
1 ITEM NUMBER : MC 48/06/11

2 OFFICE OF THE CITY MANAGER: FINAL 2011/2012 DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLANS (SDBIP)

I-OFISI YOMLAWULI WESIXEKO: ISISHWANKATHELO SOKUGQIBELA SESIGQEBA SECANDELO LOLAWULO ESIJOLISWE KUNIKEZELO LWENKONZO KOWAMA-2011/2012 NAKWISICWANGCISO SOKUZALISEKISWA KOHLAHLO-LWABIWO-MALI (SDBIP)

KANTOOR VAN DIE STADSBESTUURDER: DIREKTORAAT SE FINALE BEKNOPT OORSIG VAN DIE DIENSLEWERING-EN-BEGROTINGS-IMPLEMENTERINGSPLAN (SDBIP) VIR 2011/2012

LSU B0934

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

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 11/05/11)

KUNDULULWE ukuba **MAKUPHUNYEZWE** isishwankathelo esiluyilo sokugqibela sesigqeba seCandelo loLawulo esijoliswe kwisicwangciso sonikezelo lwenkonzo nesokuzalisekiswa kohlahlo-lwabiwo-mali kunyaka-mali ka-2011/2012.

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

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

**REPORT TO CORPORATE SERVICES AND HUMAN
RESOURCES PORTFOLIO COMMITTEE
MAYCO
COUNCIL**

CITY OF CAPE TOWN | ISIXEKO SASEKAPA | STAD KAAPSTAD

1. ITEM NUMBER : CORHR 11/05/11

SUBJECT (LSUB0934)

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

2. ISIHLOKO

**I-OFISI YOMLAWULI WESIXEKO: ISISHWWANKATHELO SOKUGQIBELA
SESIGQEBA SECANDELO LOLAWULO ESIJOLISWE KUNIKEZELO
LWENKONZO KOWAMA-2011/2012 NAKWISICWANGCISO
SOKUZALISEKISWA KOHLAHLO-LWABIWO-MALI (SDBIP)**

2. ONDERWERP

**KANTOOR VAN DIE STADSBESTUURDER: DIREKTORAAT SE FINALE
BEKNOPTTE OORSIG VAN DIE
DIENSLEWERINGS-EN-BEGROTINGSIMPLEMENTERINGSPLAN (SDBIP)
VIR 2011/2012**

2. 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 including 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).

3. FOR DECISION BY

The Executive Mayor in consultation with the Mayoral Committee.

4. EXECUTIVE SUMMARY

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 will be attached as **Annexure A after the City Manager has signed off the documentation.**

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.

5. RECOMMENDATIONS

- 6.1 That 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
- 6.2 That 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
- 6.3 That Council notes the final 2011/2012 Directorate Executive Summary of the Service Delivery and Budget Implementation Plan

6. ISINDULULO

- 6.1 Ukuba iKomiti yeMicimbvi yeSebe mayenze isindululo kuSodolophu wesiGqeba ngokujoliswe kokuqulathwe kwisiShwankathelo sokugqibela seCandelo loLawulo ngokumalunga noNikezelo lweNkonzo kowama-2011/2012 nesiCwangciso sokuZalisekiswa koHlahlo-lwabiwo-mali.



- 6.2 Ukuba uSodolophu wesigqeba ecebisana neKomiti yoLawulo yakhe makaphumeze isiShwankathelo sokugqibela sesiGqeba kwiCandelo loLawulo sokuNikezelwa kweNkonzo nesiCwangciso sokuZalisekiswa koHlahlo-lwabiwo-mali kowama-2011/2012.
- 6.3 Ukuba iBhunga maliqwalasele isiShwankathelo sokugqibela sesiGqeba seCandelo loLawulo nesiCwangciso sokuZalisekiswa koHlahlo-lwabiwo-mali kowama-2011/2012.

6. AANBEVELING

- 6.1 Dat die portefeuljekomitee aanbevelings maak by die uitvoerende burgemeester oor die inhoud van die direktoraat se finale beknopte oorsig van die dienslewering-en-begrotingsimplementeringsplan vir 2011/2012.
- 6.2 Dat die uitvoerende burgemeester in oorlegpleging met die burgemeesterskomitee die direktoraat se finale beknopte oorsig van die dienslewering-en-begrotingsimplementeringsplan vir 2011/2012 goedkeur.
- 6.3 Dat die Raad kennis neem van direktoraat se finale beknopte oorsig van die dienslewering-en-begrotingsimplementeringsplan vir 2011/2012.

6. 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 relevant Directorates were consulted.

ANNEXURES

Annexure A: Final 2011/2012 Directorate Executive Summary of the Service Delivery and Budget Implementation Plan will be attached after it has been signed off by the City Manager.

FOR FURTHER DETAILS CONTACT :

NAME	Babalwa Mothibi
CONTACT NUMBERS	021 4001355
E-MAIL ADDRESS	Babalwa.mothibi@capetown.gov.za
DIRECTORATE	Office of the City Manager

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

11/04/2011

Comment:

Certified as legally compliant:

Based on the contents of the report.

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EXECUTIVE DIRECTOR

[Compulsory to Insert name]

(Author to obtain signature before submission to Executive Support)

Comment:

DATE

15-04-2011

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

OFFICE OF THE CITY MANAGER

FINAL DIRECTORATE EXECUTIVE SUMMARY

OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
2011/2012

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Executive Director: ACHMAT EBRAHIM

Website *(for detailed SDBIP)* :

1. EXECUTIVE SUMMARY

The Office of the City Manager supports the executive and political decision-making process and at the same time ensures compliance with statutory requirements and City policies, processes and procedures.

The Office of the City Manager comprises of the following Departments:

- Executive Support
- Forensic Services
- Governance and Interface
- IDP
- Ombudsman's Office

The **Executive Support** department renders a specialised strategic and operational support to the City's Executive and Administrative decision making authorities of the City directly, through facilitation efficient and effective integrated and political decision-making and report on implementation thereof for the City of Cape Town. The **Forensic Services** department serves to promote justice in the Administration on matters in respect of which the City has executive authority of the right to administer, i.e. to secure, through informal/alternative means, fairness in the administration of practises, processes and policies. The **Governance and Interface** department provides a diverse range of expertise to ensure the promotion of organisational values and good governance principles. Its service offerings includes the strategic advice, executive and legislative and administrative support to the body politic and the administration.

The **IDP&OPM** is responsible to guide, direct and facilitate the development, implementation, monitoring of, and reporting on the City's Integrated Development Plan (IDP) and the Service Delivery Budget Implementation Plans, as well as the production of the City's Annual Report. This department facilitates the implementation of the Organisational Performance Managements system as well as the facilitation of the performance management plans and evaluation for the Section 57 appointments. This is being done to meet stakeholder's expectations and ensure legislative compliance within available resources to give effect to the City's long-term strategy. The Directorate is committed to the provision of sound Governance systems, processes and procedures to facilitate decisions taken by the City and its leaders. The **Ombudsman's Office** serve as a catalyst between the Administration and its customers – a third party neutral that represents the interest, rights, freedoms and guarantees of the City's customers by holding civil servants accountable to the people.

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PURPOSE AND SERVICE MANDATE OF DIRECTORATE

DEPARTMENT	SERVICE MANDATE	CUSTOMERS
EXECUTIVE SUPPORT	The Department develops, manages and maintains sound governance systems, processes and procedures as a key component of the professional support given to Council and the City Manager. These ensures that:- • Council's directives are carried out (in consultation with directorates and departments) • A structured database of tools and information is in place to improve the effectiveness of the decision-making bodies • Access to decisions is always available • Impromptu creative and alternative solutions are continuously forthcoming • Strategic and operational support is provided, which includes financial, Human Resource, Project Management, Business Improvement and general administrative support to our internal departments, and • The City's Language Policy is implemented to enable effective internal and external communication	The department provides a professional service to a variety of customers with differing needs. • Members of Council and its committees, • The Executive Mayor, • The Speaker, • The City Manager, • The Executive Management Team • Executive support and four departments within the Directorate: Office of the City Manager namely, Forensic Services, Ombudsman Office, Governance and Interface and Integrated Planning unit, which require Administrative, Human Resource, Project and Financial support. • Organisation as a whole
FORENSIC SERVICES	• Provide a proactive and reactive investigative forensic and advisory service • Manage the operations of the Fraud Hotline • Prepare and conduct fraud awareness and anti-corruption	• Executive Mayor • City Manager • Audit committees & SCOPA • Chief Audit Executive

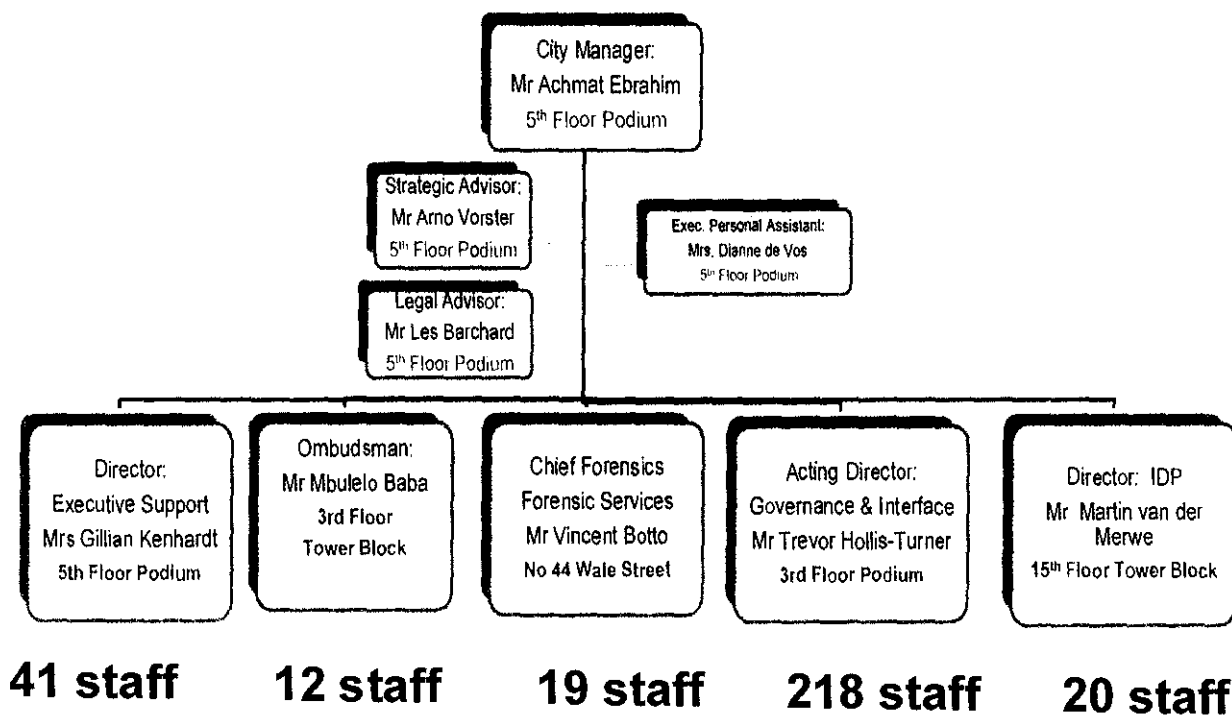
	policies • Conduct Departmental fraud reviews • Conduct fraud awareness training seminars	• EMT • ED: Corporate Services • Citizens, ratepayers and Civic Organisations
GOVERNANCE AND INTERFACE	Render management , legal administrative and logistical services to Council, Political Executive Officers and Subcouncils Manage and coordinate Council's public participation process Manage and execute Executive Special Projects Ensure efficient and effective management of internal administrative, logistical and financial processes Facilitate, coordinate and promote inter-governmental and international relations Plan, manage and execute designated projects utilising internal, external and international funding. Ensure execution of Council's Social Crime Prevention initiatives. Provide executive, legal and management support including administrative service to the City's 23 Subcouncils and 111 ward Participatory structures Facilitate, coordinate and promote liaison with the designated organs of state, e.g. Independent Electoral Commission	• Council • Political Office Bearer • Internal Council Departments • Community and Community-based Organisations • Government Departments • State Institutions – IEC • National, Provincial and International role-players and partners.
IDP&OPM	In response to its mandate, vision and mission, the IDP Department of the CoCT is responsible for the delivery of the following services: • Facilitate the process of development of a 5-Year Plan (IDP) and Annual Review for the City; • Development of the corporate SDBIP • Facilitate the development of operational implementation plans (SDBIPS)including the Annual Report • Monitor and report on the implementation of the IDP and SDBIP	• Council • MAYCO • Portfolio Committees • EMT • Directorates • Departments • Departments • Subcouncils

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	including the Annual Report; • Develop and facilitate the implementation of an Organisational Performance Management system; • Facilitate the drafting of the performance plans and the evaluation of Section 57 appointments; and • Execute special projects e.g. Higher Learning Institutions	• Ward forums • Audit Committee • SCOPA • Communities • National and Provincial Government • Neighbouring municipalities • Higher Learning institutions
OMBUDSMAN	Investigate and facilitate the resolutions about alleged maladministration, injustice, poor service delivery by or gross negligence any City employee Institute formal mediation processes Promote a cooperative relationship between the City and a number of Chapter 9 institutions – Public Protector	• Executive Mayor and Councillors • City Manager and EMT • Residents of Cape Town (Community and Business • Organised Civil Society • Special Interest Group (e.g. Youth/Disabled & NGO's • Local, Provincial and National Departments • Chapter 9 Institutions – Public Protector

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3. SENIOR MANAGEMENT ORANOGRAM



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

DEPARTMENT	STRATEGIC ALIGNMENT TO IDP
EXECUTIVE SUPPORT	Focus Area: 8 Governance and Regulatory Reform 8A: Enhanced Service Delivery with efficient and effective institutional arrangement 8B: Management of key financial and governance areas such as income control; cash flow, indigent support , alternative income opportunities, asset, risk management 8C: Effective community channels
FORENSIC SERVICES	
GOVERNANCE AND INTERFACE	
IDP & OPM	
OMBUDSMAN	

There has been no significant change in the Directorate's target.

5. PERFORMANCE PROGRESS AND IMPACT (if applicable)

Input data is still being consolidated and will be included in the final document.

6 FINANCIAL INFORMATION

6.1 Summary of revenue by source:

This Directorate does not generate revenue

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6.2 Summary of operating expenditure by type :

DIRECTORATE: OFFICE OF THE CITY MANAGER DRAFT OPERATING BUDGET: 2011/2012	
Cost Element	Plan Cost
Staff Costs	132 860 759.71
Depreciation	5 887 243.95
Repairs and Maintenance	792 822.71
Contracted Services	4 296 024.21
Grants and Subsidies	225 358.84
General Expenses	74 468 752.91
Interest Internal Borrowing Cost	1 019 765.91
Appropriation Account	17 683 967.44
Internal Utilities	67 955.12
Insurance Departmental	318 582.00
Activity Based Costs	24 371 312.26
Support Services	301 636 578.36-
Total OCM	261 992 545.14

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6.3 Summary of capital expenditure by type:

See Appendix 1

6.4 **A description of discretionary and non-discretionary expenditure**

The Directorate: Office of the City Manager spends its budget in line with the adopted SDBIP and does not engage in any non-core functions.

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

This Directorate does not generate any revenues; therefore the revenue risk is not applicable. However, the Directorate has developed a Risk Register in order to mitigate existing business risks. **See Appendix 2**

6.6 **On the directorate capital programme in the context of the overall capital programme of the municipality**

The projects undertaken by this Directorate includes the following WBS:

- Office Equipment – Furniture & Computers, Air conditioners, Printers, Scanners, Data projectors, cameras, loud hailers
- Upgrading of Subcouncil Offices – Fencing, refurbishment of office for additional office space, grass laying, irrigation system, installation of alarm, ablution system installation,

7 **LINK TO DIRECTORATE OBJECTIVES**

The Directorate Capital programmes milestones are aligned to the Service Delivery Business Implementation Plan and the annual target is less than 95%.

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

The 2011/2012 Directorate Service Delivery Budget Implementation Plans are attached as **Appendix 3**

AUTHORISATION

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

	Name	Signature	Date
Executive Director	Achmat Ebrahim		15-04-2011
Mayco Member	Alderman Belinda Walker		

APPENDICES: (If any)

Appendix 1: Capital Expenditure by type – Appendix 2: Directorate Risk Register – Appendix 3: 2011/2012 Directorate SDBIP

OFFICE OF THE CITY MANAGER: 2011-2012 DIRECTORATE'S SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN

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SFA & Directorate Objective No	Corporate Scorecard Number	Responsible Department	Responsible Executive	Strategic Objective	Indicator	Unit of Measure	Baseline	2011-2012 Target	Frequency	Sept 11 Target	Dec 11 Target	March 12 Target	June 12 Targets	General Comments
KEY OPERATIONAL INDICATORS														
5	Good Governance and Regulatory Reform	Corporate Services KOI		8A Ensuring enhanced service delivery with efficient institutional arrangements	Retention of skills as measured by staff turnover	%	Directorate achievement at 30 June 2011	≤ 12% within skilled categories	Quarterly	≤ 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 of the staff performing at acceptable levels in the organisations 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 and senior managers, Professionals, Technicians and other professionals.
7	Good Governance and Regulatory Reform	Corporate Services KOI		8A Ensuring enhanced service delivery with efficient institutional arrangements	Staff availability as measure by % absenteeism	%	Directorate achievement at 30 June 2011	≤ 4% average for the period 1 July 2011 to 30 June 2012	Quarterly	≤ 4% average over 12 month rolling period	≤ 4% average over 12 month rolling period	≤ 4% average over 12 month rolling period	≤ 4% average over 12 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 of reducing unplanned absenteeism to less than or equal to 4% average for the 12 month period. This is an International Benchmark. In doing so the 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 absent days divided by the number of planned days of work multiplied by 100 (over 12 month rolling period)
8	Good Governance and Regulatory Reform	Corporate Services KOI		8A Ensuring enhanced service delivery with efficient institutional arrangements	Percentage budget spent on implementation of WSP	%	Directorate achievement at 30 June 2011	90%	Quarterly	Directorate projected % spent	Directorate projected % spent	Directorate projected spent	Directorate projected spent	The Workplace Skills Plan is the approved Education Training and Development plan of an organisation that supports the achievements of the organisations strategic goals and operational requirements by identifying prioritised training needs and benefits. 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 employee's Personal Development Plans and Local Government's Skills Sector Plan. The WPSP is a collaborative plan, involving employees and the unions in its formulation. Formula: % spent against the planned training budget
11	Good Governance and Regulatory Reform	Corporate Services KOI		8A Ensuring enhanced service delivery with efficient institutional arrangements	8A.2 Percentage improvement in time to finalise complaints	%	4 month moving average of 'days to close' for ALL Notification Types as @ 30 June 2011	12 % reduction by end of June 2011 in time taken to close ALL Notifications	Quarterly	3%	6%	9%	12%	The indicator measure: - The improvement in time to close notifications - The improvements in the amount of open notifications as a % of all notifications These percentages will be aggregated to form one measurement. The notification system is an electronic recording system to capture service requests from customers (internal and external) The reduction in time is measured through the % improvement against the target set for time spent on closing notifications. The improvement in the % open notifications is measured through the % improvement against the target set for % open notifications. The indicator measurement and calculated as follows: Target Q1 = Baseline *1.3 Target Q2 = Baseline *1.6 Target Q3 = Baseline * 1.9 Target Q4 = Baseline *1.12 % of achievement = ((actual-target)/(target))*100 (% of achievement against target performance on ave days to close+ % of achievement against target performance of %open)+2
13	Good Governance and Regulatory Reform	Corporate Services KOI		8A Ensuring enhanced service delivery with efficient institutional arrangements	% Compliance with EE approved plan.	%	Directorate achievement at 30 June 2011	80%	Quarterly	% 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	The 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 are used to also measure compliance in terms of designated groups i.e.(African Female, Coloured Female, White Female, African Male, Coloured Male, Indian Male) The following job categories are excluded from this measurement: Councilors, students, apprentices, contractors and non-employees. The indicator applies to the current financial year.

	A	B	C	D	E	F	G	H	I	J	K	AL	AL	AL	BA
3	SFA & Directorate Objective No	Corporate Scorecard Number	Responsible Department	Perspective	Directorate / Corporate Objective	Indicator	Unit of Measure	Baseline	Actual Target by June 2011	Frequency	Sept 11 Target	Dec 11 Target	March 12 Target	June 12 Targets	Formula
14	Good Governance and Regulatory Reform	Corporate Services KOI			8B Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	8B.2 Percentage spend of Capital Budget	%	Directorate achievement at 30 June 2011	95%	Quarterly	Directorate projected cashflows	As per Directorate cashflows	Directorate projected cashflows	95%	Formula : Percentage reflecting Actual Spent / Planned Spent 1186
15	Good Governance and Regulatory Reform	Corporate Services KOI			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	%	Directorate achievement at 30 June 2011	95%	Quarterly	Directorate projected cashflows	Directorate projected cashflows	Directorate projected cashflows	95%	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.
16	Good Governance and Regulatory Reform	FINANCE KOI			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	%	Directorate achievement at 30 June 2011	100%	Annually	N/A	0%	0%	100% 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.
17	Good Governance and Regulatory Reform	FINANCE KOI			8B Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	% of Internal Audit findings resolved	%	Directorate achievement 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 the corrective action implementation is normally provided by line. Audits/follow-ups will also only take place after agreed implementation dates of corrective action. It will either be "not applicable" to Management if an audit or follow-up hasnt 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 an improvement / no change respectively in the situation since the last audit.

EXECUTIVE SUPPORT

SFA & Directorate Objective No	Corporate Scorecard Number	Department	Perspective	Directorate Objective	Initiative	Unit/Measure	Baseline	Current Status	Frequency	Sept 11 Target	Dec 11 Target	March 12 Target	June 12 Targets	Remarks
Good Governance and Regulatory Reform	Executive Support Indicator	EXECUTIVE SUPPORT	CUSTOMER	8A Ensuring enhanced service delivery with efficient institutional arrangements	Outcome of 3 out of 5 on a likert scale of improved Support Services	Unit	New	Improved Service Delivery maintained	Quarterly	N/A	Phase 1 Customer survey conducted	N/A	Phase 2 Customer survey conducted	1187
Good Governance and Regulatory Reform	Executive Support Indicator	EXECUTIVE SUPPORT	CUSTOMER	8A Ensuring enhanced service delivery with efficient institutional arrangements	Integrated HR interventions and projects rolled out and implemented 1. Staffing Strategy 2. MSS-ESS project 3. Contracting of PDPs 4. E-IPM	Unit	New	Identified interventions and projects implemented	Quarterly	1. Directorate Staffing Strategy reviewed and updated 2. 25% completion of MSS-ESS project 3. Contracting of PDPs for T14 & above completed	60% completion of MSS-ESS project	100% completion of MSS-ESS project	100% E-IPM implemented for T14 & above	
Good Governance and Regulatory Reform		EXECUTIVE SUPPORT	CUSTOMER	8A Ensuring enhanced service delivery with efficient institutional arrangements	100% of adopted Executive Committee Services Business Improvement Project outcomes implemented	%	New	100%	Quarterly	20% of adopted outcomes implemented	50% of adopted outcomes implemented	75% of adopted outcomes implemented	100% outcomes of BI implemented	Due in 4th Quarter as per Project milestones
Good Governance and Regulatory Reform		EXECUTIVE SUPPORT	CUSTOMER	8A Ensuring enhanced service delivery with efficient institutional arrangements	Electronic Agenda Optimisation Project Piloted	%	New	Executive Committee Services systems and processes to support Electronic Agenda Optimisation project developed	Quarterly	Pilot rolled out to all Portfolio Committees	Action Plans developed as per the Outcomes of Pilot projects	N/A	N/A	Project in its infancy - way forward to be determined in consultation with Electronic Agenda Optimisation Project Steering Committee
Good Governance and Regulatory Reform		EXECUTIVE SUPPORT	CUSTOMER	8A Ensuring enhanced service delivery with efficient institutional arrangements	Language Services Business Improvement Process implemented	#	New	Language Unit Operationalised	Quarterly	Project scoping and conceptualisation completed	As-Is process completed	N/A	"To-Be" future state developed	
Good Governance and Regulatory Reform		EXECUTIVE SUPPORT	INTERNAL	8 B Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	Remedial action taken to address asset variances reports	%	New	100%	Quarterly	Collate data from SAP and Asset Register to determine status of variances Concluded reconciliation and commenced with investigations	Review internal controls of Asset Management Processes (ongoing) Prepare for Jan / Feb 2011 stock take	50% of all assets verified	100% of all assets verified	Achieved in line with the Corporate timeframes
Good Governance and Regulatory Reform		EXECUTIVE SUPPORT	INTERNAL	8A Ensuring enhanced service delivery with efficient institutional arrangements	Fully aligned SDBIP developed and implemented	#	100 % alignment	Aligned Business Plans	Quarterly	Validation of objectives and indicators linked to Corporate Scorecard completed	Outcomes of PDR session pertaining to targets and indicators to be applied at mid year review(s)	Preparation for next financial years Business Plans and SDBIP's to be completed	Business Plans and SDBIP submitted in accordance with Corporate timeframes	Achieved in line with Corporate timeframes
Good Governance and Regulatory Reform		EXECUTIVE SUPPORT	INTERNAL	8A Ensuring enhanced service delivery with efficient institutional arrangements	PDR Sessions Conducted quarterly	#	4	4	Quarterly	1	2	3	4	

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	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
	SFA & Directorate Objective No	Corporate Scorecard Number	Department	Perspective	Directorate Objective	Indicator	Unit of Measure	Baseline	Annual Target 2011	Frequency	Sept 11 Target	Dec 11 Target	March 12 Target	June 12 Targets	AU
2															
8	Good Governance and Regulatory Reform		Forensic Services	Internal	line department - On receipt of authority, determine line responsibilities and refer to relevant directorate/ department for action - Track progress with directorate / department - On receipt of directorate / departmental report – close forensic file - Report to Executive Management and Audit Committee on statistical analysis	Number of statistical analysis reported to the Executive	#	New	4	Quarterly	1/4	2/4	3/4	4/4	
9	Good Governance and Regulatory Reform		Forensic Services	Customer	Management and operation of the Fraud Hot Line (includes the following) - Dedicated 24 hour Fraud Hot Line number must be implemented and managed - Provision of a Hot Line that is able to process calls in at least Afrikaans, English and Xhosa	Number of cases reported	%	NEW	100%	Quarterly	100%	100%	100%	100%	
10	Good Governance and Regulatory Reform		Forensic Services	Internal	- Hot Line must provide for the reporting of a wide range of irregular conduct - Ensure that only cases relevant to the City of Cape Town are reported - When required, ensure that the identity of the caller is protected - Ensure that all legislation applicable to whistle blowers and protected disclosures is adhered to - Report on all allegations with as much information as possible - Ensure the preparation of quarterly and annual reports detailing all calls for the period in question together with an analysis of same	Number of quarterly statistical analysis reports provided	#	New	4	Quarterly	1/4	2/4	3/4	4/4	

	A	B	C	D	E	F	G	H	I	J	Q	Z	AI	AR	AU
	SFA & Directorate Objective No	Corporate Scorecard Number	Department	Perspective	Strategic Objective	Measure	Unit of Measure	Baseline	Annual Target FY 11-12	Frequency	Sept 11 Target	Dec 11 Target	March 12 Target	June 12 Targets	Annual Target
2															
11	Good Governance and Regulatory Reform		Forensic Services	Internal	Promotion and rollout of the Anti-corruption campaign - Conduct training and information sessions on, inter alia, the Hot Line, the Fraud Prevention Policy, Fraud Response Plan and the Whistle Blowing Policy - Ensure the drafting and compilation of a anticorruption brochure - Ensure the rollout of anticorruption promotional material - Develop and ensure an electronic internet/intranet based anticorruption website page - Provide for the bi-annual promotion of the Fraud Hotline	Number of Departments in which promotion and marketing of HOT LINE is undertaken / rolled out	#	New	10	Quarterly	2/10	5/10	7/10	10/10	
12						Brochure must be finalised	#	New	1	Annual		1			
13						Number of training interventions	#	New	10	Quarterly	2/10	5/10	7/10	10/10	
14						Hotline promotion - biannual	#	New	2	Bi-Annual	1		1		
15	Good Governance and Regulatory Reform		Forensic Services	Internal	Departmental fraud risk reviews; - Prepare project plan - Determine areas of fraud risk by interviewing directorate's management team, and - staff across directorate - review and analysis of hotline and forensic registers - Report on findings and analysis	Reviews conducted	#	New	10	Quarterly	2/10	5/10	7/10	10/10	
16	Good Governance and Regulatory Reform		Forensic Services	Customer	Fraud and Anticorruption Policies (City wide) - Review and update existing fraud and anti-corruption policies - Ensure the adoption and implementation of same - Fraud Prevention Policy - Fraud Response Plan - Whistle Blowing Policy	Annual review	#	1	1	Yearly				1	
17	Good Governance and Regulatory Reform		Forensic Services	Customer	Audit Committee - Identify, manage and draft quarterly reports (electronic presentations) of prioritised forensic investigations and/or projects by identifying areas significant fraud risks and control weaknesses - Present to the Audit Committee and answer committee's questions	Reports quarterly	#	4	4	Quarterly	1/4	2/4	3/4	4/4	
18	Good Governance and Regulatory Reform		Forensic Services	Customer	SCOPA - Review and investigate SCOPA queries/questions - Present (verbally) to SCOPA at both closed and open sessions	As per agenda requirements/requests	%	100%	100%	Quarterly	100%	100%	100%	100%	
21	Good Governance and Regulatory Reform		Forensic Services	Financial	9 B Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	Degree of adherence to budget re-alignment or related projects	%	TBD	100%	4/12	100%	100%	100%	100%	

Draft - Governance & Interface Department 2011 / 2012 SDBIP

APPENDIX 1

Division / Sub-Division	Indicator	Unit of Measure	Frequency	Baseline	Target (2011/2012)	Supporting Lead URP	Supporting Lead URP	Supporting Lead URP	Supporting Lead URP	Supporting Lead URP	General Comment
1A. Create an enabling environment for the economy to grow and become globally competitive	Number of EPWP jobs	Number	4/12	TBA	Supporting Lead URP Info Indicator	Supporting Lead URP	Supporting Lead URP	Supporting Lead URP	Supporting Lead URP	Supporting Lead URP	Corporate target is i.r.o. URP G & I will measure this indicator as applicable to Sub Councils, Mayor's Projects & VPUU in support of the lead Directorate
8A Ensuring enhanced service delivery with efficient institutional arrangements	Level of satisfaction as measured by questionnaire for Subcouncil Chairpersons	%	1/12	TBA	80%					80%	Sub Council Survey conducted once per year
8A Ensuring enhanced service delivery with efficient institutional arrangements	Level of satisfaction as measured by questionnaire for all councillors, Chief Whip, Mayco members and the Speaker	%	1/12	TBA	80%					80%	Councillor Survey conducted once per year
8A Ensuring enhanced service delivery with efficient institutional arrangements	Level of satisfaction as measured by questionnaire for the Mayor (Mayor's Office)	%	2/12	TBA	80%		80%			80%	
8A Ensuring enhanced service delivery with efficient institutional arrangements	Level of satisfaction as measured by questionnaire for the Mayor (Legal Advisor)	%	2/12	TBA	80%		80%			80%	
8A Ensuring enhanced service delivery with efficient institutional arrangements	% of Mayoral Projects Completed	%	4/12	New	95%					95%	
8A Ensuring enhanced service delivery with efficient institutional arrangements	% of Premier's / Mayor's Radio Show Queries Resolved	%	4/12	New	80%	80%	80%	80%	80%	80%	
8A Ensuring enhanced service delivery with efficient institutional arrangements	% Approval of applications submitted under the Gatherings Act	%	4/12	TBA	Info Ind	Info Ind	Info Ind	Info Ind	Info Ind	Info Ind	
8A Ensuring enhanced service delivery with efficient institutional arrangements	Percentage budget spent on implementation of WPSP	%	4/12	Direct / Dept achievement at 30 Jun 2012	90%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	90%	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. <u>Formula:</u> Measured against training budget.
8A Ensuring enhanced service delivery with efficient institutional arrangements	Retention of Skills as measured by staff turnover	%	4/12	Direct / Dept achievement at 30 Jun 2012	≤ 12% (within skilled categories)	≤ 12% (within skilled categories)	≤ 12% (within skilled categories)	≤ 12% (within skilled categories)	≤ 12% (within skilled categories)	≤ 12% (within skilled categories)	<u>Scarce Skills:</u> as for the above, but limited to the following EE categories: Legislators & senior managers, Professionals, Technicians and other professionals. In this case the target parameters are ≤12%.
8A Ensuring enhanced service delivery with efficient institutional arrangements	Staff availability as measured by % absenteeism	%	4/12	Direct / Dept achievement at 30 Jun 2012	≤ 4% (average for the period)	≤ 4% (average for the period)	≤ 4% (average for the period)	≤ 4% (average for the period)	≤ 4% (average for the period)	≤ 4% (average for the period)	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 policy, monitor and evaluate employees' attendance and absence trends and take remedial action where required in terms of such policy. The targets containing the clocking and leave errors, contributes to the effective management of absenteeism. SAP: SQ01 (employees registered using the system) ZPYTIME or PT_ERL00 (Clocking errors & un-captured leave)
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 Sustainable Communities (VPUU) 11/12 projects budget spent	%	4/12	TBA	95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	

Draft - Governance & Interface Department 2011 / 2012 SDBIP

APPENDIX 1

Strategic Objective	Indicator	Unit of Measure	Frequency	Baseline	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target	2015/16 Target	General Comments
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 Sustainable Communities (VPUU) projects meeting original planned milestones	%	4/12	TBD	80%	80%	80%	80%	80%	
8 B Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	% Budget spent on Ward Allocation Projects	%	4/12	TBA	95%	10%	25%	50%	90%	
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 Capital Budget spent	%	4/12	TBA	Based on Dir/Dept. projected cash flow	Based on Dir/Dept. projected cash flow	Based on Dir/Dept. projected cash flow	Based on Dir/Dept. projected cash flow	95%	
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	%	4/12	TBA	Based on Dir/Dept. projected cash flow	Based on Dir/Dept. projected cash flow	Based on Dir/Dept. projected cash flow	Based on Dir/Dept. projected cash flow	95%	
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	%	1/12	TBA					100% completed by 30 June	Reflects the percentage of assets annually verified for audit purposes.
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 Internal Audit findings resolved	%	4/12	Direct/Dept achievement at 30 June 2010	70%	70%	70%	70%	70%	
8 B Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	% Declarations of interest i.r.o. Councillors returned and audited	%	2/12	New	100%		100%		100%	
8 B Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	Number of Gifts declared and listed in register i.r.o. Councillors	Number	1/12	New	Info Indicator				Info Indicator	
8C. Establish effective community engagement channels	Number of functioning ward participatory structures	Number	4/12	TBA	111	111	111	111	111	Indicator is further broken down into 3 sub indicators at the Department level which constitute functioning Ward participatory Structures
8C. Establish effective community engagement channels	Annual Report: Assessment of PP Process Submitted	Number	4/12	New	1				1	

IDP / OPM SDBIP

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Link to IDP Focus Area & Objective	Link to Corp Scorecard	Directorate	Department	Objective	Indicator	Unit of Measure	Baseline	2011/2012 Schedule of Events approved	2011/2012 Schedule of Events approved	Sept 11 Target	Dec 11 Target	March 12 Target	June 12 Targets	Scorecard Comments
8	Good Governance and Regulatory Reform	OCM	IDP/OPM	Facilitate the development of the process plan for the next IDP Term of Office	Approved IDP term of office process plan	Council Report	Process Plan approved	Process Plan approved by Council	Process Plan approved by Council		NA	NA	NA	
8	Good Governance and Regulatory Reform	OCM	IDP/OPM	Facilitate the development of the 2011/2012 Schedule of Events	Approved 2011/2012 Schedule of Events	MAYCO Report	2010/2011 Schedule of Events approved	2011/2012 Schedule of Events approved	2011/2012 Schedule of Events approved		N/A	N/A	N/A	
8	Good Governance and Regulatory Reform	OCM	IDP/OPM	Facilitate the process of developing a 2012/2013 - 2017/2018 5-Year Plan (IDP)	Approved 2012/2013 - 2017/2018 5-Year Plan (IDP)	Council Report	Approved 2012/2013 - 2017/2018 5-Year Plan (IDP)	Approved 2012/2013 - 2017/2018 5-Year Plan (IDP)	2012/2013 Public participation process completed	Draft IDP submitted to EMT	Draft IDP submitted to Council by end March 2012	Approved 2012/2013 - 2017/2018 5-Year Plan (IDP)		
					List of prioritised public inputs	List of prioritised public inputs	List of prioritised public inputs	List of prioritised public inputs	Facilitate Analysis of public needs per Ward, SC, and City-wide	List of prioritised public inputs for inclusion into Budget process	N/A	N/A		
8	Good Governance and Regulatory Reform	OCM	IDP/OPM	Facilitate the process of developing an IDP implementation plan (SDBIP Book)	% completion of 11/12 SDBIP	%	100% 10/11 SDBIP completed	100% Final SDBIP completed and signed off by the Mayor	25% Organisation capacitated to complete SDBIPs and Business Plans	50% 11/12 Draft Corporate Scorecard completed	75% 11/12 Directorate and departmental SDBIPs completed Departmental Business Plans and Strategic Plans completed	100% Final SDBIP completed and signed off by the Mayor		
8	Good Governance and Regulatory Reform	OCM	IDP/OPM	Facilitate the implementation of an individual (S57) PM system	Number of S 57 performance plans developed	Number	13	13	13	N/A	N/A	13		
8	Good Governance and Regulatory Reform	OCM	IDP/OPM		Constitution of Panel and facilitate the S57 Performance Bonuses	Full panel	Full panel	Full panel established	Constitution of Panel and 10/11 performance assessments completed			Payment of Bonuses. Establishment of 10/11 Panel		
8	Good Governance and Regulatory Reform	OCM	IDP/OPM		Number of S 57 quarterly reviews held for all EDs	Number	4	4	1 10/11 4th Quarter Review	2 11/12 - 1st Quarter Review	3 11/12 - 2nd Quarter Review	4 11/12 - 3rd Quarter Review		
8	Good Governance and Regulatory Reform	OCM	IDP/OPM	Monitoring and reporting on the implementation of the IDP and SDBIP	Number of EMT PDRs completed	Number	4	4	1 10/11 Fourth quarter EMT PDR completed	2 11/12 First quarter EMT PDR completed and remedial action agreed	3 11/12 Second quarter EMT PDR completed and remedial action agreed	4 11/12 Third quarter EMT PDR completed and remedial action agreed		
8	Good Governance and Regulatory Reform	OCM	IDP/OPM		Number of Quarterly Reports approved	Number	4	4	1 10/11 Fourth quarter report completed and approved	2 11/12 First quarter report completed and approved	3 11/12 Second quarter report completed and approved	4 11/12 Third quarter report completed and approved		
8	Good Governance and Regulatory Reform	OCM	IDP/OPM		Completion of 10/11 Annual Report	%	100%	100% • Submission of annual report to Council • Public participation	25% First draft 10/11 of report compiled	75% Finalisation of 10/11 Annual Report	100% • Submission of annual report to Council • Public participation	N/A		
8	Good Governance and Regulatory Reform	OCM	IDP/OPM	Co-ordinate the interface with Provincial Government and Neighbouring Municipalities	% Completion of Project Plan	%	100%	100% Conclude IDP Indaba with Provincial govt and consultations with neighboring municipalities	0%	50% Conclude consultation with neighbouring municipalities	100% Conclude IDP Indaba with Provincial Government	N/A		
8	Good Governance and Regulatory Reform	OCM	IDP/OPM	8A.2 Ensuring enhanced service delivery with efficient institutional arrangements	8A.2 Percentage improvement of responsiveness in service delivery	%	New	100%	100%	100%	100%	100%	100%	

OMBUDSMAN

	A	B	C	D	E	F	G	H	I	J	Q	Z	AI	AR	AU
1	OMBUDSMAN														
2	SFA & Directorate Objective No	Corporate Scorecard Number	Department	Perspective	Directional Objective	Indicator	Unit of Measure	Baseline	Target	Frequency	Sept 11 Target	Dec 11 Target	March 12 Target	June 12 Targets	Score
3	1		Ombudsman	Cust	Delivery of an effective Complaints Handling and Conflict Resolution Service (Alternative Dispute Resolution)	Percentage of Lodged Cases Resolved	%	70%	70%	Quart	65%	65%	68%	70%	
4	2		Ombudsman	Cust	Delivery of an effective Complaints Handling and Conflict Resolution Service (Alternative Dispute Resolution)	Average Number of Days Taken to Provide Final Report to Complainant	#	90 days	80 days	Quart	90	85	85	80	
5	3		Ombudsman	IP	Delivery of an effective Complaints Handling and Conflict Resolution Service (Alternative Dispute Resolution)	Percentage of Recommendations Accepted	%	60%	70%	Quart	65%	65%	70%	70%	
6	4		Ombudsman	Cust	Improve Advocacy, Relations and Communication	Number of Awareness and Information Initiatives completed (e.g. Community Meetings / Info Sessions / Radio Interviews)	#	6	100%	Quart	1	3	5	6	
7	5		Ombudsman	IP	Improve Advocacy, Relations and Communication	Number of new Service Level Agreements (SLA's) signed or current SLA's reviewed (Internal Relations)	#	4	4	Quart	1	2	3	4	
8	6		Ombudsman	Cust	Improve Advocacy, Relations and Communication	Number of editions of Biannual Electronic / Print Media Newsletter / articles submitted	#	2	2	Biannual		1		2	
9	7		Ombudsman	Cust	Improve Advocacy, Relations and Communication	Number of Marketing Initiatives Completed / Produced	#	2	2	Biannual		1		2	
10	8		Ombudsman	IP	Improve Advocacy, Relations and Communication	Number of Informal/Formal Professional Linkages Forged (National and International Ombudsman Community)	#	1	1	Annual				1	
11	9		Ombudsman	Cust	Improve Community Satisfaction	Outcome of Annual Survey Improved (Percentage of Complainants who are Satisfied with our Complaint Handling Service)	%	76%	76%	Annual				76%	
12	10		Ombudsman	Cust	Improve Community Satisfaction	Outcome of Annual Survey Improved (Percentage of Complainants who are Satisfied that they have seen Improvements in Service Delivery as a	%	60%	60%	Annual				60%	
13	11		Ombudsman	IP	Provide Upward feedback on areas of concern to Reduce or Eliminate Recurring Problems	Report to City Manager Compiled Quarterly	#	4	4	Quart	1 (Oct11)	2 (Jan12)	3 (Apr12)	4 (Jul12)	
33	Sign-off by City Manager:														
34	Date:					15-04-2011									
35	Sign off by Mayco Member:														
36	Date:														