Directorate	Corporate Objective	Indicator	Baseline 15/16	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person	
									30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018		
4														
36	SFA 2: Safe City	na	Social Serv	2.1 safe Communities	Number of monitoring visits done to informal settlements to identify potential Health Hazards	21 599	20000	20000	5000	10000	15000	20000	Director: City Health	
37	SFA 2: Safe City	na	Social Serv	2.1 safe Communities	Number of days when air pollution exceeds RSA Ambient Air Quality Standards	8	≤ 40	≤ 40	≤ 10	≤ 20	≤ 30	≤ 40	Director: City Health	
38	SFA 3: Caring City	na	Social Serv	3.1 Excellence in basic service delivery	Number of Recreation Hubs where activities are held on a minimum of 5 day / week	40	55	55	55	55	55	55	Director: Recreation & Parks	
39	SFA 3: Caring City	na	Social Serv	3.1 Excellence in basic service delivery	Customer satisfaction rating on recreation programmes being held at recreation centres (Score 1-5 Likert scale)	New indicator	New indicator	3.1	N/A	N/A	N/A	3.1	Director: Recreation & Parks	
40	SFA 3: Caring City Prog. 3.1.b	na	Social Serv	3.1 Excellence in basic service delivery	Percentage open swimming pools that meet water quality standards	100%	100%	100%	100%	100%	100%	100%	Director: Recreation & Parks	
41	SFA 3: Caring City Prog. 3.1.b	na	Social Serv	3.1 Excellence in basic service delivery	Customer satisfaction rating on swimming pools being maintained and clean (Score 1-5 Likert scale)	New indicator	New indicator	3.1	N/A	N/A	N/A	3.1	Director: Recreation & Parks	
42	SFA 3: Caring City Prog. 3.1.b	na	Social Serv	3.1 Excellence in basic service delivery	Number Libraries open according to min planned open hours	99	≥ 94	≥ 99	≥ 99	≥ 99	≥ 99	≥ 99	Director: Library & Info Services	

	A	B	C	D	E	F	G	H	I	J	K	L	O	
1	2017/2018 SOCIAL SERVICES DIRECTORATE SCORECARD													Annexure A 1
2	Alignment to IDP													
3	Pillar, Corp. Obj.& Program.	CSC Indicator No	Measuring Directorate	Corporate Objective	Indicator	Baseline 15/16	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person	
4									30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018		
43	SFA 3: Caring City Prog. 3.1.b	na	Social Serv	3.1 Excellence in basic service delivery	Customer satisfaction rating on access to public libraries (Score 1-5 Likert scale)	New indicator	New indicator	3.3	N/A	N/A	N/A	3.3	Director: Library & Info Services	
44	SFA5: Well-Run City Prog 5.1.f	na	Dir. of the Mayor	5.1 Operational sustainability	Number of IT Modernization initiatives to improve the ease of doing business identified and scoped	New indicator	New indicator	3	N/A	N/A	N/A	3	Director: Recreation & Parks Director: City Health	
45	SFA 1: Opportunity City Prog. 1.3.b	1.F	Social Serv	1.3 Economic Inclusion	Social Services Number of EPWP work opportunities created	10952	10515	12000	1670	4250	6875	12000	Director: SDECD	
46	SFA 1: Opportunity City Prog. 1.3.b		Social Serv	1.3 Economic Inclusion	Social Services Number of Full Time Equivalent (FTE) work opportunities created	New	New	2237	402	873	1 479	2 237	Director: SDECD	
47	SFA1: Opportunity City	1.G	Corporate Services	1.3 Economic Inclusion	Percentage budget spent on implementation of WSP	CS = 102.33% SD = 99.9% CH = 99%	95%	95%	15%	30%	75%	95%	HR Business Partner	
48	SFA1: Opportunity City		Corporate Services	1.3 Economic Inclusion	Number of external trainee and bursary opportunities (excluding apprentices)	CS = 100 SD = 23 CH = 36	CS = 83 SD = 30	126	28	47	104	126	HR Business Partner	

[illegible]

	A	B	C	D	E	F	G	H	I	J	K	L	O	
1	2017/2018 SOCIAL SERVICES DIRECTORATE SCORECARD													Annexure A 1
2	Alignment to IDP													
3	Pillar, Corp. Obj.& Program.	CSC Indicator No	Measuring Directorate	Corporate Objective	Indicator	Baseline 15/16	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person	
4									30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018		
54	SFA5: Well-Run City	5.C	Finance	5.1 Operational sustainability	Percentage spend on capital budget	CS = 87.1% SD = 99.4% CH = 80.4%	90%	90%	7%	32%	54%	90%	Manager: Finance	
55	SFA5: Well-Run City	5.D	Finance	5.1 Operational sustainability	Percentage spend on repairs and maintenance	CS = 95.3% SD = 99.8% CH = 92%	95%	95%	10%	35%	55%	95%	Manager: Finance	
56	SFA5: Well-Run City	–	Corporate Services	5.1 Operational sustainability	Percentage OHS incidents reported	CS = 0.55% SD = 0.56% CH = 3%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	HR Business Partner	
57	SFA5: Well-Run City	–	Corporate Services	5.1 Operational sustainability	Percentage OHS investigations completed	CS = 100% SD = 96.92% CH = 97%	100%	100%	100%	100%	100%	100%	HR Business Partner	
58	SFA5: Well-Run City	–	Corporate Services	5.1 Operational sustainability	Percentage vacancy rate	CS = 6.6% SD = 6.9% CH = 6%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	HR Business Partner	
59	SFA5: Well-Run City	–	Finance	5.1 Operational sustainability	Percentage of Operating Budget spent	CS = 95.3% SD = 97.3% CH = 93.49%	95%	95%	20%	40%	68%	95%	Manager: Finance	

	A	B	C	D	E	F	G	H	I	J	K	L	O		
1	2017/2018 SOCIAL SERVICES DIRECTORATE SCORECARD													Annexure A 1	
2	Alignment to IDP														
3	Pillar, Corp. Obj.& Program.	CSC Indicator No	Measuring Directorate	Corporate Objective	Indicator	Baseline 15/16	Annual Target 30 June 2017	Annual Target 30 June 2018	Targets				Responsible Person		
4									30 Sept 2017	31 Dec 2017	31 Mar 2018	30 June 2018			
60	SFA5: Well-Run City	–	Finance	5.1 Operational sustainability	Percentage of assets verified	CS = 97,84% SD = 99.49% CH = 99.12%	100%	100%	n/a	n/a	60%	100%	Manager: Finance		
61	SFA5: Well-Run City	–	Dir. of the Mayor	5.1 Operational sustainability	Percentage Internal Audit findings resolved	CS = N/A SD = 70 CH = N/A	70%	75%	75%	75%	75%	75%	Manager: Support Services		
62	SFA5: Well-Run City	–	Dir. of the Mayor	5.1 Operational sustainability	Percentage of Declarations of Interest completed	CS = 100% SD = 100% CH = 18%	100%	100%	N/A	N/A	N/A	100%	HR Business Partner		
63	Executive Director Signature: Ernest Sass Date: 10/05/2017 MAYCO Member Signature Alderman JP Smith Date: 12-05-2017														