

1 ITEM NUMBER : MC 62/06/11

2 TRANSPORT, ROADS AND MAJOR PROJECTS : FINAL 2011/2012
DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND
BUDGET IMPLEMENTATION PLAN (SDBIP) [LSUB1392]

EZOTHUTHO, IINDLELA NEEPROJEKTHI EZINKULU : UYILO
LWESISHWANKATHELO SESIGQEBA SECANDELO LOLAWULO
NGESICWANGCISO SONIKEZELO NGEENKONZO NOKUMISELWA
KOHLAHLA-LWABIWO-MALI LONYAKA-MALI KA-2011/2012

VERVOER, PAAIE EN GROOT PROJEKTE : DIREKTORAAT SE FINALE
UITVOERENDE OPSOMMING VAN DIE DIENSLEWERING-EN-BEGROTINGS-
IMPLEMENTERINGSPLAN (SDBIP) VIR 2011/2012

3 RECOMMENDATION FROM THE TRANSPORT, ROADS AND STORMWATER
& MAJOR PROJECTS PORTFOLIO COMMITTEE: 05 MAY 2011 (TRS&MP
17/05/11)

RECOMMENDED that:

- (a) the final 2011/2012 Directorate Executive Summary of the Service Delivery and Budget Implementation Plan, be approved
- (b) the final 2011/2012 Directorate Executive Summary of the Service Delivery and Budget Implementation Plan, be noted by Council.

3. AANBEVELING VAN DIE PORTEFEULJEKOMITEE OOR VERVOER, PAAIE
EN STORMWATER EN GROOT PROJEKTE: 05 MEI 2011 (TRS&MP 17/05/11)

AANBEVEEL dat:

- (a) die direktoraat se finale beknopte oorsig van die dienslewerings-en-begrotingsimplementeringsplan vir 2011/2012 goedgekeur word.
- (b) die Raad kennis neem van die direktoraat se finale beknopte oorsig van die dienslewerings-en-begrotingsimplementeringsplan vir 2011/2012.

**3 ISINDULULO SEKOMITI YEMICIMBI YEZOTHUTHUTHO, IINDLELA NAMANZI
ESITSHI KUNYE NEEPROJEKTHI EZINKULU : 05 MEYI 2011 (TRS&MP
17/05/11)**

KUNDULULWE ukuba:

- (a) makuphunyezwe isiShwankathelo sokugqibela sesiGqeba seCandelo loLawulo sonyaka-mali ka-2011/2012 sesiCwangciso sokuNikezelwa kweeNkonzo nokuZalekiswa koHlahlo-lwabiwo-mali
- (b) makuqwalaselwe liBhunga isiShwankathelo sokugqibela sesiGqeba sonyaka-mali ka-2011/2012 sesiCwangciso sokuNikezelwa kweeNkonzo nokuZalekiswa koHlahlo-lwabiwo-mali.

**REPORT TO TRANSPORT, ROADS AND
STORMWATER PORTFOLIO COMMITTEE
MAYCO**



CITY OF CAPE TOWN | ISIXEKO SASEKAPA | STAD KAAPSTAD

1. **ITEM NUMBER : TRS & MP 17/05/11**
2. **SUBJECT (B1392)**

**TRANSPORT, ROADS AND MAJOR PROJECTS: FINAL 2011/2012
DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND
BUDGET IMPLEMENTATION PLAN (SDBIP)**

ISIHLOKO

**EZOTHUTHO, IINDLELA NEEPROJEKTHI EZINKULU: UYILO
LWESISHWANKATHELO SESIGQEBA SECANDELO LOLAWULO
NGESICWANGCISO SONIKEZELO NGEENKONZO NOKUMISELWA
KOHLAHLO-LWABIWO-MALI LONYAKA-MALI KA-2011/2012**

ONDERWERP

**VERVOER, PAAIE EN GROOT PROJEKTE: DIREKTORAAT SE
UITVOERENDE OPSOMMING VAN DIE DIENSLEWERING-EN-
BEGROTINGSIMPLEMENTERINGSPLAN (SDBIP) VIR 2011/2012**

3. PURPOSE

The purpose of this report is to submit to the Portfolio Committee for their consideration and recommendation to the Executive Mayor, the draft 2011/2012 Directorate Executive Summary of the SDBIP.

These documents underpin the 2011/2012 Corporate SDBIP that will be submitted to the Executive Mayor for approval in terms of section 53 (1)(c)(ii) and 69(3)(a) of Act No. 56 of 2003: Local Government: Municipal Finance Management Act (MFMA).

4. FOR DECISION BY

The Executive Mayor in consultation with the Mayoral Committee.

5. EXECUTIVE SUMMARY

In terms of the MFMA: Municipal Budget and Reporting Regulations, a Directorate Executive Summary must be completed for each Directorate SDBIP.

The 2011/2012 Directorate Executive Summary contains *inter alia* a brief description of financial information on the capital and operating budget as required by the Regulations. It also contains a brief description of the directorate's structure, the services provided and the customer groups, as well as how the directorate's objectives and indicators relate to the Integrated Development Plan.

The Directorate Executive Summary is attached as **Annexure A**.

The purpose of this report is to submit the 2011/2012 Directorate Executive Summary of the SDBIP to the Portfolio Committee for consideration and recommendation to the Executive Mayor.

The 2011/2012 Directorate Executive Summary and SDBIP will be submitted to National and Provincial Treasury and the electronic versions will be placed on the city website at www.capetown.gov.za/idp after noting by Council.

6. RECOMMENDATIONS

- 6.1 That the Portfolio Committee makes recommendation to the Executive Mayor on the contents of the 2011/2012 Directorate Executive Summary of the Service Delivery and Budget Implementation Plan
- 6.2 That the Executive Mayor in consultation with the Mayoral Committee approves the 2011/2012 Directorate Executive Summary of the Service Delivery and Budget Implementation Plan
- 6.3 That Council notes the 2011/2012 Directorate Executive Summary of the Service Delivery and Budget Implementation Plan

6. ISINDULULO

- 6.1 Ukuba iKomiti yeMicimbi mayenze isindululo kuSodolophu weSigqeba ngokuqulathwe kwiSishwankathelo seSigqeba sonyaka-mali ka-2011/2012 seCandelo loLawulo neSicwangciso sokuZalekiswa koHlahlo-lwabiwo-mali
- 6.2 Ukuba uSodolophu weSigqeba ecebisana neKomiti yoLawulo/kaSodolophu makaphumeze iSishwankathelo seSigqeba esingoNikezelo lwenkonzo sonyaka-mali ka-2011/2012 seCandelo loLawulo neSicwangciso sokuZalekiswa koHlahlo-lwabiwo-mali

- 6.3 Ukuba iBhunga maliqaphele isiShwankathelo seSigqeba sonyaka-mali ka-2011/2012 seCandelo loLawulo neSicwangciso sokuZalekiswa koHlahlo-lwabiwo-mali

6. AANBEVELING

- 6.1 Dat die portefeuljekomitee by die Uitvoerende Burgemeester die inhoud van die Direktooraat se bestuursopsomming van die Dienslewering-en-Begrotingsimplementeringsplan vir 2011/2012 aanbeveel
- 6.2 Dat die uitvoerende burgemeester in oorleg met die burgemeesterskomitee die Direktooraat se bestuursopsomming van die Dienslewering-en Begrotingsimplementeringsplan vir 2011/2012 goedkeur
- 6.3 Dat die Raad kennis neem van die Direktooraat se bestuursopsomming van die Dienslewering-en Begrotingsimplementeringsplan vir 2011/2012.

7. DISCUSSION/CONTENTS

a. Constitutional and Policy Implications

This process is driven by legislation.

b. Environmental implications

Does your report have any environmental implications:	No ☒	Yes ☐
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c. Legal Implications

The process of preparing a Service Delivery and Budget Implementation Plan must *inter alia* comply with :

Section 53(1)(c)(ii) and 69(3)(a) of Act No. 56 of 2003: Local Government: Municipal Finance Management Act as well as the Municipal Budget and Reporting Regulations (Schedule A, Part 2, Sections 22, 23 & 24).

In terms of the MFMA: Municipal Budget and Reporting Regulations a Directorate Executive Summary must be completed for each Directorate SDBIP.

d. Staff Implications

Does your report impact on staff resources, budget, grading, remuneration, allowances, designation, job description, location or your organisational structure?

No ☒

Yes ☐

e. **Risk Implications**

Does this report and/or its recommendations expose the City to any risk?
No.

f. **Other Services Consulted**

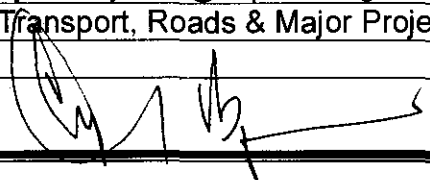
All relevant Directorates were consulted.

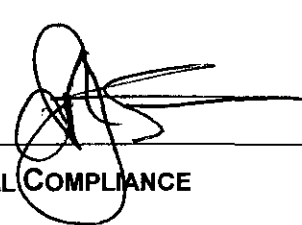


ANNEXURES

Annexure A: Final 2011/2012 Directorate Executive Summary of the Service Delivery and Budget Implementation Plan

FOR FURTHER DETAILS CONTACT:

NAME	Cyril Benjamin
CONTACT NUMBERS	084 333 7608
E-MAIL ADDRESS	cyril.benjamin@capetown.gov.za
DIRECTORATE	Transport, Roads & Major Projects
FILE REF NO	
SIGNATURE : DIRECTOR	


LEGAL COMPLIANCE

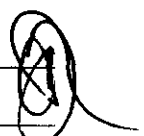
☒ REPORT COMPLIANT WITH THE PROVISIONS OF COUNCIL'S DELEGATIONS, POLICIES, BY-LAWS AND ALL LEGISLATION RELATING TO THE MATTER UNDER CONSIDERATION.

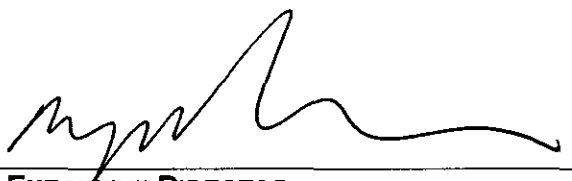
☐ NON-COMPLIANT

NAME JEAN ROMAN
 TEL (021) 400 - 2753
 DATE 21/04/2011

Comment:

Certified as legally compliant:
Based on the contents of the report.




EXECUTIVE DIRECTOR

Comment:

DATE 2011-04-20



CITY OF CAPE TOWN | ISIKHOKO SASAKAPA | STAD KKAAPSTAD

TRANSPORT, ROADS & STORMWATER AND MAJOR PROJECTS

DIRECTORATE EXECUTIVE SUMMARY

OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

2011/2012

Executive Director: MIKE MARSDEN

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ANNEXURE A

1. EXECUTIVE SUMMARY

The Directorate was established on the 1st February 2010 and is still under further development in certain areas. The Directorate comprises of five Departments, these are:

- Transport
- Roads and Stormwater
- Integrated Rapid Transit Implementation
- Integrated Rapid Transit Operations
- Cape Town Stadium

These Departments are supported by Strategic Support - Finance - and Human Resource Management Services. The Directorate's performance objectives are primarily linked to three Strategic Focus Areas of the IDP. These are Transport, Sustainable Urban Infrastructure and Services and Shared Economic Growth and Development.

The total expected revenue (excluding capital transfers and contributions) for 2011/12 financial year is R 473 417 489, the expected total operating expenditure is R 1 118 304 807 and the expected total capital expenditure is R 1 647 777 548. In the context of the overall capital programme of the City of Cape Town, the Directorate's 2011/12 Capital Budget equates to 35% of the entire City's 2011/12 Capital Budget. The Directorate is capital intensive, particularly with the provision of new Integrated Rapid Transport, Public Transport and Road and Stormwater infrastructure. In addition, maintenance of the infrastructure is a significant part of the business.

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PURPOSE AND SERVICE MANDATE OF DIRECTORATE

Currently (as at January 2011) the Directorate comprises of five Departments, these are:

- Transport
- Roads and Stormwater
- Integrated Rapid Transit Implementation
- Integrated Rapid Transit Operations
- Cape Town Stadium

These Departments are supported by Strategic Support, Finance and Human Resource Management Services.

However, with the completion of the 2010 World Cup, the make-up of the Department could change and the business plan adjusted accordingly.

The service mandates for the five Departments are:

TRANSPORT

The Department act as the Transport Planning Authority by optimally integrating all the transport functions, namely air, water, rail, road and non motorized transport needs within the City of Cape Town and the co-ordination and creation of intergovernmental synergies to integrate processes and projects with other spheres of government, civil society, business and the transport industry. To enable the integrated management of transport for the City of Cape Town by establishing a singular authority within the metropole to address the current fragmentation of roles and responsibilities in transport by engaging all relevant role players, driving the process and providing the legislative framework.

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ROADS AND STORMWATER

The City Council on the 27th April 2007, item number C39/06/07 approved and resolved that the Director: Roads & Stormwater be delegated the responsibility of a Roads Authority in terms of Section 2 (xxvi) of the Municipal Ordinance (No. 20 of 1974) and Section 3 (1c) of the Road Ordinance (No. 19 of 1976). As the Roads Authority, the Director: Roads & Stormwater shall assume such powers, duties and functions required for the management, regulation and administration of all activities within the immediate vicinity of such roads (public street and proclaimed public roads)

Thus the Roads Authority is primarily responsible for Roads and Stormwater systems planning, implementation of all Roads and Stormwater Capital and related infrastructure programmes, management of the Roads and Stormwater environment and maintenance of the associated infrastructure.

INTEGRATED RAPID TRANSIT (IRT) IMPLEMENTATION AND OPERATIONS

The mandate for the establishment of the IRT Implementation and Operations Departments and for the development, implementation and commissioning of the Integrated Rapid Transit (IRT) System is derived from the following Council resolutions:

- C71/10/09: Implementation of the Integrated Rapid Transit system for the City of Cape Town: Phase 1A: Funding allocation and progress report (26-08-2009)
- C27/10/10 (Item 79): Business Plan for Phase 1A of Cape Town's MyCITI IRT system (27/10/2010)

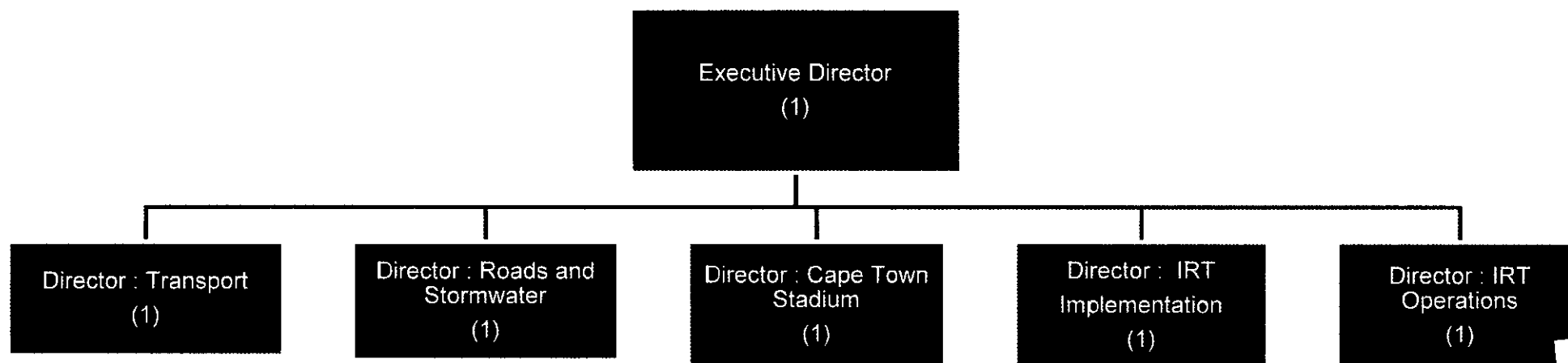
The Department: IRT Implementation is responsible for the IRT System Planning, infrastructure design and implementation of the IRT capital projects. The Department: IRT Operations is responsible for the development of the IRT business model industry transition, service contracts and IRT operations.

CAPE TOWN STADIUM

The department will be responsible for securing and managing major events.

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3. SENIOR MANAGEMENT ORGANOGRAM



4. LINKAGE TO THE IDP AND CHANGES TO THE INDICATORS AND TARGETS

The Directorate's performance objectives are primarily linked to three Strategic Focus Areas of the IDP. These are Transport, Sustainable Urban Infrastructure and Services and Shared Economic Growth and Development.

The performance objectives for Transport contribute to improving particularly public transport systems and services, those for Roads and Stormwater contribute to Sustainable Infrastructure as well as towards improved public transport infrastructure and the conservation of natural resources through the management of inland and coastal water quality along the bathing beaches. The performance objectives for the Integrated Rapid Transit Department will contribute greatly to the improvement of public transport systems and services. In general, the provision of transport systems and services, roads and related infrastructure and the provision of stormwater infrastructure and management services, contributes to the

economic growth and development of the city and the conservation of natural resources (in the case of stormwater management).

With the establishment of the Directorate as recent as 1st February 2010, the targets for the 2011/2012 financial year will be set based on the performance as at the end of June 2011 as well as the further development of the Directorate.

5. PERFORMANCE PROGRESS AND IMPACT

The provision and maintenance of infrastructure is the core focus of the Transport, Roads & Stormwater and Major Projects Directorate and some of the measures of performance relates to the percentage of the Capital and Operating budget spent. In this regard, the capital budget spend for 2009/10 was 79%. The operating budget spend which includes expenditure for repairs and maintenance of the transport, roads and stormwater infrastructure was 77% in 09/10 financial year.

The conservation of natural resources through the management of inland and coastal water quality is influenced by various factors and is measured against compliance of the standards set by the Department of Water Affairs and Forestry, now the Department of Water Affairs and Environment. During the 2009/10 financial year, the City's compliance 69%.

The improvement in public transport systems and services focuses primarily on the provision of an IRT system, providing the required transport infrastructure and institutional and operating mechanisms and arrangements for an integrated public transport system and service.

During the preceding three financial years preparations for hosting a successful 2010 FIFA Soccer World Cup event have been completed in accordance with FIFA requirements. The current focus is on the operations of the Cape Town Stadium and the closure of contracts linked to the preparation for and hosting of the 2010 FIFA Soccer World Cup event.

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Summary of revenue by source:

Description (Rands)	Transport , Roads & Stormwater and Major Projects
Revenue By Source	
Service charges – other	110 012 960.51
Rental of facilities and equipment	2 431 000.04
Interest earned - outstanding debtors	50 000.00
Licences and permits	225 200.04
Other revenue	54 148 082.20
Transfers recognised – operational	306 825 446.00
Total Revenue (excluding capital transfers and contributions)	473 417 488.75

Summary of operating expenditure by type:

Description (Rands)	Transport , Roads & Stormwater and Major Projects
Expenditure By Type	
Employee related costs	467 107 908.57
General Expenses	142 572 122.86
Contracted services	230 709 187.60
Repairs and Maintenance	277 915 587.96
Expected total operating expenditure	1 118 304 806.99

6.3 Summary of capital expenditure by type:

Description	Budget / Amount (in Rands)
Transport , Roads & Stormwater and Major Projects	1 647 777 548
Roads and Stormwater Department	315 882 197
Transport Department	287 605 315
Strategic Support Department	81 534
Office Support	43 121
Cape Town Stadium	Not applicable
IRT Implementation Department	778 066 995
IRT Operations Department	266 098 386

6.4 A description of discretionary and non discretionary expenditure.

- All funds are linked to projects, programmes and respective approved Departmental Business Plans and SDBIPs.
- Major maintenance backlogs regarding road maintenance and stormwater maintenance exists mainly due to insufficient budgetary provisions.

6.5 Any risks to achieving revenue projections, any expected major shifts in revenue patterns and planned alternative sources of revenue

- Transport Department is not a revenue generating department and therefore the risks of not collecting planned revenue are not applicable.

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- Roads & Stormwater is also not a revenue generating department by enlarge. The revenues that are generated are mostly from rental agreements, which are concluded beforehand, and filming related fees. The revenue generated is insignificant compared to the cost of providing this function.
- IRT does not generate revenue for the City directly. The revenue generated will accrue to the operator directly or indirectly depending on the model to be adopted.

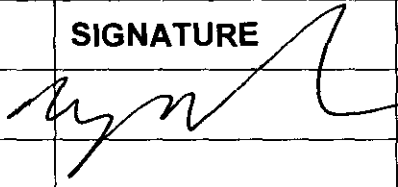
- 6.6 On the directorate capital programme in the context of the overall capital programme of the municipality
- TR&MP's 2010/11 Capital Budget equates to 35% of the entire City's 2010/11 Capital Budget.
 - TR&MP is capital intensive, and will be for at least to the conclusion of all the phases of the IRT system.

7. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

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

8. AUTHORISATION

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

	NAME	SIGNATURE	DATE
EXECUTIVE DIRECTOR	M. MARSDEN		2011-04-20
MAYCO MEMBER			

9. APPENDICES:

Appendix 1: 2011/ 2012 TRAMP Directorate SDBIP

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2011 / 2012 TRAMP DIRECTORATE SDBIP												
ALIGNMENT TO IDP		Department	Directorate Objective	Indicator	Baseline 10/11 (Target in brackets)	Annual Target (by June 2012)	Frequency	30 Sept 2011 Target	31 Dec 2011 Target	31 March 2012 Target	30 June 2012 Target	General Comments
SFA & Directorate Objective No.	Corporate Scorecard Indicator No.											
4	4A.1	IRT: Implementation	Improve the regulation and service levels of the bus and taxi industry	% of capital budget spent on Phase 1A on IRT project	10/11 achievement as at 30 June 2011	95%	Annual	15.66%	34.04%	58.35%	95%	
4	4A.2	IRT: Implementation	Improve the regulation and service levels of the bus and taxi industry	% spend of operating budget on road and infrastructure maintenance	New	95%	Quarterly	11%	31%	57%	95%	
4	N/A	Transport	4A. Establish the statutory requirements of the NLTA, Act No 9 of 2009	Date of establishment	10/11 achievement as at 30 June 2011	Operating Licensing Function and Contracting Authority Devolvement Impact Assessed and Business Plans Completed	Annual	Annual	Annual	Annual	Operating Licensing Function and Contracting Authority Devolvement Impact Assessed and Business Plans Completed	
4	N/A	Transport	Promote non motorised transport	Number of NMT projects completed	As at 30 June 2011	Three NMT Projects under construction	Annual	Annual	Annual	Annual	Three NMT Projects under construction	
4	4A.2	Transport	4A. Improve public transport services and secure new investment in transport infrastructure	Increase the percentage of commuters using public transport compared to total number of commuters in the CBD	As at 30 June 2011	Annual 12-hour screening count of commuters into the CBD completed	Annual	Annual Target	Annual Target	Annual Target	Annual 12-hour screening count of commuters into the CBD completed	
4	N/A	Transport	Foster a safe and secure environment	% expenditure on security at Public Transport Interchanges	As at 30 June 2011	95%	Quarterly	25%	50%	75%	95%	
2	N/A	R&SW	Reduce impact of flooding on community livelihoods and regional economies	Number of formal and/or informal dwellings flooded during storms having an annual probability of occurrence exceeding 50%	Number of formal and/or informal dwellings flooded during storms having an annual probability of occurrence exceeding 50% in 10/11	20000	Annually	Annual Target	Annual Target	Annual Target	20000	
2	N/A	R&SW	Safeguard human health, protect natural aquatic environments, and improve and maintain recreational water quality	% Compliance with the DWAF guidelines for recreational water quality	% Compliance with the DWAF guidelines for recreational water quality for 10/11	69%	Annually	Annual Target	Annual Target	Annual Target	69%	
8	N/A	TR&MP	6A Ensuring enhanced service delivery with efficient institutional arrangements	% budget spent on implementation of WSP	10/11 achievement as at 30 June 2011	90%	Quarterly	10%	30%	60%	90%	The Workplace Skills Plan is the approved Education Training and Development plan of an organization that supports the achievements of the organization's strategic goals and operational requirements by identifying prioritized training needs and beneficiaries. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of the City's strategic requirements as contained in the IDP, the individual departmental staffing strategies and individual employees' Personal Development Plans and Local Government's Skills Sector Plan. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. The WPSP is a collaborative plan, involving employees and the unions in its formulation. Formula: % spent against planned training budget. Data source: SAP & SAP BI. Data extraction will be facilitated by Corporate Services.

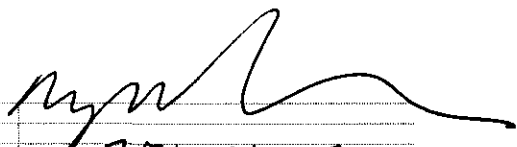
SFA & Directorate Objective No.	Corporate Scorecard Indicator No.	Department	Directorate Objective	Indicator	Baseline 10/11 (Target in brackets)	Annual Target (by June 2012)	Frequency	30 Sept 2011 Target	31 Dec 2011 Target	31 March 2012 Target	30 June 2012 Target	General Comments	ALIGNMENT
8	N/A	TR&MP	8A. Ensuring enhanced service delivery with efficient institutional arrangements	Retention of scarce skills as measured by staff turnover	10/11 Retention of scarce skills as achieved as at 30 June 2011	≤12% within skilled categories	Annual	≤12% within skilled categories	≤12% within skilled categories	≤12% within skilled categories	≤12% within skilled categories	People are the City's most valuable asset. Whilst it is acknowledge that all staff performing at acceptable levels in the organisation are valuable, irrespective of their profession, specific interventions and strategies need to be applied to retain high potential individuals in scarce skills professions. This is measured by a % attrition of staff in these categories over a 12 month period against an acceptable benchmark % turnover of 12%. Formula: Total terminations as % of staff complement each month, as measured over a preceding 12 month period (i.e. 12 month rolling average). This will be limited to the following occupational categories: Legislators & senior managers, Professionals, Technicians and other professionals. Data Source: SAP & SAP BI Data extraction will be facilitated by Corporate Services. Training for data extraction will be facilitated by Corporate Services. A training manual is available to assist with the extraction of the report.	
8	N/A	TR&MP	8A. Ensuring enhanced service delivery with efficient institutional arrangements	Staff availability as measured by % absenteeism	10/11 achievement as at 30 June 2011	≤4% average for the period 1 July 2011 to 30 June 2012	Annual	≤4% (average for the period 1 Oct 2010 to 30 Sept 2011)	≤4% (average for the period 1 Jan 2011 to 31 Dec 2011)	≤4% (average for the period 1 April 2011 to 31 March 2012)	≤4% (average for the period 1 July 2011 to 30 June 2012)	Absenteeism is defined as being absent from the workplace due to unplanned absences as a result of ill health, unauthorised absences (AWOL), injury on duty and illegal strike action. All line managers must manage employees' time and attendance with a view to reducing unplanned absenteeism to less than or equal to 4% average for the 12 month period. This is an International Benchmark. In so doing managers must apply the Time and Attendance policy, the incapacity policy and the Leave Management framework to monitor and evaluate employees' attendance and absence trends and take remedial action where required in terms of such policy. Formula: Number of unplanned absence days divided by the number of planned days of work multiplied by 100. (over 12th month rolling period). Data Source: SAP Report: PT64 (absenteeism rate)	
8	N/A	TR&MP	8A. Ensuring enhanced service delivery with efficient institutional arrangements	% Compliance with the EE approved plan per Department in terms of new appointments for the current financial year	10/11 compliance with the Directorate's EE Plan	80%	Annually	80%	80%	80%	80%	This indicator measures the number of appointments across all directorates over the preceding 12 month period. Appointments benchmarked against Statistics SA's Economically Active Population benchmark demographics for the Western Cape based on the 2001 census data. The benchmark demographics are used to measure compliance in terms designated groups i.e. (African Female, Coloured Female, Indian Female, White Female, African Male, Coloured Male, Indian Male) The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. The indicator pertains to the current financial year. Source: SAP Report	
8	8A.2	TR&MP	8A. Ensuring enhanced service delivery with efficient institutional arrangements	Percentage improvement of responsiveness in service delivery	New	100%	Quarterly	100%	100%	100%	100%	The notification system is an electronic recording system to capture service requests received from customers (internal and external). The indicator measure, the % achievement against a set improvement target, as an average of the following two components: - The time to close notifications - The closure rate of notifications The indicator is calculated as follows: - A Baseline is determined for each of the components using a rolling average. The source of information for this is the SAP Notification system. - The Target for improvement is calculated based on the baseline. - Measure the actual performance against the improvement target using the following formula: % of achievement = ((actual - target) / target) * 100 - Calculate the performance against the target of 100% as follows: (% of achievement for Ave days to close) + (% of achievement for closure rate) * 2 = % Data source is SAP & SAP Business Intelligence (BI)	

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SFA & Directorate Objective No.	Corporate Scorecard Indicator No.	Department	Directorate Objective	Indicator	Baseline 10/11 (Target in brackets)	Annual Target (by June 2012)	Frequency	30 Sept 2011 Target	31 Dec 2011 Target	31 March 2012 Target	30 June 2012 Target	General Comments
8	8B.3	TR&MP	8 B Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	Percentage spend of Capital Budget	10/11 Percentage of capital budget expenditure	95%	Quarterly	7%	25%	50%	95%	Formula: Percentage reflecting Actual spend / Planned Spend. Directorate Finance Managers extract data quarterly
9	N/A	TR&MP	8 B Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	Percentage of Operating Budget spent	10/11 Percentage of primary operating budget expenditure	95%	Quarterly	10%	35%	80%	95%	Formula: Total actual to date as a percentage of the total budget including secondary expenditure. Directorate Finance Managers extract data quarterly
5	N/A	TR&MP	8 B Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	Percentage annual asset verification process completed	Percentage annual asset verification process completed for 10/11	100%	Annual	Annual Target	Annual Target	Annual Target	100% annual asset verification process completed by 30 June	The indicator reflects the percentage of assets verified annually for audit assurance. It is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data are downloaded at specific times and are the bases for the assessment of progress. This data is sent to Finance Managers on an annual basis
6	8B.1	TR&MP	8 B Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	Percentage audit findings resolved as per follow up audits	Percentage audit findings resolved as at 30 June 2011	70%	Quarterly	70%	70%	70%	70%	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. Internal Audit Directorate will provide

Approved by ED: Transport, Roads & Major Projects M. Marsden

Date:


2011-04-20

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