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- 1 **ITEM NUMBER : MC 49/06/11**
- 2 **CORPORATE SERVICES: FINAL 2011/2012 DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)**

IINKONZO ZEZIKO: ISISHWANKATHELO SOKUGQIBELA SESIGQEBA SECANDELO LOLAWULO ESIJOLISWE KUNIKEZELO LWENKONZO KOWAMA-2011/2012 NAKWISICWANGCISO SOKUZALISEKISWA KOHLAHLO-LWABIWO-MALI (SDBIP)

KORPORATIEWE DIENSTE: DIREKTORAAT SE FINALE BEKNOPT OORSIG VAN DIE DIENSLEWERING-EN-BEGROTINGSIMPLEMENTERINGS-PLAN (SDBIP) VIR 2011/2012

LSU B1408

- 3 **RECOMMENDATION FROM THE CORPORATE SERVICES & HUMAN RESOURCES PORTFOLIO COMMITTEE: 3 MAY 2011 (CORHR 08/05/11)**

RECOMMENDED that the final 2011/2012 directorate executive summary of the service delivery and budget implementation plan (SDBIP) **BE APPROVED.**

ISINDULULO SEKOMITI YESEBE LEMICIMBI YEENKONZO ZEZIKO NEMICIMBI YEZABASEBENZI: 3 MEYI 2011 (CORHR 08/05/11)

KUNDULULWE ukuba **MAKUPHUNYEZWE** uyilo lwesishwankathelo sesigqeba seCandelo loLawulo sonyaka-mali ka-2011/2012 sonikezelo ngeenkono nesicwangciso sokuzalisekiswa kohlahlo-lwabiwo-mali

AANBEVELING VAN DIE PORTEFEULJEKOMITEE OOR KORPORATIEWE DIENSTE EN MENS LIKE HULPBRONNE: 3 MEI 2011 (CORHR 08/05/11)

AANBEVEEL dat die direktoraat se finale beknopte oorsig van die dienslewering-en-begrotingsimplementeringsplan vir 2011/2012 **GOEDGEKEUR WORD.**

REPORT TO CORPORATE SERVICES
PORTFOLIO COMMITTEE
MAYCO
COUNCIL

1196

CITY OF CAPE TOWN | ISIXEKO SASEKAPA | STAD KAAPSTAD

LC 3648

1. ITEM NUMBER : **CORHR 08/05/11**

2. SUBJECT (LSUB1408)

**FINAL 2011/2012 DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE
DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)**

2. ISIHLOKO

**IINKONZO ZEZEKO: ISISHWWANKATHELO SOKUGQIBELA SESIGQEBA
SECANDELO LOLAWULO ESIJOLISWE KUNIKEZELO LWENKONZO
KOWAMA-2011/2012 NAKWISICWANGCISO SOKUZALISEKISWA
KOHLAHLO-LWABIWO-MALI (SDBIP)**

2. ONDERWERP

**KORPORATIEWE DIENSTE: DIREKTORAAT SE FINALE BEKNOPT
OORSIG VAN DIE DIENSLEWERINGS-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 final 2011/2012 Directorate Executive Summary of the SDBIP.

This document underpins 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

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

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

The purpose of this report is to submit the final 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

It is recommended that:

- (a) The Portfolio Committee makes recommendation to the Executive Mayor on the contents of the final 2011/2012 Directorate Executive Summary of the Service Delivery and Budget Implementation Plan
- (b) The Executive Mayor in consultation with the Mayoral Committee approves the final 2011/2012 Directorate Executive Summary of the Service Delivery and Budget Implementation Plan
- (c) Council notes the final 2011/2012 Directorate Executive Summary of the Service Delivery and Budget Implementation Plan

6. ISINDULULO

Kundululwa ukuba:

- (a) IKomiti yeMicimbvi yeSebe mayenze isindululo kuSodolophu wesiGqeba ngokujoliswe kokuqulathwe kwisiShwankathelo sokugqibela seCandelo loLawulo ngokumalunga noNikezelo lweNkonzo kowama- 2011/2012 nesiCwangciso sokuZalisekiswa koHlahlo-lwabiwo-mali.



- (b) USodolophu wesigqeba ecebisana neKomiti yoLawulo yakhe makaphumeze isiShwankathelo sokugqibela sesiGqeba kwiCandelo loLawulo sokuNikezelwa kweNkonzo nesiCwangciso sokuZalisekiswa koHlahlo-lwabiwo-mali kowama-2011/2012.
- (c) IBhunga maliqwalasele isiShwankathelo sokugqibela sesiGqeba seCandelo loLawulo nesiCwangciso sokuZalisekiswa koHlahlo-lwabiwo-mali kowama-2011/2012.

6. AANBEVELINGS

Daar word aanbeveel dat:

- (a) Die portefeuljekomitee aanbevelings maak by die uitvoerende burgemeester oor die inhoud van die direktoraat se finale beknopte oorsig van die dienslewerings-en-begrotingsimplementeringsplan vir 2011/2012
- (b) Die uitvoerende burgemeester in oorlegpleging met die burgemeesterskomitee die direktoraat se finale beknopte oorsig van die dienslewerings-en-begrotingsimplementeringsplan vir 2011/2012 goedkeur
- (c) Die Raad kennis neem van direktoraat se finale beknopte oorsig van die dienslewerings-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 ☐

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 Corporate Services departments were consulted.

ANNEXURES

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



FOR FURTHER DETAILS CONTACT :

... 1200 ...

NAME	Karin Begbie
CONTACT NUMBERS	021 400 3828 or 084 200 0108
E-MAIL ADDRESS	Karin.Begbie@capetown.gov.za
DIRECTORATE	Corporate Services
FILE REF NO	COR 5/1/1/4/5

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

Comment:

TEL

(021) 400 - 2753

DATE

15/04/2011

Certified as legally compliant:

Based on the contents of the report


EXECUTIVE DIRECTOR

[Compulsory to Insert name]

(Author to obtain signature before submission to Executive Support)

Comment:

DATE

14.4.2011

(Author to obtain all signatures before submission to Executive Support)

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ANNEXURE "A"



CITY OF CAPE TOWN | ISIXEKO SASEKAPA | STAD KAAPSTAD

2011/2012
Business Plan and
Service Delivery and Budget
Implementation Plan

Directorate:
CORPORATE SERVICES

CORPORATE SERVICES

DIRECTORATE EXECUTIVE SUMMARY

OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

2011/2012

Executive Director: David Beretti

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

1. EXECUTIVE SUMMARY

(A brief summary of the Directorate Business Plan. Typically the Executive Summary is completed once the rest of the document has been compiled)

2 PURPOSE AND SERVICE MANDATE OF DIRECTORATE

2.1 Vision and Mission

2.1.1 Vision

To become a centre of excellence that will enhance service delivery and responsiveness so that the city will function at a world-class level.

2.1.2 Mission

To be a multi-disciplinary strategic partner to all directorates which provides value-adding policies, strategies, processes, systems, interventions, knowledge and expertise

2.2 The Road map

The vision will be achieved by:

- Leading and directing the organization to new thinking, strategies, processes and new approaches in service delivery and business transformation
- Providing a framework for maximising intellectual capital within the organization
- Creating a centre of knowledge and best practice
- Aligning and optimising staff and business processes to satisfy business and community needs
- Optimising the City of Cape Town as a world class brand.
- Driving a professional service culture that focuses on community responsiveness, results and problem-solving
- Developing enabling policies that are outcomes focussed
- Delivering high quality specialist corporate services to the Organisation.
- To achieve economies of scale through providing efficient and effective transactional services.

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2.3 The Core functions of the Directorate

Department	Objective
Strategic Human Resources	To maximise the human capital potential of the City by providing corporate direction in terms of human resources policies, strategies and alignment of people to business needs, including talent management, business improvement, quality management, change management, collective bargaining and to provide consultative services to line management.
Personnel Services	To optimise human resources management within the organisation by empowering line management through the provision of advisory services, operational systems and processes in terms of personnel administration, training and development, payroll services, and care for the wellbeing of employees.
Information Systems & Technology	To provide Information and Communication Technology (ICT) services to enable the service delivery objectives of all line departments.
Employment Equity	To provide corporate direction, ensuring compliance on employment equity legislation and the achievement of a diverse and representative workplace.
Legal Services	To provide an effective and efficient legal support service to Council in order to enable it to deliver on its Constitutional Mandate within the relevant legal framework in order to manage and limits the legal risks of the City of Cape Town.
Communication	To manage the city's brand and reputational profile via the corporate branding architecture and provision of relevant information to the City's target audiences and provides a range of specialist communication services to all departments of the City around all facets pertaining to the communication field
Customer Relations	To provide a 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
Specialized Technical Services	To optimise the potential of the city's buildings, corporate fleet and radio communications, to enhance service delivery.

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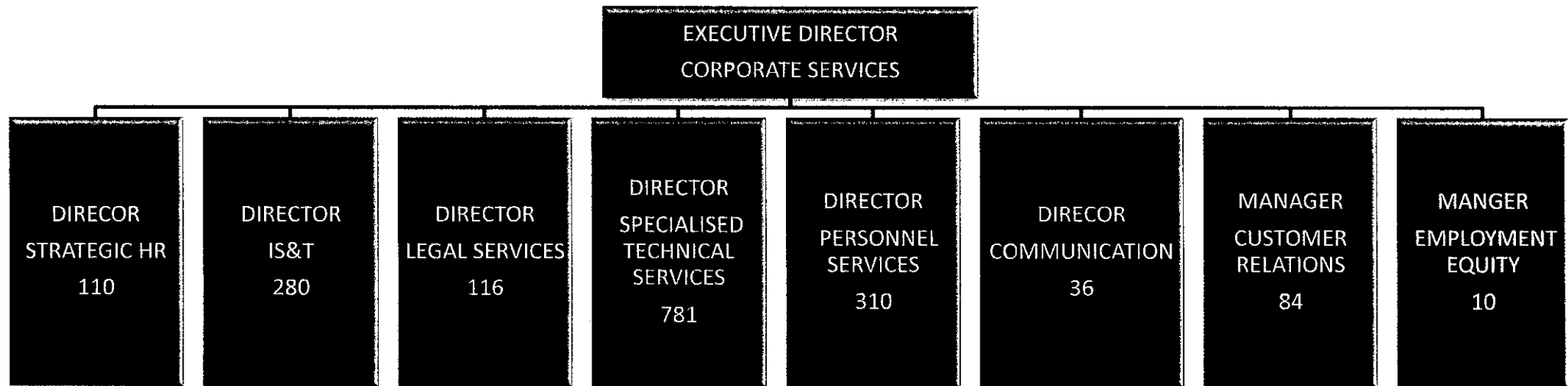
2.4 Partners, Stakeholders and Customers

Customer		Stakeholders
External	Internal	• Office of the Speaker • Executive Mayor • Councillors • Government and other bodies/partners • Unions • Media • Community Based Organisations • Service providers
External • Communities • Other Government entities • Citizens, • Provincial Government • National Government • Applicants and students ant tertiary institutions	• Executive Mayor • Mayoral Committee • City Manager • Executive Management Team Members • Portfolio Committees • Line departments • Staff • Councillors	

2.5 SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
• Knowledge, skills, experience and expertise, including institutional knowledge in specific areas • A number of strategies, systems and policies • Committed staff • Strong corporate mandate (backed by Executive Mayor and Mayoral Committee (MAYCO member)	• Lack of capacity • Bureaucracy • High stress levels • Outdated strategy and policy in some areas • Lack of internal communication and feedback.	• International financial crisis (freeing up of scarce skills) • Political stability • Department of Provincial and Local Government (DPLG) initiatives around the skills audit • Supportive portfolio committee • Strong mandate from politicians • More positive and balanced media relations • Recognition of staff achievement • Carbon footprint.	• International financial crisis (impact on city income) • International skills crisis • Exponential growth in demand for local government services without an equitable increase in resources to deliver • Single public service (impact of further restructuring and potential loss of skills) • Energy crisis: The impact of oil price hikes and load shedding (Electricity) • Global warming • Natural disasters and disasters arising out of urbanisation

3. Senior management organogram



4. LINKAGE TO THE IDP and changes to the indicators and targets

4.1 The following corporate programs are enabled through Information and Communication Technologies (ICT) and are highly dependent on the IS&T department to make them a success:

- 4.1.1 Strategic Focus Area (SFA) 1: Shared Economic Growth and Development.
- 4.1.2 Strategic Focus Area (SFA) 2: Sustainable Urban Infrastructure and Services

4.2 Strategic Focus Area (SFA) 8 addresses good governance and regulatory reform, thereby accommodating the legal requirements of Chapter 2 of the Municipal Systems Act. This is addressed through the following primary areas of focus:

- 4.2.1 The Organisational Development & Transformation Plan (OD&T Plan)
- 4.2.2 The Management of Key Financial and Governance Areas
- 4.2.3 The City's Smart City Strategy

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FINANCIAL INFORMATION

5.1 Summary of revenue by source:

WC000 Cape Town - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.) CORPORATE SERVICES	
Description	Vote 01 - Community Services
R thousand	
<u>Revenue By Source</u>	
Service charges - other	924
Rental of facilities and equipment	845
Other revenue	24 013
Transfers recognised - operational	0
Gains on disposal of PPE	1 500
Total Revenue (excluding capital transfers and contributions)	27 282

5.2 Summary of operating expenditure by type :

WC000 Cape Town - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.) CORPORATE SERVICES	
Description	Vote 01 - Community Services
R thousand	
<u>Expenditure By Type</u>	
Employee related costs	857 627
Depreciation & asset impairment	133 059
Other Material	11 830
Contracted services	254 682
Other expenditure	363 423
Total Expenditure	1 620 620

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5.3 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 Project Estimate	Prior year outcomes		2011/2012 Medium Term Revenue & Expenditure Framework			Project information	
						Audited Outcome 2008/09	Adjusted Budget 2009/10	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14	Ward location	New or renewal
Corporate Services	FM Structural Rehabilitation Project	C11.12501-F1	Other Assets	Buildings: Offices	164 303 831			78 494 758	57 609 073	10 200 000	77	
	Retro-Fitting Civic Centre Lighting	C11.12513-F1	Other Assets	Buildings: Offices	19 000 000			17 000 000			77	
		C11.16627-F1	Other Assets	Land & Buildings: General	30 000 000			30 000 000			201	
		C10.16621-F1	Other Assets	Computer / IT Infrastructure	168 886 899				30 000 000	30 000 000	201	
		C12.16626-F1	Other Assets	Communicati on / IT Equipment	10 000 000			10 000 000			201	
		C13.16626-F1	Other Assets	Communicati on / IT Equipment	30 000 000				30 000 000		201	
		C14.16626-F1	Other Assets	Communicati on / IT Equipment	30 000 000					30 000 000	201	
	Various	Various	Other Assets					73 135 283	74 085 283	74 085 083		
Total Capital expenditure								208 630 041	191 694 356	144 285 283		

5.4 A description of discretionary and non-discretionary expenditure

- All funds are linked to projects, programmes and respective Departmental Business plans and SDBIP's

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5.5 Risks:

- Any risks to achieving revenue projections, any expected major shifts in revenue patterns and planned alternative sources of revenue
 - Not applicable to Corporate Services as we are not a revenue generating Directorate
- Major risks from Directorate risk register
 - Failure to achieve NKPI Employment Equity Stats
 - Civil Mechanical and Electrical Infrastructural failure
 - Communication having to compensate for failings of service delivery
 - Inadequate / misplaced resource allocation for core and additional corporate communication tasks
 - Single Public Service and National Government Turnaround Strategy
 - Inadequate management leadership and commitment to the implementation of Occupational Health and Safety in Line departments
 - Non-compliance with registry and Records Management Procedures City wide.

5.6 On the directorate capital programme in the context of the overall capital programme of the municipality

- The Corporate Services is not Capital intensive, hence our Capital Programme equates to 4% (R208.6million)

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

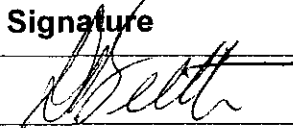
Refer to Corporate Services SDBIP (Annexure A)

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AUTHORISATION

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

	Name	Signature	Date
Executive Director	D. BERTI		11.4.2011
Mayco Member	B. WALKER		13.4.2011

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APPENDICES:

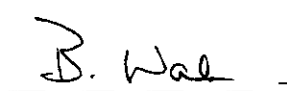
Appendix A: Corporate Services Directorate 2011/12 SDBIP

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	A	B	D	E	F	G	H	I	J	K	L	M	N
1	2011/2012 CORPORATE SERVICES SDBIP												
2	Lead Directorate	Link to Corporate Scorecard	Objective	Indicator	Base-line	Frequency	Annual Target	Quarter 1 30 Sept 2011	Quarter 2 31 Dec 2011	Quarter 3 31 March 2012	Quarter 4 30 June 2012	Definition	1211 Reporting Data Source
3	Corporate Services	8A	Ensuring enhanced service delivery with efficient institutional arrangements	Retention of scarce skills as measured by staff turnover	Direct / Dept. achievement as at 30 June 2011	Quarterly	≤ 12% (within skilled categories)	≤ 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 acknowledged 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. Target: the staff turnover % must be ≤12% throughout the financial year.	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.
4	Corporate Services	8A	Ensuring enhanced service delivery with efficient institutional arrangements	Staff availability as measured by % absenteeism	Direct / Dept. achievement as at 30 June 2011	Quarterly	≤ 4% (average over 12th month rolling period)	≤ 4% (average over 12th month rolling period)	≤ 4% (average over 12th month rolling period)	≤ 4% (average over 12th month rolling period)	≤ 4% (average over 12th month rolling period)	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 <u>divided</u> by the number of planned days of work <u>multiplied</u> by 100% (over 12th month rolling period).	Data Source: SAP Report: PT64 (absenteeism rate) A training manual is available to assist with the extraction of the report.
5	Corporate Services	8A	Ensuring enhanced service delivery with efficient institutional arrangements	Percentage budget spent on implementation of WSP	Direct/Dept achievement as at 30 June 2011	Quarterly	90%	Dir/Dept. projected % spend	Dir/Dept. projected % spend	Dir/Dept. projected % spend	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.
6	Corporate Services	8A.2	Ensuring enhanced service delivery with efficient institutional arrangements	8A.2 Percentage improvement of responsiveness in service delivery	NEW	Quarterly	100%	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: 1. A Baseline is determined for each of the components using a rolling average. The source of information for this is the SAP Notification system. 2. The Target for improvement is calculated based on the baseline. The targets for improvement are as follows: Target Q1 = 3% improvement against baseline Target Q2 = 6% improvement against baseline Target Q3 = 9% improvement against baseline Target Q4 = 12% improvement against baseline 3. Measure the actual performance against the improvement target using the following formula: % of achievement = [(actual-target)/target]*100 4. Calculate the performance against the target of 100% as follows: (% of achievement for Average days to close) + (% of achievement for closure rate) +2 = % Data source is SAP Business Intelligence (BI)	Data Source: SAP & SAP BI

	A	B	D	E	F	G	H	I	J	K	L	M	N
1	2011/2012 CORPORATE SERVICES SDBIP												
2	Lead Directorate	Link to Corporate Scorecard	Objective	Indicator	Base-line	Frequency	Annual Target	Quarter 1 30 Sept 2011	Quarter 2 31 Dec 2011	Quarter 3 31 March 2012	Quarter 4 30 June 2012	Definition	1212 Reporting Data Source
7	Corporate Services	8A	Ensuring enhanced service delivery with efficient institutional arrangements	% Compliance with EE approved plan per directorate in terms of new appointments for the current financial year.	Direct/Dept achievement as at 30 June 2011	Quarterly	80%	% compliance as determined by Directorate /Departmental EE plans	% compliance as determined by Directorate /Departmental EE plans	% compliance as determined by Directorate /Departmental EE plans	% compliance as determined by Directorate /Departmental EE plans	This indicator measures the number of appointments across all directorates over the preceding 12 month period. Appointments are 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.	SAP Report
8	FINANCE	8B.3	Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	8B.3 Percentage spend of Capital Budget	Direct/Dept achievement as at 30 June 2011	Quarterly	95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	<u>Formula:</u> Percentage reflecting Actual spend / Planned Spend.	Directorate Finance Managers extract data quarterly
9	FINANCE	8B	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	Direct/Dept achievement as at 30 June 2011	Quarterly	95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	<u>Formula:</u> Total actual to date as a percentage of the total budget including secondary expenditure.	Directorate Finance Managers extract data quarterly
10	FINANCE	8B	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	Direct/Dept achievement as at 30 June 2011	Quarterly	100% by June 2012	0	0	0	100% completed by 30 June 2012	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
11	INTERNAL AUDIT	8B	Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	Percentage Internal Audit findings resolved	Direct/Dept achievement as at 30 June 2011	Quarterly	70%	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.	Riaan Vosloo from Internal Audit sends the data to the Directorate performance representatives (OPRG) on a quarterly basis

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1	2011/2012 CORPORATE SERVICES SDBIP												
2	Lead Directorate	Link to Corporate Scorecard	Objective	Indicator	Base-line	Frequency	Annual Target	Quarter 1 30 Sept 2011	Quarter 2 31 Dec 2011	Quarter 3 31 March 2012	Quarter 4 30 June 2012	Definition	1213 Reporting Data Source
12	Reporting Indicators Link to Corporate Scorecard												
13	Corporate Services	8A.1	Ensuring enhanced service delivery with efficient institutional arrangements	8A.1 % 'truly loyal' employees as measured by the employee culture / climate survey	34%(Annual Target 2010/11) Proposed Base-line 31%	Biennially	34% (note: survey conducted biennially)	-	-	-	34% (note: survey conducted biennially)	This indicator reflects the percentage of staff determined to be truly loyal to the City of Cape Town. They are "employees who are truly motivated and will go above and beyond the call of duty to delight your customers" - Ipsos -Markinor. The unit of measure is the percentage as determined in a staff satisfaction survey. The frequency of measurement is two yearly. Formula: The formula is the proprietary copyright of the Independent Service Provider, Ipsos-Markinor. It is based on the responses to the survey which they have undertaken.	Survey results
14	Reporting Indicators - National KPA's												
15	Corporate Services	8A	Ensuring enhanced service delivery with efficient institutional arrangements	Number 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	City's achievement as at 30 June 2010	Quarterly	80%	80%	80%	80%	80%	Each Directorate contributes to the Corporate achievement of targets and goals by implementing its own objectives of quantitative and qualitative goal setting	Data Source: SAP
16	Corporate Services	8A	Ensuring enhanced service delivery with efficient institutional arrangements	Percentage budget spent on implementation of WSP for the City	City's achievement as at 30 June 2010	Quarterly	90%	City's projected cash flow	City's projected cash flow	City's projected cash flow	City's projected cash flow	A Workplace Skills Plan is a document that outlines the planned education, training & 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.	Data Source: SAP & SAP BI Data extraction will be facilitated by Corporate Services
17													
18													
19	Approved by Executive Director: David Beretti 												
20	Approved by Mayco Member: Ald Belinda Walker  Date: 11.4.2011 Date: 13.4.2011												