FINANCE DIRECTORATE

FINAL EXECUTIVE SUMMARY

OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
2012/2013

EXECUTIVE DIRECTOR: KEVIN JACOBY

1. EXECUTIVE SUMMARY

1.1 Vision

To provide sound financial services which are sustained via corporate governance procedures for the City of Cape Town.

1.2 Mission

To create a sound financial environment, enabling the City to provide effective, efficient and affordable services to its citizens, thereby achieving the City's strategic objectives

1.3 Our vision and mission will be achieved mainly through:-

- The maintenance of accurate and complete financial records to enhance decision-making
- Compilation and Implementation of affordable balanced operating and capital budgets aligned to the IDP
- The sustaining of confidence in the financial records of the City
- Managing the City's banking, investments, borrowings and cash flow in the most effective, economical and efficient manner.
- Leveraging sustained returns from the City's immovable property assets
- Leveraging immovable property assets to promote sustained financial, social and environmental returns in support of the City's strategic objectives as embodied in the Integrated Development Plan
- Timeous and accurate collection of monies and funds due to the City
- Monitoring and controlling all expenditure in order to embed sound financial discipline and ensuring accountability for the use of public funds
- Fair property valuations in order to equitably levy rates on all properties for the provision of non-tariff funded services
- Implementation of sound supply chain management policies and procedures
- The expansion of external funding provisions and allocations for the upgrade and development of informal settlements and housing areas
- The expansion of private sector partnership funding and asset transfer arrangements for the delivery of integrated human settlements.
- Development and reviewing of financial and finance-related policies
- Ensuring compliance to relevant legislation, and the implementation and maintenance of good governance
- Modelling the impact of the Total Municipal Account (TMA) on residents to ensure a fair distribution of the burden

1.4 The Directorate's Core Functions

DEPARTMENT	OBJECTIVE
Budgets	To give financial affect to the strategic focus of the City in the form of a medium term financial plan which is affordable, credible, viable and sustainable.
Expenditure	To ensure financial compliance by performing accurate and timeous payments to the City's suppliers, councillors, officials and third parties, conducting payroll reconciliation, and providing support services to the Finance Directorate
Inter–Services Liaison	Assisting departments experiencing difficulties with processes, tariffs or financial viability, especially where more than one department has a role to play, as well as the provision of financial control and administrative support for grants-in-aid and central improvement districts. Managing the rates policy development, tariff setting and impact on all residents. Modelling the TMA distribution to ensure a fair distribution of all billed municipal charges and the collectability thereof.
Housing Finance and Leases	The primary role of the Directorate: Housing Finance and Leases is the provision of a comprehensive financial service, aligned to specific Housing and Financial Legislation and National Housing Programs, to all facets of the various City suites of housing development (including all Housing Subsidy funding variations, Urban Settlement Development Grant, Statutory Funds, CRR et al), housing debtor management and operational funding programs of the City.
Property Management	Leveraging immovable property assets to promote sustained financial, social and environmental returns in support of the City's strategic objectives as embodied in the Integrated Development Plan.
Revenue	Providing accountable revenue services and informing citizens through council structures as to their responsibility in creating a solvent and prosperous City.
Shareholding Management	Managing the legislated relationship between the City and the Municipal Entities; ensuring good governance and protecting the integrity of the City's shareholding investment.
Supply Chain Management	To provide a cost effective, efficient and sustainable service, in terms of Supply Chain Management processes, to customers, adding measurable value to the City of Cape Town's strategic objectives.
Treasury	Ensure compliance to relevant legislation by reporting timeously and safeguarding assets in order to achieve the strategic and operational objectives of the Department in an efficient, effective and economic manner.
Valuations	To continuously improve processes, systems and the capacity of staff to enable the City of Cape Town to sustain a just and accurate valuation roll, thereby supporting the City's vision of a sustainable and well-governed municipality.

2 PURPOSE AND SERVICE MANDATE OF DIRECTORATE

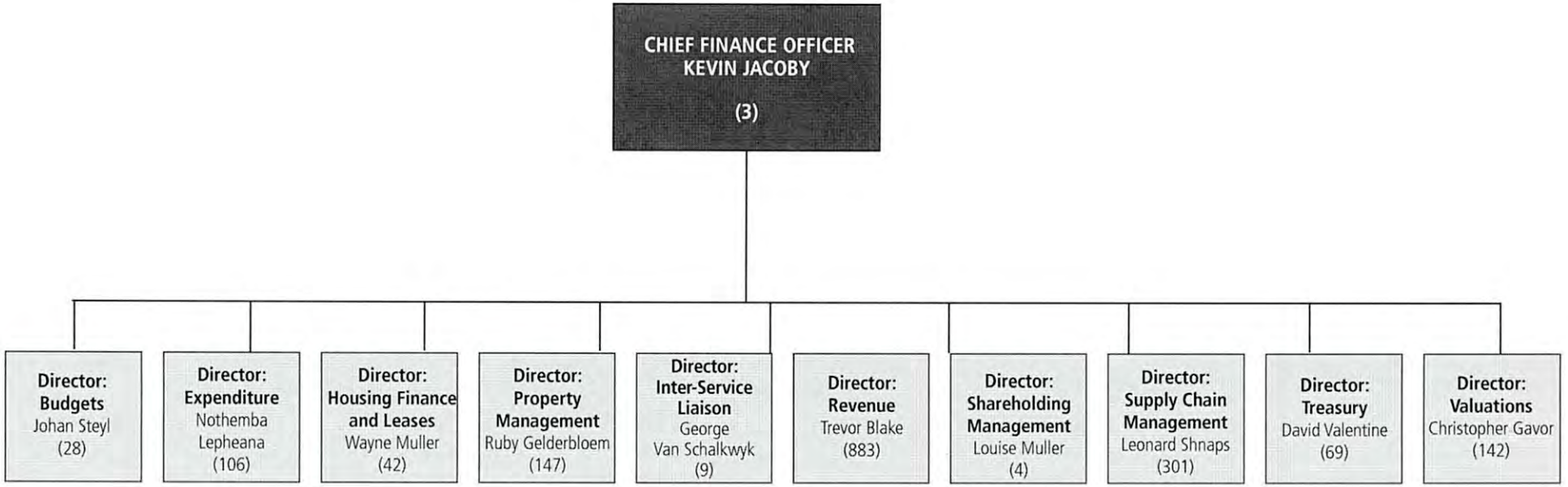
The Finance Directorate ensures sound financial management of the City's financial resources, in compliance with the Municipal Finance Management Act, together with other related legislation, policies and procedures.

STAKEHOLDERS AND CUSTOMERS

Finance Directorate customers are both internal and external:

CUSTOMERS	NEEDS
External Customers: • Citizens and Ratepayers • Government Departments (National/Provincial/Local) • Parastatals • Business Sector • Municipal Entities • Regulatory and ad hoc stakeholders • Commercial banks/Investors • Private Sector • Institutions e.g. IMFO, SALGA, NGO's, etc. • Development and Social Community • Service Providers • Vendors/Suppliers	Information, responses, service delivery, consultation, payments, legislative procedures and advice
Internal Customers: • Line Departments (Officials) • Councillors • Unions • Audit Committee	Service delivery, information, processes, systems, financial advice and expertise and policies

3. SENIOR MANAGEMENT ORGANOGRAM



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

Due to the nature of the business, the majority of the objectives are directly linked to Strategic Focus Area (SFA) 5 "A Well-Run City" while others are linked to SFA 1 "Opportunity City".

Various amendments have been made to the Directorate's SDBIP for 2012/2013, in order that the Finance objectives, indicators and targets are aligned to the new Corporate Scorecard for the City. The 2012/2013 Finance Directorate SDBIP is attached as Appendix 1.

5. PERFORMANCE PROGRESS AND IMPACT

The Finance Directorate has achieved various accolades and these are summarised as follows:

- Unqualified Audit Report from Auditor General 8 consecutive years
- Unqualified audit reports for Municipal Entities for the past 3 years
- Received a high investment grade credit rating for the 6th consecutive year
- Improved Capital Budget Spending
- Sustainable Revenue collection despite the economic recession and high electricity tariff increases
- Continued Improved Supply Chain Processes & Procedures in collaboration with line departments
- Maintaining the ISO standard for Supply Chain Management
- South African Housing Foundation Award for the City's Housing Project of the Year (2011) including the funding thereof
- International Associate to the Canadian National Executive Forum on Public Property

6. FINANCIAL INFORMATION

6.1 Summary of revenue by source.

FINANCE DIRECTORATE - REVENUE BY SOURCE									
BUDGETED FINANCIAL PERFORMANCE REVENUE									
Description	2008/09	2009/10	2010/11	2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Operating Revenue By Source									
Property Rates	11	10	2	–	–	–	–	–	–
Services charges - refuse revenue	0	3	16	–	–	–	–	–	–
Service charges - other	6 473	7 640	7 910	7 998	7 998	7 998	8 430	8 902	9 400
Rental of facilities and equipment	65 887	76 475	55 567	68 108	68 108	68 108	71 514	75 089	78 844
Interest earned - external investments	405 186	267 264	270 446	171 388	171 388	171 388	227 482	266 982	320 482
Interest earned - outstanding debtors	3 754	613	1 015	555	555	555	594	627	662
Fines	24	30	(0)	0	0	0	0	0	0
Licences and permits	1	7	3	–	–	–	–	–	–
Agency services	100 014	101 217	105 317	105 000	105 000	105 000	105 000	110 880	117 089
Transfers recognised - operational	846	934	989	7 060	9 369	9 369	5 129	1 250	1 250
Other revenue	71 644	102 373	101 322	99 633	105 332	105 332	113 552	119 911	126 626
Gains on disposal of PPE	147 218	29 633	6 579	99 000	79 000	79 000	61 000	64 416	68 023
Total Operating Revenue (excluding capital transfers and contributions)	**801 058**	**586 197**	**549 166**	**558 742**	**546 751**	**546 751**	**592 700**	**648 057**	**722 378**

6.2 Summary of operating expenditure by type.

FINANCE DIRECTORATE - REVENUE BY SOURCE									
BUDGETED FINANCIAL PERFORMANCE REVENUE									
Description	**2008/09**	**2009/10**	**2010/11**	**2011/12**			**2012/13 Medium Term Revenue & Expenditure Framework**		
R thousand	**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Original Budget**	**Adjusted Budget**	**Full Year Forecast**	**Budget Year 2012/13**	**Budget Year +1 2013/14**	**Budget Year +2 2014/15**
Operating Revenue By Type									
Employee related costs	360 039	397 563	435 404	516 444	516 643	516 643	550 059	602 865	660 137
Remuneration of councillors	–	–	–	–	–	–	–	–	–
Debt impairment	5 575	27 284	9 759	11 050	11 085	11 085	11 734	7 922	7 417
Depreciation & asset impairment	11 588	18 707	15 705	13 232	13 232	13 232	14 172	15 164	16 225
Finance charges	396 168	599 797	683 871	766 367	766 367	766 367	768 508	936 958	1 119 503
Bulk purchases	–	–	–	–	–	–	–	–	–
Other materials	259	174	572	1 471	1 481	1 481	1 583	1 697	1 818
Contracted services	6 515	8 460	13 625	12 039	15 671	15 671	15 595	16 592	17 784
Transfers and grants	7 837	6 866	5 401	5 627	5 627	5 627	5 931	6 263	6 614
Loss on disposal of PPE	27	177	177	–	–	–	–	–	–
Total Operating Expenditure	**788 007**	**1 058 975**	**1 164 516**	**1 326 231**	**1 330 107**	**1 330 107**	**1 367 583**	**1 367 462**	**1 829 498**

6.3 Summary of capital expenditure by Department

Finance Directorate Budget 2011/12 to 2012/15				
Department	**Current Budget 2011/12**	**Draft Budget 2012/13**	**Draft Budget 2013/14**	**Draft Budget 2014/15**
Shareholders Management Unit	34 867	0	0	
Treasury	35 252	255 000	0	0
Inter - Service Liaison	37 901	20 000	20 000	20 000
Housing Finance & Leases	69 000	69 000	69 000	69 000
Finance Management	90 198	300 000	300 000	300 000
Budgets	96 064	0	0	0
Expenditure	294 231	220 000	220 000	220 000
Valuations	647 789	851 925	551 925	551 925
Supply Chain Management	2 933 398	310 000	310 000	310 000
Revenue	6 455 886	1 710 370	2 010 370	2 010 370
Property Management	150 218 380	300 000	250 000	250 000
TOTAL	**160 932 966**	**4 036 295**	**3 731 295**	**3 781 295**

6.4 A description of discretionary and non discretionary expenditure.

Funds are utilised for discretionary expenditure whilst also noting that fund management programmes incorporate significant quantum of targeted external funds.

6.5 Risks:

- Management, with the assistance of the Integrated Risk Management (IRM) Department, has applied their minds and due care taken to ensure that risks which could impact on them not achieving the Directorate's objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.
- As per the legislative requirement any risks to achieving revenue projections, any expected major shifts in revenue patterns and planned alternative sources of revenue.

6.6 On the Directorate Capital Programme in the context of the overall capital programme of the City.

The Directorate Capital Programme is linked the Financial Management Programme 5.3(a).

7. LINK TO DIRECTORATE OBJECTIVES (if applicable)

The Financial Management Programme 5.3(a) is linked to Strategic Focus Area 5 – A well-run City, and the City's Objective 5.3 – Ensure financial prudence with clean unqualified audits by the Auditor-General.

8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) – are contained in the Finance Directorate 2012/2013 SDBIP – attached as APPENDIX 1.

9. AUTHORISATION

The undersigned do hereby indicate their agreement with the contents of this document, together with all appendices.

	NAME	SIGNATURE	DATE
Executive Director	Kevin Jacoby		21/05/2012
Mayco Member	Ian Neilson		22/5/2012

9. APPENDICES:

Appendix 1: FINANCE DIRECTORATE 2012/2013 SDBIP

2012/2013 FINANCE DIRECTORATE SDBIP												
ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Directorate Objective	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	TARGETS				
Pillar and Corporate Objective	Corporate Scorecard Indictor No.							30 September 2012	31 December 2012	31 March 2013	30 June 2013	Responsible Person / Contact Person
Opportunity City 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	1.B	Budgets	Provision and maintenance of economic and social infrastructure to ensure infrastructure-led growth and development	1.B Percentage of capital budget spend (City)	Achievement as at 30 June 2012	1.2(c) Investment in Infrastructure	90% of approved final budget	Quarterly target per implementation plan of final, adopted budget	Quarterly target per implementation plan of final, adopted budget	Quarterly target per implementation plan of final, adopted budget	90% of approved final budget	Chief Finance Officer, Kevin Jacoby Director: Budgets Johan Steyl
	1.D	Budgets	Manage maintenance of City infrastructure	1.D Percentage of operting budget allocated to Repairs and Maintenance (City)	Achievement as at 30 June 2012	1.2(b) Maintenance of Infrastructure	7.5%	Annual Target	Annual Target	Annual Target	7.5%	Chief Finance Officer, Kevin Jacoby Director: Budgets Johan Steyl

2012/2013 FINANCE DIRECTORATE SDBIP

ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Directorate Objective	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	TARGETS				
Pillar and Corporate Objective	Corporate Scorecard Indictor No.							30 September 2012	31 December 2012	31 March 2013	30 June 2013	Responsible Person / Contact Person
	1.E	Budgets	Manage maintenance of City infrastructure	1.E Percentage spend on repairs and maintenance (City)	Achievement as at 30 June 2012	1.2(b) Maintenance of Infrastructure	100%	Annual Target	Annual Target	Annual Target	100%	Chief Finance Officer, Kevin Jacoby Director: Budgets Johan Steyl
	n/a	Property Management	Leveraging the City's assets to drive economic growth and sustainable development	Development of an immovable property asset management compliance framework to ensure legislative compliance	New	1.5(a) City strategic assets investigation	50% Asset Management System Development (Portfoliorization and Performance Management)	Initiate engagement with all Immovable Property Asset user departments on the development of the Asset Management System	Complete organisation wide engagement , workshops and information sessions on the Asset Management System	Submission of Asset Management System for approval - proposed portfolio framework and performance measurement system (Key Performance Indicators)	Complete Phase 1 of the offline Asset Management System pilot test which involves immovable property asset allocation to portfolios and initial measurement of performance against Portfolio KPI's	Chief Finance Officer, Kevin Jacoby Director: Property Management Ruby Gelderbloem
	n/a	Property Management	Leveraging the City's assets to drive economic growth and sustainable development	Development of a comprehensive immovable property asset register compliant with Government Immovable Asset Management Act	Achievement as at 30 June 2012	1.5(a) City strategic assets investigation	80% of Core Immovable Property Asset Register (IPAR) Existing Data, Sourcing and Purification	10% of Data Sourcing and Purification :preceded by CCT Systems Authorization, Process & System Intergration and Trouble Shooting	30% of Data Sourcing and Purification- Core Immovable Property Asset Register	75% of Data Sourcing and Purification- Core Immovable Property Asset Register	100% of Data Sourcing and Purification- Core Immovable Property Asset Register	Chief Finance Officer, Kevin Jacoby Director: Property Management Ruby Gelderbloem

2012/2013 FINANCE DIRECTORATE SDBIP												
ALIGNMENT TO IDP		Link to Lead Directorate/Department	Directorate Objective	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	TARGETS				
Pillar and Corporate Objective	Corporate Scorecard Indictor No.							30 September 2012	31 December 2012	31 March 2013	30 June 2013	Responsible Person / Contact Person
A Well-run City 5.3 Ensure financial prudence with clean audit by the Auditor-General	n/a	Budgets	Ensure financial prudence with clean audit by the Auditor-General	Progress against milestones to ensure the adoption of aproved Budget Cycle Plan for 2013/2014	Achievement as at 30 June 2012	5.3(a) Financial Management Programme	Adoption of affordable, sustainable and balanced Operating and Capital Budget (MTREF) aligned to the IDP	Progress on Council-approved Budget Cycle Plan	Progress on Council-approved Budget Cycle Plan	Progress on Council-approved Budget Cycle Plan	Adoption of affordable, sustainable and balanced Operating and Capital Budget (MTREF) aligned to the IDP	Chief Finance Officer, Kevin Jacoby Director: Budgets Johan Steyl
	n/a	Budgets	Ensure financial prudence with clean audit by the Auditor-General	Percentage of Operating Budget spent	Direct./ Dept. achievement as at 30 June 2012	5.3(a) Financial Management Programme	95%	Reporting of quarterly target per implementation plan of final, adopted budget	Reporting of quarterly target per implementation plan of final, adopted budget	Reporting of quarterly target per implementation plan of final, adopted budget	95%	Chief Finance Officer, Kevin Jacoby Director: Budgets Johan Steyl
	n/a	Revenue	Ensure financial prudence with clean audit by the Auditor-General	Revenue collected as a percentage of billed amount	Achievement as at 30 June 2012	5.3(a) Financial Management Programme	95%	95%	95%	95%	95%	Chief Finance Officer, Kevin Jacoby Director: Revenue Trevor Blake
	n/a	Inter-Service Liaison	Ensure financial prudence with clean audit by the Auditor-General	Milestones towards the submission of Rates and Tariffs for the Total Municipal Account (TMA) for consideration by Council	Council approved Rates and Tariffs for 12/13	5.3(a) Financial Management Programme	Submission of Rates and Tariffs for consideration by Council	n/a	Gather data to populate TMA model. Present scenarios to BSC	Budget tabled at Council informed by TMA modelling	Submission of Rates and Tariffs for consideration by Council	Chief Finance Officer, Kevin Jacoby Director: Inter-Service Liaison George van Schalkwyk

2012/2013 FINANCE DIRECTORATE SDBIP

ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Directorate Objective	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	TARGETS				
Pillar and Corporate Objective	Corporate Scorecard Indictor No.							30 September 2012	31 December 2012	31 March 2013	30 June 2013	Responsible Person / Contact Person
	n/a	ALL	Ensure financial prudence with clean audit by the Auditor-General	Progress against milestones to implement reviewed/ amended legislation, court judgements, policies and by-laws	Reviewed policies submitted for approval with annual budget	5.3(a) Financial Management Programme	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Annual review of policies submitted for tabling with Budget	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Chief Finance Officer Kevin Jacoby
	5.E	Treasury	Ensure financial prudence with clean audit by the Auditor-General	5.E Opinion of the Auditor-General	Unqualified audit report for the City	5.3(a) Financial Management Programme	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Chief Finance Officer, Kevin Jacoby Director: Treasury David Valentine
	5.F	Treasury	Ensure financial prudence with clean audit by the Auditor-General	5.F Opinion of independent rating agency	High investment rating of Aa2.za	5.3(a) Financial Management Programme	High investment rating (subject to Sovereign Rating)	High investment rating (Subject to Sovereign Rating)	High investment rating (subject to Sovereign Rating)	High investment rating (subject to Sovereign Rating)	High investment rating (subject to Sovereign Rating)	Chief Finance Officer, Kevin Jacoby Director: Treasury David Valentine
	n/a	Treasury	Ensure financial prudence with clean audit by the Auditor-General	Net Debtors to Annual Income [Ratio of outstanding service debtors to revenue actually received for services]	Achievement as at 30 June 2012	5.3(a) Financial Management Programme	Calculation from approved budget	Annual Target	Annual Target	Annual Target	Calculation from approved budget	Chief Finance Officer, Kevin Jacoby Director: Treasury David Valentine

2012/2013 FINANCE DIRECTORATE SDBIP												
ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Directorate Objective	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	TARGETS				
Pillar and Corporate Objective	Corporate Scorecard Indictor No.							30 September 2012	31 December 2012	31 March 2013	30 June 2013	Responsible Person / Contact Person
	n/a	Treasury	Ensure financial prudence with clean audit by the Auditor-General	Debt coverage by own billed revenue	Achievement as at 30 June 2012	5.3(a) Financial Management Programme	Calculation from approved budget	Annual Target	Annual Target	Annual Target	Calculation from approved budget	Chief Finance Officer, Kevin Jacoby Director: Treasury David Valentine
	n/a	Treasury	Ensure financial prudence with clean audit by the Auditor-General	Availability of fully balanced financial information as per Asset Register for disclosure in the financial statements of the City	Achievement as at 30 June 2012	5.3(a) Financial Management Programme	100% completed by 30 June 2013	Project commences 3rd quarter	Project commences 3rd quarter	Commencement of project according to Treasury Deparment instructions	100% completed by 30 June 2013	Chief Finance Officer, Kevin Jacoby Director: Treasury David Valentine
	n/a	Supply Chain Management	Ensure financial prudence with clean audit by the Auditor-General	Improved average turnaround time of tender procurement processes in accordance with procurement plan.	Achievement as at 30 June 2012	5.3(a) Financial Management Programme	9 weeks	9 weeks	9 weeks	9 weeks	9 weeks	Chief Finance Officer, Kevin Jacoby Director: Supply Chain Management Leonard Shnaps
	n/a	Valuations	Ensure financial prudence with clean audit by the Auditor-General	Progress against milestones to achieve 1 Supplementary Valuation Roll	Achievement as at 30 June 2012	5.3(a) Financial Management Programme	(1) Roll submitted to City Manager - 31 December 2012 (2) Roll advertised in press by 31 January 2013	n/a	(1) Roll submitted to City Manager - 31 December 2012 (2) Roll advertised in press by 31 January 2013	n/a	(1) Roll submitted to City Manager - 31 December 2012 (2) Roll advertised in press by 31 January 2013	Chief Finance Officer, Kevin Jacoby Director: Valuations Christopher Gavor

2012/2013 FINANCE DIRECTORATE SDBIP

ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Directorate Objective	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	TARGETS				
Pillar and Corporate Objective	Corporate Scorecard Indictor No.							30 September 2012	31 December 2012	31 March 2013	30 June 2013	Responsible Person / Contact Person
	n/a	Valuations	Ensure financial prudence with clean audit by the Auditor-General	Progress against milestones to achieve a Valuation Roll	Achievement as at 30 June 2012	5.3(a) Financial Management Programme	(1) Roll submitted to City Manager - 31 January 2013 (2) Roll advertised in press by 28 February 2013	n/a	n/a	(1) Roll submitted to City Manager - 31 January 2013 (2) Roll advertised in press by 28 February 2013	(1) Roll submitted to City Manager - 31 January 2013 (2) Roll advertised in press by 28 February 2013	Chief Finance Officer, Kevin Jacoby Director: Valuations Christopher Gavor
	n/a	Shareholding Management	Compliance by Entities, as far as is within City's influential ability, with the financial reporting requirements as outlined in current and any new municipal legislation	Number of entity financial reports submitted as required by legislation	Achievement as at 30 June 2012	5.3(a) Financial Management Programme	Full compliance by all entities in new format or exemption in place	Financial reporting by all municipal entities on a monthly basis; setting upper limits of Board Allowances for entities	Financial reporting by all municipal entities on a monthly basis	Financial reporting by all municipal entities on a monthly basis	Financial reporting by all municipal entities on a monthly basis; setting upper limits of salaries for entities	Chief Finance Officer, Kevin Jacoby Director: Shareholding Management Louise Muller
				Progress against legislative timelines for Annual Financial Statements and Budgets	Achievement as at 30 June 2012	5.3(a) Financial Management Programme	Compliance with deadlines on budgeting and financial reporting	quarterly target per implementation plan of final, adopted budget	Assist with any consolidation queries and respond to Auditor-General queries on AFS/ Consolidated AFS	Entity Annual reports to have been received by end December and tabled by end January, oversight queries handled	Entity budgets to have been approved by Boards by the end of this quarter, City approved allocations where necessary	Chief Finance Officer, Kevin Jacoby Director: Shareholding Management Louise Muller

KEY OPERATIONAL INDICATORS (KOIs):

2012/2013 FINANCE DIRECTORATE SDBIP

ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Directorate Objective	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	TARGETS				
Pillar and Corporate Objective	Corporate Scorecard Indictor No.							30 September 2012	31 December 2012	31 March 2013	30 June 2013	Responsible Person / Contact Person
SFA 1 The Opportunity City	1B	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend of Capital Budget	Direct./ Dept. achievement as at 30 June 2012	1.2(c) Investment in Infrastructure	90%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	90%	Chief Finance Officer, Kevin Jacoby Directorate Finance Manager
	1E	Finance		Percentage spend on repairs and maintenance	100%	1.2(b) Maintenance of Infrastructure	100%	Annual Target	Annual Target	Annual Target	100%	Chief Finance Officer, Kevin Jacoby Directorate Finance Manager
	1F	Office Of The Deputy City Manager		Number of Expanded Public Works programmes (EPWP) opportunities created	n/a	1.2(d) Expanded Public Works Programme (EPWP)	40 agents from the local community for the door-to-door collections 60 call-centre agents from local communities	Annual Target	Annual Target	Annual Target	40 agents from the local community for the door-to-door collections 60 call-centre agents from local communities	Chief Finance Officer, Kevin Jacoby Noahmaan Hendricks Contact: 021 400 9894 Cell: 082 615 5887

2012/2013 FINANCE DIRECTORATE SDBIP

ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Directorate Objective	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	TARGETS				
Pillar and Corporate Objective	Corporate Scorecard Indictor No.							30 September 2012	31 December 2012	31 March 2013	30 June 2013	Responsible Person / Contact Person
	1H (a)	Corporate Services	1.6 Maximise the use of available funding and programmes for training and skills development	Number of external trainee and bursary opportunities (excluding apprentices)	Direct./ Dept. achievement as at 30 June 2013	1.6 (a)	No target	Quarterly targets must be determine by each Directorate and Department	Quarterly targets must be determine by each Directorate and Department	Quarterly milestones must be determine by each Directorate and Department	Annual Targets for each Directorate and Department will be developed by line departments in consultation with Corporate Services.	Chief Finance Officer, Kevin Jacoby Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 694 8344 Chad Aimes (Quarterly BI report) Contact: 021 400 2063 Cell: 071 850 3383
	1H (b)			Number of apprentices	Direct./ Dept. achievement as at 30 June 2014	1.6 (a)	To be set by Directorate (Nil target if not applicable to the Directorate)	To be set by Directorate (Nil target if not applicable to the Directorate)	To be set by Directorate (Nil target if not applicable to the Directorate)	To be set by Directorate (Nil target if not applicable to the Directorate)	To be set by Directorate (Nil target if not applicable to the Directorate)	Chief Finance Officer, Kevin Jacoby Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 694 8344 Chad Aimes (Quarterly BI report) Contact: 021 400 2063 Cell: 071 850 3383

2012/2013 FINANCE DIRECTORATE SDBIP

ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Directorate Objective	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	TARGETS				
Pillar and Corporate Objective	Corporate Scorecard Indictor No.							30 September 2012	31 December 2012	31 March 2013	30 June 2013	Responsible Person / Contact Person
SFA 4 An Inclusive City	4A	Corporate Services	4.1Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Percentage adherence to Citywide service standard based on all external notifications	New - to be based on Direct./ Dept. achievement as at 30 June 2012	4.1 (a)	100%	100%	100%	100%	100%	Chief Finance Officer, Kevin Jacoby Sunnet Kloppers Contact: 021 400 9206 (Targets against which the % adherence is measured are to be determined by Directorates, in consultation with Corporate Services, and based on Directorate & departmental baselines)
SFA 5 A Well Run City	–	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2(b)	100%	100%	100%	100%	100%	Chief Finance Officer, Kevin Jacoby Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
SFA 5 A Well Run City	–	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Employee Utilisation target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2(b)	100%	100%	100%	100%	100%	Chief Finance Officer, Kevin Jacoby Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383

2012/2013 FINANCE DIRECTORATE SDBIP

ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Directorate Objective	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	TARGETS				
Pillar and Corporate Objective	Corporate Scorecard Indictor No.							30 September 2012	31 December 2012	31 March 2013	30 June 2013	Responsible Person / Contact Person
SFA 5 A Well Run City	–	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Employee Talent target (composite indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2(b)	100%	100%	100%	100%	100%	Chief Finance Officer, Kevin Jacoby Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383 Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 694 8344
SFA 5 A Well Run City	–	FINANCE	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of Operating Budget spent	Direct./ Dept. achievement as at 30 June 2012		95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Chief Finance Officer, Kevin Jacoby Directorate Finance Manager
SFA 5 A Well Run City	–			Percentage of assets verified	Direct./ Dept. achievement as at 30 June 2012	5.3(a) Financial Management Programme	100% completed by 30 June	0%	0%	0%	100% completed by 30 June	Chief Finance Officer, Kevin Jacoby Directorate Finance Manager

2012/2013 FINANCE DIRECTORATE SDBIP

ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Directorate Objective	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	TARGETS				
Pillar and Corporate Objective	Corporate Scorecard Indictor No.							30 September 2012	31 December 2012	31 March 2013	30 June 2013	Responsible Person / Contact Person
SFA 5 A Well Run City	–	INTERNAL AUDIT		Percentage Internal Audit findings resolved	Direct./ Dept. achievement as at 30 June 2012		70%	70%	70%	70%	70%	Chief Finance Officer, Kevin Jacoby Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959

Approved by Chief Finance Officer: _____ **Date:** 21/05/2012.
Approved by Executive Director:
Finance: Kevin Jacoby
Kevin Jacoby

Approved by Mayco Member: _____ **Date:** 22/5/2012
Approved by Mayco Member:
Alderman Ian Neilson
Alderman Ian Neilson